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Journal of Tourism and Services is an international research journal, published by the University of Business in Prague that publishes high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development. Together with scientific part and in order to promote the exchange of current and innovative ideas, the Journal also includes a Research and Industry section to address important topics and advance theoretical knowledge or thinking about key areas of tourism and services. The papers are approved by the Editorial Board and are blind peer reviewed by 2 reviewers with minimum PhD title. Each issue will also seek to include shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate, research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general. The Journal is intended for international professionals, academics and students not only for reading but also as a space for publication and source of information for work.

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Editorial

It is remarkable to follow ontogenesis not only in biology but also in other structures and, surprisingly, in institutions as well. From the comparison of the dynamics of particular structures interesting consequences may be deduced.

I had learned to read and write by the age of eight. The basics of my second language I had managed by the time I was twelve years old. Our alma mater, the University of Business in Prague, has managed to communicate and to fully command the second language after ten years, when it is now able to carry out all activities bilingual.

Our journal, formatted as three lingual medium, has transformed with this issue into a full English version.

Between writing my first student scientific paper and publishing the first impacted article six years have elapsed. The University of Business has needed five years to get the master accreditation and another five years to be involved in international doctoral study program. Our journal is in this way accomplishing a complete structure of a specialist scientific journal for the sphere of applied science. It is extended by research papers, research notes, reviews of existing work, short essays, and industry news as a starting point for discussions and debates.

In the above mentioned biology it is typical to research the relationship between the dynamics of ontogenesis and that of phylogenesis, i.e. between the development of the individual and that of the species, where a characteristic finding is that ontogenesis represents a more dynamic version of phylogenesis. I hope that this regularity will be applicable to our journal as well. Hopefully it will soon reach a perfection of a species (connected e.g. with impact and reader satisfaction); at the present speed of development it can be surprisingly soon and it depends only on us (the authors and editors) when this will happen.

On the other hand although the evolution of a species is in every moment closed and final, the evolution of an individual crosses the border of the species and only time will show whether it is a dead individual variation or mutation or another step in the development with impact on the whole species. I am optimistic in writing that the Journal has reached its phylogenetic peak, but I am not sure whether the development will not turn another direction or seemingly go even backwards. After coming back from continental China I am not sure whether the trend to communicate in a single language is irreversible and whether the limited knowledge of English in this territory does not bring back the multilingual variability of a scientific journal with global aspiration (after all, in the horizon of several years computer translation will enable quality communication in almost any sufficiently widespread language). I do not know when and whether you can expect an editorial in Mandarin Chinese but for today I recommend the whole new structure unified by the interim hegemonic scientific language – the English language.

Ivo Straka
Chair of Editorial Board

Strategic Approach of the Tourism Companies to the Implementation of Marketing Communication

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Abstract

Practical and effective marketing communication that is based on the implementation of optimal communication mix within the chosen communication strategy can for the companies nowadays represent one of the most important sources of their competition advantage on the market. Communication strategy helps the tourism companies address, win, but also maintain the set target groups of customers and so distinctly contributes to the fulfilment of their marketing or broader company strategy. The aim of this article is to explain the theoretic approaches of experts to the process of creating the communication strategy of tourism companies, to interpret the typology of communication strategies of tourism companies as well as present the results of empirical survey performed in selected tourism companies from Liptov region.

Key words: tourism company, marketing communication, communication strategy

1. Introduction

In the sharp present-day competition it is impossible for the tourism companies that do not take action in the field of marketing communication to prosper on the market. The reason is that one of the crucial criteria of survival and success of tourism companies is the complex orientation towards customers, which is impossible without an effective communication with them. Marketing communication also at present represents one of the most visible as well as most discussed tools of marketing mix of companies.

Empirical facts show that in comparison with the past also in tourism we can note distinct changes in customers´ requirements (they are very different), as well as quantitative, but in particular qualitative changes in ways of communicating with customers. The most commonly used means of personal contact in the past is increasingly being substituted by contact by means of various technical devices, using modern technologies, especially the internet. Specific features of the offered products (consisting mostly of services characterized by non-material nature), as well as big differences between companies offering similar services have bigger requirements on the choice of a suitable tool of communication, media and realization of the communicated message itself [4]. In this context marketing communication is for the tourism companies not just a tool to influence the structure and level of demand for products, but also a tool of decreasing the risk that clients face during the decision-making process[1]. Experience also indicates that the communication methods of tourism companies are to a great extent determined by profession, ethical and regulation limitations of tourism, as well as limitations of knowledge and financial means of managers (mainly of small companies). They are also determined by market conditions (presence of local exceeding of demand for certain services often leads the management of companies to the false opinion that they do not have to bother maintaining their company and services in the customers´ awareness) as well as habits that are common in the given branch or industry. The choice of individual tools and forms of communication is mostly determined also by market share of the given company, geographical reach or the level (local to international) of its sphere of action on the tourism market and last but not least also by the managers´ of companies level of knowledge and experience [12]. The mentioned facts thus become stimuli for the expert public strong enough to search for optimal solutions of communication with the public including customers under these specific conditions, to search for ways of reaching a higher effectiveness of used tools, methods and means of communication.

According to the formlessness and other particularities of tourism services, as well as individual particularities of tourism companies, the task of marketing communication is to present except common features of services, destination or price especially the uniqueness of offered services or a broader product, which give the customer the main reason to buy these services, this product [2]. The general goal of marketing communication is to reach real and permanent change of opinion, attitudes and actions of certain target groups, which requires the company to make a long-term and systematic effort in the given area – which means to perform the so-called strategic communication process focused on reaching long-lasting communication or broader marketing goals. In practice this means for the company to know their audience, the situation and circumstances of communication. Furthermore the

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[1] The best form of eliminating this risk is providing flawless services. In relation to this, Kotler, Bowen and Makens (2006) emphasize the need to create a system of certification of individual providers of services, which serves as an orientation marker tor the end client, but also for domestic and foreign mediators.

company has to elaborate and then implement a suitable communication strategy (in literature described also as the marketing communication strategy or advertising strategy, while it is necessary to note certain differences in these terms in relation to the extent of understanding communication in marketing – in broader or narrower sense) based if possible on implementing optimum communication mix. "Thanks to the rising competition on the market this tool regarding the supervision of individual marketing strategies might be considered the most important one" [11]. The company should monitor its communication activities and evaluate them. Then according to the assessment of achieved results it should take measures or perform necessary corrections to achieve improvement in the future.

The right choice of communication strategy helps companies not just address successfully their target audience (target groups of customers), but it also helps win and maintain them, which is in line with the goals of every strategically oriented tourism company.

The fact, that implementing strategic attitude of tourism companies in performing marketing communication might be considered a factor that contributes to strengthening their position in competition on the market was the impulse to carry out a theoretical and empirical research of the issue, which was a part of a complex research carried out within the project VEGA No. 1/4579/07 "Diagnosing the value relations and market activities in company" at the Faculty of Business Management at the University of Economics in Bratislava.

The goal of this article is to describe specialists´ theoretical approach to the process of creating communication strategy for tourism companies, characterize individual types of communication strategies in regard to its applicability in tourism and also present the results and conclusions of empirical research performed in selected tourism companies in the Liptov region. With respect to this goal we also determined the structure of the article. The knowledge gained from theoretical examination of the issue can be found in the second chapter of this article. Basic points and results of the performed empirical survey are presented in the third chapter.

2. Communication strategy of tourism companies

In general, the goals of marketing communication that the company has set and struggles to achieve through a plan, which is specified depending on the character of defined goals, either as a public plan (direct keystone of marketing communication) or as a closed plan (strategic keystone of marketing communication) [6]. As it was already mentioned, good relations of company with its target groups built through efficient communication nowadays represent one of the most important competition advantages of the company on the market. Thus it is evident that if the company gains such advantage, it carefully guards the "guide" the advantage is due to. And that is probably the most important reason the experts focus so much on the attitude that is based on the strategic keystone of marketing communication.

The way strategy is in general considered an important tool of company management, the same way communication strategy is considered an extremely important tool of marketing management of all communication activities of the company. Communication strategy of tourism companies represents an important part (is one of the supporting strategies) of their overall marketing strategy. This implies that the goals of communication strategy of tourism companies should be in line with the goals of their overall marketing strategy, which again is in line with the general company strategy.

Since communication strategy contains general decisions about marketing communication of the company, it includes decisions especially about what to say, whom to say it and how to say it. By identifying with Hurst´s opinion [3]: "strategy is a way you follow, it is the steps you take to reach your goals" communication strategy might be characterized as a sequence of mature partial steps, which lead the company to the defined goals in communication field. Experts emphasize that properly chosen marketing communication strategy of the company should answer the questions: "Why communicate – what is the link of marketing communication goals to the general goals of the company, capacity, knowledge about customers and competition? What should we communicate – what information do customers receive most effectively so that they buy products? How to communicate – by means of what communication channels, when and where? To whom should communication be oriented – who can we influence by means of well chosen information?" [13]. In other words: communication strategy of a company shall guarantee that the information it mediates impress, has attention, is understood and finally stimulates the demand for the product of the company.

2.1 Creating communication strategy of tourism companies

The process of creating communication strategy of tourism company includes activities connected to the preparing, performing and evaluating the activity of the company in the communication field. Before the tourism company launches the creation of their communication strategy it is necessary to carry out a situation analysis. Its task is to narrowly identify the company, evaluate its previous status and activities on the market analyze the offered product (individual services or package of services), actual and potential customers and also competition that threatens or could threaten the existence of the company [4]. According to Jedlička [5] company management must know the company´s situation so that they can define the important factors that always influence the creation of its communication strategy to a great extent: These are especially:

- skills of managers who are to participate in creating the strategy
- the keystone and focus of business and marketing strategy, which should have been created earlier and are the starting point,
- good level and functionality of marketing and advertising communication system, which should contain crucial information,
- providing the performance of future planned communication activities,
- the level of business image and goodwill as well as general basis of more specific impact on the market.

According to the 4 C theory (customers, costs, competition and channels) that advertising agencies often start from, to create communication strategy of the company it is necessary to: know the profile of the target group, know the amount of financial means that are available in the company to perform communication activities, know what the competition is doing in the communication field and finally know the communication resources of the company [18].

The experts consider the process of planning communication an important part of performing strategic communication process of company. For tourism companies when planning communication the optimal application of model solution „outside-in" seems optimum. In its first step the basis is the current behaviour of customers on the market. The goal is to find out if this type of communication will support or change this behaviour in favour of the company. This information then represents the basis for assessment of communication goals of the company. In the second step division of customers into categories is performed (e.g. into current customers, customers buying competitor´s products etc.). In the next step the knowledge about the brand is to be found out. The goal is to find out why customers in certain segments do what they do. The goal of the fourth step labelled also as contact management is to get to know the time, place and situation when it is possible to contact the customers from individual segments. After compiling this information the communication strategy is defined, which has clearly defined communication goals and response that is to be evoked [17].

Defining the communication strategy consists according to experts of following steps: defining the goals of communication, deciding on communicated message (content and extent of communiqué), the choice of communication tools and creation of communication mix, choice of media and creation of communication mix, budget, from which all communication activities of the company will be financed. After the preparation phase and creating communication strategy the implementation into practice follows. But the process is not over yet. Communication activities of the company must be monitored and checked. The whole process is finished by evaluating of achieved results (economic and communication effects).

Czinkota and Ronkainen [1] suggest a following guide for companies when formulating their communication strategy: 1. evaluate the opportunities of marketing communication, 2. analyze the sources for marketing communication, 3. define the goals of marketing communication, 4. develop and evaluate alternative strategies, 5. define specific tasks of marketing communication.

When creating communication strategy of tourism companies the experts also suggest applying the attitude commonly known as active marketing communication, which is preferred when drafting communication campaigns that sell services. Thid attitude claims that marketing communication mix contains a whole range of clearly defined goals of communication, while it is especially the goals in the field of sales. The results of active campaign are easily measurable and allow the tourism companies to gain more credible assesment of performed communication activities [14].

The published know-how of company practice suggests that when creating communication strategy the companies mostly rely not only on their own experience from the given field, but to a smaller or greater extent they also use expert services – specialists for individual fields of marketing communication (e.g. advertising and research agencies). The results of the research of communication practice of companies in Slovakia point out the fact that when creating and applying their communication strategies the companies often make mistakes. Communication systems of companies often do not contain an essential conceptual attitude. Many companies do not have clearly defined mission. Evaluation of company strategies (including communication strategies) is often insufficient [13; 17; 5]. In spite the fact that the mentioned facts are conclusions of researches, which were carried out with representative samples of traders including small and medium enterprises from the field of tourism, the conclusions and findings might in general be relevant also for these enterprises, it is necessary to say that more complex researches focused exclusively on communication practice of tourism companies in Slovakia are still absent.

2.2 Typology of communication strategies of tourism companies

Communication strategy, which the tourism company chooses for the communication with a specific segment of the market, depends especially on the character of the product (or the type of service) and the stage of its life cycle, then on defined goals of communication, identification of target market the communication should be aimed at, the character of competitors in the given market and last but not least on the budget intended for communication activities of the company.

According to the analysis of available sources mainly from Slovak and Czech literature concerning tourism marketing we believe that authors in their approaches to solving problems in marketing communication in tourism companies focus their attention especially on the characteristics of individual communication methods, tools and means of marketing communication. In the course of our research we did not encounter theoretical approach which would deal more into detail with the problems of communication strategies of tourism companies and at the same time offer a rich classification of communication strategies that could be applied in these companies. Since the national and foreign marketing literature deals with a wide spectrum of theoretically elaborated types of marketing strategies, we tried to select and describe those ones that in our opinion can be used also in business practices of tourism. Before we focus our attention on individual types of these strategies, we think it is important to emphasize that decision-making of tourism companies about the choice of a specific type of communication strategy is except the already mentioned facts to a great extent influenced by the particularities of the tourism market or the field the companies belong to, as well as by particularities that are typical for the tourism companies (e.g. affiliation to service companies, seasonal character of activity, capital severity, great portion of live work, inevitability of cooperation with other subjects in the localization of the company etc.).

With respect to the most important theoretical approaches to communication strategies we tried to order our overview according to the most frequently used criteria of division:

- according to the tools (elements) of marketing communication,
- according to tasks (goals) of communication,
- according to the means of creating demand,
- according to object of communication focus.

Regarding the basic tools of marketing communication in case of tourism companies we can talk about implementing the strategy of contact sales, sales support strategy, advertising strategy and public relations strategy (PR). Since current tourism companies except mentioned traditional communication tools use also many specific tools, forms and means of communication, we can differentiate other two strategic specific elements of marketing communication. These are e.g.: strategy of direct marketing, strategy of event marketing, strategy of communication via multimedia (especially internet communication strategy), strategy of communication in the point of purchase (POP or POS – Point of Sale), strategy of communication via exhibitions and fairs and many others.

Communication strategies of tourism companies might differ also regarding the tasks the marketing communication is meeting, or regarding the goals that the companies want to achieve through marketing communication. Starting from the basic marketing communication goals we can differentiate: strategy of creating relations with customers, strategy of informing about new products or services, strategy of persuading about the advantages of offered products (individual services or complex package of services), strategy of reminding, which is important especially regarding the life cycle of product etc.

According to the way of creating demand it can be the strategy of push, when the company tries to push the product through distribution channels to the customer, while it uses mainly contact sales and sales support. The producer or provider of services tries to convince the vendor about the expedience of his product and the vendor consequently influences the customers. Practical experience shows that the mentioned strategy is used by many financially strong international companies and chains (e.g. international hotel chains). Other option is the implementation of pull strategy. The company firstly tries to catch the attention of customers and consequently create demand for an attractive product. It uses especially advertising and publicity in various communication means, which can cause a subsequent interest of customers. In case of this strategy the producer has an attractive product that can immediately when presented catch the attention of customers. This strategy is in practice common rather in small businesses, new and sensitive to stimuli.

According to the object of focus we can differentiate: communication strategy focused on the product, called also product communication, communication strategy focused on the brand and communication strategy focused on the company, calls also business marketing communication. Every tourism company focuses their communication activities especially on the customer (either the current customer, past or potential customer). In a severe competition environment is such an attitude insufficient, thus tourism companies try to influence also other target audiences via communication. As a result we can talk about communication strategy focused on the area of building relations with the public (laic and expert) which includes also competitors, investors, their own employees, interest unions and associations, organs of civil service and local self-government, media and others. In relation to the mentioned facts tourism companies can apply further specific communication strategies as an example of which we can name the strategy of sponsoring.

Since at present the product of the majority of tourism companies is presented as a complex package of services, also communication strategy of these companies is based exactly on advertising a package of services. Advertising a package of services is „a form of communication, which represents the company´s message intended to strengthen the awareness of their services, to rise interest and motivation to buy them" [10]. When applying this strategy the companies use communication or advertising mix, which is all available tools and forms that complement and support one another in order to achieve the synergy effect. From the mass forms of advertising tourism companies most often use adverts, work with the public and sales support. Contact sales and electronic advertising allow them to perform interpersonal advertising. According to Kiráľová [8]: "the keystone of a long-term relationship between the tourism company and its clients can be created thanks to the personal sale by means of personal contact of the staff with their customers". Activities implemented under the contact sales and electronic advertising are interconnected with the direct marketing and programmes of building loyal customers (the so-called fidelity programmes) – this promotion is according to the element of creating ties with customers called also relational promotion. By means of stabilizing them a customer – company relation might be created, which to a great extent influences not just the success, but also the future existence of the tourism company [16]. In companies managed by qualified marketing at present there is a new concept of the system of marketing communications described as an integrated marketing communication (IMC). Integrated marketing communication represents a complex of all forms of marketing communication which are performed by the company. Thus, it is a logical and synergic unit including advertisement, PR, sale support, direct marketing, personal selling etc. "In a simplified way IMC can be described as a sum of any communication that is financed from the marketing budget [7].

In the communication practice of tourism companies we can encounter also performing the so-called cross promotion, the goal of which is to strengthen the overall impact of marketing action. It is the mutual marketing support of two or more products, the target customer groups of which overlap. In practice this form of communication is performed as follows: marketing managers of individual products join together and try to evoke the interest in a jointly created offer (they use one mutual promotional tool or each of the companies spreads the given communication message by their own communication channels). This form of marketing communication reminds of some kind of mutual „product placement" [15].

In conclusion of this part it is necessary to emphasize that communication strategy of tourism companies in practice has the form rather of a certain combination than just one of the mentioned types.

3. Empirical survey of marketing communication of tourism companies from Liptov

Empirical marketing survey has been carried out in order to determine if the current attitudes of selected tourism companies to the implementation of marketing communication can be labelled as „strategic". Partial goals of it have been: to confront the results of the survey with theoretical knowledge from the field, define conclusions, suggestions and recommendations, which enriched the theory, stimulated next researches and contributed to the enhancement of company practice.

In the next part of the article we focus especially on defining the methodology of the survey, features of the selected compilation, presentation of selected results of the survey and their confrontation with theory.

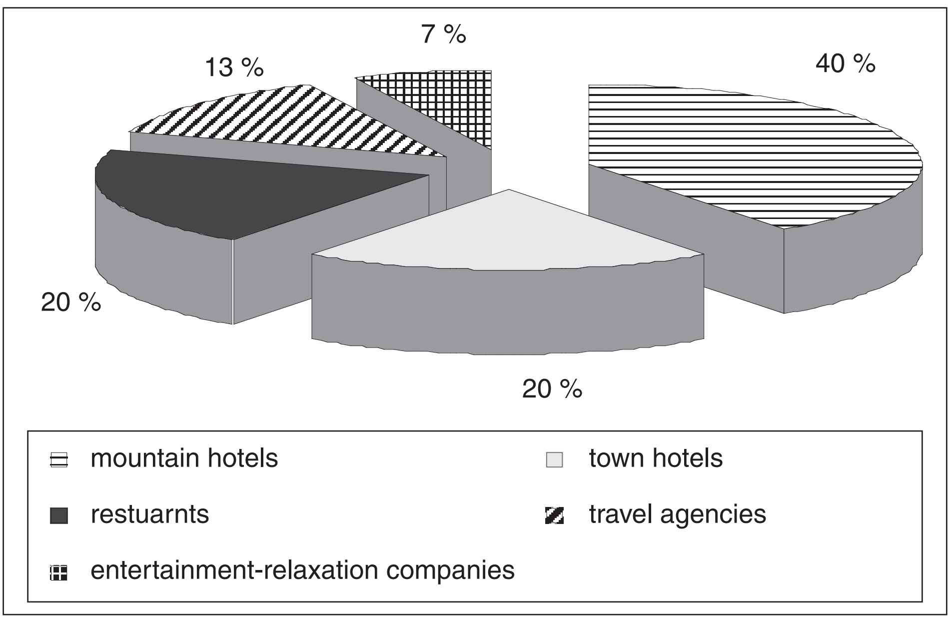
3.1 Basic keystones of the survey

For the primary data collection the form of written questioning has been used – questionnaire method (the questionnaire was anonymous and consisted of 28 questions that were linked to the required information), then the method of guided interview (we asked the staff from marketing departmens of selected companies or employees responsible for the performance of marketing including marketing communication) and content analysis of documents (we analyzed especially promotional materials, information letters, catalogues and webpages of the companies). From the basic methods of theoretical research analysis (especially classification and comparative analysis), synthesis, induction, deduction, comparison and generalization were used. The acquired data were statistically processed and evaluated with the help of descriptive statistics tools in the table processor Excel. According to the specific possibilities rate levels and position (arithmetic mean, median and modus) and the absolute variability rates (average absolute variation, dispersion and standard variation) were used from the descriptive characteristics. The results were interpreted verbally, numerically in tables and graphically.

The survey was carried out in a selected group, which was typical for its qualitative as well as quantitative features. Its division was normal[2],

Graph 1

Structure of the selected group



Source: Own information based on survey results.

[2] One of the signs of normal distribution of values is the fact that the arithmetic mean, median and modus are in one mutual point (close to one another).

it included urban and mountain tourism companies offering selected types of services (we took into account the relation of companies to tourism object) in Liptov region. The region was selected following the assessment of the current situation and perspective of the potential future development of tourism in the given area (we based it on the document „Stratégia rozvoja cestovného ruchu Slovenskej republiky do roku 2013”). Private, gain-oriented companies participated in the survey. It was small and medium businesses (the standard for the size was the commitment of live work). The total extent of selected group was 30 businesses – own business as well as multifunctional tourism businesses belonging to different branches: 12 hotels and 6 restaurants situated in the mountains, 6 hotels situated in urban areas, 4 travel agencies situated in urban area and 2 companies focused on sports, relax and entertainment (in short we call them entertainment – relaxation companies) situated in the suburb areas of Liptovský Mikuláš. See Graph 1.

Since the performed survey was relatively extensive not just in terms of the examined questions, which were part of the questionnaire, but also in terms of evaluating the examined problems from different points of view (especially various structures of the examined companies – size, branch ...), we mention just some selected results of the research that we consider essential in terms of the topic of the article.

3.3 Survey results

Survey results showed that the examined companies used many factors when planning, performing and checking their communication activities. Following the associated evaluation within the scale/evaluation scale from 1 to 5 (1 represented the answer “never”, 2 “rarely/seldom”, 3 “often/normally, 4 “very often/almost always” and 5 “always”) we found out that companies accentuate experience (either positive or negative), which they acquired in the past when performing mentioned activities. According to our findings they use them very often/almost always. The second most important factor is considered the opinion and recommendations of company management. Then there was also: knowledge and skills of the internal employee of the company, information about activities of competitors in the given field (when evaluating the given factor there was a great variability of answers) and the newest information from the field of marketing communication published in expert literature, available on the internet etc. The results suggested that the services of an external expert in marketing communication (e.g. agency) is by companies used just rarely/seldom, which might be also caused by the fact that small and medium businesses in the field of tourism usually do not have sufficient financial means to buy these services from specialized providers. Since the calculated arithmetic means from individual evaluations within the individual question were more or less influenced by extreme values, in order to eliminate it we decided to interpret the results within the individual question according to the values of median, which can be considered a relatively good characteristic of position. The calculated values of other used statistical tools – scales of variability suggest that there is a certain variability in the answers of the respondents (by means of the calculated values of average variation[3] we can find out that bigger variability of answers is found in case of rating factors: “opinions and recommendations of the company management” and “information about the activities of rivals”). See table 1.

Table 1

Intensity of usage of individual factors when planning, performing and checking company activities regarding marketing communication.

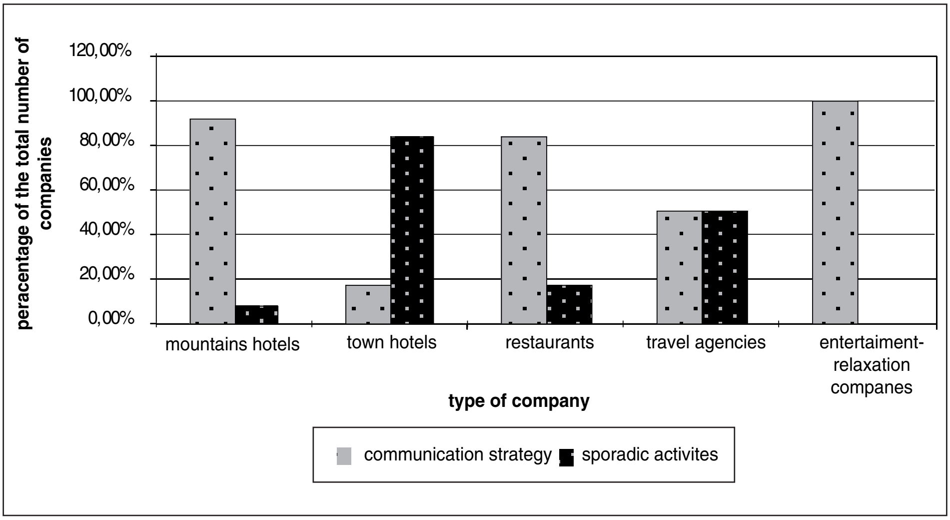
Factors/descriptive features	Arithmetic mean	Median	Modus	Average variation	Dispersion	Standard variation
Previous experience	4,10	4,00	4,00	0,60	0,56	0,75
Knowledge and skills of internal employee	3,37	3,00	3,00	0,65	0,63	0,80
External expert /agency services	2,10	2,00	2,00	0,67	0,69	0,83
Opinions and recommendations of company management	3,83	3,50	3,00	0,83	0,81	0,90
Information about activities of competitors	3,30	3,00	4,00	0,85	1,01	1,00
The newest published information from the specialization	3,03	3,00	3,00	0,65	0,77	0,87

Source: Own information based on survey results

The survey results showed that 21 addressed companies (which is 70% of the total number of selected companies) rely on their own communication strategy when performing communication activities. The guided interviews suggested that applying strategic approach to marketing communication allows there companies to “perform communication, which is well targeted”. “Communication strategy simplifies, clarifies and rationalizes the communication process of our company”. According to further information communication strategy is not in form of an individual document in all companies – in some companies communication strategy is just a part of other company documents, or it exists just in form of thoughtful procedures in minds of managers and marketing staff. In 9 companies (30%) communication strategy is fully absent these companies perform just sporadic activities in the field of marketing communication and focus rather on achieving short-term goals. See graph 2.

Graph 2

Performing marketing communication in companies. Source: Own information based on survey results



Source: Own information based on survey results

Survey results showed that communication activities of examined companies are typical for dispersed of communication tools, while using ATL activities prevails in comparison to BTL activities, which suggests that in the examined companies there are still traditional approaches to marketing communication. From the communication strategies typology perspective we can say that regarding the preferred tools of marketing communication the examined companies apply mostly advertising strategy. Although they prefer this traditional communication tool, thanks to the manifoldness of media advertisement in individual companies takes on various forms. Beside the external advertisement (printed, broadcasted, placed on web sites etc.) companies use also internal advertisement (merchandising). They try to address broad masses of potential customers with their co-participation in organizing various events, i.e. through advertisement partnership. However, research results on one hand showed that companies in the field of communication beside the traditional communication tools use also new or unconventional tools (e.g. hidden advert, direct marketing and event marketing), modern technologies and media (e.g. internet, e-mail, mobile phone), by means of which they do not lag behind other companies from the field of production, or in a broader context they do not lag behind „sophisticated" marketing world. We noticed the most important diversion from the above mentioned traditional approach to the communication within the examined group of companies in case of entertainment-relaxation companies. Not only does their communication mix in comparison with other companies include various forms of sales support, but these companies also distinctly participate in sponsorship and event marketing. Due to this communication mix we can consider the communication of entertainment-relaxation companies a much better targeted one, which might manifest in the future in decrease of expenses for communication activities of given companies. Our other findings suggest that regarding individual media means No. 1 belongs to press media (promotional leaflets, press, catalogues) and internet (web sites and e-mail communication).

According to the method of creating demand the examined companies prefer applying pull strategy. According to their focus it is a strategy primarily oriented to the customer and product. Some companies (according to our information it is the travel agencies and hotel chains SOREA) use their own standards of communication in order to provide an effective and practical communication of staff with customers (be it personal, phone or e-mail communication). These standards are responsible for a uniform method of communication within branch offices or individual parts of the chain. In relation to the focus on the product the managers of examined companies presented the idea that if the product does not meet the anticipated attributes (especially what to mention quality), not even the best marketing communication can help it. In other words " if the company does not have a good product, not from the long-term perspective not even the best marketing communication will fight the stagnation".

Inevitability of cooperation of tourism companies with other subjects working beside them shows also in communication field. Research results showed that companies cooperate with business, media or other partners while the effort of all participating subjects often ends up in performing a mutual or united form of promoting a complex product (package of services) of a certain destination (e.g. recreational centre) by means of subject created especially for this purpose – a joint marketing head office. Our investigation pointed out also the fact that these tourism companies, the products of which overlap (in our case it was the hotels and entertainment-relaxation companies), as well as companies situated in the same area (mountain hotels situated in Jasná centre), apply the strategy of cross-promotion. Since the target groups of customers of mentioned companies more or less overlap, the companies often use their mutual promotional tool.

Finally, it is necessary to say that the results of the research cannot be an absolute especially in respect to the following facts. The method used in the questionnaire is considered an explorative method, respondents are to some extent influenced by subjectivism, which can finally decrease the relevance and accuracy of the results. To elaborate the collected information only some selected statistical methods were used. When applying these methods it is necessary to consider a certain statistical mistake which could also distort the accuracy of the results to some extent. The survey was performed only once and in a relatively small selected unit. Its results could not be compared with results of other empirical surveys or with current data within the whole sector of tourism in Slovakia.

4. Conclusion

Due to complex examination of the marketing communication issue of tourism companies lead us to the conclusion that heterogeneity of communication needs resulting from the diversity of business activities in the field of tourism and problems of tourism companies in the current rising competition environment requires also regarding marketing communication the implementation of individual approach, i.e. applying a tailor-made communication strategy. Our investigation also point out the fact that in connection to the permanent development of the market there are changes in the development of marketing communication of tourism companies, which manifests especially in using modern tools and new approaches in communication management of tourism companies. Comparing theoretical knowledge with information acquired within the performed empirical examination brought us to the finding that the current approaches of tourism companies to solutions of marketing communication manifest in the tendency to prepare communication activities for a longer period of time ahead, i.e. in order to perform marketing communication systematically and planned based on the accepted communication strategy. The results of examining the issue lead us to the fact that in the current business practice of tourism we can notice an increasing focus on communication strategy, which is in line with the general trend of growing importance of strategies in management of companies.

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The Authenticity of Perception of the Visitors to the Archaeological Festival at Biskupin

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Abstract

The article concerns the importance of the authenticity for the satisfaction of tourists visiting tourist attractions. The study was conducted among visitors to the 15th Archaeological Festival at Biskupin (N = 400). Three types of authenticity were distinguished: the objectivist, constructivist and the existential one, as well as their impact on the quality of experience, satisfaction and behavioural intentions of people visiting the festival were studied. The path analysis results show that satisfaction is directly influenced by existential authenticity, while the strongest relation with the quality of experience has the objectivist authenticity. Furthermore, the perception of all three types of authenticity has a significant influence on behavioural intentions of tourists in relation to the attractions. This impact, depending on the type of authenticity has a different course: the objectivist and constructivist authenticity influences the intentions directly, while the existential authenticity has an impact also through the influence on the quality of experience and satisfaction.

Key words: authenticity, satisfaction, visitor attraction, path analysis

1. Introduction

The notion of authenticity is a frequent subject of discussion in the literature in the field of tourism. It concerns the problem of authenticity of experiences of tourists visiting the attractions, the authenticity of the tourist sites, facilities, and destinations. Researchers tries to answer the question whether the search for authenticity is an important motive for undertaking tourist trips. Others try to develop classification of tourist sites because of their authenticity [9]. Some researchers, however, question the need for an a priori classification of tourist sites, as more or less authentic, instead proposing the evaluation of accuracy or honesty of tourist representations [26, 31].

The purpose of this article is to empirically verify the model of relationship between different ways of perception of authenticity (authenticity types) by tourists and their satisfaction and behavioural intentions towards the tourist attraction.

1.1 Theoretical overview

L. Trilling [33] brought the concept of sincerity, which was understood as the absence of deception in social situations: a sincere was man who claimed to be. In the literature in the field of tourism, authenticity was initially associated with the primitive folk art goods, not mass produced and used for traditional activities [3]. For example, the authentic African art was described as "… anything made of traditional materials by local artisans for use by local people, rather than to use this item by the Europeans and other foreigners" [25 p. 31 according to 8]. Accordingly, products made for sale to tourists were not considered as authentic. Authentic was considered to be something that is not artificial, not a copy or a forgery.

Among the authors there is a disagreement as to whether the tourists are motivated by the desire to seek authenticity, as D. MacCannell [24] convinces, or - on the contrary - the authenticity of the visited places is no interest to them, as D. Boorstin [4] says. According to MacCannell, "sightseers (in contrary to the tourists – edit M.N.) are motivated by a desire to see life as it is really lived, even to get in with the natives " [24, p. 94]. Tourists are interested in real life of the foreigners, which takes place in Goffman's back regions [16]. However, they do not have access to the back regions, they are only watching the front region - the authenticity which is specially staged for them. Even the distinction between the front region from the back region is very difficult and practically impossible: "It is always possible that what is taken to be entry into back region is really entry into a front region that has been totally set up in advance for touristic visitation" [24, p. 101]. In turn, D. Boorstin [4] argues that the authenticity of visited places is of no interest to the tourist. The modern tourist, a travel agency customer, satisfies his needs by participating in "pseudo-events". These are carefully designed, arranged and completely safe activities, providing the participants with standardized experiences. They rarely seek genuine expressions of other cultures, because they prefer their own ideas, formed on the basis of information obtained from newspapers, television and films.

In the literature, there are at least three ways of understanding authenticity: objectivist, constructivist and the existential.

1.1.1 The objectivist authenticity

It relates to places, objects or events which, as is argued, can be verified in an objective manner, using previously accepted criteria. The authenticity of the object or objects in the objectivist sense (their genuineness) can be determined only by professionals in the fields of art, ethnology and archaeology, usually after detailed studies. Tourists are usually not able to make the distinction. It is assumed that the artefacts that do not meet a certain criterion of authenticity can not be regarded as authentic, even if the tourists assess them as authentic. This position has been criticised by, inter alia, Cohen [8], arguing that authenticity is a social construct. According to him, a tourist can even see as authentic souvenirs made for tourists or dances or rituals staged specially for tourists by local artists. The first and foremost weakness of the objectivist concept is that in many cases it is difficult to formulate clear criteria of authenticity. It is not possible, for example, to determine the authenticity of an Italian pizza or German strudel. In different regions and historical periods, these two regional dishes have evolved to form different varieties. Now all these foods, regardless of the region's production, are true and authentic [23]. Therefore, the current research on tourism, as Reisinger and Steiner [28] convince, should concern only the constructuvist authenticity.

1.1.2 The constructivist (symbolic) authenticity

According to this concept, authenticity is a relative construct, socially created by tourists, as a result of comparisons between their expectations and perceptions of destinations [8, 36, 28]. Constructivist perception of authenticity depends largely on the context, situation and intersubjective conditions under which it is experienced by tourists. Wang [36] quoted a number of arguments for the existence of the constructivist (symbolic) authenticity only: (1) there are no absolute and unchanging originals or patterns, with which one can compare the observed objects to determine their authenticity, (2) practices of "inventing traditions" (cf. [20]) show, that the traditions and customs are created on an ongoing basis depending on the current demand of the contemporaries, (3) a sense of authenticity is dependent on the tourist himself and his experience and understanding of authenticity (if the visitor finds something to be authentic, it is so, not what is the opinion of experts as Cohen [8] argues, (4) authenticity is a label that is given to the tourist sites (it is influenced by both past experiences, media, travel companions and especially by a group's tour guide), (5) often, though at a first glance something seems inauthentic, over time it becomes authentic (as Cohen called emerging authenticity). This was the case of, among others, Disneyland, which at first was regarded as a classic example of an imaginary place of amusement, and is now regarded by many as an authentic part of American heritage [8].

1.1.3 Existential (hot) authenticity

The concept of existential authenticity (Tom Selwyn [30] calls it a hot authenticity), takes the discourse away from the analysis of visited places, into the authenticity of the tourist experience. A. Wieczorkiewicz [37] convinces, that the need for authentic experiences is created, as a result of alienation, which the individual experiences in everyday life. In the search of them, tourists are engaged in various forms of tourist activity. An example of such form can be an active participation in dance performance organized by the natives [13]. However, the essential precondition for the authentic experience is to take an active part in it. If such performance is viewed in a passive way, it can cause at most (though not always) a sense of authenticity in the objectivist or - even more often - in a constructivist sense. Wang [36] also distinguished between two types of existential authenticity: intra-personal and inter-personal. The intrapersonal authenticity is caused by bodily feelings related to self-making. An example of the activity that provides such experiences may be practicing adventure tourism (sea sailing, paragliding, parachuting, and mountain climbing) or even sunbathing. The interpersonal authenticity takes place when a tourist is looking for authenticity in dealing with others. In this way, a tourist trip can be an opportunity to create or strengthen family ties or an opportunity for exploring exotic places in a specific group of people [7, 34]. Visited places only serve as a medium, through which they come together and experience the authentic experience in their company.

1.1.4 A sense of authenticity, satisfaction and behavioural intentions

As it has been written above, a sense of authenticity in tourist settings may have a strong impact on visitors' satisfaction. This impact will be particularly strong in the case of persons for whom authenticity is one of the main determinants of attractiveness of a visited place. The most important consequences of visitors' satisfaction are their behavioural intentions towards attractions. The concept of behavioural intentions, developed by Ajzen and Fishbejn [1], has found a wide application in research of consumer behaviour and determinants of tourists activities [32, 17, 35]. Therefore, the level of satisfaction, and especially experiences derived from tourist sites, will constitute the factors determining word-of-mouth and revisit intentions.

The ability to trigger the need to re-participate in an activity, repeat visits to attractions and encouraging others to do so is considered to be an important factor for success in the market of tourist services [6, 14]. Although the relationship between satisfaction with the service and loyalty to them is often taken for granted [10, 39], some authors have questioned this relationship [11, 12]. While others argue that this relationship has a certain asymmetry: loyal consumers are generally satisfied, but satisfaction does not always transform into loyalty [38].

2. Problem formulation

This article suggests that a sense of authenticity will have a significant impact on the quality of the experiences gained during the visiting of tourist attractions, on the satisfaction from visiting the attractions and on behavioural intentions (revisit intentions and word-of-mouth) [24, 27].

Hypothesis 1: The perception of authenticity will have a positive impact on the quality of experience.

Hypothesis 2: The perception of authenticity will have a positive impact on satisfaction.

Hypothesis 3: The perception of authenticity will have a positive impact on behavioural intentions.

For tourists, who attach great importance to the authenticity of visited places, the impact of a sense of authenticity on the satisfaction will be even stronger. In other words, the impact of perception on the quality and authenticity of experiences, satisfaction and behavioural intentions will be moderated by the importance of authenticity for the individual. The greater importance the authenticity has, the greater satisfaction will be induced by its perception.

Hypothesis 4: The mediating variable in the influence of the authenticity perception on the quality of experiences, satisfaction and behavioural intentions will be the importance of authenticity for the individual.

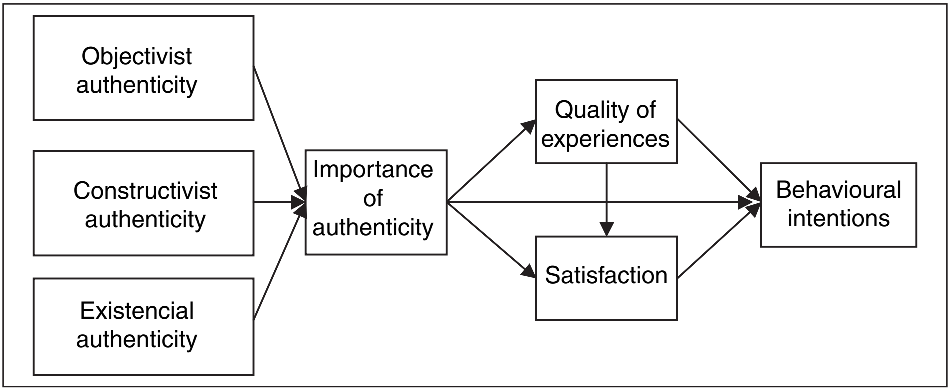
There is no agreement among researchers on the way in which the perception of attraction influences the satisfaction and behavioural intentions [12, 32, 17]. Some studies suggest that perception of attraction's features has a stronger association with the intentions of future behaviours, than the satisfaction from the visit [2, 5, 29]. On the other hand, Harrison and Shaw [19] found that satisfaction with various aspects of the services provided by the attraction does not affect the long-term loyalty towards it. This may be, as Baker and Crompton [2] suggest, because of the impact on the satisfaction of other factors such as mood, the weather or the atmosphere in a group of visitors, which have no connection with the features of the attraction itself. Therefore, the perception of the features of the attraction (its authenticity) is more likely to affect behavioural intentions through experiences than by satisfaction.

Hypothesis 5: The main impact of the perception of the authenticity on behavioural intentions will be carried out through the quality of experience rather than satisfaction.

These hypotheses are illustrated in Graph 1.

Graph 1

The hypothetical model of relations between variables



Source: own research

3. Problem Solution

3.1 Methods

The survey was conducted among the visitors to 15th Archaeological Festival at Biskupin , Poland. It is the largest event of its kind in Central and Eastern Europe, carried out in the archaeological reserve protecting the fortified Lusatian Culture settlement from 8th century BC. The leading theme of the Festival is different every year. In 2009, the main theme was the Hungarian culture. Within nine days of the Festival, from 19th to 27th September 2009, it has been visited by 62,000 people. The Festival is full of presentations of craft techniques, fights, music and dance performances. Visitors have the opportunity to taste regional and historical cuisine, and to purchase a variety of souvenirs. Dance and music ensembles perform on the festival's scene, and historical re-enactment groups present the fights of the early Middle Ages' warriors. In addition, visitors have the opportunity to participate in dance workshops, competitions of pots modelling, art and ceramic painting contests.

Interviews were carried out in the reception area, among people leaving the Festival. Four hundred completed questionnaires were collected (N=400), with 124 refusals, giving a rate of return of 76,3%. Because the purpose of the study was to analyze the relationship between the variables of the model, was primarily exploratory in nature and not representative, it was considered that the sample N = 400 is sufficient to carry out the intended statistical analysis (sample size used in a similar analysis is about 300 [18]).

3.1.1 Questionnaire

The questionnaire included three scales to measure authenticity. The first one - the objectivist authenticity - was assessed by the perception of authenticity of four Biskupin elements: the entrance gate (it is reconstructed), shafts of oak wood (reconstructed), the exhibits in the Biskupin Museum (authentic), and residential huts in the settlement area (reconstructed). Respondents evaluated the authenticity by using a three-point scale: original, reconstructed/copy, I do not know. The constructivist authenticity was evaluated on the basis of impressions (experiences), which the (1) fights (2) dances, songs and instruments, (3), handicrafts, and (4) souvenir stands had on the visitors. The authenticity was assessed by a three-point scale: very authentic, little authentic and I have no opinion. The existential authenticity was evaluated on the basis of commitment of the visitors into various forms of activities during the festival: (1) archery, crossbow, or axe throwing, (2) modelling of pots, (3) boating, (4) learning to dance, (5) tasting the cuisine (6) other. The visitors marked in which of these forms of activity they were involved.

The importance of authenticity for the visitors of Biskupin was evaluated based on the answers to the question: Rate how important for you is the authenticity (genuineness) of the visited places. Respondents evaluated sequentially, using a five-point Likert scale (from definitely yes to definitely not), the three statements: The authenticity of the visited places is very important to me even at the expense of higher charges for entrance, Such places as Biskupin should be as authentic, even as the convenience of visitors could be lost, and I do not pay attention to the authenticity of visited places and objects. These statements were evaluated using a five-point Likert scale (from definitely yes to definitely not).

The quality of the experience was rated on a five point semantic differential scale. The scale contained three pairs of adjectives: pleasant-tiring, interesting-boring and authentic-inauthentic (scale reliability was α-Cronbach = 0.61). Behavioural intentions were assessed using a scale consisting of two statements: Do you intend to visit the Festival again?, Will you recommend visiting the Festival to your friends or family? Satisfaction was assessed using a single question: In general, how would you rate the Festival compared to the other attractions of this type? (α-Cronbach = 0.71). All claims were evaluated using a five-point Likert scale. The questionnaire also contained questions about socio-demographic characteristics, features of the trip and tour group.

3.1.2 Data analysis

Data analysis was conducted using the statistical software: STATISTICA 8.0. The analysis of the relationship between the variables of the model was verified using the path analysis technique. Path analysis is a method of decomposing structural relationships between variables in a structural equation model in order to distinguish the casual, spurious and irrelevant effects [21]. The direct causal effects between the variables of the model (r - path coefficient) has formed the standardized regression coefficients β ($r_i = \beta_i$) [15, 21].

Complex path coefficients were calculated from the formula:

$r_{ij} = r_{ik} * r_{jk} \ldots * r_{mk}$; where: r_{ik} – indirect causal effects between the variables of the model.

The overall effect of the impact of the i variable on the j variable was calculated from the formula:

$r_{ij} = r_{ij} + \sum r_{ik} * r_{jk}$; where: r_{ij} – a direct causal effect, $\sum r_{ik} * r_{jk}$ – the sum of intermediate causal effects.

Table 1

Profiles of Respondents (N = 400)

Variable	**N**	**%**
Gender		
Female	242	60,50
Male	158	39,50
Age		
15–18	95	23,75
19–24	47	11,75
25–34	62	15,50
35–44	96	24,00
45–54	52	13,00
55–64	30	7,50
> 64	18	4,50
Variable	**N**	**%**
Education		
Primary School	91	22,75
Vocational School	82	20,50
High School	127	31,75
College or University	100	25,00
Are you during the trip longer than 1 day?		
Yes	43	10,75
No	357	89,25
Have you been visiting the Festival with a guide?		
Yes	38	9,50
No	362	90,50
Party in the group		
Alone	13	3,25
Friends/ husband/ wife	199	49,75
Organized group	100	25,00
Family with children	88	22,00

Source: own research

3.2 Research results

3.2.1 Profile of respondents

In the study group there were 60.5% female respondents and 39.5% males (Table 1). The most numerous age group was the youngest group (15–18 years) - 23.7% and people aged 35–44 years. The smallest age groups represented in the study consisted of the oldest persons: over 64 years old – 4.5%, and 55–64 years – 7.5%. Most numerous were those with secondary and post-secondary education (31.7%), with college education (25.0%) and 22.7% – primary education. It is worth noting that as many as 30.5% of respondents were students. Only 10.7% of the respondents were tourists (during the overnight trip). The remaining 89.3% of those were people living in the area or on the one-day excursions. Only 9.5% of respondents had a guide in Festival area. Almost half of respondents (49.7%) came to the Festival with friends or family (husband or wife). The least number of guests, visited Festival alone (only 3% of respondents).

3.2.2 Analysis of model variables

The analysis of the model variables is showed in Table 2. The objectivist authenticity variable was created by summing correct answers to four questions about the authenticity of the objects. Correct answers received 1 point, incorrect – 0 (the variable used values from 0 to 4). Almost half of respondents (184) correctly assessed all four objects, but the average of correct assessments in the sample was M = 3.0, with a very high variation in the sample (standard deviation – δ = 1.176). Constructivist authenticity variable was created by summing the ratings of the four Festival elements. Items rated as very authentic received 1 point, items rated as little authentic, were rated as 0 (the variable received a value from 0 to 4). The constructivist authenticity was assessed at a lower level than the objectivist one. The mean rating was M = 2.91, and 156 respondents rated all element as very authentic. The agreement among respondents was similar to that in the previous case (δ = 1.123). The level of visitors' participation in the Festival activities was relatively low (existential authenticity variable). Most people participated only in one Festival activities (67.5%), which mostly consisted of tasting food products (35.7%). The value of the importance of authenticity variable created the arithmetic mean of the evaluation given to three statements. The importance of authenticity for people visiting the festival was high: the mean in the group was M = 4.11, with most given response of rather yes – 4 pts. The quality of the experience created an average of the assessment of three pairs of adjectives (M = 4.22, δ = 0.58). The level of satisfaction and behavioural intentions was relatively high: the mean in the sample was, respectively, M = 4.19 and M = 4.59, with a relatively small variation in assessments expressed by the standard deviation (δ = 0.76 and δ = 0.59).

Table 2

Characteristics of model variables

Variables of the model	Minimum	Maximum	Mean	Median	Mode	Freq. mode	Stand. Dev.
Objectivist authenticity	0,00	4,00	3,00	3,00	4	184	1,176
Constructivist authenticity	0,00	4,00	2,91	3,00	4	156	1,123
Existential authenticity	0,00	6,00	1,16	1,00	1	270	0,793
Importance of authenticity	1,50	5,00	4,11	4,00	4	138	0,759
Quality of the experiences	2,00	5,00	4,22	4,33	4	89	0,585
Satisfaction	1,00	5,00	4,19	4,00	4	167	0,764
Behavioural intentions	1,50	5,00	4,59	5,00	5	210	0,593

Source: own research

In the next phase of analysis, the mutual correlation between the variables of the model was examined. Significant correlation was observed for the behavioural intentions variable (strongest for the quality of experience r = 0.504 and for the constructivist authenticity r = 0.399). Few correlations were shown for the importance of authenticity variable, suggesting that this variable would have little significance in the tested model (Table 3).

Table 3

Table of Pearson r correlation coefficients between the variables of the model

Variables of the model	1	2	3	4	5	6	7
1. Objectivist authenticity	1,00						
2. Constructivist authenticity	**0,260** (0,001)	1,00					
3. Existential authenticity	-0,016 (0,75)	0,081 (0,11)	1,0				
4. Importance of authenticity	**0,142** (0,005)	0,065 (0,191)	0,064 (0,201)	1,0			
5.Quality of the experiences	**0,345** (0,005)	0,533 (0,191)	**0,109** (0,029)	0,087 (0,082)	1,0		
6. Satisfaction	**0,159** (0,001)	**0,292** (0,001)	**0,187** (0,001)	0,078 (0,118)	**0,422** (0,001)	1,0	
7. Behavioural intentions	**0,311** (0,001)	**0,399** (0,001)	**0,229** (0,001)	**0,145** (0,004)	**0,504** 0,001)	**0,451** (0,001)	1,0

Note: bold font marks correlations significant at p <0.05

Source: own research

3.2.3 Path analysis

In the next phase of analysis, the path analysis was performed. It was founded that there is a direct effect on behavioural intentions of the following variables: the objectivist authenticity (β = 0.140), constructivist authenticity (β = 0.139), existential authenticity (β = 0.142), quality of experiences (β = 0.142) and satisfaction (β = 0.249) (Table 4). Collectively, these variables explained 37% of the variation of behavioural intentions.

Table 4

Detailed results of path analysis

Variables	β coefficient	Standard dev.	t-value	p-value
Object. authenticity → Behavioural intentions				
Direct effect	0,140	0,042	3,272	0,001
Indirect effect	0,123	–	–	–
Total effect	*0,263*	–	–	–
Construct. authenticity → Behavioural intentions				
Direct effect	0,139	0,047	2,932	0,003
Indirect effect	–	–	–	–
Total effect	**0,139**	–	–	–
Existential authenticity → Behavioural intentions				
Direct effect	0,142	0,040	3,500	0,005
Indirect effect	0,075			
Total effect	**0,217**			
Importance of authent. → Behavioural intentions	**0,066**	0,040	0,051	0,103
Quality of experiences → Behavioural intentions				
Direct effect	0,256	0,051	5,002	0,001
Indirect effect	0,088			
Total effect	**0,344**			
Satisfaction → Behavioural intentions	**0,249**	0,044	5,598	0,001
Object. authenticity → Quality of experiences	**0,346**	0,047	7,408	0,001
Existential authenticity → Quality of experiences	**0,115**	0,047	2,458	0,014
Quality of experiences → Satisfaction	**0,354**	0,055	6,431	0,001
Object. authenticity → Satisfaction	**0,016**	0,048	0,344	0,731
Constructivist authenticity → Satisfaction	**0,087**	0,053	1,632	0,103
Existential authenticity → Satisfaction				
Direct effect	0,141	0,045	3,122	0,002
Indirect effect	0,041			
Total effect	**0,182**			
Object. authenticity → Importance of authent.	**0,142**	0,049	2,856	0,005
R^2 (Behavioural intentions) = 0,37				
R^2 (Satisfaction) = 0,20				
R^2 (Quality of experiences) = 0,18				

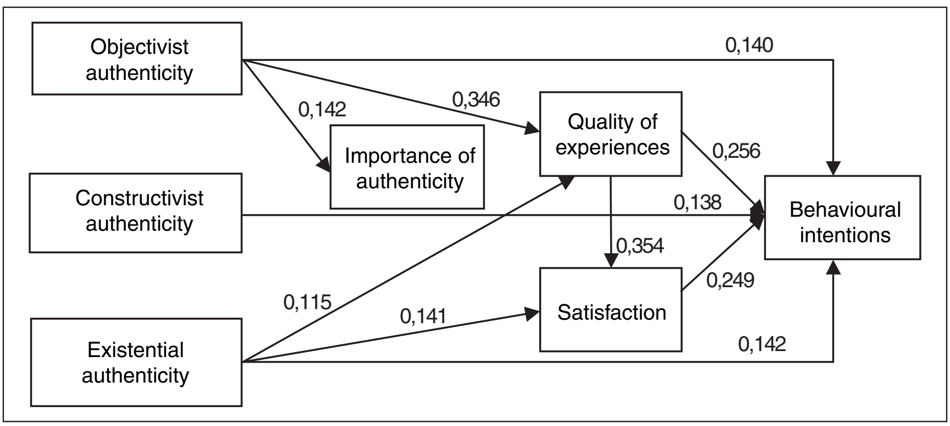
Source: own research

Direct impact on satisfaction was founded for the quality of experience (β = 0.354) and existential authenticity (β = 0.141). The quality of the experiences is directly affected by: objectivist authenticity (β = 0.346) and existential authenticity (β = 0.115). The importance of authenticity is directly affected only by the objectivist authenticity (β = 0.142).

The strongest total effects on behavioural intentions were found for the objectivist authenticity. This interaction takes place mainly through its impact on the quality of the experience obtained during the sightseeing of tourist attraction. Slightly weaker overall effect on the behavioural intentions has the existential authenticity. This, in turn, significantly influences the satisfaction, which constitutes a main path of affecting intentions. The weakest, direct effect on intentions has the constructivist authenticity (Graph 2).

Graph 2

Mutual interactions between model variables (path coefficients)



Source: own research.

4. Conclusion

The evidence from the Archaeological Festival in Biskupin suggests that authenticity is perceived by the Festival visitors as an important aspect of their experience. Moreover, perception of authenticity is an important factor influencing satisfaction with the Archaeological Festival experience, as it was suggested by MacCannell [24]. The performed analysis allows to verify five hypotheses.

The First Hypothesis was confirmed: The perception of authenticity has a positive impact on satisfaction. Though, the analysis of correlation showed relationship of all three types of authenticity with satisfaction, however, detailed analysis confirmed that existential authenticity has the strongest and direct influence on visitor's satisfaction. One of the explanations could be the fact that existential authenticity has been operationalized as a number of Festival activities. If the visitor engaged himself in a number of activities, he would feel satisfied no matter how he evaluates the festival authenticity. That is the reason why, this factor is the most influencing. This is the main factor deciding about the advantage of such festivals over other visitor attractions where no activities are allowed (like in traditional museums or galleries). Although in this study, the existential authenticity was assessed with the use of the undertaken activity only – as intrapersonal authenticity [36] – but the satisfaction could also be affected by the interpersonal authenticity experienced during the sightseeing, especially while learning to dance, modeling of pots or other interactive forms of participation, what should be considered in future studies.

It was also discovered that the perception of authenticity has a positive impact on the quality of experiences (Hypothesis no. 2). The strongest correlation with the quality of experience has the objectivist authenticity, and much smaller but also important, the existential authenticity. The study revealed, that the constructivist authenticity, which is relatively socially constructed, dependents largely on tourists themselves and social meanings (as understood by E. Cohen [8], N. Wang [36] or Y. Reisinger and C. Steiner [28], and has a little impact on the quality of experiences. This is probably due to the fact that the Festival is an artificially created event. Although it takes place in the site of a genuine settlement of the Lusatian culture, the performances shown at the Festival relate to a lesser extent, to the period of the settlement existence. The performers act in historic costumes and show the old crafts mainly from the early Middle Ages, that is about 1500 years later than the real period of the existence of the settlement. Moreover, the Festival theme often deviates from the historical and geographical realities: in order to add some variety to the Festival, in the settlement site, many foreign cultures, such as the North American Indians, Japanese or Egyptian during the pharaohs period, are interpreted,. The authenticity of presentation is also reduced by the method of performance: the performers are often the artisans or amateur re-enactment groups, performing interpretation in the "third person". That means telling a story about the interpreted culture, from the modern position. This method of interpretation may be also responsible for the low relationship of constructivist authenticity with the quality of experience [22].

The performed analysis allowed accepting the Third Hypothesis: The perception of authenticity has a positive effect on behavioural intentions. There was a significant impact of all three types of authenticity (objectivist, constructivist and existential) on behavioural intentions. This comprehensive relationship, which as suggested by many scholars in the field of tourism [8, 24], is the force motivating tourists to undertake tourist trips. It is the sense of authenticity, of no matter which type, that has both direct and indirect impact – through its influence on the quality of experience and satisfaction – on the revisit intention and word-of-mouth. The study, however, did not bring confirmation of the Hypothesis no. 4: No effect was found between importance of authenticity and the experiences, satisfaction and behavioural intentions. This may be due to several reasons. Firstly, tourists may not realize the importance which for them has the authenticity of the visited sites. Secondly, the importance of authenticity can affect its perception, and not vice versa. A person for whom the authenticity of visited sites and objects is important, is more able to distinguish authentic artifacts from the reconstructions or counterfeits. They are also more able to "empathize" in the atmosphere of the site at the same time acquiring more interesting experiences. Such persons, finally, will engage himself in various forms of activities, learning new skills and gaining authentic experiences.

The Fifth Hypothesis can be accepted partially: The impact of the authenticity perception on behavioural intentions proceeds in different ways, depending on the type of authenticity. The perception of the objectivist and constructivist authenticity has no direct impact on satisfaction. However, the impact of existential authenticity on behavioural intentions is also preceded through the quality of experiences and satisfaction, but it mostly affects directly intentions, what) is confirmed by earlier findings of W. Boulding et al. [5] and D. Baker and J. Crompton [2]. Active participation of tourists in the Festival is the strongest factor influencing the future word-of-mouth and revisit intentions. Satisfaction has secondary impact. The weakest influence of the authenticity perception on the behavioural intentions takes the path through the quality of experiences.

Reported in the study findings can have practical implications for marketing and tourist attractions organization. Despite weak relationships that were found between perception of authenticity and satisfaction, authenticity of the visited sites has a significant impact on behavioural intentions, which are an important factor in the success of the attraction on the tourist market.

Attraction managers should take care for both the authenticity of presented artifacts as well as for quality of the reconstruction of historical sites and historical re-enactment. The first implies objectivistic authenticity which mostly affects quality of visitors' experiences and the later implies the constructivist authenticity which mostly influences behavioural intentions. It is also important to provide various forms of activities that ensure existential authenticity, which particularly affects satisfaction with the visit.

The study produced low, in total, determination score between perception of the authenticity and satisfaction. It may lead to search attempts for other indicators of authenticity, as well as other variables intervening between perception of authenticity and satisfaction. Such markers could be, for example, evaluation of historical relevance (quality of the reconstruction of architectural monuments or historical re-enactment or sincerity in presenting the reconstructed sites or historic buildings.

Future research should include analysis of authenticity in a different types of attractions, other than the festival, such as museums and galleries, that don't offer opportunities to engage in various forms of activity. This will require other forms of existential authenticity operationalization. It can be manifested in dealing with staff attraction, discussions about works of art or educational activities with children or other people visiting attraction.

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A Comparison of Financial Instruments for Tourism Policy Implementation in Switzerland and Austria and Their Possible Application in the Czech Republic

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Abstract

The topic of this paper is a comparison of financial instruments used to support tourism in the Czech Republic, Austria and Switzerland at a national level. The destination management systems including institutions and their roles and powers with regards to financing tourism differ in the above mentioned countries, nevertheless the Austrian and Swiss systems correspond to a certain extent. The analysis of the national financial tools concentrates on the sources of financing, their distribution and targeting, including the identification of the main beneficiaries and the possibilities of evaluating of these tools. The Czech system suffers from numerous imperfections, such as an insufficient connection of tourism and other policies, little focus on commercial effects and an absence of evaluation of implemented financial tools and programmes. An indication of how to develop financial tools in the Czech Republic has been derived from the analysis.

Key words: financial instruments, tourism policy, destination management, tourism support, Switzerland, Austria, Czech Republic

1. Introduction

Financial support of destination marketing management has been one of the most discussed topics in the recent two decades. Financing destination marketing management is a very complex process, comprising not only of proper expenditures. It also concerns the problem of taxation of the tourist industry, incentives or the problem of efficiency and effectiveness of expenditures. Tourist destinations in Western Europe have been intensively searching for efficient and effective models of financing in the last twenty years, ever since public sources of financing have been getting scarce [23, 5]. Existence of an institutional system is essential to efficient financing.

The question is how do we initiate the financial instruments needed to develop tourism support in the Czech Republic in terms of sources of financing, groups of beneficiaries, the impact of the appointed financial measures and their evaluation? A further issue is the question of effective implementation of public support. The Czech Republic doesn´t have a stable system of destination marketing management and the financial support of tourism in the last twenty years, realised by the national public budgets, has been deficient, unsystematic and occasional. On the other hand, Austria and Switzerland are traditional tourist destinations with very conceptual destination management systems, policies and advanced implementation of financial tools. The comparison of the Austrian and Swiss systems can serve as know-how for establishing the system, especially after 2013, when the Czech Republic will cease to draw the current amounts of financial support from the EU.

2. Financial instruments within the destination management system

A destination is a holistic system of different subjects in public and private sectors, offering products and services. The concept of destination management aims to manage relations and processes amongst the tens and thousands of subjects striving to maximize the positive and eliminate the negative effects of tourism in a destination. According to Bartl and Schmidt, destination management represents "... the strategy for strong regions having the courage to concentrate their forces on common development, organization and active selling of their competitive advantages and products. This creates destinations offering fully organised service chain, fitted to the clients' preferences and options. The service chain covers information-seeking, comfortable booking, a smooth stay in a destination and returning home" [1, p. 2].

A system of destination marketing management is usually built as a three (four) level scheme on national, regional (sub-regional) and local level. Institutional, legislative and financial frameworks are the three crucial topics, fundamental for a functional tourism policy and implementation of supportive tools. An efficient destination management system should cope with the complexity of the tourism sector, a high volatility of tourism demand depending on economic and non-economic factors or an extensive demand for human resources.

Tourism policy embodies a number of rules, legislatives, directives, instructions, orders or strategies creating a general framework for collective and individual decisions that directly or indirectly influence tourism development [13, p. 34 - 40. A very similar approach of defining tourism policy can be found in the works of Mundt, who understands tourism policy as a set of measures stipulated by public institutions at all political levels that directly or indirectly, and to a certain degree deliberately, form tourism policy in practice [6, p. 12].

The utilization of various financial instruments depends mainly on the impact of tourism on the national or regional economy (Table 1). The support of tourism is commonly significant in economies with a strong position of tourism in relation to its share of GDP, employment and other characteristics. Non-financial instruments may be used together with financial instruments. These financial tools are supported first and foremost by public sources (public budgets). The financial tools represent direct or indirect financial support of the subjects in the public and private sectors. As for the appointment of various financial instruments, the government can choose from the following possibilities:

- International, national, regional or local financial instruments,
- Tools supporting direct tourism branches of indirect tourism branches,
- Tools inducing superficial or selective impact,
- Tools focusing on the demand or supply side of the tourism market,
- Long-term tools, medium-term tools or short-term tools,
- Tools focusing on infrastructure projects or on so-called soft projects (e. g. education).

The critical questions regarding the appointment of financial instruments focus on the following topics:

1. What are the sources of financing (current taxes, additional taxes, dedicated taxes, user charges, European structural funds, etc.)?
2. How are funds distributed and targeted and who are the main beneficiaries in tourism sectors (e. g. hospitality), regions (e. g. structurally weak regions), demand segments with targeted support (e. g. social tourism programmes) and others?
3. What is the effectiveness and efficiency[1] of the realised measures and how do we evaluate them? The evaluation of efficiency can be expressed as a relationship between the input and impact, or “good spending” in terms of production of public goods and services for the residents as well as the visitors (the “narrow” concept of output, e. g. NTO budget per 1 foreign overnight). The term effectiveness should be used for a more objective evaluation of “success”. The effectiveness of marketing activities is a more complex evaluation indicator, since it shows the relationship between the sought for and achieved results for the clients, e.g. “wise spending” [3, p.10].

Financial support of tourism in two European countries will be compared, emphasising the national level and national (not European)

[1] Efficiency and effectiveness do not necessarily correspond. The citizen (voter) as a tax payer requires efficiency, but the citizen/visitor as the user of public goods and services requires rather the accessibility and quality of public goods and services.

public sources. The financing will be described within the context of the institutional systems and tourism policies in Switzerland and Austria.

3. The destination management system and its financing in Switzerland

Switzerland (Confederation Helvetica) is a traditional tourist destination with an efficient organisational structure in tourism and efficient tourism policy. Switzerland is a federal republic, comprising of 26 autonomous cantons, which have strong competencies in tourism.

At the national level, the bicameral parliament with the legislative power and the federal government (Bundesrat) with the executive power form the national tourism policy (Graph 1). The State Secretariat for Economic Affairs (SECO, Staatssekretriat für Wirtschaft) is responsible for the local and regional development of tourism, as well as the national and international tourism policy.

3.1 Tourism policy in Switzerland

The principal aim of the federal tourism policy is "… to create the most favourable environment possible for the industry, i.e. above all, a flourishing economy and functional and attractive infrastructure, along with well-balanced, sustainable land use" [7, p. 260]. The tourism policy focuses on the development, renewal and utilisation of tourist attractions as the key assets of tourism in Switzerland. The federal tourism policy tries to boost productivity in tourism, since it lacks productivity in other export industry and services branches [7, p. 260].

The contemporary federal tourism policy is based on four strategies [4, p. 2-4]:

1. Strategic Issue Management**.** The issues determining tourism development at the federal level must be anticipated and approached. The measures include improvement of tourism statistics, establishing tourism information exchange forums "Tourismus Forum Schweiz" amongst the cantons, tourist destinations, businesses and other tourism players or more intensive international co-operation (OECD, UNWTO, tourism statistics or quality standards).
2. Coordination and cooperation reinforcement (cross-sectional issues). A cross-sectional character of tourism creates a need for a larger degree of interconnection of the federal tourism policy with the economic, fiscal, employment, local development and other policies. The key policies linked to tourism are spatial disposition and planning, regional development, SME, export, agriculture, environment, climate and sustainability.

Table 1

Tourism indicators in the Czech Republic, Switzerland and Austria

Criteria	Czech Republic	Switzerland	Austria
Arrivals, overnights, export of tourism services			
Foreign arrivals (2009)	6,0 mil. (TCE)	8,3 mil. (THS)	21,4 mil. (TCE)
Overnights total*	36,6 mil.	35,6 mil	124,3 mil.
Domestic overnights*	17,7 mil.	15,4 mil	34,4 mil.
Foreign overnights*	18,9 mil.	20,2 mil	89,9 mil.
Export of tourism services (2009)	122 mld CZK	15 mld. CHF	14 mld EUR
Share of tourism in the national economy			
Export of tourism services per resident (2009)	11 961 CZK	1 948 CHF	1 667 EUR
Share of tourism export on the export of services (%)	31,6%	18,8%	35,9%
Equivalent of tourism export on export of goods (%)	6,0%	8,0%	14,4%
T&T direct contribution to GDP (%) in 2010	1,8%	5,8%	4,1%
T&T direct contribution to employment (%) in 2010	1,9%	7,8%	4,5%
National expenditure for NTA, NTO			
NTA expentidure budget	x	53 mil. CHF (2008)	59 mil. EUR (2008)
NTO budget (national sources)	393 mil. CZK (2009)	87 mil. CHF (2010)	52 mil. EUR (2009)
Other indicators			
NTO budget to export of tourism services (%)	0,3%	0,6%	0,4%
NTO budget per 1 foreign overnight*	20,8 CZK	4,3 CHF	0,6 EUR
Number of foreign arrivals per resident (2009)	0,6	1,1	2,5
Number of foreign overnights* per resident (2009)	1,8	2,6	10,7

**number of overnights: Austria - all accommodation facilities, Czech Republic - collective accommodation facilities, Switzerland - hotels only*

Source: own table based on [14, 15, 16, 21, 23] and own calculation

3. Increasing the attractiveness of the Swiss tourist supply. The tourism business is responsible for increasing its attractiveness. The role of the federal state lies in the support of innovations, cooperation and investment activities[2]. To meet the 3rd strategy objectives, two fundamental financial instruments backed by federal legislation acts have been applied – the Innotour and the programmes of the Swiss Society for Hotel Credit. The Innotour (Innovationsprogramm für den Schweizer Tourismus) as the principal financial instrument has been launched in 1998. The Innotour strives to support innovations and cooperation in tourism

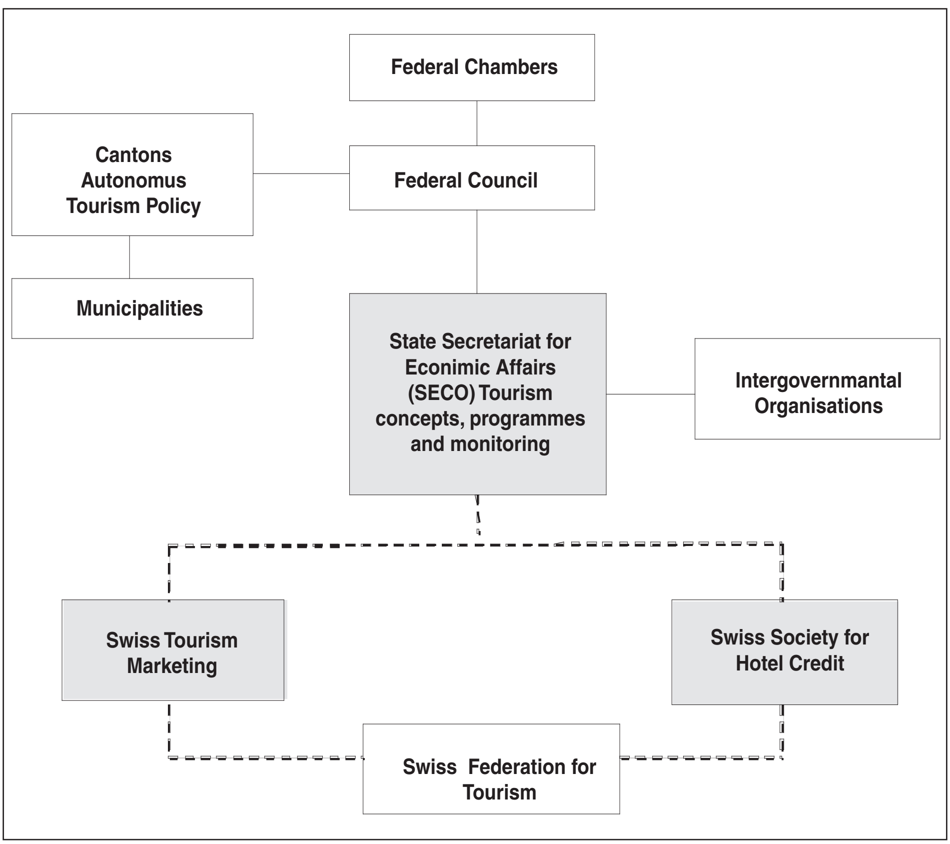
[2] The 3rd strategy focuses on enhancing of attractiveness of the Swiss tourist supply and is realised in co-operation with the Federal Commission for Technology and Innovation (KTI, Kommission für Technologie und Innovation). The Commission is a federal innovation promotion agency lending support of research and development projects to performing companies as well as the start-ups. The Commission tries to network the regions, locations and confederation level and provide the knowledge and technology transfer in all sectors of national economy incl. tourism.

business. Since the tourism policy and the federal law on innovation and co-operation support in tourism will be revised in 2012, the new third pillar of the programme, envisaged for 2012, is knowledge management. The activities of the Swiss Society for Hotel Credit (SGH, Schweizerische Gesellschaft für Hotelkredit) are aimed at consultation and credit granting to the accommodation sector in the approved tourism and spa locations.

4. Strengthening the Switzerland destination in the international market. Marketing activities at the local, regional and cantonal level should be better coordinated. The Swiss Tourism Organisation (NTO), as the central body, is responsible for the Swiss communication strategy, focusing on branding, and the discovery of new foreign markets, product development and the creation of distribution channels. The tourism policy secures coordination and

Graph 1

Organisational chart of tourism bodies – Switzerland



Source: [7, p. 259]

cooperation at the single locations. Promotion of locations is realised by Swiss Tourism and the new private association OSEC[3] (Osec Business Network Switzerland). Another means of strengthening foreign marketing is the support of agricultural export and its connection to the export of tourism services. The marketing activities of Swiss Tourism and the regional activities have to be coordinated. The growth strategy will be specified in implementation plans, including particular goals, projects and measures. The first plan is created for the period of 2012 – 2015.

The cantons realise their own tourism policy which has to be consistent with the federal tourism policy. Tourism at the cantonal level is usually developed in accordance with legislative acts for tourism support (tourism support act), with the exception of three cantons, which do not dispose of such acts (Zürich, Solothurn, and Aargau). Thanks to the extensive autonomy in legislation on tourism and education matters, taxing policy and other areas, the cantons represent the core of Swiss tourism. The cantons establish their own cantonal tourism policies, which are followed by municipalities at the local level.

In the Swiss system, the role of professional associations is extraordinary important. The Swiss Federation for Tourism (STV, Schweizer Tourismus-Verband) is the central institution embodying more than 600 private and public subjects. By means of education, labels and partnerships, the STV assists in innovating and improving the quality of Swiss tourism.

3.2 Financial instruments and implementing tourism policy in Switzerland

The implementation of financial instruments includes making financial decisions concerning the distribution of financial support to the beneficiaries and the possible ways of evaluating their efficiency.

3.2.1 Financing arrangements

Generally, funds for tourism support can comprise of public or private sources. The basic sources of public income are various types of both dedicated and non-dedicated taxes and charges. In Switzerland, no specific tourism tax is levied at the federal level. Federal support focuses mainly on the accommodation sector. Switzerland is not a member of the

[3] The OSEC was established in 2008 with the aim of promoting Switzerland as a business location and enhancing the competitiveness of Switzerland in the export and investment, as well as the import business areas. One of the pillars of OSEC's activity is promoting locations. [18]

European Union, nevertheless the general framework of the EU-VAT system has been accepted. As opposed to the standard VAT rate of 8 % (applied since January 2011), the preferential VAT rate for accommodation services is 3,8 % and the rate for food, water, some cultural services and others is adjusted by a reduced tax of 2,5 % [9].

At the cantonal and municipal levels, the cantons ascertain their own models of funding tourism development. In the majority of cantons, tourism support acts denote the rules of creating allocating funds, thus both the incomes of the tourism financing system and the expenditures are reinforced by legislation. Municipal taxes are cardinal to this concept. They are dedicated taxes that return back into tourism development and they are shared at the federal, cantonal and municipal levels (e. g. for infrastructure, marketing). In Switzerland, three types of municipal taxes can be applied, the spa (recreation) tax (Kurtaxen), accommodation tax (Beherbergungstaxen) or tourism support tax (Tourismusförderungstaxen). The municipalities use their municipal authority to impose, in most cases, two of the above mentioned three dedicated taxes.

3.2.2 Distribution of funds – financial instruments and their target groups (beneficiaries)

Funds with long-term effect, alternatively short-term special financial programmes and instruments are distributed amongst the main players in tourism, based on federal (cantonal) legislation. As illustrated in Chart 1, the following institutions are crucial for the completion of the federal tourism policy – SECO (NTA), Swiss Tourism (NTO), the Swiss Society for Hotel Credit and the Swiss Federation for Tourism.

In 2008, the budget of the National Tourism Administration (NTA), or SECO, amounted to 53 mil. CHF, whereof approx. 6 mil. CHF were donated to the special support of the European football championship. About 48 mil. CHF, plus the mentioned 6 mil. CHF of the NTA budget were dedicated to the National Tourism Organisation (NTO), Swiss Tourism [7, p. 259]. The Swiss government launched a three years tourism development project for 2008 – 2011, funded by 186 mil. CHF, for the marketing activities of Swiss Tourism and 21 mil. CHF for inter-company, inter-industry and inter-regional co-operation administered in the framework of the Innotour programme [7, p. 259-260].

In 2010, the total budget of Swiss Tourism totalled nearly 87 mil. CHF, of which 66 mil. CHF (approx. 75 %) were spent on running 20 representation offices and their activities abroad. As much as 48 mil. CHF was the contribution of the federal state. The rest comprised of the members' contribution (e. g. cantons, regions, municipalities, associations, companies) and own activities of Swiss Tourism. In 2010, the rate of self-financing was almost 43 %. [30]

In the private sector, the accommodation services are the most heavily supported area of Swiss tourism. The Swiss Society for Hotel Credit represents a public institution governed by SECO. Its foundation in 2003 was based on the federal law on accommodation sector support. The aim of the society is the enhancement of competitiveness and sustainability of Swiss accommodation facilities in the areas classified as tourist areas or spa areas[4]. The society provides consultation and technical assistance, as well as credit granting with very mild conditions (interest free loans, immunity of income taxes or property taxes, long payback period of up to 20 years, partial risk acceptance by the federal state). The credit is given for construction, reconstruction, equipment purchase or renovation of accommodation facilities. The capital stock must not be lower than 12 mil. CHF, of which the federal government contributes 6 mil. CHF and the members contribute the remaining 6 mil. CHF.

The tourism policy is appropriate not only for such activities, but also the New Swiss regional policy (1. 1. 2008), together with the SME policy. The SME policy facilitates a guarantee for SMEs in tourism in all Swiss cantons [22].

Innotour (Innovationsprogramm für den Schweizer Tourismus) is a special, federal financial instrument launched in 1998 on the grounds of the federal legislative Act on Partnership and Innovation Support (1997) [26]. The aim of the programme is product and facilities development, distribution channels creation, quality improvement, creation of effective organisational structures within Swiss tourism together with training, education, research and development, and coordination of different activities. The Swiss Parliament agreed to fund the programme in the amount of 21 mil. CHF in 2008 – 2011. Large-scale projects based on partnership or projects in key sectors are supported.

The public contribution doesn´t exceed 50 % of the project value. According to the article 2 of the legislative Act on Innovation and Partnership (1997), there are five areas supported by the Innotour financing [16, 17, 19]:

- Business opportunities (new products or distribution channels developed by groups of companies),
- Quality attendance (knowledge, experience and best practices exchange among destinations),
- Improving of the organisational structures (new concepts of destination management, especially at the local level, backed by the private sector),
- Training and education (programmes for the newcomers as well as for the colleagues working for a longer time in the branch),

[4] The loans of the Swiss Society for Hotel Credit are granted fully or partly in 23 out of 26 cantons and semi-cantons. In the framework of the cantonal policies, some cantons provide support to the accommodation sector, e. g. direct loans in cantons Graubünden, Glarus, Ticino, and Wallis. [31]

- Background materials and supporting documents (i.e. studies, statistics, analyses, tourism satellite accounts, prognoses).

3.2.3 Effectiveness and efficiency measurement

The organisation and financing of Swiss tourism is dependent largely on public funds, however, with a contribution from private sources. Since the concept of destination management in Switzerland strives to be very close to private company management, the process of evaluation seems to be essential for the prospective financing procedures. The evaluation of activities of the three above-mentioned institutions can be described, namely

Swiss Tourism as the national tourist organisation, Innotour as the central financial authority for tourism development and the Swiss Society for Hotel Credit as the principal financial authority in the accommodation sector.

In 2006 and 2007, the first evaluation of Swiss Tourism marketing activities was performed. The sophisticated methodology attempted to measure the sum generated by 1 CHF of marketing expenditure of Swiss Tourism in terms of direct turn-around, as well as the fiscal income at federal, national and municipal levels. According to the results of the study, undertaken in 2006 and 2007, 1 CHF of federal public expenditures generated 47 CHF of direct turn-over and 4 CHF of fiscal revenue collection. Almost 60 % of the revenue collection (318 mil. CHF) flowed back into the federal budget, the rest to the cantonal and municipal budgets [8]. The second evaluation was carried out in 2010 and the results were very similar to that of 2006 and 2007. The sum generated by 1 CHF in Swiss national tourism marketing decreased to 37 CHF and the amount of total revenue collection dropped to 305 mil. CHF [30, p. 40-41].

The fact that the Swiss tourism policy makers perceive the public support of tourism marketing as genuine investment should be emphasized. Nevertheless, they insist on evaluation and analysis of financial results generated by the mentioned investment, similarly to a private company.

Concerning the evaluation of the Innotour financial programme, article 6 of the legislation act [26] stipulates the statutory duty of SECO to provide information exchange and distribution of the intended activities, as well as evaluation of the realised activities. An in-depth evaluation of Innotour II (2003 – 2007) programme, based on analysis of the projects and consultations with its participators was finished in 2010. Another part of the evaluation of the Innotour programme is the international benchmarking of Swiss tourism according to various criteria (i.e. supply and demand).

The evaluation of the activities of the Swiss Society for Hotel Credit is relatively simple in comparison to the two previous institutions.

4. Destination management system and its financing in Austria

Austria (Republik Österreich) is a federal republic, composed of nine states divided into districts. The bicameral parliament holds the legislative power at a federal level. The executive power is divided between the federal government and the provincial (regional) governments. The authorities in tourism are held by the nine states. Based on the Austrian constitution, only a few areas of tourism are under the full authority of the federal government (e.g. international agreements, membership in international organisations, passport policy, railway transport, etc.) [27].

The executive institution for the tourism agenda is the Federal Ministry for Economy, Family and Youth (BMWFJ, Das Bundesministerium für Wirtschaft, Familie und Jugend which devises the general framework and strategies for tourism development in Austria. The Department for Tourism and Historical Objects of the Ministry is divided into four units specialising in tourism – national tourism policy, international tourism affairs, tourism services and tourism funding. The Unit for Tourism policy is responsible for legislative and economic issues of tourism (organisational structure, statistic, conception and strategies development and their enforcement), for the co-ordination of activities with other ministries and organisations (incl. Österreich Werbung or regional organisations). The Unit for Tourism Support deals with supporting tourism generally, namely the budgeting of tourism from national and European funds, i.e. the ERP funds for the agricultural and tourism sectors or other EU subsidies, ÖROK (Austrian Commission on Spatial Planning) or the funding of the Austrian Hotel and Tourism Bank (ÖHT, Die Österreichische Hotel- und Tourismusbank Ges.m.b.H.).

The Austrian Federal Economic Chamber (Wirtschaftskammer Österreich) and the economic chambers in the nine states are very important subjects in Austrian tourism. The private subjects have the statutory duty to be members of the economic chambers and as a result, pay the membership fees. The activities of a special division in the Austrian Federal Economic Chamber focus on tourism and leisure time (hotels, spas, gastronomy, tour operators, cultural and entertainment services, ski-lifts, funiculars, etc.).

4.1. Tourism policy in Austria

The aim of the Austrian national tourist administration is "... to boost the quality and the competitiveness of the sector and to support sustainable tourism development" [7, p. 120]. The public support of Austrian tourism is in fact based on various forms of public-private partnership.

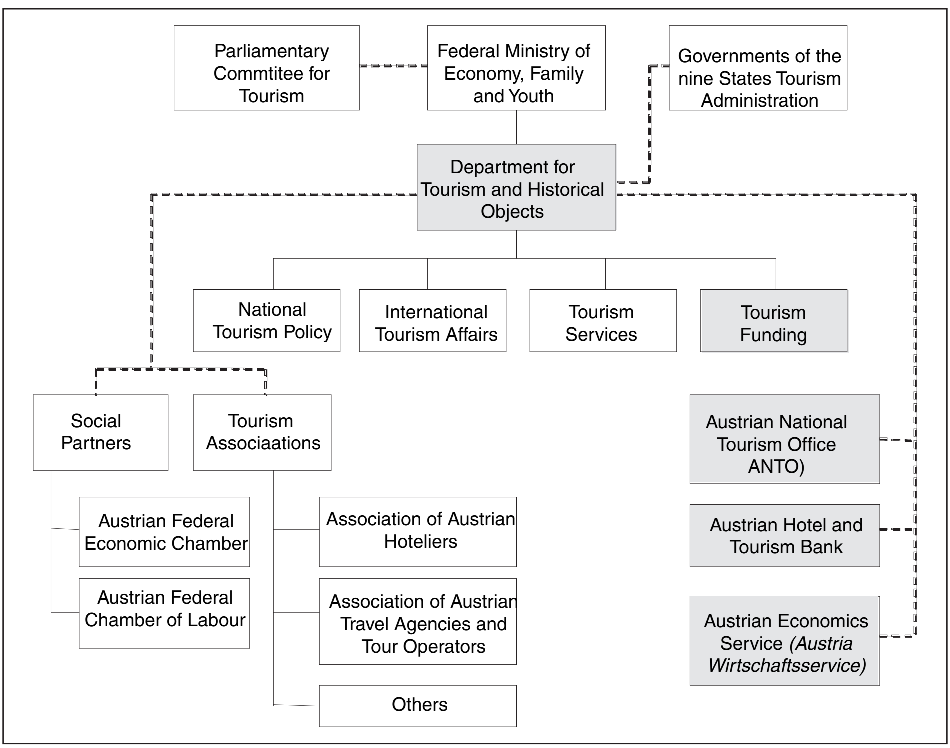
In the 2009 and 2010, the federal ministry (BMWFJ) launched The New

Austrian Tourism Strategy (Die neue österreichische Tourismusstrategie), which should become the national scheme for the Austrian tourism business and public institutions for the period of 2010 – 2015. The strategy identified the most imperative challenges [25, p. 5-6]:

- The need for more quality, authenticity and innovation instead of ordinary and traditional concepts of the Austrian "Fremdenverkehr" (German for "tourism"),
- Expansion of investment and innovations, aiming to lower seasonal ups downs, esp. the summer and shoulder seasons,
- Emphasis on Austrian gastronomy and regional specialities, which are still being underrated in terms of tourist potential,
- Branding of Austria as a tourist destination, which is perceived as inefficient, since the key competitive advantages (the Alps, Danube, Cities & Culture) have not been projected in the branding and marketing activities at a national level,
- Financial and other forms of support for the extremely fragmented Austrian tourist industry to develop an efficient organisational structure and to create partnerships.

Graph 2

Organisational chart of tourism bodies – Austria



Source: [7, p. 120]

The Ministry determined seven key objectives of the launched and later discussed national tourism strategy in the international tourism market [25, p. 6]:

1. Increased efficiency in Austrian marketing.
2. Goal-oriented support of tourism.
3. More innovations in tourism.
4. Perfect alignment of tourist products and evoked expectations.
5. A competitive framework for various subjects in tourism.
6. Supra-regional partnerships and co-operation.
7. General reconciliation and involvement with the tourism policy throughout public and private tourism sectors.

The Ministry outlined five steps that must be taken in order to reach the above mentioned strategic goals [25, p. 11]:

1. Marketing – co-operation between regional (state) tourism organisations and Österreich Werbung, focus on the three proposed USPs[5], campaigns in neighbouring markets and the engagement of new communication instruments.
2. Better targeted support of selected themes should increase the competitiveness of Austrian tourism. Monitoring financial support efficiency in the context of destination value creation (Wertschöpfung) is perceived as inefficient. The amount of various financial means of support at federal or regional (state) levels must be monitored more and used specifically for projects focusing on the selected themes. The Austrian Hotel and Tourism Bank (ÖHT) should consolidate its power as the crucial financial institution and become the one-stop-shop for obtaining support.[6]
3. According to the project, focusing financial support on innovations will be accompanied by an innovation bonus and/or the services of innovation coaches or consultants. The innovations should be interconnected by partnerships and co-operation in accordance with the "Wertschöpfungskette" (or "value chain").
4. The infrastructure for summer tourism seems to be the weak point of Austrian tourism. The public financial support, directed towards infrastructure will change and a new model of infrastructure financing will be launched. The aim of the new model is to

[5] Three USP (unique selling propositions) were selected to concentrate both the financial and non-financial (above all marketing) forms of support, namely the Alps, Danube and Cities & Culture. The connection of the three USPs with material and non-material heritage (e. g. culinary) is considered to be extremely important. The strategy defines music and film as influential tools of image development.

[6] The ministerial suggestion allows for a clear-cut allocation of power between federal states and regions (states), where the regions will be competent for projects up to 100 thousand EUR, the federal state for projects up to 3 mil. EUR. The federal state will be responsible, in partnership with the regions, for projects of above 3 mil. EUR .

interconnect various municipalities and destinations and their networking, ensuring quality improvement. The ministry proposes the realisation of the "Tourism for all" model in one selected region.
5. Since tourism is a cross-cutting activity, the impact of different policies is obvious. The creation of an appropriate general framework, especially in the SME sector is crucial. The ministry suggests more advantageous conditions in areas such as taxation, transport, education, culture and others.

4.2 Financial instruments for implementation of tourism policy in Austria

Implementation of financial instruments will be examined in terms of financing arrangements, i.e. ways of distributing financial support to the beneficiaries and possibilities of evaluating their efficiency.

4.2.1 Financial arrangements

At the federal level, financial support of tourism is provided mainly by public sources. In Austria, there is no dedicated tax in tourism imposed at the federal level. Since 1984, the standard VAT rate has been 20 %, a reduced VAT of 10 % has been applied to accommodation services, food and agriculture products. Financial support of the federal state is aimed at the SME sector, above all at the accommodation facilities.

Besides administering tourism and defining tourism policy, the nine states also formulate the legislative rules governing their system of tourism and the financing. All nine states adopted legislative acts on tourism support and financing. Apart from common taxes (corporate tax, value added tax and other), the financial systems are mostly based on special municipal tourism tax payments, which are re-used in tourism development (tourism dedicated taxes). The states establish special funds to support SME's in tourism and other branches (e. g. Niederösterreich Wirtschafts- und Tourismusfonds). The states operate their marketing tourism organisations.

4.2.2 Distribution of funds – financial instruments and their target groups (beneficiaries)

While the number of "regional" units in Austria (9 states) is smaller than the number of cantons in Switzerland (26), the national system of financing tourism in Austria is very similar to the Swiss system. At the national level, there are three institutions supporting Austrian tourism (Graph 2), namely the Ministry (BMWJF), as the national tourist administration, the Österreich Werbung as the national tourism organisation and the Austrian Hotel and Tourism Bank. In addition to the support of the mentioned institutions, Austria may draw from the European financial sources (European Agricultural Fund for Rural Development, European Social Fund, and European Fund for Regional Development). The financial support from the European Investment Bank and the European Recovery Programme focuses on the SME sector[7].

In 2008, the budget of the National Tourist Administration (BMWFJ) was about 59 mil. EUR whereof 24 mil. EUR was contributed to the Österreich Werbung and 8 mil. EUR was distributed to individual selected projects in tourism. 27 mil. EUR was allocated in support and loans in the SME sector via the Austrian Bank for Tourism Development (Austrian Hotel and Tourism Bank). The strategy and activities of the Ministry strive to promote quality, innovation, product development based on research, knowledge distribution and best practices in tourism. Projects focusing on social tourism (Tourism for all), networking in the private and public sectors (e. g. Imperial Residences Austria, Creative Austria) or sustainable tourism in destinations (the European project EDEN, the Austrian National Award for Tourism, the national research programme StartClim, the climate and energy fund for best practices renovation projects in the accommodation sector) are particularly noteworthy [7, p. 120].

In 2009, the budget of the Österreich Werbung exceeded 52 mil. EUR, whereof almost 25 mil. EUR was the contribution of the Ministry, 8 mil. EUR the contribution of the Austrian Federal Economic Chamber and more than 17 mil. EUR were the members' (i.e. e. companies, regions, destinations) and other contributions [28].

The pivotal institution providing direct financial support to the Austrian private sector is the Austrian Hotel and Tourism Bank (ÖHT, Die Österreichische Hotel- und Tourismusbank G.m.b.H.). The bank is a special financial institution encouraging investment in tourism and leisure business, which was established in 1947 as a private institution[8] providing public services (support). The general aim is strengthening Austrian tourism with the aim of becoming a strong and competitive economic sector through realizing support programmes, launched by the ministry, which are based on the legislative act for the SMEs support (1996). [15] The bank responses to the needs of the SMEs in the tourism sector with a long repayment-period and preferential interest rates. The market share of tourism financing realized through the bank is about 10 % [10].

In 2009, the bank reached a capital stock of almost 12 mil. EUR and owned capital of almost 32 mil. EUR. The bank focuses primarily on two

[7] The SMEs are immensely important in Austrian tourism, since 99 % of the enterprises are SMEs and 90 % of the enterprises have less than 10 employees. In 2008, the average number of beds in hotels was 43 beds.

[8] The bank is owned by three most considerable banks in Austria (UniCredit Bank Austria AG, Raiffeisen ÖHT Beteiligungs GmbH, Erste Bank der österreichischen Sparkassen AG). The bank doesn´t provide any commercial services. [12]

main activities; first, providing credit (subsidies and loans) at favourable conditions and secondly, providing guarantees for the loans. The total amount of loans provided has doubled from 250 mil. EUR to 500 mil. EUR and the maximum amount of credit given to one company can reach up to 4 mil. EUR.

Together with credit grants and liabilities, the bank provides support of export, microcredit up to 50,000EUR and consultation services. In the current period 2011 – 2013 four topics of financial subsidies were stipulated by the ministry [15]:

- topic A: investment (quality, mitigation of seasonality, innovation),
- topic B: support for young entrepreneurs,
- topic C: co-operation and networking (product development, creation of value chains),
- topic D: restructuring of the business in terms of profitability and structure of financing.

A recent project, approved on April 1, 2011, called "Bund – Länder – Innovationsmillion" ("Federal – State – One Million Innovations") focuses on supporting innovation and creativity in commercial product development based on co-operation and networking. The applicants can receive up to 50 % of the innovation-related costs (max. 200,000 EUR per project). The tourism and leisure entrepreneurs as well as the other organisations may apply for a subsidy for projects in the value of more than 150,000 EUR [15].

The bank manages the ERP tourism programme (ERP funds and guarantees) based on the legislative act on ERP funds (1975) as well as the EIB long-term loans[9] (European Investment Bank). In Austria, there are other financial possibilities of supporting the tourism SME sector, e. g. the Austria Wirtschaftsservice GmbH, which focuses on liabilities in the tourism sector, Kommunalcredit Austria AG or the institutions providing financial support at a state level (e. g. Wirtschaftsförderung Salzburg).

4.2.3 Effectiveness and efficiency measurement

The process of control and regular evaluation of public funds distributed in Austrian tourism intensified in 2009 under the authority of the national council. The national council took a decision to evaluate the public subsidies in tourism as well as an increase in the members´ contributions to the Österreich Werbung. The ministry had to check the targeting and efficiency of the public support system in tourism at the national level.

The results of the Austrian Hotel and Tourism bank are evaluated regularly according to respective indicators in the guidelines.

[9] In 2011, the amount of 110 mil. EUR was confirmed as a loan to projects in the field of SMEs in Austrian tourism. The credit line takes the form of an "EIB loan for SMEs" to the Austrian Hotel and Tourism Bank.

5. Comparison and implication for the Czech Republic

The above presented Swiss and Austrian financial support systems of tourism could be very edifying and instructive for the tourism policy concept and the financial tools in the Czech Republic. Table 2 illustrates the basic differences between the single systems and financial support. While the basic guidelines of tourism development and financing are regulated by law in Switzerland and Austria, a legislative act for tourism support does not exist in the Czech Republic yet. Nevertheless, a legislative act can be regarded as a fundamental element for operating a destination management system.

Table 2

Basic overview of selected tourism policy tools in the Czech Republic, Switzerland and Austria

Criteria - national level	Czech Republic	Switzerland	Austria
Legislation on tourism development	no (in hand)	yes (excepting three cantons)	yes (all nine states)
National financial tool for tourism support	National programme for tourism support 2010 - 2013	Innotour federal programme	yes
Special financial institution (bank) for tourism support	no	Swiss Society for Hotel Credit	Austrian Hotel and Tourism Bank
Priority sectors of tourism branch	no	SMEs/accommodation sector	SMEs/accommodation sector
Cohesion to other national policies	partly	very close to the SME policy, new regional policy, export policy, tax policy and other	very close to the SME policy, export policy, agricultural policy and other
VAT rate on accommodation	10%	3,6%	10%
VAT rate on other services	20%	2,5 % - 8 %	20%
European funds	yes	no, very limited	yes (ESF, ERDF, EAFRD) + EIB + ERP
Total T&T competitiveness index (2011)	**4,8 / 31. position**	**5,7 / 1. position**	**5,4 / 4. position**
T&T regulatory framework (2011)	5,3 / 26. position	6,0 / 1. position	5,9 / 3. position
T&T business environment and infrastructure (2011)	4,6 / 37. position	5,6 / 1. position	5,2 / 12. position
T&T human, cultural and natural resources (2011)	4,5 / 31. position	5,5 / 2. position	5,1 / 10. position

Source: own table based on [7, 9, 11, 17, 23]

5.1 Tourism policy in the Czech Republic

Direct, as well as indirect forms of tourism policy can be found in the Czech Republic and both Switzerland and Austria, however a crucial difference lies in the significance of the direct policy measures and their cohesion with the indirect measures.

Strategic points of Czech tourism policy have been formalized in a strategic concept of tourism policy for the period of 2007 – 2013 (Ministry for Regional Development). The strategic vision of this policy focuses on the position of the Czech Republic as a top-ranking tourist destination in the heart of Europe. The global objective of the concept is represented by an increasing economic performance of tourism within the national economy, improved exploitation of tourist potential, as well as competitiveness and sustainability of tourism development [29, p. 16].

The four principal aims of a tourism policy concept are connected with sustainable tourism development and include [29]:

1. The strengthening of the position of tourism within the national economy (GDP and employment), business support esp. in the SME.
2. Enhancement of competitiveness, emphasizing the European area.
3. The increase in the volume of long-stay incoming and domestic tourism.
4. Sustainability of physical and social environment.

The policy concept establishes four priorities which are necessary in order to fulfill the above mentioned objectives, namely:

1. The development of competitive national and regional tourism products
2. The support of development and increased quality of tourism infrastructure and tourist services.
3. Marketing support of tourism and human resources development
4. Support in the creation of an organizational management structure

5.2 A general framework of the system

The first difference among the compared systems and their financial instruments lies in the destination management system in terms of institutions, powers and financing. Cohesion in tourism and other policies at national, regional and local levels are typical for the Swiss and Austrian systems, whilst the Czech system is very fragmented and disparate.

Before starting discussion and making a suggestion of the financial tools suitable for the Czech Republic, it is helpful to review the general framework of the system, which means the institutions, their competencies and the powers they have between each other and on other subjects in the public as well as the private sectors. Although the national, regional and local levels of destination management depend primarily on the existing public administration system and structure, a higher degree of interconnection is necessary to connect all three levels.

Measure 1: The business character of the system and their financial and non-financial instruments have to be the mainspring of all the measures and instruments, similarly to the general practice in Switzerland, Austria and other progressive European destinations. The commercial character has to be underlined by very strong product development at national, regional and local levels.

Measure 2: A legislative act supporting tourism must create a system of institutional background. A proposal of the legislative act that tries to solve the interconnection of the national and regional levels exists, however it doesn´t deal with the local (municipal) level. The second way of interconnecting the separated levels is to apply the present legislative act for regional development (Act No. 248/2000) and the legislative act for financial control (Act No. 320/2001).

Measure 3: To achieve better co-operation and partnership of the public and private sectors, the public and private stakeholders in the Czech Republic can use a general framework of the public-private partnership, but additional PPP programs specialized in tourism are needed, as established in Switzerland and Austria at the end of 90´s. Obviously, the issue is the lower share of tourism in the Czech economy compared with Switzerland and Austria (table 1) and weak negotiating power of Czech tourism in comparison to the above mentioned countries.

Measure 4: The interconnection of the tourism branch with other branches and their policies, such as transport, culture, environment, trade and export policy, visa policy, SME policy, regional policy, agriculture policy are considered to be essential in order to implement tourism policy at a national level. There are no references in strategic policy documents of other branches to tourism policy.

5.3 Financial and non-financial instruments of tourism policy implementation

The set of potential instruments for tourism policy implementation is relatively broad and can cover instruments supporting demand as well as the offer side. The policy implementation uses financial, legislative, technical and other instruments. The following suggestion focuses on incoming and domestic tourism with emphasis on the offer side of the tourism market. The previous and existing Czech financial instruments (The state tourism support programme 2001 – 2007, The national tourism support programme 2010 – 2013) are short of some attributes typical for the Austrian and Swiss financial tourism support.

All three countries are trying to realise programmes supporting tourism at a national level, but there are fundamental differences in the Czech programme in comparison to the Swiss and Austrian financial programmes. The main reasons for these being truly beneficial to the Czech Republic could be summarized and projected into the financial instruments as follows:

1. A conceptual character of the financial instruments in accordance with other national policies, esp. with regards to the SME policy,

regional policy and others, together with the state/cantonal policies. The projection of tourism business into other national policies and their financial and non-financial instruments can be considered a significant step towards the implementation of tourism policy.
2. Very close co-operation with institutions in various sectors of the economy, aimed at location promotion, export promotion, SME promotion and others, including projects in tourism based on a market oriented strategy. The requirement on the synergic effects throughout the institutions of various branches is noticeable in tourism export.
3. An unambiguous orientation of both programmes towards partnerships, networking, innovations, investment, promotion and sustainability. To convert the mentioned idea into practice, investment programmes supporting PPP, innovations or sustainability are needed. The present tourism policy is based on almost all the ideas, but doesn´t specify them and doesn´t establish any indicators of measuring them. The ideas seem to be rather an empty promise than truly constructive ideas of a tourism policy framework.
4. A precise definition of the goals of the programme and the interconnection with the goals of a tourism policy. The accurate definition of the above mentioned ideas is needed as well as the quantification of their indicators. E. g. it is not clear what financial tools have to be suggested to improve sustainability of tourism when the concept doesn´t define the present and the future indicators of sustainability.
5. Very sophisticated methods of programme evaluation (especially in Switzerland) not only in the phase of decision regarding particular projects, but also in the post-realisation phase, i.e. following up with the realisation of the supported projects. The financial instruments in the Czech Republic have to be based on sophisticated assessment (incl. general statistics and specific studies) during all the phases of the supported projects.
6. Intensive representation of the private sector in tourism policies and programmes is a very strong characteristic in the Austrian and Swiss programmes. Czech financial support has to be focused on product development and its promotion based on the PPP and on the true business effects of the partnership.
7. A distribution of the competencies in financial support between the federal, regional and local levels of destination management. At the present time there is no track of how much financial support is invested into tourism development at national, regional and local levels. The list of financial instruments and programmes would be a very useful information source for developing a concept of financial support.
8. Promoting the concept of a destination as a quasi-public company

with all the consequences in financial support and its evaluation. This topic is related to a huge amount of European money invested in tourism in the Czech Republic, but very often without the guarantee of a mid- or long-term return. The Austrian and Swiss experiences show an example of a very strong commercial orientation aimed at the diminishing of public sources as well as political influence that can harm the financial instruments. Goal-directed and dedicated financing of tourism projects has to be included in the financial instruments in the Czech Republic.

9. Operating a special financial institution aimed at financial support especially in the accommodation industry in terms of credit granting under mild conditions and guarantees. On the one hand, investment in tourism, esp. the accommodation sector is generally considered to be very risky. On the other hand, there is no tourism without the accommodation sector. Prioritisation of the accommodation sector can be regarded as a significant objective of the financial instruments. Further, Kultural institutions (esp. monuments) could be regarded as even riskier in terms of investment and therefore financial tools exploiting the economic potential of cultural institutions is needed.
10. VAT can be another supportive tool of tourism industry, especially in the accommodation sector. The Austrian VAT is the same as in the Czech Republic, but the projected increase of VAT for accommodation services in the Czech Republic in 2012 will pose, in all likelihood, a significant disadvantage in the competitiveness of the Czech accommodation industry.

6. Conclusion

A system of destination management and tourism policy can be regarded as a fundamental for the efficient implementation of supportive programmes. In both Switzerland and Austria, the role of the private sector is different in terms of their participation in financing tourism (various forms of taxes at the cantonal or state level) and in the decision-making process. Both destination management systems and policies are aimed at generating commercial effects for the tourism business, thus the programmes concentrate on the financial effects for entrepreneurs. The competitiveness of the Czech Republic as a tourist destination could be enhanced to approximately the level of competitiveness in Switzerland and Austria.

Tourism in the Czech Republic suffers from confusion of the destination management system and tourism policy. The rules of tourism management and development should be stipulated in a legislative act on tourism support.

The separation of national, regional and local levels, as well as the inconsistency amongst tourism and other economic policies can be considered to be a vital issue for further tourism development in the Czech Republic. The more precisely we allocate the financial tools for supporting tourism, the more efficiency can be reached through their implementation.

In spite of the fact that destination management systems and policies in Switzerland and Austria have been developed throughout decades and the position of tourism in both economies differs from the position of tourism in the Czech Republic, some of the measures, which are very instructive for the Czech Republic, can be adopted in our conditions.

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Eco-Labels as a Marketing Tool in Accommodation Services - Comparison of the Situation in Germany and the Czech Republic

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Abstract

The paper is focused on introducing and analyzing of selected eco-labels in accommodation services in the Czech Republic and Germany. Labeling products and services is important not only for improving the quality, reaching competitive advantage and appealing the customers - eco-labels are mainly concentrated on helping the environment and following sustainable principles. There are many eco-labels in the European market to choose from. Still eco-labels do not play leading role for customers when selecting appropriate accommodation. The aim of this article is to find the reasons, why eco-labels in the Czech Republic are not marking competitiveness and do not assure better market position for the certified accommodation units. One of the biggest problems is the lack of enough marketing activities and publicity not only from the side of entrepreneurs but also from the position of competent organizations responsible for administration and certification process. In order to suggest more solutions for the future actions, which could improve present unsatisfactory situation in the Czech Republic, there is on the example of Germany´s attitude towards eco-labeling made a comparison. These different approaches help to identify weaknesses of the Czech eco-labeling model and allow find better ways how to reach the success in the future. In the conclusion certain suggestions and improvements are described. This analysis and comparison was made thanks to cooperation with German students who were studying for one semester in the University of Business in Prague and were working on this project.

Key words: eco-labels, accommodation services, marketing, the Czech Republic, Germany, comparison

1. Introduction

Ecological aspects are getting more and more important to people all over the world. In the supermarket e.g. biologically produced food is offered or electric bulbs which use less electricity are sold. And in tourism sector, "green" holidays can be booked. So called sustainable tourism combines three principles of sustainability: economic, environmental and social approach towards tourism. Additionally it focuses on the maintenance of natural and cultural heritage. To achieve sustainability, it is important to cooperate with indigenous communities and help to enhance regional development [27, p. 268].

But how can it be guaranteed that offered goods and services are indeed ecologically, socially and culturally acceptable? One possibility to answer this question is to "label" these goods and services. These labels guarantee that the certified product or service follows quality standards and moreover can have certain importance for a company as a marketing tool. In Europe there are 161 eco-labels in different sectors, e.g. in buildings, cleaning products, energy usage or food production. In tourism sector there can be found 30 eco-labels [8].

Based on growing importance of sustainability in tourism industry, the aim of this article is to analyze eco-labels available in the Czech and German tourism market and to compare approaches towards eco-labeling in these two countries. The paper focuses on labels in accommodation services with special attention to the way how these labels can promote the certified products and services. After showing present marketing activities in the eco-labeling area in the Czech Republic and Germany, there are made certain suggestions in order to improve marketing initiatives regarding the eco-labels in the future.

An introduction of eco-labels in Europe and both selected countries is given in the first chapter. A short comparison of the usage of eco-labels in both countries is also presented. To get an insight in the marketing activities of selected eco-labels, the next chapter deals with general importance of eco-labels as a marketing tool and describes marketing activities of certain hotels in order to present good examples of usage the eco-labels. In the conclusion there are some implications for future acting suggested. Last but not least, all the results are summarized.

2. Eco-labels in accommodation services

In general an eco-label is a symbol used to mark a product that has been designed and may be used in a way that does not or less harm the environment than similar products without this label [3]. Actually, it is a voluntary program that identifies environmental preference of a specific product or service. It is given by an impartial third party if the product or service fits several criteria. These criteria differ in the specific environmental labels [17]. Because of that, customers can be sure that the company's product or service is environmentally preferable in comparison to others.

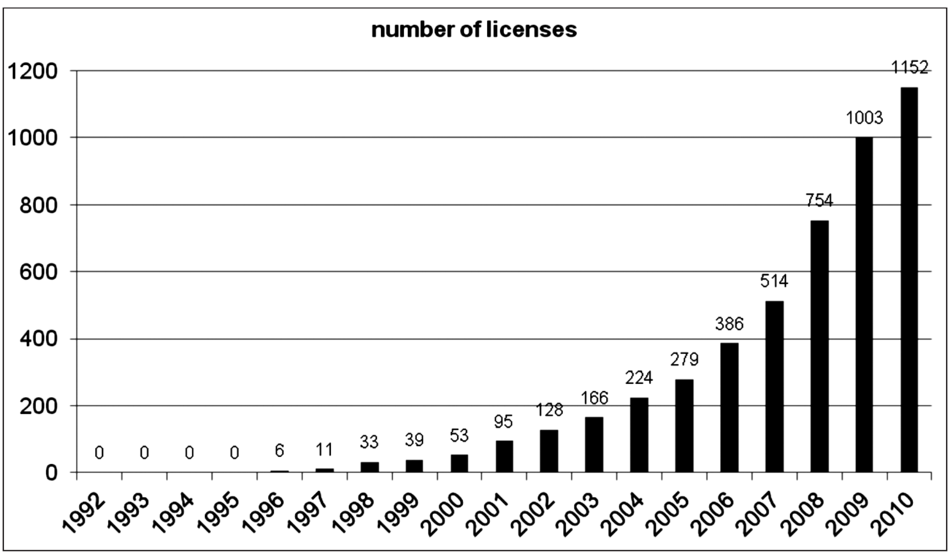
There are three types of voluntary labels specified by the International Organization for Standardization (ISO). All types have the common goal to "cause less stress on the environment" [17] and to support the environmental improvements through stimulating the market. Eco-labels may become an additional marketing tool if return on investment is promised or if the label gives additional qualification for better competitiveness. For that reason, clients have the opinion that the label is a "plus" [28, p. 16].

2.1 The European-wide "EU Eco-label"

More than 50 different eco-certificates and eco-labels exist in the European Union (EU) [26]. The best known eco-label in the European Union is the "EU Eco-label" which is a voluntary label to sign products that are environmentally friendly with The Flower logo. It is addressed to European customers to easily identify such goods and services all over the European Union. The idea of the "EU Eco-label" is to provide information that would be consistent across the EU.

Graph 1

Number of licenses of the "EU eco-label" since 1992



Source: European Commission Environment 2011a, online available http://ec.europa.eu /environment/eco-label/ (10.03.2011) compiled by students

2.1.1 Introduction of "EU Eco-label"

To reach this aim all EU member states are part of the criteria building process. The Flower was established in 1992 by the European Commission Environment which means it is a governmental label. Today it covers a wide range of services and products. At the end of the year 2010 approximately 1.150 "EU Eco-label" licenses were awarded as can be seen in Graph 1.

The fast growing number of licenses is a significant hint towards the importance of this eco-label. It was adopted by companies in 20 countries where the highest amount of all licenses can be found in Italy (359), the second highest amount in France (244). Germany is ranked four in this list with 71 licenses and the Czech Republic is found on rank 16 with 11 labeled companies (Table 1) [12].

Table 1

Number of companies with the "EU Eco-label"

Country	Number of licenses "EU Eco-label"
Italy	359
France	244
Spain	83
Germany	71
Denmark	56
Austria	48
The Netherlands	46
Switzerland	45
United Kingdom	34
Greece	28
Sweden	27
Ireland	22
Portugal	17
Belgium	16
Poland	12
Czech Republic	11
Finland	9
Norway	6
Hungary	6

Source: European Commission Environment 2011a, online available
http://ec.europa.eu /environment/eco-label/ (10.03.2011) compiled by students

It is worth mentioning that The Flower logo is not only labeling accommodation units but also other kinds of services and goods. Tourist accommodation services represent the main part, which means 37% of all the licenses of the "EU Eco-label". Many of the producers have the opinion that "it gives them a competitive advantage" [12]. The Flower logo on tourist accommodation services tells the customer that this service limits energy and water consumption, reduces waste production, favors the use of renewable resources and promotes environmental education and communication [12].

Accommodation units which want to reach The Flower logo have to fulfill several criteria, which are listed in the Table 2. Those are not based on a single factor. There are studies about the environmental impact of the service throughout its life cycle. The criteria are usually valid for four years [11]. In accommodation services there are compulsory and optional criteria. The main impacts to the environment should be kept as low as possible.

2.1.2 "EU Eco-label" in accommodation units in Germany and the Czech Republic

In order to show the importance of The Flower label in both selected countries, following capture deals with comparison of attitude towards EU eco-label from the side of Czech and German accommodation units and other responsible bodies. In both selected countries there are accommodation units which fulfill all these criteria. Because of the fact that criteria building process influence various variables like trends, progress, new technologies etc., they are regularly in three or four years period renewed according to market trends and customers preferences. The criteria were changed in the year 2009. Thanks to this fact, every accommodation unit which reached the label until 2009 had to be re-accredited and had to fulfill more demanding criteria in order to have the right to use The Flower logo again. Those recertified hotels had to pay a registration fee again. The fact, that the criteria are getting more and more demanding especially financially, is one of the reasons why there is no big interest from the side of entrepreneurs recognizable.

The recertification process lasted until the year 2010 and only 5 of the prior 9 labeled accommodation units [16, p. 56] were reregistered in the Czech Republic. The reason, why only 5 accommodation units went through recertification process again, can be understood by many facts. First of all the idea of the environmental awareness has not reached that importance in the Czech Republic so far. Most of the Czech customers do not search for environmentally friendly services and goods. On the other hand the owners of accommodation units do not find any competitive advantage from having such label, after using the label they did not recognize any positive changes or growth of visitation rate.

In Germany there was no significant decrease thanks to re-certification. In 2008, 14 licenses in tourism sector were included [9, p. 13]; in 2011 there are 15 companies which are labeled with The Flower. It has to be pointed out that just 1 license is given to a tourist accommodation unit, on the contrary there are 14 campsites registered [7]. Those are not examined in this paper in detail.

As it can be seen in the Table 3, today there are 5 hotels in the Czech

Table 2

Criteria to award the "EU-Eco-label" in accommodation services

Examples of mandatory/ optional criteria	Examples of mandatory criteria	Examples of optional criteria
Energy	Electricity from renewable sources No Coal and heavy oils used Class A energy efficiency air conditioning Energy efficiency of buildings (national legislation) Window insulation Switching off heating or air conditioning and lights Energy efficient light bulbs	Generation of electricity through renewable energy sources 70 % of total energy from renewable sources Boiler energy efficiency Boiler NOx emissions less than 60 mg/Kwh District heating Sauna timer control
Water	Not more than 9 liters/minute average water flow Waste bins in toilets Urinal flushing not continuous Changing towels on request Correct waste water disposal	Use of rainwater and recycled water Automatic watering systems for outside areas Dishwasher water consumption Shower timers
Detergents and disinfectants	Disinfectants used only where necessary	80 % of detergents with eco-label or other regional ISO Type 1 eco-labels Automatic dosage system in swimming pools Chemical-free cleaning
Waste	Waste Separation by guests Waste separation - local waste management No use of disposable products No single dose packages for food services Composting	No disposable drink containers in use
Other services	No smoking in common areas Use of public transport	Roof landscaping Environmental communication and education notices Bicycles available to guests Returnable or refillable bottles Use of rechargeable products (e.g. batteries) Local food products Organic food
General management	Maintenance and servicing of boilers and air conditioning systems Management program: targets on environmental performance Staff training Information to guests Collecting and monitoring data of energy and water consumption	EMAS registration or ISO certification of tourist accommodation or suppliers Energy and water meters (data collection) Additional environmental actions

Source: European Commission 2009, online available:http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:198:0057:0079: EN:PDF (14.03.2011), compiled by students

Republic labeled with The Flower logo [7]. In Germany the “Scandic Hotels Deutschland GmbH” holds one Flower-labeled hotel in Berlin. One more hotel will be built within this group in Hamburg and in the already existing “Scandic” hotel in Lübeck the achievement of The Flower logo is in the planning process [24].

Table 3

Accommodation units labeled with The Flower logo in Germany and the Czech Republic

Name	**Origin**	**City**	**Date of achieving the label**
Hotel Adalbert	Czech Republic	Prague	2006
Chateau Mcely	Czech Republic	Mcely	2007
Hotel Adria Prague	Czech Republic	Prague	2007
Plaza Alta Hotel	Czech Republic	Prague	2009
JURYS INN	Czech Republic	Prague	2011
Scandic Berlin Potsdamer Platz	Germany	Berlin	2010

Source: Eco-label 2011, websites of selected accommodation units, compiled by students

The small amount of labeled accommodation units in selected countries can be explained by many reasons. First of all in Germany there are many national eco-labels applicable for accommodation services, which are more popular and well-known from the customers´ side (more information in capture 3). That is the reason why The Flower is not so widespread in Germany. The owners of accommodation units prefer national eco-labels. On the contrary the focus to reach The Flower is more recognizable on campsites in Germany (14 campsites have the license to use The Flower).

Comparing with Germany the situation in the Czech Republic is even worse. Neither there are many national eco-labels to choose from. There is only one important national eco-label called Ekologicky šetrná služba, which is based on the same principles as The Flower – the criteria to fulfill are the same, the competent body responsible for controlling is also identical. Still there are only 6 accommodation units, which are the owners of the eco-certificates The Flower and Ekologicky šetrná služba. In comparison with Germany there is no campsite, which holds The Flower logo.

Problems are also recognizable in diverse support from the government, missing international cooperation and insufficient approach towards promotion of this project. In the Czech Republic, the responsible organization for the management of this label is the Czech Environmental Information Agency (CENIA) and because of the close connection to the Ministry of Environment it can be described as a governmental supported label. There has been some kind of cooperation with European Commission Environment set up, which was based on marketing activities like distribution of brochures, organization of seminars and participation at fairs [16, p. 56]. Besides, cooperation exists between the Commission and the Association of Hotels and Restaurants in the Czech Republic [9, p. 56]. “Because of this fact it is possible to disseminate the useful information about the EU Eco-label directly to the managers of hotels.”[16, p. 56] These marketing activities related to The Flower in the Czech Republic were described in the document Work on the Implementation of the EU Eco-label Scheme in the Areas of Marketing in 2008.

Present initiatives in promotion of labeled products and services are not sufficient enough. There is no awareness of eco-labeling activities not only among customers but also among the owners of accommodation units in the Czech Republic. The lack of proper publicity was also argued by the owners of prior certified accommodation units, who had no interest to acquire the label again. They did not find any advantage from being in the project in the area of marketing.

In comparison to the situation in the Czech Republic, there is also evident no deep cooperation in Germany. The Flower logo in Germany is not a governmental one but is administered by the private association “Eco-camping e.V.” That is why marketing activities regarding the “EU Eco-label” are mainly focused on campsites. In the tourist accommodation services the “EU Eco-label” is not popular, which implies the lack of proper publicity in comparison to German national eco-labels (Table 1).

Not only the number and type of hotels differ in both countries. The application fee and annual fees are dissimilar too (Table 4). Difference lies in the fact that the organization which is allowed to label accommodation units with The Flower logo in Germany is not a governmental one but the private association “Eco-camping e.V.”. In the following text the fees from the European Commission Environment are compared with the fees that have to be paid to CENIA in the Czech Republic.

The main difference can be seen in the fact that the application fee for Czech services is the same for all types of applicants. But there are reductions in annual fees - especially small companies and companies that are holders of the “ISO 14024 Environmental Management System” are supported. In European-wide system both application and annual fees differ in relation to the type of the company. Companies that do not get any fee reduction have to pay a fix annual amount to the European Commission Environment. In comparison to that the certification fees vary in the Czech Republic. The government tries to improve the ecological orientation especially of small and medium sized companies by charging lower fees.

Table 4

Fees to achieve the "EU Eco-label"

Type of applicant	**EU Eco-label for Services in the Czech Republic (CENIA)**		**EU Eco-label (European Commission Environment)**	
	Application fee	Annual fee	Application fee	Annual fee
Micro sized	372 €	(- 75%)	Max. 350 €	Max. 350 €
Small and Medium Sized		(-25%)	Max. 600 €	Max. 750 €
Applicants from developing countries		-	Max. 600 €	Max. 750 €
The first three applicants in one product group		124 €	n. i.	n. i.
Certified with EMAS and ISO 14001		(-15%)	(- 20%)	1,500 €
Holder of ISO 14024 Environmental Management System		(- 30%)	n.i.	n.i.
Other		0.15% of annual sales (min. 620 €, max. 31,006 €)	min. 200 € - max. 1,200 €	1,500 €
Maximum of discount achievable		50% (min. 620 €)		n. i.

Source: European Commisssion Environment 2011, CENIA 2011, online available http://www.cenia.cz/web/www/web-pub2.nsf/$pid/MZPMSFGRIT4S (10.03.2011), translated by students

As mentioned above, there exist some national labels in the selected countries next to the "EU Eco-label". The following chapter deals with different eco-labels in Germany and the Czech Republic to get aware of similarities and differences in both countries.

2.2 Eco-labels in Germany

In Germany there are a couple of organizations which are certifying eco-friendly accommodation units. This chapter presents six different eco-labels which are compared regarding their efficiency of marketing and their popularity for accommodation units. The analysis is based on the table "Eco-labels in German accommodation sector" which can be found in the Table 5.

Table 5

Eco-labels in German accommodation sector

	Blaue Schwalbe	***Bio-Hotels***	***eco hotels certified (ehc)***
Logo	Blaue Schwalbe	BIO HOTELS mit Sicherheit genießen	ehc eco hotels certified
Type of label	Label	label and marketing cooperation	Label
Year of establishment	1989	2001	2010
Number of certified units	62	72	No data, connected closely with
Certifiier f	airkehr Verlag GmbH BIO-Hotel Service Team GmbH	Die BIO-Hotels e.V.	Organic Network GmbH
Target Group ***Aim***	Accommodation units Orientation for the guest who wants to book an accommodation with healthy and regional food and ecological standards.	Hotels Sustainable management and tourism offers as well as the belief that bio is better than conventional have been the main reasons to found the label.	Accommodation units Reducing CO2 emissions, sustainable handling with natural resources
Requirements	● If possible use regional and seasonal products ● At least one balanced meal ● No small and one-way portions ● Reachable with public transport, otherwise transfer from station ● Timetables provided on-site ● Energy saving measures ● No electricity heating as main heating ● Water saving measures ● Waste avoidance and separation ● Biodegradable detergents ● No artificial fertilizer, pesticides or turf	● Switch to bio produced food and beverage ● Only 3 soft drinks are allowed which are produced conventionally ● All open and hot drinks must be bio ● There can be offered bottled conventional beverage e.g. wine but the origin has to be clear ● Additional products like cosmetics have to be bio as well	● Use of ecologically produced electricity ● 50 % share of bio products in kitchen (German-speaking area) ● Preferring regional structures and products ● Easy going on resources (water, energy, waste) ● Only use of recycled paper or from sustainable forestry ● Reducing CO2 emissions must be ensured

	● Garden close to nature with local plants ● Tips / offers for natural compatible leisure activities		
Process of certification	Self-assessment by the accommodation units, Verträglich Reisen controls the units with phone calls, because of their brochures and sporadically on-site. Hope for guests' feedback if criteria are not fulfilled.	The certification process starts with the accession to and ends after 2-15 month (depends on the initial situation of each hotel) with the certification by the Bio-board of control.	● Registration on website ● Filling forms online concerning the consumption ● Agent from Organic Network contacts the candidate regarding the contract ● Candidate gets the checked data and the status "green-travelclub company in change" ● Online training for the CRS of green-travelclub and presentation on green-travelclub website ● During 6 month there will be an audit on-site to check the criteria ● If there is a positive evaluation the candidate company gets the label from ehc
Period of validity	1 year	Not mentioned	1 year
Costs	Not available on websites	Entrance Fee 4.000 - 6.000 € Annual fee 2.500 € + 65 € / bed	Certification and benchmark: € 290 / year Audit: from € 400 (according to expenditure)
Marketing measures	Presence on vertraeglich-reisen.de	Bio Hotels are also in Austria, Switzerland, Italy and France. The mutual marketing measures via internet, print and exhibitions are helpful as wellas the cooperation between the hotels.	Online presentation on green-travelclub.info

Source: DTV 2011, Die BIO-Hotels 2011, Die VERBRAUCHER INITIATIVE 2011, ECOCAMPING 2011, Eco-labelindex 2011, EUROPARC 2010, Organic Network 2011, VR 2011, Viabono GmbH 2011, compiled by students

There are six important eco-labels in the German accommodation sector. The “Blaue Schwalbe” was set up in 1989 by the fairkehr Verlag GmbH and is the oldest label. The youngest label was established in 2010 and is called “eco hotels certified”. The label is in developing process and is understood as an additional service especially for “BIO-Hotels” certified units, because it focuses more on reducing CO2 emissions. Other label called “Viabono” is the most distinguished label because of the fact that members of the “Viabono Trägerverein e.V.” are important German associations along the whole touristic value chain. “Viabono” is also closely connected with the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). There is also a functioning cooperation with the public authorities in the specific federal states, where the “Viabono” label is working as a partner for label “Partner der Nationalen Kulturlandschaften”. This label was found to support touristic marketing of the national parks in Germany. The “Eco-camping” label has been established in 1999 and certifies campsites only.

Aims of the labels slightly vary dependant on the focus of certification organizations with considering what type of accommodation units are labeled, e.g. campsites, hotels etc. Three similar aims can be pointed out:

1. Sustainable use of resources (direct or indirect)
2. Improving the quality of management and staff
3. Cooperation in marketing

For example the “Eco-camping” label focuses on training and management as well as the label “Nationale Kulturlandschaften”. This organization wants to improve the regional networking and thereby the marketing cooperation too. The “Blaue Schwalbe” and the “BIO-Hotels” focus especially on food and resource supply. Similar priorities have also the “eco hotels certified” and “Viabono”. Every organization follows the mentioned aims but sets different importance on them. Especially the process to fulfill the criteria is a first step for every candidate company to improve environmentally friendly performance.

The length of the certification process varies as well as the period of validity. The implementation of e.g. required management structures, staff training and services, depends on the specific starting position of every accommodation unit. If there are many criteria fulfilled in the beginning, the process for the “BIO-Hotels” label takes from 2 to 15 months. It is not possible to generalize these processes as can be seen in the Table 5. Also the period of validity differs. It can be said that the period of validity is approximately about one year but it depends also on the certification process and on the controlling.

Directly connected to the costs of the certification process is the consulting and controlling process. “Eco-camping” consults the campsites during the certification process and therefore it can be stated that the criteria are fulfilled and it is a very safe label regarding this fact. There are also audits and consultations during the certification process in other labels remarkable, but e.g. “BIO-Hotels” hope for networking among the certified units and candidates in managing their suppliers. “Viabono” and “eco hotels certified” do not consult the candidates that much during the process, but check if the companies fulfill the criteria with audits. The “Blaue Schwalbe” does not consult their license holders during the process neither there is a controlling if the criteria are fulfilled. The organization hopes for complaints of guests who discover grievances. These comparisons show there are huge differences in consulting and controlling. Of course providing these services takes time and effort for the certification authorities and therefore cause additional costs for accommodation units.

On the other hand costs depend not only on consulting services but also on marketing activities organizations do for the certified companies. Marketing measures made by organizations are quite similar: online presentations, public relation and brochures. Additional activities are offered by “Eco-camping”, “Viabono” and “BIO-Hotels”, they also arrange presentations on trade fairs and offer other benefits to the certified units. For example “Eco-camping” allows using of the official logo on the personal advertisement. “Viabono” cooperates with the German railway (Deutsche Bahn AG) and therefore the participating company can offer special discounts on tickets for customers. There is also the possibility to get a discount access to computer reservation system (CRS) and channel management.

As can be seen above the more services are provided by certification organizations, the higher fees have to be paid by candidates. Costs for the certification process differ according to provided services – they include consulting, audits, controlling and of course marketing and promotion. Annual fees are calculated for every accommodation unit separately according to fixed and variable costs with considering the number of rooms available in the accommodation unit.

After exploring the system of eco-labeling in Germany there are some important attributes to be pointed out. The candidates can choose from several eco-labels valid for accommodation units according to their preferences and needs. Most of the labels follow similar philosophy – try to help in publicity, advice management and employees and learn how to be environmentally friendly. The system of eco-labeling in Germany is very popular and successful. The amount of certified accommodation units is widely expanding. For instance “Viabono” has about 350 certified units, The “Bio-Hotels” is an internationally valid certification system with about 72 participants. These facts can help to understand the reasons, why The Flower does not have so wide response from the side of German accommodation units.

2.3 Eco-labels in the Czech Republic

In the Czech Republic there do not exist that many different eco-labels in accommodation sector like in Germany. The most important eco-labels useful in the Czech accommodation market are described in the following capture.

There are regional brands applicable for specific products and services that properly promote and help the region and approach traditional values of the locals. These labels are only useful for those accommodation units, which are located in the certain area and follow specific criteria related to quality, environment and cultural aspects. Because of limited regional validity they are not analyzed in this article.

Accommodation units in the Czech Republic can also achieve eco-label called Eceat quality label, which was set up in 1994 and is administrated by ECEAT association. It is an internationally valid label for entrepreneurs in tourism sector that prove contribution towards sustainable development. Candidates have to fulfill several criteria related to environment and other aspects of sustainable tourism. There are about 23 accommodation units certified, most of them are located in rural areas – farms, chalets, pensions e.g. small and medium sized accommodation units. Every certified accommodation unit has an access to common international reservation system called Green Holidays, where only environmentally friendly accommodation units are presented. The controlling process has to be repeated once a year. There are regular fees required – registration fee is about 140 euro, one-time fee for using the license is different dependant on the size of the accommodation unit ranging from 100 to 500 euro, regular fee is about 80 euro [10].

There is one more eco-label working on the same basis as the EU label The Flower which is called "Environmentally Friendly Product/Service"– "Ekologicky šetrný výrobek/služba" and is also promoted by the Czech Ministry of Environment. The label "Environmentally Friendly Service" exists since 1994 and the Ministry of Environment is in charge of publishing new criteria and preconditions to use this label [8]. The criteria are comparable to the criteria of the "EU Eco-label" [4]. "This harmonization is also intended to contribute to sales of Czech products abroad," [23, p. 10] which of course is also applicable for services in order to attract foreign customers. The responsible organization for the management and controlling of this label is CENIA.

Every accommodation unit has to undergo controlling process which is provided by CENIA. The fee to get labeled with the "Environmentally Friendly Service" differs according to size of the accommodation unit. Small companies and companies already labeled by other ecological standard are allowed to pay lower fee (Table 6). There are two accommodation units which are signed with this label: "Hotel Adalbert", which is also certified with the "EU Eco-label" and "Centrum Veronica Hostětín".

Table 6

Fees for the Czech eco-label "Environmentally Friendly Service"

Type of applicant	Application fee	Annual fee
Micro sized	207 €	103 €
Small and Medium Sized		
Certified with EMAS, ISO 14001,		
Cleaner Production or EU Eco-label		
Other	413 €	207 €

Source: CENIA 2010, online available http://www.cenia.cz/web/www/web-pub2.nsf/$pid/MZPMSFGRIT4S (10.03.2011), translated by students

In the Czech Republic there are only two important eco-labels to choose from. They still did not reach enough publicity in order to attract more entrepreneurs. There is no emphasis on marketing and consulting services, which can discourage potential candidates. Also lack of relevant information can be the reason, why not many accommodation units strive for the label. The fact that Czech customers do not search for such environmentally friendly services can also be the explanation for low interest. Following capture summarizes differences in approach of Czech and German stakeholders towards certification process and suggests how the Czech authorities can inspire from the German eco-labeling system.

2.4 Comparison of Eco-labels in the Czech Republic and Germany and suggestions for future actions

Description of eco-labels in Germany and the Czech Republic shows there are visible differences in the level of services provided and promotion related to certification. This short summary helps to identify weaknesses of the Czech eco-labels and strengths of the German eco-labels. This comparison enables to suggest possibilities for improvement in the Czech eco-labeling system.

The system of eco-labeling in Germany is very popular and successful. People are aware of environmentally politics and willing to pay more for ecologically friendly services. German candidates can choose from several eco-labels valid for accommodation units according to their preferences. Every accommodation unit which fit environmentally friendly criteria has wide publicity. The amount of certified accommodation units is widely expanding. Eco-labeling system is not in charge of governmental institutions but private organizations that are responsible for consulting, promotion and further cooperation with candidates. Because these organizations are especially focused on environmentally politics, they have enough resources for providing high quality information background and publicity. These strengths can become opportunities for the Czech Republic.

On the contrary the system of eco-labeling in the Czech Republic is not as diverse as in Germany. Owners of accommodation units have only limited amount of eco-labels to choose from. There is also not enough promotion provided, which is one of the reasons why only small amount of accommodation units are willing to reach the label. Lack of relevant information is also the reason for low involvement. Most of the entrepreneurs think it is impossible to follow all the criteria, it is very financially demanding and time consuming. They do not believe the return of costs can be assured. There is not enough evidence that eco-labels can be understood as a contribution for the company. There is also low environmental awareness. Czech customers do not search for environmentally friendly services which might be discouraging. That is why eco-labeling process in the Czech Republic is not very successful. Entrepreneurs are not opened to go through certification process, many of them do not even know about this opportunity. There is still visible missing interest and effort to work on quality improvements.

To change this situation it is necessary to inform the public and potential applicants, do monitoring and show on good examples, that the investment to reach the eco-label is not useless and can soon return thanks costs reduction for energy, water etc. It is also important to work on better promotion and education towards entrepreneurs and customers – this initiative should come from the competent organization CENIA. Because going towards sustainability is trendy nowadays, will be necessity in the future.

CENIA is responsible for research and monitoring of air pollution and other environmental aspects. The agency also publishes some papers to train companies in ecological behavior or give them some hints related to the promotion of ecological activities. That is why there is not enough space to work on functioning promotion towards certified goods and services, which is considered to be a significant problem. [5] There is no closer cooperation with tourism section in the Ministry of the Regional Development enabled. Such collaboration could make things easier and assure better promotion through Czechtourism agency. Because eco-labeling is directly connected with accommodation units, also cooperation with Association of Hotels and Restaurants would be beneficial. Thanks to these connections wide promotion can be assured and accurate and clear information can be distributed. CENIA should also improve web sites and provide clear and user friendly information through brochures, internet and at fairs. From the experience of German eco-labeling system can also be mentioned possibility to guarantee consulting services before the certification process starts.

These suggestions can help to improve present eco-labeling situation in the Czech Republic in order to stimulate new candidates to participate. What can help to encourage Czech entrepreneurs to take part in eco-certification process is better promotion and wider marketing activities. Next chapter shows on good practical examples of accommodation units what companies can do to make their environmentally friendly behavior more visible so that they can take advantage of that.

3. Eco-labels as a marketing tool

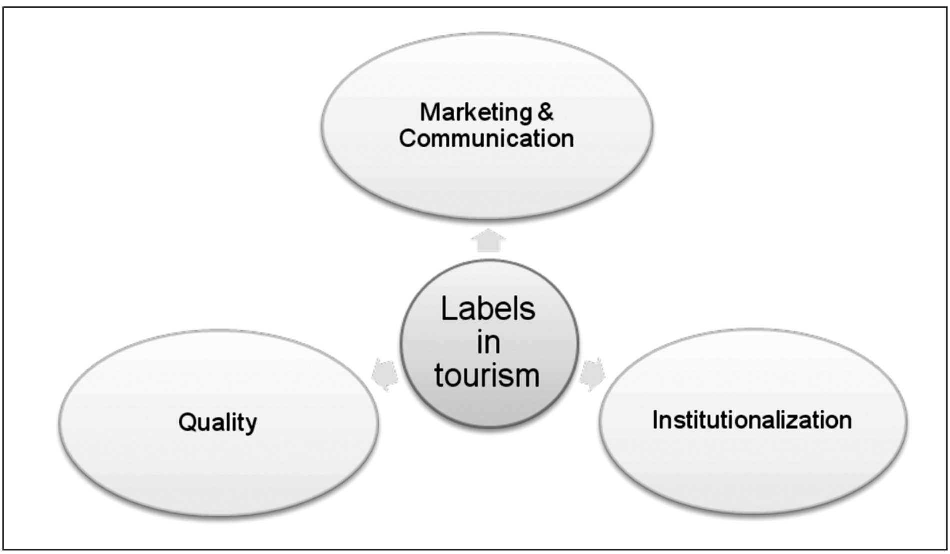
As can be derived from the text, there are some differences regarding eco-labels in Germany and the Czech Republic. Nevertheless all of these labels have something in common: they can be used as a marketing tool for certified accommodation units. Importance of labels in tourism is analyzed in the following chapter. There are also introduced some best practical examples how eco-labels can be used as a marketing tool.

3.1 Importance of labels as a marketing tool in tourism

“Branded articles are goods and services which fit to customers” needs and requirements and provide distinctive benefits in a standardized way with constant quality.” [1, p. 640]. Regarding tourism, labels and brands can help to reduce customer´s decision risk, can enable to build up trust and identification among the competition and finally bind the tourists [15, p. 431]. Having a closer look at the impacts of labels in tourism, the effects can be distinguished into three directions as illustrated in Graph 2.

Graph 2

Functions of labels in tourism



Source: Scherer et al. 2005: p. 11, compiled by students

Marketing and communication function of branded touristic goods and services is the subject matter of this analysis. It deals with the use of labels as a marketing tool, with the possibility for a company to create a clearly directed profile in order to attract new target groups [19, p. 11]. Next to marketing and communication, other functions are fulfilled by labels, too. Through establishing of new institutions, networks and cooperation related to the label, an institutionalization of processes and mutual activities take place [25, p. 11]. Finally labels fulfill a quality function by maintaining quality within the company. This occurs because the product has to meet certain criteria during the certification process [25, p. 11]. Every company has to guarantee efforts towards continuous improvement in its own performance [20, p. 142]. As figured out in the analysis of the German eco-labels, for every certification authority are all the above mentioned functions understood as very important aims.

Furthermore, Kozak and Nields [20, p. 142] mention other positive impacts of labels in tourism: achievement of a competitive advantage, identification of critical success factors, positive impacts for local community and cost minimization by improving productivity and efficiency of marketing activities. In order to benefit from these advantages, it is necessary to choose a label which is well recognized and reliable in order to attract visitors. These labels should be well presented and help the customer to identify with this philosophy [20, p. 146]. Besides, "other issues (location, price, specific customer requirements and availability) are very important for customers choice, too" [20, p. 146] and should not be neglected.

As this paper in particular deals with the importance and use of eco-labels as a marketing tool it is also important to have a look at the customers´ needs and requirements regarding environmentally friendly goods and services. Within society there is a change of values recognizable. Costumers are getting more conscious of a healthy and sustainable way of life [2, p. 9]. This trend also goes along with increasing of special target group. The so called LOHAS (lifestyle of health and sustainability), a strongly emerging target group is identified as a trend that the tourism industry has to face. LOHAS are customers, who are interested in "goods and services focused on health, environment, social justice, personal development and sustainable living" [22]. In Germany about 20% of the population is considered as LOHAS customers [19, p. 26]. Besides, approximately 50% of German, Austrian, English and French people find environmental protection as very important [21]. According to environmentally-friendly accommodation units several surveys pointed out that they are especially preferred by British (87%) and German (51%) tourists [21]. In contrast with the Czech Republic, from the results of the survey made by Czechtourism agency in 2008 only 3% of the Czech population involve environmentally friendly issues in their consumption decisions and choose only environmentally friendly accommodation units while traveling. On the contrary about 70% of respondents did not know about the possibility to stay in environmentally friendly accommodation units, 20% of them expressed willingness to choose environmentally friendly services in the future in case there will be enough offer [6]. From these results is evident that environmental awareness is getting more and more important nowadays. This fact should be considered by Czech entrepreneurs and taken into account in future management and activities planning, because especially nationalities like British and German rank among very important visitors in the Czech Republic.

Eco-labeled goods and services can provide additional value for customers, can therefore be communicated strongly and enable touristic suppliers to stand out from the competitors. To show how eco-labels can serve as a good example for company´s marketing, there are analyzed and presented activities of model hotels which were successful and improved the company´s image thanks to eco-label.

3.2 Best Practices – "EU Eco-label Communication Award"

The following clause is illustrating on the certain example of successful accommodation units how can eco-label help with the promotion. Even European Union is aware of the fact that good marketing promotion is essential. That is why every certified accommodation unit has a chance to win the award "EU Eco-label Communication Award", which should make only accommodation units with strong environmental image visible and also inspire other certified units in the area of marketing and publicity. In 2009 the Bush Hotel in Ireland was acknowledged as a winner of this competition, in 2010 Hotel Jardim Atlântico in Portugal won this prize. The Adria Hotel Prague was honored with the 2nd position in 2010 [13, 14]. To show that all these hotels really deserve such an award, in the next step a selection of successful marketing tools of these accommodation units is presented.

The Bush Hotel in Ireland is the first hotel awarded with the label, which is the fact underlined in the hotel´s marketing campaigns. Other important aims of this marketing campaign were to develop, promote and increase awareness of The Flower and make her wide publicity [26]. Hotel Jardim Atlântico is targeted to "(...) raise the awareness of environmental protection and to provide information about the EU Eco-label" [14]. To achieve those goals different marketing tools were implemented.

Best Practices – marketing tools [14]:

- Widespread media use (newspapers, radio, television) on a local, regional and national level informing about the "EU Flower", the hotel in general and its environmental management policy
- In-house awareness campaign with signs, info boards, round tables and presentations on "EU Eco-label" and the scheme
- Charter for suppliers to inform them about the environmental measures
- Organization of site visits for interested groups with a lecture presentation highlighting the compliance with The "EU Eco-label" criteria

- Display of the “Flower” logo in all communication materials, including letterheads, leaflets, gift certificates, envelopes, badges and website
- Implementation of environmental activities like the “EU Eco-label Week” with comprehension of the customers (e.g. children’s artwork) or a “jogging route”

Honors to Adria Hotel application were given because of its “innovative approach and visibility of the EU Eco-label logo” [18]. In order to raise the awareness of ecological behavior of the customers, the “ecological calculator” was created and is available on the websites of this hotel (Figure 4). With this application, guests are able to calculate the degree of contribution to the environment with their stay in Hotel Adria [18].

Other example of promoting the eco-label by hotel Adria is organizing and accomplishment of so-called “eco-friendly events” set for business meetings and conferences with respect to the environment. Only organic food and fresh regional fruits are served in this occasion. Flowers from the local garden are decorated. Reusable name tags, bags and notepads from recycling paper and biologically decomposable and recycled pencils are used. Every participating company can obtain a certificate at the end of the eco-friendly event [18].

The hotel management is also planning to participate on the “European Mobility Week” which takes place in September 2011. “The purpose of this (…) campaign is to raise awareness of more ecological and healthier ways of transport and to promote new sustainable infrastructure in the whole Europe.” [18] Hotel Adria is “announcing a launch of a COMPETITION (…)”. If the respondent wants to take part in the competition, he should travel to the hotel with the most original self-powered mean of transport and can win a weekend stay in Prague Hotel Adria [18]. It is a very good way to promote the hotel with The Flower logo on such events because of the combination of fun and information for the attendants. In doing so, companies can increase the awareness of eco-friendly behavior and create customers bond.

These examples of entrepreneurs´ marketing activities were presented in order to inspire companies, which are owners of the label or are thinking about gaining the label. Every entrepreneur should be initiative and work on systematic marketing activities which help to improve its market position. It is impossible to be dependent on certification authorities, which especially in marketing activities in the Czech Republic fail. There are of course many other possibilities how to appeal the customers. Even though they are time consuming and need financial support, still they are good way to impress present customers, who will later recommend such services and remember this special experience. In order to do business successfully, environmentally friendly thinking needs to be real and serious. If you offer environmentally friendly services for effect just to reach benefits, you will never look convincing. These are basic preconditions that can lead to success and be positively reviewed by the public.

4. Conclusion

The paper is focused on eco-labels from the marketing perspective. Eco-labels should not be understood only from the marketing point of view. They should help people to be more opened towards environmentally friendly thinking. Employees should be aware of these activities, because they are the main point in the environmental acting of the hotel. Also recommendations for customers found in a hotel room can be an impulse for future environmentally thinking and acting. This is the first and most important contribution of eco-labels.

On the example of Czech and German eco-labeling system was made a comparison which revealed weaknesses of the Czech environmental approach. German model was used as an example of successful system, which can be applicable in the Czech conditions in order to eliminate existing shortcomings. The results of the comparison are presented further.

Providing environmentally friendly services can be understood as a special additional service, competitive advantage, because especially in the Czech Republic these services are still very scarce and unique. This is not the case of German tourism market. Eco-labels are well operating, widespread and successful. There is a big difference in the amount of available eco-labels in the Czech Republic and Germany. Amount of certified accommodation units in both countries varies too. This viewpoint plays in favor of German eco-labeling system. In Germany there are plenty of eco-labels to choose from, on the contrary in the Czech Republic there are three eco-labels available for accommodation units. In Germany there are hundreds of certified accommodation units, in the Czech Republic only a few.

There are more reasons which help to identify these contrasts. First of all Czech clients and entrepreneurs have not been ready to prefer environmentally friendly services yet. Environmental aspects have not so far played any important role for Czech customers. On the contrary there is visible stronger environmental awareness in abroad. Lack of appropriate information and publicity can also be the reason. There are not media and channels, which would send this information further and enable people to get complete information. Entrepreneurs often think the process of reaching the eco-label is time and money consuming without guarantee of cost refund. Moreover they are afraid there is no demand for such services. Insufficient marketing can discourage them from taking part in eco-labeling process. These shortcomings do not appear in Germany.

From the German eco-labeling system we can learn how to proceed in the future. First suggestions are pointing at activities of responsible administrating organization. In the Czech Republic all the performance related to eco-labeling process is provided by CENIA which is directly connected with the Ministry of the Environment. CENIA is responsible for environmental research, monitoring, education and other activities connected with environment. There has been no closer cooperation with tourism section in the Ministry of Regional Development set up. Such collaboration could make things easier and assure better promotion through Czechtourism agency. This is the first proposed step towards improving marketing activities of the Czech eco-labels. Because eco-labeling is directly connected with accommodation units, also cooperation with Association of Hotels and Restaurants can be beneficial. Thanks to these connections wide promotion can be assured and accurate and clear information can be distributed. There is one more advice towards CENIA services proposed to arrange the web sites more clearly and user friendly. It is not possible to find proper information related to environmentally friendly services there. It is also advisable to guarantee consulting services before the certification process starts.

Eco-labels also work as a standard which guarantee quality and sustainability. In Germany there are many labels with various focus and different criteria to fulfill. Each accommodation unit can choose the label which meets its customers´ preferences and is favored by the region where the unit is located. It is better to choose the most frequent label in the region – it is easier to assure common promotion and it helps to build destination identity. Furthermore it is essential to consider the type of accommodation unit when selecting the right eco-label. The Flower is more suitable for middle sized hotels focused on international clients where investing to fulfill all the necessary criteria is not so demanding. For small pensions, campsites and farms in the rural areas this label does not have to be the best alternative. To reach The Flower label it is very difficult to fulfill all the criteria which can these small sized accommodation units discourage. In the Czech Republic better solution can be choosing regional brands like Šumava – original product or ECEAT quality label. They are spread in rural and natural protected areas where the emphasis is stressed on nature and its preservation. These accommodation units can be promoted together as a whole.

Nobody can be dependent only on certification authorities. Accommodation units themselves should create a USP (unique selling proposition) for better marketing in order to be competitive. Therefore, the achieved status of being an “ecologically friendly hotel” can be used. Regarding best practice examples there are many possible marketing strategies how to use an eco-label in the business. These activities may of course absorb time and money. But still they are beneficial and useful, establishing the basis: a corporate vision and a strategic management. Marketing activities have to fit into the strategic position of the accommodation unit. For that reason it is necessary to integrate the eco-label in the marketing of the accommodation unit. Focusing on target groups is one example of such a strategic direction. With concentration on a niche segment a USP can also be achieved. Of course, general trends in tourism market as well as customer needs and economic situation of the country have to be considered anytime. Every accommodation unit must be able to react on them directly in order to achieve sustainable and holistic position in the environmental accommodation market.

Sustainable activities are getting more and more important in all the human operations. Even Czech customers are more often searching for quiet and nature while traveling. Sooner or later one of the priorities for these visitors will also be green and environmentally friendly accommodation. This is a chance for the owners of the accommodation units to fluently react on the coming trends. Because going towards sustainability is trendy nowadays, but will be necessity in the future.

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Risk Analysis and Assessment Process in ATM Systems

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Abstract

Questions raised by various parts of the ATM industry have identified the need for an ATM safety regulatory policy on the use of Safety Nets in the ATM risk assessment process. Article present how the Safety nets systems are realized and what theory must be used for definition of their main parameters which are necessary for necessary level of safety obtain.

Key words: risk analysis, short term conflict, safety management system, alert simulation

1. Introduction

Every personal activity is connected with risks. Expression risk characterize to us that with certain level of probability can arise occurrence, which is with the respect to security view considered as undesirable. Nevertheless, that the air transport can be defined as the safest kind of transport, really it can be connected with much risks, which should be a reason for accidents arising. Air transport systems protection against different type of risks depends, if the risk acts inside of transport system or if acts to this system from inside. While security means the protection of a system against external risks such as fire, smoke or sabotage, safety refers to protection against risks inherent in the system.

As a result of increasing number of accidents in air transport during the seventies in last century the theoretical analysis how to suppress the possible risk influence was develop and than step by step in the practice was actively realized. How the volume of air transport was increased the requirements to the systems in use gradually increased, too. Significant progress and modernization to this area bring in the practical coordination of the security and quality systems on the base of Safety

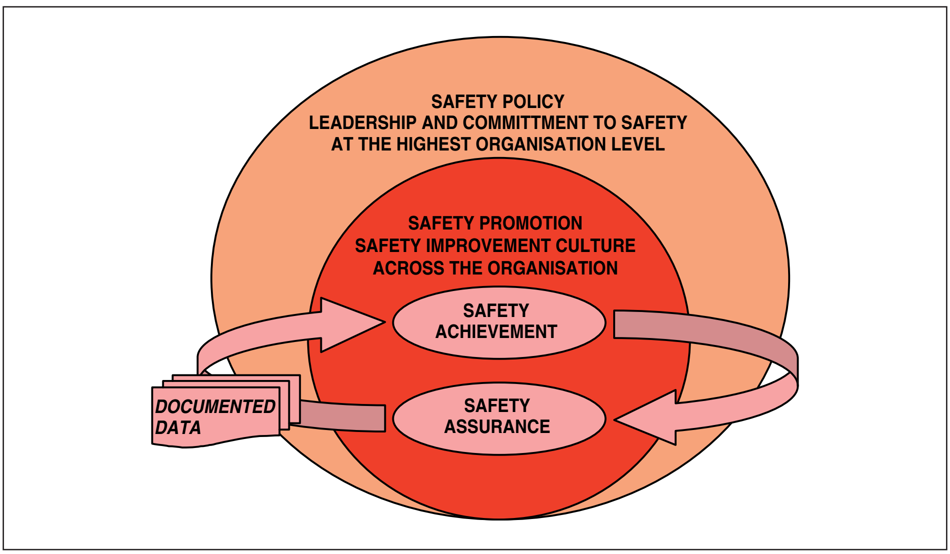
Management System SMS, which was ambiguously defined, approved by the EU authorities and realised in practice from 2000 year.

To realize the required level of security, the SMS needs consistently support of the complex risks security analysis, i.e. to realize risk identification (definition risk source, detection the possible position their arising and evaluation of possible state which have a potential for damages arising). It means, that it is necessary to realize methods of characteristic dangerous and exposure address selection, with following risk evaluation (by definition of possible wastes range and by probability wastes arising presumption). At the end of the analysis is necessary to form the proposal acquisitions, which are necessary for possible risks minimalization to the acceptable limit. Then SMS is able to give management the assurance that all, what is in air transport realized with respect to air transport users, is necessary measure of safety guaranteed and realized the long time safety maintenance requirement.

To provide the safety control process harmonization, the EUROCONTROL establish the independent Safety Regulation Commission SRC, which aim was to prepare requirements for European safety policy and its realization to harmonize ATM in all ECAC area in Europe. The commission prepared the EUROCONTROL Safety Regulatory Requirements, which are noted as ESARR 1 – 6. This requirement was recommended by EUROCONTROL to all EUROCONTROL contracting countries as basic requirements for ATM modernization.

Graph 1

Model of SMS as a part of ESARR 3 process



Source: [8]

On the base of ESARR 3 Programme was defined, that the principal part represents two basic activities which to be able to improve safety of system, must to circular in closed cycle [Graph 1]:

- Safety achievement represent a set of processes, activities, and adaptations which are realized for high standard of security obtaining,
- Safety assurance represents a set of processes, activities, and adaptations which are realized for expression that required level of security was acquired.

For all activities which are running in this closed circuit is very important consistent documentation about all realized processes, activities and corrections documentation, which are necessary for safety achievement. In this documentation are expressions what decisions had to be and every time must be realized to safeguard activities which are necessary for required level of safety obtaining.

If we want to obtain SMS effectively, it must be realized not only two activities closed circuit, but must be established special structure for safety achievement and its assurance and simultaneously must be realized special safety surrounding. In Graph 1 both these requirements are expressed by the different colour sections surrounding the closed loop. For obtaining maximum results in closed loop system it is necessary safety level improving by providing the changes in monitored system activities organization. But without active leadership and real safety policy on the highest level enforcement, the SMS will be not able to maximalize its results. It will be very hard in this case to obtain in the system to real level of safety. When the requirements are not realized, the final effect will be such, that the function of closed system will be not effective.

Methods and procedures applied for SMS requirements in the phase of conceptual system solution or in the phase of real air transport system operation are expressed by the simple form in [1].

2. Conception of technical systems for final safety defence

Nevertheless that the ambitious safety systems solutions in air traffic was realized, the air transport systems operational practice show us the necessity to realize some special ends barriers, which will be able to safe the system work in the case when all, for operation necessary arrangements with respect to some unknown reason fall down. Such additional systems, which help us to prevent before the accidents, are defined as Safety Nets (SN). The necessity of SN was defined at the beginning of 1950, the first system in function we can find in first half of 1980.

˝Safety Nets are engineered systems, either airborne or ground-based, which are designed and operated for the purpose of collision avoidance. This can apply to collisions between aircraft, or between aircraft and other objects, including the ground“ [2]. A distinction can be drawn between the Airborne Safety Nets ABSN and the Ground-based Safety Nets GBSN.

Airborne Safety Nets are determined for prescribed weight category airplanes. They offer warning signal to the pilot in cockpit in the moment, when can arise conflict situation with another airplane. And form the pilot it is looking forward, that he will carry out in short time (maximum to 40 second) corresponding activity for liquidation existing dangerous situation.

At the present time are on the defined type of airplanes board used two type of ABSN:

- Airborne Collision Avoidance System ACAS, which works independently on the ground based systems and product for the pilot warning signal connected with potential risk, which represent possible crash with another airplane, which is working with transmitter- responder,
- Ground Proximity Warning System GPWS, which produce the warning signal for the crew about the undesirable approximation to the ground, about the altitude loose after climbing or process of landing, about not correct airplane configuration, etc.

2.1 Ground-based Safety Nets GBSN

Ground-based Safety Nets GBSN are solved as integral parts of ATM systems. With application of primary surveillance dates from ATS they can offer to operators warning signals to two minutes from risk situation location and they must as a reaction to this signals immediately evaluated the problem and apply the necessary solution for liquidation existing dangerous.

Graph 2

Automatic Short Term Conflict Alert System STCA

Source: Adapted according to: [4]

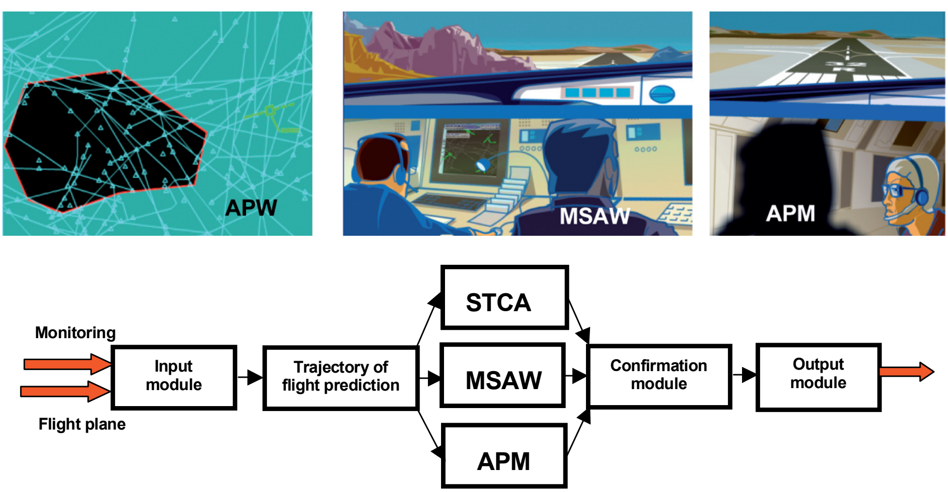
According to [4] it was anticipated, that till March 2010 it should be in the European air area operated the following type of GBSN:

- Short Term Conflict Alert System STCA [Graph 2], which help to air traffic control operator advert the crash of aircrafts by generation in necessary time the warning signals, when the minimum separation distance is not keeping.
- Area Proximity Warning System APW [Graph 3], which warns of the air traffic control operator by generating the warning signals about the potential or real dangerous to break out the forbidden area.
- Minimum Safe Altitude Warning System MSAW [Graph 3], which warns of the air traffic control operator about the increasing dangerous collision with respect to controlled flight into terrain by generation warning signal about approaching the airplane to the terrain or obstruction.
- Approach Path Monitor System APM [Graph 3], which warns of the air traffic control operator about the increasing dangerous of controlled flight into terrain during the final landing approach by generation warning signal about approaching the airplane to the terrain.

It is clear, that together with air traffic density increasing and improving the structure and characteristics of technical means for airplanes monitoring and defining their position, the air traffic control operator can obtain for decision making more and more information. In such a situation will be continuously more difficult differ between important information and information which are for given function less significant.

Graph 3

Characteristics signs of APW, MSAW and APM systems



Source: Adapted according to: [4]

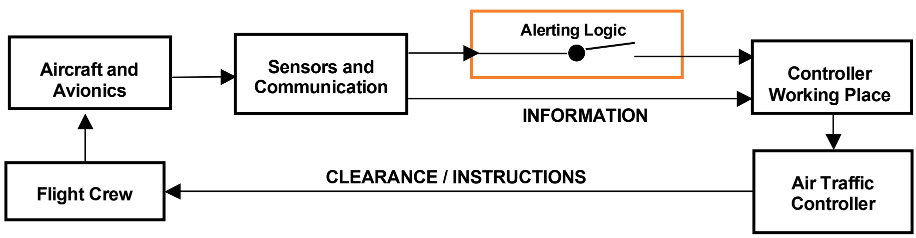
This situation brings for designer new requirement to elaborate information which comes to Safety Systems by new way. It was necessary to develop new decision making method, which is applicable for evaluation of weight of different situations. It means that such a method must be able to evaluate, which from information collection is fundamental or opposite less significant.

2.2 Alerting logic in Safety Nets systems

When the ground based Safety Nets was realized, the air traffic controllers obtained new significant subsidiary means. It was brought into closed loop of the flight control system very important feedback (Graph 4), which can be noted as Alerting Logic.

Graph 4

Air traffic control system closed loop



Source: [6]

Alerting logic system evaluate, independently on the air traffic controller, determined the situation in air traffic area with the aim to find or predict possible interruptions of safety requirements. In the moment, when such a situation is determined, the function of Safety Nets system gives stimulation for warning message realization to air traffic controller. This message includes information about concrete airplanes in safety area and additional information about the character of interruption in real time.

Ground based Safety Nets systems processes all dates automatically, the human factor insufficiency (dispersion during detection, physical or mental fatigue, uncontrolled the situation) do not appears in the work of system. If we want the evaluation process of airplanes movement to be effective, the system must to obtain exact and consistent determined information about the airplanes motion character with respect to the moment of state definition.

In situation, when on the base of measured information the system will obtain data which characterize risk with respect to safety of flight, the alert system create (according to character of input function) warning signals to omit from arising possible risk situation. In the case, when the input signals are not exact, or when the weight of alerting dangerous situation is defined not correctly, then such warning should be for air traffic controllers redundant and they can arise in many case undesirable disturbances. Frequent warning can arise decreasing of sensibleness, which can bring such results as that controller ignore dangerous situation or that his reactions to critical warning are late.

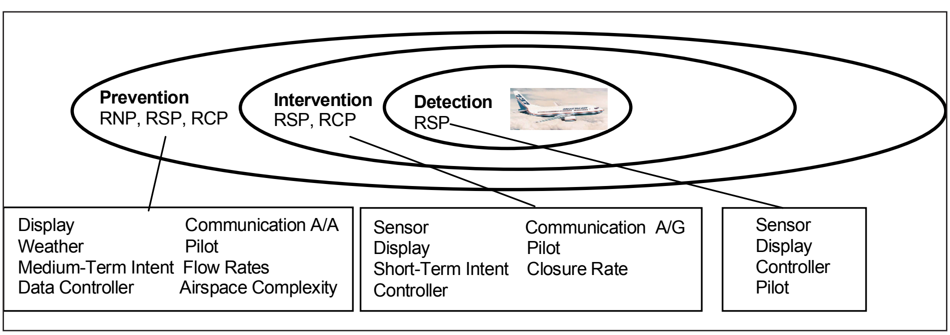
3. Procedures for definition of warning signal conditions issues

With respect to before defined reasons for the Ground Safety Nets effectively solution, the relation between the level of required and undesirable warning, is very important criterion. The majority of realized Safety Nets introduces today for "necessary" warning signals level optimalization heuristic solution (suitable computer's software). Continuing process of optimalization must take into consideration all changes which represents the dynamic character of processes in controlled air area. System must be able to react on the changes departures and arrivals must be active with respect to air routes change and other changes, too. It is necessary to take into consideration accuracy and given number of sensors used for airplane position definition and parameters of systems, which transmitted and elaborated data from defined sensors.

Used methods for issued warning signals optimalization apply the performance characteristics of ATM systems to elaborate requirements how to improve air and ground system`s technical possibilities in connection with nowadays ambitious and advanced operational concepts. The base for ATM system performance characteristic is Required Total System Performance Concept (RTSP) and performance characteristics its components: Required Navigation Performance (RNP), Required Communication Performance (RCP) and Required Surveillance Performance (RSP).

Graph 5

RTSP Performance Factors



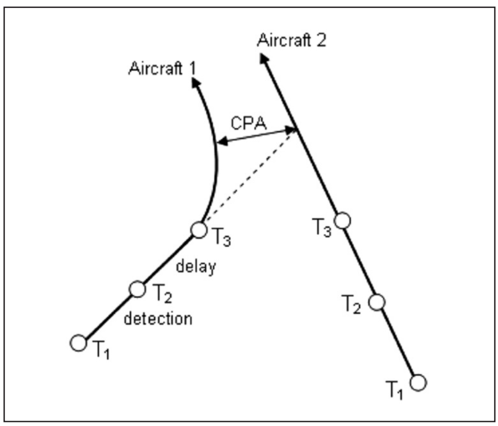
Source: [3]

The goal of solution is realization the base of standards and requirements for new future technical, operational, organizational and personal properties CNS/ATM systems evaluation, specified for any part of airspace.

Defined performance characteristics [Graph 5] are starting parameters for possible minimum point of approach and safety definition for the moment of potential collision course. The critical situation evaluation depends on the airplane navigation accuracy estimation, continuous and volume orientation character for conflict possibility from flight path parameters evaluation, ATC work strategy, which is affected by survey instruments and notify by communicational devices. Quality models for critical situation solution should be taken into consideration the communication possibilities between the pilot and air traffic controller, parameters of ATM and operator's workload.

Graph 6

Conflict detection



Source: [3]

The basic of possible procedure how to solved the allow distance separation minima in horizontal flight level, depending up to time of flight, is shown in Graph 6. In the moment when the disturbing aircraft fly in to restricted space, the system for distance separation evaluation must predict the disturber possible trajectory and evaluate conflict arising possibility. For the situation in Graph 6 it is necessary step by step to define:

- conflict detection between T_1 and T_2,
- closest point of approach CPA (Closes Point of Approach) in interval between T_1 and T_2,
- conditions for controller and pilot communication about resolution action, in interval between T_1 and T_2,
- conflict resolution initiated by pilot at T_3.

With respect to typical control sector ranges this prediction must be realized between of time interval from 3 to 20 minutes. Conflict detection depends on the sector traffic load and other dynamic factors. These factors can be usually more important than required closest point of approach and there are defined by airplanes flow with respect to defined sector capacity. If any conflict is indicated, the adequate resolution must be taken in to consideration and necessary activity must be done to taking out the airplane from existing critical situation. The airplane is then navigated according to instruction for critical situation despatching according to the system separation analysis requirements.

4. Possible model for warning signal optimization

According to [6] almost all Ground safety nets realizations implement heuristics to optimize nuisance warning rates, without suppressing desirable alarms. What is considered as optimal depends on a multitude of factors relative to the environment. Accuracy and update rate of sensors are taken into account as much as the performance of a Multi-Sensor Surveillance Data Processing System. Moreover, information about measures introduced (CFL, assigned heading, etc) can improve the quality perception of Ground-based Safety Nets.

It is many methods in nowadays practice which should be applied for warning condition situation modeling. For example in COMSOFT company [7] use implementation method, this is modelled using stochastic means. It is based on the conclusion that desirability and urgency

of a warning are correlated, since a fundamental factor for a safety alert is the pre-warning time for a safety critical situation. There must be sufficient pre-warning time to allow the traffic controller to introduce measures ensuring flight safety and have these put into action by the pilots [6]. This type of modeling makes it possible to integrate the uncertainty of prediction directly into the decision process whether alerts are reported or not. The prediction window is limited a few minutes, as the uncertainty of the prediction increases as the projection range grows.

Modeling of stochastic solution can be applied for all safety nets prognostic functions. The advantage of such application depends on obtaining the air transport security on the base of spatial limitation definition. This information can be inserted to the model by drawing the direct comparison of object position prediction and probability of object finding. For example for warning before possible conflict in a short time interval the distance between the aircrafts represents the rate of security. For the function of safety net is this separation chosen in the defined range between before collision warning and safety certainty. In what extent the system is working depends on the operating conditions.

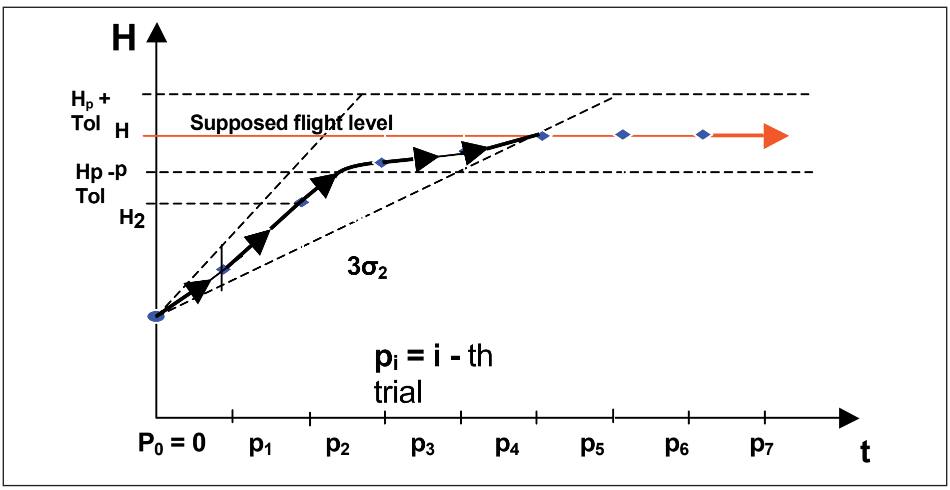
Then the separation between the aircrafts is compared with predicted position and the value of its vagueness. Nevertheless the horizontal and vertical position of aircraft are evaluated independently, the resolution which we can obtained is with combined probability. It is fact, that in exactly tuned safety nets, when we are out of the probably arising conflict area, the geometry of the conflict represents the basic role for message about possible conflict evaluation. The required classification is analyzed through process of warning message generation and with respect to disturbing greater or less value of distance between the aircrafts it is defined warning importance. With respect to this situation the air traffic control operator can obtained the warning signal with different rate of importance.

The advantage of such a type modelling is given by fact, that when stochastic modelling for the ground safety nets is applied, than in the situation when the interruption of the rate of certainty for both probabilities is defined, this system can be connected with modelling heuristic (where the necessary important information are collected for computer system).

Example of modelling results for proposed trajectory change in vertical plane is expressed on the Graph 7. With increasing the time and distance the error of measured position, which is expressed by probable deviation.

Graph 7

Character of position, speed vector and deflection from proposed trajectory change in vertical plane



Source: Adapted according to: [6]

5. Conclusion

The aim of this short description of possible realization process form of technical systems for final safety defence should to indicate, how this problem is complicated. Nowadays technical solution comply expected safety requirements. But with respect to proper operation process it is necessary to realize required relation between the possibilities of this technical system for final safety defence and abilities of the person/operator to apply these properties in full rate for risk analysis and assessment process in ATM systems.

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Zdeněk Žihla has been engaged at the University of Business in Prague since 2006. Now he works at the Department of Aviation and is a guarantor of Bachelor and Master Programs in aviation. Prof. Žihla was awarded by the title “Professor Emeritus” of the Military Academy in Brno in 2010.

Unlocking Human Potential by Coaching

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Zentiva Group, a.s.

The first use of the term coaching to mean an instructor or trainer arose around 1830 in Oxford University slang for a tutor who "carries" a student through an exam. The first use of the term in relation to sports came in 1831[5].

Coaching has gained a lot of credibility in the business world in recent years and there is now widespread recognition of its potential as a development tool. When one google the word "coaching", a staggering 42 400 000 results appear in just 0,19 seconds. It truly is something! As we can see, coaching is a very popular activity in the business environment. But what is coaching really? Anyone we ask this question to will give us an opinion. If we asked the same question to someone else, the answer would be completely different. Due to the fact that people's experience differs, their definitions will vary.

In Wikipedia's definition of coaching, for example, we see the following: "Coaching refers to the activity of a coach in developing the abilities of a coachee. Coaching tends to focus on an existing issue (from which to move away) or a specific outcome that the individual wishes to achieve (move towards). In both cases, the coach aims to stimulate the coachee to uncover innate knowledge so they can achieve a sustainable result" [6].

Neale, Spencer-Arnell and Wilson [3, p. 32] strongly believe that "coaching is about moving forwards and helping people improve their individual performance, which has a knock-on effect for organizations on team and organizational performance." And Timothy Gallwey [2, p. 45] says, "It's about evoking the best from people, including yourself".

All these definitions have something in common: they indicate that coaching is about unlocking human potential. That sounds interesting, but what does it really mean? How do we unlock potential? Let´s imagine a man looking at a problem through glasses that have a filter. This filter is created by our attitudes, experience and expertise and is always tinged with different colours. So the role of the coach in releasing potential is to remove these coloured filters. We all need to see reality in a clear and undistorted way in order to find the most effective solutions. If the coach is successful in removing these filters, he/she attains the situation where the coachee clearly realises what the objective is and, in the majority of cases, he/she immediately knows what to do and how. In coaching it is vital that the coachee achieves the goals that have been set. The coach has to be aware of this and his/her role is to support the coachee in clarifying that which he/she wishes to do.

The coach also helps to build the commitment of the coachee and assists in removing barriers (in our case, filters). How is all of this done? And what kind of skills does a good coach use? The coach uses an essential method of questioning with the intent to lead the coachee to find the answers themselves, to get to know themselves better, to build their own vision and to derive from it goals which they then start to accomplish step by step.

We ask questions every day as part of our conversations, so it might seem very easy. Asking questions in coaching that are to the benefit of the coachee, however, requires an absolutely different mindset and will influence the type of questions we ask. An effective coach has to ask questions that will gather a lot of information. Through carefully structured questioning he/she can help an individual to become more focused in their thinking, which is the reason why utilising questioning is so essential.

Merely telling people to do what we want them to do is not enough. If we tell them what to do, they will not take up responsibility. But if we ask them the right questions, we create the space needed for them to think and we can also reach the required impact. So the coach's role is to strengthen the sense of responsibility of the coachee, as well as to improve their perception of reality without filters. As well as questioning the coachee, coach also has to concentrate on listening to their answers. And this is another absolutely essential skill in coaching – listening.

We agree with Jon Poole [4, p. 79] when he claims, "There is an old adage which says that we have two ears and one mouth and we should use them in this proportion. This is certainly the case for coaching where you need to do a lot more listening than talking". Listening is important not only in coaching. Being heard is an important, natural human need. If you have seen the movie Cast Away, you will surely remember the modern Robinson, played by Tom Hanks. On the desert island he created a fictitious friend out of a ball, with whom he communicated. Without this "friend" he would not have been able to survive. At first glance it may appear that there is nothing difficult about listening, while in actual fact the activity itself is not that simple.

Active listening is not only based on the fact that we "prick up our ears"; it requires our total concentration – listening with our whole body. Active listening requires an open mind and non-judgemental listening is vital. Reading between the lines can also help. Words seldom convey the totality of that which we want to express, which is why perception of nonverbal expression can significantly help us to understand ideas better. And understanding in coaching is crucial.

Any coaching agenda must reflect a strong appreciation of the context, including the company mission, vision, strategic intent and values. This includes an understanding of where and how the organisation creates values for its customers. The coach's own behaviour has to be compatible with the company/coachee values. For behavioural change to be successful, the coachee has to be helped to clarify what their expectations of change are and to be ready to address what is going on.

The responsibility of the coach is also to ensure that coaching needs are viewed as a way of developing the overall capability of an organisation. The essential tools the coach has to work with are trust, alliance, a sense of common purpose, confidentiality, openness and honesty. Used well, coaching can be a greater enabler for strategic change as well as personal growth and motivation.

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Romana Bryndová started her HR career in 1998 since when she has got the experience from companies Tesco Stores and Zentiva Group at local and regional level in designing, developing, training, and implementing HR tools in areas such as Compensation & Benefits, HR controlling, Organizational Development, Training & Development, Talent Management, Performance Management, HR communication, Social Relations, HR systems, etc.

Romana Bryndová has gotten a postgraduate education in HR management from Faculty of Management, Commenius University in Bratislava. She completed Higher Education Certificate in Coaching at the University of Cambridge. Romana is also certified trainer on Leadership skills (Situational Leadership - Ken Blanchard Co., Leadership Development Program - Bridge Partnership).

Industry News

Stop and Stay Conference 2011

The conference Stop and Stay with focus on the regional aspects of tourism development was held on 24 – 25th March 2011 in Litoměřice (Czech Repubic). The conference was attended by participants of public and private sector and academics. The aim of the conference was to present new trends of tourism development in Czech regions in four specialized sections of the conference. The University of Business in Prague was represented by Ing. Monika Palatková, PhD who´s paper "The Ways of Efficiency and Effectiveness Measurement of Public Sources in Tourism" was included in the section "Financing and Effectiveness of the Tourism Development Projects". The aim of the paper was to make a review of the basic ways and means how to measure the efficiency and effectiveness in a tourist destination, particularly in the communication mix. The paper was published in the conference proceedings.

(mp)

The 61st AIEST conference - Tourism Promotion: New Challenges for the Tourism Sector

The international AIEST (Association Internationale d´Experts Scientifiques du Tourisme) conference is one of the first-rate conferences in tourism branch worldwide. The 61st edition took place in Barcelona on 28th August – 1st September 2011. The core stream of the conference was dedicated to the destination institutional and organizational framework, tourism marketing, special interest, consumer behavior and destination management. In the related streams papers with focus on the advances in tourism research in the area of consumer behaviour and tourism management were presented. The presentation of Ing. Monika Palatková, PhD from the University of Business in Prague under the title „What is the Efficiency of the Destination Marketing Management? (The Case of Prague)" was included in the workshop dealing with the destination management. The workshop helped to work on the paper and to get some new ideas about the concept of efficiency and effectiveness of the destination marketing management.

(mp)

UNWTO Algarve Forum - UNWTO Knowledge Network Tourism and Science - Bridging Theory and Practice

The UNWTO Algarve Forum and the UNWTO Knowledge Network conference "Tourism and Science - Bridging Theory and Practice" were held in June 2011 in Vilamoura, Algarve (Portugal). The Vice-Rector for Research and International Affairs of the University of Business in Prague, Doc. Ing. Alžbeta Kiráľová, PhD was elected to the Scientific Council of the forum and worked on the Vilamoura Declaration "Tourism as an Instrument for Development" in a working group led by prof. Eduardo Fayos-Sola.

Doc. Kiráľová, and doc. Ing. Ivo Straka, CSc., Rector of the University of Business in Prague, took a part in a discussion in the section "Development and Competitiveness", where doc. Kiráľová presented a paper "Sustainable Development as a Competitive Advantage of Destination: Best Practice from the Czech Republic." Doc. Kiráľová and doc. Straka then worked on the final version of the Vilamoura Declaration, which is an official UNWTO document.

Doc. Kiráľová and doc. Straka were honored by invitation of the Rector of the University of Algarve, to the Doctor Honoris Causa awarding ceremony to Mr. Andre Jordan and Dr. Taleb Rifai. At the same time, at the invitation of UNWTO Secretary General Dr. Taleb Rifai, Doc. Kiráľová and Doc. Straka attended the UNWTO Ulysses Prize and Awards awarding ceremony.

(ak)

Language Education in Economic Fields of Study and Its Target Levels According to the Common European Framework of Reference for Languages

The International conference „Language Education in Economic Fields of Study and Its Target Levels According to the Common European Framework of Reference for Languages" was held at the Masaryk University, Faculty of Economics and Administration on June 3rd, 2011.

The aim of the conference was to share knowledge and experience of university teachers teaching specialist economic language, with specific methods of teaching and evaluating language competences of students according to the demands of the Common European Framework of Reference for Languages. One of the topics was the development of new teaching materials using modern information technologies. The papers were summarized in conference proceedings. The paper of PhDr. et Mgr. Hana Romová from the University of Business in Prague was called "Current Trends in Foreign Language Teaching and International Language Examinations" since language knowledge is a key competence and is considered as an inseparable part of the specialist competence of a university graduate. It is the aim of the University of Business in Prague to ensure that students reach this competence in at least two foreign languages. Raising the level of language knowledge and language skills will lead to higher professional qualifications and in this way to higher competitiveness of university graduates on the labor market.

(hr)

The 1st Alumni Bavarian Summer Academy

The 1st Alumni Bavarian Summer Academy for University teachers of German language with several years of teaching experience was organized by BAYHOST (Bavarian University Centre for Central, East and Southern Europe), the University of Regensburg in the Federal Republic of Germany during the month of July 2011. This year the alumni summer academy was entitled „It is a Pleasure to Meet Again“ - „Methodology and Didactics“ and the main topic discussed was the relation of professional education and its embodiment in curricula and key qualifications in foreign language teaching.

BAYHOST is an institution for all state universities in Bavaria (universities, university colleges and art universities). It not only supports cooperation between universities and research institutes in Bavaria and Central Europe, but it also promotes economic cooperation among university teachers and support students exchanges as well.

In the framework of this unique academy in the German speaking university environment met 17 university teachers of German from 14 countries (Bosnia, Croatia, Czech Republic, Latvia, Macedonia, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, Ukraine, Yakutia), who were awarded a scholarship on the basis of a competition in which 183 university teachers from various European countries participated. The teachers presented the current methods of teaching in their home countries at tertiary level, discussed their work in foreign language teaching and gave an overview of the situation at university level in their respective countries. Every participant took active part with his/her own lecture and presentations. The University of Business in Prague was represented by PhDr. et Mgr. Hana Romová. All participants received a certificate of further education and confirmation of lectures they held.

One of the outcomes of this alumni academy was the setting up of a new journal for German University teachers, which will be issued once a year.

(hr)

International Workshop and Annual Conference of Tourist Guides of the Czech Republic

In cooperation with the Guides Association of the Czech Republic, the University of Business in Prague have organized the Annual Conference of the Association and the International Workshop devoted to the needs of the Tourists Guides on November 4-6th, 2011.

The conference and the workshop were honored by presence of Mrs. Patricia Blain, Secretary General of the World Federation of Tourist Guides Association (WFTGA) and Scottish Tourist Guides Association, and by presence of Mag. Lisa Zeiler, member of the European Federation of Tourist Guides Association's directorate (FEG) and representative of tourist guides section of Vienna Chamber of Commerce (WKO).

Among other distinguish guests, Ing. Michal Janeba, Deputy Minister for Regional Development responsible for Legislation and Tourism, Ing. Zdeněk Juračka, Chairman of the Czech Confederation of Commerce and Tourism, Mgr. Monika Měšťanová, Director of Department for University and Further Education at the Ministry of Education, Youth and Sport, Ing. Milada Hrabánková, Deputy Director of Department for Small Business at the Ministry of Economy, Mgr. Marian Bilačič, Vice-Chairman of the Slovak Confederation on Tourism, Chairman of the Slovak Tourist Guides Society must be mentioned.

The conference was opened by Doc. Ing. Alžbeta Kiráľová, PhD – Vice-Rector for Research and International Affairs. The academic year 2011/2012 is the second year of the Tourism Guide program prepared in close cooperation with the Guides Association of the Czech Republic and, at the same time, the University of Business in Prague is the only university in the Czech Republic which has accreditation for such a program.

In her presentation Mrs. Patricia Blain focused on education system of tourist guides within WFTGA. Mrs. Blain appreciated the activities of the University of Business in Prague in the field of tourist guide's education and its cooperation with the Guides Association of the Czech Republic.

Doc. JUDr. et PhDr. Jan Štemberk, PhD, and Ing. Petr Houška from the University of Business in Prague presented the key paper of the conference: "Education of Tourist Guides – Past and Present" which was highly appreciated by the Ministry of the Regional Development and will be used as an inspiration for transfer the tourist guide business back to the bound trade.

The international workshop was focused on Study and Educational Program for Tourist Guides, Labor Market Needs for Training Guides, and Current Trends and Calls in Tourist Guide Profession.

The workshop continued by a unique program – a guided visit of Prague's historical sightseeing which culminated by meeting the Archbishop of Prague Msgr. Dominik Duka in the St. Vitus Cathedral at the Prague Castle. Within this meeting the vision of other cooperation for sustainable use of the cathedral for tourist was presented.

In the final part of the workshop the participants attended special courses for tourist guides, led by experts from the University of Business in Prague: PhDr. Jiří Novák (theme: Tourist Guide – Front and Reverse Side from Psychologist's Point of View) and Doc. JUDr. et PhDr. Jan Štemberk, PhD (theme: Interpretation of History within the Tourist Guide's Work), in cooperation with Doc. PhDr. Renata Wolgemuthová, CSc. and PhDr. Marie Durmanová, CSc.

(ak, ph, pj)

Guidelines for Authors

The Journal of Tourism and Services publishes:

1. high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development
2. shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate
3. research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general
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Title of the Paper (14pt Times New Roman, Bold, left justified) in English Language

Leave 2 blank lines

Author´s name/names (12 pt Times New Roman)
University (12 pt Times New Roman)

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An abstract is a brief summary of the most important points in a scientific paper. It is a highly condensed version of the paper itself. After reading the abstract, the reader knows the main points that the author/authors has/have to make. The reader can then evaluate the significance of the paper and then decide whether or not she or he wishes to read the full paper. Please, do not exceed 800 characters sentences. *Leave 1 blank line*

Key words: maximum 10 words. *Leave 2 blank lines*

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The heading of each section should be written in 13 pt, **bold,** Times New Roman, left justified. Please, use numbers 1, 2, ... for the sections. For the text of the section use 12 pt Times New Roman, single spacing. *Leave 1 blank line between blocks of text.*
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Graphs and tables should be numbered as follows: Graph 1, Graph 2 etc; Table 1, Table 2 etc. The heading of each graph and table should be written in 11 pt, **bold,** Times New Roman, left justified. The words “Table 1”, “Graph 8” etc. should be on the right. *Leave 1 blank line between the heading and the graph or table.*
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When citing references in the text, type corresponding number in square brackets [1].
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Where there are two authors, both names should be referenced in the text, thus Black, J., Jones, T.
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[2] Author, Title of the Book, Publishing House, 20xx, ISBN xxxxxxx
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