

# MODERN MANAGERIAL METHODS AND THEIR POTENTIAL IN CONTEXT OF REGIONAL TOURISM DEVELOPMENT\*

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**Abstract:** *Chapter deals with the issue of tourism and its development potential in the context of using modern managerial methods. Management is inevitable part of tourism development that can support the activity of chosen region, destination or even tourism facility. In the field of tourism, it is important to know the core potential and by choosing right managerial method this potential can be maximally used and offered to tourism participants. The chapter subscribes the examples of managerial methods that can be used in tourism and in its analytical part it shows real research model that was used to evaluate the potential of selected region of Slovakia. It examines the conditions and possibilities of its use in the aspect of increasing the number of visitors in analysed region. It points to the methodology of calculating the regional potential in the context of modern management theories at a concrete example. It explains the procedures of using SWOT analysis and other strategic management methods as an important methodological tool for solving the given problem. It points out the professional aspects of solving this problem and its effective use in practice.*

**Keywords:** *Tourism importance, tourism development potential, managerial methods, strategic management, improvement potential*

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## 1. INTRODUCTION

Importance of tourism as a specific sphere is undeniable. Since its expansion at the beginning of the 20<sup>th</sup> century, it shows its strength and significance. From the economic point of view, tourism is an essential component of the national economy of the country. Thanks to its accumulated development potential, it is linked to a wide range of economic sectors [1]. It is among the sectors that record the largest growth in the long term. The indicator of its share of GDP measures this trend. In 2016, it formed 10% of the world's GDP. With its volume, it accounted for 7% of world trade, accounting for 10% of jobs. The number of visitors to tourist destinations reached 1.24 billion, of which half of the visitors were in Europe [2]. International tourism receipts increased 5% in 2017 in real terms (local currencies at local prices) to reach US dollars 1,332 billion globally, 94 billion dollars more than in 2016. Results are consistent with the solid trend in international tourist arrivals, which grew 7% in 2017 [17].

Even the latest statistics show its attractiveness and increase. International tourist arrivals grew 6% in the first six months of 2018 compared to the same period last year (2017), reflecting a continuation of the strong results of 2017 (+7%). All world regions enjoyed robust growth, fueled by strong demand from major source markets and supported by an upswing in the global economy.

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Preliminary data on international tourism receipts confirm the positive trend seen in international tourist arrivals, with particularly strong results in Asian and European destinations [16]. Many authors in the field of tourism agree that the main benefits of tourism are income creation and generation of jobs. For many regions and countries, it is the most important source of welfare. The ability of the national economy to benefit from tourism depends on the availability of investment to develop the necessary infrastructure and on its ability to supply the needs of tourists [19][3] [7]. The development of international tourist arrivals can be seen in figure 1.

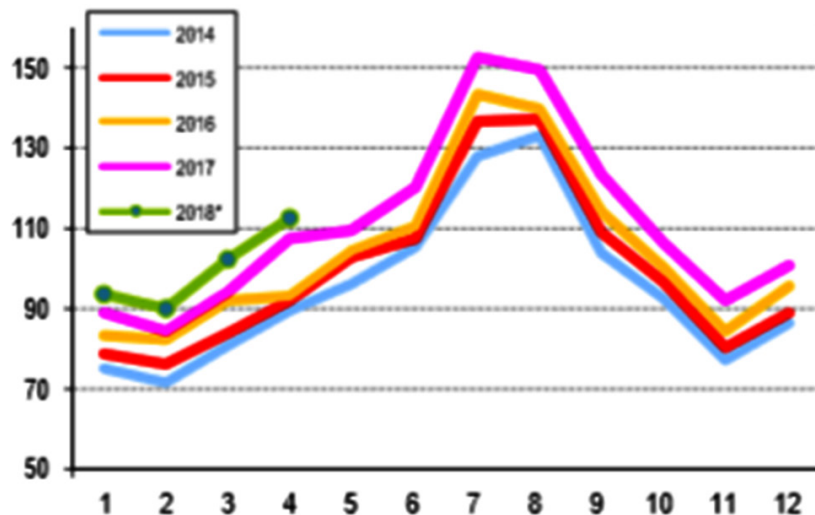


Figure 1 International tourist arrivals (monthly evolution in millions)  
Source: World Tourism Organisation (UNWTO 2018)

Approximately 5 million tourists per year visit the Slovak Republic. Of these, about 58% of the total number of journeys made are shorter trips of 1-3 nights, about 74% of all journeys targeted domestic destination, others travel headed abroad (Eurostat, ec.europa.eu and annual WTO report). The most attractive destinations were Bratislava and the High Tatras. Most visitors came from Czech Republic (26%), Poland (15%) and Germany (11%).

In 2016 there were 854 528 visitors in accommodation establishments in the Prešov region, the total number of nights spent reached 2 713 587. This number overcame not only the weakest year 2014 with 612 706 visitors in accommodation establishments but also the strongest year 2017 with 740 701 visitors in accommodation establishments. The income of accommodation increased significantly to € 60,222,695 (€ 20,357,506 in 2015). In terms of number of foreign tourists, there was also an increase of almost 38 000 visitors (2015: 232 363, 2016: 270 188 foreign visitors in accommodation establishments). The average number of overnight stays for all visitors did not change year-on-year, staying at a rate of 3.2 nights per visitor as mentions Annual Report Northeast of Slovakia Organization from 2016.

According to the aforementioned statistics, 5 million tourists who visit different locations annually visit Slovakia and the length of their stay and the familiarization with our country is different. Compared to the surrounding countries, the situation is relatively bad. Therefore, our tourism faces the problem how to gradually increase and optimize the number of visitors. If of the total number of visitors 1.24 billion half will visit Europe, it is 0.62 billion. Of that number, only 5 million will come to Slovakia, which is 0.8%, if we take it to the total number of visitors it is only 0.4%. From this point of view, Slovakia is a very little visited country, although it has the potential. If we want to solve this problem successfully, we need to know the methods of

modern management and mainly to know the tourism potential and in which locations in Slovakia we have it and the most important is to know how it can be increased. That means, we need to be able to calculate its current potential and identify the potential for its improvement.

Tourism is a complex industry with everything that goes with it - product, promotion, sales, specific models, partnerships, technologies and, in addition to a fierce competition [12]. Tourism in Slovakia has been concerned for a long time of many problems that make it impossible to exploit its potential fully and, in some spheres, because the loss of competitiveness of Slovakia compared to neighbouring countries. The problem is its system. Without the state aid, it may not be solvable [13]. The wrong way to deal the development of tourism is often a bad approach to the issue. The country deals with operational matters not conceptually, and consequently we waste money that could be used more rationally. In last years the development of tourism sphere as well as tourism itself is in the competency of Ministry of transport and construction of the Slovak Republic.

For the future, it is more than needed to count with modern managerial tools that can lead this sphere to successful operating and to increased awareness of Slovakia as a tourism destination, ideally final destination [15]. One of the significant ways how to do thing more sustainable and not only for short period are smart destinations and smart cities. World Tourism Organisation this topic treats as the one that aims for inclusivity, accessibility and sustainability through technological innovation. By establishing technology-based data tools, the tourism sector can better anticipate specific demands, such as accessibility, mobility and more. Furthermore, it benefits the management and analysis of sustainable tourism, which is a key among the objectives of the World Tourism Organization (UNWTO). With the adoption of the 2030 Agenda for Sustainable Development in 2015, a new paradigm concerning tourism's role in development has emerged. The International Year of Sustainable Tourism for Development, 2017, coinciding with the roll-out of the 2030 Agenda, offered a propitious opportunity to outline the linkages between tourism and each of the 17 SDGs [18].

## 2. MODERN MANAGERIAL TOOLS IN TOURISM SPHERE

Management is an inseparable part of tourism sphere. Its tools focus to strategies, management and operation of tourism establishments that provide services for tourism participants. Currently various modern tools can be used. In the field of strategic management of tourism organizations, it is mainly controlling that play significant role [5]. Among the most important matrices that find application in the area, following methods can be included:

- **Controlling**, particularly increased use of financial and cost controlling,
- **Balanced Scorecard** as a performance improvement system for tourism organizations,
- **EFQM** - model of excellence as a tool for managing the quality of tourist facilities and providing a high standard of service,
- **SWOT analysis** - a tool for monitoring the status of tourist facilities, identifying the necessary activities and setting priorities for development projects to achieve the goal and defining a development strategy,
- **EVM** (Early Value Management) - helps to manage and control tourism development projects,
- **X-matrix**- a tool for achieving strategic goals.

There also exist a number of other methods, especially in the field of marketing, which can be effectively used in tourism field. They include methods such as BCG matrix, GE matrix for attractiveness and competitiveness of organizations finding, the 7S McKinsey matrix, Porter's five-tier model, and a number of other marketing methods that are still used in limited extent in this sector.

Table 1 gives an overview of the recommended methods that can be used in tourism and which gradually puts our science and research team into practice of tourism.

<b>Managerial methods</b>	<b>Method description</b>	<b>Use in tourism</b>
EFQM - European model of excellence	The company's excellent business results can only be achieved with long-term customer satisfaction and loyalty, employee satisfaction and a positive impact on the company. But this must be done through processes through optimal management of resources and people, in fulfilling a corporate strategy that is promoted through an appropriate leadership style.	Excellent, applicable in full extent
Value management	The style of management is focused on motivating people, developing skills and knowledge, promoting synergies and innovation to maximize the organization's overall performance. Value management applied at the management level of the organization depends on the culture value of the organization, taking into account the value for both: producers and customers.	Excellent, applicable to the full extent while changing the value of vendors to the value of suppliers
CVA - Customer Value Analysis	The method is based on principles in value analysis, and in particular, the values for the customer allow defining the actual value offered to the customer compared to the competitor. It uses a product-rating sheet that compares it with the product of the competitor. The rating sheet contains value drivers that influence the creation of product value for the customer and create a competitive advantage for the company.	Excellent, applicable in full extent
CVM - Customer Value Management	The customer value management system is based on the conversion of customer value. It is the value of the current and future value of the customer discounted to the net present value. The basis of the conversion is to evaluate the effectiveness of the cooperation with individual customers on the principle of profitability.	The method is very suitable for application in tourism.
CRM - Customer Relationship Management	CRM is a business management method of customer relationship management (communication). The goal of CRM is to acquire, satisfy and maintain customers through strong mutual communication.	Excellent, applicable in full extent
KAM - Key Account Management	The method is focused on systematically selecting, analysing and managing the most important existing and potential customers in order to provide them standard care. In this way, it wants to gain a comparative and competitive advantage. KAM is therefore perceived as an investment that has long been involved in increasing the value of an enterprise.	Excellent, applicable in full extent
ABC/M - Activity Based Costing / Management	The method is the starting point for modern management based on the BSC concept. It means basically activity-based management. It is based on tracking and measuring business activities based on on-going processes. Currently, it is used mainly in industry.	Excellent, applicable in full extent
Balanced Scorecard	BSC is a business performance management system based on balanced and non-financial indicators. It monitors the financial, customer, process and growth perspectives.	Excellent, applicable in full extent
HR Scorecard	HR Scorecard is a continuation of the BSC method focusing on human resources. It helps to monitor performance and increase its performance. It is focused on the prospect of learning to grow and human resources.	Excellent, applicable in full extent

Table 1 Overview of managerial methods used in the 21<sup>st</sup> century with the possibility of applying in tourism  
 Source: own processing based on bibliography of Řezáč, 2009 [11].

Table 2 gives an overview of modern management tools used in tourism.

Managerial tools	Description	Use in tourism
Reporting	Reporting has the task of creating a relatively comprehensive system of indicators and information that should evaluate not only the development of the business but also its parts and create different views that are decisive for management. Reports should be organized according to the needs of users, managers, leaders on each level of management to provide the basis for decision making.	Excellent and necessary.
Controlling	It is an indispensable tool for effective business management to succeed. Every business should have it. The content of controlling is the creation of plans, their comparison with reality, finding deviations and proposing solutions. The latest forms are based on strategic goals and method BSC.	Necessary for tourism as well as for the whole business and non-business sector.
Benchmarking	It represents a permanent and systematic process of tracking and evaluating an enterprise compared to other top companies in order to increase the efficiency of its own business.	For tourism, it is very convenient and recommended.
Ranking	It is a tool for evaluating an enterprise by compiling an order of business predetermined in a group of enterprises according to predefined criteria.	For the field of tourism very suitable management tool
Outsourcing / Insourcing	It is the transfer of business performance by foreign enterprises to the place of own business. The opposite trend is insourcing, so the company itself operates in its own activities previously done by foreign companies.	In the field of tourism, it can be of great use.
Teambuilding	It is team building, as a highly intellectual and demanding managerial activity, serving as a tool for effective collaboration of employees in the company. It is focused on developing collaboration, managing challenging situations, and planning changes to increase the efficiency of teamwork result.	Great for use in the field of tourism.
Reengineering	It is a radical variant of process management, the subject of which is the essential and radical redesign of business processes for the purpose of stepping up and increasing the performance of a business management system operating in the turbulent and discontinuous environment of an information (knowledge) company.	Very suitable for use in the field of tourism.

Table 2 Overview of modern managerial tools used in tourism in the 21<sup>st</sup> century  
Source: own processing based on bibliography of Řezáč, 2009 [11]

### 3. METHODOLOGY

An example of using modern managerial methods is presented in the second part of the chapter. From these methods, we mainly used for our research the SWOT analysis method and the ABC/M method and the marketing methods to calculate the potential of tourism in the surveyed region.

We have used the SWOT method in analysing the strengths and weaknesses of the region in relation to the surveyed areas. Subsequently, we have defined the most important factors that need to focus their efforts and priority areas, including projects.

The ABC/M method, in particular, is the knowledge of the potential for improvement that we have used to evaluate data and identify activities that will lead to an increase in the level of tourism in the region.



The evaluation of the obtained data was carried out using the research methods such as (descriptive statistics, contingency tables, etc.), while using analysis, comparison, synthesis, selection, induction, and deduction. Other important scientific methods included observation methods, comparison methods, and generalisation methods. The data processing was carried out using Microsoft Excel contingency tables that efficiently served to evaluate the observed data and produce thus relevant outputs.

### ***3.1. Improvement of the potential of rural tourism and agritourism***

Rural tourism is a special form of recreation in the rural environment, taking advantage of the most diverse givenness given by this environment [10]. Agritourism is defined [8] [9] as a complementary activity of an agricultural business entity that helps to preserve the cultural character of the country, maintain and restore settlements, and increase the economic level of the area by producing and implementing regional gastronomic specialties, crafts and folklore.

The potential of the regions is understood as a set of conditions and prerequisites for tourism in the given territory - the region. Calculating the potential of tourism in the selected region is relatively demanding [14]. Marketing has its own procedures that could be used in the calculations for determining and influencing demand. However, solving this problem is more demanding in terms of strategic management because we need to take into account other factors that affect tourism in the region, such as natural, historical and cultural values, and to explore the issue in this broader context.

Because this is a long-term process, we cannot investigate it from a short-term perspective and address operational issues related to tourism. From the beginning, it is necessary to realize that only strategic measures can have a long-term effect on the effective use of the tourism potential of the region [6].

The solution of this issue can be summarized into the following steps:

1. Collection of data and information in the given region, identification and processing of basic knowledge about the conditions and level of tourism in the selected locality and in Slovakia.
2. Calculate the region's potential based on its rates.
3. Develop SWOT analysis of selected area. Defining a core strategy for regional development and proposing development projects that support a defined strategy.
4. Design of strategic objectives in form of causes and consequences.
5. Develop a table of strategic goals; assign responsibilities, metrics, and values in the form of KPIs (Key Performance Indicators).
6. Draft report, resp. a dashboard to monitor progress, track deviations and trends.
7. Calculation of the overall effectiveness of the tourism development project in the given location and the current state of its fulfilment. Identify weaknesses and address deviations.
8. Providing Feedback in the form of a Controlling.

Obtaining quality data of the region and information to develop analyses of the current state of the region is very important. Only based on them can we obtain the evidence for qualified decisions supporting the development of tourism in the given region.

Data collection can be very different. The information can be available on the Internet, already processed documents of the development, or the researcher can define the area, from which he

needs to obtain the data for the quality development of the development strategy. A well-designed and processed questionnaire can provide an excellent source of data for the need to develop a quality strategy. This should contain a few basic areas that should follow (mentioned in Table 3).

<b>Municipality name:</b>
District:
Number of inhabitants:
1. NATURE: Natural surroundings of the municipality.
2. CULTURE: Cultural values of the municipality.
2.1 BUILDINGS: Historical buildings (sacral, secular).
2.2 FOLK CULTURE: Folk culture, its preservation and habits.
2.2.1. Livelihood.
2.2.2. Spiritual culture.
2.2.3. Organized events.
3. SIZE: Municipality size / house concentration: up to 300 inhabitants, up to 1000 inhabitants, over 1000 inhabitants
4. ARCHITECTURE: Houses character (traditional-built before 1930, including woodcut).
5. AGRICULTURE: Agricultural character of the municipality and its surroundings:
6. POLLUTION: Presence of pollutants of the environment and its surroundings - water, air and soil.
7. AVAILABILITY: Communication availability of municipality for tourism participants (by bus, by car, by airplane)
8. Aesthetics of the municipality - overall appearance.
9. RECREATION: Conditions for recreation and relax.
10. SERVICES: Tourism service providing in the municipality and its surroundings.
11. READINESS of citizens to provide rural tourism services.
12. Status of facilities of rural tourism service providers:

Table 3. Areas of rural tourism and agritourism  
Source: own processing up to Filo, 2018 [4]

Subsequently, the research will be carried out in chosen area and the potential for tourism development will be calculated on the basis of the point assessment mentioned in criterial Table 4.

Once the research has been carried out, it is possible to calculate the tourism potential for chosen area and then determine the improvement potential. The research process is as follows:

1. Design of the questionnaire in the structure shown in Table 1, as well as the specification of individual questions.
2. Research within individual municipalities of the selected area.
3. Evaluation of individual findings according to the criterion Table 2.
4. Calculation of the individual municipalities' potential.
5. Calculation of the districts' potential.

The total maximum potential presents value 9 for each chosen question and sub-questions. From the processed research, the actual value of the potential is calculated and compared to the maximum. The difference between these two variables gives the potential for improvement, which can be incorporated into a table where the actual state of rural tourism is mentioned and which is required at the certain level of improvement. The table of improvement potentials has the following structure - Table 5.

Question	Evaluation interval		
	High	Medium	Low
Questions 1, 2	9 - 7	6 - 4	3 - 1
Question 3	Small / scattered	Small to medium / partially scattered	Small to medium / concentrated
	9 - 7	6 - 4	3 - 1
Question 4	Mostly traditional houses	Mixed with new houses	Mostly new houses
	9 - 7	6 - 4	3 - 1
Question 5	Agrarian and forestry	Handicraft - business	Industrial and mining
	9 - 7	6 - 4	3 - 1
Question 6	Absence	Small occurrence	High occurrence
	9 - 7	6 - 4	3 - 1
Question 7	Very good	Good	Complicated
	9 - 7	6 - 4	3 - 1
Question 8	Original/very good	Good	Low
	9 - 7	6 - 4	3 - 1
Question 9	Very good	Good	Limited
	9 - 7	6 - 4	3 - 1
Question 10	Developed and organised services	With the assumption of service development	Unique services
	9 - 7	6 - 4	3 - 1
Question 11	Great guests' interest	Medium guests' interest	Low guests' interest
	9 - 7	6 - 4	3 - 1
Question 12	Superior amenities	Corresponding equipment	Low equipment
	9 - 7	6 - 4	3 - 1

Table 4. Evaluation criteria for individual questions  
 Source: own processing up to Filo, 2018 [4]

Process:	Historical givenness	Key activity (KA)	Promotion	Priority KA	2	
	RPZ – target state Key attribute KA	Current state of the attribute KA	Value A (1 - 5)	Points B (1 - 9)	Attribute result	Improvement potential
	<b>Description of required (planned) status - historical givenness - average</b>	<b>Description of the current state - historical givenness - average</b>	<b>4,2</b>	<b>5,0</b>	<b>20,8</b>	<b>53,7%</b>
1	Enhance the promotion through Internet, flyers and brochures	Churches and ruins are poorly promoted and unknown to visitors	5,0	3,0	15,0	66,7%
	Use of INTEREG's resources to restore and enhance the sights	The state of churches and ruins is not appropriate and acceptable for visitors	4,0	6,0	24,0	46,7%



2	Use of Euro funds and other development programs to restore historical buildings	Sights are more or less unsupervised and do not create sufficient interest for visitors	3,5	6,0	21,0	53,3%	
n...	Planned state parameter n	Real state parameter n					
	Max result = $\sum 5n \times 9n = n \times (5 \times 9)$	135	TOTAL:	12,5	15,0	60,0	44,4%
	<b>Performance image result KA in % (Total/100):</b>				<b>44,4%</b>		
	<b>Increase KA performance from achievement RPZ in % (100-KAv%):</b>				<b>56%</b>		

Table 5. Determining of the real development potential and the district improving potential - historical givenness  
Source: own processing, 2018

<b>Number of municipalities in Svidnik district</b>	<b>62</b>
Number of inhabitants	31 642
<b>Total current potential of the district (max. 9)</b>	<b>4,7</b>
<b>Number of inhabitants (growth potential)</b>	<b>4,3</b>
1. Values of the NATURAL environment of the municipality and its surroundings	4,9
2. CULTURAL values of the municipality	4,4
Historical buildings (sacral, secular):	4,5
Folk culture, its preservation	4,3
1. Livelihoods:	4,4
2. Spiritual culture	4,2
3. Organized events:	4,7
3. SIZE of the municipality / concentration: <300 inhabitants-small, up to 1000 inhabitants-medium, > 1 000 inhabitants - great	5,4
4. The character of buildings' ARCHITECTURE (traditional-built before 1930, including woodcut):	7,1
5. AGRICULTURAL character of the municipality and its surroundings:	4,9
6. Presence of pollutants of the environment and its surroundings - water, air and soil	5,2
7. Communication AVAILABILITY of municipality for tourism participants (by bus, by car, by airplane,)	6,3
8. AESTHETICS of the municipality – overall appearance	5,6
9. Conditions for RECREATION and RELAX	4,7
10. Tourism service providing in the municipality and its surroundings	2,7
11. READINESS of citizens to provide rural tourism services	1,7
12. Status of facilities of rural tourism service providers:	3,6

Table 6: Svidnik district potential. Source: own processing, 2018

Results of the municipalities and examined district are shown in table 6 and 7.

Municipality name	Potential	Belejo- vce	Beňa- dikovce	Bod- ružal	Cernina	Cigla	Dlhoňa
	Number of inhabitants	31 642	19	213	69	592	92
<b>Current potential of rural tourism of the municipality</b>	<b>4,3</b>	<b>3,9</b>	<b>4,1</b>	<b>5,2</b>	<b>4,3</b>	<b>3,7</b>	<b>3,6</b>
<b>Unused potential (growth potential) of rural tourism</b>	<b>52%</b>	<b>57%</b>	<b>54%</b>	<b>42%</b>	<b>52%</b>	<b>59%</b>	<b>60%</b>
1. Values of the NATURAL environment of the municipality and its surroundings							
a) mountains,				7,0	1,0	6,0	
b) reefs,					1,0		
c) forests,		6,0	3,0	7,0	6,0	6,0	6,0
d) meadows and pastures,		7,0	3,0	7,0	6,0	6,0	6,0
e) rivers, streams, wells		3,0	3,0	7,0	4,0	4,0	5,0
f) ponds,					1,0	3,0	
g) lakes,					1,0		

Table 7: Potential of the natural environment of selected municipalities in Svidník district  
 Source: own processing, 2018

Municipality name	Current potential	Growth potential	Current potential					Improvement potential						
			0	1	2	3	4	5	6	7	8	9		
<b>Svidník district</b>	<b>4,3</b>	<b>4,7</b>												
Belejovce	3,9	5,1												
Beňadikovce	4,1	4,9												
Bodružal	5,2	3,8												
Cernina	4,3	4,7												
Cigla	3,7	5,3												
Dlhoňa	3,6	5,4												
Dobroslava	3,4	5,6												
Obec Dubová	5,3	3,7												
Fijaš	3,0	6,0												
Havraneč	3,5	5,5												

Table 8: Chosen municipalities of Svidník district with the indication of the improvement potential  
 Source: own processing, 2018

From the above figure, we can see that the potential of the district is 4.7. From a maximum of 9 points, the district gained 4.7 points, which is less than half. The development potential is relatively low, but as we have an overview of the district givenness, we can very easily identify the places of development and the potential of the district to increase. The effectiveness of its improvement can be measured, for example, by an increase in the number of visitors to the district, divided to different parameters and target groups.

## 2.2. SWOT analysis and defining the core strategy of the region

When calculating the potential of improvement, it is also important to use a SWOT analysis that will help to select a suitable strategy and identify strategic projects important for the development of the researched area. Figure 4 shows the SWOT analysis for 5 problem fields, each of which was solved by a separate SWOT analysis and the final results were included into the evaluation portfolio.

<b>STRENGTHS</b>	<b>Points</b>	<b>WEAKNESSES</b>	<b>Points</b>
Part A. Socio-economic environment and infrastructure.	61	Part A. Socio-economic environment and infrastructure.	103
Part B. Natural potential and environmental area.	77	Part B. Natural potential and environmental area.	55
Part C. Infrastructure of tourism and services.	82	Part C. Infrastructure of tourism and services.	81
Part D. Product offer	57	Part D. Product offer	108
Part E. Marketing, tourism organization, image, style, uniqueness.	62	Part E. Marketing, tourism organization, image, style, uniqueness.	84
<b>Total</b>	<b>339</b>	<b>Total</b>	<b>431</b>
<b>OPPORTUNITIES</b>	<b>Points</b>	<b>THREATS</b>	<b>Points</b>
Part A. Socio-economic environment, basic and technical infrastructure	81	Part A. Socio-economic environment, basic and technical infrastructure	82
Part B. Natural potential and environmental area.	73	Part B. Natural potential and environmental area.	24
Part C. Infrastructure of tourism and services.	88	Part C. Infrastructure of tourism and services.	105
Part D. Product offer–Join forces, discover the beauty and rarity of the district and offer them to the visitors	71	Part D. Product offer–Join forces, discover the beauty and rarity of the district and offer them to the visitors	33
Part. E. Marketing, tourism organization – Marketing image – style, uniqueness.	85	Part. E. Marketing, tourism organization – Marketing image – style, uniqueness	59
<b>Total</b>	<b>398</b>	<b>Total</b>	<b>303</b>

Table 9: SWOT analysis of researched areas supporting the development of tourism  
Source: own processing

As we can see from the analysis carried out for the development of tourism in the district of Svidník, the strategy of reversal must be chosen. According to the processed analysis, this strategy should most support the development of tourism. The analysed areas suitable for SWOT analysis were (Table 9):

- A. Socio-economic environment and infrastructure.
- B. Natural potential and environmental area.
- C. Infrastructure of tourism and services.
- D. Product offer.
- E. Marketing, tourism organization, image and uniqueness of the region.

However, the strategies are different for the different areas of research. The recommendations are as follows:

- In area A. Socio-economic environment: to choose defensive strategy -WT.
- In area B. Natural potential: to choose aggressive strategy - SO.
- In area C. Infrastructure: to choose a diversification strategy - ST.
- In area D. Product offer: select the reversal strategy- OW.
- In the area of E. Marketing, choose a reversal strategy - OW.

If we look closer to the shape of the researched areas, we see the weaknesses that we should address with a higher priority - Figure 2. Explanatory Notes: S – strengths, W – weaknesses, O – opportunities, T – threats.

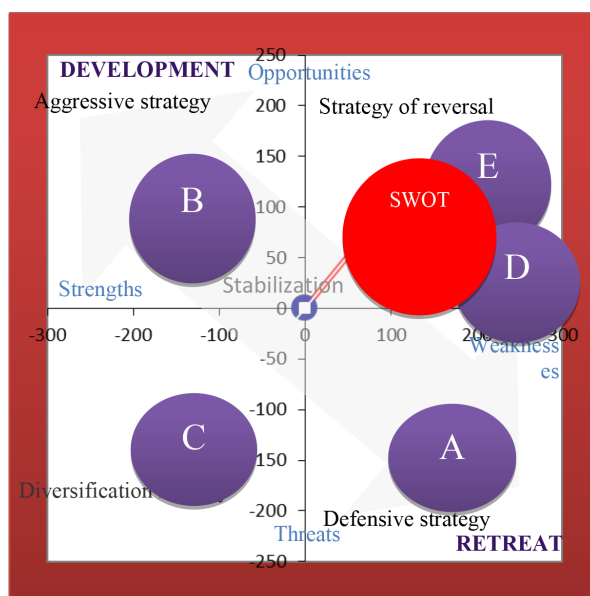


Figure 2: SWOT analysis of researched areas supporting the development of tourism  
 Source: own processing

### Prognosis of visitors' number development in the district of Svidník

The visitors' number in the district of Svidník is relatively low. Accommodation services, their level, capacity, structure, profitability and revenue can be considered as the most important economic indicators of tourist (visitors) number. In the years 2012 to 2016 the accommodation units in the district have the following indicators in thousands € - Table 6.

Based on these very specific and concrete data, a development trend was calculated using the algorithm based on the correlation of available data from 2015-2017, which helped us determine the predicted rate of district attendance by 2023 for the following product areas:

- 1 Product area Park of the dark sky, accommodation: 2 – obce Dubová, Roztoky.
- P2 Product area Dukla battlefield, accommodation: 10 – Svidník, Kapišová, Kružlová, Medvedie, Krajná Poruba, catering services: Svidník, Krajná Poľana.
- P3 Product area Wooden temples of the Eastern ceremony, accommodation: 1 – Ladošírová, stravovanie: Krajná Poľana, Hunkovce.
- P4 Product area Culinary products, catering services: 6 – Giraltovec, Šarišský Štiavnik, Okružle, Kračúnovce, Kuková, accommodation: 7 - Giraltovec, Šarišský Štiavnik, Kračúnovce, Kuková.

Year	District	No. of accommodation establishments	Number of beds	Revenues together with VAT (EUR)	Visitors number	Overnight number	Use of beds (%)
2016	Svidník	8	398	125 280	4 108	6 799	4,9
2015	Svidník	8	484	55 788	2 849	6 471	5,2
2014	Svidník	9	500	50 885	2 091	5 337	5,1
2013	Svidník	8	488	30 425	2 408	4 862	3,8
2012	Svidník	9	114	28 852	2 218	4 384	3,6

Table 6 Visitors number in the district of Svidník in 2012 – 2016 Source: Filo 2018 [4]

Area	2015	2016	2017	2020	2023
P1	1068	1267	1172	1605	1938
P2	3586	3679	3863	4476	5145
P3	260	294	280	324	2970
P4	2866	2940	3578	6108	7384
<b>Total</b>	<b>7780</b>	<b>8180</b>	<b>8893</b>	<b>12513</b>	<b>17437</b>

Table 7 Prognosis of visitors' number up to product groups by 2023.  
Source: Filo 2018 [4]

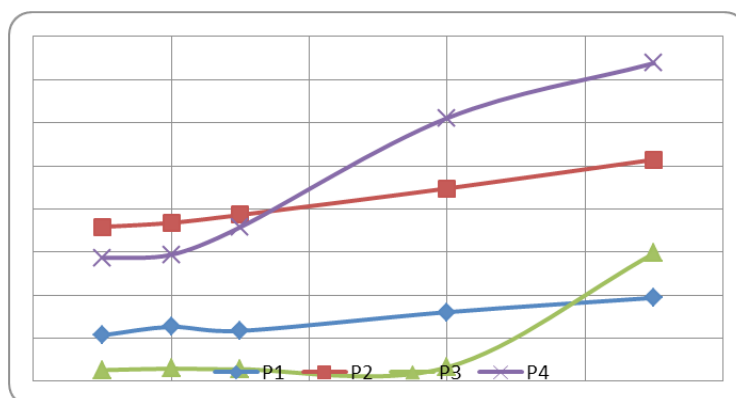


Figure 3 Development of visitor's number in accommodation establishments and prognosis of development up to product areas of tourism in the district of Svidník  
Source: Filo 2018 [4]

### Suggestions and recommendations

The development of visitors' number in accommodation facilities in the Svidník district is certain but slow, around 6% per year. If this growth trend is kept to a minimum, it is possible to double the number of guests by 2024. It counts with the certain amount of investment, notably by improving and expanding services, diversifying and expanding tourist offer, improving the promotion and marketing of the entire destination.

### Summary

Based on this research, it is possible to choose a strategy that is in line with current national as well as global trends and which is based on the offer of complex tourism products built on accommodation pillars - experience - destination. In actual research, we see that the potential for improvement of the analysed region is relatively high and it is appropriate to use it and support various activities.



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