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Management in tourism sector – tools of tourism strategy realization on Czestochowa city example

**Zarządzanie w sektorze turystycznym – narzędzia realizacji strategii turystycznej
na przykładzie miasta Częstochowa**

Abstrakt: Turystyka stanowi bardzo ważny sektor gospodarczy, w niektórych krajach umożliwia osiąganie przychodów w wysokości nawet 30% PKB. Jednakże, tak jak każdy sektor, wymaga zainteresowania i dbałości ze strony władz, aby uatrakcyjnić dany region lub miasto, co z kolei może przyczynić się do napływu większej liczby turystów, a tym samym wzrostu przychodów uzyskiwanych z tego tytułu. Różne miasta, ze względu na swoistą charakterystykę i atrakcyjność turystyczną, przyjmują strategie związane z rozwojem branży turystycznej na swoim terenie. Miasto Częstochowa obecnie traktowane jest jako miasto tzw. jednodniowej turystyki – największa liczba turystów przybywa do miasta w celu zwiedzenia Klasztoru na Jasnej Górze, przejścia się Alejami Najświętszej Marii Panny, a następnie wyjeżdża, nie wiedząc, iż miasto ma wiele zabytków i atrakcji turystycznych, których zwiedzenie i zobaczenie zabiera więcej niż jeden dzień. W celu przyciągnięcia i zatrzymania turystów na dłużej miasto Częstochowa zaprojektowało, a potem wdrożyło narzędzia przeznaczone dla turystów, które nie tylko przedstawiają zabytki i miejsca atrakcyjne dla turystów, ale także oferują ważne i istotne z punktu widzenia turysty informacje.

Niniejszy artykuł przedstawia charakterystykę tych narzędzi, które obecnie stanowią główny punkt realizacji strategii przyczyniającej się do rozwoju turystycznego miasta.

Słowa kluczowe: turystyka, strona internetowa, portal, miasto, Częstochowa, informacja.

The essence of tourism

Tourism, due to its complex nature, can be seen on many levels. For it is the sphere of economic activity and an important instrument of the harmonious deve-

lopment of the national economies of the country, but also the sphere of social activity¹. Tourist activity and travel is one of the indicators of living standards and an indicator of the civilization's development of the country.

For many societies, tourism has become a source of wealth, and an instrument to combat unemployment and promote entrepreneurship. The development of services for tourists improves the balance of payments of the country, and the local tourism allows to redistribute income from richer to poorer regions. At the same time tourism is used in the education of the young generation in the transmission of value systems, will help to conserve natural and cultural heritage².

Poland has a chance to occupy a good position in the increasingly fierce competition to win tourists. Favorable location in the middle of the continent at the crossroads of important routes of European integration in the structure of the internal market of the European Union, a significant cultural potential and well-preserved natural environment, make our country an attractive place to visit and relax, both foreign tourists and domestic.

Tourism is an important element in the development of cities and regions. By integrating a number of sectors of the economy allows for visibility and promotion of exceptional qualities that characterize certain geographic and administrative areas. It is therefore important position of causal power in Poland, tourism development at the regional and local levels in accordance with the plans and strategic documents provinces and districts. However, for the coherent development of tourism, it is necessary not only to strategic orientation, but rather conduct a range of activities at the national level.

The challenge associated with the development of tourism has in its specificity as a horizontal activity – cross. The value of the tourism product, which is measured by the absolute attractiveness of the offer depends on the individual components, the quality, availability, and security remains the responsibility of several ministries activities³. Therefore, it is necessary to start a multilateral cooperation, which is the principle of reciprocity will be properly marked in a consistent manner sector's strategic documents.

Tourism is one of the fastest growing industries in the countries and in the world, and its socio-economic importance is expressed both in figures (contribution to GDP, the number of jobs), as well as equally important values such as uncountable related the prevention of social exclusion, training and education, and the removal of mutual hostility and prejudice.

¹ L. Dragolea, J. Grabara: *Tourism, Quality and Management. Challenges for Development and Sustainability*. Czestochowa: Czestochowa University of Technology, 2010.

² S. Nowak, A. Hadzik, J. Szopa: *Selected aspects of organisation and management of spa tourism*. In: *Wellness and success*. Ed. G. Olchowik. Lublin: Wydawnictwo NeuroCentrum, 2009.

³ M. Achim, J. Grabara, L. Dragolea: *Theoretical Concepts Regarding Quality Management of Touristic Services*. [International Workshop on Economics, Management and Marketing, Albia Iulia]. Romania 2010.

The characteristics of Czestochowa city

Czestochowa is located on the Warta River, in the northern part of the Cracow-Czestochowa Upland. In terms of size, Czestochowa is the twelfth largest city in Poland, and in terms of population – the thirteenth. The city's area is 160 km² which puts it in third place among the cities included in the Silesian province. In Silesia region Czestochowa is a city on the right of the district, it is the largest district of Silesia province with an area of over 1,500 km². Czestochowa district is divided into 16 administrative units, which include two urban and rural – and Koniecpol Blachownia with fourteen rural communities: Dabrowa Zielona, Janow, Kamienica Polska, Klomnice (the largest municipality), Konopiska, Kruszyna, Lelow, Mstow, Mykanow, Olsztyn, Poczesna, Redziny and Starcza (smallest municipality).

Czestochowa is one of the Katowice Special Economic Zone. Katowice Special Economic Zone was established in 1996, and its main task is to promote the areas included in the zone and actively seeking new investors.

Within the city there are also many supermarkets and shops. For hypermarkets and DIY stores include M1, Auchan, Tesco, Makro Cash & Carry, OBI, Leroy Merlin, Castorama. Since the first work in the mall Czestochowa – Gallery Jura, and the next few years will be built IKEA, Carrefour and a gallery of Czestochowa.

Czestochowa 240 thousand population residents including 127 thousand women. The city is home for approximately 45% of the residents of the county. The density of population in the district is 172 persons per km², in the city – 1 507 people per km².

Tourism attractions in the city

Due to the monastery Jasna Gora, Czestochowa is one of the main centers of pilgrimage in the world. Throughout the year, the city attracts pilgrims from all over the world, and as of 15 August, which is also the anniversary celebration and an international youth meeting with Pope, the city is besieged by crowds even. As a city, Czestochowa also boasts a great cultural heritage and national, in the city there are many precious relics. Czestochowa was awarded the prize of the Council of Europe, which has received the first city in Eastern Europe. The cultural calendar of the city's many events, drawing on the traditions and history – the International Festival of Sacred Art “Gaude Mater” Art Triennial “Sacrum”, Festival them. Bronislaw Huberman, Hot Jazz Festival Spring Harvest Jasna Gora, the Cultural Night Tastes Avenue⁴.

The most important monuments of the city must first monastery of Jasna Gora, in addition to the monastery, the city still has many monuments which are the tourist attractions of the city⁵:

⁴ www.czestochowa.pl (access on: 5.09.2012).

⁵ Z. Dudek: *Czestochowa*. Katowice: Krajowa Agencja Wydawnicza, 2001.

1. St. Andrew's and St. Barbara's Church – was founded in the first half of the seventeenth for the convent novitiate. The location of the church, decided spring in which it was washed desecrated in the fifteenth century painting of Our Lady of Czestochowa. The Church is decorated in baroque style with traces of Gothic, Baroque tower is crowned helmet.

2. Staszic Park with May 3rd Park – was created in the early nineteenth century and was the venue for the National Exhibition Industry and Agriculture. From this period: Czestochowa Museum Exhibition Pavilion, the only Polish peasant farm, wooden gazebo and Observatory. The park has two pools, a narrow channel and combined with gushing fountain. After a process of revitalization park is now one of the most pleasant places for both adults and children, with a view to the latter, there are two playgrounds that will keep you entertained for a long time. Within the park there are also tennis courts and next to the statue of Stanislaw Moniuszko avid chess players congregate.

3. The Holy Name of Mary Church – the church was originally a monastery, now a rectoral church. Inside the church there are paintings of famous artists – Raphael Hodziewicz, January Suchodolski and Peter Le Brin. Wooden choir has authority in 1935, and the choir are placed bowls of Baroque features,

4. City Hall – it is a symbol and reminder of the creation of the city. It was built in the early nineteenth century and was the seat of the city government merged the Old and New Czestochowa. It is a two-storey building with a round tower in the center and two side pavilions. At the beginning, the town hall was surrounded by a large garden (with the exception of the front page), on the ground floor housed the offices on the first floor– flat mayor. The pavilion was right and left prison – housing officers. Today, Hall is the headquarters of the Museum of Czestochowa,

5. St. Family's Cathedral – is one of the largest neo-Gothic church with a three-nave basilica building with two towers is 100 feet long,

6. Franke's House – is an eclectic building, modeled on urban architecture typical of Berlin and Vienna. Combined and still combines residential and commercial services,

7. Old Market – was once the focal point of the Old Town, during the fifteenth and nineteenth on its premises became the town hall. Continuous attention should be paid to the eighteenth-century houses and the building of a former inn built in the seventeenth century.

8. Gold Mountain – is the highest elevation, located diametrically opposed to the Jasna Gora. Top is made of limestone extends from the top of a panoramic view of the whole of Czestochowa. At one time, he was very popular limestone building material, and the Golden Mount mined limestone buildings built much of Czestochowa. Currently, excavation is now closed and the Golden Mount is a kind of tourist attraction.

Such a large number of sites and monuments, causes that the city offers a number of tools needed for getting around the city, informing tourists about the most important points, sights and attractions in the city. All of these tools make up a coherent strategy for tourism development and their characteristics will be discussed later in this article.

City's websites as a tool to tourism strategy development

The first and most important website used by the city to promote tourism, the city is the home page, located under the following address: www.czestochowa.pl (fig. 1).



Fig. 1. Website of Czestochowa.

Source: www.czestochowa.pl website, access on: 5.09.2012.

This site, in addition to English, offers content in languages such as German, French, Spanish, Russian and Ukrainian. Home in the English language is directly aimed at tourists, it contains information such as: a brief history of the city along with the film showing the town, practical information for tourists, the list of galleries and museums along with a description of upcoming events organized by the city authorities, in consultation with associations. On the first page, a visitor will find information on the Polish Jura, which, due to its unique landscape, is one of the major tourist attractions, not only the city but the whole region. At the very bottom of the page located is a PDF document containing all the attractions and products offered by the city which can be downloaded.

At the top of the page there is a "Tourist" tab which includes information about:

- Accommodation – a list of accommodations offered by the base of the church, hotels, campsites, hostels and student homes. This list includes accommodation options that are not only in the city but also in the surrounding areas,
- Food and drink – the list of restaurants, bars and cafes, offering meals at any time of the day,
- In the “walk in Czestochowa” are travel brochures and information on the sights of the city, places of interest, museums and galleries as well as events and events organized by the city,
- A walk around the neighborhood – in this section also includes travel brochures, and additional information about the trails, and Czestochowa Jura organized canoeing on the River Warta,
- Short movies – in this section is a brief video about the city that are available for tourists
- Planetarium in Czestochowa – this tab redirects to the Institute of Physics of the Jan Dlugosz Academy. On this page you will find all information about the planetarium – the story of its creation, photo gallery and description shows organized by the planetarium,
- Municipal Information Centre,
- Tourist Information in Silesia region,
- Tourism association – in this tab are the Union of Jura, and Czestochowa PTTK Tourism Organization.

City Tourist Information Center (fig. 2) – a point located in the center of the city. It deals with the transfer of information (tourist, cultural and local) for tourists and pilgrims coming to the city, helping them to move around the city, and permanent residents of the city provides information related to current events in the city. This point also offers a sales and tourist maps folders or albums containing information about the city. Also sells souvenirs related to the city and its closest region, provides a range of tourist information printed in several foreign languages.



Fig. 2. City Tourist Information Center.

Source: www.czestochowa.pl (access on: 5.09.2012).

- In the office, a tourist can obtain the information related to, among others:
- Accommodation facilities located in Czestochowa and its vicinity,
 - Training centers and conference facilities,
 - Travel agencies operating in the city,
 - Agritourism farms are located in the region of the city,

People working in the office can help tourists to hire guides, contact the place of accommodation requested or provide information on all matters related to tourism. This place also has all the information regarding repertoire of theater, cinema and concert hall, concert, or offer entertainment. This information is placed on the site in the form of weekly deals, which provides the necessary information when it is closed the center.

Municipal Tourist Information System (fig. 3) – This portal provides easy access to information related to the city of Czestochowa, associated with tourist attractions, historical buildings, cultural institutions, museums, sports and recreation or public institutions. With the interactive map, the user can easily locate the objects of interest to him.

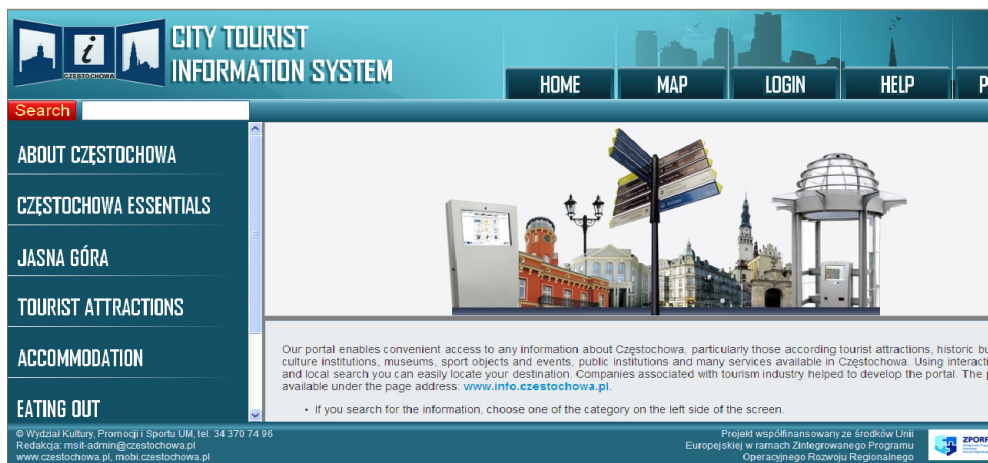


Fig. 3. City Tourist Information System.

Source: www.info.czestochowa.pl (access on: 6.09.2012).

- On the left side of the website contains the following tabs:
- About Czestochowa – the tab that contains a brief history of the origin and development of the city,
 - Czestochowa Essentials – Here are details on: schedules of buses and trams, currency Exchange, Emergency, Hospitals, Hotspots, parkings in the city, Public Departments and Institutions, Public toilets, Tourist Information and Tourist Organizations,
 - Jasna Gora – this tab is devoted entirely to the Jasna Gora monastery as the main attractions of the city, at the bottom of this page is a link to a page dedicated to the monastery in English,

- Tourist Attractions – This tab contains information on historic buildings, museums, natural landmarks (like city parks and community parks) areas of the city (Nieżnanice Palace Or Olsztyn Castle), or things to see (as a dry Archaeological discoveries in the Old Market Square or The Narrowest tenement in Czestochowa). All the information is very detailed, they have links to pages devoted to a single, specific issue or a link to the location of the object,
- Accommodation, Eating Out and Going Out – These tabs contain the information on hotel accommodation and dining as well as information about events and events organized in the city,
- Shopping and Services – are provided here for information on stores operating in the city.

In addition, the website included an interactive map of the information points, ambulance or fire point and the sights and attractions of the city (Fig. 4).

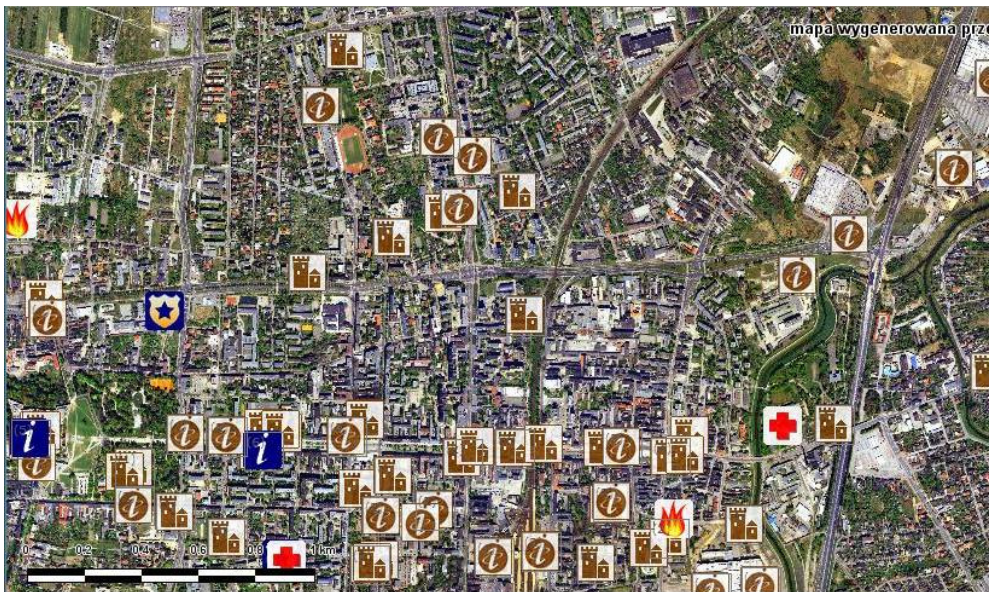


Fig. 4. Map with the information, attraction, ambulance and fire points.

Source: www.info.czestochowa.pl (access on: 6.09.2012)

On this page there is also a tab under which can be find all information related to the mobility side, navigate or search address or location. This site is easy and friendly to use, contains all the information necessary for the tourist who is in town for the first time.

Czestochowa Tourism Organization is an association set up in order to create an attractive image of the city, both in Poland and abroad and to increase the income from tourism and pilgrimage, are meeting these objectives through the implementation of specific tasks:

1. The development of the tourism function Czestochowa and the region,

2. Initiate and promote social and economic development as the city of Czestochowa image of culture and religion, as well as for the development of tourism,
3. The integration of the local community mainly of local government, the tourism industry businesses, religious and non-governmental organizations working in the area of tourism,
4. Support for measures to protect the cultural heritage, which is the Jasna Gora Monastery,
5. Initiating the formation and development of the tourism product based on its tourist attractions,
6. Areas of tourist promotion of individual members of the association (areas of local and national cultural facilities and tourist attractions),
7. Initiate action to promote cultural tourism, including support for revitalization of historic buildings that are tourist attractions,
8. Power operation and Development Desk,
9. Initiating, opinions and support the development and modernization plans, infrastructure, tourism and pilgrimage.

These tasks are carried out through the following activities:

1. Co-operation with the Polish Tourist Organisation, regional and local tourist organizations, public bodies and businesses and associations active in the field of tourism and pilgrimage in Poland and abroad,
2. Educational activities, training and publishing,
3. The collection, updating databases and processing of information, including tourism,
4. The creation of the system of local tourist information and incorporate it into the national system,
5. Organizing exposure to domestic and foreign markets,
6. Organization or co-organization of promotional events, outdoor, sports, cultural and other,
7. Coordinating the calendar of tourist events, promotions,
8. Organizing events studio, working with the media,
9. Conducting or commissioning market research and analysis,
10. Creating a website and its update,
11. Raising funds from the European funds and other available sources of funding for statutory activities of the association,
12. Economic activity the income from Which is Intended for statutory activities.

This association is aimed at people interested in promoting tourist town of Czestochowa, with ideas and a desire to enhance the attractiveness of the city and attract more tourists.

Czestochowa City also offers guide services to tourists, the city on the main page is a list of licensed guides along with their address information and phone numbers.

Tourist Information Silesian Province (fig. 5) – a web portal containing information designed not only for tourists but also for the inhabitants of the province of Silesia, information concerns not only the city but also the nearest Czestochowa region.



Fig. 5. Tourist Information Silesia Province.
 Source: www.gosilesia.pl (access on: 6.09.2012).

In contrast to the previous page, the portal provides information on not only the city but the entire province of Czestochowa and Silesia region. This portal was created with the help of the Union from the European Social Fund.

On the left side there is a vertical menu which contains the most important categories in terms of tourist. At the top of the categories appear helpful when choosing accommodation, restaurants, attractions, or spend time in the region. The first tab – News– contains a list of the latest events and activities taking place in Silesia. On the panoramas are images which are shown sights and attractions of the region, panoramas are fully interactive and allow you to watch pictures in a 360° angle. As previously discussed on websites, this website also features a fully interactive map of Silesia, through which it is possible to locate accommodation, tourist attractions and tourist information centers. Tourist Information tab lists all the tourist information points for each village Silesia, in addition to contact details, are also e-mail addresses and links to websites. Below is a bookmark to the current forecast Weather forecast for all locations – in addition to temperature, are the values for the pressure and the amount of precipitation for that location. A new tab is “Trail of Wooden Architecture” – a joint venture provinces of Silesia, Lesser Poland and Subcarpathian. In Silesia the trail has a length of 1060 km and includes 93 objects which are units of wooden architecture – churches, chapels, inn, lodge, hunting palaces, mills or granaries. In Silesia there are also two open-air museums: Upper Park Farm and Rural Ethnographic Pszczynska. This tab is an interactive map where the trail is marked with all the facilities of wooden architecture. This map also allows you to select a particular route and each object is accompanied by a brief description (fig. 6).



Fig. 6. Wooden Tour Map.
 Source: www.silesia.travel.pl (access on: 7.09.2012).

The following tabs are pictures of objects and the most important tourist attractions of Silesia, movie theaters located in the region, as well as the forum tab – the page where users can post topics, ask for advice or discuss a variety of topics. The last tab is the contact – where you can find information on the Silesian Tourist Organisation. This portal is a very useful tool for travelers, its operation is very simple and intuitive, and the information is provided in a clear and understandable manner. It is one of the best tools that can significantly contribute to the development of tourism in the region.

Jurassic Communities Association is a voluntary association of municipalities of the province of Silesia and Lesser Poland, was created to assist communities in promoting their tourist sites and facilities as well as to represent the Cracow-Częstochowa Upland as a unified and coherent tourist. Therefore the main objective is not only to promote highlands, but also support the development of rural tourism, the protection of natural and cultural assets, the pursuit of economic and cultural integration of communities and cooperation and exchange of experience in the field of local government. One of the tools to achieve these goals is the website where you will find all necessary information to travel Cracow-Częstochowa Upland (fig. 7).

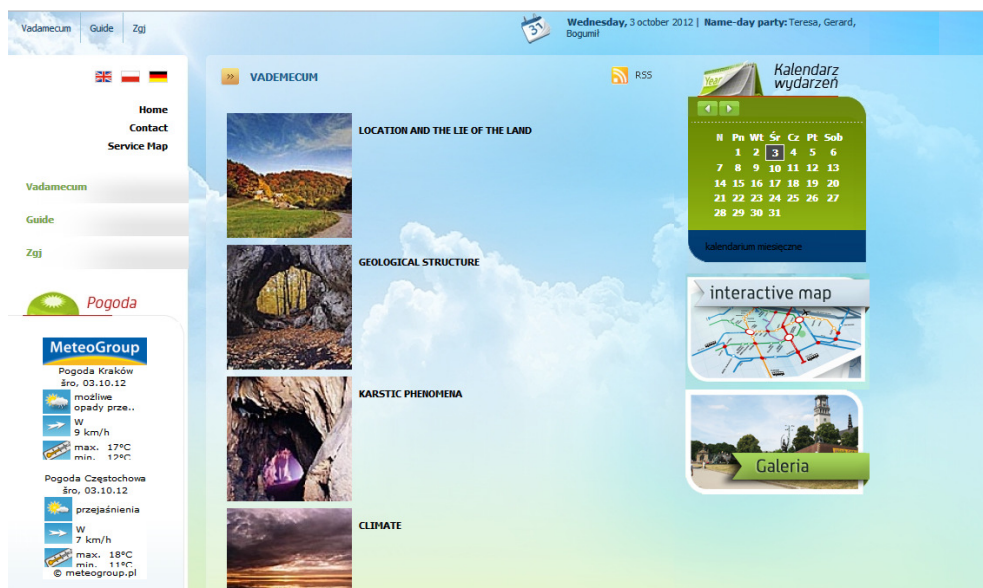


Fig. 7. Jurasic Communities Association website.
Source: www.jura.info.pl (access on 7.09.2012).

The home page can be found on the highlands news, with the current weather forecast. Links on the left side of the address to the page dedicated to news about the Highlands, including contained is accurate geological characteristics of upland landscape. The site also has a guide, in PDF format for download. This guide contains all the information related to the Upland – description and characteristics, the list of the most important monuments along with their short descriptions, maps, directions and a list of hiking and biking trails set out to Upland. This page also has a database of accommodations, the story of the creation of the Union of Jura, a forum and an interactive map to locate objects sought to allow the users of the site.

Conclusion

Czestochowa, despite the fact that it is not too large city, because of the monument, which is the Monastery of Jasna Gora, which attracts nearly 5 million tourists. In addition to the monastery, in the city's monuments, which, due to their historical values are also important tourist destinations, however, due to the fact that it is mainly promoted Monastery, these objects are very often overlooked by tourists. In order to change the existing situation, the city launched a website and portals, described in this paper, whose task is to bring visitors to other sites and tourist attractions. In recent years, promoted as the next area of the city, the Cracow-Czestochowa Upland, including all the locks on her trail. Is also promoted Czestochowa region because of its health benefits (Golden Stream of sources), cycle paths and walking (about Olsztyn and filly) and gastronomy, typical for the region of Silesia. On the other hand, the city is still not formulated a coherent strategy and the

development of tourism, which would have included the most important goals and objectives of the concept and to determine which implementation would contribute not only to increase the number of tourists in the city and the region but also to the increase in revenues generated from tourism. So prepared a strategy would enable the determination of the specific activities and perspectives of tourism development in both the city and its surrounding area.

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