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Gyöngyi Hajmásy

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PANNON MANAGEMENT REVIEW

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Contents

Zoltán Veres

EDITORIAL: MANAGEMENT CHALLENGES IN THE LEISURE TIME INDUSTRY

Dear Reader,

Welcome to this issue of Pannon Management Review in the year of 2018, which follows its usual structure. In this issue our authors have put an everyday activity into the research focus. The common point of the articles is leisure time consumption of the individual consumers.

Leisure time means by definition the free time interval beyond work and satisfaction of physiological needs. It covers all voluntary activities in order to recreate, being amused, manage social relationship and education. Recreation results always in physical and spiritual recharge. Spending free time can be equally active or passive. In its active form it frequently needs physical effort, mobilization of skills and plays an important role in the development of personality. In the case of passive spending of free time activity has no role but a kind of relaxation like vacation and holidays. Based on a survey from 2015 among the most popular leisure time activities domestic trip, dining out, visiting spas and bathing can be mentioned.

In sum we can state that leisure time activities serve for recreation of working ability and for quality life experiencing. From this point of view also this segment of our life deserves the study in a scientific perspective. Scientific approach means that let us try to better understand the efficiency of the management tools aiming at consumer satisfaction and – from the other side – customer experience. The papers of this issue add new ideas to this challenge.

The article of Márta Kóródi and Csilla Kalmárné Rimóczi *“Experience promises, expectations and their implementation in Tisza riverside tourism between 2010 and 2016”* is based on a questionnaire research in the settlements of Tisza riverside, in the summertime from 2010 to 2016.

The study is focused on the different elements of the experience on demand or supply side, deepening the query toward the motivation or satisfaction. Besides on factors influencing travel decisions usually or during actual travel, the intended and actual intensity of the individual experience factors, the satisfaction with tourism product items, the attitude of local products consuming, the accommodations, the spending and spending structure and other travel habits. The research has an experience-centred approach, consumption habits, preferred experience elements, which as part of the experience basis or the generated experience supply may contribute to the further development of the area.

The next paper on *"The tourism geographical characteristics of wine gastronomy festivals in the Balaton Wine Region"* written by Géza Szabó and Bence Závodi is on wine gastronomy festivals, the central element of which is wine, and which are now dominant factors in the festival offer of Hungary. Wine gastronomy festivals are usually linked to the wine producing areas, and also to the destinations most visited by tourists. The Balaton Wine Region is of special importance, mainly due to its renowned wine producing areas, and one of the wine gastronomy centres of Hungary. The authors processing the related literature and the collection of wine gastronomy festivals from different sources try to find out what special features the wine gastronomy supply of Balaton Wine Region has and to what extent these are compatible with the national trends.

In the young researchers' section Gyöngyi Hajmásy presents some results of her research under the title of *"Do the employees count? Hungarian hotel managers' attitude towards employee-related CSR activities"*. Her study analyses the attitudes of the Hungarian four-and five-star hotels toward employee-related corporate social responsibility activities. Staff members have direct connection with hotel guests, consequently they can largely contribute to customer experience and satisfaction through appropriate service delivery. Hotel executives reported that customer satisfaction, cost savings and branding-related outcomes were the main reasons for CSR implementation.

Finally from the *interview with Dóra Mihalovics, marketing director of BAHART* the reader gets a brief insight into the practice of a successful Hungarian company. Lake Balaton Boating Ltd. (or BAHART) in 2016 celebrated its 170 jubilee with a well-organized jubilee program sequence and with several commemorations. As the interviewee states „I am not stating that we have managed to reach the level of service content everywhere I imagined, but we have already launched many innovations that points to the right direction. One of our most important result is that we can involve regional characters, or external partners who aim to catch the same target group, for example an adventure park as a local attraction. More and more characters have realized that I am not going to attract the guests but I am going to transport the passenger to his/her attraction and make it available.” The company – connecting the two attractions – can give a greater experience to the passenger. There are synergies in it, for instance, promoting different attractions on the ships on the coast, or passengers have participated in an event at the coast and as an extra, so they can have a boat trip as well.

We do hope, Dear Reader, that the articles of this issue will attract your attention to the area. And that they will induce further research and publications.

Zoltán Veres, Professor of Marketing, at the University of Pannonia, Veszprém, Hungary, Head of Department of Marketing. He was born in Hungary and he received his university degrees from the Technical University of Budapest (Masters degree in Electrical Engineering) and the Budapest University of Economic Sciences (Masters degree in International Business). He obtained his PhD in economics, at the Hungarian Academy of Sciences. More recently, he obtained his habilitation degree at University of Szeged, Faculty of Economics and Business Administration.

He worked as project manager of numerous international industrial projects in the Mediterranean region (e.g. Greece, Middle East, North Africa) between 1977 and ‘90. Since 1990, he actively participates in the higher education. Among others he taught at the College for Foreign Trades; at the Ecole Supérieure de Commerce d’Angers and between 2004 and 2009 he was Head of Institute of Business Studies at the University of Szeged. In 2011 he was appointed professor of Marketing at the Budapest Business School (BBS), Hungary, and between 2010 and 2014 he was also Head of Research Centre at BBS. Since 2014 he is Head of Department of Marketing at the Faculty of Business & Economics of the University of Pannonia, Veszprém, Hungary and the editor-in-chief of the Pannon Management Review.

Zoltán Veres has had consultancy practice and conducted numerous research projects on services marketing and project marketing. In 2001 and 2002 he was Head of Service Research Department at the multinational GfK Market Research Agency. He is a member of the research group of the European Network for Project Marketing and Systems Selling, Lyon; Advisory Board member of Academy of World Business, Marketing and Management Development, Perth (Australia); member of Comité Cientifico del Academia Europea de Dirección y Economía de la Empresa (Spain); Advisory Board member of the Nepalese Academy of Management; member of Board of Supervision at Association for Marketing

Education and Research, Hungary; Advisory Board member of McMillan & Baneth Management Consulting Agency, Hungary and consultant of Consact Quality Management Ltd., Hungary.

He has nearly 300 scientific publications, including the books of *Introduction to Market Research*, *Foundations of Services Marketing* and *Nonbusiness Marketing*. He has been editor of series to Academy Publishing House (Wolters Kluwer Group), Budapest. Besides Zoltán Veres has been editorial board member of the journals Revista Internacional de Marketing Público y No Lucrativo (Spain), Вестник Красноярского государственного аграрного университета (Krasnoyarsk, Russian Federation), Tér-Gazdaság-Ember and Marketing & Menedzsment (Hungary); member of Социально-экономический и гуманитарный журнал Красноярского ГАУ, member of Journal of Global Strategic Management, Advisory Board and Review Committee; member of Asian Journal of Business Research, Editorial Review Board.

Márta Kóródi & Csilla Kalmárné Rimóczi

EXPERIENCE PROMISES, EXPECTATIONS AND THEIR IMPLEMENTATION IN TISZA RIVERSIDE TOURISM BETWEEN 2010 AND 2016

The comprehensive study is based on the database of questionnaire research in the settlements of Tisza riverside, in the summertime from 2010 to 2016. Inquiry form apart from standard questions, focused on the different elements of the experience on demand or supply side, deepening the query toward the motivation or satisfaction. Issues of research focus on factors influencing travel decisions usually or during actual travel, the intended and actual intensity of the individual experience factors, the satisfaction with tourism product items, the attitude of local products consuming, the accommodations, the spending and spending structure and other travel habits. In addition to the experience-centred approach, product orientation can be traced, and it is also possible to define the characteristics, consumption habits and subtypes of the riverside tourists of Tisza, their preferred experience elements, which as part of the experience basis or the generated experience supply may contribute to the further development of this area. The result of the research is the determination of "the Tisza riverside tourist profiles" according to age groups.

Introduction

Development of riverside tourism (water sport-, eco-, leisure-, fishing-, angling-, or other active-tourism) of the concerning settlements is the breakout possibility of destinations. The empirical facts show that in these rural areas the average spending of tourists does not reach the level of exclusive tourist spending because of the limited availability of extension of the waterside services or the experience elements related to water as the main motivation of the travel. The answer is based on the proportions appearing in the model of the experience components (Gentile et al., 2007, Kóródi, 2012), in the case of the waterside tourism the distribution of experience basis and experience generating is different among the various motivations. In the first pole the experience basis, namely the service supply related to the water experiences is more significant, in second extreme case the proportion of the services generating experiences in excess apart from the ordinary riverside surrounding. The study, which summarizes the annual research reports aims to provide a comprehensive view of the certain demand characteristics of tourists in the Tisza riverside while the central category is the experience. Based on tourists' travel habits, motivations, used facilities and satisfaction, the typical tourist profiles were outlined primarily determined on the basis of age groups.

Theoretical background

The Tisza River with the length of 962 km (597 km in Hungary) is the determinant part of everyday life in coastal settlements and it is considered as a resource reflected in their symbols and assets. The tourism utilization of the main and side river bed, backwaters, reservoirs, floodplains, structures, ramparts and dams is multifaceted, they can satisfy a number of travel needs based on different motivations. Despite the heterogeneous nature of the Tisza, as a tourist destination, it has everywhere identical supply elements (water-, water sports-, eco-tourism attraction factors) and distinctive elements (events, visitor centers, and the mouths of the tributaries have a lot of attraction as Bodrog, Zagyva, Körös). This heterogeneity is characteristic of all three regions, the Upper Tisza area from state border to Tokaj, than the central part of Tisza to Tiszazug, and the Lower Tisza well. The Tisza Lake as the fourth part of Tisza region has the autonomous destination characteristics with its 127 square kilometers area and approx. 67 km coastline with cycling tour possibility. The settlements taken part in this research include all four territorial parts such as Vásárosnamény and Tokaj (Upper Tisza), in addition Tiszafüred and Abádszalók (Lake Tisza), furthermore Szolnok and Tiszakécske (Central Tisza), and Csongrád and Szeged (Lower Tisza) as well (Well-Press, 2002).

Tourism development projects realized during the considered period (2010–2016) were part of the integrated development measures for the Tisza Region of the National Spatial Development Concept on the one hand, and were implemented in the operational programs of the 2007–13 planning period, on the other hand. Such significant developments with impact on the attitudes of demand and experience idea were e.g. the reconstruction of the castles, mansions, pilgrimages and monuments in the Upper Tisza region, while the completion of fish ladder in Kisköre in the Central Tisza region, the development of public and other transport conditions in Szeged and the reconstruction of the Cathedral, in the Lower Tisza, and the development of Ecocenter in Poroszló in the area of Lake Tisza.

For successful product development in case of standard tourist product as well the experiences should be created (Robert – Hall, 2004) not only in rural tourism but also in several fields of tourism. For this purpose it is required the multiplicity of reserve elements of tourist products. The adventure, excitement, fantasy mobilization such an activity fill an experience creating function, but tourist experiences are as many various as tourist avails services (Michalkó – Rátz, 2005).

The change of management techniques conduced to the modification of development procedures and adaptation new tools and methods. Beside the currently preferred spatial-based and multi-products destination management, in certain regions henceforward it takes part in practice the spontaneous visitor management, or tourism product management based on local endowments, which can be got ahead of attraction management in absence of endowments (Fehér – Kóródi, 2008). One can attain the level of experience management through the product management completed with methods of visitor management development. The concept and content of experience management became more and more familiar for destination (Stamboulis – Skayannis, 2003) with its four stages –performance quality of tourism, tourist's experience quality, overall satisfaction, revisit intension (Cole – Scott, 2004) – which are analysed in context in researches. The contemplation of model of Aho (2001) is more dynamic with seven stages of experience processes (orientation, attachment, visiting, evaluation, storing, reflection, enrichment), which takes into consideration previous experiences of tourists as well. The same components were defined with constant character by Gentile et al. (2007). Both complexity and multidimensionality are features of tourism experience (Walls et al., 2011), further development depends on the proportion of experience basis and experience generators (Kóródi, 2014). The experiences play an important role in the upgrade of waterfront journeys (Sulyok, 2012), however, it cannot be realized without the tourists' active participation, it is necessary them to seek the possibility of experiencing, they must be willing and able to immerse themselves in the experience (Zátori, 2014).

Material and Methods

The experience promises, expectations and impact assessment was investigated from 2010 to 2016 in July and August of each year with the students' participating in the Tourist Police (TP) service. The returning query was took place in the riverside settlements from Tokaj to Szeged settled by the TP service based on a standardized questionnaire with written and oral data collection allowing for wider sampling.

This study was made on the basis of annual research reports, databases and previous papers, comparability was ensured by the same period of time and the same locations of the survey, and only derivative data were compared.

The issues in the survey were as follows:

- three questions referred to the tourists' visit habits (frequency, duration, ranking of travel);
- there was one complex question about motivations, with evaluation of general travel attitudes and attitudes which influenced current travel decision; the enlisted tourist service appeared in two questions;
- the satisfaction per factors and altogether in three questions but in one group by a five-stage scale question;
- the experience expectations and their implementation can be shown in a two-dimensional scale question;
- one question was in accordance with getting into the foreground of experience management, becoming experience promises and their redeeming more stressed for destinations.

The questionnaires were checked in form and content, the database was not cleaned because of the relatively small sample size.

Demographic composition of yearly samples is shown in *Table 1*. The younger age-group is overrepresented, but despite this distorting effect the results can be taken into account because these are the desired segments in riverside tourism.

Criterion		2010	2011	2012	2013	2014	2015	2016
Number of items (persons)		237	507	345	403	440	500	312
Gender (%)	male	46.0	42.0	56.4	54.7	51.3	40.6	50.5
	female	54.0	58.0	43.6	45.3	48.7	59.4	49.5
Age-group (%)	younger than 18 years	5.1	5.8	1.7	5.5	6.9	3.9	5.8
	from 18 to 24 years old	18.6	26.4	26.2	25.4	16.9	13.6	29.1
	from 25 to 30 years old	24.4	24.9	22.4	23.4	20.0	13.8	17.5
	from 31 to 40 years old	29.1	19.0	19.2	20.4	29.2	37.2	23.3
	from 41 to 50 years old	13.5	13.8	19.8	15.7	11.6	19.1	16.5
	from 51 to 60 years old	7.2	5.1	7.6	6.0	7.1	7.8	2.9
	older than 60 years	2.1	4.9	3.2	3.2	8.2	3.5	2.9

Table 1 Demographic composition of samples
Source: field research, authors' compilation

In the analysis, the previous visit or the length of stay on the riverside of Tisza were taken into account as the background variables. Annually by turn 76.8–83.3% of the respondents belong to those guests, who already have experiences in the region, so the opinion of this group was taken into consideration separately.

Results

Tourists' features regarding visiting and staying habits

The visiting and staying habits have been appraised by two aspects, by the length of stay of this journey on the one hand and by the number of arrivals to the riverside of Tisza to spend holiday, on the other hand. The average length of stay of the respondents was higher (from 4.4 to 7.6 guest nights) than the national average (from 4.0 to 4.23 guest nights) in the period under survey, the proportion of transit tourist was minimal (2.1–3.2%). Most of the respondents spent 1–4 days and the assumption, that the tourists arriving for the severalth time are staying longer in a larger proportion, was only valid for two years. The regularity of the return characterized the respondents, they arrived in the same proportion for the first, second and third time, together 53.2–72.6% of the surveyed. The changes of aspects' proportions are shown in *Figures 1 and 2*.

The cross table analyses show that the length of the second or third visits was the longest but the lengths of the following recurrences did not grow. The return in several but shorter periods of time gives in to conclude the nostalgic nature, proven services facilities and guaranteed experience content of travel. This phenomenon can be tracked for all categories.

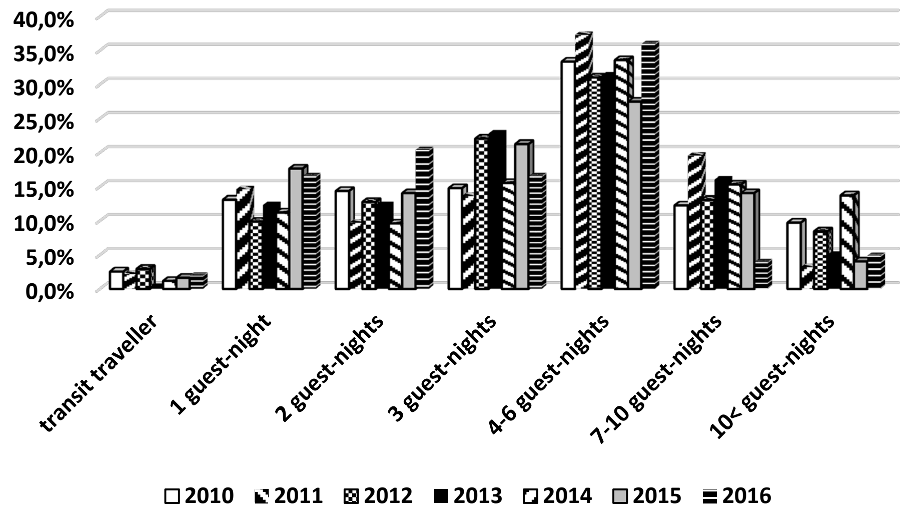

Figure 1 Respondent's proportion based on their staying time (%)
Source: field research, authors' compilation

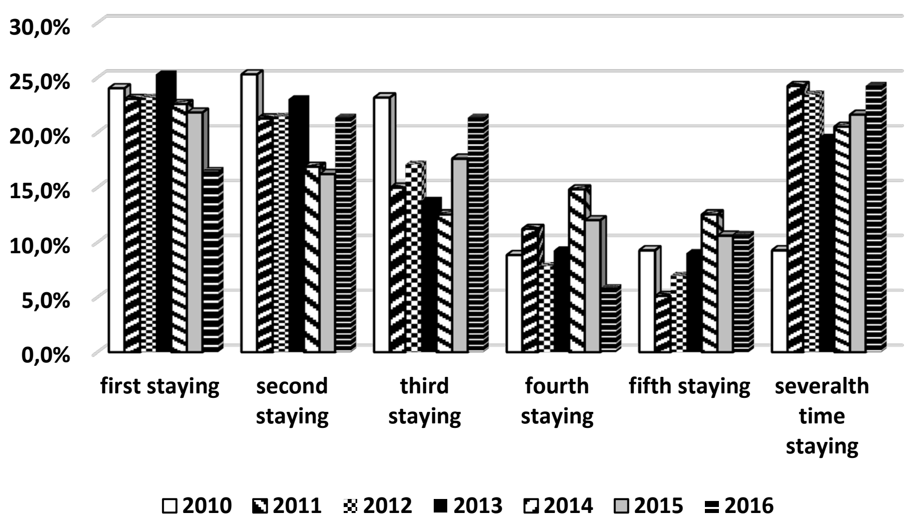

Figure 2 Respondent's proportion based on their frequency recurrence (%)
Source: field research, authors' compilation

However a kind of polarization can be observed. Tourists, who have short-term staying habits are risk-averse, their one or two days' staying is influenced by the weather, they set out on a journey supposing favourable forecast. The other pole is the tourists, who are staying above average. They are real loyal guests of the area, they arrive several times and they choose the Tisza riverside for longer period. *Figure 3* and *Figure 4* demonstrate the changes of aggregated proportions in two enhanced years (2011 and 2015, these were the most prominent years of period under survey represented the phenomenon).

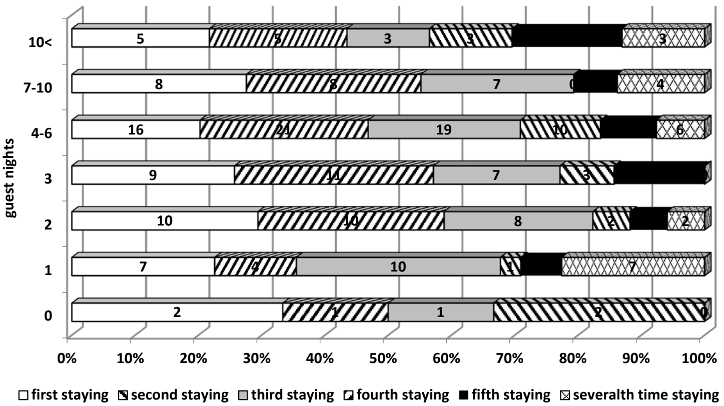

Figure 3 Respondent's proportion based on their features of the visit (%) (2011)
Source: field research, author's compilation

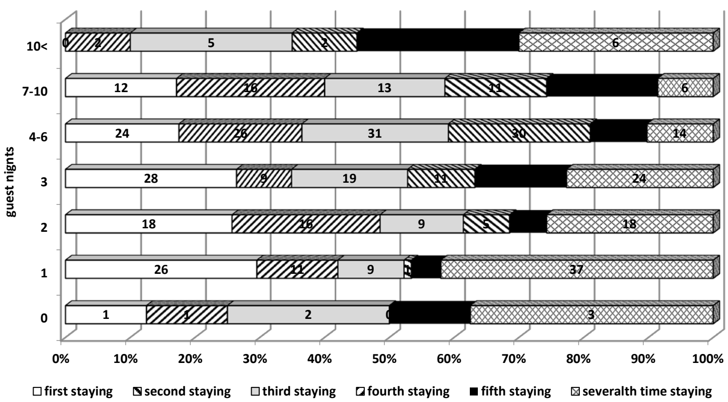

Figure 4 Respondent's proportion based on their features of the visit (%) (2015)
Source: field research, author's compilation

The social character of travel was the third viewpoint of analysis, principally with whom arrived the respondent in the area. The *Figure 5* shows the possible answers and the results.

At the beginning of the period under review Tisza riverside was definitely the favourite summer holiday site for friends and colleagues. Then one kind of restructuring is perceptible, while the proportion of other guest groups was growing, one can meet a sharp decline in this group. Currently, the holiday in Tisza riverside is rather organized along relatives and family relationships. The results can be taken into consideration in the compilation of segment-specific products with keeping to the fore the needs of age groups and society.

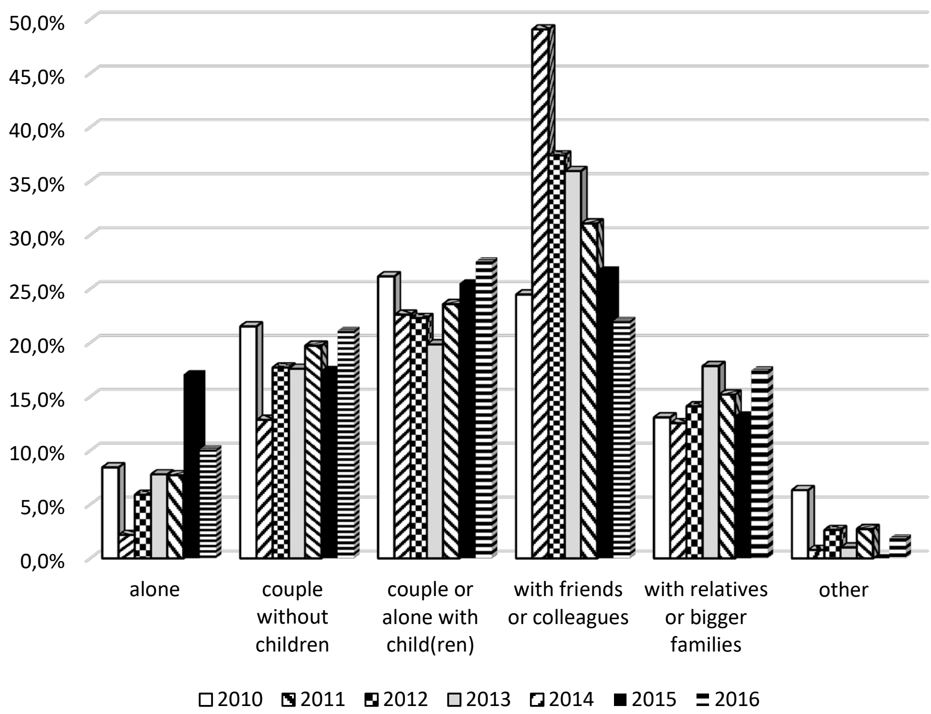

Figure 5 Respondent's proportion based on their characteristic of visit (%)
Source: field research, author's compilation

Tourists' motivations visiting Tisza Riverside area

The motivations were expanded annually into eight, then divided into ten groups in a simple choice question as the primary goal of travel and stay. As shown in *Figure 6*, the main motivation is relaxation, all in all the water (water tour, beach, fishing) has no such big role. The attractiveness and motivational effect of programs, events, and festivals is fluctuating.

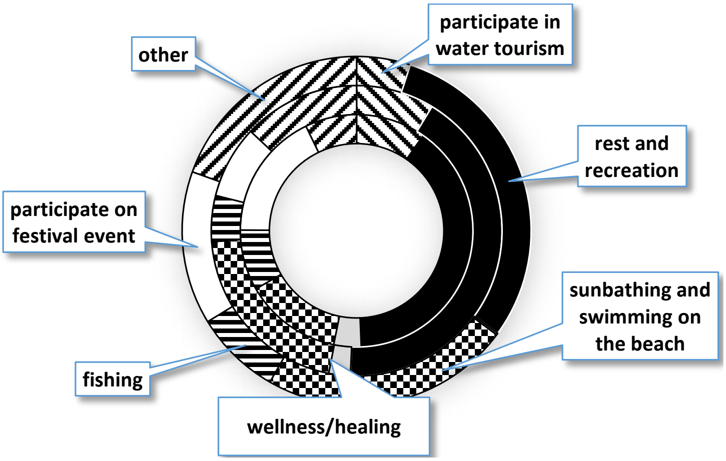

Figure 6 Travel motivations (%) (2010-2012)
Source: field research, author's compilation

Based on the *Figure 6* one can separate the primary, secondary, and tertiary motivations for travel. Respondents did not inquire about the spa and wellness facilities during the summer period, nor was this period for birdwatching. Cycling tourism as a newly appeared motivation (because of newly built cycling infrastructure) required a similar part of fishing tourism, river tours and festivals can be referred as the secondary purpose of visitors. Cross-analysis highlight the leading guest segments of the region, the younger couples and group of young friends. They need experiences planning, leisure time management.

From 2013 the motivations affecting the travel decision were searched with a new, by twos scaled question type. It was about that among the 12 chosen determining factors which ones and what measure are taken into account in travel decision generally and currently.

As shown in *Figure 7*, the main factors influencing travel decisions are generally income, motivation, cost, and experience. Proportion of responses in the current trip is similar but less significant, and even the time factor has been pushed back and has not significant impact. The experiences have come to the fore both the anticipated and the real experience. The habituation and the repeated return are reflected in the convergence of the general and the current expectations. Accessibility and mode of transport have no such role as many years ago. The demand and wishes of the co-travelers have been of high value. This result corresponds to the composition of the respondents, the large proportion of friendly, collaborative groups and families in a wider sense.

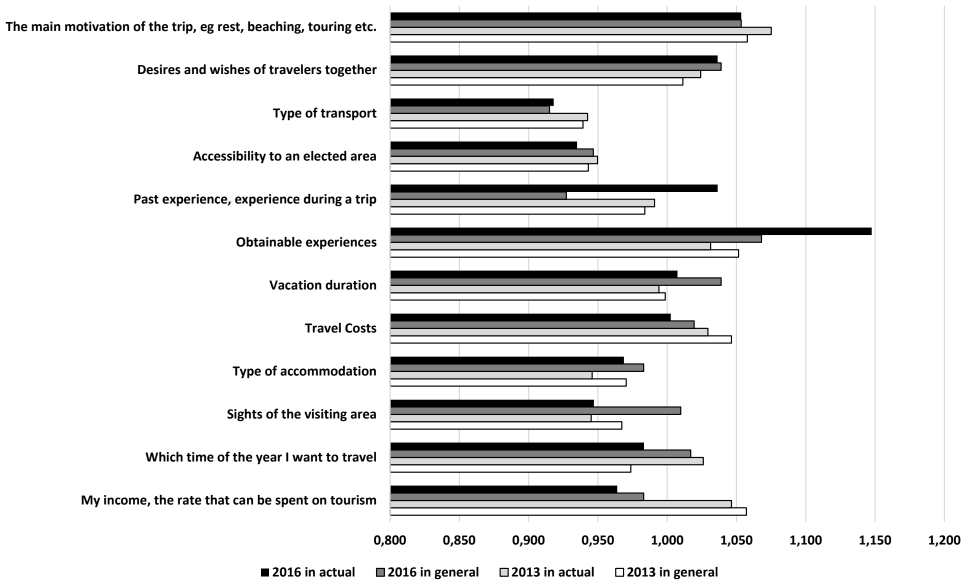

Figure 7 Factors determining the travel decision in general and in actual (%)
(2013 and 2016 years)
Source: field research, author’s compilation

Visitor satisfaction

The most complex question in the questionnaire concerned the degree of satisfaction. The respondents had to answer by five-stage scale evaluation.

The average of the scores for the services is shown in *Table 2* in 2015, and the tendency of the previous five years by arrows. In 2016 this question was removed from the questionnaire because satisfaction was directly reflected in the next experience feedback question.

Guests are particularly pleased with quality of accommodation, natural sights, tourist information services, fishing and cycling facilities. Satisfaction with the program range has increased. As a positive sign one can evaluate the increasing average score from 2012. Almost all aspects of satisfaction improved compared to the previous year. Guest estimates that the programs are average level, but their expectations for local hospitality and the presentation of natural attractions are getting higher and higher. They are less and less satisfied with the waterfront, accessibility and value for money.

Factor	Average satisfaction in 2015 on five-stage scale	Difference from total average satisfaction	Tendency of satisfaction change from 2010
cycling facilities	4.89	above average	↑↑
festivals, cultural events	4.49		↑
the diversity of organized programs	4.48		↑
fishing possibilities	4.48		↑↑
quality of accommodation	4.44		↑↑↑
accessibility and quality of tourist information	4.40		↑
quality of catering facilities	4.31	average	—
cultural programs, attractions	4.25		—
natural environment, sights	4.20		↓↓↓
shopping opportunities	4.18		—
entertainment, disco, dancing, nightlife	4.18		—
the hospitality of locals / service providers	4.18		↓↓↓

Factor	Average satisfaction in 2015 on five-stage scale	Difference from total average satisfaction	Tendency of satisfaction change from 2010
public safety	4.13	below average	↓↓↓
cleanliness and services of beaches	4.10		—
accessibility, transport	4.01		↓
value for money	4.01		↓
water quality	4.00		↓
water sports facilities	4.00		↓↓

Table 2 Average satisfaction per service factor
Source: field research, authors' compilation

The aggregate rating resulted a more favorable rating. Every year 65.4–81.9% of respondents felt at least good. The average was 3.78–4.28, much higher than the average by factor. The high score predestines the tourist's return, however, a steady decline in average satisfaction was a warning signal until 2014, and then a slow growth began again.

The recommendation attitude shows the satisfaction in the most complex relation. Yearly about less than ten percent of respondents refused to answer. Authentic and accurate communication can reduce this ratio, the promised experience, the feelings of the guest's imagination should be provided to the guest so that they do not disappoint, do not feel deceived. Tourism providers can prepare for fulfil their promises. This is the smallest uncertainty factor, even ten percent dissatisfaction is significant and can be made reduced.

Table 3 summarizes the age groups' visit habits. The young tourists stay longer than others, they arrive with friends, the elderly ones rather return, they are more satisfied and they arrive with their family. In the case of young tourists, there is a higher proportion of river tour and entertainment motivation than average, while middle-aged tourists prefer to relax and do beach activities, while in the elderly, fishing is the more frequent than the average goal of vacation on the Tisza riverside.

Factors defining tourist profile	tourists younger than 30 years	tourists from 30 to 50 years old	tourists older than 50 years	The multitude's average values
staying time	1.24	0.89	0.89	5.12 nights
return inclination	1.00	0.96	1.21	3.21 times
traveller alone	1.13	0.96	0.87	18.84%
traveller with friend(s)	1.87	0.68	0.30	27.66%
traveller with family	0.80	1.04	1.32	61.92%
satisfaction level	1.00	0.99	1.07	4.26 points
motivation for river tour	1.26	0.99	0.40	16.43%
motivation for relaxation	1.00	1.08	0.64	15.43%
motivation for fishing	0.81	0.96	1.65	31.86%
motivation for sunbathing and swimming on the beach	0.99	1.04	0.86	22.85%
motivation for entertainment, festivals and parties	1.15	0.95	0.85	13.43%

Table 3 Factors of the tourist profiles compared to the multitude's average in 2015 (average=1.00)
Source: field research, authors' compilation

Experience expectations

The extent of the realization has also been evaluated on a five-grade scale from 2012, in which case a major distorting factor to be considered was the circumstance that most of the respondents did not reach the end of their stay, so any change could have occurred. *Figures 8-9-10* show the expectation and the realization together, or the frustration in comparison with previous expectations and the experiences' notions in 2012, 2013, 2014 years. (These were the most prominent years of period under survey represented the phenomenon.)

It can be proved that there are some positive differences – the experiences were more intensive than the previously promised ones – as regards the items with accented marketing communication, however, some segments disappointed especially in view of the lack of programs and entertainment possibilities. In 2013, the guests were more disappointed compared to the previous year, this result indicates a kind of deficiency in marketing communication, as the communicated experience and the experience promise are different from the real fulfillment. One of the reasons for this dissent can be taken into account this contradiction.

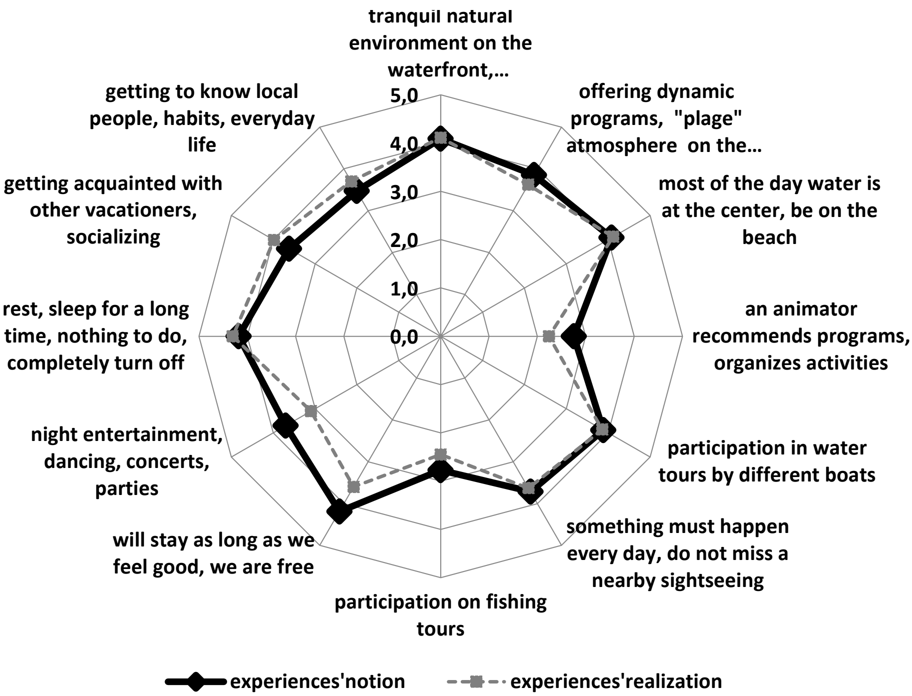

Figure 8 Comparison of the average intensity and fulfillment of the experience desire (2012)
Source: field research, author's compilation

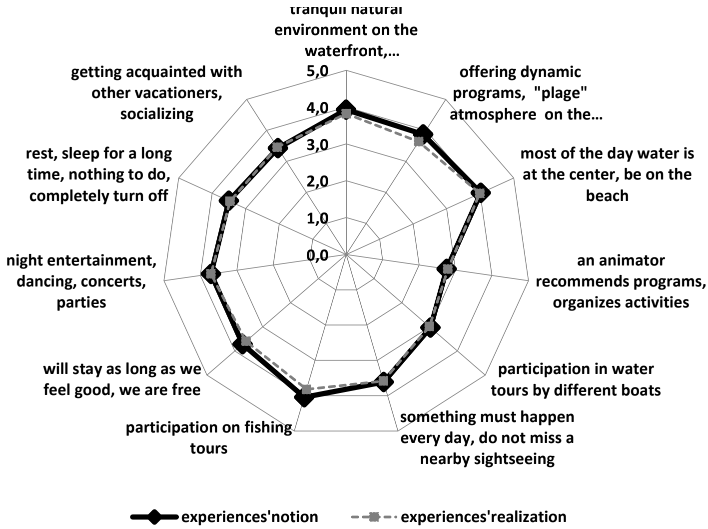

Figure 9 Comparison of the average intensity and fulfillment of the experience desire (2013)
Source: field research, author's compilation

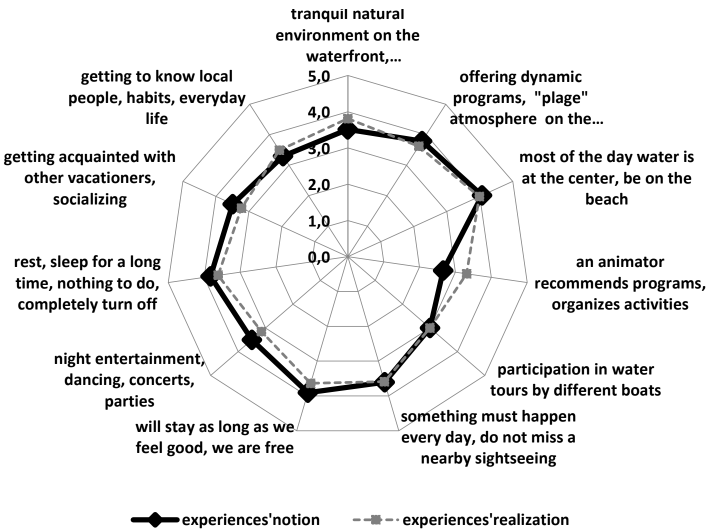

Figure 10 Comparison the average intensity and fulfillment of the experience desire (2014)
Source: field research, author's compilation

Conclusions

Successful tourism planning requires not only the “hardware”, it is not only the services that need to be created, but also in the course of communication it needs to develop the unity of anticipated and real experiences, in which the tourist empathizes and intends to feel a desire to visit, and his travel decision based on this feeling. The research also indirectly sought answers to the question what factors might make Tisza as an attractive destination and what factors hinder tourism in the region. In campaigns promoting the Tisza, it is an important and useful information.

There is no doubt that Tisza riverside has tourist attractions, it should be necessary to develop the existing ones for becoming marketable and to expand the supply of product items, so they can be full-time products covering the entire period of the stay based on the guest’s choice. Since the main objective is to provide recreation, a corresponding service offering should develop and it need replace unnecessary, unused and expensive services. Because of high propensity of return it is advisable to consider this consumer habit creating a regional tourist card.

Visitors in friends’ groups are typical tourist in the area, so it have to target different types of friends’ groups and compose products for them. Services of the settlements in Tisza riverside would be successful when in addition to the general family-preferred communication, the segment designated by the research would be preferred.

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Géza Szabó & Bence Závodi

THE TOURISM GEOGRAPHICAL CHARACTERISTICS OF WINE GASTRONOMY FESTIVALS IN THE BALATON WINE REGION

The festival tourism sector in Hungary has gone through a tremendous development over the last few years. Several of the Hungarian festivals attract tens of thousands of people, and most of the festivals attract international guests as well. The festivals of selected importance are well supplemented by events of smaller size and range, as a result of which the festival offer of Hungary is diverse and complex. Wine gastronomy festivals, the central element of which is wine, are now dominant factors in the festival offer of Hungary. Coming from the particularities of the topic we relied on secondary methods in the first place, such as processing the related literature and the collection of wine gastronomy festivals from different sources. Wine gastronomy festivals are usually linked to the wine producing areas of Hungary, and also to the destinations most visited by tourists. Hungary possesses seven wine regions; the Balaton Wine Region is of special importance, mainly due to its renowned wine producing areas. The Wine Region has a total of six wine producing areas, four of which are more important than the remaining two, especially because of their direct connection to Lake Balaton. The Balaton Wine Region is one of the wine gastronomy centres of Hungary, proven by the fact that one-third of all wine gastronomy events organised in Hungary in 2016 took place here. The authors of this paper try to find out what special features the wine gastronomy supply of Balaton Wine Region has and to what extent these are compatible with the national trends.

Introduction

Interest in festivals has grown in the recent years, and so one of the dominant segments of today's tourism sector is festival tourism. Festivals offer a chance for local communities to celebrate their unique cultures, which in turn will attract tourists to the destination (Getz, 2008). Festivals vitalise the cultural activity of the settlement serving as the location of the event, strengthen its external image by visitors from outside and also reinforce the attachment of local residents to their settlement (Leenders, 2010). Another positive impact is that increased attraction for tourists will result in an increased satisfaction of the visitors, which, as a positive feedback, will further strengthen the attraction of the settlement for guests (Grappi – Montanari, 2011). As regards their themes, festivals can have various genres, like culture, arts, music, gastronomy or even religion (Maeng et al., 2016).

According to Hall et al. (2000) wine tourism is not only about visiting vineyards and wineries but also about the participation in different wine-related events and exhibitions. In Germany, which has a lot of traditions regarding wine tourism, the wine festivals play a significant role to gain new target groups over (Rüdiger et al., 2015). Rück (2013) defined a lot of advantages of the wine festivals, for example they help the direct selling of the high prestigious products of the wineries. As a result, they increase the turnover of the destination management organization in the area, they increase the notoriety and they strengthen the good image of the destination. Local citizens are able to sense the positive effects of the festivals because of the increase of attractiveness of their settlement. Wine related festivals and events play an important role in the wine tourism of a given destination, closely related to the culture and traditions of the respective regions (Várhelyi, 2012). Hungary has extended traditions in viticulture wine production, and wine producing areas and settlement celebrate their related events in accordance with their traditions (Várhelyi, 2016). The recent years has seen a growth in the interest in wine-related events, as a result of which wine gastronomy festivals, with wine as their central attraction, have become dominant elements in the supply of festivals. These events, in addition to entertaining guests, have a considerable role in the preservation of traditions and local values, and also in tourism. The Hungarian bearing surfaces of viticulture and wine production are classified into 22 wine producing areas. The wine producing areas are classified into wine regions, in Hungary there are seven wine regions.

Around Lake Balaton, the local wine producing areas have a special wine gastronomy supply (Cey-Bert, 2001), made up from the values of the local vineyards and their historical and farming background. All these, as attractions, are also the foundations of the wine tourism of the Lake Balaton (Szabó, 2001). The geographical distribution of wine tourism around Lake Balaton shows spectacular differences, demonstrating the leading role of the wine producing areas on the north shore (Michalkó – Vizi, 2006).

Aims

The primary role of the research is a themed analysis of the wine tourism supply of the Balaton Wine Region and its comparison to the supply of Hungary as a whole. In order to reach this goal, we must take a look at the theoretical foundations of wine gastronomy festivals, at the same time placing these events in the system of festivals.

Methods

During the research several methods were applied, in order to get information from a circle as broad as possible. Coming from the particularities of the topic we relied on secondary methods in the first place, such as processing the related literature and the collection of wine gastronomy festivals from different sources. The collection of information about festivals was done by the analysis of the websites of the wine regions and the wine routes, their web 2.0 sites, and the sites of programme promoters of national recognition. The collected festivals were analysed by their programmes, as a result we classified them into wine gastronomy categories which were created during our previous researches (Szabó, 2012; Szabó et al., 2017). The festivals were demonstrated in maps with the use of the space informatics software QGIS 2.8.16.

Results

Wine gastronomy festivals

One of the decisive types of festivals is the wine gastronomy festivals (Sulyok – Sziva, 2009) which are closely related not only to wines but to gastronomy as well. Wine is in the centre of these events which is complemented with different services determining the type of the certain festival. According to Szabó (2012) these festivals can be classified into 4 groups:

- **Wine festival**: Basically the local, regional and national exhibitions for the wines of the wine regions for the public with a significant wine professional content.
- **Wine gastronomy**: A gastronomy event, festival where the foods and drinks are both presented to the audience.
- **Wine culture**: The meeting of the wine and the arts, a cultural event, festival where the wines also play a highlighted role in the programme.
- **Harvest festival**: Harvest folk feasts, festivals, balls, where the audience meets the wine culture and traditions of the wine region with particular concern.

Categorisation and typification necessarily leads to simplification, the summary of the characteristic features. In order to make the festival categories applied during the analysis understandable, below we give a few examples for each category of the wine gastronomy festivals of Balaton Wine Region.

Specific examples of festivals in the Balaton Wine Region

Hungary has a total of 22 wine producing areas, grouped into seven wine regions. The Balaton Wine Region has an outstanding significance in the wine tourism of Hungary, due, on the one hand, to its excellent endowments for viticulture and wine production, and to being one of the most popular tourism destinations in Hungary, on the other hand. Coming from its prominent role, every year a number of wine gastronomy festivals are organised here which are specific examples for the aforementioned four categories.

Italian Riesling – as we see it (wine festival)

The programme called "Italian Riesling – as we see it" is a dominant event in the Balatonfüred-Csopak Wine Producing Area, organised in the middle of February every year in Csopak. This event is classified into the category of wine festival, as it is mainly for the professionals of the wine sector and also to connoisseur audience dedicated to wines. The locations of the event are two decisive wine estate, where they exhibit the "flagship wine" of the wine producing area, the Italian Riesling. On day one of the two-day event a narrow professional audience has the chance to taste wine items, and then on Saturday visitors who registered in advance can take part in a wine tasting session. Several wineries are invited every year by the organisers – in 2016 visitors to the festival had the chance to taste 60 sorts of Italian Riesling by 30 wineries (wineflow.hu).

Tapolca Trout and Wine Festival (wine gastronomy)

A characteristic wine gastronomy festival of Tapolca town is the fish-related "Tapolca Trout and Wine Festival". A central element in the supply of the festival is making foods from local ingredients, and so the festival is classified to the category of wine gastronomy. The foundation of the festival is the fish and wine traditions of Lake Balaton shore, in the first place, and it has been organised every year since 2011 around a lake called Malom (Mill) Lake. The time of the festival is the first weekend of October, which indicates that it targets the more sensitive audience of the extra-season or post-season period. The festival also features a broad range of music programmes. A great emphasis is placed during the festival on the joint propaganda of fish and wine consumption, which is a proof of the fact that festivals are not only events for entertainment but also for the preservation of different traditions and values. The focal point of the festival is food, perfectly matched by the wines offered to them and the diverse music programmes.

Balatonfüred Wine Weeks (wine culture)

The wine gastronomy supply of Hungary contains several festivals that have been organised annually for years or even decades. The Balatonfüred wine weeks is an event with decades of traditions, the three-week festival has been organised every August since 1932. The event lasting from mid-August to early September is one of the longest wine gastronomy festivals not only at Lake Balaton but also in the whole of Hungary. In 2016, guests visiting the festival had the chance to taste almost 300 sorts of wine by 25 wineries. Quality wines are an important part of the supply, but the focal point of the festival is diverse cultural programmes and so it can be classified as a wine culture event. The number of visitors to the event is tens of thousands, due to the quality which has been constantly high for a long time (welovebalaton.hu).

Balatonboglár Vintage Festival (harvest festival)

A dominant wine gastronomy festival of the Balatonboglár Wine Producing Area and the south shore of Lake Balaton as a whole is the Balatonboglár Vintage Festival organised on the least weekend of peak season, in late August. The time of the event is the start of the classical vintage time where the tens of thousands of visitors can get to know grape harvest traditions, folk traditions and the traditions of viticulture and wine production. The central element of the festival is wine that is supplemented by an extremely broad range of services, due to which the event can motivate not only wine lovers but also guests with other interests (programturizmus.hu). The programme of the vintage festival includes, in addition to a broad range of music shows (mostly in popular genres), traditionalist groups, and wine culture and wine gastronomy programmes. The pleasant folk festival mood is completed by the vintage procession and street parties.

Wine gastronomy festivals in Hungary

The wine gastronomy festivals are primarily connected to the wine producing areas of Hungary *(Figure 1)* but we can find numerous examples for just the opposite as well. Such settlements also possess festivals connected to wine which do not belong to any wine regions and further on they do not have wine making traditions. These towns and occasionally villages primarily organise these events because of the inherent opportunities of the festivals and/or with the aim of keeping the traditions.

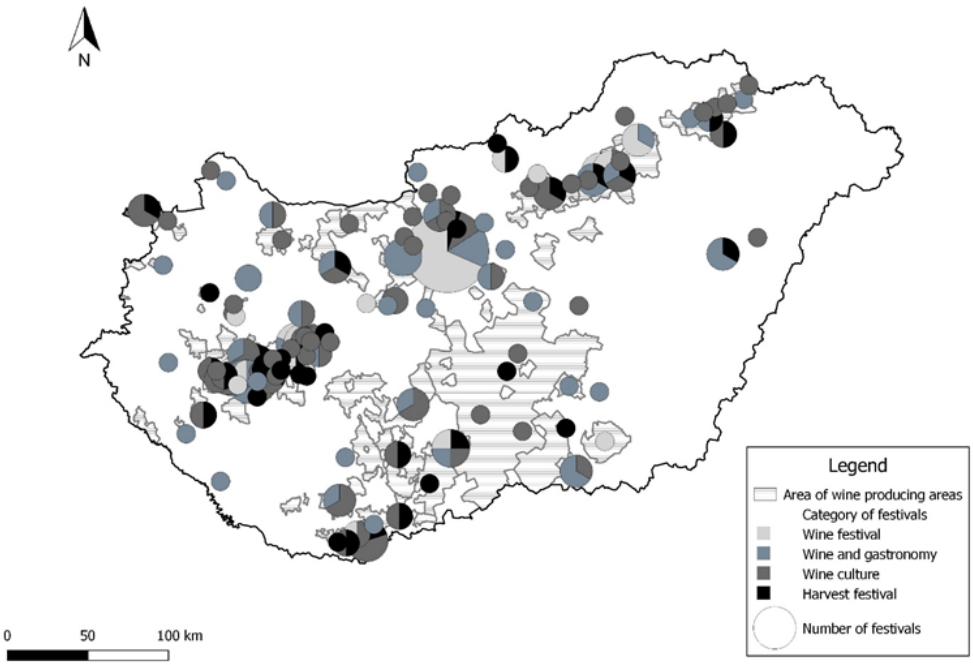

Figure 1 The wine gastronomy festivals in Hungary in 2016
Source: Based on internet sources edited by Závodi B. 2018.

The wine festivals are primarily connected to the famous wine producing areas of Hungary such as to the Villány or Eger Wine Producing Area. Thanks to the great consumer markets we can find numerous such festivals in Budapest and around Lake Balaton as well. The supply of the wine gastronomy festivals is varied and extensive so we can find them in numerous locations of Hungary out of which Budapest and Etyek should be highlighted. If we approach from the direction of the wine regions, then the Tokaj and the Eger Wine Region and also the Balaton Wine Region mean a decisive focus. Even the noted medical and fun spas are involved in the supply of these thematic festivals since the number and the wine gastronomy interest of their guests mean a steady demand.

Such is Bükfürdő and Hajdúszoboszló. The festivals with wine culture category are concentrated also in the wine producing areas but the highlighted wine towns have a focused role as well such as Sopron, Pécs, Villány and Eger. In the apropos of the harvest festivals the decisive areas are the Balaton Wine Region and the Villány, the Eger and the Tokaj Wine Producing areas. It is a point of interest that several such settlements organise harvest festivals which are not allocated in wine producing areas. We can find examples for this in Ópusztaszer and Szécsény where the explanation is because of the traditions and the popular characteristics of the harvest festivals.

Wine gastronomy festivals in the Balaton Wine Region

In the Balaton Wine Region there are six wine producing areas. As regards the wine producing areas, the Badacsony, the Balaton Uplands and the Balatonfüred-Csopak areas can be found on the north shore, while the Balatonboglár one on the south shore. The other two wine producing areas, the Somló and the Zala one play less dominant role in the life of the Wine Region. In 2016, a total of 223 wine gastronomy festivals were organised in Hungary, almost one-third of which, not less than 66 festivals were held in the Balaton Wine Region. This figure in itself indicates the weight of the Balaton wine producing areas primarily among the Hungarian wine gastronomy festivals, and indirectly among the wine producing areas of Hungary. The breakdown of these festivals at national level *(Figure 2)* and also at the level of the Balaton Wine Region *(Figure 3)* shows a characteristic composition.

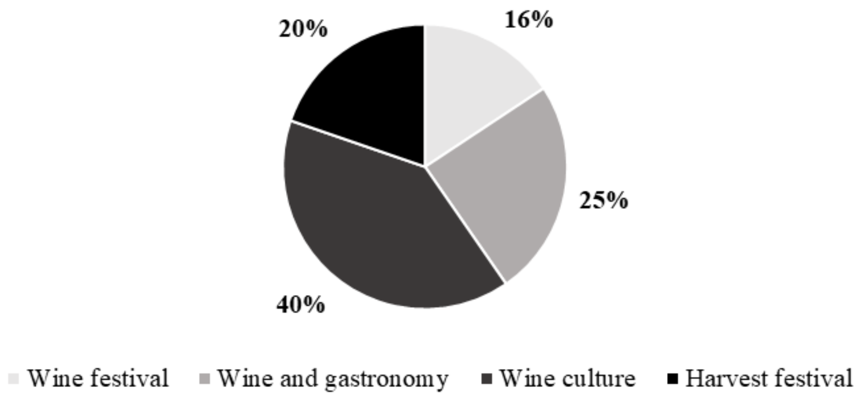

Figure 2 The types of wine gastronomy festivals in Hungary in 2016
Source: Based on internet sources own editing

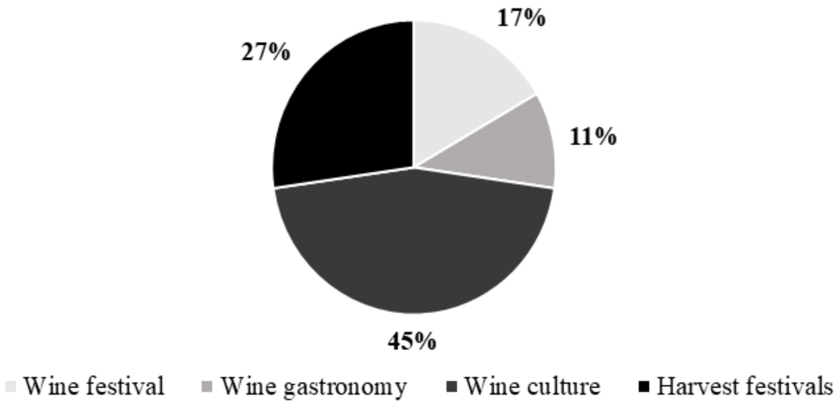

Figure 3 The types of wine gastronomy festivals
in the Balaton Wine Region in 2016
Source: Based on internet sources own editing

The low proportion of wine festivals (16% and 17%, respectively) is mainly due to the fact that these events are targeted at a narrower professional audience and so their number is much lower than that of the festivals designed for the broader public. The share of wine gastronomy festivals nationally (25%) is much higher than in the Wine Region (11%). The primary reason for this is the much lower proportion of events connected to quality food around Lake Balaton. The wine producing areas of the Balaton Wine Region do not fully utilise the synergies lying in the connection of wine and foods. The proportion of wine culture is the highest (40% and 45%, respectively) both at national level and in the Wine Region, as these events are organised for the broader public. In the area of Lake Balaton, renowned for its mass tourism demand, this style perfectly matches the needs of the broad audience. These festivals play an important role in the propaganda of not only the wines but that of the Wine Region as well. A central element in the supply of wine culture festivals is concerts, as a consequence of which they are suitable for the motivation of large numbers of people and for the drawing of attention to the settlement and the Wine Region. Harvest festivals are decisive elements in the supply, they play an important role in the preservation of traditions. Their share is 20% at national level and 27% in the Balaton Wine Region. The real mass event category is the harvest festivals, as their diverse programme offer abundant in popular genre elements makes them suitable for the reception of the of the broad public.

Figure 4 demonstrates the uneven breakdown of wine gastronomy festivals at national level: the most popular period is summer an early autumn. At summer the number of visitors to large-scale open-air festivals may reach tens of thousands. It is early autumn, the start of classical grape harvest time when harvest festivals are held all over Hungary, which makes September the most popular month for such festivals: 54 events are organised in this month. The breakdown of festivals in the territory of the Balaton Wine Region was similar in 2016. The busiest time was also summer and early autumn, the large-scale summer open-air festivals related to wine are very popular at Lake Balaton. An intensive growth in the number of visitors due to the harvest festivals is less typical in the territory of the Wine Region than in Hungary as a whole. The number one reason for this is the phase shift between the summer peak season of tourism at Lake Balaton and the traditional autumn harvest time. The start of the vintage time is late August even when the earliest ripening sorts are harvested, while the end of the peak season of tourism at Lake Balaton is usually 20 August.

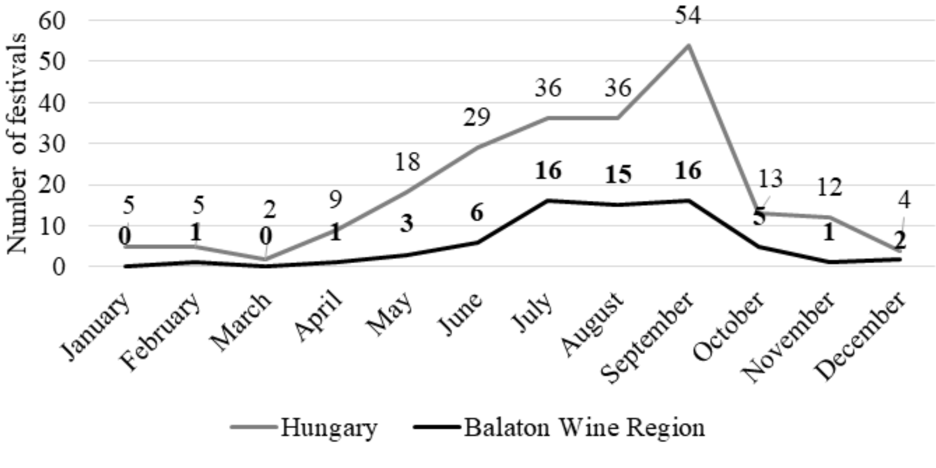

Figure 4 The distribution of wine gastronomy festivals during the year in 2016
Source: Based on internet sources own editing

The wine producing areas of the Balaton Wine Region participating in festival tourism related to wine and gastronomy differ. *Figure 5* demonstrates the diverse numbers of wine gastronomy festivals organised in 2016 in the territories of the respective wine producing areas. Two wine producing areas are of special importance: the Balatonfüred-Csopak and the Badacsony wine producing areas in the territories of which 21 and 20 festivals were organised in 2016, respectively. Furthermore, the most popular category is the wine culture in all of the wine producing areas.

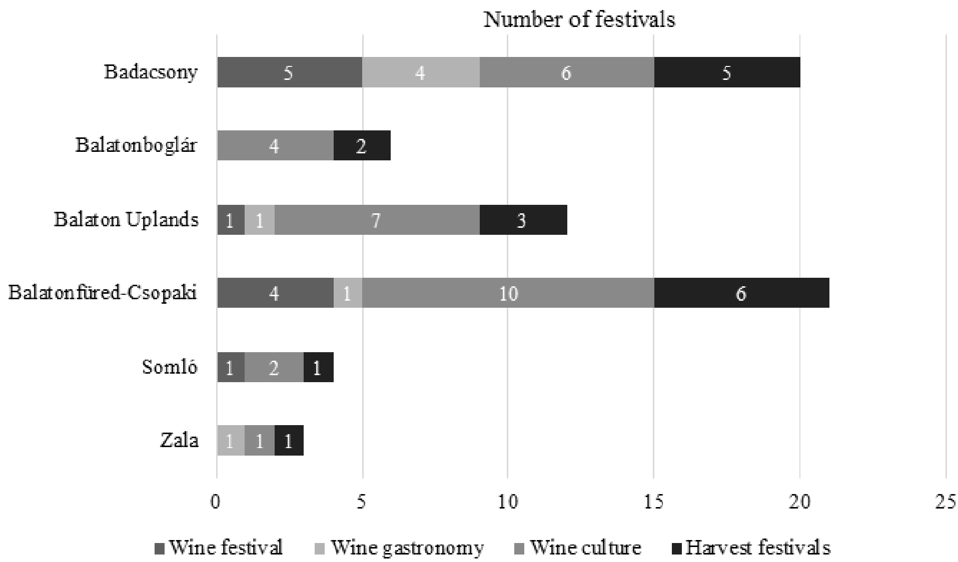

Figure 5 The distribution of wine gastronomy festivals among the wine producing areas of Balaton Wine Region in 2016
Source: Based on internet sources own editing

Figure 6 reveals that the number of wine gastronomy festivals organised on the north shore is many times more than that of the events held on the south shore. The wine producing areas of the north shore are much better in utilising the opportunities lying in festivals, and they consider wine as an image factor as important. On the south shore of Lake Balaton, the proportion of mass tourism is much higher, and so the share of wine-related services and other higher class services connected to wine is lower. The number of festivals in the Balatonboglár Wine Producing Area is low despite the fact that this wine producing area is the largest in size (almost 10 thousand hectares) in the whole of the Wine Region. During the summer the south shore is the traditional venue of 3S mass tourism at Lake Balaton – and mass demands prefer, in accordance with the experiences of the local wineries, the dining and drinking facilities located directly on the shore, with their lower prices, to the higher quality and consequently more expensive wines of the nearby producers. Although *Figures 5 and 6* clearly demonstrate that no more than 6 festivals were organised on the south show in the topic of wine gastronomy, these events were among the most visited events organised every year, with a stable turnover. The Balatonboglár Harvest Festival, analysed as a case study on its own in this paper, was organised for the 41st time in 2017, just on the weekend including the 20. August, and the number of visitors was measured in tens of thousands. It is one of the largest wine-related events in the whole of the Wine Region.

As regards the professional aspects of wine production, the Balatonboglár Wine Producing Area has outstanding positions, as three Wine Producers of the Year have been awarded from this wine producing area so far, as opposed to the one producer from all wine producing areas on the north shore of Lake Balaton:

- 2010 Ottó Légli, Balatonboglár Wine Producing Area
- 2008 † János Konyári, Balatonboglár Wine Producing Area
- 2006 Vencel Garamvári, Balatonboglár Wine Producing Area
- 2000 † Mihály Figula, Balatonfüred-Csopak Wine Producing Area

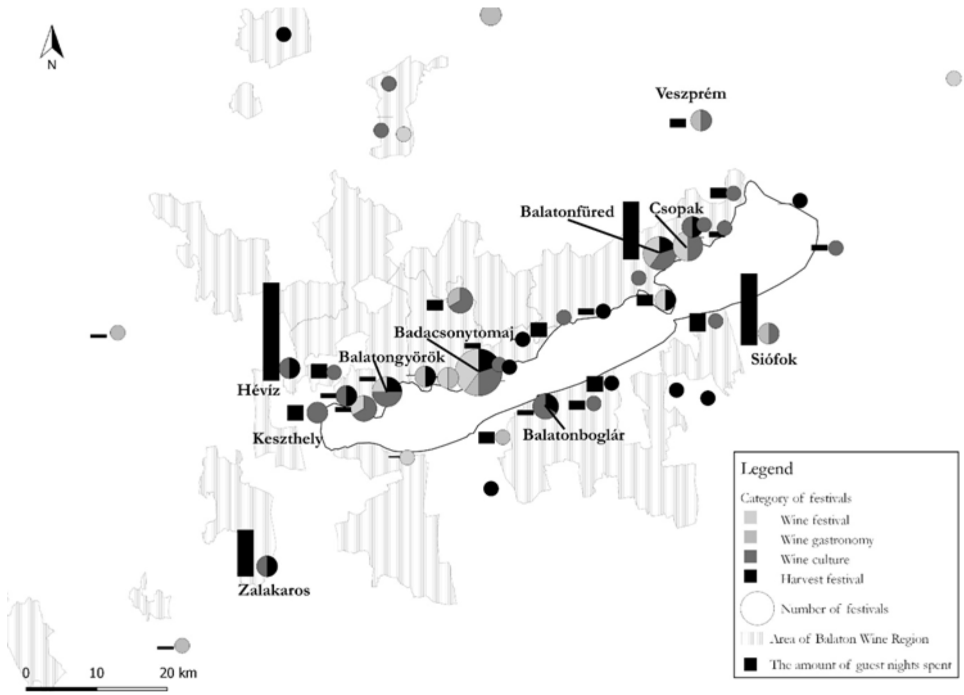

Figure 6 The wine gastronomy festivals in the Balaton Wine Region in 2016
Source: Based on internet sources edited by Závodi B. 2018.

Figure 6 demonstrates that the connection is not close between the amount of guest nights spent at commercial accommodations and the number of the organized wine gastronomy festivals at the settlements. In our opinion the decisive factors are the notoriety of the wine producing areas and the attractive brand name as well as the traditions of these events and not the amount of guests at commercial accommodations. There are numerous settlements around Lake Balaton which emerge because of the amount of guest nights (Hévíz, Siófok) but they do not play a significant role in the topic of wine and gastronomy festivals. There is one exception, Balatonfüred, which has several wine and gastronomy related festivals. There are settlements which do not have a big amount of guest nights but thanks to the reputation of the wine producing areas they are in the front-rank (Szolnoki – Totth, 2017). These settlements are important wine gastronomy festival locations like Badacsonytomaj and Csopak.

There are settlements which are not connected to wine producing areas but thanks to the geographical proximity and the traditions they organise wine gastronomy festivals. These settlements often play an important role in the tourism around Lake Balaton like Keszthely and Siófok.

Summary

In recent years, as a part of general consumer trends, there has been a growing interest in wine and gastronomy, which is well indicated by the growth of the number of gastronomy festivals organised in Hungary: in 2012 there were 151 wine gastronomy events, and this figure increased to 223 by 2016. Wine gastronomy festivals are usually linked to the wine producing areas of Hungary, but such events are also organised by several settlements that do not belong to one of the wine producing areas.

The Balaton Wine Region is one of the wine gastronomy centres of Hungary, with 30% of all wine and gastronomy related festivals organised here. The south shore features a much smaller number of festivals, nevertheless, from professional aspect (Wine Producer of the Year in 3 years) and as regards its market position (BB brand) this area can be considered as successful. Each of the festivals introduced as case studies in the paper play important role in the tourism sector of Lake Balaton, and in addition to entertainment, they also play a significant role in the preservation of heritage and tradition.

The categorisation and classification of the wine gastronomy festivals at Lake Balaton allowed an analysis of the themed event supply of the Balaton Wine Region, with a strong demand by tourists.

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Portraits of Companies

"I AM NOT GOING TO ATTRACT THE GUESTS BUT I AM GOING TO TRANSPORT THE PASSENGER TO HIS/HER ATTRACTION…" - INTERVIEW WITH DÓRA MIHALOVICS, MARKETING DIRECTOR OF BAHART

Q: Good day, I am Zoltán Veres, the leader of the Marketing Department at the University of Pannonia and the editor of Pannon Management Review, and I asked you for this conversation to discuss the management problems and the future prospects of your company that can be useful to other business people as well. I kindly ask you to say some words about the history of BAHART.

A: Sure. Lake Balaton Boating Ltd. (or BAHART) is a traditional company that has been functioning in different forms for more than 170 years. Obviously, the 170 years is counted from the ceremonial launching of Kisfaludy steamboat in 1846. Of course, the company has transformed several times so in the past 170 years the Lake Balaton Boating was a hotspot when it cooperated with MAHART (Hungarian Shipping Company), then the two branches were divided and as sea boating disappeared, the Hungarian boating was detached to cargo-, River Danube and Lake Balaton boating. In 2016 Lake Balaton Boating Ltd. celebrated its 170 jubilee with a well-organized jubilee program sequence and with several commemorations.

In retrospect to the past and the present of the Lake Balaton Boating Ltd., a ferry or a large ship comes to people's mind, but if we take the company into consideration, there are more branches within it and the most common is passenger shipping. Another branch is ferry boating between Szántód and Tihany ports but we deal with other business units as well. BAHART operates 11 sailing ports all around Lake Balaton and we own a campsite either. Moreover, we consider merchandising media surfaces as a complementary branch that has had huge potential financial possibilities in the past few years and smart utilization still must be developed. Furthermore, we own an industrial navy as we provide technical background to build ports and cargo activities. Different local governments and entrepreneurs are among our subcontractors who deal with building operations on the water and we can provide them construction equipment or cargo ships.

If we take into consideration the company's present situation – whether we have a rival, or where we take our position in the labour market, then our ferry service and industrial activities are without opponents as others do not own ferries and navy. On the other hand, we have a branch where we have to compete seriously with other companies; maybe the most outstanding field is in case of the sailing ports. Plenty of sailing ports have been built nowadays – private or investors. The only competitive advantage is that we own 11 ports that mean a chain of ports. It makes the economies of scale possible for instance in client service, rearrangement of resources or the establishment of a new port, in these fields we have advantage but only with smart management. It results that 1/3 of Hungarian renters are our renters.

Q: At Lake Balaton or in the whole country?

A: At Lake Balaton. I am talking about the capacity of Lake Balaton. About 6000 sailing moorages are for rent, 2000 at our ports. There are cases when someone wants to rent for a moorage to a large ship but we have only small moorages, or there are ports with a waiting list. Just to mention Balatonföldvár or Siófok in the south coast that function with 100% utilisation. Naturally, there are ports with vacancy mainly in the north coast that we try to rent and we have to take into consideration the surrounding infrastructure and the supply of service. This is how we choose the territory of priority and investment where the economic environment gives an adequate background to our services.

Q: I guess that is why you must enjoy good relation with the local governments.

A: Yes.

Q: To go back in time, how has the portfolio changed step by step since the establishment of the company?

A: First, the passenger boating activity and the establishment of the ports were the priorities. After that, a need for ferries came into the picture. There were more alternatives, even the idea of a road between the two coasts came up, since the existence of a Roman road basis, and something like a riding way had been proved, between Szántód and Tihanyrév. Obviously, the datum water level, the building of the Sió Channel offered the real boating environment to the lake that shaped its present picture. Great figures played an important role in building ports. For instance Dezső Káli Nagy, who dreamt of port buildings and pier layouts around the Lake that still function and naturally has been transformed or developed. The next large step was ferry boating and we are still in the '60's in retrospection. Those four ferries have been used since then that were built in those times. We should discuss later what the basis of our service development is and what external resources and investments are necessary to make progression. From this time forth the boom of the sailing life started in the '80s.

Q: Why did it boom only in that decade? Why not earlier?

A: For the gentlehood, the entertainment and freedom meant boating or sailing under the Hills of Badacsony in those times. The phenomenon of recreation appeared among the social classes who boomed these popular holiday resorts, in parallel, the need for development and investment raised. Besides, passenger boating started to belong to the public transport and pleasure journey. So, first the ship was used to get from point A to B. Then cruise shipping was realized to be joy and rarity. It became trendy and the participants of these programs were distinctive genteel community.

Seeing these international or national trends, first, we had a social angle that caused a slip in the appearance of touristic customer habits because in socialism there had been different possibilities of holidays. Indisputably, the appearance of central resorts and company campsites caused a very serious change in that era when Lake Balaton Boating Ltd. transferred crowds and bunch of people travelled on the line of Siófok-Füred.

Q: Why is there a narrow range of ship supply at some ports of Lake Balaton?

A: Well, I guess our ship navy park can be a bottleneck of our future progression as I have already mentioned. In the past few years Lake Balaton has been appreciated again without doubt. It is visible not only from the number of our passengers but the statistics of the CSO (Central Statistical Office) and the free time frame results a circumstance that huge amounts of tourists come. According to the foreign policy situation, home tourism has been appreciated, some international destinations have to be avoided and many people prefer travelling inland. We can feel the positive consequence of that as from the last 3 years we can report the increasing number of passengers. Of course, I must emphasize that it does not depend only on the internal circumstance but the result of brand marketing and the content of service, moreover, we can offer a developing supply orientation to the customer needs.

Q: How do you monitor the origin of demand? If someone buys a ticket for boating it is not registered.

A: It is not. Otherwise, we have an obligation to measure passenger satisfaction due to quality management regulation, additionally we get a feedback about the quality of service or human resources and we utilize the results for future development.

It means that about 2000-3000 questionnaires are filled during a season via different service types, e.g. scheduled boating or cruise shipping.

Q: Is it face-to-face or online?

A: Both. Last year it was mixed, previously we made personal interviews but due to the development of technology and the customer activity, we managed to build a basis of followers online who we can count to get feedbacks. However, we endeavour to take into consideration representativeness, so personal guided questionnaires are still indispensable on different routes. We make analysis from these feedbacks every year, which communication and marketing activity was the most effective, how they were informed, which age group was informed from which channel, where we can address them, which of our services was rated the best value for money. Moreover, what is expected to develop can be expressed with comments as well where there is a serious feedback about the condition and capacity of the navy that points beyond the facilities of marketing and other management as serious sources are recommended.

Q: Have you mentioned the whole portfolio?

A: I missed to mention that while surveying the schedule I would not like to label cruise shipping, I would rather call it non-scheduled program ships, as we offer kids', wine-tasting or party boating to completely different generations. 1/3 part of passenger boating is not scheduled but program boating.

Q: Where does the maintenance of the ships take place?

A: The headquarter is located in Siófok where the technologic base, preparations and the compulsory maintenance take place in the out of season period. Actually, it is a current question because the moving of the maintenance park or building a new one have occurred nowadays that would be highly reasonable as the present park is quite out-dated, moreover the technical park should not be in Siófok, the most frequented touristic town that has different touristic development ambitions in the long time planning. For the present, negotiations are still going on about the future plans as it would be an enormous investment that could be implemented with state support.

Q: I would like to change to personal topics. I am interested in your professional path and carrier.

A: If I start with my professional path, I have some past records before BAHART as it is not my first workplace. After receiving my economic degree in tourism (at the University of Pannonia) I immediately found a job at an exclusive 4-star hotel in Siófok. My field of work was mainly sales and serving business groups while I started or continued my economic studies at the University of West Hungary where I took up the international communication specialisation as well. After that I worked at a transport company where primarily I dealt with international relations and international clients. I managed to gain practice in communication that I could apply as a communication expert at PR department at the Transdanubian Regional Waterworks centred in Siófok. I tasted the contact point of PR and marketing.

I met the communication strategy and the tasks of such a large company that provided a serious professional background so I was ready to get an assignment to fulfil the leading of these tasks independently at BAHART where I have been working since 2015. This year I was asked to work for the company.

Q: How did they know about you?

A: The present vice executive director used to be sales director at the Transdanubian Regional Waterworks and he knew me as a communication expert. Meanwhile, I had a baby and spent 2 years on maternity leave and he found me with an offer that I considered to be a giant challenge.

Q: Did you have a predecessor in this position?

A: Not as a marketing director, as in 2015, when I got here, PR and marketing were separated departments led by different experts. The new management implemented an organization optimization on different fields as well. A 5-year medium term strategy and a vision were built up by BAHART, in parallel with a new organizational structure. BAHART is owned by the local government so changing the organizational structure and tasks must be approved by the management, the board of supervision and the general assembly. This is when I got the PR opportunity, the idea of the marketing director had been initiated and when the general assembly approved it, I was responsible for both PR and marketing departments as a marketing director, full of creative tasks and high concepts. The strategy contained the promotion and the program series of the year 2016 that was the 170th jubilee year and the development of the image and the service supply. I made great efforts in the first year, so the first half of 2016 was the period full of marketing and press communication campaign but retrospectively, we could show amazing results in this field.

Q: Can you say a few words about the hierarchy of the management at the company?

A: Sure. The management contains 5 people, the executive director is Mr. József Koller. Under the strategic and economic vice director, the sales and transport, the technical and the boating and maintenance directory levels takes place and the other fields are subordinated to them.

Q: Is marketing subordinated to the sales department?

A: It belongs to the direct lead of the sales and transport director. Of course, different issues may occur, especially on PR line that is in connection with inside or press communication, in this case there is direct contact with the executive director as he is the subject of interviews. We have already adopted an inner policy we follow.

Q: How many people work at the company?.

A: 300, but during summer season there is redundancy, the yearly employee frame is around 290–300 people.

Q: Do you have support in marketing and PR?

A: I have a team with 5 people, including the PR colleague, the marketing coordinator and a decorator who is responsible for the image and other marketing tasks. We withdraw external services, for instance, we work with graphic and press partners as well.

Q: What kind of marketing services do you purchase?

A: We usually buy advertising surfaces, for instance online, print, public, and electronic or radio. The creative materials are prepared either within doors or by external graphic partners. We have an image guidebook that we follow and we expect the partners to do so. In addition, during event organisation, we buy different services, for example a band or renting a tent, any service that may occur at an event. Besides, we purchase mystery shopping services from external partners to sample our colleagues and our services or we asked for press and media services as well.

Q: How do you solve mystery shopping ethically as it is more and more restricted?

A: Yes, that is right. We decide on the sample field that must contain more categories among our services and represent more types of passengers. The person who performs it makes an evaluation from the ticket buying to the end of the journey on the basis of our evaluation criteria and he/she compares the results from previous years. Then we present them to the employees as well.

Q: Do you give feedback to those who were sampled?

A: Absolutely. I do not like drawing conclusions from one sample as the test purchasers are not the same. So he/she has other evaluation criteria and I am sure that I have different experience during shopping than you, it is hardly comparable.

Q: I am strict.

A: Me too, but, for instance, if I am on holiday, I am not strict with the staff of the hotel as I can feel that while I am relaxing, they are working at the weekend. So my tourism background experience from the past eases my expectations during holiday. We always give feedback after test purchasing, not to a person but on services and the people involving the whole sale procedure but I do not uncover. I may reveal the ship, the port or the date and I provide the chance to analyse or look through the whole report of mystery shopping. This feedback is a report of improving observations in which we raise the attention where the HR can help with satisfying the customer needs on maximum level.

Q: Let's talk about product development plans.

A: Actually, it relates to mystery shopping and satisfaction qualification as we get a lot of feedback about what they miss and what they appreciate in the price of the service they get, what the customer expects. We have diagnosed great changes from the previous years as the customer comes and pays with pleasure, they are less price-sensitive if they feel that they got service content for their money. In our running world, because of the spread of social media, there is an age group who gets on board and the experience and impulse of boating on Lake Balaton is not enough. It is boring, they make selfies, go round and has the feeling "let's get there soon because it is boring". The cruise takes an hour between Siófok and Balatonfüred. We have perceived it and I guess the development of ship parks, to have a panoramic view, air conditioning, buffet service, handicapped facilities, a play corner for children, to have information source can make the cruise more interesting and enjoyable. We have been trying to conceive these little improvements that involve high costs to launch all around Lake Balaton. I am not stating that we have managed to reach the level of service content everywhere I imagined, but we have already launched many innovations that points to the right direction.

One of our most important result is that we can involve regional characters, or external partners who aim to catch the same target group, for example an adventure park as a local attraction. More and more characters have realized that I am not going to attract the guests but I am going to transport the passenger to his/her attraction and make it available. Connecting the two attractions we can give a greater experience to the passenger. There are synergies in it, for instance, we promote different attractions on our ships on the coast, or they have participated in an event at the coast and as an extra, they can have a boat trip as well. With the help of common sale or ticket promotions, discount sales, installations or check points we can give a rich package of experience in the region of Lake Balaton and the target group will return and visit both our attractions. Passenger boating conceals enormous possibilities and many regional characters have recognized that we are not opponents but complementary services in a free time package and the passenger would try both of us, in particular, if they get information and discount as well. We can achieve great results this way.

Ferry boating is a completely different service, it takes from A to B on Lake Balaton, there is no buffet, the journey takes 8 minutes, we have to provide transmissivity. Few people know that ferry service functions all year long, in summer and in winter as well. It is widely considered that "Lake Balaton closes in autumn" but it is not true. Of course, if the Lake is frozen, like in 2017, the ferry was stopped for 51 days but if the ice is 6–7 cm thick, the passengers can use the ferry. There is an increase in the number of ferry passengers in winter comparing to the years 2016, 2015 and 2014. What is more, the routes around Lake Balaton cannot serve the capacity of travellers in summer weekends, so it easier and quicker to use the ferry even if they want to get to Füred or Alsóörs. The fact that more and more people arrive to Lake Balaton has raised the number of our ferry passengers as well. There is a high expectation and need to launch online ticket buying to improve our transmissivity. Part of our story is that the company had such IT defaults in the past 10–20 years, we did not keep the pace, so we had to launch enormous system investments and, by 2017, we managed to introduce ERP system. It is a serious problem as it must be a steady system that serves every branch and we can attach an online ticket buying that fits our ticket buying programme and ERP system so we need several interface contacts. Moreover, in the present economic situation, having seen the 300 billion development resource, timing has a crucial role. If another investment was launched that the system cannot serve, we wouldn't like to spend money in vain, so timing is influenced by circumstances.

Q: You mentioned that service content is in the focus of product development but we did not go into details. I am interested in how you communicate it as you are suppliers. What do you mean by developing service content?

A: As our branches are different services either, I cannot join the product development into one communication channel, since product development means something else in case of ports, ferries and passenger boating. To sum all branches, the conception of product development is to widen the content of services according to customer needs with developing infrastructure or program elements together with the experience becomes rich. For instance, building a grill place at a port, or an electric service station to serve electric boats, providing buffet service with longer working hours that act on the customer needs. If we can pay attention and widen these services continuously, it is service content development in our case.

Q: Do you have any competitors in these services at Lake Balaton?

A: We have serious competitors in passenger boating in bigger ports, like in Siófok, Balatonfüred or Keszthely. Transporting from A to A means that leaving and arriving at the same port, so it is not scheduled. We do have a competitor here since the present market environment makes anyone possible who has a magisterial tested and authorized ship with competent staff to offer service at our ports for a fee. The Hungarian Competition Authority strictly interrogates us whether we give them a fair show. Howsoever, we own all the ports round Lake Balaton we have to count with the presence of the competitors and not to restrict them. I usually say that the image development installed at our ports gives a serious backwash on which they can drift with us.

Q: How much do they pay for it?

A: Obviously, they pay for the compulsory fee. Our communication messages and strategy decided to achieve that if someone comes to Lake Balaton, he/she should think “while I am here, I’ll get on board”. We will not say from which port on which boat, we will not blame anyone to choose amongst opportunities, we just want to plant in their minds: Lake Balaton = boating. The customer will interpret the message, whichever port, whichever service he/she likes. And if it is not ours but the competitor’s, it does not matter, the customer is not interested if it is a BAHART boat or not.

What we can do is to differentiate ourselves: the tradition, the quality service and our human resource. I did not mean to qualify the competitors. We will not bargain with the passengers, we have fixed announced prices. While a self-employed may say, let's make a deal. BAHART has no chance to say that as it would be a vulnerable surface. We have 60 cashiers who sell the tickets for the same price so we try to build up a trustworthy picture and overcome this competitive situation.

Q: You have mentioned to develop the image of the company, what fields did you mean by that?

A: The zero step of developing the company's image was that we started to launch the services that everyone identifies with BAHART. When someone walked to the port of Balatonmáriafürdő to check when the next ship leaves, it was not written that 'by Lake Balaton Boating Ltd.' or our company's name wasn't presented by any of the campsites. Firstly, we tried to create an obvious and unified image to the external customers and to represent an up-to-date trend on which we could build our communication and marketing campaign. It meant that we equipped all the ports, passenger boats, ferries and sailing ports with our logo, image colours, motifs, images, and signs. At the same time we unified all our publications as well to show the elements of the company. An image guide and a codex were devised that contains starting from the elements, colours, letters, images to inner communication we have to use via e-mail like signatures, letter writing or giving a certificate. We aimed to use the same image components everywhere. Now we achieved to meet the BAHART colour code, ads, products and gifts with our logo at our scenes. The same elements appear on our print, online, electronic adverts and social networks.

Q: Did you make an image test before branding?

A: About the needs?

Q: About how the public sees the company.

A: We had a survey that contained some official, professional and press feedback from the external side. From the internal side, we asked our co-workers as well. In the satisfaction survey we were interested in the following question: "Do you know what BAHART means?" and as it turned out there was confusion in people.

Q: What percentage does BAHART brand have?

A: I can send this data later, we have just made a survey in connection with online ticket buying and it was one of the questions; 'Do you know what BAHART is?'. A lot of people confuse us with MAHART that has a socialist image in the heads.

Q: Is the company clearly for profit? What is the ownership background?

A: It is owned by 21 local governments.

Q: But profit-orientated.

A: Yes, and financial result-orientated by all means. We have achieved great results in the last 2 years due to the new management, the partners and the local governments as it is not earnings per share but developing the company so they are willing to plough back the money and the results. That is the reason why we could pursue grant investments lately. During the two years the BAHART reached almost 1.5 billion source, own capital investment that means it is the boundary of efficiency, it cannot be continued in long term. That is why the executive manager usually says: it is inevitable to inject fund if the expectation is so high in services and passenger or ferry boating. Be it fund raising from the local governments or state fund sourcing. I don't know how well-known the present situation is but we look forward when the named sources may arrive to BAHART and what effect the arrival will have on the ownership structure. It came up that on the other side of fund injection, the state ownership participates in the process. I have no other information about that but it can affect the fate of development. By all means, if state or local government ownership change may happen, it can cause optimism and give a great opportunity to BAHART, even a historic chance to get new ships or develop ports that allow an absolutely different dimension of progression that cannot be achieved from own source.

Q: The last topic to discuss is the relationship of management and marketing. I am interested in the division of labour between the top management and marketing. How does it work in practice?

A: The unhidden aim was that marketing must be a leading sector in the re-positioning of the company. The improvement of inner communication channels, the external image development have been going on simultaneously. In the first period we had a very interactive daily communication and still we do have it in the first phase of planning and evolving. But I guess nowadays things happen more independently.
Every year a marketing plan is made that is approved by the executive director after the sales director has signed or validated it. The marketing leader prepares the plan that includes the resources for the whole year, how much it will cost, what we want to achieve and the complete program in details. All the company events, campaigns, marketing actions, seasonal marketing activity, and strategy of social network are presented in the plan. The returning question is, what do you do in winters? If there is no boating, what are you doing? Of course, what we want to achieve during the whole year, we have to plan for that period. The general assembly accepts the budget of the company, so I have to know at the end of the year how much and what for I would like to spend.

Q: Is there a marketing control to measure the marketing activity?

A: Yes, there is. A colleague from the inner controlling department makes us different analyses and statements for request. I guess we have the proper applications and technology, now that we have the inner ERP system and we can localize the indicators where we can measure but there is a continuous feedback that concerns the management of different branches. Sometimes we put in a mini survey, a mini inner measurement system that gives us an immediate feedback about the current campaign. From this point of view, I welcome the online headway because it makes the most measurable marketing activity possible. The number of likes is visible.

Q: Is your work measured this way as well?

A: Yes, it is. But not only numerical results count. I will receive my financial bonus if certain projects and values have been achieved, for instance, monitoring the media release, our media activity, and the number of publications. Certainly, it wouldn't be fair if someone's indicator was the number of passengers but we want to show increase in the number of target groups on whom we put great emphasis and campaign as well, it is a serious index for us.

Q: Is there a growing pressure in the strategy to develop?

A: At the present, yes, there is. In the first two years of the 5-year long strategy there was a huge growing expectation or prognosis that we have just accomplished and it still has a slightly increasing tendency.

Q: Once it will impregnate as Lake Balaton is limited.

A: At the moment our capacity is limited as well. As I told you, this is our navy, we cannot count with more passengers.

Q: I guess you will develop it.

A: We really trust that if the resources arrive we will expend to broaden our navy in the frame of developing Lake Balaton. In 2018, if I get on board I would like to find a buffet and an air conditioner but we still own some ships that we cannot use. We need its capacity but they do not meet the expectations.

Q: Do you involve marketing in the management meetings?

A: In the top management meetings?

Q: Yes.

A: The top management meetings are held with the various departments periodically, so the management member, responsible for marketing is the sales director, asks for the department reports and if there is an issue to decide on, he/she brings it to the management immediately. Anyway, we hold a meeting weekly in which the sales director, the passenger boating director, the port director and I participate, so everyone knows about everyone's status, we can help each other and won't miss any information.

Q: Is customer complaint management a separated department, or where does it belong to?

A: The passenger boating and port directors handle transport complaints. We have our inner systems for that and in some special cases, mainly the sailing branch, the given department leader is responsible to handle complaints. Of course, if the press is involved, then the marketing department will come in either.

Q: Is the efficiency of complaint handling measured?

A: As much as we can but it is not easy to measure the efficiency. Knowing the customer, if the complaint is made, then getting the answer is the end of it, even if he/she is satisfied with it or not. It was irresponsible to think that with writing the reply we have solved the problem. If the complaint is technical or we have to substitute something, we deal with it as fast as we can.

Q: What kind of challenges do you think the management seems to have in the near future?

A: I have already mentioned the five-year strategy during the interview. We have calculated with the fund injection from the local government as the planned development will be achieved with the supports that have already been delayed but we can follow the strategy with that. The greater danger is if the fund does not arrive. In that case, it would constraint the development because we could not achieve our aims from our own sources and it would affect the results as well. We would not like to overthink but I guess risk is in human resources either. We have to face the fact that we cannot be competitive with the market wages. For example, the risky factor is the captain who navigates and maintains the ship. It is a very special profession that requires an official exam and educational regulations. The education can be fulfilled in Budapest so we have no supply in long term. Moreover, a high percentage of our captain fleet is going to retire at the same time. We have to take into consideration our captain supply now, because the fresh captains are not qualified enough right after finishing school because a very serious internship is specified. Consequently, years of shipping must be performed to step forward. I consider it to be a serious risk. Especially, when we receive financial frame for purchasing new fleet but who will sail them?

Q: Returning to the wage restraint, why cannot a for-profit company provide competitive wages?

A: A serious wage increase has been going on in the past 3 years at the company. We had to make up a wage strategy as the level of wage tension and anomaly were very high and the wage difference between the employee groups was groundlessly deep according to the external analysis we involved in the process. In the last 2–3 years we have been trying to level the digression. The wage increase has been different in certain groups.

Q: Is there an external wage control?

A: No, there isn't. We have internal wage control but the authority system, the management, the supervisory committee and the general assembly must approve the wage plan. The efforts of the last two years made the launch of the bonus system, the cafeteria and the 13th month salary possible with introducing the new management. I guess we did our best in this frame system. Obviously, we had to close up in the minimum wages and our whole inner wage system based on qualification, for example. The HR manager had great challenges to be able to remain within the barriers of the wage frame.

Q: How much is your default comparing to the market average wage standard? Or is it a business secret?

A: I cannot tell you any percentage. I can tell you certain employment heads from which everyone will understand why we are not on the same level. For instance, a ticket cashier doesn't have the same salary as a cashier working in the food chain industry. The wage of the previously mentioned job has been increased significantly in the market labour and our cashiers work only in the high season but we employ and pay them during the whole year. Obviously, variable pay is paid for the high season. We hardly can keep the pace, it is a crucial occupation.

Or the sailor/navigator. Undoubtedly, if a sailor or an engine room artificer, who are not the most highly placed people, undertake jobs on an international ship on the River Danube, or the sea, they will earn three times more than at home. The other point of view is that workers undertaking jobs abroad cannot go home to the family at the end of the day. Of course, it depends on different personalities who will take the risk, usually the youth, who would be our supply. They leave for a few years and say, 'I have no family and I don't come home until I collect some money', it is a very significant tendency.

Q: Is there a concept of wage development? How can you break out of it?

A: I think we cannot break out of it. I can imagine two possibilities: one, the pace of the gradual close up will improve and the general assembly and other authorities will accept that the new resources should not be spent on buying a new machine or on renewal but on this field. Two, if state ownership may happen, a serious improvement can affect the wage system.

Q: OK. Thank you very much. I think we managed to discuss many topics and I have learnt a lot from them. It was really interesting. I wish you and the company good luck in the future.

A: Thank you!

YOUNG RESEARCHERS' SECTION

Gyöngyi Hajmásy

DO THE EMPLOYEES COUNT? HUNGARIAN HOTEL MANAGERS' ATTITUDE TOWARDS EMPLOYEE-RELATED CSR ACTIVITIES

This study analyses the attitudes of the Hungarian four- and five-star hotels toward employee-related corporate social responsibility (CSR) activities. Workforce is one of the most important dimensions of corporate social responsibility (CSR). In spite of rising interest in CSR in various industries, including the lodging industry, employee-related activities are a rarely examined subject in the hospitality context, even though employees in the lodging industry are one of the key factors of hotels' quality service delivery. They have direct connection with hotel guests, consequently they can largely contribute to customer satisfaction through appropriate service delivery. Thus this study examines the Hungarian high-quality hotels' attitude towards employee-related CSR activities. According to a survey based on the opinion of the Hungarian four- and five-star hotel executives, the most important initiatives tended to ensure healthy and fair working conditions, ensure non-discrimination and equal opportunities for new candidates and ensure internship opportunities to students. Hotel executives reported that customer satisfaction, cost savings and branding-related outcomes were the main reasons for CSR implementation.

Introduction

Over the last decades CSR (Corporate Social Responsibility) has became an increasingly important and actual issue (Tsai et al., 2012; Li et al., 2017) in the field of management literature and more and more researchers are concerned with the question whether companies have other obligations toward the society beyond profit maximalization or not. (Fatma, 2016; Reid, et al. 2017)

In the 1990s the idea of the triple bottom line, (TBL) and its three pillars of economic, environmental and social action gained popularity and this theory have been demonstrating growing awareness of the social and environmental consequences of business operation. (Fatma, 2016; Reid et al., 2017; Grosbois 2012)

Different stakeholders including the public, governments, customers, employees, suppliers and others (Bohdanowicz – Zientara, 2008; Grosbois, 2012) expect companies to recognize their social and environmental responsibilities and adopt various CSR initiatives into their business operation to minimize the negative impacts of their operations. (Grosbois, 2012) The significance of CSR policies has increased in the tourism-related industries as well. (Li et al., 2017)

Connected with tourism predominantly the environmental practices receive distinguished attention because this industry is contributor to and victim of the impact of climate change. (Reid et al., 2017) CSR-related studies focusing on employees have been scarce in the Hungarian context despite of the importance of the topic. Employees in the lodging industry are one of the key factors of hotels' quality service delivery. They have direct connection with hotel guests, consequently they can largely contribute to customer satisfaction and customer loyalty through appropriate service delivery. (Hallowell et al., 1996)

Because of the above mentioned reasons hotels' managements have to regard their employees' needs and increase their well-being. (Rodríguez-Antón – Alonso-Almeida, 2011) Consequently this study has the following objectives: to examine the attitudes of the Hungarian hotels' executives toward employee-related CSR activities and to understand the reasons why the Hungarian hotels apply different CSR activities.

The concept of CSR

The concept of CSR is defined in different ways. (Fatma, 2016; Grosbois, 2012) According to Kucukusta et al. (2013) CSR has five dimensions: social, voluntariness, stakeholders, economic and environmental. Some definitions emphasize and cover only one dimension. Highlighting the social area, CSR is defined as a management practice that reduces the company's negative impact on the environment and strengthens its positive impacts. The dimension of voluntariness can be defined as "the degree of moral obligation that may be ascribed to corporations beyond simple obedience to the laws of the state." (p.20.)

The stakeholder dimension can be explained as a contract between society and business in which the community allows the company to operate in and in return it has to fulfil certain obligations and operate accordingly.

However in practice the definitions which include the majority of dimensions or all of the five dimension are widely known and widespread. According to one of the most commonly used definition CSR is "a concept by which companies integrate social and environmental concerns in their operations and in their interaction with stakeholders on a voluntary basis." (Commission of the European Communities 2001, p.6.) The World Business Council for Sustainable Development (1999) explains CSR as „the business commitment for contributing to sustainable economic development, employees, their families, the local community and society to improve their quality of life." Another definition of WBCSD interprets CSR as „a continuous commitment by business to behave ethically and contribute to economic development by improving the quality of life of workforce and their families, as well as the local community." (World Business Council for Sustainable Development, 1999, p. 3)

Fatma et al. (2016) similarly defines CSR. Accordingly, CSR is the companies' commitment in the interest of the long-term economic, social and environmental well-being through business practices, policies and resources. According to Ettinger et al. (2018) CSR is a set of actions that keep the social goods in view beyond the interest of the company, in a manner controlled by law.

However, the concept of CSR is best illustrated by the stakeholder theory devised by Freeman (1984). According to the assumption that serves as a basis for the concept, the values should be the part of business operation. Managers need to take not only the companies' shareholders into consideration, but also a wider layer.

CSR in tourism

The tourism industry makes a significant contribution to the positive performance of the world economy. According to the World Travel and Tourism Council (2016) the travel and tourism industry generated around USD 7.2 trillion for the global economy in 2015. Besides, approximately 284 million jobs were created by tourism. Furthermore approximately 5% of the world's investments are realized in the tourism sector. (Reid et al., 2017) According to forecasts this performance will continue to grow over the next period. (Reid et al., 2017)

Despite the above mentioned positive facts, tourism is one of the industries that are the most obvious contributors to climate change. Companies operating in the sector produce a significant contribution to greenhouse gas emissions which is the main cause of climate change. In addition, tourism businesses emit considerable proportions of carbon dioxide, produce large amount of waste and consume large quantities of energy and water. (Reid et al., 2017) As a result, in the past few decades, social responsibility is increasingly emphasized in both literature and practice. At the same time, the number of environmentally-conscious travelers is growing and during their travel decision processes they will prefer hotels' providing large scale of CSR activities related to the environment. Recognizing this growing trend, numerous tourism businesses – not only hotels – make an effort to meet the new trend. (Li et al., 2017)

Rhou et al. (2016) analyzed restaurants' CSR activities, reporting that people between 20-35 are the most frequent visitors of restaurants and for this generation not only quality but restaurants' CSR activities are also an important factor when they are choosing the most ideal option.

In addition, airlines have also recognized the importance of CSR initiatives. Leading airlines, including British Airways, SAS and Dragonair launched joint carbon-emission compensation programs to support environmental projects. (Kang et al., 2010) British Airways, TUI, Thomas Cook and Carnival Cruises are also the members of the British consortium whose main vision is a truly successful future, in which tourism takes on a broader responsibility for society as a whole, with partners who have a leading role in sustainable tourism. (Coles et al., 2013)

CSR in the lodging industry

As we mentioned before the lodging industry has a significant role in tourism and it is one of the fastest growing industries since the 1950s. (Prud'Homme – Raymond 2013; Grosbois 2012) At the same time, the hotel industry, as with the tourism sector generally, has a significant impact on the natural, social and economical environment, including climate change, air pollution, noise pollution and waste management. (Li et al., 2017; Grosbois, 2012; Singh et al., 2014; Prud'Homme – Raymond 2013) Consequently the above mentiond triple bottom line concept can be applied to hotels as well. Besides profit maximalization and economical results they also need to take care with social and environmental issues. (Braun, 2015)

Therefore CSR practices are motivated by different objectives. (Levy – Park, 2011) Adoption of environmental friendly solutions not only reduce energy and water consumption, but reduce the operation costs as well. (Bowe, 2005; Dodd et al., 2001) CSR activities can create a competitive advantage for hotels (Chen, 2015; Bowe, 2005; Dodd et al., 2001) as CSR can improve the hotel's brand image, thus increasing customers' loyality and satisfaction. (Levy – Park, 2011; Berezan et al., 2013) The communication of CSR activities towards the potential customers can lead to higher income and more repeat business, because environmentally conscious customers are willing to pay more for „green services" and ethical behaviour in business. (Vassilikopoulou et al., 2005; Li et al., 2017) Consequently consumers can boycott hotels operating in unethical ways. (Li et al., 2015)

Implementation of CSR practices can enhance employees' loyalty, morale and retention rate and this can definitely result in a more productive workforce. Furthermore happy employees lead to happy customers enhancing customer satisfaction and loyalty. (Kucukusta et al., 2013; Berezan et al., 2013) Through engaging in and communicating CSR programs to current and potential employees, hotels can also reduce staff turnover, strengthen employee engagement and recruit high-performing candidates. (Levy – Park, 2011; Kim et al., 2017)

All of this shows that CSR has various benefits to the different stakeholders, which explains why Luck and Bowcott (2009: p 297) assert that "a CSR strategy is not only needed but highly recommendable" (quoted by Kucukusta et al., 2013)

Identitification of the employee-related CSR activities

CSR studies related to tourism, focus mainly on environmental issues. Besides environmental initiatives CSR has other dimensions. Table 1 illustrates the CSR dimensions and activities, from internal perspective, where CSR initiatives have an important role related to employee relations and workforce.

According to Levy – Park (2011), Kucukusta et al. (2013) and Holcomb et al. (2007) activities cover five different aspects of CSR. This dimensions are defined more specifically and each factor cover fewer areas. Consequently, the importance of employee relations or workforce was emphasized as a differentiated dimension. Dahlsrud (2008) and Fatma et al. (2016) also determined five different dimensions of CSR. The dimension of stakeholders or social dimension involves workforce-related CSR activities, as different stakeholders include not only the public, governments, customers, but the employees as well. (Bohdanowicz – Zientara, 2008; Grosbois, 2012)

Author	CSR dimensions and activities				
LEVY - PARK (2011)	community relations	diversity issues	employee relations	environmental issues	product quality
KUCUKUSTA ET AL. (2013)	community	policy	mission and vision	workforce	environment
DAHLSRUD (2008)	social	voluntariness	stakeholders	economic	environmental
HOLCOMB et al. (2007)	community	environment	vision and values	marketplace	workforce
FATMA et al. (2016)	economic	social	environmental		

Table 1 CSR dimensions and activities
Source: Levy – Park (2011), Kucukusta et al. (2013), Dahlsrud (2008), Holcomb et al. (2007), Fatma et al. (2016) own editing

The employee-related CSR activities were identified through the analysis of CSR-related literature. These CSR items are illustrated in *Table 2*.

First of all non-discrimination and equal treatment appear to be the most important employee-related CSR factors. During the recruitment process and the hotel's daily operation discrimination is not allowed. Since most people spend most of their time at work, work plays a very important role in their life. Consequently companies are expected to create healthy and fair working conditions and provide work-life balance policies. Besides working conditions the possibilities for various training and development programs are also significant, and here we can note that many hotels encourage womens' management positions as well. Another important issue relates to the employees' income, which means fair wages and benefits, different allowances and recognition of excellent work. Last but not at least it is essential to assess employees' satisfaction regularly in order to recognize the employees' opininons and needs.

Employee-related CSR activities
ensure non-discrimination
provide healthy and fair working conditions
equal opportunities, new candidates have an equal opportunity
provide fair wages and benefits for the employees
provide internship opportunities to students
recognize excellent performance
employ local workforce
provide work-life balance policies
provide possibilities to the employees to participate in professional training programs
career development/ opportunities for career advancement
encourage womens' management positions
provide Code of Conduct for employees
provide allowance for employees
provide opportunities for learning and development
employ workforce with disabilities
employees' satisfaction assessment
sport programs for employees
hotel open days for students
children's day for employees' family
provide health programs for employees

Table 2 Employee-related CSR activities
Source: Levy – Park (2011), Kucukusta et al. (2013), Dahlsrud (2008), Holcomb et al. (2007), Fatma et al. (2016) own editing

In the service industries, including tourism and the lodging industry, the human factor has an essential role during service delivery because the interactions between guests and employees are primary. According to Randall – Senior (1996) all service providers are considered as an opportunity to serve their guests and encourage them to return and promote the hotel's reputation. In this context the role of the frontline staff is particularly important, as they are in face-to-face contact with guests during their everyday work.

Consequently, their attitudes, their loyalty and their overall satisfaction with their work have an impact on service quality and on guest satisfaction. (Karatepe et al., 2006; Karatepe – Sokmen, 2006; Williams – Buswell, 2003) Thus employee-related CSR activities have growing importance to engage hotels' staff, strenghten their loyalty, motivate the employees and increase their satisfaction.

Employee-related CSR activities in the Hungarian lodging industry

Research method

The aim of this research is to explore the Hungarian four- and five-star hotels' attitude towards employee-related activities. The study focuses only on the four- and five-star hotels because of the following reasons: Kucukusta et al. (2013) highlighted the relationship between "luxury consumption" and CSR initiatives. According to them mainly luxurious hotels tend to implement CSR programs in order to achieve long-term competitive advantage. Furthermore, customers consider two factors to evaluate the quality of a product or a service: price and brand. Potential customers have higher expectations of upscale hotels, including their CSR activities as well. (Kucukusta et al., 2013)

Afterwards it was essential to determine the exact group of hotels which could be analysed because in Hungary not all of the hotels are categorised. There is an organization in Hungary (MSZÉSZ – Hungarian Hotel & Restaurant Association) which represents hotels and it has a database containing the members' type, category and contacts which made the research process easier. Besides, numerous Hungarian hotels have already received Hotelstars Union classification in the four- and five-star categories. Consequently, the sample of the study was determined as a group of the members of Hungarian Hotel & Restaurant Association and/or possessors of Hotelstars classification. This group can be the right sample because they are conscious about the actual situation of the Hungarian hotel sector.

After the sample determination, the final survey was e-mailed to 292 hotel managers in Hungary on 13 December 2017, and two e-mail survey reminders were sent before the survey closing date on 8 January 2018. A total of 61 people responded to the survey and all of their responses were complete and usable, resulting in a 20.9% response rate. This study was directed to hotel general managers best situated to answering CSR-related questions.

The questionnaire contained 20 questions related to the employee dimension. In order to explore the importance of the different employee-related CSR activities, respondents were asked to rate their levels of importance of each using a 6-point scale.

The majority of the hotels in which the respondents worked were independent operators (70.5%), and 29.5% of the hotels belonged to a hotel chain. Four-star hotels accounted for the majority of hotels in this study (96.7%), altough five-star operators were also represented (3.3%). Medical and/or wellness hotels represented nearly 46% of hotels surveyed but city hotels and boutique hotels were also represented.

Study limitations include the small sample size of the respondents, which did not allow for more advanced statistical analyses.

Results

As seen in Table 3 the most highly rated employee-related CSR activity was found to be providing healthy and fair working conditions (x=5.46), while ensuring non-discrimination (x=5.33) and equal treatment and equal opportunities for new candidates (x=5.3) closely followed in importance. Respondents agreed that internship possibilities for students (x=5.13), providing fair wages and benefits (x=4.95) and employing local workforce (x=4.93) are also important. The recognition of excellent working (x=4.87) and encouraging and supporting womens' management positions (x=4.85) were found to be relatively less important. According to the analysis, providing work-life balance (x=4.74) and career development programs (x=4.67) are found to be less important. From the managers' point of view encouraging and ensuring employees' participation in professional training program (x=4.54) cannot be neglected. Providing Code of Conduct for employees (x=4.07) and providing allowances for employees (x=4.03) are rated lower in importance.The next four activities, providing opportunities for learning and evelopment (x=3.89), employees' satisfaction assessment (x=3.33), employing people with reduced work (x=3.26) and sport programs for employees (x=3.13), were ranked lower in importance. Hotel open days (x=2.74), organizing children's day for employees' families (x=2.57) and providing health programs for employees (x=2.46) were rated below average. (The table shows both the mean and frequency of answers.)

To illustrate the frequency of answers, I plotted two different diagrams. (*Figure 1* and *Figure 2*) In these figures those CSR activities are described where the distribution of the answers is undoubtedly unequal. The curves of the first Figure represent a growing trend. They clearly show that the importance of these factors is obviously significant. As seen in Figure 1 most of the respondents evaluated the importance of these factors, namely provide healthy and fair working conditions, ensure non-discrimination, equal opportunities for new candidates, internship opportunities to students, encourage and support womens' management positions, recognize excellent performance, 6 on a six-grade scale.

On the contrary, it is essential to describe the activities that have less importance based on the hotel managers' opinions. As it was experienced children's day for employees' families, employ people with reduced work, sport programs for employees, hotel open days, provide health programs for employees, sport programs for employees were evaluated lower in importance. The curves that illustrate these factors are characterized by dramatically declining trends. These factors were ranked lower in importance. Most of the respondents evaluated them 1 or 2 in some cases on a six-grade scale.

	1	2	3	4	5	6	Mean
provide healthy and fair working conditions	0	2	2	4	11	42	5.46
ensure non-discrimination	1	3	2	2	14	39	5.33
equal opportunities for new candidates	0	3	3	8	6	41	5.3
internship opportunities to students	3	3	2	6	8	39	5.13
fair wages and benefits	1	2	6	4	25	23	4.95
employ local workforce	2	2	4	9	17	27	4.93
recognize excellent performance	4	2	7	3	14	31	4.87
encourage and support womens' management positions	3	0	9	10	8	31	4.85
provide work life balance policies	2	4	4	8	23	20	4.74
career development	3	3	6	10	16	23	4.67

	1	2	3	4	5	6	Mean
participation in professional training programs	4	3	7	8	20	19	4.54
provide Code of Conduct for employees	9	6	8	6	13	19	4.07
provide allowance for employees	4	11	10	6	14	16	4.03
provide opportunities for learning and development	6	7	12	9	17	10	3.89
employees' satisfaction assessment	17	7	8	10	6	13	3.33
employ people with reduced work	18	9	7	6	8	13	3.26
sport programs for employees	17	8	12	7	8	9	3.13
hotel open days	22	16	5	3	4	11	2.74
children's day for employees' families	29	7	8	5	2	10	2.57
provide health programs for employees	23	14	7	7	5	5	2.46

Table 3 The importance of employee-related CSR activities
Source: own editing

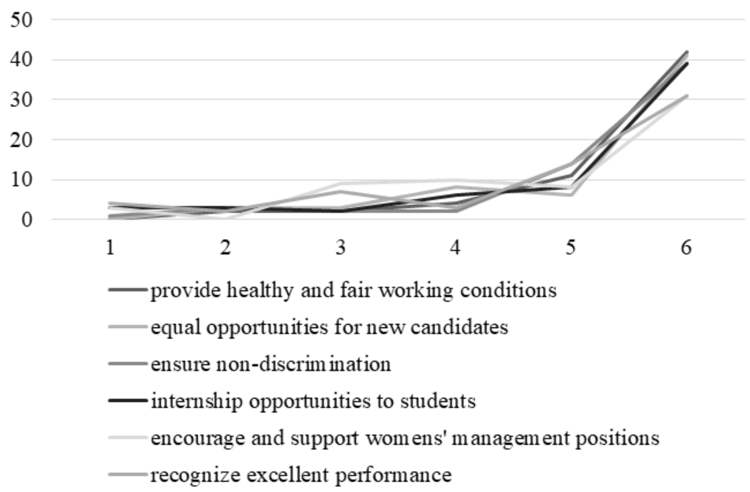

Figure 1 The distribution of the most important CSR activities
Source: own editing

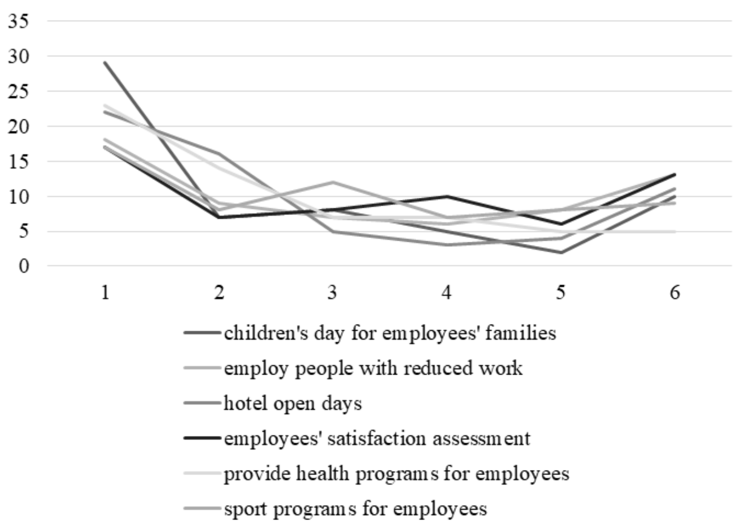

Figure 2 The distribution of the less important CSR activities
Source: own editing

After exposing the importance of employee-related CSR activities in the context of the Hungarian hotel sector, the study analysed the motivating factors of CSR implementation. (Figure 3) Respondents were able to choose more possible answers. 63.93% of the respondents considered enhancing and strengthening customer satisfaction and guest loyalty as the main motivating factors of implementing CSR policies. Cost saving (59.02%) was reported as the second important reason to apply CSR initiatives. This factor belongs primarily to the environmental dimension because environmentally conscious practices (for example: waste management programs, installing energy-efficient appliances, implementing linen and towel re-use programs) can reducing significantly the operational costs. Enhancing hotel image among guests (57.38%) and reducing hotel exposure to public scrutiny (54.1%) are found to have less important role in CSR implementation, which was followed by hotel reputation among guests (37.7%).

The workforce-related motivating factors have relatively less importance. 39.34% of the respondents reported that employee motivation plays a role in CSR strategy. As the study shows there were also initiatives aimed at employee retention (27.87%) and employee recruitment (13.11%). Respondents gave the lowest importance to the idea of competitive advantage in the marketplace (14.75%) and reducing the threat of government regulations (19.67%).

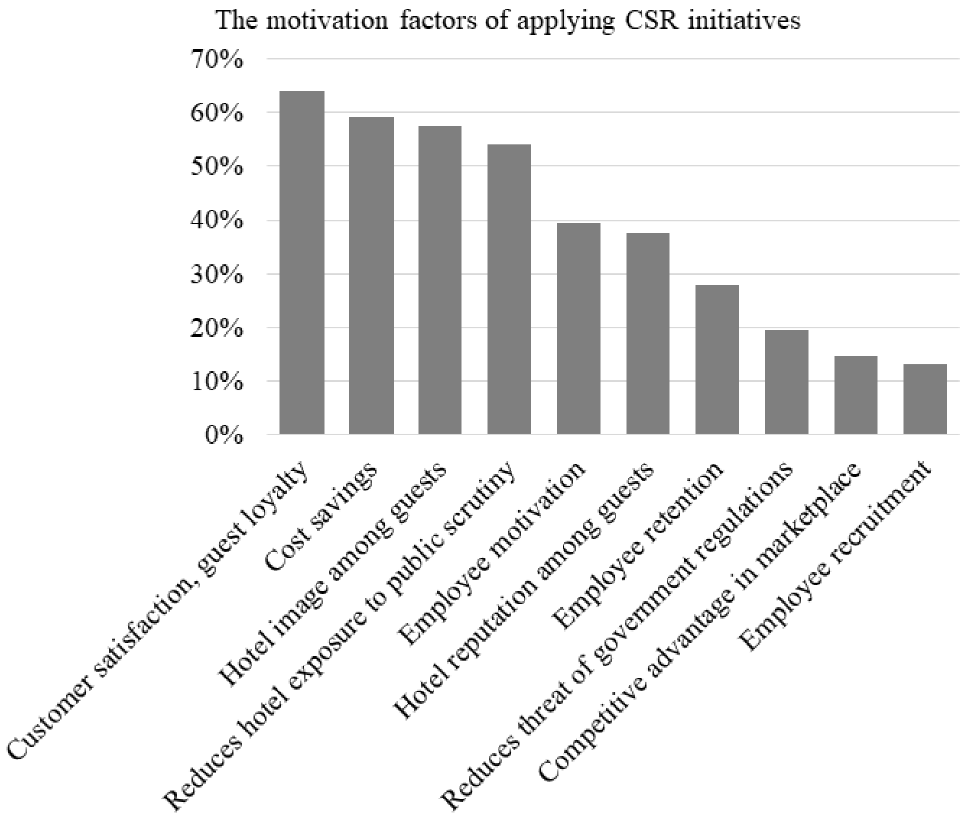

Figure 3 The motivation factors of applying CSR initiatives
Source: own editing

Conclusion / Summary

This study explored current employee-related CSR activities in the Hungarian lodging industry. As employee-related CSR practices are rarely examined in the Hungarian context, this study contributes to the national hotel management literature by identifying and classifying 20 CSR activities utilising the analysis of the importance of these factors as seen by hotel managers.

Although most of the CSR-related studies focus on the environmental dimension this study provides an insight into CSR in the lodging industry taking into consideration the employees and workforce dimension from the managers' point of view.

The results of this study show that respondents answered that most of the workforce-related CSR activities were important to varying degrees. The most highly rated factor was to ensuring healthy and fair working conditions followed by ensuring non-discrimination and equal opportunities for new candidates and ensuring internship opportunities to students.

Besides the workforce-related activities it is necessary to take into consideration the main motivating factors of CSR strategy appliance. CSR implementation can contribute to enhancing employee loyalty and retention and can positively influence the recruitment process. According to the survey, this issue has a less important role in the participating hotels. The most popular goals were: enhancing and strengthening customer satisfaction and guest loyalty, cost savings and enhancing hotel image among guests. The summary of the results echoes well the insights provided by Levy-Park (2011):

"As hoteliers continue to learn about and appreciate the ways in which hotels contribute to society, as well as the ways in which these actions return to benefit hotels, it is believed that the CSR movement in the lodging industry will continue to strengthen and gain prominence." (p.154.)

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