

Conditions of Business and Holiday Hotels Location. Dolnośląskie, Opolskie and Śląskie Voivodships Case Studies

Daniel Puciato

WSB University in Wrocław, Poland

Teresa Słaby

Warsaw School of Economics, Poland

Bolesław Goranczewski, Agnieszka Gawlik

WSB University in Wrocław, Poland

Abstract

From the economic point of view the choice of a hotel location is the most important decision for an investor, made at the pre-investment stage of a business project. An attractive building location and a service programme appropriately matched to it determine the profitability level and as a result the development prospects of the hotel. An attempt to determine the most important factors of the location of newly built business and holiday hotels is the aim of the paper as well as the use of documentary and statistical methods in the empirical domain. The spatial scope of the survey comprised Dolnośląskie Voivodship, Opolskie Voivodship and Śląskie Voivodship, while the time covered the years 2000–2009. The analysis of the survey results have shown that the most important factors for business hotel locations comprised transportation access, investment incentives of a planning-administration nature, the supply of tourist services, the level of economic development, the degree of economy internationalization as well as availability of investment areas. In addition, in the analyzed group of holiday hotels the tourist (natural) values, access to skilled hotel staff, investment incentives (of a planning-administration nature), an increase in competition in the hotel sector as well as the supply of tourist services turned out to be statistically significant location factors. After the survey, numerous leads appeared, which in the authors' opinion should become the subject of further consideration of issues related to hotel location selection conditions.

Keywords: general hotel location, location factors, regional tourism policy, southern-western Poland

JEL: D21, H70, L83, O18

Introduction

The Eurostat data shows that Poland ranks the last in the European Union in terms of sleeping accommodation number per capita. In 2014 there were only 41 beds per 10 thousand residents. Also, the average occupancy rate in existing facilities was not overly high and was around 43%. Hotels of the highest category, situated in the areas with the highest demand stream, in particular in city centers (business hotels) and close to attractive tourist values (holiday hotels) featured the highest, reaching even 80%, average occupancy rate. So further expansion of accommodation (especially hotels) in Poland is indispensable, but potential investors will be looking for hotel locations, where the demand for beds is still not satisfied. The business activity location term stands for “location of size and type of business activity, of a building or set of buildings, in a specific area” (Budner 2004, 22). A general (large) and detailed (small) location may be distinguished. The general location, being the subject of this survey, consists in selecting a specific country, region, and then

a settlement unit (county, commune), where a given hotel could be situated. The detailed location is related to the selection of a specific place (plot of land), where a given building could originate (Godlewska-Majkowska 2001). From the economic point of view the choice of a hotel location is the most important decision for the businessman, made at the pre-investment stage of a business project. A well-situated hotel and a service program appropriately matched determine, in principle, the success of the business. An attractive location is associated with the ability to generate income due to the relative demand and price levels, as well as with the cost considerations due to the availability and cost of production factors, and consequently shapes the hotel's economic efficiency and profitability (Mardani et al. 2016).

One stage of the process of looking for a hotel location consists of distinguishing the factors that could determine its selection. Kowalczyk (2004) undertook issues concerning location factors of holiday hotels in his research. According to this author, the main determining factors for the opening of a new hotel are: the attractiveness of the landscape, land relief, the presence of surface water, plant cover, infrastructure and skilled labor force. An important role of tourist attractions for potential hotel investors was also noted by Crecente et al. (2012), Gołembski (2002), Polyzos and Minētos (2011), Sound (2006) as well as Ussi and Wei (2011) in their studies. These factors are in fact often the main determinants of the size of tourism demand, and their importance is particularly high in the case of holiday hotels. Yang, Wong and Wang (2012) as the most important location factors for a business hotel recognized: transport accessibility, agglomeration effects, access to social and public goods and urbanization. Harvey (1996) completed the list of location factors of business hotels with dynamic premises, which include the lifestyle and preferences of consumers.

The literature also reported a significant role of tourism supply for both holiday and business hotels (Adam and Amuquandoh 2013; Kalnins and Chung 2006). Holiday and business tourists when selecting reception areas are increasingly looking for an attractive and comprehensive product. They are interested in a wide range of services that meet their diverse needs (Dziedzic 1998). Due to the high labor intensity in hotels caused by, among other things, the need to maintain a relatively constant service capacity and a high proportion of fixed costs in total costs of the enterprise, a very important factor for the location of both types of hotels can also be labor costs (Godlewska-Majkowska 2001; Ussi and Wei 2011). The research of Crecente et al. (2012), Polyzos and Minētos (2011), Adam and Amuquandoh (2013), Bernini and Guizzardi (2010), Mao et al. (2014), Januszewski (2007) as well as Juan and Lin (2013) indicate that important in the choice of holiday and business hotel location are the incentives associated with the economic policy conducted by local authorities. Such activities include usually fiscal, planning and administration, information and infrastructure instruments. Despite the existence of previous papers of domestic and foreign authors on premises for tourist market entities location, fully successful attempts to distinguish the most important factors determining hotel location in Poland are missing.

A synthetic and a prescriptive approach has been mainly used in the research so far. It considered all hotels or tourist market entities despite significant differences between them and also there were attempts to explain location factors only by means of a set of numerical factors, part of which seems inadequate for the considered issues. This situation shows the necessity to develop such a methodological approach, which would satisfy three basic conditions:

- take into account hotels situated in Poland,
- consider a high diversification of business entities operating on the hotel market, and
- apply only to the most important location premises.

These issues became an impulse to undertake the topic of this paper. An attempt to determine the most important factors determining the location of business and holiday hotels is the basic aim of the paper. The paper is an attempt to look synthetically at the issues of hotels location premises and has also a practical aim. A detailed understanding of motives which guide investors in selecting locations can have implications for economic policy, because it will additionally show significant determinants of host area investment attractiveness to local and regional authorities.

1 Material and methods

The paper is of a theoretical-application nature, using results of empirical identification. An analysis of domestic and foreign literature was carried out in the theoretical domain, applying the method of deduction. A diagnostic survey (an extended interview), an indirect observation, a documentary and a statistical method were used in the empirical domain. The paper uses the data from primary (own empirical studies) and from secondary (Central Statistical Office, communes and hotels) sources. The spatial scope of research covered the area of southern-western Poland — Dolnośląskie Voivodship, Opolskie Voivodship, and Śląskie Voivodship. These regions are diversified in cultural, social, economic and natural terms as well as feature a varied tourist attractiveness and also insufficient current accommodation. A high regional diversity of this part of the country makes possible formulation of certain recommendations related to the form of future research in other regions of Poland.

The time scope covers the years 2000–2009. The year 2000 taken as the start of the analyzed period resulted from the fact that this year could be symbolically considered the moment of systemic transformation completion in Poland. The paper consists of three parts. The first part presents selected theoretical aspects of business and holiday hotel location. Part two comprises methodological assumptions of the study, while part three discusses results of empirical surveys related to factors of business and holiday hotel location, which were opened in the years 2000–2009 in the area of Dolnośląskie Voivodship, Opolskie Voivodship, and Śląskie Voivodship. In the years 2000–2009 altogether 82 new hotels were opened in the area of Dolnośląskie Voivodship, Opolskie Voivodship, and Śląskie Voivodship. More than half of them (56,10%) originated in the Dolnośląskie Voivodship, around a third (34,15%) in Śląskie Voivodship, while every tenth (9,76%) hotel was opened in the Opolskie Voivodship. 43 holiday hotels (52,44%) and 39 business hotels (47,56%) made up the 82 new hotels.¹

In accordance with methodological assumptions made in the study the list of hotel location factors formulated as a result of literature analysis was subject to two-stage surveys of an exploratory (subjective) and verification (objective) nature. At the stage of exploratory survey the method of diagnostic survey was used — a detailed categorized interview of an open nature. A survey questionnaire was the instrument, designed by the authors for the study needs, consisting of seven open questions related to selected general location aspects and of a specification. Prior to the basic survey the questionnaire was subject to a pilot survey. The choice of the survey sample was targeted, resulting in the selection of only those 24 hotels at which owners agreed to participate in the survey. This made up approx. 29% of all hotels opened in the considered voivodships in the period 2000–2009. The survey with the involvement of hotel owners or managers was carried out in the first half of 2011. As a result, the most important hotel location factors were specified.

The verification was objective in nature and consisted in the observation by the study authors of hotel locations, opened in the analyzed voivodships in the years 2000–2009. Documentary and statistical methods were used to determine the most important factors determining the selection of hotel locations. Statistics from secondary sources were obtained from the analyzed hotels and communes of Dolnośląskie, Opolskie, and Śląskie voivodships (phone interviews and websites of commune offices and the Public Information Bureau), and also from the Local Data Bank of Central Statistical Office of Poland. The collected data included both descriptions of hotels themselves as well as measures describing the specified location factors. The survey was full in nature, because the statistical population consisted of all hotels opened in the years 2000–2009 ($n = 82$) and those operating in the analyzed commune area ($n = 408$). The acquired data was subject to a statistical analysis to enable verification of suggested hypotheses and to confront them with results of a previous survey (comparative analysis).

Diagnostic variables for surveys were chosen using a two-stage procedure suggested by Panek (2009), consisting of a subject-matter-formal and statistical verification. In the case of subject-

1. [In the journal European practice of number notation is followed — for example, 36 333,33 (European style) = 36 333.33 (Canadian style) = 36,333.33 (US and British style). — Ed.]

matter verification the main considered criteria included the significance from the analyzed phenomena point of view, exhaustion of phenomena scope, logicity of interrelationships and preserved proportionality of partial phenomena representation. Then variables were subject to a formal verification taking into account the possibility to express the variable level by numbers, the data availability, its completeness for all objects (hotels and communes) and the cost of data collection. The statistical verification was carried out using statistical procedures considering the variables discrimination capabilities and their information potential.

The logistic regression was the main statistical method enabling verification of research hypotheses suggested in the study. The opening (“yes” = 1) or not opening (“no” = 0) of a business (model 1) and a holiday (model 2) hotel in the area of a specific commune in the given year was the explained variable. Instead, explanatory variables were diagnostic variables (measures describing location factors) describing all communes situated in the analyzed voivodships. A 2-year delay between the explained variable and explanatory variables were assumed in the study. For example, the fact of opening (or not) of a hotel in 2002 was related with the analysis of suggested location factors development in individual communes in 2000.² The paper uses a stepwise logistic regression with backward elimination of regressors. So an iterative elimination of consecutive variables of the highest value of ex post significance level was made for the Wald chi-square test in appropriate models of logistic regression. The procedure was finished at the moment when this level went below 0,05. All computations in the paper were carried out using the SPSS Statistics 20 software.

2 Results

The analysis literature as well as results of exploratory surveys have shown the legitimacy of considering four groups of location factors, which are related to costs and availability of production factors (access to skilled personnel, labor costs, availability of investment areas and land prices), the market potential (level of economic development, degree of economy internationalization, urbanization, transport accessibility, size of tourist and local demand, tourist values and tourist supply), development of the hotel market (intensification of competition in the sector and the hotel sector profitability) as well as stimulating actions of local authorities (fiscal, administrative-planning and information incentives). For each of the specified location factors measures have been chosen which enabled their quantification. In the case of simple location factors (e.g., access to skilled personnel) one measure has been taken, while in the case of complex location factors (e.g., tourist values)—a larger number were used. Having carried out subject-matter-formal and statistical verification of diagnostic variables the final list of location factors and their measures was specified, which is presented in table 1. Table 2 (page 83) presents results of modelling (logistic regression) for business and holiday hotels. Both models feature high values of goodness of fit statistics— $\chi^2 = 88,65$ for business hotels, and $\chi^2 = 97,16$ for holiday hotels at the significance level $p < 0,001$. This means that the presented models differ significantly from models containing only free terms and the considered location factors have a characteristic influence on the fact of hotels opening. Models also well predict dependent variables, which is proven by the values of Nagelkerke determination coefficients $R^2 = 0,31$ for business and 0,44 for holiday hotels.

3 Discussion

The analysis of the survey results shows that the most important factors for business hotel locations comprise the transportation access, investment incentives of planning-administration type, the supply of tourist services, the level of economic development, the degree of economy internationalization as well as availability of investment areas. In the case of the analyzed communes with increasing values of measures describing these factors the probability of opening new hotel establishments was growing.

2. As economic practice shows, an average investment process starting from planning actions and ending with hotel opening lasts around 2 years.

Tab. 1. Characteristic of hotel location factors and measures describing them specified in the paper

Group of location factors	Location factors	Measures describing location factors	Nature of measures	Expected direction ^a
1	2	3	4	5
Costs and availability of production factors	Access to skilled personnel	• Existence of secondary schools or universities educating in tourist professions	• Qualitative: yes (1) or no (0)	+
	Labour cost	• Average monthly gross salary in section I of NACE	• Quantitative: amount of PLN	-/+
	Availability of investment areas	• Total area of commune land	• Quantitative: number of hectares	+
	Land prices	• Average transaction price per 1 m ² of land allocated for residential housing	• Quantitative: amount of PLN per 1 m ²	-/+
Market potential	Level of economic development	• Commune income per resident	• Quantitative: amount of PLN per resident	+
	Level of economy internationalisation	• Number of businesses with foreign capital registered in the REGON system	• Quantitative: number of businesses	+
	Urbanisation	• Number of businesses registered in the REGON system • Population density	• Quantitative: number of businesses	+
			• Quantitative: number of residents per 1 km ²	+
	Transport accessibility	• Local public transport • Long-distance public bus or rail transport • Distance to the nearest motorway or express road exit	• Qualitative: yes (1) or no (0)	+
			• Qualitative: yes (1) or no (0)	+
			• Quantitative: number of kilometres	-
	Size of tourist demand	• Total number of nights spent by tourists throughout the year • Number of nights spent by foreign tourists throughout the year	• Quantitative: number of nights per year	+
			• Quantitative: number of nights per year	+
	Size of local demand	• Retail sales at current prices	• Quantitative: amount of PLN	+
Tourist values	• Existence of places (objects) registered in the UNESCO list or of historic monuments • Holding the spa status or existence of unique tourist attractions (e.g., amusement parks) • Existence of national or landscape parks	• Qualitative: yes (1) or no (0)	+	
		• Qualitative: yes (1) or no (0)	+	
		• Qualitative: yes (1) or no (0)	+	
Tourist supply (other than hotels)	• Number of businesses carrying out catering activities • Number of businesses carrying out services related to creative activities (culture and entertainment) • Number of businesses carrying out sports and recreational activities	• Quantitative: number of businesses	+	
		• Quantitative: number of businesses	+	
		• Quantitative: number of businesses	+	
Development of hotel market	Intensification of competition in the sector	• Number of hotel establishments—hotels, motels, boarding houses—competition in the hotel sector	• Quantitative: number of hotel establishments	-/+
		• Hotels number—competition in the same market segment	• Quantitative: number of hotels	-/+
	Profitability of hotel sector	• Profitability of hotels gross turnover	• Quantitative: percentage	+

(continues on next page)

Tab. 1. (continued)

	1	2	3	4	5
Stimulating actions of local authorities	Fiscal incentives	<ul style="list-style-type: none"> • Real property rate (buildings related to carrying out business) lower than the maximum rate • Existing system of investor incentives (e.g., tax relieves, exemptions) 	<ul style="list-style-type: none"> • Qualitative: yes (1) or no (0) • Qualitative: yes (1) or no (0) 	+	+
	Planning-administrative incentives	<ul style="list-style-type: none"> • Having an own development strategy or plan considering tourism • The area covered by the land development plan • Number of foreign partner cities or communes 	<ul style="list-style-type: none"> • Qualitative: yes (1) or no (0) • Qualitative: yes (1) or no (0) • Quantitative: number of cities or communes 	+	+
	Information incentives	<ul style="list-style-type: none"> • Expenditure on tourism per resident • Possibility to use free of charge advice by businesses 	<ul style="list-style-type: none"> • Quantitative: amount of PLN per resident • Qualitative: yes (1) or no (0) 	+	+

^aExpected direction of correlation with the hotel location

So the results of this survey have confirmed an important role played by the effect of conurbation in the case of business hotels. It is related inter alia to such location factors as the level of economic development and economy internationalization, transportation access, or tourist supply. This effect is very important with respect to the possibility of generating high revenues by hotels, especially in the case of business people and guests creating the local demand. It is related to positive external effects (benefits), which may be used by hotels situated in cities of a high economic development level and internationalization degree. The existence of various business centers, important enterprises (enterprise groups), special economic zones, or scientific-technological parks may determine a high level of demand for services rendered in business hotels. This applies both to guests traveling on business and to organization of conferences, training or business meetings. Part of such hotel enterprises involves also providing catering services, which may also be used by institutional customers in their companies or institution offices. Also, benefits originating from other hotels or tourist companies situated nearby are an important area of the conurbation effect. This applies both to so-called production benefits, related to an easier access to a skilled labor force, suppliers or services, and to so-called demand benefits, consisting e.g. in a possibility to reduce costs of looking for a right hotel for potential customers, and hence specific transaction costs (Berbel-Pineda and Ramirez-Hurtado 2011; Cuadrado and Auriolés 1990; Dana, Gurau, and Lasch 2014; Goranczewski and Puciato 2011; Hadad, Friedman, and Israeli 2004; Kazlauskaitė et al. 2009; Puciato, Łoś, and Mrozowicz 2013). Moreover, an appropriately high level of internationalization may be a good harbinger of prospects to run a business for potential hotel investors, because it indirectly proves a limited number of barriers to enter the given market. Also, the transportation access and the size of tourist supply are significant with respect to the conurbation effects. In this context, the level of development, especially the length and quality of transport routes, mainly roads, motorways and railway lines as well as the frequency and availability of connections enabling the use of public transport will be an important aspect of transportation access. The importance of tourist supply for the hotel location results also from the fact that guests going on a business trip expect a rich offer of restaurant, entertainment, cultural or recreational services. Similar conclusions were drawn by Yang and others (2012) in their paper, according to whom the effect of conurbation, including the closeness of the demand stream, access to public and social good and also urbanization are the most important premises for business hotels origination. Additionally, the level of economic development and the condition of technical and social infrastructure have turned out to be the main business hotel location factors in the survey of Ussi and Wei (2011). Other authors have also noticed a high role of conurbation benefit in the process of location selection for this group of hotels (Egan, Chen, and Zhang 2006; Johnson and Vanetti 2005; Kundu and Contractor 1999; Martorell, Mulet, and Otero 2013; Ramon Rodriguez 2002; Zhang, Guillet, and Gao 2012).

Tab. 2. Results of logistic regression for dependent variables: opening of a business hotel (model 1) and opening of a holiday hotel (model 2) and independent variables: measures describing the location factors

Hotel type	Location factor	Measure	B	SD	Wald χ^2	p	Wald 95%- conf. interval
Business B0 = -6,62 $\chi^2 = 88,65$ $p < 0,01$ $R^2 = 0,31$	Availability of investment areas	Total area of commune land	0,01	0,01	1,01	< 0,01	-0,01 0,03
	Level of economic development	Commune income per resident	0,02	0,01	4,02	0,01	0,00 0,04
	Level of economy internationalization	Number of businesses with foreign capital registered in the REGON system	0,01	0,01	1,02	< 0,01	-0,01 0,03
	Transport accessibility	Local public transport	1,26	0,60	4,41	0,03	0,06 2,46
	Supply of tourist services (other than hotels)	Number of businesses carrying out catering activities	0,01	0,01	1,03	0,01	-0,01 0,03
	Supply of tourist services (other than hotels)	Number of businesses carrying out services related to creative activities (culture and entertainment)	0,13	0,04	10,56	< 0,01	0,05 0,21
	Planning-administrative incentives	Number of foreign partner cities or communes	0,30	0,10	9,04	< 0,01	0,10 0,50
Holiday B0 = -5,03 $\chi^2 = 97,16$ $p < 0,01$ $R^2 = 0,44$	Access to skilled personnel	Existence of secondary schools or universities educating in tourist professions	1,17	0,58	4,07	0,04	0,01 2,33
	Tourist values	Holding the spa status or existence of unique tourist attractions (e.g., amusement parks)	1,55	0,56	7,66	0,01	0,43 2,67
	Supply of tourist services (other than hotels)	Number of businesses carrying out catering activities	0,01	0,01	1,07	0,02	-0,01 0,03
	Supply of tourist services (other than hotels)	Number of businesses carrying out services related to creative activities (culture and entertainment)	0,04	0,02	4,07	0,03	0,00 0,08
	Intensification of competition in the sector	Number of hotel establishments like hotels, motels, and boarding houses	0,07	0,03	5,44	0,01	0,01 0,13
	Planning-administrative incentives	Number of foreign partner cities or communes	0,26	0,07	13,81	0,00	0,12 0,40

Explanation of terms: B—values of model parameters estimates; SD—standard error, asymptotic standard errors of parameter estimates; Wald chi-square—value of Wald chi-square statistics checking the parameters significance, p —significance level of probability for the Wald test; Wald 95%-confidence interval—lower and upper limit of parameters; B0—value of a constant (free term) in the model; χ^2 —value of model goodness of fit statistic; R^2 —Nagelkerke determination coefficient

In the case of business hotels incentives from local authorities aimed at attracting potential investors to the given town also turned out significant. For the studied hotels planning-administrative instruments have proven important. Such factors may translate both into the size of incurred expenditure and to the generated revenue, which means that they can be specific stimuli in the relation to the other groups of factors. The availability of investment areas has also turned out

to be an important location factor for the analyzed hotels. It resulted probably from the fact that business hotels are situated most often in central parts of cities, where the land supply is small, implying high prices. A usually high capital intensity of hotels makes that the issue of buying an appropriate plot of land for the hotel construction must be analyzed in detail and taken into account in the decision making process.

Instead, in the analyzed group of holiday hotels the tourist (natural) values, the access to a skilled hotel staff, investment incentives (planning-administration type), an intensified competition in the hotel sector as well as the supply of tourist services turned out to be statistically significant location factors. The direction of registered relationships was positive, which means that with increasing values of measures describing the above factors the chance to open a hotel in the community area was growing. The role of tourist values in creating the tourist traffic is obvious. Attractive natural values in relation to holiday tourists and anthropogenic values in the case of sightseeing tourists are usually the most important premises determining tourist demand (Mazurek-Kusiak and Soroka 2016; Świeca, Krukowska, and Tucki 2014). Similar conclusions were drawn by Ussi and Wei (2011) in their study, who consider that not only the number and quality of tourist values but also their diversity is important. In the authors' opinion, the size of tourist traffic depends mainly on this diversity, which means that the existence of diversified values is an important premise for new hotel location. Tourist values, including the landscape attractiveness, a microclimate favorable for health, a diversified lie of the land and of the sea bottom and the existence of surface waters, turned out the most important location factors for holiday hotels also in the study by Kowalczyk (2004). Holiday hotels usually offer a wide range of services, which results in the necessity to employ a large number of staff of very diversified skills. Hence an appropriate size and the structure of labor supply is an important criterion to choose the hotel location. In the case of appropriate human resources shortage on the local market, it is necessary to bring people in from other markets, resulting in increased labor costs. This contributes to increasing, already high, labor-intensity in the hotel sector, resulting primarily from the need to maintain a relatively permanent service potential and related specific structure of total costs (a high share of fixed costs). Like in the case of business hotels, planning-administrative incentives and the tourist services, mainly restaurant and cultural-entertainment-based, supply have turned out to be important premises for holiday establishment location choices. This results probably from the fact that tourists, and hence potential hotel investors, are looking for places in which a full tourist product exists. A great diversity of tourist services and the organization of mass (e.g., sport or entertainment) events, also international in nature, substantially improve prospects related to the tourist demand (Diedering and Kwiatkowski 2015). Similar findings were reported by Dziejczak (1998) in her studies. The role played for the analyzed hotels by the intensification of competition within the sector may be explained in a similar way. A full tourist product of the host area, apart from the already described conurbation benefits, enables also a cancellation of the so-called coordination defect (Garbicz 2005). To put it simply it consists in the fact that the new tourist supply has a chance to originate only if new tourists turn up in the given location (tourist demand). However, new tourists will be interested in visiting the given place only if new tourist attractions originate there. So the tourist demand depends on the size of the provided supply, while an appropriately high supply is not possible without an appropriately high demand. This phenomenon may be observed especially in countries with a medium level of economic development and Poland may be included in this group.

Conclusion

The survey provided a possibility to verify hypotheses suggested at the beginning. The main hypothesis, referring to the existence of a standard set of determinants for hotel location selection in similar geographic conditions, was confirmed through the performed analyses. However, the auxiliary hypothesis should be partly rejected, because stimulating actions of local governments have turned out important only in the case of administrative-planning instruments. Instead, fiscal and information incentives turned out to be insignificant. Based on the results of the survey it is

possible to formulate a recommendation to local authorities who are willing to increase the attractiveness of communes for potential hotel investors. In the authors' opinion this includes the following actions:

- Stimulating actions carried out by local governments, which should be directed towards creating a full tourist product of the host area. They should be directed not only to potential hotel investors, but also to entities generating the supply of restaurant, cultural-entertainment and sports-recreation services.
- Attracting foreign direct investments, and as a result an increase in local economies internationalization. This should be related also to the intensification of contacts with foreign partner communes and to establishing other forms of international cooperation (e.g., in Euro-regions).
- Stimulating development of local economies, including local and tourist demand, and in the case of cities also intensification of urbanization processes.
- Improving the transport access by improving the existing and creating new transport networks, with particular emphasis on means of transport ensuring a high speed of travel.
- Care of natural tourist values, investments in the natural environment protection and maintaining unique places and objects of cultural heritage, with special consideration of those registered in the UNESCO list and of the historic monuments.

After the performed survey, numerous leads appeared, which in the authors' opinion should become the subject of further consideration of issues related to hotel location selection conditions. From a cognitive point of view the following observations and resulting directions of future surveys should be considered especially important and interesting:

- A very dynamic current development of the hotel sector makes it is necessary to extend till 2015 the time scope of the survey on hotel location.
- The spatial scope of the survey, covering Dolnośląskie Voivodship, Opolskie Voivodship, and Śląskie Voivodship, entitles us only to certain cautious conjectures related to the entire Polish hotel market. To verify them a full survey, covering also the remaining regions, should be performed.
- A review and a critical analysis of the literature shows that extensive surveys of the location issues are also missing, which would cover both its general (country, voivodship, commune) and detailed aspects (specific plots of land).
- Future surveys related to location premises of the other hotel types and of tourist enterprises other than hotels should also be considered important from the application point of view, with particular emphasis on the remaining hotel entities, travel agencies, amusement parks, recreation centers, etc.

References

- ADAM, I., and F.E. AMUQUANDO. 2013. "Dimensions of hotel location in the Kumasi Metropolis, Ghana." *Tourism Management Perspectives* 8: 1–8. doi: <http://dx.doi.org/10.1016/j.tmp.2013.05.003>.
- BERBEL-PINEDA, J.M., and J.M. RAMIREZ-HURTADO. 2011. "Does the Foreign Market Entry Mode Choice Affect Export Performance? The Case of the Spanish Hotel Industry." *Journal of Business Economics and Management* 12 (2): 301–316. doi: 10.3846/16111699.2011.573270.
- BERNINI, C., and A. GUIZZARDI. 2010. "Internal and Locational Factors Affecting Hotel Industry Efficiency: Evidence from Italian Business Corporations." *Tourism Economics* 16 (4): 883–913. doi: 10.5367/te.2010.0008.
- BUDNER, W. 2004. *Lokalizacja przedsiębiorstw. Aspekty ekonomiczno-przestrzenne i środowiskowe*. 2nd ed. Poznań: Wydawnictwo AE.
- CRECENTE, J.M., I. SANTE, C. DIAZ, and R. CRECENTE. 2012. "A Multicriteria Approach to Support the Location of Thalassotherapy (Seawater Therapy) Resorts: Application to Galicia Region, NW Spain." *Landscape and Urban Planning* 104 (1): 135–147. doi: 10.1016/j.landurbplan.2011.10.010.
- CUADRADO, J.R., and J. AURIOLES. 1990. "The Entrepreneurial Decision in the Location of New Industries." *Entrepreneurship & Regional Development* 2 (2): 139–152. doi: 10.1080/08985629000000010.

- DANA, L.P., C. GURAU, and F. LASCH. 2014. "Entrepreneurship, Tourism and Regional Development: a Tale of Two Villages." *Entrepreneurship and Regional Development* 26 (3–4): 357–374. doi: 10.1080/08985626.2014.918182.
- DIEDERING, M., and G. KWIATKOWSKI. 2015. "Economic Impact of Events and Festivals on Host Regions. Methods in Practice & Potential Sources of Bias." *Polish Journal of Sport and Tourism* 22 (4): 247–252.
- DZIEDZIC, E. 1998. *Obszar recepcji turystycznej jako przedmiot zarządzania strategicznego, Monografie i Opracowania/Szkoła Główna Handlowa*. Warszawa: Szkoła Główna Handlowa. Oficyna Wydawnicza.
- EGAN, D.J., W. CHEN, and Y. ZHANG. 2006. "The Intra-Urban Location of Hotels in the Chinese Cities of Beijing, Shanghai & Shenzhen." *China Tourism Research* (2): 516–530.
- GARBICZ, M. 2005. "Niekorzyści a korzyści skali." In *Szkice ze współczesnej teorii ekonomii*, edited by W. Pacho, 11–31. Warszawa: Szkoła Główna Handlowa. Oficyna Wydawnicza.
- GODLEWSKA-MAJKOWSKA, H. 2001. *Lokalizacja działalności gospodarczej. Wybrane zagadnienia*. Warszawa: WSHiFM „Elipsa.”
- GOLEMBSKI, G. ed. 2002. *Metody stymulowania rozwoju turystyki w ujęciu przestrzennym*. Poznań: Wydawnictwo AE.
- GORANCZEWSKI, B., and D. PUCIATO. 2011. "Application of SERVQUAL Questionnaire in the Measurement of Quality of Hotel Services." *Polish Journal of Sport and Tourism* 18 (2): 166–171.
- HADAD, Y., L. FRIEDMAN, and A.A. ISRAELI. 2004. "Evaluating Hotel Advertisements Efficiency Using Data Envelopment Analysis." *Journal of Business Economics and Management* 5 (3): 133–141. doi: 10.1080/16111699.2004.9636077.
- HARVEY, J. 1996. *Urban Land Economics*. 4th ed. Basingstoke: Macmillan.
- JANUSZEWSKI, M. 2007. "Czynniki determinujące podejmowanie decyzji inwestycyjnych w turystyce." *Ekonomiczne Problemy Turystyki* (8): 73–79.
- JOHNSON, C., and M. VANETTI. 2005. "Locational Strategies of International Hotel Chains." *Annals of Tourism Research* 32 (4): 1077–1099. doi: 10.1016/j.annals.2005.03.003.
- JUAN, P.J., and S.Y. LIN. 2013. "Selecting Resort Locations." *Tourism Economics* 19 (6): 1249–1272. doi: 10.5367/te.2013.0247.
- KALNINS, A., and W. CHUNG. 2006. "Social Capital, Geography, and Survival: Gujarati Immigrant Entrepreneurs in the US Lodging Industry." *Management Science* 52 (2): 233–247. doi: 10.1287/mnsc.1050.0481.
- KAZLAUSKAITE, R., I. BUCIUNIENE, L. TURAUSKAS, and L. SALCIUVIENE. 2009. "A Comparative Study of Employee Empowerment in Danish and Lithuanian Hotels." *Transformations in Business & Economics* 8 (2): 66–85.
- KOWALCZYK, A. 2004. "Czynniki lokalizacji hoteli w Warszawie." In *Lokalizacja hoteli w krajowych metropoliach Europy Środkowo-Wschodniej*, edited by A. Matczak, 45–82. Łódź: Łódzkie Towarzystwo Naukowe.
- KUNDU, S.K., and F.J. CONTRACTOR. 1999. "Country Location Choices of Service Multinationals: an Empirical Study of the International Hotel Sector." *Journal of International Management* 5 (4): 299–317. doi: 10.1016/S1075-4253(99)00017-4.
- MAO, N.R., H. GRUNFELD, T. DELACY, and D. CHANDLER. 2014. "Hotel Characteristics and Location Decisions in Kumasi Metropolis, Ghana." *Tourism Geographies* 16 (4): 669–686. doi: 10.1080/14616688.2012.762689.
- MARDANI, A., A. JUSOH, E.K. ZAVADSKAS, M. KAZEMILARI, U.N.U. AHMAD, and Z. KHALIFAH. 2016. "Application of Multiple Criteria Decision Making Techniques in Tourism and Hospitality Industry: A Systematic Review." *Transformations in Business & Economics* 15 (1): 192–213.
- MARTORELL, O., C. MULET, and L. OTERO. 2013. "Choice of Market Entry Mode by Balearic Hotel Chains in the Caribbean and Gulf of Mexico." *International Journal of Hospitality Management* 32: 217–227. doi: 10.1016/j.ijhm.2012.06.001.
- MAZUREK-KUSIAK, A., and A. SOROKA. 2016. "Efforts by Hotel Owners Aimed at Maintaining Ecological Balance in Lubelskie Voivodship." *Barometr Regionalny. Analizy i Prognozy* 14 (2): 157–164.
- PANEK, T. 2009. *Statystyczne metody wielowymiarowej analizy porównawczej*. Warszawa: Szkoła Główna Handlowa. Oficyna Wydawnicza.

- POLYZOS, S., and D. MINETOS. 2011. "An Ordinal Regression Analysis of Tourism Enterprises' Location Decisions in Greece." *Anatolia* 22 (1): 102–119. doi: 10.1080/13032917.2011.556225.
- PUCIATO, D. 2012. "Przesłanki lokalizacji wybranych przedsiębiorstw hotelowych w Opolu." *Infrastruktura i Ekologia Terenów Wiejskich* (2/III): 113–120.
- PUCIATO, D., A. ŁOŚ, and K. MROZOWICZ. 2013. "Franchising as a Way of Reducing Moral Hazard in the Tourism Market." *Argumenta Oeconomica* (1): 127–147.
- RAMON RODRIGUEZ, A. 2002. "Determining Factors in Entry Choice for International Expansion. The Case of the Spanish Hotel Industry." *Tourism Management* 23 (6): 597–607. doi: 10.1016/S0261-5177(02)00024-9.
- SUND, K.J. 2006. "The Geographical Concentration of Hotels in Switzerland and the Industry Life Cycle." *Tourism and Hospitality Planning & Development* 3 (1): 1–18.
- ŚWIECA, A., R. KRUKOWSKA, and A. TUCKI. 2014. "Tourist Potential of the Łęczna-Włodawa Lakeland and its Application in the Context of the Functioning of the Polesie National Park." *Polish Journal of Sport and Tourism* 21 (4): 200–217.
- USSI, M.U., and J.G. WEI. 2011. "The Location Determinants for Hotel Foreign Direct Investment (FDI) in Zanzibar." *Management and Service Science* 8: 105–112.
- YANG, Y., K.K.F. WONG, and T. WANG. 2012. "How Do Hotels Choose Their Location? Evidence from Hotels in Beijing." *International Journal of Hospitality Management* 31 (3): 675–685. doi: 10.1016/j.ijhm.2011.09.003.
- ZHANG, H.Q.Q., B.D. GUILLET, and W. GAO. 2012. "What Determines Multinational Hotel Groups' Locational Investment Choice in China?" *International Journal of Hospitality Management* 31 (2): 350–359. doi: 10.1016/j.ijhm.2011.05.008.