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2. Report from the study:
The role of project management in business operation.

Abstract

The main objective of the study "The role of project management in the hospitality business operation" was to develop recommendations for the selection of project management standards which will allow the effective achievement of their objectives, in particular to define and adjust their management standards. The study was carried out in the period from 01/01 to 31/12/2011, while the fundamental phase of the study fell in the period from 01/08 to 30/11. A set of 5 specific objectives was used which were operationalized into 7 research questions and 5 research techniques, both quantitative and qualitative.

The study used secondary data which constituted statistical and demonstrative material, as a result of which it was possible to develop a typology of projects implemented in hotel companies and compare project management standards. The above compilations were used to construct research tools in order to obtain primary data - the results of surveys and individual in-depth interviews.

The study allowed the following main conclusions to be drawn:

1   The natural and cultural values of the region as well as regional and local tourist products are not perceived by hotel companies as attractive resources for creating their own offer.

2   Low propensity of hotel businesses to cooperate in integrating promotional activities for the region as an attractive tourist destination.

3   Low interest of hotel companies in the activities of sustainable development.

4   Low effectiveness of dialogue and cooperation between the hotel industry and other actors of the regional tourism market.

5   Moderate satisfaction of hotel companies with the implemented projects, there are no grounds to unequivocally state that the project was successful.

6   Hotels operating in the Łódź region conduct individual marketing activities on a small scale being focused exclusively on the promotion of their own offer.

7   Low propensity of hotel companies to establish cooperation within the tourism industry.

8   Hotel companies in the Łódź Voivodeship implement projects using few management standards.

For these conclusions detailed recommendations were formulated indicating possible remedial actions aimed at reversing adverse trends or strengthening positive effects.

2.1. Study concept

2.1.1. Study background

2.1.1.1. Postmodern vision of economic and social order

The concept of building a postmodern economic and social order has its main source in the currents of postmodernism and psychoanalysis. These currents of thought have fundamentally changed the perception of reality so far, determined by the industrial revolution and its social and economic consequences. Since the turn of the 1960s and 1970s. the vision of the economy and industrial society has been increasingly contested. Its negative implications were clearly visible and they were linked to the increasing complexity of economic and social structures resulting in unpredictability and chaotic economic and social life, the increasing exploitation of natural environment and the progressing globalisation of local problems. The meaningful illustration were, amongst others, oil shocks, Bhopal or Chernobyl catastrophes, arms race, development of terrorism. These phenomena reflected the views expressed, among others, by E. Fromm who wrote about the destructiveness of human nature, or J.-F. Lyotard who emphasized the fall of rational subject and reasonable progress. On the other hand, the concept of D. Bell's post-industrial society as well as the vision of A. Toffler's third wave of civilization outlined perspectives for the development of the postmodern economic and social order which strongly emphasized the need for decentralization and free functioning of society as well as the development of economy sectors that affect the improvement of life quality.

2.1.1.2. Tourism as a factor for regional development in the age of globalisation

The report of the Silesian Tourism Organization (ŚOT) for 2010 showed data stating that tourism, as a sector of the economy, produces 5% of gross world product and gives employment for 8% of workers, moreover, the trends indicate a further increase. Tourism is therefore considered to be one of the most dynamically developing economic sectors. In this respect, it can play an important role in creating development impulses in the local and regional environment, in creating small enterprises and a wide range of workplaces, both for skilled and unskilled workers. As a result, tourism can be a source of foreign currency inflow which is of key importance especially for the economies in the deepest crisis and the least developed countries. In the age of globalisation, tourism can therefore be an effective development alternative for the world in recession.

The report also draws attention to the key role of tourism in building understanding for taking necessary measures to protect the environment and cultural heritage as well as to build relationships between people on the basis of tolerance and respect for different cultures. Tourism is therefore an important link in the creation of sustainable development.

2.1.1.3. Tourism company and the offer of goods associated with the increase in quality of life

The vision of the postmodern world outlined above accentuates the changing role of social and economic organisations by shifting the accents from the area where the "quantity of goods" and their "consuming" were important
towards the direction of "quality of goods" and their "experiencing". The new role of tourism companies will therefore be to create an offer of tourism services and products which will contribute to improving the quality of life of both their creators and their users.

The starting point for such defined offer may be Kottler's recognition of service as a "package of values" which can be understood in the field of tourism as all experiences gained during the travel by a tourist, based on the perception of the places the tourist visited, products and services the tourist used and the formula in which he or she received them.

Therefore, tourism companies are faced with the challenge of creating a supply of tourism services and products that take into account the above specific characteristics of "experiencing". This challenge will also require the use of skillful approach to the management of the creation and distribution of tourism services and products.

2.1.1.4. The sphere of management in the modern tourism company

The process of transition from an industrial economy towards the postindustrial economy is also reflected in the science of management. It is becoming clear to gradually move away from the classical, centralised and hierarchical approach to the management of a company, typical of the industrial age, towards a design approach - decentralised and flexible, now increasingly common.

The development of project management dates back to the 1950s and now, more and more, it is entering new areas of economic and social life. For this reason, undertaking the research topic lying on the border between the spheres of management and tourism, which is further defined as a problem of project management in the hotel industry, may constitute a novel contribution to the development of both disciplines.

2.1.2. Terminology used

2.1.2.1. Tourism

The definition of "tourism" has been explained as a concept used in official statistics by the Central Statistical Office (GUS), according to which it is "(....) the activity of persons travelling to and residing at places outside their normal environment for no more than one consecutive year for the purposes of rest, business or other purposes."

This concept defines also a "tourist" (person travelling). The intermediate source for this definition is the Commission Decision of 9 December 1998 on the procedures for implementing Council Directive 95/57/EC on the collection of statistical information in the field of tourism (1999/35/EC). The intermediate source of this definition are the recommendations of the World Tourism Organisation on the principles for the production of tourism statistics, originally developed in 1993 and updated in 2008.

The activities referred to in the above definition do not include travels and stays whose main purpose is gainful activity paid at the target site. So tourism is a non-profit activity for the tourist who travels and stays at the destination, but bears the costs. These costs represent the revenue of local tourism enterprises (including hotel companies) whose products and services the tourist uses. The revenue collected by local enterprises, less the cost of production of the above mentioned products and services, creates local added value, and is therefore a factor stimulating the development of these enterprises and, indirectly, the development of the area in which they operate. Therefore, in this paper tourism will also be treated as an economic sector based on tourism products and services created and offered by local enterprises in response to the needs of travellers.

The definition of tourism presented as the first one (i.e. according to the GUS Glossary of Concepts) has a demand-related character because local tourism enterprises (including hotel companies) satisfy the demand generated by travellers. Whereas the tourism concept defined from the point of view of the local economy has a supply-related character because the way in which tourism enterprises create and offer their products and services influences the behaviour and decisions of tourists. The supply-related approach draws attention to the link between tourism offer and local resources. In the case of the Łódź region it may be: heritage of the 19th century industrial era, multiculturalism of the Łódź city and the region, traditions of "creative industries" (including film, fashion, design) in the Łódź region, traditional natural and cultural values of the region (e.g. Warta River Meander near Załęcze, Pilica Valley, Central Touristic Arc).

2.1.2.2. Hospitality company

The phrase "hospitality company" shall mean any entity engaged in legal business activity based on the binding provisions of the Polish law (Act of 29 August 1997 on tourist services) offering and providing paid tourism products and services related to accommodation in the area of the Łódź Voivodeship and on this basis included in the Register of Hotel Facilities (Pol. EOH), in accordance with Art. 38 of the above mentioned Act. The same approach will be applied to the hospitality companies operating in Liechtenstein and Iceland, they must conduct legitimate business activity on the basis of local regulations, provide paid tourism products and services related to accommodation respectively on the territory of Liechtenstein and Iceland as well as be included in the official registers of enterprises of this type, in the Liechtenstein Tourismus (LT) register and in the register of the Icelandic Tourism Industry Association (ITIA). All entities included in the above mentioned records create the surveyed group (survey) of 261 entities.

2.1.2.3. Project

The term "project" is understood as an activity or group of activities implemented in logical sequential order, meeting the 4 basic criteria:

- Comprehensiveness;
- Uniqueness;
- Purposefulness;
- Definiteness.

In order to meet the comprehensiveness criterion, the project must be a multi-dimensional and multi-entity activity, i e. be implemented simultaneously in several areas by a group of people, in accordance with the established plan (scenario). Multidimensionality means a significant number of operations/activities carried out at the same time or occurring consistently one after another. It is also a commitment and combining efforts undertaken simultaneously by many people, co-workers, experts. The multiplicity of activities and people usually results in the need to allocate/entrust certain activities to particular persons - this is how a project implementation plan is created.

To meet the criterion of uniqueness, the project is executed only once, or is executed for the first time, and therefore represents a pioneering, innovative, unusual undertaking. The activities that make up the projects are different from operations that are simple, current, routine, uncomplicated, chaotic, often executed mechanically and even unintentionally, in an unconscious manner.

The criterion of purposefulness means that each project has a clearly defined goal that is realistic and possible to achieve and gives a clearly defined, measurable and desired result.

The criterion of definiteness means that the project can be considered to be a venture precisely located in time which has the start time and end time set. Each project has at its disposal the resources allocated for its implementation (material, e.g. tangible, financial, human and intangible, e.g. knowledge, competence, know-how), quantified and qualitatively described, which are to ensure the achievement of the goal. It also has an autonomous character, it is independent of other activities implemented, e.g. at the same time, and even using the same resources, thus, it can be easily distinguished from other, parallel activities undertaken.

2.1.2.4. Project management

The term "project management" refers to the classical management functions of planning, organising, organising, deciding, motivating and controlling in the area of project implementation.

2.1.2.5. Project management standard

The project management standard are all the processes and procedures implemented during the management of individual project phases. The following are considered to be the management phases: initiation, planning, execution/monitoring and completion of the project.

Compliance with the project management standards in each of the phases is to ensure achievement of the goal / success of the project. The term standard has been introduced in order to unify the results of comparative analysis of project management methodologies, where it is identical to the term project management knowledge areas (PMBOK), the basic elements of knowledge and experience in project management (ICB), project components (PRINCE2).

In order to formulate the project management standards in the hospitality industry we will use matching standards, comparable with each other and present in the three most popular and considered as universal project management methodologies.

2.1.2.6. Project management methodology

Project management methodology is a set of project management standards which allow to effectively manage individual project areas in order to achieve the goal. The methodology of managing a project in a hotel company will be based on the selection of such management standards for particular project areas which as a result of the study will prove to be the most important for the successful completion of the project.

2.1.2.7. Success of the project

The terms "project success" or "project completed successfully" shall mean a situation in which the completed project led to achieving the goal set to the extent fully satisfactory for the person responsible for its implementation (project manager). The success of the project will therefore be measured by the scale of the project manager's satisfaction with the completed project. The highest value of satisfaction on this scale will be considered as the project's success.

2.1.2.8. Acronyms

AfS   -   Amt für Statistik Fürstentum Liechtenstein

RHF   -   Register of Hotel Facilities

CSO   -   Central Statistical Office

HÍ   -   Hagstofa Íslands

IL   -   Institut Liechtenstein

ITIA   -   Iceland Tourism Industry Association

ITRC   -   Icelandic Tourism Research Centre

LT   -   Liechtenstein Tourismus

WTO   -   World Tourism Organisation

UH   -   University of Hólar

UI   -   University of Iceland

2.1.3. Research problem

The background presented above allows us to identify the main problem of the planned study which is the use of project management standards in order to effectively achieve the objectives of projects implemented by hotel companies.

2.1.4. The main objective of the study

The main objective of the study is to develop a recommendation for the selection of project management standards which will allow the effective achievement of the objectives of projects implemented by hotel companies.

2.1.5. The specific objectives of the study

1. Indication of the types of projects implemented by hotel companies (CS1).

2. Identification of project management standards used to manage projects in hotel companies (CS2).

3. Determining the importance of each of the project management standards identified for the success of each type of project (CS3).

4. Formulating conclusions and recommendations concerning the application of identified project management standards for implementation of particular types of projects (CS4).

5. Evaluation of prospects for the application of project management methodology in hotel companies (CS5).

2.1.6. Model of the study

Table 1. Model of the study.

Research question	Methods / techniques of research	Relation to Specific objectives
1. What kind of projects do hotel companies undertake?	Analysis of desk research Survey	CS1
2. What management standards are used by hotel companies in the implementation of projects?	Analysis of desk research Survey	CS2
3. To what extent the projects implemented by hotel companies are successful / project managers are satisfied with the completed projects?	Survey	CS3
4. Which project management standards were most often used for the implementation of projects that have been successful?	Survey Individual in-depth interview	CS3

Research question	Methods / techniques of research	Relation to the specific objectives
5. Which project management standards were most often used for the implementation of projects that have been successful?	Survey Individual in-depth interview	CS3
6. Which project management standards are most appropriate for the implementation of particular types of projects?	Benchmarking	CS4 CS5
7. What prospects can be indicated for the application of the methodology	SWOT Analysis	CS5

Source: Own elaboration.

2.2 Research methodology

2.2.1. Data sources

2.2.1.1. The existing material / secondary sources

1. Domestic and foreign publications devoted to the issue of project management.

2. Domestic and foreign industry reports in the field of management.

3. Domestic and foreign publications devoted to the problems of tourism.

4. Domestic and foreign industry reports in the field of hospitality.

5. Statistical data: Regional Data Bank / Central Statistical Office, Statistisches Jahrbuch Liechtenstein 2010 / Amt für Statistik Fürstentum Liechtenstein, Tourism satellite accounts 2000-2008 / Hagstofa Íslands.

6. Sources of access to materials: Łódź University Library, Library of the Institute of Liechtenstein, the Liechtenstein University Library, University of Iceland Library / National Library, the Library of Icelande Centre for Tourism Research, CSO, AfS, HÍ websites and publications.

2.2.1.2. Research material / evoked sources

1. Questionnaires of surveys conducted;

2. Questionnaires of interviews conducted.

2.2.2. The methods and techniques used and the characteristics of research tools

2.2.2.1. Quantitative methods - desk research

Desk research - the aim of the analysis is to collect, standardize, compare and synthesize conclusions drawn from the existing sources: the literature published so far, available study results, the most recent statistical data and source information (industry periodicals) which are relevant from the point of view of the problem of the study.

By analyzing the existing data, it will be possible to obtain answers to research questions no. 1-2.

In the study, the use of the desk research, based on the aforementioned sources, is expected to lead to:

- Creating a typology of projects implemented in hotel facilities;
- Drawing up a list of management standards for the projects indicated in the typology of projects implemented in hotel facilities.

The result of the desk research will be the research tools created, using the above mentioned project typology and a compilation of standards.

2.2.2.2. Quantitative method - survey technique

Survey - the purpose of the survey technique is to obtain original research material - a set of answers provided by hotel companies, listed in the RHF, LT and ITIA records, to research questions, operationalised to the questionnaire questions. The tool used will be a survey questionnaire. The survey technique used will allow us to obtain answers to research questions no. 1-5.

The structure of the questionnaire will be simplified and aimed at providing precise answers to research questions. For this purpose, closed questions will be used in order to ensure
that the terms "project" and "project management standard" will be well understood by the respondent. The respondent will respond to them based on the cafeterias provided. In the cafeterias there is an option to formulate own answer, if none of the provided answers cover the respondent's opinion. This will make it possible to verify the effectiveness of the desk research on the results of which the questionnaire was based. Then a question will appear exploring the success of the project based on a five-point Likert scale,expressing satisfaction with its implementation. The next question will be a kind of hierarchization of project management standards according to their importance for effective project management. The survey will be completed by a series of questions regarding the status of a company (particulars) which will allow to characterize the surveyed population and indicate the possible relationships between the status and answers provided. The results of the interviews will provide an empirical basis for conclusions and recommendations of the study.

2.2.2.3. Qualitative methods - the technique of individual in-depth interview

Individual in-depth interview - the objective of individual in-depth interview technique is to obtain detailed information about the process and methods of managing specific projects implemented by hospitality companies. The tool used will be the scenario of an individual in-depth interview. Thanks to the tool used, it will be possible to obtain answers to research questions no. 4-5.

The design of the scenario will be extensive, aimed at providing information on the project management process developing the results of the survey. For this purpose open questions will be used, but with limited space and indicated approximate number of sentences from which an answer should consist. The respondent will provide meaningful, concise answers which characterize the type of project implemented and the planning phase. The closed questions will then be used to allow for evaluation of the implementation phase: adequacy and effectiveness of the project management standards applied. The results of the interviews will provide an empirical basis for conclusions and recommendations of the study.

2.2.2.4. Qualitative methods - benchmarking

Benchmarking - the aim of benchmarking analysis will be to identify best practices applied in the management of particular types of successfully completed projects identified during the survey and interviews. The analysis will cover eight areas corresponding to individual project management standards and for each area, the practices applied in particular regions will be indicated. The highest values for individual standards will be the basis for indicating that a given standard is important for successful completion of a particular type of project.

2.2.2.5. Qualitative methods SWOT analysis

SWOT analysis - the aim of SWOT analysis is to identify the prospects for the use of project management methodology in hotel companies in the following dimensions: the characteristics of the potential methodology (internal circumstances) and the possibility of applying the methodology in practice (external circumstances). The conclusions of the SWOT analysis will allow to identify the possibility of applying such solution in practice.

2.2.3. Sampling and characterization of the sample

The conducted study will be complete because it is intended to reach each hospitality company which is listed in the RHF, LT and ITIA registers. These are official hotel registers kept by specialized entities carrying out administrative tasks. Such defined group consists of 261 units. There will be a survey questionnaire distributed in this group.

It is also planned to carry out 6-8 in-depth interviews with the managers of projects the implementation of which was successful. For this purpose, contacts will be established in the hotel industry and its academic and business environment which through the use of the so-called snowball sampling will allow to reach the above projects and conduct interviews. The results of the conducted interviews will allow to characterize the process of manging the projects successfully implemented.

2.2.4. Organization of the study

Table 2. Organization of the study.

No	Implementation time	Study phase	Implemented actions
1	I-VII month	preparatory phase	1.1) Carrying out desk research in order to obtain answers to research questions 1-2. 1.2) Development of assumptions for the planned empirical studies (including the definition of conceptual apparatus, identification of types of projects and project management standards in the hospitality industry). 1.3) Constructing research tools: survey questionnaire, individual in-depth interview scenario. 1.4) Verification of research tools by users - testers in the field of both content and technical aspects. 1.5) Obtaining the resources needed to carry out the study.
2	VIII-X month	research phase	2.1) Carrying out a survey in order to obtain answers to research questions 1-5. 2.2) Conducting individual in-depth interviews in order to obtain answers to research questions 4-5.
3	XI month	analytical phase	3.1) Development and analysis of the obtained research material. 3.2) Implementation of a benchmarking study in order to obtain answers to the research question no. 6. 3.3) Preparing SWOT analysis in order to obtain answers to the research question no. 7. 3.4) Formulating conclusions and recommendations of the study and indicating the prospect for the use of project management methodology in hospitality companies. 3.5) Preparing the study report.
4	XII month	Phase of the results dissemination	4.1) Presenting the study results during speeches. 4.2) Publishing the study results in monographs / scientific journals. 4.3) Transferring the information on the study results to institutions supporting the project implementation. 4.4) Organizing conferences for companies operating in the hospitality industry.

Source: Own elaboration.

Research results

2.3.1. Description of the study procedure

The implementation of the study started in January 2011. The first 7 months of the study were devoted to the implementation of the analysis of existing data concerning the subject of the study. The results of the analysis allowed to formulate the methodological basis for the study and the final result of the first phase was the selection of research implementation methods, techniques and tools.

In August 2011, the second phase of the study started - the survey. On 01-15/08 the survey was prepared in technical terms, i.e. a suitable number of questionnaires were printed which were to be delivered to the hotels in uniform, clear envelopes. On 26-30/09 the survey was translated into English in order to implement the study in Liechtenstein and Iceland. Questionnaires were printed in English in order to be provided to hotels in Liechtenstein. They were delivered in uniform, clear envelopes accompanied by an additional envelope containing a return address and a postage stamp because the completed questionnaires were to be sent back by post.

In the period from 16/08 to 30/09/2011 the survey was carried out in the territory of the Łódź Voivodesip. The survey respondents (2 persons) visited each hotel registered in RHF trying to reach the owner/manager of the facility and personally give him the questionnaires asking for its completion. The survey was delivered in such way to 82 hotels (91% of hotels in the Łódź Voivodesip); the questionnaire was not delivered to 8 hotels. Subsequently, a series of telephone conversations were made to remind about the study and to agree on the date of survey receipt. The questionnaires were personally collected from 46 hotels (51% of hotels in the Łódź Voivodesip). The response rate for the survey in the Łódź Voivodeship was 56%.

In the period from 01 to 09/10/2011 the survey was carried out in the territory of the Principality of Liechtenstein. The interviewer personally visited each hotel included in the LT register trying to reach the owner/manager of the facility and personally give him the survey asking for its completion. In this way, the survey was delivered to 27 hotels (96% of hotels in Liechtenstein); the survey was not delivered to 1 hotel. In each hotel an interview was made and it was agreed to sent the completed survey back by post. As a result, the surveys were received from 18 hotels (64% of hotels in Liechtenstein). The response rate for the survey in Liechtenstein was 67%.

In the period from 11 to 28/10/2011 the survey was carried out in the territory of the Republic of Iceland. The weather conditions prevailing there allowed the interviewer to reach only a limited number of hotels. However, in order to ensure a uniform distribution of the questionnaires, they were sent electronically to each hotel listed in the ITIA register, trying to direct them to the owners/managers of the facilities. In this way, the survey was delivered to 139 hotels (97% of hotels in Iceland); the survey was not delivered to 4 hotels. The message accompanying the attached questionnaire included a request to return the completed questionnaire by electronic means. As a result, the surveys were received from 12 hotels (8% of hotels in Iceland). The response rate for the survey in Iceland was 9%.

Table 3. Characteristics of the conducted survey.

Region	Number of hotels in the register	Number of hotels to which Survey was delivered	Questionnaire distribution rate (3/2*100%)	Number of received completed surveys	Rate of participation in the study 5/2*100%)	Rate of response to the study (5/3*100%)
1	2	3	4	5	6	7
Łódź Voivodeship	90	82	91%	46	51%	56%
Liechtenstein	28	27	96%	11	39%	41%
Iceland	143	139	97%	12	8%	9%
Total	261	248	95%	69	26%	28%

Source: Own elaboration.

In October 2011, the third phase of the study began - individual in-depth interviews which were implemented, based on an interview scenario developed in English, directly during a meeting with the respondent (2 interviews in Iceland) or by correspondence (2 interviews in Liechtenstein and Iceland).

In the period from 01/10 to 17/11/2011, individual in-depth interviews were conducted in Liechtenstein. Based on interviews with employees during the distribution of survey questionnaires (01-09/10) and indications of LI employees, 4 hotels were selected to the interview. Finally, in the group of selected hotels 2 interviews were conducted by correspondence using a scenario of the interview which the owners/managers completed and sent back by post by 17/11/2011.

In the period from 11/10 to 19/11/2011 individual in-depth interviews were carried out in Iceland. Eventually, 7 hotels were selected to the interview based on indications of the employees of ITIA, ITRC, UI, UH because it was impossible to visit all the hotels in order to select them personally due to the prevailing weather conditions. Phone or e-mail contact has been established with the owners/managers of selected facilities and finally 4 interviews were conducted, 2 of them were carried out directly, and 2 interviews were conducted by correspondence, by completing the interview scenario by the respondent and sending it by mail until 19/11/2011.

2.3.2. Results obtained

2.3.2.1. Results of the desk research

The desk research was carried out in the period from 01/01 to 30/07/2011. Its purpose was to collect, standardize, compare and synthesize conclusions coming from existing sources: the literature published so far, available study results, the most recent statistical data and source information (industry periodicals) which are relevant from the point of view of 2 study aspects:

- Creating a typology of projects implemented in hotel facilities;
- Drawing up a list of management standards for the projects indicated in the typology of projects implemented in hotel facilities.

With regard to the typology of projects implemented in hotel facilities, data analysis carried out in the field of literature published so far (several items) made it possible to identify areas of the hotel companies' activity in which one can look for undertakings with the characteristics of projects. The next stage of the analysis was based on a review of industry reports on hospitality market (e.g. annual edition of the report "Hospitality market in Poland", "ABC of hotel investments") and it allowed to specify 32 separate examples of projects which were then grouped thematically into six basic types:

1. Implementation of new services (6 examples of projects):

   - Implementation of catering services;
   - Implementation of the organisation of leisure time and entertainment services, e.g. based on local tourist attractions;
   - Implementation of the services of organisation and management of events, conferences, etc .;
   - Implementation of pro-health services (e.g. wellness, spa, etc.);
   - Implementation of sports and recreational services;
   - Implementation of concierge services.

2. Implementation of new technologies (6 examples of projects):

   - Implementation of monitoring or other systems increasing the safety of the facility;
   - Implementation of IT solutions (e.g. web pages, erp, crm systems, etc.);
   - Implementation of the systems of online sales / booking of services;
   - Providing electronic access to a range of services (e.g. through touch screens, cards, phones, etc.);
   - Providing guests with access to the Internet;
   - Providing support for non-cash payments.

3. Modification / expansion (5 examples of projects):

   - Modification / expansion in order to upgrade the category of the facility;
   - Modification / expansion in order to introduce new services in the facility;
   - Development of the facility's surroundings (e.g. small infrastructure, parking, greenery, etc.).

- Reducing pressures on the environment (e.g. energy efficiency);
- Increasing the capacity of the facility.

4. Market expansion (6 examples of projects):
   - Performing marketing research or promotional and advertising campaigns for new services;
   - Certification of a facility or new services, e.g. in accordance with international standards;
   - Preparing a strategy for facility development, expansion into new markets, etc.;
   - Implementation of a code or standards of customer service, etc .;
   - Implementation of a loyalty program for customers;
   - Presenting the facility or new services on the exhibition events.

5. Cooperation with other entities (5 examples of projects):
   - Introduction of the facility to a network of cooperating facilities or strategic alliance;
   - Integration of the facility's offer with local tourist attractions;
   - Integration of the facility's offer with the offers of local partners;
   - Integration of the facility's offer with the offers of tour operators;
   - Integration of the facility's offer with booking networks and centres.

6. Human resources development (4 examples of projects):
   - Conducting restructuring changes / outsourcing / outplacement;
   - Introduction of a program for monitoring customer service level (e.g. collecting feedback on staff work);
   - Introduction of the systems of motivating / rewarding / managing employees' careers;
   - Implementation of the program of trainings / internships / exchanges / employees integration.

The typology of the projects thus constructed is the basis for the construction of a questionnaire.

With regard to project management standards and their application in the projects indicated in the typology which were implemented in hotel facilities, the data analysis carried out in the scope of literature on the subject (several items) has made it possible to indicate project management standards on which the project management methodologies are based. The next stage of the analysis was based on reviewing the current releases of industry press and monitoring industry electronic media both in relation to project management and hospitality, with respect to the management methods and techniques used in the implementation of projects by hotel companies. The analysis allowed to develop a matrix of project management standards on the basis of which 6 most frequent project management standards were selected for implementation of the study.

Table 4. Summary of project management standards in selected project management methodologies.

Project management standard	PMBOK	PRINCE2	ICB
project costs management	✓		
control elements		✓	
project costs and finances			✓
project time management	✓	✓	
control elements schedules			✓
management of material scope	✓		
plans		✓	
content, scope			✓
management of the project quality	✓		
quality of the project environment		✓	
quality of the			✓
project risk management	✓		
risk management		✓	
project risk			✓
human resources management in the project	✓		
organisation		✓	
teamwork			✓

Source: Own elaboration based on Haffer Joanna "Skuteczność zarządzania projektami w przedsiębiorstwach działających w Polsce" (Efficiency of project management in companies operating in Poland). TNOiK „Dom Organizatora". Toruń 2009.

In addition, as a result of monitoring the hotel industry media it has been noted that the specificity of managing some of the projects implemented in hotels is based on striving to integrate them into the natural environment understood as a direct natural, economic and social environment as well as to use the values of the environment in operational activities. This observation gave rise to distinguishing an additional "pilot" project management standard associated with the sustainable management of the environment in which the hotel operates. Its usefulness was to be reviewed at the stage of the survey and during individual interviews.

Finally, the study covered 7 project management standards for which all procedures and processes were operationalised in the following way for the needs of survey questionnaire and interview scenario:

- Efforts to eliminate risk factors or neutralise their negative effects;
- Efforts to perform all the tasks and achieve the purpose of the project;
- Efforts to complete the project within planned costs;
- Efforts to complete the project within the scheduled time;

- Compliance with the functions and responsibilities of individuals involved in the project;
- Compliance with established quality parameters;
- Use of available natural and cultural values in accordance with the principles of sustainable development.

Additional assumption which was introduced at the stage of desk analysis refers to the reference period for projects implemented in hospitality enterprises based on which respondents will provide the answers. Based on the classification of projects according to their duration: operational (up to 1 year), tactical (1-2 years) and strategic (2-5 years) according to H. Maylor, the reference period is defined for a maximum of the last 5 full calendar years, i.e. from 01/01/2006 to 31/12/2010. This assumption will make it possible to analyse the most recent projects.

At this stage the desk research was completed and on the basis of all the above mentioned results of the conducted analysis, a survey questionnaire and an individual in-depth interview scenario were constructed.

2.3.2.2. Survey results

Characteristics of the hotels participating in the study

The survey involved 69 hotels, including 46 hotels from the Łódź Voivodeship, 11 hotels from Liechtenstein and 12 hotels from Iceland. Therefore, 2/3 of the surveyed group consisted of hotels from the Łódź Voivodeship, 1/3 foreign hotels.

In the group of hotels participating in the study, 2 four-star hotels, 25 three-star hotels, 14 two-star hotels and 5 one-star hotels were identified in the Łódź Voivodeship, in Liechtenstein there are 6 four-star hotels, 4 three-star hotels and 1 two-star hotel, and Iceland has 1 four-star hotel, 8 three-star hotels, 1 two-star hotel and 2 one-star hotels.

The average period of operation on the market for all hotels was approx. 17 years. However, the longest-established hotels on the market are those from Liechtenstein - on average 39 years and 4 months. Hotels in Iceland, which participated in the study, are present in the market for an average period of 19 years and 3 months. The shortest average period of operation on the market is characteristic for hotels from the Łódź Voivdeshp - 10 years and 10 months.

Table 5. List of hotels that participated in the survey by category.

Region	Number of hotels participating in the survey	Hotels *****	Hotels ****	Hotels ***	Hotels **	Hotels *
Łódź Voivodeship	46	0	2	25	14	5
Liechtenstein	11	0	6	4	1	0
Iceland	12	0	1	8	1	2
Total	69	0	9	37	16	7

Source: Own elaboration.

In the ownership structure of the surveyed hotels, private ownership by far outweighs (90% of the surveyed hotels) the state ownership (10% of the surveyed hotels) and domestic capital (in 93% of the surveyed hotels, only domestic capital was involved) outweighs the foreign capital (in 7% of the surveyed hotels, foreign capital was involved).

Table 6. List of hotels participating in the survey by sources of capital.

Region	Number of hotels participating in the survey	Number of private hotels	Number of state hotels	Number of hotels with exclusive national capital share	Number of hotels with foreign capital share
Łódź Voivodeship	46	40	6	45	1
Liechtenstein	11	10	1	9	2
Iceland	12	12	0	10	2
Total	69	62	7	64	5

Characteristics of projects undertaken in hotels participating in the survey during the period 2006-2010

The completed questionnaires show that in the period 2006-2010, a total of 378 projects were implemented in 69 hotels participating in the survey, including 261 projects implemented in 46 hotels from the Łódź Voivodeship, 30 projects implemented in 11 hotels from Liechtenstein and 87 projects implemented in 12 hotels from Iceland. In the surveyed group, one hotel completed approx. 5.5 projects over a period of 5 years (slightly more than 1 project per year), while the largest number of projects were implemented by hotels in Iceland (7.25 projects over a period of 5 years; 1.5 projects per year) and the least projects were implemented by Liechtenstein hotels (2.73 projects over a period of 5 years; about 0.5 projects per year).

Among all the implemented projects, the prevailing ones were those from the area of implementation of new technologies (mainly information and communication), as practically every third undertaken project took place in this area. The largest share of such projects was recorded in Liechtenstein (40%) and the smallest in Iceland (28%). There are then 4 types of projects whose share in the total number of completed projects is almost the same and amounts to 14-15%. This means that nearly one in six projects was implemented successively in the area of implementation of new services (15%, 56 projects), market expansion (15%, 55 projects), modification/expansion of facilities creating hotel infrastructure (14%, 54 projects) and cooperation with other entities (14%, 53 projects). However, there are significant differences between regions. In the Łódź Voivodeship, the share of projects in the area of new services implementation is slightly higher than average (17%), whereas, in Liechtenstein and Iceland it is much lower (10% and 9% respectively). In Liechtenstein, in turn, there was a very small share of projects in the area of market expansion (3%), while this share in the Łódź Voivodeship is slightly higher than the average - for all regions (16%), and in Iceland this share is equal to the average (15%).

In the Łódź Voivodeship, the share of projects involving the modification and expansion of facilities was lowest - 12% of all projects, while in Liechtenstein this share was higher (17%), and in Iceland, significantly higher than the average (21%). The situation is similar for projects in the area of cooperation with other entities. The share of such projects in the Łódź Voivodeship was the lowest (10%), when in Iceland it was much higher (20%), and in Liechtenstein it was more than twice as high as average (30%). The lowest share in the total number of implemented projects was recorded for projects implemented in the area of human resources development (11%). Projects of this type were implemented on a large scale in the Łódź Voivodeship (13% of the total number of implemented projects), whereas, in the case of Iceland their share in the total number of implemented projects was the lowest (8%), and in the case of Liechtenstein there was no hotel which implemented this type of project.

The graphs below show the implemented projects and their number is provided in square brackets.

Wprowadzenie nowych usług – introduction of new services; wdrożenie nowych technologii – implementation of new technologies; przebudowa/rozbudowa – reconstruction / expanstion; ekspansja rynkowa – market expansion; kooperacja z innymi podmiotami – cooperation with other entities; rozwój zasobów ludzkich – development of human resources;

1) Total implemented projects:

wprowadzenie nowych usług [56]
wdrożenie nowych technologii [118]
przebudowa / rozbudowa [54]
ekspansja rynkowa [55]
kooperacja z innymi podmiotami [53]
rozwój zasobów ludzkich [42]

2) Projects implemented in the Łódź Voivodeship:

wprowadzenie nowych usług [45]
wdrożenie nowych technologii [82,4]
przebudowa / rozbudowa [31]
ekspansja rynkowa [41]
kooperacja z innymi podmiotami [27]
rozwój zasobów ludzkich [35]

3) Projects implemented in Liechtenstein:

wprowadzenie nowych usług [3]
wdrożenie nowych technologii [12]
przebudowa / rozbudowa [5]
ekspansja rynkowa [1]
kooperacja z innymi podmiotami [9]
rozwój zasobów ludzkich [0]

4) Projects implemented in Iceland:

wprowadzenie nowych usług [8]
wdrożenie nowych technologii [24]
przebudowa / rozbudowa [18]
ekspansja rynkowa [13]
kooperacja z innymi podmiotami [16,9]
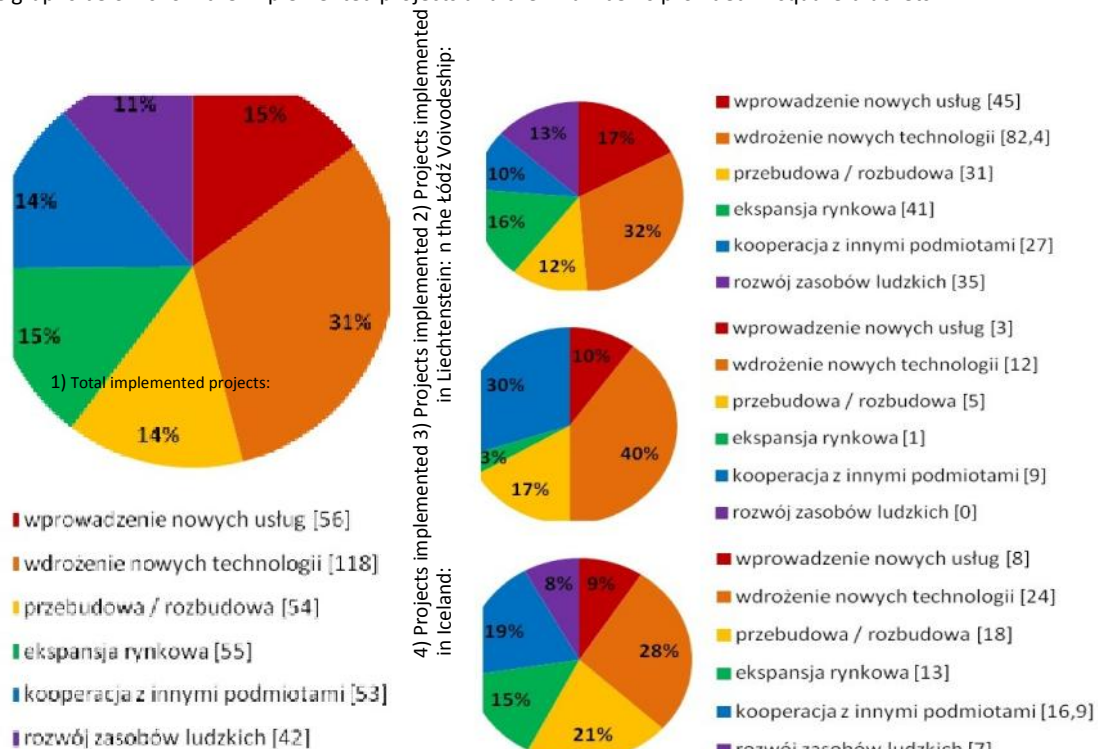rozwój zasobów ludzkich [7]

Figure 1. Summary of all projects implemented in the surveyed hotels during the years 2006-2010, by type of project, total (1) and by region (2), (3), (4).

Source: Own elaboration.

Assessment of the success of projects undertaken in hotels participating in the survey during the period 2006-2010

After indicating the projects that were implemented in a given hotel, its owner/manager was asked to
to assess its level of satisfaction with the way and the effects of its implementation on the five-point scale. Moderately positive ratings were predominant among the ratings. Owners and hotel managers were most likely to point out that they were "rather satisfied" with the implemented project (60% of all ratings). In two thirds of cases such rating was indicated in Iceland (67%), less frequently in the Łódź Voivodeship (58%), and in the half of cases in Liechtenstein (50%). In turn, the highest level of satisfaction with the implemented projects was indicated by slightly less than every third owner/manager of the hotel (31%). The highest score of full satisfaction was indicated in the Łódź Voivodeship (33%), where exactly every third owner/manager of the hotel was very satisfied with the project. Fewer such assessments were reported in Liechtenstein and Iceland, respectively 27% each. In the total number of ratings there were also 8% of neutral ratings, where the owner/manager of the hotel was not able to assess positively or negatively the level of its satisfaction with the implemented project.

Oółem – In total; Islandia – Iceland; Woj. Łódzkie – Łódź Voivodeship; bardzo zadowoleni – very happy; raczej zadowoleni – rather happy; ani zadowoleni… - neither happy nor unhappy; raczej niezadowoleni – rather unhappy; bardzo niezadowoleni – very unhappy;
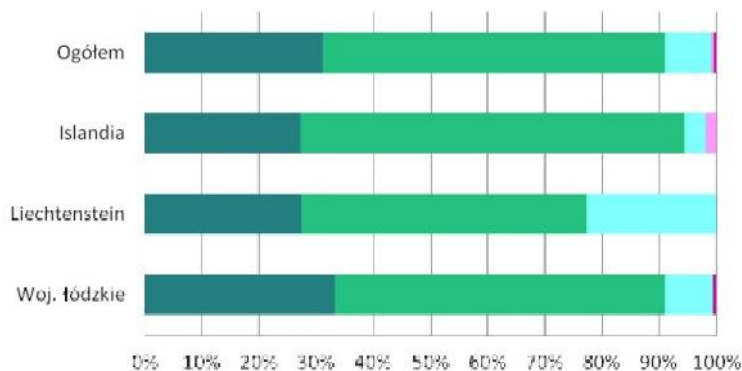
	Woj. łódzkie	Liechtenstein	Islandia	Ogółem
bardzo zadowoleni	33%	27%	27%	31%
raczej zadowoleni	58%	50%	67%	60%
ani zadowoleni ani niezadowoleni	8%	23%	4%	8%
raczej niezadowoleni	0%	0%	2%	0,5%
bardzo niezadowoleni	1%	0%	0%	0,5%

Figure 2. Summary of opinions on all projects implemented in the surveyed hotels during the years 2006-2010, total and in individual regions.
Source: Own elaboration.

The highest number of such ratings was recorded in Liechtenstein, where nearly every fourth rating was neutral (23%), and far fewer were indicated in hotels from the Łódź Voivodeship (8%), while the least in Iceland hotels (4%). There were also negative ratings but they are marginal in the overall response structure (1%). They concerned only 2 projects, where the owner/manager was rather dissatisfied with the implementation of one of the projects in Iceland, while in the Lódź Voivodeship one of the owners/managers was very dissatisfied with the project. In general, respondents from Iceland were the most satisfied with the implemented projects, and those from Liechtenstein were the least satisfied. Moreover, it can be said that hotel owners/managers showing a certain degree of restraint in indicating the highest satisfaction rating, they see a certain aspects of the projects that need to be improved. This means that improving project management in the hospitality industry can be of key importance to increase the scale of the highest satisfaction of hotel owners/managers with the projects implemented.

Limiting the number of projects analysed only to successful projects, i.e. projects from which hotel owners/managers were very satisfied, allows us to indicate which types of projects are more likely to be successful which are less.

Wprowadzenie nowych usług – introduction of new services; wdrożenie nowych technologii – implementation of new technologies; przebudowa/rozbud owa – reconstruction / expanstion; ekspansja rynkowa – market expansion; kooperacja z innymi podmiotami – cooperation with other entities; rozwój zasobów ludzkich – development of human resources; Ogółem – In total
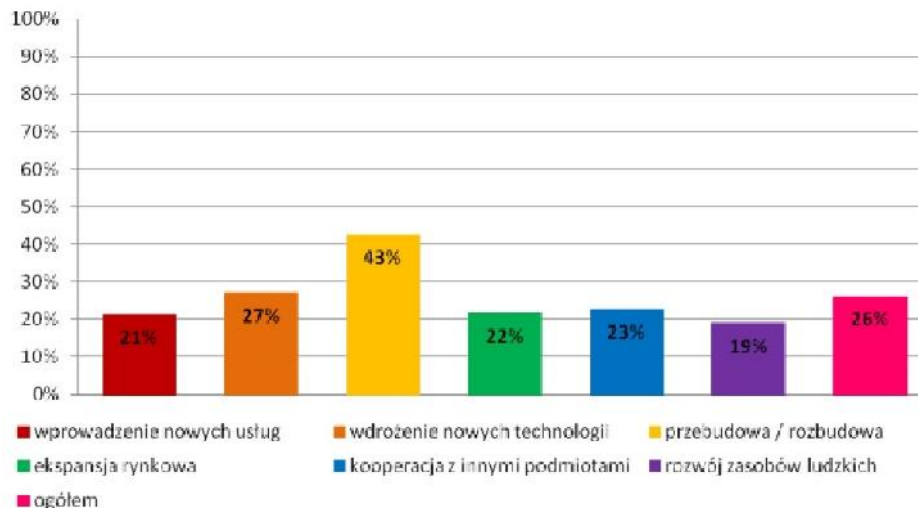

Figure 3. Percentage of successfully completed projects in relation to all completed projects of a given type and total implemented projects in the surveyed hotels during the years 2006-2010.
Source: Own elaboration.

It turns out that one in four projects is successful. Relatively most successful are projects related to the modification and expansion of facilities (43%).

Almost twice less successful are projects related to the implementation of new technologies (26%), cooperation with other entities (23%), market expansion (22%) and the implementation of new services (21%). Projects related to human resources development are the least successful.

Methods for managing projects implemented in hotels participating in the survey during the period 2006-2010

As regards individual projects implemented in hotels, their owners/managers were asked to indicate management areas to which they drew attention during the project.

For the purpose of the survey, the questionnaire covered 8 management areas, including 6 categories corresponding to project management standards: management of the material scope (project objective and its individual tasks), management of project implementation time, management of potential risk factors, management of the project team, management of costs (project budget), management of project quality (in relation to the quality of the final product/project result).

Zarządzanie zespołem projektowym – project team management; zarządzanie czasem realizacji – completion time management; zarządzanie zakresem rzeczowym – material scope management; zarządzanie kosztami – cost management; zarządzanie jakością – quality management; zarządzanie ryzykiem – risk management; inny obszar zarządzania – other area of management; zarządzanie środowiskiem – environmental management Woj. Łódzkie – Łódź Voivodeship; Islandia – Iceland; Ogółem – In total
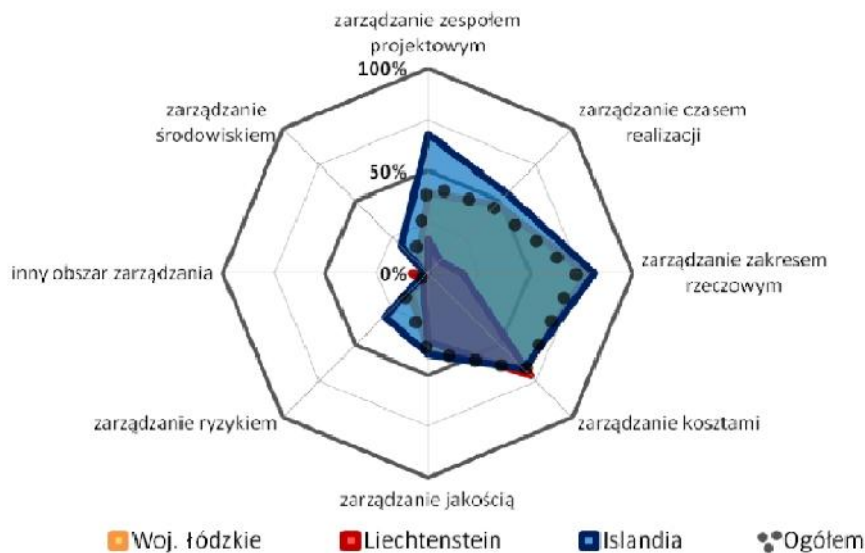

Figure 4. Summary of management methods of all projects implemented in the surveyed hotels during the years 2006-2010, total and in individual regions.
Source: Own elaboration.

Additionally, the area of environmental management was indicated: particular elements belonging to the project's environment (e.g. natural and cultural values, in accordance with the principles of sustainable development) and the respondent was given the opportunity to indicate an additional management area, other than those mentioned.

The aggregated responses of respondents related to all projects implemented in hotel facilities revealed that the management areas to which the greatest attention was paid during the implementation of the projects were: management of the material scope of the project (indicated in 72% of all projects) and management of costs (67%). These areas enjoyed the greatest interest in the Łódź Voivodeship (78% and 67% respectively). In Liechtenstein, on the other hand, only cost management was indicated as an important area (71%). In Iceland, however, apart from managing the material scope (81%) and costs (66%), management of the project team was also very important (68%) as well as management of the project implementation time (55%). In addition, during the implementation of two out of five projects on average, the attention was paid to the management of project implementation time (45%), management of the project team (43%) and quality (38%). On the other hand, the areas related to risks (16%) and the environment (10%) were of minor importance. Other management areas which were important for the project implementation (1%) were also rarely mentioned.

As regards specific types of projects, it is worth pointing out that, by analogy, material scope management and cost management were identified as key project management standards for projects concerning the implementation of new services (78% and 63% respectively), implementation of new technologies (60% and 81% respectively) and human resources management (72% and 67% respectively). In the case of cooperation projects, apart from the management of the project material scope and the management of project costs (76% and 63% respectively), great importance was attached to the management of the project team (55%). In the case of projects related to market expansion, apart from the management of the project material scope and the management of project costs (77% and 74% respectively), great importance was attached to the management of project implementation time (67%) and quality management (54%). However, in the case of projects related to modification or expansion, apart from the management of the project material scope and the management of project costs (74% and 60% respectively), emphasis was put on time management (60%) and project team management (51%).

The additional question which was supposed to confirm the results on the management of individual projects concerned the hierarchization of project management standards. The respondents indicated standards in order from the most important to the least important for the success of the project, ranking them by assigning numbers from 1 (the most important area) to 7 (the least important area). The answers to this question allowed the author to calculate rank indicators for particular project management standards according to which the following hierarchy of standards was constructed (arranging standards by indicator value, from lowest to highest).

The hierarchy obtained in this way was then compared with the results obtained to the question on the management methods used during the implementation of projects by the respondents in their own hotel facilities.

Compliance in the hierarchy was achieved for the management of the material scope of (1 position), project cost management (2 position) and management of the project environment (7 position). Other areas were characterised by the dynamics of change shown in the table below.

Table 7. Comparison of the hierarchy of project management standards with the results of the study on project management standards used during project implementation.

No.		Hierarchy of project management standards		Percentage of project management standards used during project implementation.	
1.	2.21	management of the material scope		management of the material scope	78%
2.	3.07	cost management		cost management	67%
3.	3.59	quality management		time management	45%
4.	3.72	risk management		project team management	43%
5.	4.14	time management		quality management	38%
6.	4.86	project team management		risk management	16%
7.	6.41	environment management		environment management	10%

It is worth noting that material scope management and cost management are the only two standards of project management which, both in the hierarchy of project management standards and in the study on the standards used during project implementation, obtained above-average indicators.

The aggregated responses of the respondents relating to all successfully completed projects in hotel facilities revealed that the management areas to which the greatest attention was paid during the project implementation were: cost mangement (77%), management of the material scope (67%) as well as management of the project team (57%) and time management (54%). In the case of successfully completed projects, much more attention was paid to the remaining standards, in particular quality management (46%) and equally risk and environment management (22% each).

On the basis of the above results, it can be concluded that the most advanced way of managing projects is used in Iceland, where at the stage of managing the successfully completed project at least 5 standards are used. Slightly less advanced way of managing (at least 4 standards) successfully completed projects is practised by hotels in the Łódź Voivodeship, where, unlike Iceland, less attention is paid to quality management. Projects are managed in the least advanced way in Liechtenstein, where only cost management is important. It can therefore be concluded that there is a strong correlation between the advanced management strategy and the success of the project, as illustrated by the example of Iceland. On the other hand, the less advanced the project management strategy is, the fewer projects are successful, which is exemplified by the projects implemented in Liechtenstein.

With regard to specific types of projects that have been successful, it can be said that effective management is based on a relatively diverse standards. Projects related to market expansion are characterized by the most complex management sphere. If such a project was successful, in at least half of cases its management required taking into account 6 different project management standards. Slightly less complicated are the projects connected with the modification and expansion of hotel infrastructure, where in at least half of the cases 5 different standards were taken into account. The management of projects related to cooperation and development of human resources is moderately complicated, in at least half of the cases the project was successful if 4 project management standards were applied. On the other hand, the sphere of managing projects related to the implementation of new services and the implementation of new technologies is the least complicated because in at least half of successfully completed projects 3 project management standards were used.

Zarządzanie zespołem projektowym – project team management; zarządzanie czasem realizacji – completion time management; zarządzanie zakresem rzeczowym – material scope management; zarządzanie kosztami – cost management; zarządzanie jakością – quality management; zarządzanie ryzykiem – risk management; inny obszar zarządzania – other area of management; zarządzanie środowiskiem – environmental management Woj. Łódzkie – Łódź Voivodeship; Islandia – Iceland; Ogółem – In total

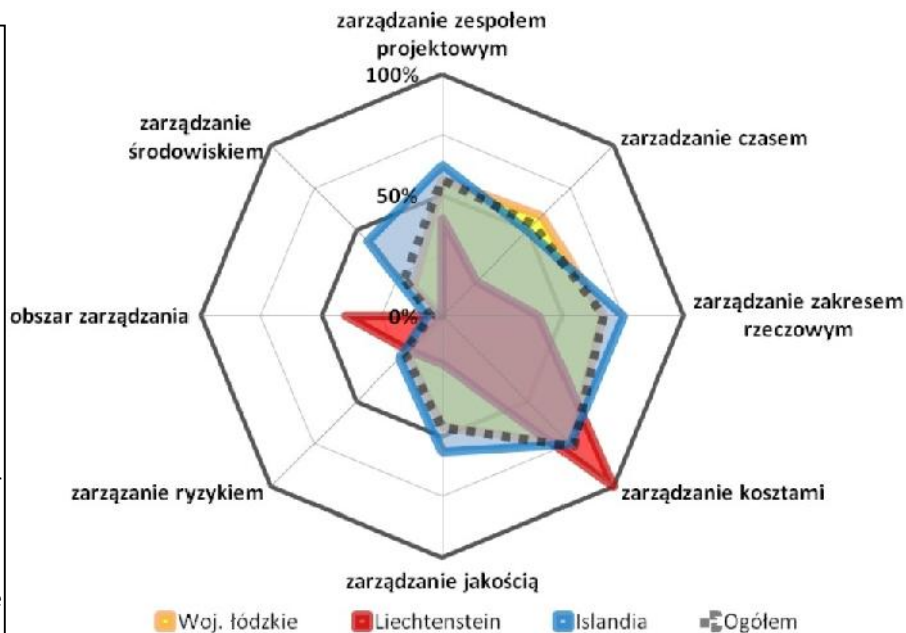Figure 5. Summary of management methods of all successfully implemented projects in the surveyed hotels during the years 2006-2010, total and in individual regions.
Source: Own elaboration.

In order to successfully implement the project, the owners/managers of hotels to varying degrees have decided to use certain management standards. In the following table, the dark background indicates

standards which were used in the management of a specific type of project in at least half of the cases. The threshold of using a given standard in 50% means that at least in half of the cases a given management standard can be considered as important for the success of a project.

Table 8. The degree of use of project management standards to manage successful projects of particular types.

	Introduction of new services	Implementation of new technologies	Reconstruction/expansion	Market expansion	Cooperation with other entities	Development of human resources
management of the material scope	82%	50%	69%	88%	71%	71%
implementation time management	55%	30%	75%	75%	57%	57%
risk management	18%	15%	31%	25%	43%	0%
project team management	36%	45%	63%	75%	86%	57%
cost management	64%	90%	75%	75%	71%	57%
quality management	27%	50%	63%	63%	29%	43%
environment management	18%	35%	38%	50%	14%	0%
other management area	0%	10%	0%	0%	14%	0%

Source: Own elaboration:

2.3.2.3. The results of individual in-depth interviews

11 hotels were initially selected for individual in-depth interviews. Based on interviews with employees of hotels during the distribution of survey questionnaires and on the basis of indications of LI employees, 4 hotels in Liechtenstein were selected, and on the basis of indications of ITIA, ITRC, UI, UH employees, 7 hotels in Iceland were selected. In the end, 6 interviews were conducted, 2 of them were conducted directly during the stay in Iceland and the remaining 4 were conducted by correspondence. Interviews were conducted in 4 four-star hotels and 2 three-star hotels.

The result of the survey are 6 complemented interview scenarios each of which concerns one of the 6 different types of projects. These projects included:

- Launching e-services of booking and payment for accommodation;
- Modification of accommodation part of the hotel in order to increase the comfort of the customer;
- Promotional campaign for new, thematic hotel services;
- Cooperation with the booking network;
- Basic training of staff employed at the newly opened hotel.

Table 9. Summary of the results obtained from individual in-depth interviews.

	New leisure time organisation services	E-services of booking and payment for accommodation	Reconstruction of accommodation part of the hotel	Promotional campaign for new services	Cooperation with the booking network	Personnel training in the new hotel
Has the project been successful?	YES	YES	YES	YES	YES	YES
What was the motive behind the project?	Needs / expectations customers	Needs / expectations customers	Needs / expectations customers	Desire to distinguish a new offer	Needs / expectations customers	Effect another project
Have tasks been defined?	Yes. Specified 2 tasks.	Yes. Specified 3 tasks.	Yes. Specified 3 tasks.	Yes. Specified 3 tasks.	Yes. Specified 2 tasks.	Yes. Specified 2 tasks.
Has the project had a budget?	Yes	Yes	Yes	Yes	Yes	Yes
Has the project had time schedule?	Yes	Yes	Yes	Yes	Yes	Yes
Has team management been taken into account?	No	No	Yes	No	No	Yes
Has the quality been taken into account?	Yes	Yes	No	No	No	No
Has the risk been taken into account?	No	No	No	No	No	Yes
Has the natural resources been taken into account? Which ones?	No	Yes, local company	Yes, local company	No	Yes, environment hotel, landscape, local company	Yes, saving energy, local employees
Has the project fit into the planned budget?	Yes	Yes	Yes	Yes	Yes	No, it costed less (80%)
Has the project been completed within the scheduled time?	Yes	Yes	Yes	Yes	Yes	Yes
Has the team management affected the budget? How?	No	No	No	No	No	No
Has the team management affected the implementation time? How?	No	No	YES, it helped Complete project within the scheduled deadline	No	No	YES, it helped Complete project within the scheduled deadline

Has the quality management affected the budget? How?	Yes, we had to increase the initial budget	Yes, we had to increase the initial budget	No	No	No	No
Has the quality management affected the implementation time? How?	No	No	No	No	No	No
Has the risk management affected the budget? How?	No	No	No	No	No	Yes, it has made savings
Has the risk management affected the implementation time? How?	No	No	No	No	No	No
Has the environment management affected the budget? How?	No	YES, it helped, complete the project within the planned budget	YES, it helped complete the project within the planned budget	No	Yes, it helped complete the project within the planned budget	Yes, it helped complete the project within the planned budget
Has the environment management affected the implementation time? How?	No	YES, it helped, complete the project within the planned	YES, it helped complete the project within the planned	No	Yes, it helped, complete the project within the planned time	Yes, it complete the project within the planned time
Which natural resources have contributed to the success of the project?	They had no effect	local company	Local companies	They had no effect	Surrounding of the hotel, landscape, local company	Local staff
Which natural resources have not contributed to the success of the project?	They had no effect	There were no other	There were no other	They had no effect	There were no other resource	There were no energy resource

Source: Own elaboration.

Among the motives encouraging companies to implement them, striving to satisfy customers' expectations was prevailing. Standards used in the management of the above projects:

- All companies managed the scope of the project - the projects were planned by formulating a goal and tasks, all projects were completed within the planned scope and they were completed successfully;

- All companies managed the costs of the project - all projects had a budget, 5 out of 6 projects were carried out within the planned budget, in 1 case savings were incurred;

- All companies managed the time of project implementation, all the projects had a schedule and all of them were completed within the planned time;
- 2 out of 6 companies managed the project team - the project team had no influence on the implementation of the budget but it allowed the project to be completed within the planned time;
- 2 out of 6 companies managed the quality - providing quality made it necessary to plan a larger budget but it was not important for completion of the project in the planned time;
- 1 out of 6 companies managed the risk - identification of risk factors and activities aimed at avoiding them resulted in savings in the budget but they had no impact on the time of project implementation;
- 4 out of 6 companies managed the environment - in all cases natural resources contributed to the success of the project.

Table 10. Summary of project management standards used in the implementation of successful projects studied during individual in-depth interviews.

	New leisure time organisation services	E-services of booking and payment for accommodation	Modification of accommodation on part of the hotel	Promotional campaign for new services	Cooperation with the booking network;	Training of staff in the new hotel
management of the material scope	+	+	+	+	+	+
cost management	+	+	+	+	+	+
time management	+	+	+	+	+	+
project team management	−	−	+	−	−	+
quality management	+	+	−	−	−	−
risk management	−	−	−	−	+	+
environment management	−	+	+	−	+	+

Source: Own elaboration.

The results obtained during individual in-depth interviews allow for the conclusion that the key standards of project management are management of the material scope, cost management and time management. This is in line with the results of the survey, where the management standards mentioned above were applied in the implementation of respectively 78%, 65% and 45% of projects. Management standards concerning the management of the project team, quality and risk were used less frequently which is also in line with the results of the survey, where the management standards mentioned above were applied respectively in 43%, 38% and 16% of projects .

Interesting are the results obtained for the management of project environment. The scenario highlighted some aspects of the project environment management which may have made it possible for the persons surveyed to realise the potential of their environment. In the interviews, the importance of environmental factors for the project's success were indicated much more frequently than in the survey, where the aforementioned aspects of project environment management were used in the implementation of 10% of projects.

2.3.2.4. Benchmarking results

The input data (contained in tables 9 and 10) for benchmarking analysis are the results of the questionnaire survey and individual in-depth interviews conducted. For the different types of projects, the results obtained from the survey by quantitative methods (survey) were combined with the best practices identified during the qualitative study (interviews) and it allowed to obtain a summary of project management standards which are most appropriate for the implementation of particular types of projects. The results of the summary are presented in Table 11 in which shaded fields indicate the standards that have been considered relevant for a given type of project and which can be recommended for use during the implementation of a given type of project.

Table 11. Summary of project management standards used in the implementation of successful projects studied during in-depth interviews.

	Implementation of new services		Implementation of new technologies		Modification / extension		Market expansion		Cooperation with other entities		Development of human resources	
	A	H	A	H	A	H	A	H	A	H	A	H
Management of the material scope	82%	+	50%	+	69%	+	88%	+	71%	+	71%	+
Management of implementation time	55%	+	30%	+	75%	+	75%	+	57%	+	57%	+
Risk management	18%		15%		31%		25%		43%		0%	+
Project team management	36%		45%		63%	+	75%	+	86%		57%	+
Cost management	64%	+	90%	+	75%	+	75%		71%	+	57%	+
Quality management	27%	+	50%	+	63%		63%		29%		43%	
Environment management	18%		35%	+	38%	+	50%		14%	+	0%	+
Another management area	0%		10%		0%		0%		14%		0%	

Source: Own elaboration.

2.3.2.5. SWOT analysis results

As a result of the SWOT analysis based on the results of the survey, it can be concluded that there are prospects for the application of project management methodology in hotel companies. Reasonability of its application is determined mainly by its advantages and the expected development of the tourism market which will entail the need to professionalize the business conducted.

Its disadvantage is primarily the need to deepen the studies before the introduction of the solution and the expected high costs of entering the market. Possible additional resources for the development of the solution and its promotion will allow to achieve success, especially the niche of small hotels which remain outside the orbit of interest of the main competitors.

Table 12. Factors forming the matrix of SWOT analysis.

POSITIVE FACTORS	NEGATIVE FACTORS
STRENGTHS (INTERNAL FACTORS)	**WEAKNESSES** (INTERNAL FACTORS)
1) Experience in the implementation of projects; 2) Reasonable prices; 3) Low capital intensity of current activity; 4) Good marketing communication / clear and understandable structure of the offer (one service); 5) Flexibility / ability to adapt the service to individualized project; 6) Service innovation / support with results of the conducted studies; 7) Readable language of benefits - indication of good practice, successful projects; 8) Established contacts in the industry and in its surroundings;	1) Funds are needed for promotion; 2) Small potential of a one-man company; 3) Reference of the service to the specificity of the regional market (mainly the Łódź Voivodeship); 4) Funds are needed for further research, constant improvement of the solution; 5) Little experience in the tourism industry.
OPPORTUNITIES (EXTERNAL FACTORS)	**RISKS** (EXTERNAL FACTORS)
1) Availability of external support / resources for academic entrepreneurship; 2) Demand for professionalism in project management; 3) Projects life cycle - project products are ageing and must be replaced by new ones; 4) Niche penetration: small hotels with little potential in the management area; 5) Extension of methodology to other projects in the tourism industry; 6) Availability of external financing for the investment activity of hotels; 7) The growing importance of tourism in the global economy - expansion into new markets; 8) Demand for services that increase the quality of life, and consequently for the professionally managed projects which provide this quality; 9) The growing role of scientific approach to the sphere of management.	1) Cemented market / difficult entry - the advantage of existing companies; 2) Lack of tangible nature of the service - it does not provide a product, but a value; 3) Psychological - resistance to new solutions, lack of faith in their effectiveness; 4) Unwillingness / lack of tendency of small businesses to use advisory services - a belief in one's own infallibility; 5) Effects significantly delayed - customers' feeling of discouragement; 6) No tendency to long-term planning, lack of consistency in pursuing the goal set; 7) Consultancy companies active in the tourism industry can imitate the solution; 8) Competition from traditional methodologies; 9) Too narrow specialization - projects implemented in hotels - shallow market..
POSITIVE FACTORS	NEGATIVE FACTORS

Source: Own elaboration.

2.4. Conclusions and recommendations

2.4.1. The answers given to research questions

No.	Research question	Answers provided
1.	What kind of projects do hotel companies undertake?	**Results of the desk research** Based on the desk research, 32 types of projects were identified for which typologies were then developed by grouping them into 6 main types. In such a system, typology has become the basis for constructing the survey questionnaire. **Survey results** Based on the answers provided in the survey questionnaires, it can be concluded that the typology of projects developed during the desk research proved to be accurate. In the vast majority (96%) of cases respondents had no problems with indicating the answer appropriate to their project. There were 14 answers indicating that a different type of project was implemented (4% of all answers). Nevertheless, there were no problems with assigning these projects to 1 out of 6 different types. Application of the desk research and the survey made it possible to collect information on types of projects undertaken by hotel companies.
2.	What management standards are used by hotel companies in the implementation of projects?	**Results of the desk research** Based on the desk research, when analyzing the most popular project management methodologies, 6 management standards were distinguished during project implementation. Based on the desk research, when analyzing reports and the hospitality industry media, an additional "pilot" project management standard was indicated relating to sustainable management of the environment in which the project operates. In this context, a summary of project management standards has become the basis for constructing a survey questionnaire. **Survey results** Based on the responses to the questionnaire survey it can be concluded that the summary of management standards developed during the desk research turned out to be accurate. In the vast majority (99%) of cases respondents had no problems with indicating an adequate project management standard on which the implementation of project was based. There were 3 answers that indicated that a different type of project management standard was used (1% of all responses). Application of the desk research and the survey made it possible to collect information on the project management standards implemented by hotel

3. To what extent the projects implemented by

Based on the responses to the survey questionnaire it can be

by hotel companies said that 31% of the projects carried out by hotel companies are successful / whether project implementers are satisfied with the completed projects?

are successful Managers / implementers of such a number of projects are very satisfied with their implementation and have no reservations.

Survey results

Based on the answers given to the survey questionnaires it can be concluded that the following project management standards were most commonly used in the implementation of successful projects:

- Management of project costs - 77% of cases;
- Management of the material scope of the project - 67% of cases;
- Project team management - 57% of cases;
- Management of the project implementation time -

54% of cases; Results of the questionnaire interview

Based on the answers given to the questions asked in the interview it can be concluded that the following project management standards were most commonly used in the implementation of successful projects:

4. Which project management standards
   were most commonly used in the implementation of successful projects?

- Management of the material scope of the project - 6 out of 6 cases;
- Management of the project costs - 6 out of 6 cases;
- Management of the project implementation time - 6 out of 6 cases;
- Management of the project environment - 4 out of 6 cases;

5. Which project management standards were most often used for the implementation of projects that have been successful?

Survey results

Based on the answers given to the questions asked in the interview it can be concluded that the following project management standards were most commonly used in the implementation of various types of successful projects:

- Implementation of new services - management of the material scope of the project, management of project costs, management of project implementation time;
- Implementation of new technologies - project costs management, management of the material scope of the project, management of project quality;
- Modification/expansion – management of project costs, management of project implementation time, management of the material scope of project, project team management, project quality management;
- Market expansion - management of the material scope of project, management of project costs, management of project implementation time, project team management, quality management, environment management;

- Cooperation with other entities - project team management, management of the material scope of project, management of project costs, management of project implementation time;
- Human resources development - management of the material scope of project, management of project costs, management of project implementation time, project team management.

Results of the questionnaire interview

Based on the answers given to the questions asked in the interview it can be concluded that the following project management standards were most commonly used in the implementation of various types of successful projects:

- Implementation of new services - management of the material scope of the project, management of project costs, management of project implementation time, project quality management;
- Implementation of new technologies - management of the material scope of the project, management of project costs, management of project implementation time, management of project quality, management of project environment;
- Modification / expansion - management of the material scope of project, management of project costs, management of project implementation time, project team management, management of project environment;
- Market expansion - management of the material scope of project, management of project costs, management of project implementation time;
- Cooperation with other entities - management of the material scope of project, management of project costs, management of project implementation time, management of project environment;
- Human resource development - management of the material scope of project, management of project costs, management of project implementation time, project team management, project risk management, management of project environment;

6. Which project management standards
    are most appropriate for the implementation of particular types of projects?

Benchmarking results

Based on the comparison of the results of survey and interviews, the following summary of important standards, most relevant to the implementation of particular types of projects, has been prepared:

- Implementation of new services - management of the material scope of the project, management of project costs, management of project implementation time, project quality management;
- Implementation of new technologies - management of the material scope of the project, management of project costs, management of project implementation time, management of project quality, management of project environment;
- Modification / expansion - management of the material scope of project,

		project team management, management of project environment, management of project environment;
		- Market expansion - management of the material scope of project, management of project costs, management of project implementation time, project team management, management of project environment, management of project environment;
		- Cooperation with other entities - management of the material scope of project, management of project costs, management of project implementation time, management of project environment, management of project team;
		- Human resources development - management of the material scope of project, management of project costs, management of project implementation time, project team management, project risk management, management of project environment.
7.	What prospects could be identified for the use of project management methodology in hotel companies?	<u>SWOT analysis results</u> The SWOT analysis made it possible to conclude that there are positive prospects for the practical application of project management methodology in hotel companies, although they are prudent. The main negative factors that speak out against the application of this methodology include the necessity to further improve it and the hermetic nature of the tourism market where many potential competitors operate, and thus high expenditures on promotion. The development of the tourism market and the growing demand for goods that increase the quality of life can be counted among the main positive factors, which in turn necessitates the professionalisation of the conducted business. If additional funds for the development and promotion of the solution will be obtained, it will be possible to succeed, especially in the niche of small hotels.

2.4.2. Study objectives achieved

The main objective of the study was to develop recommendations for the selection of project management standards which will enable effective achievement of the objectives of projects implemented by hotel companies. This objective was to be achieved by achieving 5 partial objectives.

1. "Indication of types of projects implemented in hotel companies" - the objective has been achieved in 100%,

Based on the desk research and results obtained during the survey, the research question no. 1 was answered. The types of projects implemented in hotel companies were identified which allowed to achieve the specific objective no. 1.

2 "Identification of project management standards used for project management in hospitality companies" - the objective has been achieved in 100%,

Based on the desk research and results obtained during the survey, the research question no. 2 was answered. Standards of project management were indicated, which were used for managing projects in hospitality companies, allowing to achieve the specific objective no. 2.

3 "Determination of the importance of each of the identified project management standards for the success of particular types of projects" - the objective has been achieved in 100%,

Based on the results of the survey, the research question no. 3 was answered. Projects successfully implemented by hotel companies were determined. Then, based on the results of the survey and in-depth interviews, the research question no. 4 was answered. The answer indicated project management standards that have been most commonly used in the implementation of successful projects by hotel companies. Then, based on the results of the survey and in-depth interviews, the research question no. 5 was answered. This made it possible to determine which project management standards have been most commonly used, in the implementation of particular types of successful projects. All answers given to the research questions no. 3, no. 4 and no. 5 allowed to determine the significance of each of the identified project management standards for the success of the various types of projects, and thus has fulfilled the specific objective no. 3.

4 "The formulation of conclusions and recommendations on the use of project management standards identified for the implementation of different types of projects" - the objective has been achieved in 100%,

Based on the results of the benchmarking, research question no. 6 was answered. Conclusions and recommendations concerning the application of the identified management standards for the implementation of particular types of projects were formulated, and thus allowed to achieve the specific objective no. 4.

5 „Evaluation of prospects for the application of project management methodology in hotel companies" – the objective has been achieved in 100%,

Based on the results of the SWOT analysis, the research question no. 7 was answered. Prospects for the use of project management methodology in hospitality companies were evaluated, and therefore the specific objective no. 5 was achieved.

Achieving all 5 specific objectives guarantees the achievement of the main objective of the study. As a result of the study, recommendations were developed for the selection of project management standards which enable effective achievement of the objectives of projects implemented by hotel companies.

2.4.3. Assessment of the degree of solving the research problem

The results of the survey and the conclusions and recommendations for the selection of project management standards enable hotel companies to effectively achieve the objectives of their projects. Therefore, it should be noted that hotel companies will be able to make effective use of the standards which contribute to a more effective achievement of the objectives of implemented projects. This means solving the research problem posed at the outset of the study.

No.	Conclusion	Recommendation	Addressee of the recommendation
		Strategic recommendations on the regional level	
1.	Natural and cultural values of the region as well as regional and local tourism products are not perceived by the hotel companies as attractive resources for creating their own offer. Data: In the case of 8% of projects implemented in the Łódź Voivodeship natural and cultural values have been identified as being important for the success of the project; 19% in Iceland, while the assessment of the success of these projects is in favor of Iceland.	1A) Audit of natural and cultural values as well as tourist products of the region in terms of their integration into the hotel offer. 1B) Identification of good practices in integrating hotel offers with natural and cultural values (e.g. in Iceland). 1C) Adaptation of good practices - development of methods (mechanisms, techniques, incentives) for integrating the values with the offer of hotels within the projects implemented in hotels. 1D) Preparation of a list of benefits that can be gained from the above mentioned integration process by all actors of the tourism market: hotels (attractive, comprehensive offer, more customers, greater customer satisfaction) as well as local governments, value operators, distributors of products (increase in revenues from tourism, greater recognition of attractions). 1E) Preparation of a draft plan/program to support companies that create their offer based on the natural and cultural values of the region (e.g. through promotion, expert support, preferences/exemptions from local taxes in exchange for the implementation of activities in the field of conservation of nature and heritage, cultivation of traditions). 1F) Promoting the development of cluster initiatives in the field of tourism based on the use of the region's heritage, e.g. through Local Tourism Associations	1) Local governments of the Łódź Voivodeship; 2) Administrators of natural and cultural values of the region, tourism products. 3) Working Team "Development of Tourism Products" of the Implementation Committee of the Tourism Development Program in the Łódź Voivodeship for the years 2007-2020; 4) Regional and Local Tourism Organizations, Local Action Groups.

The implementation of the above mentioned activities will make it possible to use the natural and cultural values of the region more effectively.

2. Low propensity to cooperate in integrating promotional activities for the region as an attractive tourist destination.

Data:
Cooperation projects account for 10% of all projects implemented in the Łódź Voivodeship; while 20% in Iceland, 30% in Liechtenstein.

2A) Information activities addressed to the tourist market actors (hotels, self-governments, value operators, distributors of tourist products), indicating that tourist traffic is rarely directed to particular tourist attractions or hotel facilities, a tourist occasionally decides to come to particular place due to the very fact of existence of a given tourist attraction or hotel, and he or she is more willing to travel to a region treated as a tourist destination, perceived as a whole, whose image is based on a wide range of tourist attractions and products, accommodation and catering services as well as accessibility (communication infrastructure).

2B) Identification of good practices for the promotion of tourist regions and the integration of offers of individual entities in order to demonstrate and compare the benefits that all tourism market actors can obtain by working together (e g. in Liechtenstein) or separately.

2C) Preparation of an expert opinion (study, forecast) which compares the effectiveness (ratio of benefits to expenditures) of activities performed individually by all entities with the effectiveness of activities performed jointly, and thus makes clear the benefits that individual actors of the tourism market can derive from the above integrated promotional activities.

2D) Development of effective methods of image creation and promotion of the Łódź region as an attractive tourist destination - defining key products and attractions ("flagships") as well as linking them with the offers of individual entities (hotels, self-governments, value operators, product distributors).

1) Self-government of the Łódź Voivodeship and local self-governments (departments responsible for promotion, tourism and information systems);

2) Working Team "Creating an attractive tourist image of the Łódź Voivodeship" of the Implementation Committee of the Tourism Development Program in the Łódź Voivodeship for the years 2007-2020;

3) Units conducting research in the field of tourism (regional universities, Regional Tourist Organizations in the Łódź Voivodeship);

4) Administrators of natural and cultural values of the region, tourism products.

2E) Creation of a regional, integrated, uniform tourist information system because the perception of the region as a tourist destination by tourists makes them expect that they will receive all the information about the region, among others, with a comprehensive, reliable and up-to-date accommodation base, a base of tourist attractions and products in one easily accessible place (e.g. a website of the region), in a comprehensible, clear, intuitive way accessible in various language versions.

2F) Indication (RTO/LTO) or establishment of an entity responsible for the implementation of promotion and integration activities as well as providing it with appropriate competences and resources for the implementation of the above mentioned activities.

Implementation of the above mentioned activities will increase the effectiveness of promotional campaigns at a certain constant level of expenditures incurred by each party.

3. Low interest of hotel companies in the activities of sustainable development.

Data: Respondents in all countries indicated the option "the use of available natural and cultural values according to the principles of sustainable development" as the least important sphere related to project management - average rank 6.4 on a scale of 1 to 7, where 1 is the most important sphere, and 7 is the least important sphere for the success of the project.

3A) Increasing awareness of tourism industry representatives in terms of joining environmental and business benefits within the sustainable development trend through information campaigns (TV, radio, outdoor media).

3B) Identification of good practices for the management of hotel companies in accordance with the principles of sustainable development, e.g. solutions from the trend of "green hotels", ecological certificates, use of environmentally friendly technologies in hotel operation, cooperation with local

food suppliers, including ecological, certified food.

3C) Development of the system of information on the opportunities to obtain external financing for activities consistent with the principles of sustainable development.

3D) Creating the region's image as an ecological one, based on the above mentioned practices.

1) Self-governments of the Łódź Voivodeship;

2) Associations of local food producers, business environment institutions;

3) Certification organisations in the area of sustainable development;

4) Administrators of funds earmarked for the financing of activities aimed at reducing the negative impact of the activity on the environment (e.g. NFEP&WM/VFEP&WM);

5) Administrators of natural and cultural values of the region, tourist products.

| 4. | Low effectiveness of the plane for continuous dialogue and coordination of cooperation between the hotel industry and other actors of the regional tourism market.

Data:

Information obtained directly from the management/staff of hotel companies during the study implementation in the Łódź Voivodeship, the observations made in Liechtenstein and Iceland. | 4A) Informing the actors of the regional tourism market (in particular the hospitality industry representatives) about the benefits of permanent cooperation and dialogue as well as actively encouraging them to become involved in this cooperation.

4B) Ensuring representation of all actors of the regional tourism market (including representatives of the hotel industry) in the Implementation Committee and the Working Groups of the "Program for the Development of Tourism in Łódź Voivodeship for the years 2007-2020", which the Committee may become a platform for their continuous cooperation and dialogue.

4C) Providing actors of the regional tourism market with methods and mechanisms to actively influence the development of tourism through regular contacts and active cooperation with regional and local authorities, organizations operating in the tourist industry. | 1) Implementation Committee of the Program for the Development of Tourism in the Łódź Voivodeship for the years 2007-2020;

2) Regional and Local Tourism Organizations. |

Operational recommendations at the level of business entities

| 5. | Moderate satisfaction of hotel companies with the implemented projects, there are no grounds to unequivocally state that the implemented project was successful.

Data:

Owners/managers of hotels are "rather satisfied" with 58% of the projects implemented in the Łódź Voivodeship and they are not satisfied with 8% of the implemented projects. | 5A) Conducting information activities among hotel owners/managers on the possibility of increasing the probability of completing the project successfully if they will professionally manage the implemented projects.

5B) Identification of good practices - various examples of projects successfully implemented in hotel facilities which will be inspiring and exemplary.

5C) Providing hotel owners/managers with access to the knowledge of professional management of implemented projects, creating opportunities to improve and professionalize project management skills, providing access to advisory services in this area. | 1) Hotel owners/managers |

6.	Hotels operating in the region of Łódź run individual marketing activities on a small scale, focused exclusively on self-promotion. Data: Active marketing activities (market research, marketing campaigns, participation in fairs) were carried out for 47% of the projects from the area of market expansion in the Łódź Voivodeship while in Iceland it was 61% of the projects.	6A) Pointing out to hotel owners/managers that the effectiveness of only individual marketing activities is low. 6B) Conducting educational activities for owners /managers of hotels showing additional benefits to be gained by integrating efforts and expenditures incurred for marketing activities through the presentation of best practices in this area (e.g. in Iceland).	1) Hotel owners/managers.
7.	Low propensity of hotel companies to establish cooperation within the tourism industry. Data: 4% of hotels in the Łódź Voivodeship implemented projects in the area of cooperation with tour operators, 41% for Iceland, 22% for Liechtenstein.	7A) Presentations addressed to owners/managers of hotels showing that the joint implementation of certain tasks can lead to better results. 7B) Establishment of organisational formula (similar to a cluster) which will make it possible to initiate contacts between the hotel owners/managers, enable them to get to know each other, exchange information and contribute to the integration of environment. 7C) Showing the hotel owners/managers additional benefits to be gained by integrating efforts and working together through the presentation of best practices in this area.	1) Hotel owners/managers.
8.	Hotel companies in the Łódź Voivodeship implement their projects using little management standards.	8A) In the case of projects related to the implementation of new services - application of 3 management standards: management of the material scope, time and cost. 8B) In the case of projects related to the implementation of new technologies - application	1) Hotel owners/managers.

Data:

In the Łódź Voivodeship, the standard of the material scope management (in 78% of completed projects) is commonly used and costs management standard (67% of completed projects), while in Iceland, at the stage of project management 5 standards are used in most cases at the same time which makes it possible to significantly increase the probability of successful project completion.

3 of the management standards: management of the material scope, cost and quality.

8C) In the case of projects related to modification/expansion it is worth to use 5 management standards: management of the material scope, time, project team, costs and quality.

8D) In the case of projects related to market expansion it is worth to use 6 management standards: management of the material scope, time, project team, cost, quality and environment.

8E) In the case of projects related to cooperation it is worth to use 4 management standards: management of the material scope, time, cost and project team.

8F) In the case of projects related to the development of human resources it is worth to use 4 management standards: management of the material scope, time, cost and project team.

2.5 Literature

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