

The use of Delphi method in the process of building a tourism development strategy in the region

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Abstract

The aim of the article is to show the applicability of the Delphi method in the process of building a tourism development strategy in the region. The analysis of the regional tourism development strategies, as well as of the literature indicates that the Delphi method has not yet been used in research in the area of tourism in Poland. The foreign literature, however, contains the examples of its use, starting from the eighties of the twentieth century. The article presents the framework of the research process using the Delphi method. It also presents the theses and the research questionnaire developed by the experts from the tourism sector from the Podlaskie Voivodship within the framework of the research project "Foresight as a tool to improve tourism management in the region".

Indication of the possibility of applying the Delphi method in the process of building a tourism development strategy in the region will be an opportunity to build a vision of the future, based on the experience and expertise of the stakeholders in the field of science, administration, business, non-governmental organizations, protected areas, cultural institutions and media. Supporting the strategic planning process through the substantial involvement of experts and stakeholders will enable the joint development of the social vision of the future of tourism development by the parties concerned and to uphold a sense of need for its implementation.

Keywords

tourism management, strategy, Delphi method

Introduction

Management of tourism in Poland takes place on three levels: national, regional and local. An important role is played by entities at the regional and local levels, which include local governments. Local governments play both the regulatory functions (lawmaking, strategic and programmatic control), as well as conduct direct tourism activities in the area (Ziobrowski, Lachewicz, 2000).

The ability to manage the development of tourism in the region result primarily from the following competences of the provincial government: adoption of the regional development strategy, provincial programs, and the spatial development plan, establishing the budget for the region, defining the principles for awarding subjective and objective grants from the budget (Kiryluk, 2009). The regional government, taking care of the development can create their own regional tourism policy, aimed at raising the level of competitiveness and innovativeness of the tourism economy, stimulating economic activity and preserving the value of the cultural and natural areas. The implementation of this policy in tourism management enables in particular the programming of tourism development directions in the region through the development of strategies.

As is clear from the research Ejdys and Szpilko, the 15 of 16 Polish provinces have developed a strategy for tourism development. The carried out analyzes show that already at the planning stage significant weaknesses of the strategies can be noticed. They are reflected mainly in the very low level of participation of regional representatives, representing entrepreneurs, scientists, public administration, non-governmental and social organizations and the media, even though their participation at every stage of the preparation of strategies in terms of the implementation of the identified objectives and directions of development is extremely important. The low level of participation in creating strategic documents causes the stakeholders not to identify with the worked out objectives and directions of development, because of which they do not feel co-responsible for their implementation (Ejdys, Szpilko, 2013).

The methodology for preparing the document also demonstrates a number of weaknesses. For each region, it is virtually identical and narrows down to conducting a tourism audit, SWOT analysis, identifying goals and strategic directions and operational programs. By doing so, each region is treated exactly the same, despite many differences in the economic, social, technological, environmental or political sphere. Also, the variety and a wide range of identified objectives and strategic directions, makes it difficult to identify the priority ones among them, thanks to which tourism

would have a chance for rapid development in the region. Therefore, above all, actions to achieve the possibility of funding from external sources are implemented instead of those that are crucial for the region (Ejdys, Szpilko, 2013).

The purpose of this article is to indicate the applicability of the Delphi method in the process of building a tourism development strategy in the region. To improve the process of preparing a strategy for tourism development, and later also increase the level of its implementation, the author proposes to integrate the Delphi method with the process of strategy formulation, thanks to which the process will involve the widely understood experts and stakeholders of the tourism industry in the region.

1. Characteristics of the Delphi method

The Delphi method was developed in the U.S. strategic studies center RAND Corporation in Santa Monica, California in the early '50s of the twentieth century. It was named by the philosopher Kaplan, while its base was developed by two mathematicians: Dalkey and Helmer. Its long-term goal was forecasting the future. In this context, Dalkey identified three main sources of predictions (forecasts): on one end there is knowledge, on the other there is speculation, and between them there is room for opinions. Knowledge is supported by solid evidence, speculation has no evidence and the credibility of opinions is indicated only by some of the evidence. When there is a lack of certain knowledge, which happens in the process of predicting, the Delphi technique seeks to extract the opinions of a few (dozen) experts and reach consensus on the likely future development (Fischer, 1978).

The method name is derived from Greek mythology, from the oracle located in Delphi, where a priestess - Pythia predicted the future and gave advice concerning important decisions, such as the direction of military operations, from Apollo who spoke through her (Loo, 2002). The first application of the Delphi method took place the 1951 within the framework of the defense project, conducted by the RAND Corporation, examining the consequences of an armed attack by the Soviet Union (Dalkey, Helmer, 1962). However, the first publication containing the results of a Delphi survey is the RAND report of 1964, titled "Report in a Long-Range Forecasting Study", containing the forecasts for six thematic areas: scientific discoveries, population control, automation, space progress, war prevention and weapon systems, in the year 2000 (Gordon, Helmer, 1964).

Starting from the day the Air Force funded the RAND Corporation project, Delphi is widely and commonly used in various fields of research (Brown, 2007). The

method has been used frequently in the areas such as health, defense, business, education, information technology and transport (Skulmowski et al., 2007). It has also been recognized as a tool to build a future within foresight programs, among others in Japan, South Korea, Germany, France, Great Britain, Hungary, the Czech Republic, and Poland. By 2012, it was used in approximately 10% of all foresight initiatives implemented across the globe, although in Polish foresight initiatives, this method is used much more frequently (in approximately 80% of cases), (Kononiuk, Nazarko, 2014; Nazarko, 2013b, Nazarko et al., 2012a).

Delphi is a qualitative method combining the knowledge and opinions of experts in order to reach an informed consensus on a complex problem (Linstone, Turoff, 1975; Veal, 1992; Weber, Ladkin, 2003). Linstone and Turoff define it as a structured group communication process to ensure the effectiveness of a community of independent people who, as a whole tend to solve a complex problem (Linstone, Turoff, 2002). This is achieved by using iterative rounds, in which experts are sequentially provided with questionnaires interspersed with feedback from previous rounds. This mechanism enables the collection of disputed values and experiences, which facilitates the introduction of a number of opinions to the consensus (Powell, 2003; Briedenhann, Butts, 2006).

This method is used to predict the long-term effects in a situation of uncertainty, when: knowledge about the problem or phenomenon is incomplete, determining influence is exerted by external factors and the anticipated events do not submit to precise analytical techniques (Adler, Ziglio, 1996; Kowalewska, Głuszyński, 2009). It is appropriate for the study of complex issues, where quantitative data does not reflect the implicit knowledge of experts needed to investigate a given problem, as well as where it would be impossible or too expensive to obtain (Edwards, 2003; Grisham, 2009).

The Delphi method is based on questioning a specific group of experts at least twice. Respondents complete a questionnaire, in which they formulate predictions about the problem or the situation in a given area in the long term. In the next round of surveys, the respondents completed the same questionnaire, while presented with the overall results of the first round of testing. The responses are analyzed in terms of quality and quantity, and the information is transmitted in subsequent rounds to experts, it can be redefined and narrowed down in order to make it consistent (Bowles, 1999). The experts, under the influence of opinions of all respondents may change their opinion on a particular topic, or to maintain it. This procedure allows obtaining more conclusive judgments. The Delphi method requires the formation of an interactive panel of experts who want to share their knowledge in order to develop a common solution (Facione, 1990). The final step of the procedure is the analysis

of the gathered material through the use of quantitative and/or qualitative methods (Loo, 2002; Skulmoski et al., 2007).

The basic four key features of the Delphi method are:

- Anonymity - research participants are anonymous to each other. They are known only to researchers. Anonymity guarantees the absence of pressure from the other participants in agreeing with the opinions of the group. Decisions are made based on their merits and not on the basis of who proposed the idea;
- Repeatability - allows participants to change their views based on the findings of the group in the next round;
- Controlled feedback - informs the participants about the views of other experts and provides an opportunity to clarify and change their opinion.
- The statistical aggregation of group responses allows the quantitative analysis and interpretation of data (Rowe, Wright, 1999; Loo, 2002; Skulmoski et al., 2007).

There are many variations of the Delphi method (Rogut, Piasecki, 2008). The two most common are the classic method and the political method. The classic method was developed in the 50's and 60's of the twentieth century in an American organization - the RAND Corporation. In the course of its application a common opinion is pursued, a consensus among experts. This method became widely used in the various fields of knowledge and life, including business, education, science, health, and technology, becoming both an instrument of gathering knowledge about the world, that is as a research method and a management tool, especially strategic. (Linstone, Turoff, 2002; Loo, 2002).

Another popular version of the method is the Delphi Policy (Delphi in the area of development of policies of a chosen research field), which was introduced in the 70s of the twentieth century. Its purpose is not to reach a consensus, but to identify the possible solutions to a particular problem concerning the policy of national and sector development (Linstone, Turoff, 2002; Loo, 2002). Delphi Policy is a recognized instrument for the analysis of a specific problem in the economy, society and science, but it is not a mechanism for decision-making. Generating a consensus is not its priority goal. It serves the following purposes: ensuring the consideration of all possible positions, assessing the impact and consequences of each option, examining and evaluating the degree of acceptability of individual decisions (Linstone, Turoff, 2002).

The conventional and conference varieties are also highlighted. The first one is a paper-and-pencil method, which is commonly referred to as the "Delphi Exercise"

(Mullen, 2003; Linstone, Turoff, 2002). In this case, the researcher prepares and distributes the paper versions of the questionnaire, respondents complete and return them, and then the researcher analyzes individual responses. Unfortunately, the traditional way of postal communication with respondents requires large amounts of time and effort on dispatch and data analysis. In the conference variant, however, computer systems are used for an almost parallel collection of data from respondents via the Internet. Thanks to a properly drawn up computer program it is possible to analyze and summarize the results of each Delphi round, send questionnaires in subsequent rounds, modify the questionnaire. Due to the possibility of very fast contact and providing feedback between the respondents and the researchers, this method is called "real time Delphi" (Linstone, Turoff, 2002). Nowadays, more and more often the Delphi studies use the Internet to distribute questionnaires. The traditional forms of postage are used less and less, which significantly shortens the execution time of the study (Edwards, 2003).

2. Operationalization of the Delphi research process

The use of the Delphi method to solve complex problems in the sphere of tourism is widely recognized (Green et al., 1990). This is confirmed by a number of projects completed and presented in the international scientific literature since the early 80s of the Twentieth century. This method has been used in the field of tourism in countries such as Hawaii (USA), (Liu, 1988), Botswana (Kaynak, Marandu, 2006), Taiwan (Lee, King, 2008), Croatia (Kaynak, Cavlek, 2006), Venezuela (García-Melón et al., 2012), Nova Scotia (Canada), (Kaynak, Macauley, 1984), Hong Kong (Lloyd et al., 2000), Singapore (Yeong et al., 1989), Iran (Asadi, Daryaei, 2011), Ukraine (Rio, Nunes, 2012).

The research process, utilizing the Delphi method, is based on four principles and includes:

- group of participants (experts), selected because of their expertise related to the studied issue;
- the process of multiple interactions, through the which expert opinions are gathered and a consensus is reached;
- feedback applied to the participants, the purpose of which is the interaction and reflection;
- expert opinions, which contribute to the solution of a given problem, or predicting the future (Plummer, Armitage, 2007).



Fig. 1. The operationalization of the research process

Source: own.

The use of the Delphi method in empirical practice is associated with maintaining an adequate methodological rigor and the adoption of an appropriate testing procedure. A proposal of operationalization of the research process by the Delphi method, recommended for use in the formulation of strategies for tourism development in the regions shows in Fig. 1. It was developed on the basis of a review of literature and projects in the area of tourism, carried out with the use of the Delphi research.

The process consists of five main stages: preliminary, pilot study, the actual survey, analysis of results and their implementation in the tourism development strategy. The first phase - (preparatory), involves appointing by the executors a panel of experts of the study of specified structure, who will develop the research theses and guiding questions for the questionnaire. The Delphi thesis is a related to the future description of the relation between the issues arising from the specificity of the study and the context of the determined objective of the study. In the simplest terms, this is a research question relating to the future, presented in the form of a thesis. While guiding questions include items such as, among others the evaluation of expert knowledge, thesis delivery time, the factors facilitating the implementation of the thesis, thesis implementation barriers and the expected effects of implementing the thesis (Ejdys, 2013; Nazarko, 2013a; Nazarko, 2013b; Dębkowska, 2013; Nazarko, Ejdys, Dębkowska, 2012b). A panel of experts will also, select the potential experts and stakeholders of tourism development in the region for the pilot and the actual study. At this stage, the timetable and the rules of the study will be defined.

In the second stage, a pilot study will be carried out on a selected group of experts and stakeholders, through which a questionnaire will be tested in terms of its intelligibility and clarity, which will eliminate the formation of errors resulting from the structural defects. This action is necessary because it can help to identify ambiguities and difficulties of interpretation, which the participants of the study may be facing (Powell, 2003).

In the third stage - the actual study - the designed questionnaire will be sent to the group of experts specified in the first stage and the stakeholders from the tourism industry in the region. Their task will be to complete the questionnaire, in which they will present their opinions on the long term development of tourism in the region. The strategy contractors along with the panel of experts will prepare a summary of the results from the first round. Selected opinions of the respondents (anonymous) will also be published to justify their judgment. In the second round of surveys, the respondents complete the same questionnaire, while having the opportunity to learn from the collective findings and opinions of experts, selected from the first round of testing, which will enable them to maintain or change their judgment in the matter.

On the basis of the summary reports, the experts will have the opportunity to reflect on a particular subject and the ability to learn from the knowledge of others, and to make changes to their initial opinions (Rowe, Wright, 1999).

At the fourth stage the final analysis of the results will take place, which, in the form of a report will then be presented to experts and stakeholders participating in the study. After their acceptance, at the final stage - implementation, the resulting data will be included in the process of constructing strategies and on their basis, scenarios for the development of tourism in the region will be able to be developed.

3. An example of a Delphi survey questionnaire

The research process using the Delphi method, shown in Fig. 1, was used as part of the implementation of the research project "Foresight as a tool to improve tourism management in the region"¹. In order to implement the first research phase, contractors invited 42 experts from the broadly understood tourism industry in the Podlaskie Voivodeship to participate in the experts panel. Among them were the representatives of science, business, administration, non-governmental organizations, protected areas, cultural institutions and the media. The panel of experts, in the form of workshops, was organized on May 23, 2014 in Supraśl.

Experts were divided into 6 groups and in each group there was at least one representative of: science, government, business, NGOs and protected areas. Each group consisted of 7 experts. In the first phase of the workshop the participants were shown a presentation on the assumptions of the Delphi method and the principles of constructing research theses. After the presentation the individuals conducting the research responded to all the questions and concerns of workshop participants.

In the second stage, the task of the various groups of experts was to formulate 3 research thesis in each of the two research areas, randomly selected from the following six areas: innovative products and tourism services, tourism entrepreneurship in the region, cultural and natural heritage, tourism infrastructure of the region, regional tourism policy, as well as science, research and development in the region. As a result, the various groups of experts have formulated a total of 36 Delphi theses. For the needs of the research process, the interviewers (after consultations with 7 experts) adopted 12 theses, which are presented broken down by research areas in Tab. 1.

¹ The research project is being implemented at the Faculty of Management of the Bialystok University of Technology since 2013 within the framework of the research grant funded by the National Science Centre. The project manager is the author of the article.

Tab. 1. Theses for Delphi research

Theses in research areas
Research area 1: Innovative products and tourism services
Thesis 1: Demand (external and internal) for organic, traditional and regional products will result in the creation of innovative tourism products and services in the Podlaskie Voivodeship
Thesis 2: Cross-border innovations will be available in the Podlaskie Voivodeship (Lithuania, Belarus) on the basis of tourist packages on the basis of natural and cultural qualities of the regions
Research area 2: Tourist entrepreneurship in the region
Thesis 1: Tourism clusters will be functioning dynamically in the Podlaskie Voivodeship, which will improve the business climate in the tourism industry
Thesis 2: Foreign investors will ensure the development of key tourism investments in the Podlaskie Voivodeship
Research area 3: Cultural and natural heritage
Thesis 1: Primeval forest, Biebrza swamps and the Narew broads will form the backbone of the tourist offer of the region, attracting tourists looking for peace and the natural environment
Thesis 2: Multicultural heritage of the Podlaskie Voivodeship will be the basis for a comprehensive large-scale promotional action of the region on foreign markets
Research area 4: Tourist infrastructure of the region
Thesis 1: Podlaskie Voivodeship is a well-known health resort and sanatorium high quality providing services
Thesis 2: In the Podlaskie Voivodeship there will be an airport, which will give impetus to the tourist traffic in the region
Thesis 3: In the Podlaskie Voivodeship, there will be a large amusement park (similar in type to Tropical Islands, Disneyland) attracting tourists
Research area 5: Regional tourism policy
Thesis 1: The effectiveness of the implementation of the regional tourism policy in the Podlaskie Voivodeship will be ensured by close cooperation in the triad of business - science - administration, having the nature of interaction (and no longer only discussion)
Research area 6: Science, research and development in the region
Thesis 1: Development-oriented, entrepreneurial attitudes of the inhabitants of the Podlaskie Voivodeship will accelerate the creation of innovative tourism products and services
Thesis 2: The participation of the scientific community at the stage of formulating applications will increase the efficiency of obtaining external funding for projects related to tourism in the Podlaskie Voivodeship

Source: own.

As part of the implementation of the first stage of the research process, a questionnaire was formulated for the Delphi survey, containing eight auxiliary questions, which are presented in Tab. 2.

Questions 1-3 concern the experts' level of knowledge on the issues raised in the theses, the likelihood of the phenomena or processes referred to in the theses, and their importance for the development of tourism in the Podlaskie Voivodeship. In question 5 of the questionnaire, experts seek to assess the impact of the indicated theses on the aspects of the quality of life, socio-economic development, employment, the state of the environment, as well as cultural heritage and regional tourism competitiveness.

The last 3 questions (6 to 8) are formulated in a way that allows the identification of the extent, to which the specified factors promoting or hindering the implementation of the given theses, and the level of the need to take individual action to implement the theses. The questionnaire also includes a section on gender, age, education, and the company in the tourism sector represented by the expert (due to the limited volume of the article that section has not been included in Tab. 2).

Tab. 2. Questionnaire for Delphi research

Research questionnaire											
<p>1. The level of knowledge on the issues mentioned in the text of the thesis: <input type="checkbox"/> very high (expert) <input type="checkbox"/> high <input type="checkbox"/> average <input type="checkbox"/> low <input type="checkbox"/> lack of knowledge</p>											
<p>2. How do you assess the significance of the thesis for the development of tourism in the Podlaskie Voivodeship? <input type="checkbox"/> significant <input type="checkbox"/> rather significant <input type="checkbox"/> rather insignificant <input type="checkbox"/> insignificant <input type="checkbox"/> I have no opinion Please explain your answer</p>											
<p>3. When, and with what probability, in your opinion, the Thesis will be realized or when the phenomena/processes described in the thesis will occur?</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%; padding: 5px;">Time</th> <th style="padding: 5px;">Probability (0-100%) <input type="checkbox"/> 0% unlikely <input type="checkbox"/> 100% certain</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">by the end of 2015</td> <td style="padding: 5px;"></td> </tr> <tr> <td style="padding: 5px;">in the years 2016-2030</td> <td style="padding: 5px;"></td> </tr> <tr> <td style="padding: 5px;">after 2030</td> <td style="padding: 5px;"></td> </tr> <tr> <td style="padding: 5px;">never</td> <td style="padding: 5px;"></td> </tr> </tbody> </table> <p>Please explain your answer</p>		Time	Probability (0-100%) <input type="checkbox"/> 0% unlikely <input type="checkbox"/> 100% certain	by the end of 2015		in the years 2016-2030		after 2030		never	
Time	Probability (0-100%) <input type="checkbox"/> 0% unlikely <input type="checkbox"/> 100% certain										
by the end of 2015											
in the years 2016-2030											
after 2030											
never											

4. Will the realization of the thesis will be of strategic importance for the development of tourism in the Podlaskie Voivodeship?

yes rather yes rather no no I have no opinion

5. What is the impact of the realization of the thesis on the specified aspects

influence	favourable	neutral	unfavourable	I have no opinion
quality of life of the inhabitants of the Podlaskie Voivodeship				
socio-economic development of the region				
employment growth in the tourism industry				
state of the environment of the Podlaskie Voivodeship				
state of the cultural heritage of the Podlaskie Voivodeship				
increase of the competitive position of tourism in the region in comparison to other Polish voivodeships				
increase of the competitive position of tourism in the region in comparison to other European regions				

6. To what extent, in your opinion, do the following factors/activities contribute to the realization of a given thesis?

Factors contributing to the implementation of the thesis	very large	large	average	low	very low	I have no opinion	not related to the thesis
well-functioning local and regional authorities							
favourable state tourism policy							
development of the tourism infrastructure, including transport							
high availability of financial capital							
educational system conducive to the development of innovation and entrepreneurship							
stable legal and administrative system							
other (please specify and assess their impact)							

7. To what extent, in your opinion, do the following factors / barriers hinder the realization of the thesis?

Barriers to the implementation of the thesis	very large	large	average	low	very low	I have no opinion	not related to the thesis
lack of cooperation in the triad of business-science-government							
poorly developed tourism infrastructure							
limited financial resources of tourism entrepreneurs							
low social competence							
problems with the implementation of innovative products / services / technologies,							
lack of a niche tourism offer							
other (please specify and assess their impact)							

8. To what extent, in your opinion, is it necessary to take the following actions to realize the thesis?

Measures necessary for the implementation of the thesis	very large	large	average	low	very low	I have no opinion	not related to the thesis
strengthening the support of local and regional authorities							
development of infrastructure, including transport infrastructure							
strengthening cooperation between business and science							
increasing the availability of funds for the development of tourism							
introduction of appropriate legal, economic, and administrative mechanisms							
adapting the educational system and lifelong learning to the needs of the tourism industry							
other (please specify and assess their impact)							

Source: own.

In the subsequent stages of the research, the questionnaire presented in Tab. 2 will be distributed to a wide range of experts and stakeholders in the tourism development process in the Podlaskie Voivodeship, who will be selected by the project leaders from among the representatives of the various areas of the tourism industry suggested in the course of work of the expert panel. The results of the I and II round of the Delphi survey will be subject to the analyses presented in the subsequent articles of the author.

Conclusions

In Poland, still at all levels of local government and the central level there is a lack of planning elements and system solutions, allowing for the effective implementation of existing plans in the area of tourism. The methods and tools used hitherto in the preparation of strategies are repeatable and do not fully fulfill their role. The knowledge and experience of stakeholders from the field of science also is not used by the government, business, media and non-governmental organizations operating in the tourism industry. Supporting the strategic planning process with a substantive involvement of the participants would present an opportunity to jointly shape a social vision of the future of tourism development by the stakeholders and the perception of the need for their implementation.

The Delphi method is an interesting solution, enriching the methodology of preparing the strategy for tourism development in the region. However, when used, it is essential to remember about careful planning, maintaining adequate methodological rigor and to adopt an appropriate testing procedure. Its application can be very useful in conducting research in the area of tourism, characterized by conditions of high uncertainty. It may, in fact, be an opportunity to build a vision for the future, based on the experience and expertise of stakeholders in the field of science, government, business, media and NGOs. The wider and more active the public participation in the process of formulating the strategy, the greater the chances of creating a sense of shared ownership of its provisions and their implementation in practice. Therefore, in addition to the cognitive method, its role in society should be appreciated, seeing it as a way to gather the experts and the stakeholders around the strategy, and use their intellectual potential in a collective discussion on the future of tourism in the region².

² The project was funded by the National Science Centre on the basis of the contract No. DEC-2012/05/N/HS4/02055

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Zastosowanie metody Delphi w procesie budowania strategii rozwoju turystyki w regionie

Streszczenie

Celem artykułu jest wskazanie możliwości zastosowania metody Delphi w procesie budowania strategii rozwoju turystyki w regionie. Analiza regionalnych strategii rozwoju turystyki, jak i polskiego piśmiennictwa wskazuje, iż metoda Delphi dotychczas nie została zastosowana w badaniach w obszarze turystyki w Polsce. W literaturze zagranicznej natomiast

można odnaleźć przykłady jej wykorzystania poczynając od lat osiemdziesiątych XX wieku.

W artykule zaprezentowano założenia procesu badawczego metodą Delphi. Przedstawiono również tezy i kwestionariusz badawczy wypracowane przez ekspertów z branży turystycznej z województwa podlaskiego w ramach projektu badawczego „Foresight jako narzędzie doskonalenia zarządzania turystyką w regionie”.

Zastosowanie metody Delphi w procesie formułowania strategii rozwoju turystyki w regionie, stanowi szansę na budowanie wizji przyszłości, opartej na doświadczeniach i kompetencjach ekspertów i interesariuszy ze sfery nauki, administracji, biznesu, instytucji kultury i obszarów chronionych, organizacji pozarządowych oraz mediów. Wsparcie procesu planowania strategicznego merytorycznym zaangażowaniem uczestników procesu umożliwi wspólne kształtowanie społecznej wizji przyszłości rozwoju turystyki poprzez zainteresowane strony oraz poczucie potrzeby jej wdrażania.

Słowa kluczowe

zarządzanie turystyką, strategia, metoda Delphi

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