

UNIVERSITY OF ALGARVE

FACULTY OF ECONOMICS

TOUR PACKAGES DEVELOPMENT

KATARÍNA HOLLÁ

Internship

Masters In Management

Work made under the supervision of:

Margarida Custódio Santos

2019

UNIVERSITY OF ALGARVE

FACULTY OF ECONOMICS

TOUR PACKAGES DEVELOPMENT

KATARÍNA HOLLÁ

Internship

Masters in Management

Work made under the supervision of:

Margarida Custódio Santos

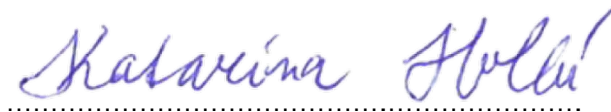
2019

TOUR PACKAGES DEVELOPMENT

Work Authorship Declaration

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are in the listing of references included.

(Katarína Hollá)



Copyright

© **Copyright:** (Katarína Hollá)

The University of Algarve has the right, perpetual and without geographical boundaries, to archive and make public this work through printed copies reproduced in paper or digital form, or by any other means known or to be invented, to broadcast it through scientific repositories and allow its copy and distribution with educational or research purposes, non-commercial purposes, provided that credit is given to the author and Publisher.

ABSTRACT

O primeiro capítulo do relatório é a introdução. No segundo capítulo far-se-á a apresentação da empresa e do seu ambiente externo. A informação sobre a descrição da localização do hotel é complementada com a pesquisa sobre o setor do turismo na República Eslovaca, quer a nível nacional como internacional, e informações sobre a cidade Piešťany e as tendências do turismo. No segundo capítulo, também descrevemos a história da empresa, a visão geral da empresa e a pesquisa detalhada dos principais concorrentes do hotel. No terceiro capítulo, concentramo-nos no estágio, apresentando o estágio e, em seguida, analisamos as funções do estagiário relacionadas com a Gestão de Pessoal, Marketing e Avaliação e Desenvolvimento de Produto. O quarto capítulo é dedicado à revisão da literatura sobre sazonalidade, incluindo apresentar uma definição de sazonalidade, refletir sobre os seus impactos e formas de a combater. Segue-se, o próximo tópico importante na revisão de literatura que é o desenvolvimento de pacotes turísticos. Neste âmbito, descrevemos o que são, quais as vantagens que apresentam para o cliente e para a empresa, bem como as diferentes tipologias e abordagens para desenvolver pacotes turísticos. No quinto capítulo, descrevemos a metodologia do relatório. O sexto capítulo é dedicado aos pacotes turísticos e seu desenvolvimento especificamente para o Hotel Korekt. Em primeiro lugar, concentramo-nos no pacote de Férias ativas para casais e, em seguida, descrevemos o pacote Saúde direcionado para pensionistas. Este capítulo termina com uma explicação sobre a forma como a implementação está a ser planeada. O último capítulo, número sete, é a conclusão do relatório.

Nós estudamos o ambiente e a visão geral do Hotel Korekt, onde o estágio foi realizado. O Hotel Korekt é um pequeno hotel familiar localizado na Eslováquia, mais precisamente na cidade de Piešťany, uma área de lazer tranquila. Os serviços disponibilizados pelo hotel incluem o fornecimento de acomodações, exploração da piscina do hotel e campos de ténis e aluguer de instalações para eventos especiais ocasionais (casamentos, comemorações e eventos da empresa). É uma empresa de pequena dimensão que já opera há mais de 20 anos. Durante esse período, o hotel desenvolveu várias estratégias operacionais com o objetivo de maximizar os lucros da empresa. Nos últimos anos, a empresa enfrenta como maior desafio a luta com o problema da sazonalidade, pois neste momento o hotel está aberto apenas por três meses por ano. Após uma pesquisa intensiva, descobrimos que os principais concorrentes estão abertos

durante todo o ano, oferecendo aos clientes uma escolha de pacotes turísticos, sendo o principal segmento de mercado os turistas sénior. Graças a essa informação, é possível introduzir melhorias na estratégia do Hotel Korekt.

A escolha para realizar um estágio num hotel na Eslováquia com esta envolvente constituiu um desafio interessante e a possibilidade de obter uma experiências de trabalho no setor da hotelaria. Mais concretamente, poder contribuir para minorar um dos principais problemas que o hotel enfrenta devido às consequências da sazonalidade, através do desenvolvimento de pacotes turísticos tornou-se uma oportunidade muito atraente e desafiante.

A função desenvolvida durante o estágio foi a de assistente do gerente de operações e teve a duração de oito meses, tendo este decorrido entre o dia 1 de junho de 2018 e o dia 31 de janeiro de 2019. As funções desempenhadas permitiram acompanhar a gestão operacional de um hotel de pequeno dimensão e adquirir experiência na gestão de uma unidade hoteleira de reduzido tamanho. O desempenho desta função permitiu incluir diferentes fases e tarefas ao longo do estágio para garantir uma visão completa das operações do hotel. O confronto com situações muito diversificadas, às vezes imprevisíveis, em diferentes áreas garantiu a maximização da experiência de aprendizagem em contexto de trabalho real. O estágio começou no início da temporada principal, com responsabilidades relacionadas com a gestão da equipa, juntamente com tarefas em relação ao Marketing. Após a época alta ter chegado ao fim, o estágio continuou com avaliação do trabalho desenvolvido e sugestões de melhoria. Paralelamente, foi nesta última parte do estágio que se concretizou uma das tarefas mais importantes propostas para o estágio, ou seja, o desenvolvimento de pacotes turísticos com vista a ajudar a minimizar a elevada sazonalidade que o hotel apresenta.

Os objetivos definidos para a realização do estágio eram obter uma visão geral de como um hotel de pequena dimensão e, fortemente influenciado pela sazonalidade, trabalhar e simultaneamente adquirir experiência na gestão de um hotel com essas características. Foram ainda objetivos do estágio aprender a lidar com problemas, como a sazonalidade, e encontrar soluções e desenvolvimento de pacotes turísticos. O principal objetivo do estágio, o desenvolvimento de pacotes turísticos, foi integralmente cumprido, tendo este causado um impacto considerável na gestão do Hotel Korekt e os pacote turísticos desenvolvidos serão implementados em agosto de 2019. Podemos dizer que o estágio e o desenvolvimento de pacotes turísticos foram bem sucedidos e continuarão a causar impacto através da estratégia operacional do Hotel Korekt.

A última parte do estágio foi assim dedicada a ajudar a resolver o problema da sazonalidade do hotel através do desenvolvimento de pacotes turísticos especialmente desenhados para ir ao encontro das necessidades do hotel. O pacote turístico é uma forma particular de como as empresas do setor de turismo comunicam os seus produtos aos clientes. Fornecer férias com todos os serviços incluídos está a tornar-se na atualidade muito popular entre os turistas e contribuindo também para a prosperidade das empresas. O objetivo principal para o desenvolvimento dos pacotes desenvolvidos é ajudar a empresa a prolongar a temporada e assim combater a sazonalidade. Os dois pacotes turísticos desenvolvidos têm como segmento-alvo casais jovens e turistas sénior, respetivamente. A opção por estes dois segmentos, tem como fundamento a convicção que estes segmentos estão interessados em vir de férias durante o período de menor procura do hotel. Como referido anteriormente, foram desenvolvidos dois tipos de pacotes - férias ativas para casais e pacotes de saúde para turistas sénior. O primeiro pacote destina-se a jovens adultos ativos e oferece uma estadia para fins-de-semana alargados. O segundo pacote, destinado a reformados, oferece uma semana recreativa que inclui diferentes procedimentos de saúde e bem-estar. Estes pacotes estão planeados para serem implementados como uma oferta especial para clientes no verão de 2019, mais especificamente em agosto de 2019.

A empresa considera que se for levada a cabo uma campanha de promoção adequada, a oferta destes pacotes turísticos pode ser uma forma de ajudar no combate à sazonalidade no Hotel Korekt. Assim, se o objetivo de prolongar a temporada no ano de 2019 em um mês e meio e em 2020 em três meses, podemos afirmar que reduzimos o nosso problema de forma significativa, tendo o hotel funcionando por seis meses sem custos adicionais notáveis.

ABSTRACT

In this work, we have studied the environment and the general overview of the Hotel Korekt. It is a small size family-oriented hotel located in the town of Piešťany in Slovakia. The main business activities include providing accommodation, renting premises for occasional special events, or providing entrance to the hotel's swimming pool. These activities are offered only for three summer months of the year as the hotel suffers from the consequences of seasonality. As the main competitors are opened all-year-round, we can see room for improvement.

The internship was carried out in this company during an eight months long period as an Operations Manager Assistant. Thanks to this position, we could overview the whole operating system of a small sized hotel which is fighting with seasonality and get experienced in running such a hotel.

The focus of the internship was developing a solution to the problem of seasonality, and that means the creation of tour packages specifically designed for the hotel's goals. The development of two tour packages is to ensure the extension of the season as they are focused on the off-season dates. The first package focuses on active young adults and offers them an extended weekend getaway. The second package provides potential pensioners a recreational week full of health procedures. The results of the work showed us that we could extend the season from three months to six months long in the year 2020.

Keywords: seasonality, tour packages, Slovakia, couples, pensioners

GENERAL INDEX

	Page
1 INTRODUCTION	9
2 COMPANY AND ITS EXTERNAL ENVIRONMENT	10
2.1 Location	10
2.1.1 Tourism sector in the Slovak Republic	10
2.1.2 Domestic and international tourism in the Slovak Republic	11
2.1.3 Piešťany	11
2.4.3 Piešťany tourism and tourists' tendencies	12
2.2 History of the company	14
2.3 Overview of the company	15
2.4 Competitors	17
3 INTERNSHIP	21
3.1 Introduction	21
3.2 Functions related to Staff Management	23
3.3 Functions related to Marketing	24
3.4 Functions related to Evaluation	25
3.5 Functions related to Product Development	26
4 LITERATURE REVIEW	28
4.1 Seasonality	28
4.2 Tour packages	31
5 METHODOLOGY	34
6 TOUR PACKAGES DEVELOPMENT	35
6.1 Active holidays for couples	36
6.2 Health package for pensioners	41
6.3 Implementation of packages	45
7 CONCLUSIONS	47
BIBLIOGRAPHY	48

1 INTRODUCTION

This work is focused on a report of an internship with the target on the topic of tour packages development for a hotel. Tour package is a particular way of how companies in the tourism sector communicate their products to the customers. Providing holidays with all services included is nowadays becoming very popular for customers and prosperous for companies. Choosing an internship in a hotel in Slovakia is an exciting challenge and the possibility of getting real-life experiences in the hospitality industry. The hotel which suffers from the consequences of seasonality and where the best case to fight it is the development of tour packages is a compelling opportunity.

The internship took place at the Hotel Korekt in Slovakia at the position of Operations Manager Assistant. This position included different phases throughout the duration of the internship to ensure a complete overview of the hotel's operations. It started at the beginning of the main season with responsibilities related to Staff management, together with duties regarding Marketing. After the main season, the internship continued with Evaluation and suggestions for improvement. Moreover, it finished with the most important part – tour packages development.

The objectives of the internship were to gain an overall look at how small sized hotel which is strongly influenced by seasonality works and get experienced in running such a hotel. That includes dealing with problems (such as seasonality) and finding solutions (tour packages development). The objectives of the developed packages are to help the company prolong the season and that way fight with seasonality.

The report firstly introduces the company and its external environment in the second chapter, including research of the location of the hotel, the history of the company, company's overview, and its competitors. In the third chapter, we focus on the internship. We provide an introduction to the internship, then have a look at the intern's functions related to Staff Management, Marketing, Evaluation, and Product Development. The fourth chapter is dedicated to the literature review of seasonality and tour packages. In the next, fifth chapter, we describe the methodology of the report. The sixth chapter is devoted to the tour packages and its development specifically for the Hotel Korekt. Both types of packages are described, Active holidays for couples and Health package for pensioners. After that, an explanation of planned implementation is outlined. The last chapter number seven is the conclusion of the report.

2 COMPANY AND ITS EXTERNAL ENVIRONMENT

In this chapter, we find out more about the company and its external environment. More specifically about tourism in the Slovak Republic and the town where Hotel Korekt is located. The following information is about the company, precisely about the history of Hotel Korekt, the overview of the company and its competitors.

2.1 Location

Hotel Korekt is located in the town Piešťany in the Slovak Republic. In this regard, we have studied the tourism indicators performance of Slovak Republic to get to know more regarding tourism in Slovakia and habits of tourists which travel and use accommodation services in Slovakia and specifically in Piešťany (Trnava) county.

2.1.1 Tourism sector in the Slovak Republic

We have found out that the overall tourism revenue in the Slovak Republic has a rising tendency in the past years. In 2017 the total revenue made in tourism was 669 330,58 thousand €, in 2016 it was 579 249,52 thousand €, and in 2015 it was 578 280,72 thousand €, when compared with the year 2009 when the financial crisis began in Slovakia, the revenue was only 381 397,91 thousand €. In the year 2008, so before the financial crisis, the overall revenue was 521 378,38 thousand €. The results of these statistics are to see that the tendencies of tourists in Slovakia are rising and they are spending more in tourism sector year by year (Štatistický úrad Slovenskej republiky, 2019).

The most significant percentage from the overall revenues of the Slovak Republic in tourism comes from the package tours. In the year 2017, it was 361 402,91 thousand € what makes 53,99 % of overall revenue in tourism. In the year 2016, it was 304 013,65 thousand € what is 52,48 %, in 2015 it was 327 775,17 thousand € what makes 56,68 % of the total tourism revenues. These results bring us to the conclusion that developing tour packages as a tool to reduce seasonality is effective as tourists tend to buy them the most and that way also spend the most, compared to any other tourism revenue source (Štatistický úrad Slovenskej republiky, 2019).

2.1.2 Domestic and international tourism in the Slovak Republic

We start with the data regarding the Slovak Republic. There have been 5 375 475 visitors in 2017, from which 59,77 % were domestic visitors and 40,23 % were visitors from abroad, they have spent on average 2,77 nights in the accommodation facilities. The occupancy rate was only 31,2 % (Štatistický úrad Slovenskej republiky, 2019).

In the year 2017, the average number of nights spent by tourists was 4,9 what is the highest number in the past 20 years of statistics. Domestic tourists tend to spend a longer time at the holiday destination – averagely almost five nights (6 days) (Štatistický úrad Slovenskej republiky, 2019).

2.1.3 Piešťany

Piešťany is a world-famous spa city in Slovakia with the longest river of Slovakia flowing through it. Piešťany is a district city located in the western part of Slovakia, about 86 kilometers from the capital city of Bratislava. Around 28 thousand inhabitants live here (as of 31.12.2017), but this city is also a well-known tourism destination (Piešťany, 2019).

Most tourists who come to Piešťany are interested in the well-known mineral hot springs. The spa city in Piešťany has a long history. Many monarchs and earls have been visiting this spa in the past, so it became well known for the population, and more and more people started to visit the city. In the 20th century, the town of Piešťany began to develop fast, thanks to the existence of the Spa. Important changes of the town were made, such as infrastructure development, building schools, post office, construction of a new bridge, a public swimming pool, and more (Kúpele Piešťany, 2019).

Nowadays, Piešťany is an important cultural center, organizing or hosting many cultural and social events. Throughout the whole year, significant events of local, national, and international importance are taking place. Musical festivals, film tours/festivals, radio contests are taking place; in recent years there is an ever-increasing range of concerts, dancing competitions, exhibitions of fine arts, events supporting folk crafts or theater art. In addition to the cultural aspects and world-famous spa procedures, tourists can choose active holidays. Piešťany is also known as the "bikers city" with ten different bike trails to choose from which are covering more than 322 kilometers (PIC - Piešťanské informačné centrum, 2019). In addition to biking, tourists can choose from

easier to harder hikes or visit one of many castles located nearby. Very popular in the last few years is a water cable park where active people can try wakeboarding (Bearded Brothers, 2019). There is also a 9-hole golf course for golf lovers. There is a lot Piešťany can offer (PIC - Piešťanské informačné centrum, 2019).

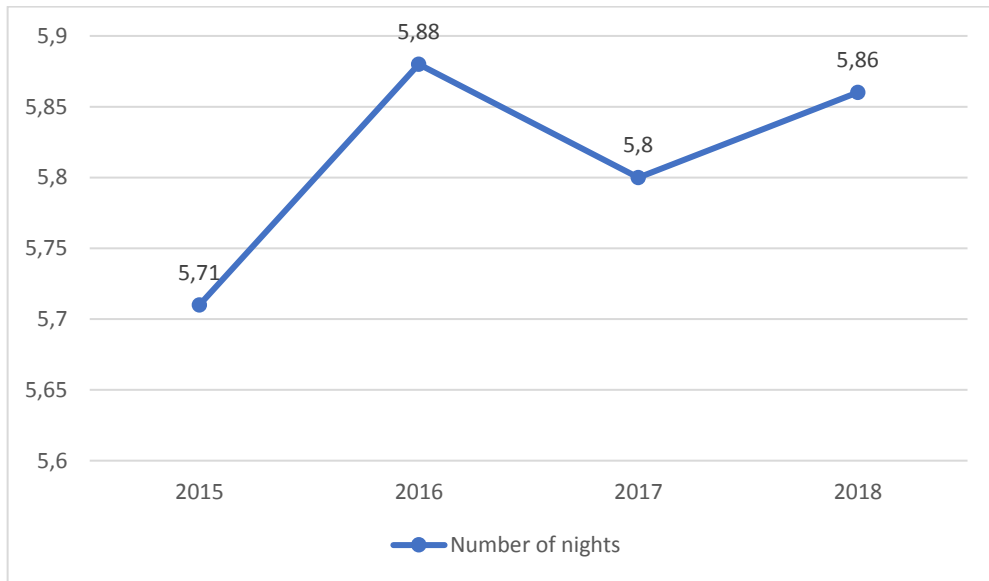
Tourism in Piešťany is deep-rooted and is defined by it. When the financial crisis in 2008 happened, it largely affected tourists from Slovakia and from the whole of Europe, which resulted in rapidly slowing down the development of tourism in Piešťany. There has been created organizations to help increase tourism in the region with also providing financial aid (TASR, 2012). In 2014, a breaking point happened as, after some years of decreasing numbers, they started to increase. The number of tourists who visited Piešťany in 2014 was 93 412, which is a slightly higher number than in previous years. Around 44 % of them were foreign, and 56 % were Slovak inhabitants. The number of nights spent is 587 764, which makes an average of 6,2 nights long trip for an average tourist. The statistics of the year 2014 show that foreign tourists tend to spend longer time on vacation than Slovak tourists. The most nights spent in Piešťany is by persons from Germany followed by Israel, then the Czech Republic and Asian countries (Redakcia Rezort Piešťany, 2015). In 2018, activities to boost up tourism were carried out such as presenting Piešťany more like a "City of Conferences", creating Information check-points trail (Drahoš, 2018) or approving charter flights from Turkey and Egypt (TASR, 2018).

Piešťany is an exciting and relaxing town with many cultural events, where every visitor can fully enjoy their time of vacation. The best time for holidays in Piešťany is in summer months when the weather is pleasant and warm, and tourists can enjoy outdoor activities as well as relaxing by the riverside. On the other hand, wintertime also has many activities to offer, for example, Winter market, ice-skating, concerts, or creative events. Piešťany is the town where Hotel Korekt is located.

2.4.3 Piešťany tourism and tourists' tendencies

In the year 2018, there were 40 accommodation facilities in Piešťany, 116 813 visitors came to the city and stayed on average 5,7 nights during their trip. The occupancy rate was 42,8 %, the second highest number from all the cities in Slovakia. It means Piešťany is very well known touristic city for visitors from abroad as well as domestic ones. They tend to spend almost six nights/7 days in this city (Štatistický úrad Slovenskej republiky, 2019) as can be seen in Graph 2.1.

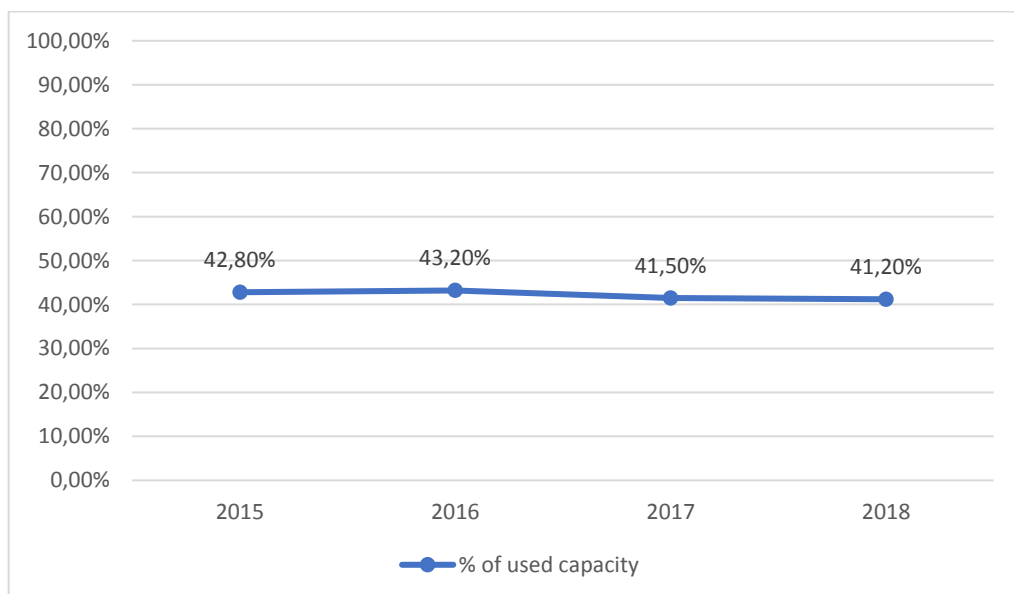
Graph 2.1: Average number of nights spent in accommodation facilities in Piešťany



Source: Štatistický úrad Slovenskej republiky, 2019

In Graph 2.2, the change in occupancy rate is shown with the highest percentage of 43,20 % in the year 2016 and the lowest percentage of 41,20 % in the year 2018. In the past four years, the occupancy rate hasn't been lower than 40 %.

Graph 2.2: Capacity usage of accommodation facilities in Piešťany



Source: Štatistický úrad Slovenskej republiky, 2019

2.2 History of the company

Hotel Korekt is a small sized company and its history is not enlisted in any document, all the historical information about Hotel Korekt were acquired through a personal interview with the owner of the hotel Ing. Milan Hollý.

Hotel Korekt was established in 1996 by two owners Milan Hollý and Ivan Melichac, both from Piešťany. They created a business based on a thought of providing a perfect holiday for every person who comes while providing unique services like not many hotels at that time. It included staying in modern rooms as well as enjoying party events during the weekends. Hotel Korekt was known as a comfortable place to stay while traveling for a business trip, enjoying a relaxing vacation or having parties with friends.

In 1996 the competition was meager and there were not many hotels in Piešťany, as this type of business just started to grow. The main strategy of the hotel was selling three different package tours and they were working with the demand very well. First package tour was beauty vacations for women. These vacations were focused on beauty activities, most importantly, weight loss and the motivation of getting a new look. Duration of the holidays was one week so six nights (7 days), that way every week the customers change. Women from all around the country came and experienced different beauty procedures and methods. It varied from manicure, pedicure, spa procedures, new hairstyle, to daily sports activities that as aerobics, rollerblading, and stretching. They had special meals arranged and a professional trainer to look after. This type of vacation was trendy as every woman could see results and left satisfied. Another segment was selling holidays for tourists from Poland. The owners have created package tours which they then offered for Polish tourism agencies to sell. The third type of package tours was for individual or group business trips for two or three days. These three types of holiday packages which Hotel Korekt was providing were successful and a good strategy for the profitable yearly outcome.

In 2005 new trends of business have taken place. There was a time for change and innovation. Unfortunately, even when the hotel was running all year long and had good occupancy, at the end of the year, the balance was in minus numbers. The competition has increased, expenses increased, and the interest in beauty vacation decreased. The profit loss was mainly from running the hotel during the winter, as the occupancy rate was significantly lower than during summer months. The main additional costs were from heating. These events led to the decision of splitting assets between the two owners.

In 2007 Milan Hollý paid back Ivan Melichac with an equal percentage of the property. In 2008 an outdoor swimming pool was built. It was a new attraction for daily visitors from the town as well as a new service for accommodated guests. The hotel was selling vacations by different travel agencies. It became interesting for sports camps, as well as for active people, likewise tourists who loved to enjoy spa procedures.

In 2009 the restaurant, bar, and kitchen were reconstructed for hosting and cooking for more guests. Another significant change was in 2014 when rooms were renovated and made into double room apartments to achieve higher standard and comfort. All furniture and indoor components were changed for modern types in the following year, 2015. In 2016 Hotel Korekt started selling rooms and holiday vacations on discount portals online, a new webpage was made as well as a Facebook fan page. This version of promoting and selling rooms and services lasts till now (Hollý, 2018).

2.3 Overview of the company

Hotel Korekt is a family-oriented hotel providing accommodation and additional services through different online and offline portals. In Figure 2.1, we can see the front view of the hotel with a swimming pool.

Figure 2.1: Hotel Korekt



Source: <http://hotelkorekt.sk/>

Hotel Korekt lays in a recreation area of Piešťany city, 3 kilometers from the downtown. The city center is reachable in 15 minutes by walk. It lies next to dam Slnava, interesting for every water sports lover for different activities like waterskiing, wakeboarding, windsurfing, kayaking, rowing or yachting. On the riverside is pedestrian

walkway which connects both sides of the dam and makes 13 kilometers long ring. By the sidewalk, there are beaches and chill zones for relaxing, camping, or sports activities. The area around Hotel Korekt is very quiet with many trees and green fields. Just 500 meters from the Hotel Korekt the water cable park Wakesoul is located. In the surrounding of Hotel Korekt are two other hotels: Hotel Sergio and Hotel Alegro, and one Apartment house Vlnka.

Hotel Korekt offers accommodation in newly reconstructed apartments. Facilities of the hotel include an outdoor swimming pool with a children's pool, tennis courts, playground for children, and other services. It is open for hotel guests as well as daily visitors. Accommodation facilities contain 26 apartment rooms with a capacity of 3 persons which consist of a double bed, spacious private bathroom, living room with single bed, TV, and a balcony.

The hotel stands out because of its large swimming pool which dimensions are 18 meters x 6 meters. There is a smaller swimming pool for children connected to it with a size of 5 meters x 4 meters. Guests can find sun beds, sun umbrellas, and shower by the swimming pool. The swimming pool is opened for hotel guests free of charge and for outside visitors for a daily fee of 5 € for adults and 3 € for children under 12 years. Close to the swimming pool, there is a spacious grassy playground for children. At the back side of the hotel, there is a large grassy area suitable to play volleyball, badminton, football, do workouts, team games, or to relax. The hotel provides guests with bike rental, and three tennis courts are available for both guests and visitors.

Nowadays, the hotel is run during summer months from 15th of June until the 15th of September. Hotel is managed by Milan Holly focusing the sales mostly through discount portals such as Zlavomat, ZlavaDna, TravelKing, which are bringing the most customers for vacations in the hotel. The main market segment is young families who enjoy swimming pool and facilities for children. They stay on average three nights. Another market segment is local guests from Piešťany who visit the swimming pool during hot days. These guests tend to spend more in the bar than the accommodated guests. By combining these two groups of guests, the bar is used effectively as well as the swimming pool and the accommodation. The disadvantage of this strategy is that it very well depends on the weather. If the weather is rather bad, nobody comes to the swimming pool and accommodated guests go for a walk to the town, which means no profit for the bar and restaurant.

Every season there is a person responsible for social media, so people from Piešťany have current information regarding the offers, water temperature, how many guests are in the swimming pool, events (occasional BBQ). Employees are working in the bar, reception, kitchen staff, and cleaning lady. There are approximately around 15 persons employed during the summer season. That brings us to a challenge of recruitment only for a seasonal job. There is not many people who are interested in working only for a few months, usually only students who are inexperienced and sometimes not able to deal with problematic situations. It is rapidly decreasing quality of services provided by the hotel. Seasonality is influencing the management of the hotel and its profits (Hotel Korekt, 2019).

2.4 Competitors

We have performed research on main competitors. We have researched two hotels which are situated in the same recreational area as Hotel Korekt. They have a similar capacity, price range, and properties. We have chosen these two hotels because they are the biggest competitors of Hotel Korekt. The main season is for both hotels also mainly during the summer months, but the main difference is that they are opened all year round, which gives us the opportunity for new information about market segments.

a) Hotel Alegro

Hotel Alegro is a 2-star hotel and is opened all year round. Hotel Alegro is offering 2-bedded rooms and a few apartments which consist of 2 connected rooms. The price for two bedded room is 39 € per night and the price for the apartment is 60 € per night. The hotel is offering meals for extra costs. One of the hotel's advantages is a Rehabilitation center right in the hotel. It offers many different procedures such as massages, various treatment procedures - herbal and peat wrap or bath, cinnamon wrap, magnesium and aerobic bath, underwater massage, diathermal wrap and electrotherapy (Penzión ALEGRO, 2019).

Hotel Alegro is offering package tours for older people. It is offering four types of packages, two types during the winter season and two types during the summer season:

- Healing package (November – February) – 5 nights/6 days – includes accommodation, three meals a day + coffee and snack, five times healing treatment, evening program. Price for this package is 119 € per person (5 nights).
- Informal dance party package (3 weeks in February) – 5 nights/6days – includes accommodation, three meals a day + coffee and snack, three times healing treatment, evening program, one informal ball night. Price for this package is 119 € per person (5 nights).
- Recreational package (March – October) - 5 nights/6 days – includes accommodation, three meals a day + coffee and snack, five times healing treatment, evening program. Price for this package is 159 € per person (5 nights).
- Healing package (March – October) - 5 nights/6 days – includes accommodation, three meals a day + coffee and snack, ten times healing treatment, evening program. Price for this package is 199 € per person (5 nights).

For the last two packages, the price can get discounted by 10 € from the total price if a group of 20 or more persons buys this package (Penzión ALEGRO, 2019).

b) Hotel Sergio

Hotel Sergio is a 4 – star hotel and is opened all year round. The hotel offers 2 VIP apartments, 16 deluxe two-bedded rooms and six standard two-bedded rooms. The price for the VIP apartment is 140 € per night, Deluxe 2 bedded room costs 110 € per night and standard two bedded room is sold for 85 € per night.

Hotel Sergio also offers a Wellness and beauty center as part of the hotel with a choice of different massages and wraps. There is also a beauty center for ladies with cosmetology treatments, manicure, pedicure or even hairdresser services. Wellness center consists of the Finnish sauna and a whirlpool (Hotel Sergijo, 2019).

Hotel Sergio offers diverse package tours:

- Basic one week stay (6 nights + 1 for free) – 7 nights/8 days – includes accommodation, Half board meals (breakfast, dinner), 1 x massage, 1 x sauna + whirlpool + champagne, 2 x bike rental (2 hours), 1 x billiard (2 hours). Price for this package is 330 € per person (7 nights in deluxe two bedded room).
- Senior stay (3 nights/4 days) – includes accommodation, three meals a day, 1 x health treatment, free transport to the city of Piešťany. Price for this package is 169 € per person (3 nights).

- Wellness stay (2 nights/3 days) – includes accommodation, half boards meals (breakfast, dinner), 1 x massage, 1x billiard or bike rental (1 hour), Price is 80 € per person (2 nights)
- Looking good stay (2 night/3 days) - includes accommodation, half boards meals (breakfast, dinner), 1 x beauty treatment, 1x haircut. Price is 110 € per person (2 nights) (Hotel Sergijo, 2019).

By providing a comparison of the hotels, we get to know the potential niche for Hotel Korekt's development.

- Design - Hotel Sergio is designed very carefully to "ancient luxury" style. Hotel Korekt is designed to be modern but simple. It was renovated three years ago with new furniture. Hotel Alegro is designed similarly than Hotel Korekt, but the rooms are very simple and with slightly older furniture.
- Facilities - Hotel Alegro has two times more rooms than Hotel Korekt or Hotel Sergio. The capacity of hotels is similar compared with Alegro having the almost double size.
- Occupancy rate - The main difference between the hotels is that Hotel Sergio and Hotel Alegro are opened all-year round when Hotel Korekt is open only from 15th of June until 15th of September. Hotel Alegro's occupancy rate during the year is 55%. Hotel Sergio has an average occupancy of 40% during the year. Hotel Korekt's occupancy varies, from 15th of June until 15th of September (main season) the occupancy is 80%. Averagely that makes yearly occupancy of 30%.
- Price – The average price for one person for one night with half board (as all hotels provide it) is in Hotel Alegro 22 € making it the cheapest one, Hotel Korekt is offering average price of 30 € and Hotel Sergio has the highest price of compared hotels – 45 €.
- Market segment - In Hotel Alegro, the main market segment is elderly, in Hotel Sergio, the main market segment during the high season are couples and during the low season the elderly. In Hotel Korekt, the main market segment is couples with children or sports clubs. It varies during the high season depending on the upon agreed dates of the sports clubs.
- Length of stay - The average number of nights spent in Hotel Alegro is six nights, Hotel Sergio 3 nights and Hotel Korekt 3 nights.

- Distribution - Another essential information was regarding the selling points. All three hotels have the same sales strategy – selling through company webpage and different Slovak and Czech discount portals.

Thanks to the research, we can see that there is a room for improvement to attract new market segments to prolong the season or achieve to be functioning all-year round.

3 INTERNSHIP

The base of this report is an internship which was carried out to apply knowledge gained during studies at the University of Algarve and previous universities. To apply the knowledge into practical skills, we need experiences. Experiences assure the right and effective use of theory into a particular situation to solve them successfully.

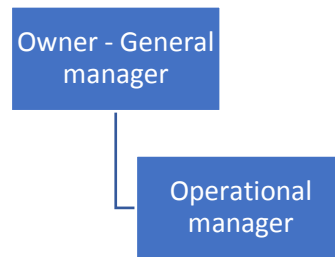
3.1 Introduction

The internship was carried out from 1st of June 2018 until 1st of February 2019 in a total duration of 8 months altogether. The duration of 8 months ensured that the intern has taken upon as many different experiences as possible.

The company where the internship had taken place was Hotel Korekt. Hotel Korekt is a family-oriented business defined as a small sized company. The environment around the hotel is very relaxing as it is a part of the recreational zone with only a few other hotels present. The main advantages of Hotel Korekt compared to competitors are outdoors swimming pool which is very useful during the hotel summer months and tennis courts. The hotel is opened only during the summer season and seasonality is a big problem of the company as during the rest of the year (9 months) the hotel is closed and opens only on special occasions such as weddings or big celebrations. That means the profitability of Hotel Korekt depends on three months of the year.

The organizational structure of the hotel is straightforward as the company doesn't have many full-time workers. The only two full-time workers who work during the whole year are the owner of the hotel who is at the same time the general manager of the hotel overseeing all the activities of the company. The second employee is the operational manager taking care of the planning, suggestions of improvement and innovation, accounting, and daily basis management.

Figure 3.1: Organizational structure during the offseason



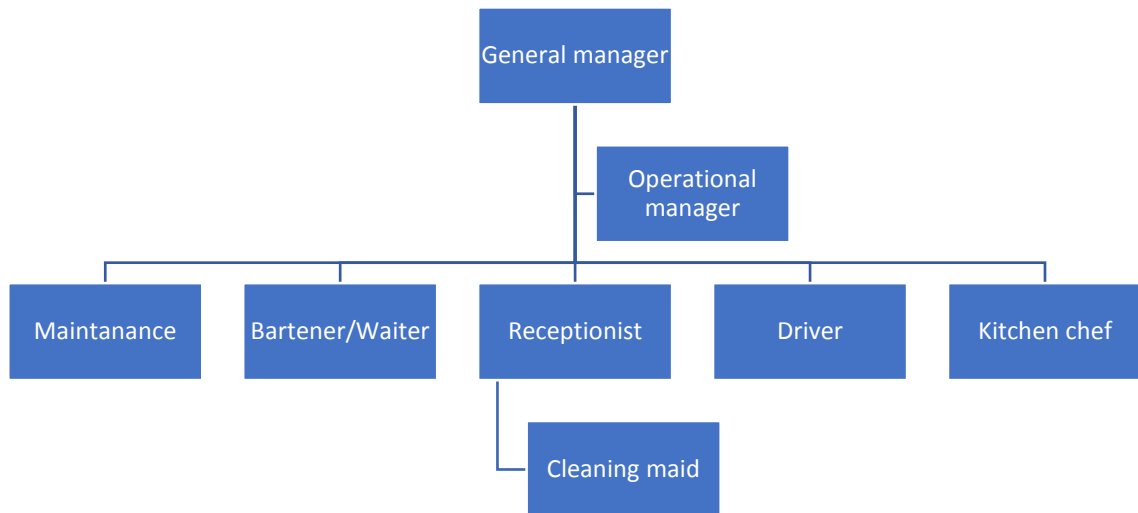
Source: Own elaboration

During the summer, the organizational structure changes as new employees are hired. These positions are changing depending on the demand and need of an operational manager, but the basic structure would include:

- General manager
- Operational manager
- Kitchen chef – 2 employees changing shifts
- Driver
- Receptionist – 4 employees changing shifts
- Bartender/Waiter – 4 employees changing shifts
- Cleaning Maid
- Maintenance employee

During the main season, the responsibilities of the operational manager become scale up with the Staff management and Marketing management. The kitchen chefs are employed to cook for accommodated guests. The driver is mainly buying and picking up goods. Receptionists and bartenders/waiters need to be professional because they are the main employees who work with customers. Cleaning maid takes care of the cleanliness of rooms and toilets. Maintenance employee solves sudden maintenance problems when needed.

Figure 3.2: Organizational structure during the main season



Source: Own elaboration

During the internship, diverse activities were carried out to ensure the effectivity of the internship to learn through real-life experiences.

The internship was executed in the position of an Operational Manager Assistant daily during the main season. That means taking care about day to day responsibilities to keep the hotel running. Responsibilities were related to staff, marketing, evaluation, and product development. Other duties included solving everyday problems with kitchen, bar or reception, management of complaints, unhappy customers or sudden cancellations of holidays. Updating the reservation system was also part of the responsibilities as the hotel doesn't use any reservation program, reservations needed to be updated through online Excel sheet daily, sometimes hourly. Necessary orders of goods required for reception, bar or maintenance were made daily to ensure that nothing is missing during the day.

3.2 Functions related to Staff Management

A position with functions related to Staff Management was executed for four months starting from 1st of June until the 1st of October.

Position: Reception, Bar and Staff manager

Duration: June – October (4 months)

Responsibilities regarding staff started at the beginning of June with putting out an advertisement for summer employment, finding mostly students' applicants. More advanced workers were found from mouth-to-mouth recommendations. The process continued with interviews, later hiring chosen employees. After that, the training of the staff was carried out. The system in Hotel Korekt is made that all the workers need to be trained both for reception and bar because during the day their responsibilities might change from working as a barman to a receptionist (depends on how busy the day is and in which department the employee is more needed). As the hotel is opened only seasonally, the staff is not permanent. Training is not too extensive, usually take up one day.

Responsibilities continued with the overall daily management of staff such as planning weekly working schedules, organizing meetings, dealing with requested days off or holidays of staff during busy days.

Regarding the bar management, ordering goods such as beverages, staff uniforms or bar necessities were the tasks. Performing weekly checking of products is an essential activity for accounting purposes.

At the reception, the main activity was managing demanding customers and complaints, updating and controlling reservations or printing out needed documents. Other activities were invoicing, ordering goods, receiving goods and occasional help in the administration of the kitchen (writing and printing out the menu).

This position was exciting to go through as it brought up real-life situations during which the theory is not enough and you need to use your sense of problem-solving, planning, computer skills, or communication skills. While working at these positions, we could see the system of the hotel from many different perspectives what gave us useful knowledge about how it is managed, what weaknesses the hotel has which can be strengthened or crucial problems and possible solutions to them.

3.3 Functions related to Marketing

Another position during the internship was in the field of Marketing. Activities of this position lasted from the very beginning of the internship 1st of June until the 1st of November.

Position: Marketing manager

Duration: June – November (5 months)

The main responsibility of this position was to take care of social media marketing daily, this included creating content for a Facebook page, answering to messages regarding the hotel or providing information when asked in comments.

Another main activity was updating the content of the hotel's webpage to be actual with the year 2018, the right price list and putting up new updated photos. Before the start of the season (opening of the hotel on the 15th of June) an article to a local newspaper was written to ensure some non-online advertisement.

These activities were carried out by one person alongside with other responsibilities and after evaluation of this position, we can say that it was not enough. More focus on social media is needed as most customers nowadays find the hotel through the internet. On the other hand, offline advertisement is not efficient as it is almost non-existent.

3.4 Functions related to Evaluation

The third position of this internship was connected mainly with the internship evaluation and proposal of improvements for the future. The time for this activity was from 1st of November until the 1st of December.

Position: Internship evaluation reporter

Duration: November – December (1 month)

The main activity was writing a report for the Hotel Korekt regarding the evaluation of the internship, self-evaluation and the proposal of improvements of activities carried out. Analyzing past experiences together with theoretical knowledge, gave us the possibility to propose specific enhancements which would make the system and management of the hotel easier and most importantly, more effective.

To evaluate the internship, we have found the main points what could be improved for a smoother run of the hotel and more effective internship. During the work at the first position of with functions related to Staff management, the main improvement should be made in the reservation system. The old reservation system creates much confusion between the employees. For a small-sized enterprise like Hotel Korekt system called Cloudbeds would fit well as it can connect and update reservations from different portals counting in Facebook, hotels webpage and even discount portals (Taylor, 2018).

During the position with functions related to marketing, we have concluded that not enough marketing is carried out in general. In the mean of online marketing, the creation of Instagram page would catch up with nowadays trends. More promotion through

Facebook and Instagram would attract the young generation of potential customers. Marketing through Google advertisement is non-existent and has many potentials. Google AdWords can bring more traffic to the website and that way, the number of potential customers would rise. Through Google AdWords, a company can increase brand awareness, reach more customers through their Gmail account, reconnect with past website visitors, measure performance and many more possibilities (Leadsquared, 2019).

Another improvement should be made in offline marketing as it is almost non-existent. Print out flyers, posters, brochures and give it out to travel agencies or companies nearby would be beneficial. To achieve a more significant base of potential customers, more massive marketing needs to be done in both spheres – online and offline. To carry this out properly, one employee needs to be taking care of this vital sphere only.

Other than already mentioned improvements, the possibility of providing customers heated swimming pool and expanding the hotel's wellness would become an advantage for Hotel Korekt.

3.5 Functions related to Product Development

After a thorough evaluation of the hotel's activities, system and more specifically the internship, we have come to the solution of solving the most of problems which relate to the biggest challenge of seasonality. The answer in our case to this problem is the development of tour packages. That way, for the last two months of the internship, we have focused on the development of tour packages.

Position: Tour packages developer

Duration: December – February (2 months)

Development of various tour packages for different market segments is the main and most important activity of this position. By reaching these specific segments in addition to already established market segments, the hotel can prolong the season and grow its profits. Firstly, researches of main competitors were made and research of statistics of Slovak Republic has been used to get information regarding the sector. When both types of researches and practical experience were connected, the development of tour packages was realized.

After a thorough analysis of all information, we have focused on two main market segments - couples and elderly people. These two segments fit most the sector, environment, and strategy of the hotel. We focus on the dates before and after the season,

more specifically with the market segment of couples we focus on the time between 1st of June until the 30th of June and from 1st of September until 30th of September. With the market segment of the elderly, we focus on the time between 1st of May until 31st of May and from 1st of October until the 31st of October. The prices for both packages are discounted and designed to attract these customers. By selling even a few of these tours, we prolong the season of Hotel Korekt without additional costs. By implementing these tour packages in the upcoming season of summer 2019 the hotel should be able to extend the season by significant length and that way also increase profit and decrease problems connected with seasonality.

We have carried out diverse activities during this internship and focused the most on the problem of seasonality and tour packages development. I have expanded my knowledge about these topics through a literature review, which is described in the next chapter number 4.

4 LITERATURE REVIEW

In this chapter, we will take a closer look at what is seasonality, what are the reasons it exists, its effects on businesses and solutions on how to fight it. Next topic is tour packages. We explain why they were created, its main advantages, types of tour packages and two different approaches to its development.

4.1 Seasonality

Seasonality is a problem which influences many tourism destinations and the companies in these destinations are affected by this phenomenon. It can be described as a pattern which repeats cyclically every year, short-term changes in demand are visible, what can be seen in statistics of for example the number of bed nights, the number of tourists or their expenditure. (SooCheong, 2004) According to SooCheong,

“Seasonality is one of the most problematic but least understood aspects of tourism” (SooCheong, 2004, p. 819).

Seasonality is a part of tourism, which creates room for price diversification and where time mismatch exists between supply and demand (Ševčík, 2015). It forms because of two main factors:

1. Institutional – refers to human habits and social practices and norms. That means different religions and their holidays, industrial holidays or school.
2. Natural – is predictable and unchangeable; it is created by natural changes in weather through the year, such as the number of hours of sunlight, temperature, rainfall or snowfall.

According to Butler (1994) there are three more reasons of seasonality: sporting season (different for every sport, for example surfing and skiing), traditions or fashion standards/social pressure (visiting spa, buying real estate in a privileged area, visiting only certain places during certain times of the year – Fashion Weeks) (Butler, 1994).

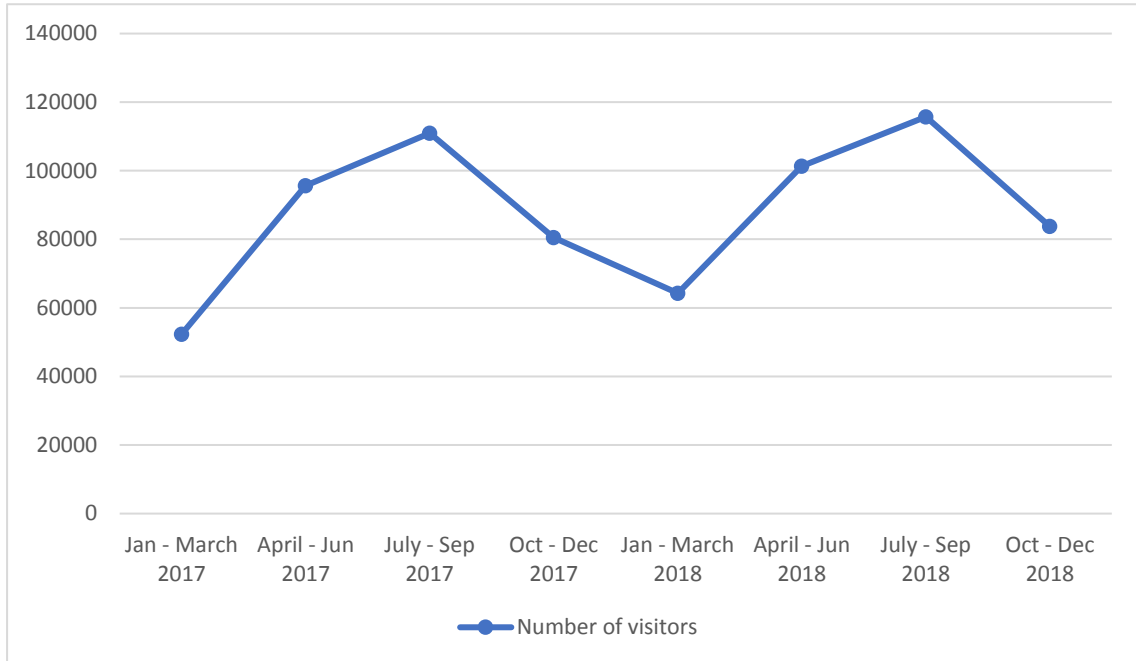
To get back to the natural factors which are influencing a large part of tourists when they are choosing a destination for their holidays becomes a big factor for most types of holidays which makes it an important part of seasonality to focus on. Climate/weather is the third most influential attribute in the decision-making process of a tourist, after aquatic (quality of water) and natural factors of destination. Seasonal changes in both climate and weather influence the demand of tourists. Some destinations

even use the climate as a selling point (Sea, Sun, Sand – SSS), for example, Barbados guarantees to give a client their money back if the "good weather" fails. That also works on the opposite with snowfall as ski resorts depend on it together with cold weather. Humans cannot influence how the weather or climate changes from year to year, but they can adapt their offer to customers by providing them with additional services in case weather is not as they expected (Ridderstaat, Oduber, Croes, Nijkamp, & Martens, 2014).

Seasonality affects the economy of businesses and the need for short-term employees during the summer or winter season. It's most evident in companies providing accommodation and catering services. One result of seasonality is seasonal demands on labor when the quality of services decreases. Businesses which are providing services, employers require workers to have universal skills instead of specialists. It happens because the employment is for a short period only and the employer does not want to spend extra costs for specialized training. Up to 45% of hotel and hospitality jobs require more than basic education or instruction. The creation of a job does not require trained staff and most of the workers who have never been in the position can learn it quickly by a few days of training. However, this has a negative impact on the quality of work, because employers are unable to take care of increasing the skills of workers. That means the skills stay for full employment at the same level, which is usually low (Ševčík, 2015).

In the following graph, we can see the curve of seasonality. It is a curve going from lower numbers to higher numbers in a cycle. We can see the quarterly comparison of a number of visitors in Trnavský region during the of the year 2017 and 2018. The difference between the high season during summer months and low season during the winter months is evident.

Graph 4.1: Seasonality curve



Source: Štatistický úrad Slovenskej republiky, 2019

The solutions to fight seasonality are slightly different for every company depending on many factors – country, specific location, infrastructure, climate and more. What they all have in common is not a stable tourism demand throughout the year. Seasonality has different characteristics in different parts of the world (for example, Slovakia – Portugal), but the problem stays similar. The difference between tourists arriving in the area during the main season and the low season is so significant, that hotel managers need to minimize their activities or even close their businesses for the low season (Karamustafa & Sevki, 2010).

According to SooCheong (2004), the theory about financial portfolio should be the main thing to focus on for the destination marketers as it should work as an effective way of reducing seasonality. This theory is usually used by investors in the stock market, helping them decide how much money they should allocate to different equities. It can be used in reducing seasonality as well. For example, various tourism segments generate different demand throughout the year. Marketers need to minimize the risk by creating the optimal segment mix to minimize the differences between the season and offseason. Meaning that the goal of financial portfolio theory is finding the optimal segment mixes which would come during the lower demand and optimize seasonal fluctuation, therefore, reduce seasonality.

In Europe, the European Union fights seasonality by creating and financing projects focused on the young and elderly part of the population to draw them small and medium-sized businesses (Tuszyńska & Cavojsky, 2018).

As we have defined, seasonality plays a significant role in tourism as it influences many factors but most importantly, demand. Fortunately, there are many ways of measuring seasonality and researches done regarding reducing seasonality. Entrepreneurs can choose the way to fight it but the way how they do it depends significantly on the business itself as every small difference changes the ways of reducing seasonality. Choosing the right way to fight seasonality is not an impossible task but needs to be largely specified.

4.2 Tour packages

Economic growth has created a perfect environment for the continuing development of tourism, providing opportunities for entrepreneurial-minded tour operators expansion and supporting their potential as well as growth (Holland & Leslie, 2018).

Tour packaging is the creation of a particular package that combines various elements of a customer's travel experience, such as food, accommodation, recreational activities, transfer, and more. Package tour consists of different components such as formal (reservation, transport, accommodation, meals, duration, entertainment, and more), economic (reservation costs, price, additional costs), social (destination image, size of group, homogeneity of the group assistance etc.) and legal (terms of payment, cancellation costs, cost of changes, terms of cancellation by operator). Package tour contains all these elements but acts as one product which is sold at a specific pre-determined price. It can be created by several tourism organizations which are cooperating or by one tourism organization.

The main advantage of a package tour is that it is convenient for the future customer. It also saves the time of the customer which he can use for his other interests. Nowadays, very popular tours are which relate to a theme, mostly sport, a way of learning, or age group. An example of the theme-oriented tour is a hiking tour in protected areas, bird watching, language learning tours are very popular as well (Patterson, 2015).

By creating package tours, we are creating a more convenient way on how to attract the consumer. It allows the company to reach broader markets, increases the

number of extra features sold, decreases marketing costs and in that way maximizes revenues for all package partners and creates many more advantages. This way, we can develop something which will align with the objectives of the work and long-term objectives of the hotel. We can say that this work brings actual results and improvements for the company by the development of tourism packages (Government of Northwest Territories, 2014).

There can be a different kind of tours to fit the needs of more market segments. Tours are classified into three main types:

- a) Escorted – is a type of tour where the chosen guide (one or more) are with the customers during the whole tour, from start to complete finish.
- b) Hosted – is a tour where a guide (one or more) meets customers during the tour once or more times and join them during a specific segment of the tour. For example, during a hosted tour the guide can meet customers at the airport and bring them to the reception of the hotel, where he helps with check-in, he can do the same at the end of the holiday and help with check-out and transports them to the airport.
- c) Fully-independent travel (FIT) – a FIT tour is a type of tour where customers (individual or a group of people) enjoy every segment of organized package tour but without guiding (Tribe & Airey, 2007).

There is a fourth type of tours which is very specific and is called a tailor-made package. This type of package is created by using dynamic packaging and involves adjusting the holiday entirely to the customer's needs. The customer chooses specific segments that are usually different from the basic pre-designed package tour. This package has a higher price, but the satisfaction of the customer is generally very high (Holland & Leslie, 2018).

Development of a package tour can strengthen the position of a company at the market. We studied two different approaches on how to develop a tour package.

First one is Patterson's approach (2015). These are the steps he describes:

1. Set objectives of the package - to attract the right partners who are oriented for the same goal;
2. Research needs of the market – to know what customers are looking for and how much are they willing to spend for a specific type of holidays;

3. Gain knowledge of community services and activities – what does the community offer. When comparing with objectives, it will help to identify (possible) components of the package;
4. Build package itinerary – it is a very detailed plan of all elements of the holiday (from transportation, accommodation, activities, meals to possible attractions);
5. Assess the readiness of tour operators – After identifying the itinerary, it is known which services cannot be provided by our business. To provide these services to customers, new tourism organizations need to be found;
6. Price the package – the package should be priced competitively looking at the customers spending habits and the prices of competitors;
7. Plan the development time (Patterson, 2015).

It is essential to have all available information from different tour operators and tourism organizations to create/develop a package tour which is attractive enough for a specific market segment.

The second approach is by Fabienne Wintle (2019) and he describes it in the following way. There are a few steps every company should make when creating a tour package. Firstly, start with defining what is a package tour and realize all aspects connected with creating one. Secondly, identify what is the motivation of the company to develop a package tour - for example, the need for extended stays or weeknight bookings. Next step is creating the right partnerships with companies who have similar values and business goals. The selection of components of the packages needs to be chosen. This step should include creating a name, specify inclusions, what is the real value of this package tour for customers, costs, and pricing. Next step is the promotion of the package through the right channels and the last step is to review and to refine the package after getting first customer reviews (Wintle, 2019).

There are many advantages for the customer as well as for the company considering tour packages. For the company, the main ones are in connection with the profit margin. As they are providing guests a full package of accommodation with additional services, the profit margin is higher and that means the possibility of higher profit. For customers, it is the simplicity of planning a holiday trip. Convenience, organization, sometimes price and comfort in the destination are the main reasons customers choose to buy a package tour (Raj, 2017).

5 METHODOLOGY

To successfully answer our main objective questions about the problem of seasonality and solving it with tour packages development, we need to use specific methods to obtain the most realistic results. Methodology is to ensure that the objectives of work are met with results.

Through the process of the work, different kinds of methodology methods were used. Firstly, observation has been used during the duration of the whole internship to ensure real-life experiences. This method ensures getting the most knowledge about the company by working in the environment, and this helps with providing the most realistic description of hotel's difficulties and their solutions.

Next important method is a literature review. It is used to gain theoretical knowledge in all topics connected with this work. The two main areas studied are the problem of seasonality, tour packages, and information regarding the company, its' surrounding and main competitors.

We also use different research techniques. By choosing to use different types of researches, we ensure a complex view of the problem. Firstly, the research of competitors hotels located in Piešťany was made to provide a detailed picture of the environment of Hotel Korekt. Another research method we use is statistics research regarding tourism in Slovakia and Piešťany. We use official statistics of the Slovak Republic to get to know the tendencies in the tourism sector through past years.

To develop tour packages for Hotel Korekt, the approach of Fabienne Wintle (2019) was used. We develop two types of packages and in both, we use the same approach for the best comparison and clear understanding.

Methods used in this work have been chosen specifically to answer the main objectives of this work most efficiently and successfully. The methods are closely connected with the environment of Hotel Korekt and positive relationships created during the internship.

6 TOUR PACKAGES DEVELOPMENT

Successfully applying theoretical knowledge into a specific company's working structure is an effective way of how to get desired results. In our case, the knowledge regarding seasonality helped us to decide that the best option for Hotel Korekt to reduce seasonality is to develop tour packages for specific market segments with the result to prolong the season, starting sooner and ending later. By developing these tour packages, we will attract customers for particular dates during the off-season. We develop two types of tour packages which are specified on those market segments which are most likely to come in the off-season dates. This statement is supported by researches made about main competitors and the hotel's tourism sector.

Development of tour packages is carried out after a thorough analysis of both types of researches. Creation of tour packages to attract new market will support already existing market segments of families with children and sports clubs. The first type of tour package is focused on active couples wanting short holidays getaway and the second type is for the elderly people who are looking for a relaxing and healing holiday.

To create package tours, we chose an approach of Fabienne Wintle (2019) and developed them according to the steps he defined.

The first step is defining and realizing what a package tour is. We have gone through this step through literature review regarding tour packages; we can find this information in Chapter 4.

The second step is identifying the motivation of the company to create tour packages. The motivation of Hotel Korekt is the ability to prolong the season. Selling developed tour packages to suitable customers who want to spend their holidays in the dates of current offseason would extend the season of Hotel Korekt.

The third step is the selection of components of the tour package, creation of business partnerships. The detailed inclusions of both packages, description of market segment and pricing can be seen in the next sections 6.1 Active holidays for couples and 6.2 Health package for pensioners.

The fourth step is the promotion of the tour packages. This step is carried out through discount portals on Slovak and Czech websites such as Zlavomat, ZlavoKing, and ZlavaDna. This type of distribution channels is very popular in Slovakia and the Czech Republic in the past few years. The other types of promotion included Facebook page and webpage of the hotel.

Fifth and the last step is reviewing and refining packages according to first customers reviews. This step was not yet realized as the implementation of the packages is planned for Summer season 2019, more specifically for August 2019. After the implementation and first reviews, this step will be realized.

6.1 Active holidays for couples

We describe the tour package developed for couples. We arranged the information into four parts. To start with, we will overview the offer for clear understanding. Secondly, we will describe the market segment, their spending habits and the motivation to buy this tour package. After we introduce the program of the holidays and in the end, we look at the costs of providing these services to the customer. The transfer to and from Piešťany city is not included in the package; it is individual.

a) Overview

Name: Active holidays for couples

Location: Hotel Korekt, Piešťany

Duration: 3 nights (4 days)

Accommodation: Apartment rooms with half-board included (2 persons)

Program: Ceremonial dinner, wine tasting, wakeboarding, bike trip to the town of Piešťany, visit of House of Art, Waffle making, visit of Balneological Museum, hike to Tematín Castle with a BBQ, infrared sauna procedure, clubbing, relax at the swimming pool. Guide during activities.

Price: 279 €

Other requirements: Minimum ten persons to open date, dates during weekends of June and September.

b) Market segment

This tour package is focused on mainly younger couples (with or without children) who want to experience something new, try new activities and get away from their usual routine during an extended weekend (duration of 3 nights/4 days). This way they can take just one day off from work but experience four days of vacation. This market segment is most likely to come during June and during September. We will focus on promoting dates from 1st of June until the 30th of

June and from 1st of September until the 30th of September to the marketing segment. These months are convenient for the market segment of couples because the weather in Slovakia (Piešťany) is stable, mostly sunny and it is getting warm (averagely around 25°C) so it is possible to enjoy all outdoor activities already, but the main season is not on yet. It is the most suitable time as visiting places are not busy yet, but there are no winter restrictions anymore. Another reason for those couples who have children and want to enjoy their holidays alone is that it is still the school year and there are many school events where children can stay and enjoy their time as well. Another advantage of these dates is a bit cheaper prices because it is not the main season.

c) Program

The duration of the developed package is 3 nights/4 days. This duration ensures enough time to experience many different activities but is not too long to get exhausted by them. This package is not too time-consuming as the period is only an extended weekend. We introduce a detailed program day by day.

- DAY 1 (Thursday)

Arrival day (Ceremonial 3-course dinner with wine tasting at Hotel Korekt)

The arrival of guests individually in the afternoon hours to the Hotel Korekt. For the first day, they will be provided with a detailed program of the package. After that, ceremonial dinner will take place which consists of 3 courses (soup, main dish, dessert). After dinner, a tasting of Slovak wines will take place. Wines are from the surroundings of Piešťany with a special wine – Radošinský Klever, which Elisabeth the 2nd was drinking during her coronation in the year 1953 (Radošinské víno, 2019).

- DAY 2 (Friday)

Wakeboarding lesson + bike trip to the town + exploration of the city (Making own Piešťany famous waffles, visit of Balneological museum, the Art house)

Breakfast at the hotel in the form of a buffet from 7.30 - 9.00.

From 10.00 – 12.00 Wakeboard or Waterski lesson at cable park WakeSoul (500 meters from Hotel Korekt). There is an instructor for free for every person who is trying this sport for the first time or even wants some advice.

After individual lunch in many restaurants in the surrounding, customers can take one of the rental bicycles from Hotel Korekt and bike to the city center of Piešťany (approximately 3 kilometers) with their guide. First stop will be at the House of Arts where is always some exciting art exhibition. Entrance fee for exhibitions is for free (Dom Umenia Piešťany, 2019). The second stop is at a unique shop where you can create your waffles from Piešťany. Piešťany Spa waffles are very famous in Slovakia because of their unusual texture and filling. Price for one pack of your waffles is 5 € only (Guden Guden, 2019). After, customers visit the Balneological museum of Piešťany, where different significant historical findings are deposited. The oldest one is a mammoth tusk from the time of prehistorical times around 80 000 years B.C (Balneologické múzeum Imricha Wintera, 2019).

During the whole time, the guide will take care of the guests and take them to all three stops. After, guests will have free time to enjoy the town by themselves.

Dinner at Hotel Korekt in the form of buffet from 18.30 - 20.00.

- DAY 3 (Saturday)

Hike to Tematín castle (BBQ - optional lunch) + Free use of the infrared sauna in Hotel Korekt + Optional party in Piešťany

Breakfast at the hotel in the form of a buffet from 7.30 - 9.00.

At 10.00 the hotel minibus will drive guests to the Piešťany bus station. From there, guests with the guide will take a bus to Bezovec. Bezovec is a small ski mountain close to the town of Piešťany. The bus ride takes about 45 minutes (Cestovné poriadky, 2019). After arrival to Bezovec around 11.00, the hike starts. Hike to Tematín castle is about 4,5 kilometers long and takes about 1 hour 30 minutes. After arrival, the guide will set up a fire in BBQ place and guests can have optional lunch prepared on the barbeque or check the surroundings and views from the castle. Optional lunch for the cost of 5 € per person. After the barbeque, we use

the same track back to Bezovec and take a bus to Piešťany from there. From the bus station, a minibus will pick up guests and bring back to the hotel around 16.00. After hiking, guests can enjoy infrared sauna for free in the Hotel Korekt.

Dinner at the Hotel Korekt in the form of buffet from 18.30 - 20.00.

After dinner, optional party in one of the clubs in the city is recommended.

- DAY 4 (Sunday)

Departure day (Late check-out – chillout at the hotel swimming pool)

Breakfast at the hotel in the form of a buffet from 7.30 - 9.00.

The last day of the package is a relaxing day by the swimming pool after a night out. The guests will be provided with a free of charge late check-out at 12.00.

d) Costs

This package is focused on providing active holidays for couples for a lower price than during July and August. Price plays a significant role in deciding where to go and most importantly, also when to go there. During these months many companies are providing their services for discounted prices, so the costs are lower as well.

This package includes accommodation at Hotel Korekt for three nights for two persons in renovated apartment rooms. Guests will be provided with half-board, which is included in the package. Wakeboarding/Waterskiing lesson and transportation costs from and to the hotel during activities are included in the price. Entrance fees to museums and for 1 x waffle making are included in the total price.

Optional extra payments are more packages of waffle during the waffle making for 5 € per box (1 box included in the total price) and BBQ lunch at Tematín caste for 5 € per person.

- Accommodation – discounted price as the dates are not during the main season is from 237 € to 189 € for two persons with half-board for 3 nights and 4 days. The final price for accommodation is 189 €.

- Ceremonial dinner – in comparison with dinner in the form of a buffet, we need to count an additional 3 € per person, 6 € for a couple.
- Wine tasting – 6 different wines from the surroundings of Piešťany. Price 6 € per person. In total, 12 € for two persons.
- Wakeboarding/Waterskiing lesson – 20 € per person for 2 hours, the instructor is for free (Bearded Brothers, 2019). In total, 40 € for two persons.
- Bike rental from Hotel Korekt – Free of charge
- Entrances to the museums – Free of charge
- Personal waffle making – 5 € per box (person). 10 € for two persons.
- Transportation costs of getting to Bezovec – From Hotel Korekt to the bus station – 0,65 € gas costs and bus ticket of 1,35 € (Cestovné poriadky, 2019). For one person both ways it makes 4 €. Together for a couple 8 €.
- Infrared sauna in Hotel Korekt – Free of charge
- Using the hotel swimming pool - Free of charge during the whole stay
- Guide – guests will have the guide available during day 2 and day 3 to guide them during activities, take them to planned locations and make BBQ at Tematín castle. His salary is altogether 70 €. To divide this equally to 10 persons – 7 € per person, 14 € for two persons.

We can see the costs for two persons in total in table 6.1.

Table 6.1: Costs Active couples package

Accommodation	Ceremonial dinner	Wine tasting	Wakeboarding/ Waterskiing lesson	Personal waffle making	Transportation to and from Bezovec	Guide	Total
189 €	6 €	12 €	40 €	10 €	8 €	14 €	279 €

Source: Own elaboration

In total, this package costs 279 € with accommodation and half-board for two persons for a four day long active holidays with the program included. It is a very low price when we take into consideration all the included services. During the main season, this package would cost more than 330 €.

6.2 Health package for pensioners

In this chapter, we will describe the tour package developed for the pensioners. We arranged the information into four parts as we did in the previous tour package. Firstly, we start with the overview of the package, and then we will describe the market segment, introduce the program, and finally, we look at the costs of providing these services to the customer. The transfer to and from Piešťany city is not included in the package, the same as in the package for active couples.

a) Overview

Name: Health package for pensioners

Location: Hotel Korekt, Piešťany

Duration: 5 nights (6 days)

Accommodation: Apartment rooms with full board included

Program: Welcome dinner with a glass of wine, visit of Spa Island in Piešťany, learning basics of Nordic Walking, visit of Piešťany city center and Balneological museum, 2 x health procedure (Herbal Wrap/Bath and Magnesium/Sulfuric Bath), swimming pool rehabilitation exercises, infrared sauna, ceremonial dinner with live music. Guide and trainer during activities.

Price: 133 €

Other requirements: Minimum 12 persons to open date, dates in May and October.

b) Market segment

We have designed this health tour package specifically for the elderly. The months of May and October are enjoyable for recreational holidays like this one. The weather is mild but stable already with average temperatures from 15°C - 20°C. Older people usually don't take well too hot days as it is in the summer months and prefer milder climate. This weather offers possibilities of spending time outside in nature, having walks or even swim in the heated swimming pool. This market segment doesn't need to take holidays from work anymore, so weekdays are more suitable for them as they are less busy. Weekdays during these months are most appropriate also for the hotel as during the weekends there are big events occasionally organized (family celebrations, company events,

weddings). During these dates, the prices are the cheapest because it is very low season what makes it even more appealing as they usually live just out of a pension. The price needs to be as low as possible because they typically look for the cheapest holidays with the most healthy and relaxing activities.

c) Program

- DAY 1 (Sunday)

Welcome speech + Dinner with a glass of wine

Arrival at the hotel in the afternoon hours. At 18.00 Welcome speech by the guide from the hotel who acquaintance guests with the program during the holidays. After the speech, there is dinner in the form of a buffet and a glass of wine for every customer.

- DAY 2 (Monday)

Visit of Spa Island + learning basics of Nordic Walking

Breakfast at the hotel in the form of a buffet from 7.00 – 8.30.

Transportation by minibus to the center of Piešťany where the guide will show guests the most interesting historical places and best places for a dessert. After the walk through the Spa Island, the guide takes guests back to the hotel by minibus.

Lunch at the hotel in the form of a buffet from 11.30 – 13.00.

From 15.00 – 16.00 Guests will be provided with learning basics of Nordic Walking with an instructor. This activity is very beneficial to learn the proper form of a regular walk; therefore, it doesn't hurt the joints of the body. Nordic Walking sticks are available at the hotel.

Dinner at the hotel in the form of a buffet from 17.30 – 19.00.

- DAY 3 (Tuesday)

Visit of Piešťany city center and Balneological museum + Health procedure (Herbal Wrap or Bath)

Breakfast at the hotel in the form of a buffet from 7.00 – 8.30.

Transportation by minibus to the center of Piešťany where the guide will show guests around the city center of Piešťany and take them to Balenological museum. After free time spend in the center, he takes them back to the hotel by minibus.

Lunch at the hotel in the form of a buffet from 11.30 – 13.00.

After lunch, every guest will have a set time for a health procedure carried out in hotel Alegro (3 minutes' walk from Hotel Korekt). They can choose from Herbal Warp or Herbal Bath. Hotel Alegro provides this service for a fee of 4 € per person with a requirement of a minimum of 12 persons (Penzi3n ALEGRO, 2019).

Dinner at the hotel in the form of a buffet from 17.30 – 19.00.

- DAY 4 (Wednesday)

Swimming pool rehabilitation exercises + Infrared sauna

Breakfast at the hotel in the form of a buffet from 7.00 – 8.30.

From 10.00 – 11.00, a trainer will provide guests with underwater exercises in the swimming pool for lighter physical activity which doesn't hurt joints in the body.

Lunch at the hotel in the form of a buffet from 11.30 – 13.00.

In the afternoon hours, customers can freely use the infrared sauna from 14.00 – 17.00.

Dinner at the hotel in the form of a buffet from 17.30 – 19.00.

- DAY 5 (Thursday)

Health procedure (Magnesium or Sulfuric Bath) + Ceremonial dinner with live music

Breakfast at the hotel in the form of a buffet from 7.00 – 8.30.

From 9.00 – 12.00, every guest will have a set time for a health procedure carried out in the Hotel Alegro. They can choose from Magnesium Bath or Sulfuric Bath. Hotel Alegro provides this service for a fee of 4 € per person with a requirement of a minimum of 12 persons (Penzi3n ALEGRO, 2019).

Lunch at the hotel in the form of a buffet from 11.30 – 13.00.

Free time for exploring the surrounding recreational zone in the afternoon.

18.00 Ceremonial dinner with 3-course meals (soup, main dish, dessert) with live music performance. The live performance will be carried out by Vlado Sko3ík, who is a local musician and is used to play in hotels (Rezort Piešřany, 2016).

- DAY 6 (Friday)

Relax by the swimming pool + free shuttle service to the bus or train station

Breakfast at the hotel in the form of a buffet from 7.00 – 8.30.

Free use of swimming pool to relax.

Lunch at the hotel in the form of a buffet from 11.30 – 13.00.

After lunch, free transportation service is provided for the guest to get to the train or bus station in Piešťany.

d) Costs

This package is focused on providing healthy holidays for older people for a very low price. During May and October, it is low season everywhere, so the prices are very low, and there is a minimal number of tourists as well. It ensures the lowest price possible for this market segment as it plays a significant role in the decision-making process of this segment.

This package includes accommodation at Hotel Korekt for five nights in reconstructed apartment rooms. These apartment rooms consist of 2 rooms with three beds in total. In this package, customers are divided into men and women and divided into the rooms. Any specific preference is fulfilled. Guests can request a room for two persons as well (couples). Room for only one person can be requested, but additional charges are included. Room for one person is charged with an additional 10 € per night what is 50 € in total for this package. Guests will be provided with a full board which is included in the package. Transportation to activities of the program is included together with the guide and trainer.

- Accommodation – discounted price for the low-season to 330 € for a room (3 persons) with full-board for 5 nights and 6 days. For one person who stays in a room of 3 or 2 persons, it is 110 €. The final price for accommodation is 110 € for one person in a standard package. For a person who wants to be alone in the room, it is an additional 50 €, so in total that makes 160 €.
- Welcome dinner – we need to count in the price for a glass of wine what is 1 € per person.

- Transportation costs during the whole vacation – Costs for gas used to transport guests is 12 € in total. We divide this number by 12 persons. The total transportation cost is 1 € per person.
- Nordic Walking trainer – 20 € per hour. What makes it 1.50 € per person.
- Health procedures – Chosen procedures carried out in Hotel Alegro cost upon agreement 4 € per procedure per person. In total, 8 € for both procedures.
- Swimming pool exercises trainer – 20 € per hour. What makes it 1.50 € per person.
- Infrared sauna in Hotel Korekt – free of charge
- Ceremonial dinner (live music) – in addition to usual dinner we need to count in 3 € per person. Cost of the musician to play for 2 hours is 50 €. We need to count in an additional 4 € per person. In total, 7 €.
- Using the hotel swimming pool - free of charge during the whole stay
- Guide – guests will have a guide available. Salary of the guide for the entire package in total is 35 €. What makes it 3 € per person.

In table 6.2 we can see the total costs of this package for one person.

Table 6.2: Costs healthy package for pensioners

Accommodation	Welcome + Ceremonial Dinner	Transportation costs	Trainers	Health procedures	Guide	Total
110 €	8 €	1 €	3 €	8 €	3 €	133 €

Source: Own elaboration

In total, this package costs 133 € with accommodation and full board for one person for a 6-day long health holiday with the program included.

6.3 Implementation of packages

We plan to partly implement these two packages already during the summer season of 2019. Innovations were made at Hotel Korekt during the off-season, such as investing in a heating of the swimming pool and an infrared sauna. Heating of the swimming pool ensures the possibility to use in colder months as well (not only during

July and August). It provides additional attractive service for guests. By investing in an infrared sauna, the hotel provides a form of relaxation and wellness procedure as an additional service to the guest. The packages will be sold at the discount portals and at the webpage of Hotel Korekt where they will be introduced in the middle of August. The focus is on September and October (after the main season). To open date, a certain minimum number of customers need to buy the package. It ensures no additional costs for the hotel. All additional costs are counted in the price already and as the months these packages focus on are not cold, the cost of heating doesn't need to be counted in.

It provides an exceptional opportunity for the hotel to prolong the summer season. In the best-case scenario in the season of summer 2019, we can extend the season by two more months. In the upcoming season 2020, the results can be four months longer season. To compare with the year 2018, the season (the hotel was opened for various customers) lasted from 15th of June until 15th of September what is three months in total. In the year 2019, the season is predicted to last from 15th of June until 31st of October. In total, that is 4,5 months. In percentage, the season 2019 compared to season 2018 is meant to last 50% longer. The planned season 2020 when we expect to be open, thanks to the packages' development, from 1st of May until 31st of October is expected to be six months long. It is a 100% rise in comparison to season 2018.

7 CONCLUSIONS

The company where the internship was carried out is called Hotel Korekt and is located in Slovakia in a quiet recreational area in the town Piešťany. The main business activities are providing accommodation, entrance to swimming pool and tennis courts or renting premises for significant events (weddings, celebrations, company events). It is a small sized company operating already for more than 20 years. During this time, the hotel went through many different operating strategies to maximize the profits of the company. In the past few years, it has been fighting with the problem of seasonality and in the result being opened only for three months per year.

The internship took place at the hotel in the position of Operations Manager Assistant and lasted for eight months from 1st of June 2018 until 1st of February 2019. During the duration of the internship, meeting with different situations in different fields was ensuring the maximization of the real-life learning experience. Responsibilities related to staff, marketing, evaluation, or product development were included with many other duties related to unpredicted situations.

The last part of the internship was dedicated to helping to solve the problem of the seasonality of the hotel by the development of tour packages specified especially for the hotel's needs. We have established that by attracting a market segment of young couples and market segment of pensioners, we can extend the season as these segments are interested in coming for holidays during the hotel's off-season. We have created two types of packages – Active holidays for couples and Health package for pensioners. These packages are planned to be implemented in August 2019.

The objective of tour packages is to reduce seasonality and fight with problems connected with it. When proper marketing of developed tour packages is made, we can count with the maximum progress on fighting with seasonality in the Hotel Korekt. Prolonging the season by one and a half months in 2019 and by three months in 2020 we can say that we have reduced our problem significantly by having the hotel functioning for six months without any notable additional costs.

The objective of the internship was fulfilled as the core of the internship – the development of tour packages made a considerable impact on Hotel Korekt's manager, and they will be implemented as a special offer for potential customers in August 2019. We can say that the internship and development of tour packages were successful and will continue to make an impact through the Hotel Korekt's operating strategy.

BIBLIOGRAPHY

- Balneologické múzeum Imricha Wintera. (2019). Expozícia archeológie. *Balneologické múzeum Imricha Wintera*. Available at: <http://www.balneomuzeum.sk/sk/expozicie/kupelna-dvorana/expozicia-archeologie> (accessed: 29.4.2019)
- Bearded Brothers. (2019). Bearded Brothers WakeSoul Aktivita. *Bearded Brothers WakeSoul*. Available at: <https://www.beardedbrothers.sk/wake-soul/aktivita/> (accessed: 29.4.2019)
- Butler, R. (1994). Seasonality in Tourism: Issues and Problems. In *Tourism: The Status of the Art* A. Seaton et al. eds., pp. 332-339.
- Cestovné poriadky. (2019). *Cestovné poriadky Piešťany » Nová Lehota, Bezovec* Cestovné poriadky. Available at: <https://cp.hnonline.sk/vlakbusmhd/spojenie/> (accessed 4.4.2019)
- Dom Umenia Piešťany. (2019). *Program Dom Umenia Piešťany*. Available at: <http://domumenia-piestany.sk/program/> (accessed 4.4.2019)
- Drahoš, J. (2018). *Naše návrhy pre budovanie cestovného ruchu. Naše Piešťany*. Available at: <http://www.nasepiestany.sk/nase-navrh-y-pre-budovanie-cestovneho-ruchu/> (accessed: 20.3.2019)
- Government of Northwest Territories. (2014). *Product Packaging. Publications - Industry, Tourism, and Investment*. Available at: <http://www.itl.gov.nt.ca/sites/iti/files/ProductPackaging.pdf> (accessed: 22.3.2019)
- Guden Guden. (2019). *Guden Guden. Guden Guden official*. Available at: <https://business.facebook.com/gudenguden.official/> (accessed: 20.4.2019)
- Holland, J., & Leslie, D. (2018). *Tour Operators and Operations: Development, Management and Responsibility*. Oxfordshire: CABI.
- Hotel Korekt. (2019). Hotel Korekt. *Hotel Korekt*. Available at: <http://hotelkorekt.sk/> (accessed: 30.4.2019)
- Hotel Sergijo. (2019). GRAND BOUTIQUE HOTEL SERGIJO****. *Grand Boutique Hotel*. Available at: <http://www.grandboutiquehotel.sk/sk/popis.php> (accessed: 30.4.2019)

- Karamustafa, K., & Sevki, U. (2010). Measuring the seasonality in tourism with the comparison of different methods. *EuroMed Journal of Business, Vol. 5 Issue: 2*, s. 191-214.
- Kúpele Piešťany. (2019). Kúpele Piešťany - história kúpeľov. *Kúpele Piešťany*. Available at: <http://kupele.piestany-spa.info/kupele-piestany-historia.html> (accessed: 29.11.2018)
- Leadsquared. (2019). 7 Benefits of Google AdWords to Grow Your Business Online. *Leadsquared*. Available at: <https://www.leadsquared.com/7-benefits-of-google-adwords/> (accessed: 5.6.2019)
- Patterson, C. (2015). *Sustainable Tourism: Business Development, Operations, and Management*. Calgary: Human Kinetics, Inc.
- Penzión ALEGRO. (2019). Penzión ALEGRO relax-sport-fun. *Penzión ALEGRO*. Available at: <http://alegrohotel.sk/> (accessed: 30.4.2019)
- PIC - Piešťanské informačné centrum. (2019). Piešťanské informačné centrum - aktuálny. *Piešťanské informačné centrum*. Available at: <http://www.pic-piestany.sk/prakticke-info/piestany-a-okolie/kultura-a-zabava-v-piestanoch-a-okoli/> (accessed: 28.4.2019)
- Piešťany. (2019). Štatistické údaje. *Piešťany - Mesto plné slnka, vody a zdravia*. Available at: <https://www.piestany.sk/mesto/o-meste-1/statisticke-udaje/> (accessed: 3.2.2019)
- Radošinské víno. (2019). HISTÓRIA KLEVNERU Z RADOŠINY. *Radošinské víno - KRÁĽOVSKÉ VÍNA ZO SLOVENSKA*. Available at: <http://www.radosinskevino.sk/home/historia-klevneru-z-radosiny/> (accessed: 28.4.2019)
- Raj, Y. (2017). What are the advantages and disadvantages of business travel? *Quora*. Available at: <https://www.quora.com/What-are-the-advantages-and-disadvantages-of-business-travel> (accessed: 5.6.2019)
- Redakcia Rezort Piešťany. (2015). Cestovný ruch v Piešťanoch za rok 2014. *Rezort Piešťany*. Available at: <http://www.visitpiestany.sk/cestovny-ruch-v-piestanoch-za-rok-2014/> (accessed: 3.2.2019)
- Rezort Piešťany. (2016). V Hoteli Máj hrá do tanca živá hudba. *Visit Piešťany*. Available at: <http://www.visitpiestany.sk/v-hoteli-maj-hra-tanca-ziva-hudba/> (accessed: 28.4.2019)

- Ridderstaat, J., Oduber, M., Croes, R., Nijkamp, P., & Martens, P. (2014). Impacts of seasonal patterns of climate on recurrent fluctuations in tourism demand: Evidence from Aruba. *Tourism Management* 41, s. 245-256.
- SooCheong, J. (2004). Mitigating tourism seasonality a quantitative approach. *Annals of Tourism Research*, Vol 31, No. 4, s. 819-836.
- Ševčík, I. M. (2015). Základy rozvoja cestovného ruchu. *Nezisková organizácia rozvoja vidieckej turistiky*. Available at: <http://www.tik.sk/projekty/vidiecky-turizmus-a-agroturizmus/ikolo/zaklady-rozvoja-cestovneho-ruchu/> (accessed: 3.2.2019)
- Štatistický úrad Slovenskej republiky. (2019). Turnover from tourism in the Slovak Republic. *DATA Cube*. Available at: http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/cr2004rs/Turnover%20from%20tourism%20in%20the%20Slovak%20Republic%20-%20yearly%20data%20%20%20%5Bcr2004rs%5D (accessed: 4.2.2019)
- Štatistický úrad Slovenskej republiky. (2019). Capacity and performances of accommodation establishments of tourism. *DATA Cube*. Available at: http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/cr2001rs/Capacity%20and%20performances%20of%20accommodation%20establishments%20of%20tourism%20-%20yearly%20data%20%20%20%5Bcr2001rs%5D (accessed: 4.2.2019)
- Štatistický úrad Slovenskej republiky. (2019). Organized domestic tourism in the Slovak Republic. *DATA Cube*. Available at: http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/cr2003rs/Organized%20domestic%20tourism%20in%20the%20Slovak%20Republic%20-%20yearly%20data%20%20%20%5Bcr2003rs%5D (accessed: 4.2.2019)
- Štatistický úrad Slovenskej republiky. (2019). Capacity and performances of accommodation establishments in selected towns. *DATA Cube*. Available at: http://datacube.statistics.sk/#!/view/sk/VBD_SK_WIN/cr1003rr/Capacity%20and%20performances%20of%20accommodation%20establishments%20in%20selected%20towns%20-%20yearly%20data%20%20%20%5Bcr1003rr%5D (accessed: 4.2.2019)
- TASR. (2012). Rezort Piešťany má pomôcť skvalitniť cestovný ruch. *My Trnava*. Available at: <https://mytrnava.sme.sk/c/6255774/rezort-piestany-ma-pomoc-t-skvalitnit-cestovny-ruch.html> (accessed: 4.2.2019)

- TASR. (2018). Z Letiska Piešťany začnú lietať charterové lety. *My Trnava*. Available at: <https://mytrnava.sme.sk/c/20973620/z-letiska-piestany-zacnu-v-roku-2019-lietat-charterove-lety-do-turecka-a-egypta.html> (accessed: 28.4.2019)
- Taylor, D. (2018). The 11 Most Popular Hotel Management Software Solutions for Small Hotels Compared. *Capterra*. Available at: <https://blog.capterra.com/the-5-most-popular-hotel-management-software-solutions-for-small-hotels-compared/> (accessed: 5.6.2019)
- Tribe, J., & Airey, D. (2007). *Development in Tourism Research, John Tribe and David Airey*. New York: Taylor & Francis.
- Tuszyńska, B., & Cavojsky, M. (October 2018). Cestovný ruch. *Informačné listy o Európskej únii*. Available at: <http://www.europarl.europa.eu/factsheets/sk/sheet/126/cestovny-ruch> (accessed: 3.2.2019)
- Wintle, F. (2019). 6 steps to creating great travel packages. *Tourism tribe*. Available at: <https://www.tourismtribe.com/6-steps-to-creating-great-travel-packages/> (accessed: 5.6.2019)