

Abstract

The thesis discusses issues related to the role and importance strategy plays in functioning of enterprises, especially in the hotel enterprises localized in Malopolska region. The main hypothesis was formulated Based on the literature and on the preliminary empirical studies. The hypothesis stated that one can identify the existence of the group of parameters which influence more than other the process of strategy formation for hotel enterprises. Several detailed hypotheses were also formulated. Hypotheses were verified in the empirical studies. The set of parameters which are essential for development of strategy in that sector was identified. The main empirical method applied in the studies was based on the questionnaire. Data obtained were analyzed using qualitative and quantitative methods. For the quantitative description the statistical methods utilizing the Statistica 9 tool were applied. Empirical studies started for two-step interactive questionnaires directed towards the group of experts was subjected. In the first step the set of 150 selected parameters („educated guess” method) considered to be important for functioning of hotel enterprises were evaluated. Following the experts’ advice that set was increased to 167 parameters and used for further evaluation. Based on the opinion of experts 98 parameters which have important effect on the strategy development were identified. In the next step the group of hotel managers were included to the studies. This group was divided into three subunits, namely: 1) group of managers of the enterprises developing strategies 2) group of managers of enterprises which have been developing only functional strategies 3) group of managers of enterprises which were functioning having not formulated strategy. The studies have demonstrated that each of that unit has identified sets of parameters which are important for strategy development. These sets have varied in the number of parameters considered as important; the first group identified 38 elements, the second 65 and the third one, only 8. The analysis of the results pointed out to the difference between the evaluation of the situation by experts and managers of the hotel enterprises localized in Malopolska region. However, both groups have been in agreement that economical factors play essential role in a construction of the strategy. They have also underlined that parameters such as market surrounding, suppliers, competitors, position and competitive potential of company and financial are usually used in strategic analysis. Although the relative role of these parameters was differently seen by various responders the market surrounding was considered to be the most important by all of them. Qualitative and quantitative analyses of the results obtained from both groups of responders (experts and managers) resulted in identification of the set of 107 parameters which has very

strong or strong effect on the strategy construction and on strategic decision (median values $\geq 3,5$). It can be treated as an important element of strategic information system for hotel enterprises. There is a considerable similarity between these and the parameters identified while analyzing the situation in hotel enterprises functioning in the international dimension.

The attempt to identify objective reasons considered by the hotel enterprises while developing the strategy, were undertaken. The studies carried out on the group of randomly selected enterprises have suggested that with the increase in the size of the entity the interest in the strategy development is growing. It was observed that in the more advanced structures such as hotel systems and chains the tendency for strategy development is high. That is especially visible in case of international hotel chains in which strategy development is a key element of hotel management. On the other hand the family businesses and independent enterprises display limited interest in strategy construction. It was also found that there is a strong positive correlation between economical situation of enterprise and its tendency to develop the strategy. The „strategy paradox” was used to explain why some enterprises resign from developing the strategy. The effect of various other parameters such as income planning, defining of main aims and mission of the enterprises on the decision of strategy development was analyzed.

Thesis consists of two volumes. In the first one the main part of thesis is presented while the second is the annex containing the results of the empirical data collected, results of calculation/evaluation and part of the supporting the results. Three first chapters of the thesis present the state of art in the area of studies, based on the literature (230 positions, mainly international journals/books). In the forth chapter the methodology adopted in the studies is presented and the results obtained are discussed. The main body of the thesis is completed with introduction, conclusions, lists of literature and web pages citrated, figures, schemes, tables and attachments.

Key words:

Strategy, hotel enterprise, parameters, determinants, correlation, quantitative methods, qualitative methods, statistics, median, arithmetic average value