

## STANDARDS STRATEGIC AND OPERATIONAL DIRECTIONS OF TOURISM AND RECREATION DEVELOPMENT ON THE EXAMPLE OF A RURAL COMMUNE

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**Purpose:** The aim of the work was to learn the importance of tourism in the socio-economic development of rural communes based on strategic documents.

**Design/methodology/approach:** The authors analyzed the current strategic documents of the commune. A detailed analysis of selected studies was made, i.e. chapters on strategic and operational goals and SWOT/TOWS analyses.

**Findings:** The article presents considerations related to the development of tourism in rural areas, based on the literature on the subject and the results of research.

**Practical implications:** The study concerned the objectives and elements of the SWOT/TOWST analysis, which were directly related to the development of tourism in the analyzed commune.

**Originality/value:** Analysis based on existing data, SWOT and TOWS analyses, analyzes of the Development Strategy of the examined commune, as well as the mission and vision of the commune's development outlined on this basis, allowed us to determine the hierarchical structure of five groups of strategic, operational and detailed goals.

**Keywords:** logistics, tourism, local development, commune management.

**Category of the paper:** Research paper.

### 1. Introduction

Tourism is currently the fastest growing, and therefore the most profitable, sector of the economy. It is often called the key to development and prosperity. Regardless of what threats it brings, whether social or environmental, it is perceived as a kind of guarantor of the socio-economic development of regions (Dogru, Bulut, 2018). This belief in the beneficial role of tourism in socio-economic development is also common at the local and regional level, including in Poland.

Undoubtedly, the tourism sector stimulates the economic development of regions (Bosiacki, 2016; Szwacka-Mokrzycka, 2012; Kozak, 2010). However, the process of developing the tourism function must be properly planned, taking into account social, environmental, regional and cultural issues (Skubis et al., 2023). One of the main tools for long-term development planning of local governments in our country are development strategies, i.e. the so-called documents defining strategic development goals, specifying directions of action in the form of operational goals and tasks, and indicating the necessary financial resources, resources and sources. Implements established goals and tasks (Kłodziński, 2009) and provides information on the perception of the commune itself and its resources, identifying opportunities and threats, strengths and weaknesses as part of the SWOT analysis. Although these are not mandatory documents and no law obliges local governments to develop them, carefully prepared development strategies, taking into account the participation of the local community, are a very useful tool in the administration of regional units. The latest nationwide scientific publications include many studies on the role of municipalities and strategic documents in the socio-economic development of regional units.

Strategic documents of Polish municipalities - According to research A. Pawlikowskiej-Piechotki (2013) approximately 80% of municipalities recognize tourism as the main or additional direction of socio-economic development. Most municipalities have a valid development strategy, so the authors of the article set themselves the goal of checking how local governments perceive tourism and what importance they attach to the tourism sector in planning long-term development in their regional units.

## **2. Literature review**

### **2.1. The commune as a region developed for tourism and recreation**

In order to achieve efficient and effective development of the commune and, above all, improve the lives of its inhabitants, a number of actions should be taken. Local development is a complex process of changes including quantitative and qualitative growth and encompassing both economic and social determinants (Hajdys, 2018; Skubis et al.). Social aspects of local development are manifested in the need to obtain social acceptance for the actions of the authorities, participatory management mode, i.e. democratization of the decision-making process, taking into account the participation of many entities/stakeholders of the local environment in municipal management (Kumara, Binoy, 2017). Economic aspects include, among others, stimulating or at least maintaining economic activity and employment levels at the existing level (Albrechts, Balducci, 2013; Brzozowska et al.).

In connection with the above, the management of the commune is based on harmonized and systematic action of the local community, local authorities and other entities operating in the municipality aimed at creating new and improving the existing utility values of the commune (Bąkowska-Morawska, 2014; Subis, Wodarski, 2023). The actions taken should improve the living and economic conditions, as well as the competitiveness of the municipality (Kogut-Jaworska, 2011; Łukomska-Szarek et al.). It can be said that in some areas administrative units behave like quasi-enterprises (Landre, Peeters, 2011). Similarities in the activities of local government units and enterprises include:

- operating in competitive conditions,
- focus on increasing operational efficiency,
- customer orientation,
- creating products (services) to meet the customer's needs,
- using similar techniques and tools to influence customers.

The competitiveness of each area is determined by a certain set of features, its strengths and weaknesses, its advantages and disadvantages. Their type and number determine whether we are dealing with a strong or weak region (Paliś, Przenzak, 2022). When an area's strengths dominate over its weaknesses, we talk about the region's high competitiveness, and when the opposite happens, it is low. Strong units, thanks to the accumulation of positive values in the hands of local government authorities, achieve a competitive advantage over weak regions and thus increase the distance between them.

The examined commune is a strong administrative unit with many strengths in the economic, social, cultural and, above all, tourist areas. Tourism is part of the market and ranks second in the global economy after the electronics and computer industries, ahead of the petrochemical and automotive industries. The tourism industry occupies an important place in the economy of most regions. In recreationally developed countries, tourism and recreation activities provide almost 50% of all budget revenues. The tourist attractions of the commune are:

- afforestation of the area (approx. 40% afforestation of the commune),
- retention reservoir with an area of approximately 40 ha,
- proximity of the Silesian and Częstochowa agglomerations,
- good access - good road network,
- hospitality and kindness of residents.

It should be emphasized that some of the most important determinants of the commune's development that improve the lives of residents and increase the commune's competitiveness include: the creation, introduction and application of a tourism development strategy and related long-term promotional activities.

## 2.2. Development of local tourism – benefits for the commune

Nowadays, municipalities perceive tourism "as an important factor of economic activation, an increase in local budget revenues, a factor that revitalizes the local labor market, and as an element shaping the social development of a town or region". In the process of local tourism development, local natural resources, human and institutional resources should be used in line with sustainable development and social responsibility (Gajewska, 2009). Local development is not autarkic. It is influenced by processes taking place in the closer (region) and further environment (country, abroad) (Witkowski, 2022). The local economy is entangled in a network of complex relationships with the environment, which is why municipal resources are constantly evolving and subject to changes resulting from economic, legal, environmental, technological and social determinants. The diagnosis of the issues discussed is therefore important due to the dynamically changing political and economic reality, technology development, and the role of resources in increasing the efficiency of management of a municipal government unit, and thus stimulating local tourism development (Abbas, Mubeen, Iorember, Raza, Mamirkulova, 2021).

Thanks to the development of tourist and recreational infrastructure, the area will become increasingly saturated with various forms of economic activity, which is related to the growing demand for land and real estate. The development of local tourism will also have a positive impact on the economic situation. This will translate into greater employment opportunities. The universal benefit of developing tourism in the region is the maximization of social well-being (Hall, Scott, Gössling, 2020).

The development of tourism will bring benefits in terms of urbanization and location (Pilis et al., 2022). As a result, the tax base will be expanded, allowing for a more complete satisfaction of social needs and improving the area's competitive position in the economy. (Orchiston, Prayag, Brown, 2016). There will be an improvement in the real, spatial and temporal accessibility of service facilities of various categories.

The benefits of developing local tourism include primarily the maximization of population income and local government income. The level and quantity of municipal services and the spectrum of activities stimulating economic activity depend on the wealth and condition of local finances (Kuščer, Eichelberger, Peters, 2021). There is a feedback loop between the income of the population - taxpayers - and the amount of budget revenues, and between the state of the local budget and the level of living conditions of the population and the conditions for running a business. The number of goods and services offered on the market will expand. The purchasing power of the population will also increase, as will the development of the economic sphere.

Undoubtedly, the benefits will accrue to representatives and members of local authorities, whose political position will be strengthened and improved. As positive trends in municipal tourism develop, leading to local development, local authorities will be increasingly better

perceived by both local society and higher levels of government. The success accompanying the tourist development of a given area is a ticket for local politicians to higher levels of political career, and for officials to further professional career. For many of them (especially senior officials), this creates opportunities to move to the private sector.

### **3. Methodology**

The concept of local tourism development of the studied commune obliges it, as a local government unit, to create a coherent tourism policy, taking into account the current state of regional tourism and the forecast development. The tourism development concept of the studied commune refers to the development strategy and takes into account the spatial development plan. The general objectives of the research area's tourism policy include:

- development of services in the field of research and development,
- observation of the socio-economic effects of tourism development,
- diversification of the local economy, including the development of regional products,
- combining service providers into local structures,
- expansion of tourist infrastructure,
- supporting the development of tourism in rural areas,
- increasing employment,
- creating legal, tax and financial solutions for the needs of tourism,
- cooperation with the external environment of the commune.

The process of sustainable and harmonious tourist development of the studied commune requires the local authorities and entities to be able to recognize threats, prevent them, eliminate disproportions in social and economic life and create satisfaction for the constantly growing needs. The implementation of the tourism development plan in the commune results from the formulated strategic plan, which specifies goals, programs and tasks.

Strategic goals, constituting the framework for the sustainable development of tourism in the commune, should ensure maximum economic efficiency, the highest possible level of living conditions and consumption, and the use of resources in such a way as to ensure the continuity of the commune's existence. Strategic goals are subordinated to operational goals, and these, in turn, are subordinated to specific goals (tasks).

#### 4. Empirical results and discussion – SWOT/TOWS analysis for the research area

Appropriate and proper design of a development strategy is not possible without prior, full and proper familiarization and assessment of all one's own strengths and weaknesses, as well as opportunities and threats from the immediate and distant environment, which may play an important role in achieving the set goals. This challenge is taken up by the SWOT strategic analysis method. SWOT analysis is an integrated methodology for conducting strategic analysis from the moment of defining the place that a given institution occupies in the environment, to determining the development opportunities available and appropriate to its strategic position.

In order to develop effective action plans, a commune should know and understand its internal and external environment. For this purpose, it is appropriate to perform an internal analysis, which covers strengths and weaknesses, as well as an external analysis, which in its structure includes external threats and opportunities. The internal analysis will cover the commune's current activities and its development trends. Further development is built on the strengths. Weaknesses serve to correct the operation. The aim of the external analysis will be to identify the areas that should be "attacked" to make the environment more friendly to the commune. Such identification of threats is mainly intended to help avoid them or provide better protection against them. The SWOT analysis is built on a simple classification scheme of factors that influence the current and future position of the commune. It involves identifying and describing their influence on the development of the commune, as well as the possibilities it has to weaken or strengthen their influence. The analysis of opportunities and threats presents potential directions of development of the situation in the analyzed area of interests. This means that not all identified action options are opportunities and threats for a given commune. It depends mainly on the analysis of the commune's strengths and weaknesses. Appropriate juxtaposition and comparison of the results of both analyzes gives the opportunity to make a correct assessment of the strategic situation of the commune and draw conclusions on this basis, as presented in table 1.

**Table 1.**  
*SWOT analysis for the studied commune*

<b>The strengths of the examined commune include:</b>	<b>The opportunities of the commune include:</b>
MS1 - good communication connection (0,2), MS2 - cultural and historical attractions (0.15), MS3 - social activity, striving for success (0.15), MS4 - favorable conditions for the development of tourism and recreation (0.3), MS5 - area reserves for various spatial development functions (0.3).	S1 - investments related to environmental protection (0.3), S2 - inflow of foreign capital (0.1), S3 - regional and supra-regional cooperation (0.15), S4 - dynamics of tourist growth (0.15), S5 - development of municipal infrastructure (0.3).

Cont. table 1.

<b>The commune's weaknesses include:</b>	<b>The commune's threats include:</b>
SS1 - low quality of tourist services (0.2), SS2 - no open cultural and tourist events (0.2), SS3 - difficulties with reclassifying typical farms into agritourism farms (0.1), SS4 - no advertising, poor ability to reach new customers (0.25), SS5 - no development conditions for agritourism (0.25). Z1 - little state aid in the field of pro-ecological activities (0.2),	Z2 - poor information flow (0.2), Z3 - imperfection and instability of regulations, legal restrictions on investments (0.2), Z4 - uncontrolled development of tourism (0.2), Z5 - lack of a common long-term development policy for the commune (0.2).

This means that not all identified action options are opportunities and threats for a given commune. It depends mainly on the analysis of the commune's strengths and weaknesses. Appropriate comparison and comparison of the results of both analyzes gives the opportunity to make a correct assessment of the strategic situation of the commune and draw conclusions on this basis.as presented in the crosstabs below from 2 to 9.

**Table 2**

*SWOT: Will the identified strengths allow you to take advantage of the opportunities?*

<b>Strengths/ Chances Strong</b>	<b>Page strong 1</b>	<b>Page strong 2</b>	<b>Page strong 3</b>	<b>Page strong 4</b>	<b>Page strong 5</b>	<b>Scales</b>	<b>Number interaction</b>	<b>Product of weights and interactions</b>	<b>Rank</b>
<b>Chance 1</b>	1	0	1	1	1	0,3	4	1,2	1/2
<b>Chance 2</b>	1	1	1	1	1	0,1	5	0,5	4
<b>Chance 3</b>	1	1	1	1	1	0,15	5	0,75	3
<b>Chance 4</b>	1	1	0	0	1	0,15	3	0,45	5
<b>Chance 5</b>	0	1	1	1	1	0,3	4	1,2	1/2
Scales	0,2	0,15	0,15	0,3	0,3				
Number of interactions	4	4	4	4	5				
Product of weights and interactions	0,8	0,6	0,6	1,2	1,5				
Rank	3	4/5	4/5	2	1				
The sum of interactions							<b>42/2</b>		
Sum of products								<b>8,8</b>	

**Table 3***TOWS: Will opportunities magnify strengths?*

Opportunities/ Strengths	Chance 1	Chance 2	Chance 3	Chance 4	Chance 5	Scales	Number interaction	Product of weights and interactions	Rank
<b>Page strong 1</b>	1	1	1	1	1	0,2	5	1	2
<b>Page strong 2</b>	1	1	1	1	0	0,15	4	0,6	4/5
<b>Page strong 3</b>	1	0	1	1	1	0,15	4	0,6	4/5
<b>Page strong 4</b>	1	1	1	1	1	0,3	5	1,5	1
<b>Page strong5</b>	0	1	1	0	1	0,3	3	0,9	3
Scales	0,3	0,1	0,15	0,15	0,3	<b>42/2</b>		<b>8,75</b>	
Number of interactions	4	4	5	4	4				
Product of weights and interactions	1,2	0,4	0,75	0,6	1,2				
Rank	1/2	6	3	4	1/2				
The sum of interactions									
Sum of products									<b>8,75</b>

**Table 4***SWOT: Will the identified strengths overcome the threats?*

Strengths/ Threats	Strong side 1	Strong side 2	Strong side 3	Strong side 4	Strong side 5	Scales	Number interaction	Product of weights and interactions	Rank
<b>Threat 1</b>	0	0	1	0	1	0,2	2	0,4	1/3
<b>Threat 2</b>	0	0	1	0	0	0,2	1	0,2	4/5
<b>Threat 3</b>	0	0	1	0	0	0,2	1	0,2	4/5
<b>Threat 4</b>	0	0	1	0	1	0,2	2	0,4	1/3
<b>Threat 5</b>	0	0	1	0	1	0,2	2	0,4	1/3
Scales	0,2	0,15	0,15	0,3	0,3	<b>16/2</b>		<b>3,25</b>	
Number of interactions	0	0	5	0	3				
Product of weights and interactions	0	0	0,75	0	0,9				
Rank	3/5	3/5	2	3/5	1				
The sum of interactions									
Sum of products									<b>3,25</b>



**Table 5***TOWS: Will threats undermine strengths?*

Danger/ Strengths	Danger 1	Danger 2	Danger 3	Danger 4	Danger 5	Scales	Number interaction	Product of weights and interactions	Rank	
<b>Strengths 1</b>	0	1	0	0	0	0,2	1	0,2	4	
<b>Strengths 2</b>	0	0	0	0	0	0,15	0	0	5	
<b>Strengths 3</b>	1	1	1	0	0	0,15	3	0,45	3	
<b>Strengths 4</b>	1	1	1	1	1	0,3	5	1,5	1/2	
<b>Strengths 5</b>	1	1	1	1	1	0,3	5	1,5	1/2	
Scales	0,2	0,2	0,2	0,2	0,2					
Number of interactions	3	4	3	2	2					
Product of weights and interactions	0,6	0,8	0,6	0,4	0,4					
Rank	2/3	1	2/3	4/5	4/5					
The sum of interactions							<b>28/2</b>			
Sum of products									<b>6,45</b>	

**Table 6***SWOT: Will the identified weaknesses prevent you from taking advantage of the opportunities?*

Weaknesses/ Opportunities	Weak page 1	Weak page 2	Weak page 3	Weak page 4	Weak page 5	Scales	Number interaction	Product of weights and interactions	Rank	
<b>Chance 1</b>	0	0	1	0	0	0,3	1	0,3	3/4	
<b>Chance 2</b>	0	0	0	0	0	0,1	0	0	5	
<b>Chance 3</b>	1	0	0	1	0	0,15	2	0,3	3/4	
<b>Chance 4</b>	1	1	1	1	1	0,15	5	0,75	2	
<b>Chance 5</b>	1	1	1	1	1	0,3	5	1,5	1	
Scales	0,2	0,2	0,1	0,25	0,25					
Number of interactions	3	2	3	3	2					
Product of weights and interactions	0,6	0,4	0,3	0,75	0,5					
Rank	2	4	5	1	3					
The sum of interactions							<b>26/2</b>			
Sum of products									<b>5,40</b>	

**Table 7***TOWS: Will opportunities overcome weaknesses?*

Opportunities/ Weaknesses	Chance 1	Chance 2	Chance 3	Chance 4	Chance 5	Scales	Number interaction	Product of weights and interactions	Rank
<b>Weak page 1</b>	1	0	1	1	1	0,2	4	0,8	2
<b>Weak page 2</b>	0	0	1	1	1	0,2	3	0,6	3
<b>Weak page 3</b>	1	0	1	0	0	0,1	2	0,2	5
<b>Weak page 4</b>	0	0	1	0	1	0,25	2	0,5	4
<b>Weak page 5</b>	1	0	1	1	1	0,25	4	1	1
Scales	0,3	0,1	0,15	0,15	0,3	<b>30/2</b>		<b>6,5</b>	
Number of interactions	3	0	5	3	4				
Product of weights and interactions	0,9	0,1	0,75	0,45	1,2				
Rank	2	5	3	4	1				
The sum of interactions									
Sum of products									<b>6,5</b>

**Table 8***Will the identified weaknesses strengthen the impact of threats?*

Weaknesses/ Threats	Weak page 1	Weak page 2	Weak page 3	Weak page 4	Weak page 5	Scales	Number interaction	Product of weights and interactions	Rank
<b>Threat 1</b>	0	0	0	0	0	0,2	0	0	3/4
<b>Threat 2</b>	1	0	0	1	0	0,2	2	0,4	5
<b>Threat 3</b>	0	0	0	0	0	0,2	0	0	3/4
<b>Threat 4</b>	1	1	1	1	1	0,2	5	1	1/2
<b>Threat 5</b>	1	1	1	1	1	0,2	5	1	1/2
Scales	0,2	0,2	0,1	0,15	0,15	<b>22/2</b>		<b>4,35</b>	
Number of interactions	3	2	2	3	2				
Product of weights and interactions	0,6	0,4	0,2	0,45	0,3				
Rank	1	3	5	2	4				
The sum of interactions									
Sum of products									<b>4,35</b>

**Table 9***TOWS: Will threats magnify weaknesses?*

Threats/ Weaknesses	Threat 1	Threat 2	Threat 3	Threat 4	Threat 5	Scales	Number interaction	Product of weights and interactions	Rank
<b>Weak page 1</b>	1	0	0	1	0	0,2	2	0,4	2
<b>Weak page 2</b>	0	1	0	0	0	0,2	1	0,2	4
<b>Weak page 3</b>	0	0	1	1	1	0,1	3	0,3	3
<b>Weak page 4</b>	0	1	0	0	0	0,15	1	0,15	5
<b>Weak page 5</b>	1	0	1	1	1	0,15	4	0,6	1
Scales	0,2	0,2	0,2	0,2	0,2				
Number of interactions	2	2	2	3	2				
Product of weights and interactions	0,4	0,4	0,4	0,6	0,4				
Rank	2/5	2/5	2/5	1	2/5				
The sum of interactions									
Sum of products									<b>3,85</b>

It is known from the literature on the subject that the choice of strategy depends on the strength of connections between groups of SWOT/TOWS factors. The organization adopts a strategy:

- aggressive, if strengths and related opportunities prevail (the organization takes advantage of opportunities thanks to its strengths, there is dynamic development, strengths should be nurtured and opportunities should be used),
- conservative, if strengths and related threats predominate (the organization effectively eliminates threats thanks to its strengths, but this does not allow for dynamic development, the organization expects improvement in environmental conditions),
- competitive, if weaknesses and related opportunities predominate (the organization operates in a friendly environment, therefore, despite the weaknesses, it allows it to continue functioning, but it is not possible to take advantage of the opportunities, you should focus on eliminating the weaknesses),
- defensive, if weaknesses prevail and the threats associated with them (organization in the survival phase, risk of closure).

In the analyzed case, the commune should adopt an aggressive strategy. It is proposed to make maximum use of the relationship between its strengths and the opportunities provided by the environment, i.e. to use opportunities through strengths.

The examined commune is perceived positively by the society as a modern, economically managed commune, which is dynamically developing and constantly investing, thus improving the standard of living of its inhabitants. The presence of green areas, cultural and historical attractions and a clean natural environment favors the development of tourism in its area. Strengths combined with opportunities provide great development opportunities that the

commune can use in the near and distant future. The problems that the commune should pay attention to are the increasing level of unemployment, the lack of a well-developed recreational base and the lack of development conditions for agritourism.

## 5. Findings and Conclusions

Based on existing data, SWOT and TOWS analysis, analysis of the Development Strategy of the examined commune, as well as the mission and vision of the commune's development outlined on this basis, a hierarchical structure of five groups of strategic, operational and detailed goals was formulated.

Strategic goals are:

1. Increasing the availability of tourist facilities, education, upbringing and medical care and creating conditions for the development of human resources.
2. Active protection of the natural environment along with the improvement of technical, transport and IT infrastructure in accordance with sustainable development.
3. Revitalization of the former functions and layout of the commune and their protection along with the necessary functional and spatial development of the entire commune.
4. Development of tourism, sports and recreation along with the promotion of the commune.
5. Activation of the commune's social and economic functions.

The operational goals are:

1. Shaping awareness of environmental protection and the importance of tourism, adapting the educational and cultural base. Organization of free time for commune residents. Improving medical care and health protection.
2. Development of technical infrastructure and communication, raising ecological awareness, expansion of the recreational and tourist area by the water reservoir so that it meets the needs of tourists and constitutes a base for water recreation, elimination of emissions harmful to the environment.
3. Revitalization of the waterfront and the shore by the water reservoir, shaping an efficient road system in the commune, modernization of the existing commune development towards grouping service, commercial and tourist functions, increasing the supply of land for housing construction and investments on the outskirts of the commune, improving cross-border spatial and communication connections.
4. Development of tourism and sports, organization and development of recreational facilities, promotion of the commune.

5. Development of non-agricultural entrepreneurship, creating conditions stimulating the creation of new jobs, using the commune's location for the long-term development of the economy, increasing the mobility of the workforce.

The specific goals are:

1. Modernization and renovation of schools, construction and modernization of gymnasiums and sports fields, additional equipment for schools, adult education, improvement of medical services, improvement of social services.
2. Expansion of the sewage network, proper management of solid waste, gasification, change of the building heating system, development of alternative sources of energy production, elimination of noise sources and protection of the atmosphere and water, maintaining the sustainability of the use of resources and environmental values, ecological education of residents.
3. Expanding the functions of the waterfront of the recreational reservoir (boulevards, marinas, sports and recreation areas, water recreation equipment stations), spatial arrangement, defining spatial standards for new development, conditions for reconstruction and principles of operation of facilities intended for liquidation, maximizing the area of green areas, increasing parking possibilities passenger cars in the commune.
4. Development of sports clubs, adaptation of tourist products to market needs, demonstration of the specificity and regional identity offering an appropriate and attractive tourist product, creation of an appropriate system for the promotion and distribution of the region's tourist product, organization of an integrated network of tourist information and reservations, organization and development of agritourism farms, organization active tourism routes, promotion of tourism, increasing the cultural offer.
5. Reducing production costs on farms, adapting the production structure to market needs, developing the processing of local agricultural raw materials, activating the local labor market, actions to reduce unemployment, developing cooperation with cities adjacent to the commune.

When talking about the possibilities of using tourism for development and restructuring purposes, the conclusion comes to mind that tourism can be developed not only where there are natural and cultural resources supporting its development. These resources are neither necessary nor sufficient factors for tourism to develop. However, a necessary condition for the development of tourism is the existence of the necessary level of tourist development, creating conditions for spending time in an interesting way, in a standard that meets the expectations of tourists. A huge variety of motivations makes the preparation of tourist products easier. All this offers great opportunities for the development of tourism in almost any place, but it is necessary to create infrastructure and products. The above considerations on local development allow us to draw certain conclusions:

- the development of tourism in the commune is an autonomous process. The autonomy of development processes results from the fact that it follows the principles and rules relating to market mechanisms. It is also the subject of making sovereign decisions, within the entrusted competences and resources, by local government authorities which are the subject of development processes and policy;
- tourism development is empowered. This means that it is a specific process that brings effects and benefits to entities participating in the development of a given area. Tourist activity is the result of an agreement between various forces and actors operating in a local territorial unit. The result of the compromise is the sum of events stimulated by the forces taking part in the socio-economic and political life of a given territorial unit. The final effect depends on the level of awareness of individual entities regarding the need to pursue general interests regarding the functioning of the territorial unit as a whole, in comparison with the possibility of achieving particular goals and realizing individual profits;
- the development of local tourism takes place in conditions determined by the phenomena and processes taking place in its internal structures. On the other hand, it is influenced by all the events taking place in its environment. The condition for the success and durability of development processes is flexibility in the activities of economic units and local authorities. Economic units adapt their activities to market conditions, and local authorities adapt to the conditions resulting from the competition of territorial units operating in the changing legal and financial environment created by higher-level administrative units. Flexibility is therefore a guarantee of success and durability of development processes;
- tourism development is a long-term process, rooted in the historical conditions, production and cultural traditions of the commune's society. It depends largely on the attitudes of the local community;
- the development of local tourism in the commune is universal. It results from both socially acceptable values and the laws of the market economy. It becomes specific only when it concerns a separate area. They then materialize in the form of detailed goals and tasks related to the internal characteristics and processes taking place in a specific city or commune. They will therefore be different for different areas.

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