

Historical hotel management in Poland on the example of the Historical Heritage Hotels Foundation (Heritage Hotels Poland)

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Abstract: Accommodation base is one of the key elements of tourism development. The level of development, quality or diversity of its offer significantly determines the level of tourist services in a given country.

Hospitality as a part of the accommodation base is not a homogeneous concept. There are many types of hotels on the tourist market: resort, business, city or spa type hotels. Among the many types of hotels operating on the market, it is worth mentioning historical hotels. These objects stand out, among others, location in historic places such as castles, palaces or courts and sublime offer.

The aim of the article is to present the issue of management of historical hotels in Poland on the example of one of the most well-known organizations in this segment, i.e. the Historical Hotels of Poland (Heritage Hotels Poland). The publication was based on available book literature, statistical data, netographic data, as well as on the basis of information obtained from the members of the discussed organization.

The article presents the roots of historical hotel industry in Poland and in the world. The development and evolution of historical hotels over the years has been discussed. The work also describes the most important historical hotel organizations in the world and in Poland. They were characterized and the most important goals of their activities were discussed.

Particular attention in this publication is devoted to one of the youngest historical hotel organizations in Poland, the Historical Heritage Hotels Foundation (Heritage Hotels Poland). The publication discusses the circumstances of its establishment, and describes the system of values that are guided in its activities. The most important benefits resulting from membership in this organization were also presented. Also, it was not forgotten about describing its most important achievements or consolidation with another organization of historical hotels.

The research method used in the article was literary criticism, telephone interview and analysis of existing data. The thesis to be put in the work is the assumption that the Historical Hotels of Poland (HHP) discussed here is an important element affecting the efficiency and effectiveness of hotel management in Poland.

Key words: manor houses, history, non-profit organizations, palaces, castles

1. Introduction

Nowadays, historical hotel industry is becoming more and more popular and fashionable in the world and in Poland, which is manifested by the increase of tourist activity in this market segment. A sophisticated stay offer in historic castles, legendary palaces or restored mansions is a significant competition for well-known and standardized chain hotels for years. The offer of historical hotels is addressed to the demanding client, thirsty for new products and expecting something special in his place of stay.

The aim of this publication is to show the specificity of the management of historical hotels in Poland. One of the youngest organizations of this type in Poland was selected as an example—the Heritage Hotels Poland. The article describes the beginnings of historical hotel industry in Poland and in the world. Its development and evolution over the years have been characterized. The publication also contains a description of the goals and specificity of the operation of key historical hospitality organizations in the world and in Poland.

The main emphasis in the publication is on the discussion of one of the most known historical hotel organizations in Poland, the Heritage Hotels Poland. The reasons for its appointment were discussed, and a catalogue of values was introduced, which are used in their activities. The article also presents the main benefits of membership in this organization. Finally, the most important achievements and changes that took place in the most recent history were discussed.

The research method used in the publication is literary criticism, telephone interview and secondary data analysis. The work was based on available compact literature, netography, statistical data and free interview. The thesis put at work is the statement that the Heritage Hotels Poland has a significant impact on the management of historical hotels in Poland, influencing its dynamism and efficiency.

2. Historical hotel industry in Poland and in the world

In recent years, there has been an increase in the number of hotel facilities providing facilities located in historic buildings. This state of affairs results from many premises that leave both owners and guests.

Owners (often heirs) of historic palaces, castles and manors are looking for permanent financing opportunities for renovation and maintenance of their properties. Living in a large historic building is often associated with high and rising costs. Conversion of a historic building from a typically residential and hotel function is a natural continuation of its residential function (Rouba, 2004).

Correctly made revitalization from the original function to a historic hotel takes place with respect for the tradition and the past of the place. The own history of the object or the legends associated with it have a chance to be an additional asset. The functions performed in the past by historic objects can be the leitmotif of the original tourist products (Hyski and Bednarszak, 2012).

Many owners of historical buildings also see in the hotel business the possibility of increasing their income and obtaining greater splendor and recognition of their object. This is due

to membership in prestigious industry organizations gathering historical and historic objects (Burzec, 2003).

The development of historical hotel industry also results from the behaviour of hotel building clients. Contemporary tourist is becoming more and more demanding and thirsty for innovations, often looking for something new and sublime at the same time. For many years, a modern, modernist hotel, often a network hotel (Turkowski, 2012), was a synonym for luxury for the average tourist.

However, the offer of traditional and well-known hotel companies has become less and less attractive over time. Known from the homogenization of services provided or the unification of interior design, network facilities are not able to provide tourists with new cognitive experiences or a sense of difference. Historic buildings renovated and restored to their splendor are not inferior in terms of the level of luxury to modern hotels. Resting and spending free time in a medieval castle, a Renaissance tenement or a manor house is becoming a more desirable goal. Many of the historical hotels have an interesting pedigree or are associated with interesting legends (Łoziński, 1978). Travel into the past becomes a fashion resulting from the desire to learn about previously forgotten objects and feel like a real aristocrat. They are also an opportunity to show off this fact to a friend or family (Kaniewska and Micuła, 2007). They also meet the popular cultural tourism among tourists (Rohrscheidt, 2008).

The offer of historical objects is of interest to individual clients, groups, and especially to business clients. Organizing conferences, symposia and congresses in prestigious, unique and offering high-quality services to historical facilities is often a point of honour and an opportunity to manifest their position (Kozak, 2008).

According to Ryszard Skotniczny, co-founder of HHP, a typical historical hotel can be considered one that has not been built from scratch for the hotel. Therefore, a historical hotel is an object that has been transformed from a previously functioning castle, palace or manor house, currently entered into the register of monuments. Often, the transformation is associated with the reconstruction, thorough renovation and supply of the facility with modern hotel equipment. Changes as well include the hotel surroundings (parks, access roads).

Today, historical hotels are also considered hotels that were built in the past, mainly in the nineteenth and early twentieth century, currently functioning in tenements or palaces entered into the register of monuments.

Precise determination of the genesis of historical hotel industry poses many problems. If we take into account the use of hotel rooms for commercial purposes, then the beginnings of historical hotel industry in the world and in Poland fall at the turn of the nineteenth and twentieth centuries. Former palace-style hotels were created at the time, such as the Paris Ritz, and the London-based Savoy. These facilities were pioneers in their industry and constituted a role model for subsequent hotels (Tulibacki, 2005).

In 1895, the Natural Trust organization was founded in Great Britain. Natural Trust was the first in the world to take care of historic buildings, conducive to transforming them into hotel facilities and protecting them from devastation. This organization has also contributed naturally to the dissemination of historical hotels (Cannadine, 2004).

The most famous historical hotels in Europe include:

- Hotel du Château de Maulmont, France,
- Glin Castle, Scotland,
- Parador de Ávila, Spain,
- Parador de Guadalupe, Spain,
- Dunbrody House, Ireland,
- Barberstown Castle, Ireland.

In Poland, the first historical hotels were created mainly in the largest Polish cities. One of the oldest historical hotels in Poland, which operates to this day, is Hotel Pod Różą in Krakow, which was erected at the beginning of the nineteenth century in a historic tenement from the fourteenth century. In the same century, ancient castles were adapted for hotel activities. One of the first was the Chojnik castle near Jelenia Góra (Bzowski, 2017). However, most historical hotels began to appear at the beginning of the twentieth century (Szmygin [ed.], 2009). These were mainly city hotels, located in large cities (Table 1).

Table 1. The oldest and best-known urban historical hotels in Poland with the highest categorization

Name	Location	Date of creation	Categorization
Hotel Grand	Krakow	1887	*****
Hotel Monopol	Wrocław	1892	*****
Hotel Pod Orłem	Bydgoszcz	1896	****
Hotel Bristol	Warsaw	1901	*****
Hotel Monopol	Katowice	1903	*****
Hotel Francuski	Krakow	1912	****
Hotel Polonia Palace	Warsaw	1913	****
Grand Hotel	Sopot	1931	*****

S o u r c e: Author's own elaboration based on Centralna Ewidencja i Wykazy w Turystyce [Central Registration and Lists in Tourism], 2018.

The period from World War II to the 1990s was a time of slow development of historical hotel industry in Poland. Small changes that took place then are difficult to include in the history of Polish historical hotel industry.

The next stage of the dynamic development of this type of hospitality in Poland is the period after the political changes, and so from the 1990s. There were more and more historical hotels in the whole country. In the new economic realities, the creation of hotels in historic buildings has found a fertile ground. Poland's accession to EU structures in 2004 became an additional catalyst for changes in historical hotel industry in Poland (Table 2).

Table 2. Selected historical hotels created after the political changes in Poland, functioning in 2018

Name	Location	Hotel start date	Date of creation	Categorization	Number of rooms
Hotel Noma Residence	Promnice	1991	1861	****	13
Krasków Palace	Krasków	1992	1746	****	35
Staniszów Palace	Staniszów	2000	1787	****	43

Name	Location	Hotel start date	Date of creation	Categorization	Number of rooms
Hotel Castle Ryn	Ryn	2006	1376	****	143
Hotel Castle Lubliniec	Lubliniec	2010	1397	****	45
Tłokinia Palace	Tłokinia Kościelna	2012	1916	****	27
Kliczków Castle	Kliczków	2012	1297	****	89

S o u r c e: Author's own elaboration based on Centralna Ewidencja i Wykazy w Turystyce [Central Registration and Lists in Tourism], 2018.

Among the historical hotels listed in Table 2, one of the most popular and at the same time one of the largest in Europe is Hotel Castle Ryn, located in the Warmian-Masurian Voivodeship, with 310 beds, whereas the Kliczków Castle has the oldest pedigree, dating back to the thirteenth century. Almost every hotel in the list was created as a result of very expensive and tedious renovation work.

Nowadays, factors that contribute to the development of historical hotel industry in Poland include:

- increase in the wealth of the society and hence purchasing power,
- recovery of hereditary estates and property by heirs,
- acquiring often neglected and forgotten historical objects by new owners, often entrepreneurs,
- increase in the popularity of cultural tourism,
- development of tourist traffic, aimed at historical hotel services at competitive prices.

Many Polish entrepreneurs buy neglected palaces and castles, and then adapt them to hotel functions as a capital investment and the desire to improve their own prestige. As an example, Dariusz Miłek, the owner of CCC, Wiesław Włodarski, president of the FoodCare, and Wiesław Likus (Likus Concept Store) can be presented.

Historical hotels are located in almost all of Poland, although in a diverse number. In this respect, the Upper Poland and Lower Silesian regions are the leaders (Rydel, 2007). These are castles, palaces, manors and tenement houses, both within and outside cities, entered in the register of monuments. These objects, despite their historical origin, keep up with modernity, offering services at a minimum level of three stars, excellent cuisine, SPA & Wellness services as well as organizing special events and business meetings. Polish historical hotels due to competitive prices are most often visited by foreign customers.

3. Organizations of historical hotel industry in the world and in Poland

Historical hotel organizations constitute support and help necessary to compete with large hotel chains. These organizations become ambassadors of common interests, they promote effective promotion and maintenance of loyal clients (Milewska and Włodarczyk, 2018).

In addition to representing the interests of hoteliers, organizations of this type are also important for customers. They provide them with a guarantee and assurance of the high quality of services offered. Some guests choose chain hotels in the hope of obtaining a uniformly

high level of services. In the case of hotels in monuments, which are not created according to the network model, the chance to win a demanding client may be a member of a prestigious organization gathering such facilities, which by its authority guarantees the level of services expected by the client. For hotels and their owners, membership in organizations is associated with such benefits as (Panasiuk and Szostak [eds.], 2011):

- common marketing rationalizing costs and increasing the effectiveness of advertizing,
- making purchases online,
- a common booking system that allows both guests to be ‘handed over’, which prevents them from escaping into the competition,
- exchange of experiences and opinions at congresses and conferences organized by an association that promotes the improvement of quality,
- assistance and advice from the organization,
- co-creation of attractive tourist products, for example thematic routes,
- increase of the prestige of the object.

The organizations associating historic hotel facilities can be divided into associations (Ciesielska, Rouba and Stasiak, 2006):

- national,
- transnational,
- parahotelic.

Organizations of historical hotels were initially established in Western Europe. The first professional organizations of historical hotels appeared in 1921 in Spain and in 1926 in Great Britain. The first professional organization associating Polish historical objects was established in 1997. Organizations develop mainly in the areas of those countries where there are the most historic castles, palaces and manors. A list of selected national historical hotel organizations that existed in 2018 is presented in Table 3.

Table 3. Selected national historical hotel organizations operating in 2018

Organization name	Country of origin/ Head office	Year of establish- ment	Number of member- ship facili- ties	Main goals
Paradores de Turismo Network of Spain	Spain, Madrid	1921	97	Revitalization of historical build- ings, development of tourism in poor and forgotten areas
Pride of Britain	UK, Cowage Farm Foxle	1926	49	Modernity that does not interfere with tradition and history
Pousadas de Portugal	Portugal, Lisbon	1942	32	Care for the quality of Portuguese hospitality, golf players’ satisfac- tion
Gast im Schloss	Germany, Munich	1962	14	Rest in isolation from the modern world
Ireland’s Blue Book of Country Houses and Restaurants	Ireland, Dublin	1974	48	Promoting the charms of the Irish village and its gastronomy

Organization name	Country of origin/ Head office	Year of establish- ment	Number of member- ship facili- ties	Main goals
Châteaux & Hotels de France	France, Issy-les-Moulineaux cedex	1975	585	An unforgettable holiday in a historical setting
Countryside Hotels	Sweden, Åkersberga	1983	41	Promoting active rest and sports
Historic Hotels of America	USA, New York	1989	295	Promoting historical cohesion, attractiveness of architecture and significant contribution to the protection of the American heritage
Abitare la Storia	Italy, Milan	1995	28	Promoting native culture and history
Stowarzyszenie Hotele Historyczne	Poland, Warsaw	2007	40	Preservation of monuments and their use for commercial purposes
Harmony Polish Hotels	Poland, Warsaw	2018	40	Promoting stays in historical facilities using shared marketing

Source: Author's own elaboration based on Ciesielska, Rouba and Stasiak, 2006, pp. 9–34.

The data contained in Table 3 indicate that selected historical hospitality organizations that include the largest number of facilities are located in France and in the USA. However, the smallest in the list but associating carefully selected and only the most-beautiful objects is the German organization *Gast im Schloss*. The pioneer and role model among the national historical hotel organizations was the Spanish *Paradores de Turismo* Network of Spain. The discussed organization was the first to stimulate the development of hotel industry organizations in monuments, and its specific goals and mission were motivators for other associations in this industry. Among the Polish organizations, the first professional organization of historical hotel industry, *Stowarzyszenie Hotele Historyczne*, deserves special attention. However, the *Harmony Polish Hotels* was established in 2018 and brings together both historical and modern hotels.

In addition to national organizations in the global historical hotels market, there are also international associations whose frequent members are national organizations. A summary of the most important international historical hotel organizations is presented in Table 4.

Table 4. Selected international historical hospitality organizations in 2018

Name	Country/ head	Year of estab- lishment	Number of objects/ member countries	Main goals
Relais & Châteaux	France, Paris	1954	500/60	Motivation for motto: nature, courtesy, calmness, charm and cuisine
Romantik Hotels & Restaurants International	Germany, Frankfurt am Main	1972	443/10	Guidance: 'home away from home'
Small Luxury Hotels of the World	UK, London	1991	500/80	Possibility to choose from many different types of objects; very high quality standards

Name	Country/ head	Year of establishment	Number of objects/ member countries	Main goals
The Charming Hotels	Italy, Rome	1993	118/15	Affirmation of the cultural aspect of the hotel industry and unforgettable travel experiences
Historic Hotels of Europe	Ireland, Dublin	1997	400/19	A unique stay offer in a historic place

Source: Author's own elaboration based on Ciesielska, Rouba and Stasiak, 2006, pp. 9–34.

Among the international hotel industry listed in Table 4, Small Luxury Hotels of the World and Relais & Châteaux are the most important on the market. The first of them include three hotels in Poland: Blow Up Hall 5050 in Poznań, Granary la Suite in Wrocław and Oliwski manor house in Gdansk. However, the Relais & Châteaux in Poland belongs only to the Hotel Copernicus in Krakow. Historic Hotels of Europe has only one object from Poland—Sieraków manor house. However, Romantik Hotels & Restaurants International and The Charming Hotels do not associate hotels from Poland (Rouba, 2001).

The parahotelic organizations complement the picture of the organization of historical hotel industry in the world. All of them have the character of national organizations (Table 5).

Table 5. Selected parahotelic organizations in Europe in 2018

Name	Country of origin	Head office	Year of establishment	Main goals
National Trust	UK	Swindon	1895	Protection of the landscape, historic objects from anthropopressure
Ecovast	UK	Tenterden	1984	Protection of rural areas
Deutsche Stiftung Denkmalschutz	Germany	Bonn	1985	Acquiring funds for the preservation and renovation of monuments

Source: Author's own elaboration based on Rouba, 2004, pp. 9–34.

The oldest and most well-deserved parahotelical organization in the world is the previously mentioned National Trust. In the area of her modern interest there are 1141 kilometres of coastline, 215 houses and gardens, 40 castles, 76 natural reserves, 6 places of world cultural heritage, 12 lighthouses and 43 pubs and inns. In 2008, 50 million people visited facilities supervised by the National Trust. The organization counted in 2017 5.1 million members. Ecovast deserves attention due to the strong emphasis on the material and intellectual development of rural areas and their social awareness of the value of heritage and the needs of its protection. Deutsche Stiftung Denkmalschutz can boast of many achievements in terms of restoring previously neglected historic buildings and organizing tours.

4. Heritage Hotels Poland (HHP)

An expression of concern for the development of historical hotel industry, and at the same time an important symptom of positive trends in this field in Poland is the appointment of new industry organizations. One of the youngest organizations in this area in Poland is Heritage Hotels Poland, founded on 13 January 2015 in Krakow. The organization was established by the owners of 16 historic hotels from different parts of Poland who have the status of founding member. Members founders are hotel facilities that have emerged from the previously established organization HHP. The aim of the actions taken was to take greater care of the promotion of historical hotels.

HHP unites independent hoteliers, owners of historic buildings in palaces, castles and manors. The organization has in its composition only objects entered into the register of monuments, with a unique, individual character.

Members of the organization are enthusiasts of hospitality, who in their activities focus on providing their clients with unique experiences and high quality services. They are people who have shown dedication and determination, restoring the former splendor to the ruined objects. They are currently managing their own hotels, trying to preserve them for future generations as part of European history and culture. One of the first and key achievements of the Foundation was the creation of a catalogue of 10 values, which are guided by the members of the Foundation in their activities:

- hospitality done with passion,
- restoring historical heritage to life,
- the uniqueness of the object and its history,
- table culture is a measure of hospitality,
- seasonal and natural food in the kitchen,
- a healthy lifestyle in harmony with nature,
- promotion of culture and art—the historical role of the Polish court,
- development of the local community—especially children and young people,
- reliability in business and in relations with employees,
- respect for animals and protection of the environment.

Heritage Hotels Poland is based in Krakow, at the Polski Hotel at 17 Pijarska Street. Its president is Jerzy Donimirski, hotelier and owner of several historical hotels. The organization has its own website (<http://www.heritagehotels.pl>), where you can find all the necessary information about its activities.

Other facilities can join the organization, provided that certain requirements are met. The organization accepts only historical hotels that accept its goals, tasks, and in particular the catalogue of 10 values. In the first place, the interested hotel owner completes the declaration of willingness to support the HHP, available on the Foundation's website. The application must also contain positive opinions of the two existing members of the organization. New members receive the status of supporting founder with the right to choose the board.

The most important benefits of membership in the organization include:

- joint marketing and promotional activities of organization members on the hotel market,
- offering favourable price discounts for the guests of each of the hotels of the organization,

- joint lobbying of organization members towards other entities,
- joint organization of events and events in individual organization objects,
- joint activities in creating a positive image of the organization,
- access to guest reviews of all group hotels,
- organizing meetings, competitions, exchange of experience and training for employees.

HHP as a non-profit organization is trying to achieve its statutory goals. The most important achievements of the discussed organization include the dissemination among its members of the 10 values catalogue, which is implemented by, among others:

- organization of musical and cultural events,
- participation in international holidays and gastronomic events,
- organization of the premier of the prestigious yellow guide Gault & Millau,
- co-creation of international meetings and author's evenings,
- organization and support of charity balls and sports events.

Among the events co-organized by HHP, music events predominate, which, however, especially promote little-known and non-medial artists. Cyclically organized concerts in the walls of monumental objects serve a closer look at their repertoire. In the area of gastronomy, special events are held by actions promoting the culture of drinking wine, including Polish production, as well as the promotion of new Polish dishes that are part of the slow food trend. The organization also supports sporting activities (e.g. golfing) as well as knights' tournaments.

The wealth of the HHP object offer affects their occupancy. Only in 2015, over 300,000 customers benefited from the hotels of the discussed Foundation. The Foundation also cooperates with many national and foreign organizations that support tourism and historical hotel industry. Among the most important worth mentioning are:

- Chateau de Montresor (France),
- Castello di Tagliolo (Italy),
- Azienda Villa Giustiniani (Italy),
- Castello di Magione (Italy),
- Azienda Rocca Bernarda (Italy).

In connection with the appearance of the new Harmony Polish Hotels in the national hotel map in 2018, some of the facilities included in the Polish Prestige Hotels Foundation decided about their membership in the established hotel organization. The new Harmony Polish Hotels organization with headquarters in Warsaw at Baśniowa 3 currently has 40 hotels in Poland. The biggest benefits of the new organization's activity include:

- enriching the stay offer with new resort, town or spa hotels,
- the possibility of obtaining more favourable discounts in connection with shopping for a larger number of facilities,
- strengthening the role of connected organizations in the tourism market,
- extending the possibility of obtaining favourable discounts as part of the Prestige Club programme.

According to the Harmony Polish Hotels authorities, the new organization will be able to fight the new client more effectively on the market. In connection with strong competition from the organization network hotels, Harmony Polish Hotels, currently associating over 40 hotels of various types, will have greater strength.

5. Conclusions

The measures of effective management in every field, including tourism, are efficiency and effectiveness. Professional historical hotel organizations such as Heritage Hotels Poland meet these criteria. Despite the short period of operation, HHP can boast of large achievements in the management of historical hotels. Evidence of this are numerous and regular events organized in the organization's facilities that attract the growing number of guests and tourists. The implemented 10 values code promotes the promotion of ethical behaviour in business and respect for Polish culture and history. The activity of this organization also serves the promotion of Polish monuments on the international arena, as well as similar organizations operating in Western Europe for years. Finally, member hotels can achieve many financial and non-financial benefits thanks to the organization. The client of the discussed Foundation receives reliable information and favourable discounts.

Undoubtedly, hotels operating alone would not be able to obtain such economies of scale and adequate strength of breakthroughs in the highly competitive tourism market.

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Zarządzanie hotelarstwem historycznym w Polsce na przykładzie Fundacji Hotele Historyczne Polska (Heritage Hotels Poland)

Abstrakt: Baza noclegowa stanowi jeden z kluczowych elementów zagospodarowania turystycznego. Poziom rozwoju, jakość czy też różnorodność jej oferty decyduje w istotny sposób o randze usług turystycznych na terenie danego kraju.

Hotelarstwo jako część składowa bazy noclegowej nie jest działalnością jednorodną. Na rynku turystycznym znajduje się wiele typów hoteli: hotele kurortowe, biznesowe, miejskie oraz typu spa. Warto wspomnieć także o hotelach historycznych. Obiekty te wyróżniają się między innymi lokalizacją w zabytkowych miejscach, takich jak zamki, pałace czy też dwory, oraz wysublimowaną ofertą.

Celem artykułu jest przedstawienie problematyki zarządzania hotelarstwem historycznym w Polsce na przykładzie jednej z najbardziej znanych organizacji w tym segmencie, czyli Fundacji Hotele Historyczne Polska (Heritage Hotels Poland).

W artykule przedstawiono genezę hotelarstwa historycznego w Polsce i na świecie. Omówiono jego rozwój i ewolucję na przestrzeni lat. W pracy zaprezentowano również najważniejsze organizacje hotelarstwa histo-

rycznego na świecie i w Polsce. Dokonano ich charakterystyki oraz omówiono najistotniejsze cele ich działań. Szczególną uwagę w niniejszej publikacji poświęcono jednej z najmłodszych organizacji hotelarstwa historycznego w Polsce, czyli Fundacji Hotele Historyczne Polska (Heritage Hotels Poland). Omówiono okoliczności jej powołania, scharakteryzowano system wartości, jakimi kieruje się w swoich działaniach. Przedstawiono również najważniejsze korzyści wynikające z członkostwa w tej organizacji. Opisano jej najważniejsze osiągnięcia oraz konsolidację z inną organizacją hoteli historycznych. Metodą badawczą zastosowaną w artykule była krytyka piśmiennicza, wywiad telefoniczny i analiza danych wtórnych. Publikacja powstała na podstawie dostępnej literatury książkowej, danych statystycznych, netograficznych, jak również na podstawie wywiadu swobodnego. Tezą artykułu jest stwierdzenie, że Fundacja Hotele Historyczne Polska (HHP) stanowi ważny element wpływający na efektywność i sprawność zarządzania hotelarstwem historycznym w Polsce.

Słowa kluczowe: dwory, historia, organizacje non profit, pałace, zamki, zarządzanie