

Performance Indicators in the Tourism Sector: Comparative Analysis of the Visegrad Group

Dominik Trubač, Dávid Paculík and Katarína Ághová

Department of Strategy and Entrepreneurship, Faculty of Management, Comenius University Bratislava, Slovakia

trubac6@uniba.sk

paculik2@uniba.sk

aghova21@uniba.sk

Abstract: Dynamic shifts in society accelerate the need to measure performance and use the data to identify promising areas for continuous improvement and eliminate potential risk factors. The process of measuring and analysing performance isn't anymore an essential task of strategic management only from the perspective of individual enterprises but also from the perspective of other subjects. Countries evaluate the performance of various sectors to track and record the economic benefits of industries and calculate shares of industries in the country's gross domestic product and other macroeconomic results. Considering the effects of the COVID-19 pandemic and digital transformation on global economics, the stakeholders understand the need to be aware of potential risks and opportunities in the future. Detailed measuring of industry performance is a driving force for identifying critical factors in economic systems and effective strategic planning. Countries should design and use the correct metrics and performance measurements to achieve desired outcomes. In the tourism sector, the most important performance indicators and results at the country level are presented as a part of Tourism Satellite Accounts. In this paper, we compare the current use of performance indicators in the tourism sector in Visegrad Group countries based on information from national statistical offices and other relevant sources. We investigate the processes of collecting data from economic subjects used to evaluate industry performance. The findings of this research confirm slight differences in using tourism performance indicators among analysed countries and tools used for obtaining required data. Although we identify several shortcomings in the existing conditions in Slovakia, we also formulate practical recommendations based on examples from other analysed countries to improve the current state of measuring industry performance. This paper contributes to a better understanding of the correct use and visual presentation of performance indicators. Our findings can also be applied in other countries to identify the possibilities of better monitoring for taking appropriate strategic actions and measuring the impact of activities to support tourism at the level of individual destinations or regions.

Keywords: Tourism management, Performance measurement, Performance management, Performance indicators, Tourism performance

1. Introduction

Measuring and analysing performance is an essential task of business management. Performance management (PM) is a continuous process of identifying, measuring, and developing the performance of individuals and teams (Aguinis, 2018). PM is considered a key tool of strategic management, as it is directly related to strategic planning and implementation of strategy and strategic goals (Aguinis, 2013) (Papulová, Papula and Gažová, 2022). A significant benefit of PM from a strategic perspective is its help to secure alignment of the performance with the strategic goals (Aguinis, 2018) (Armstrong, 2006). A set of activities referred to PM appropriately reflects the strategic direction of specific subjects and should correspond with the adopted strategy, thereby continuously helping to increase performance (Barth and De Beer, 2017) (Rao, 2016).

In PM systems, performance indicators have an irreplaceable role. A performance indicator is regularly recorded partial information, the purpose of which is to monitor the results and performance. It can also be understood as the result of data transformation, for example, mathematical operation (Fitz-Gibbon, 1990) (Kubíčková and Jindřichovská, 2015). Performance indicators represent the measurable evidence necessary to demonstrate the achievement of planned and desired results, and he lists two fundamental ways of their use: from a retrospective perspective – they provide criteria for assessing success or failure; from a proactive perspective – they help to identify what should be achieved (Kaufman, 1988).

Considering the PM in the tourism sector, we can identify various ways of using performance indicators on different levels (individual companies, regions, or countries). Countries try to evaluate the success of the tourism sector in different ways and use several measurable indicators. These indicators can be found primarily on the statistical portals of every country, but some of them are summarized in Tourism Satellite Account (TSA). TSA provides a summary of various economic indicators development from the tourism industry and their impact on the country's economy (Statistical Office of the Slovak Republic, 2021). It consists

of connected tables in which information are presented on expenditures in tourism, the contribution of tourism to GDP, employment, and other macroeconomic indicators of the state's economy (Frechtling, 2010).

According to the United Nations Department of Economic and Social Affairs, *"the purpose of a TSA is to analyse in detail all the aspects of demand for goods and services associated with the activity of visitors, to observe the operational interface with the supply of such goods and services within the economy, and to describe how this supply interacts with other economic activities."* The measurable indicators listed in the complex TSA of individual countries include, for example, the Tourism Direct Gross Domestic Product, employment indicators in the tourism industry, spending, consumption in tourism and others (United Nations Department of Economic and Social Affairs, 2010).

Other well-established and widely used tourism performance indicators on an individual country's level are, for example, the number of visitors (domestic and foreign), the number of nights spent by visitors (domestic and foreign), the total number of available accommodation establishments, etc. (Statistical Office of the Slovak Republic, 2022)

2. Material and Methods

The main goal of the research was to analyse and compare the current state of the use of measurable performance indicators in the tourism sector in selected countries.

The object of our research were the Visegrad Group countries (V4), and we primarily focused on the case of Slovakia to identify potential areas to improve related processes and user experience and formulate recommendations.

We collected information about processes of collecting and evaluating tourism performance data from statistical offices of V4 countries and individual forms used in these processes. Methods of qualitative comparative analysis were used to evaluate obtained information.

3. Results

3.1 Slovakia

The main subject responsible for collecting and presentation of statistical data in Slovakia is the Statistical Office of the Slovak Republic (SOSR). On its website, we can find reports, performance indicators, publications, metadata, and other information about tourism performance. Performance indicators are recorded in the form of tables and graphs and provide current data and historical data time series too. Individual tables and graphs with defined indicators are collected in the public database DATAcube. Tourism performance indicators used in Slovakia are summarized and classified in Table 1.

Table 1: Structural Classification of Tourism Performance Indicators in Slovakia

Title of the group	Title of the indicator
Indicators of organized tourism	Number of persons
	Number of days of stay
	Average period of stay
	Revenue from tourism
Indicators of domestic and outgoing tourism	Number of persons (age of 15+) in terms of participation in tourism
	Number of persons (age of 15+) in terms of non-participation in tourism
	Number of travels (in terms of travels with overnight stays with personal or business purpose)
	Number of overnight stays (in terms of travels with overnight stays with personal or business purpose)
	Average number of overnight stays (in terms of travels with overnight stays with personal or business purpose)
	Average expenses for a travel (in terms of travels with overnight stays with personal or business purpose)

Title of the group	Title of the indicator
Characteristics of travels with overnight stays with personal purpose	Number of domestic, foreign travels
	Number of travels in Slovakia
	Number of overnight stays in Slovakia
	Average number of overnight stays in Slovakia
	Number of travels abroad
	Number of overnight stays abroad
	Average number of overnight stays abroad

Source: Own processing based on data in the DATAcube database

Information and performance data from the tourism sector published in the DATAcube database are obtained through statistical surveys carried out by the SOSR. As part of these statistical surveys, the SOSR regularly addresses relevant subjects with standardized statistical forms. The statistical forms used by SOSR for obtaining information from the subjects in the tourism sector are summarized in Table 2 together with basic characteristics of statistical surveys, information about data and the periodicity of its collecting.

Table 2: Statistical Forms in Tourism in Slovakia

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
Monthly activity report of accommodation facility	CR 1-12	Information about accommodation facility, capacities, operations, employment, and information about congress tourism	Subjects recorded in the SOSR's register of accommodation facilities which provide temporary accommodation to visitors in accommodation facility for tourism	Monthly, until the 25th day after the monitored period
Findings about domestic tourism and outgoing tourism, for households (A), for members of households (B)	CR/A 3-04 CR/B 3-04	Demographic variables about members of households, visitors according to a period of travel, a destination of stay and socio-demographic characteristics, travels with overnight stay and one-day travels	Households and members of households	Quarterly, until the 30th day after the monitored period
Yearly report about selected services in tourism	CR 6-01	Data about information unit, participants of active, passive, and domestic tourism by country and performance variables, revenues from tourism services, employees and wages, products of foreign tourism	Subjects recorded in the register of organizations of SOSR with main activity according to SK NACE classification of economic activities – 79 Travel agency, tour operator and other reservation service and related activities	Yearly, until 10 April of next year
Questionnaire on updating of statistical register of accommodation facilities	Org UZ 2-01	Data about business subjects, data about accommodation facilities providing accommodation services and local accommodation tax	Municipality	Yearly, until 30 September of monitored year

Source: Own processing based on information available at the website of SOSR

3.2 Czech Republic

The main subject responsible for collecting and presentation of statistical data in the Czech Republic is Czech Statistical Office (ČSÚ). On the website of ČSÚ all the reports, performance indicators, publications, metadata, and other information about tourism performance and other sectors are publicly available. The performance indicators are recorded in tables and graphs and are available in the public database of ČSÚ in weekly, monthly, quarterly, and annual time series. In addition to the offer of predefined tables, it is also possible to create selections in this public database. Tourism performance indicators used in the Czech Republic are classified into two main subcategories - Collective Accommodation Establishments and Tourism Satellite Account. Key indicators of tourism performance from the TSA are summarized in Table 3.

Table 3: Structural Classification of Measurable Indicators in the Subcategory Tourism Satellite Account in the Czech Republic

Title of the group	Title of the indicator
Consumption (expenses) by type of tourism and category of visitors of Czechia	Total expenses
	Expenses on travel agencies services
	Accommodation expenses
	Food expenses
	Travel expenses
	Expenses on goods
	Other expenses
Number of travels and overnight stays according to the type of tourism and category of visitors in Czechia	Total number of visitors
	Total number of overnight stays
	Average number of overnight stays
	Tourism consumption/ expenses
	Average expenses per visitor (in terms of tourism expenses)
	Average expenses per one travel day (in terms of tourism expenses)
Main indicators of the national economy and tourism in Czechia	Consumption of internal tourism
	Share of tourism in supply
	Production of tourism
	Intermediate consumption of tourism
	Share of tourism in gross added value
	Gross added value of tourism
	Taxes of tourism
	GDP of tourism
	Share of tourism in GDP
Number of jobs and employed persons in tourism in Czechia according to sectors	Number of jobs in tourism in Czechia according to sectors
	Number of employed persons in tourism in Czechia according to sectors
Summary indicators of employment in tourism in Czechia	Number of employed persons in tourism in Czechia
	Share of tourism in total employment

Source: Own processing based on data in ČSÚ database

Information and performance data from the tourism sector are collected through statistical surveys regularly addressing relevant subjects and carried out by the ČSÚ. The statistical forms used by the ČSÚ for obtaining information from the subjects in the tourism sector are summarized in Table 4.

Table 4: Statistical Forms in Tourism in the Czech Republic

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
Monthly questionnaire about guests in mass accommodation facilities	CR 1-12	Data about the occupancy of mass accommodation facilities (territorial identification, activity and seasonality, category of accommodation facility, number of arrivals, overnight stays of guests by country of permanent residence, average number of rooms/beds available, spots for tents/caravans, number of rooms for people in wheelchairs, number of operating days, number of occupied rooms, capacity for holding a congress, number congresses and their participants)	Economic subjects operating hotels, motels and botels serving tourism which are recorded in the register of accommodation facilities	Monthly, until the 6th day after the monitored period
Quarterly questionnaire about guests in mass accommodation facilities	CR 2-04	Data about the occupancy of mass accommodation facilities (territorial identification, activity and seasonality, category of accommodation facility, number of arrivals, overnight stays of guests by country of permanent residence, average number of rooms/beds available, spots for tents/caravans, number of rooms for people in wheelchairs, number of operating days, number of occupied rooms, capacity for holding a congress, number congresses and their participants)	Economic subjects operating hotels, motels and botels serving tourism which are recorded in the register of accommodation facilities	Quarterly, until the 6th day after the monitored period

Source: Own processing based on information available at the website of ČSÚ

3.3 Poland

In Poland, collecting and presenting statistical data is primarily carried out by the Central Statistical Office (Główny Urząd Statystyczny - GUS). On the website of GUS, basic data, analyses, the latest statistical reports, publications, and metadata are available. Measurable indicators from the tourism industry are recorded in the form of tables and graphs, providing current data and historical data in time series. GUS classify tourism indicators into six categories summarized in Table 5 and consisting of 1092 variables combined.

Table 5: Structural Classification of Measurable Indicators in Tourism in Poland

Title of the group	Title of the subgroup
Catering units in tourist accommodation establishments	Catering units in tourist accommodation establishments
	Catering units in tourist accommodation establishments by type of accommodation establishments
Facilities in tourist accommodation establishments	Tourist accommodation establishments equipped with conference facilities
	Tourist accommodation establishments equipped with facilities for persons with reduced mobility
	Tourist accommodation establishments equipped with sport and recreation facilities

Title of the group	Title of the subgroup
Occupancy rate of tourist accommodation establishments	Occupancy rate of bed places by poviát
	Occupancy rate of bed places by type of facilities
	Occupancy rate of hotels and similar by type of accommodation establishments
	Occupancy rate of hotels by category
Tourist accommodation establishments (as of July 31)	Catering units in tourist accommodation establishments
	Catering units in tourist accommodation establishments by type of accommodation establishments
	Hotels, motels, and boarding houses by category in July
	Tourist accommodation establishments equipped with conference facilities
	Tourist accommodation establishments equipped with facilities for persons with reduced mobility
	Tourist accommodation establishments equipped with sport and recreation facilities
Tourist accommodation establishments (monthly data)	Occupancy in tourist accommodation establishments by month
Tourist accommodation establishments and their occupancy	Dynamics of the number of bed places open all year
	Hotels, motels, and boarding houses by category
	Night spent by foreign tourists (non-residents) in tourist accommodation establishments by country
	Tourist accommodation establishments - indicators
	Tourist accommodation establishments by types
Tourist accommodation establishments with fewer than 10 beds places	Tourist accommodation establishments with fewer than 10 beds places and their occupancy

Source: Own processing based on data in LOCAL DATA BANK database

Information and performance data from the tourism sector are collected through statistical surveys regularly addressing relevant subjects and carried out by the GUS. The statistical forms used by the GUS for obtaining information from the subjects in the tourism sector are summarized in Table 6.

Table 6: Statistical Forms and Reports in Tourism in Poland

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
Report about the utilization of tourism accommodation facility	KT-1	Data such as an address, territorial, identification data, accommodation facility data (number of rooms, possibility of booking via booking platforms)	Subjects performing activities are classified according to the classification of activities into groups: 55,1, 55,2, 55,3 with less than 10 beds	Monthly, until the 10th day after the monitored period
Utilization of tourism accommodation facility	KT-2	Data such as an address, territorial, identification data, accommodation facility data (number of operation days of accommodation facility, etc.)	Subjects performing activities are classified according to the classification of activities into groups: 55,1, 55,2, 55,3 with less than 10 beds	Yearly, until 23 January
Data about other facilities, where	UG UN	Data such as the name of the facility, email address,	Municipality offices	Continuously until the third working

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
accommodation services are provided	01	phone number, address, period of providing services, etc.		day after logging in, logging out, changing data

Source: Own processing based on information available at the website of GUS

3.4 Hungary

In Hungary, collecting and presenting of statistical data is primarily carried out by Central Statistical Office (Központi Statisztikai Hivatal - KSH). The website of KSH provides the public with various publications, data visualizations, summary tables, statistical data and uses time series to show a historical overview. Information can be found in the public database of KSH called STADAT. In addition to the possibility of using predefined tables, STADAT also offers the option of creating own selections.

KSH uses a big number of indicators to track and monitor the tourism performance in Hungary. In STADAT database, we identified at least 82 various tables with indicators categorized into groups from an international, national, and regional perspective. Performance indicators included in TSA are summarized in Table 7.

Table 7: Structural Classification of Performance Indicators in the Subcategory Tourism Satellite Account in Hungary

Title of the group	Title of the indicator
Tourism Satellite Account	Inbound tourism expenditure
	Domestic tourism expenditure
	Outbound tourism expenditure abroad
	Internal tourism consumption
	Total output of tourism industries
	Total gross value added of tourism industries
	Employment in the tourism industries
	Tourism gross fixed capital formation of tourism industries
	Share of total output of tourism industries in national economy
	Share of output of accommodation and catering
	Share of total gross value added of tourism industries in national economy
	Share of total gross value added of accommodation and catering
	Share of employment of tourism industries in national economy
	Share of tourism gross fixed capital formation of tourism industries in national economy
Internal tourism consumption ratios in domestic supply	

Source: Own processing based on data in the database STADAT

Obtaining information from the relevant subjects in the tourism sector is carried out by KSH through regular statistical surveys. Subjects are asked to fill out questionnaires and statistical forms, through which the required information is recorded. The statistical forms used by the KSH for obtaining information from subjects in the tourism sector in Hungary are summarized in Table 8.

Table 8: Statistical Forms and Questionnaires in Tourism in Hungary

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
Report about tourism organization and	1035	Information about the number of persons using	Economic subjects – travel agencies and	Yearly, until 31 May of next year

Title of the statistical form	Form tag	Characteristics of variables of statistical findings	Information unit/subject	Periodicity and deadline for providing of data
agency activity		travel activities according to final countries and countries of arrival, travel packages, sales/revenues	subjects with tourism licence	
Report about commercial accommodation	1036	Information about the capacity of accommodation facilities, occupancy, visitors, accommodation facilities income, general information	Accommodation facilities operated for business purposes, except the group of other accommodation activities	Monthly, month after following monitored month
Report about spa occupancy	1054	Information about characteristics of facilities, pools, income	All providers of public spas	Yearly, until 20 April of the following year
Report about accommodation in privacy and other accommodation	1761	Information about the capacity of accommodation facility, guests (foreign, domestic)	Municipalities	Yearly, until 26 February of the following year
Tourism and other habits of foreigners in Hungary	1943	Information about the nationality, time of arrival, motivation for stay, method of organization of the stay	A selected group of foreigners leaving Hungary	Continuously
Report about non-commercial community recreational accommodation	1965	Information about the capacity of the accommodation facility, about guests (foreign and domestic) – arrivals and overnight stays, income	Non-entrepreneurs, providers of recreational accommodation	Yearly, until 28 February
Travelling of population abroad	2007	Information about the final country of stay and the number of overnight stays, the purpose of travel, type of accommodation	A selected group of Hungarians returning from abroad	Continuously
Report about changes in the register of commercial and non-commercial accommodation	2076	Information about the municipality, accommodation facilities providers, new accommodation facilities, data about accommodation facilities which cancelled their activity	Municipalities	Quarterly, during the month following the corresponding quarter

Source: Own processing based on information available at the website of KSH

4. Findings and Recommendations

In the comparative analysis, we demonstrated that collecting and processing tourism performance data in V4 countries is mainly done by local statistical offices, which publish values of performance indicators and other results in open databases. Thanks to the general use of the TSAs in V4 countries, we identified the presence of recommended indicators in all the databases providing an effective way for comparing tourism performance between countries.

Based on the comparison of the TSAs, we discovered that the depth of used performance indicators in the tourism sector varies among the analysed countries. In the case of Slovakia as a primary object of our research, we identified the lack of more detailed indicators compared to metrics used in other V4 countries. The absence of more detailed indicators complicates the analysis to improve the overall performance of the tourism industry in Slovakia.

When investigating the methods of obtaining the values of performance indicators, we concluded that obtaining data is done by statistical surveys carried out by individual statistical offices. As part of the analysis, we identified that required information and data are obtained within the framework of these surveys through various forms filled by designated subjects.

Based on our findings, we can propose certain recommendations for the individual analysed countries in connection with the investigated issue. In this case, we will focus exclusively on recommendations for Slovakia, which we summarize in the following subsections.

4.1 Creating a Summary Table Containing the Indicators Found in the TSA

Based on the analysis, we consider it beneficial to expand the performance indicators of the tourism industry in the DATAcube database by a summary table entitled Tourism Satellite Account. This table would contain indicators and results that are part of the TSA as it is in other V4 countries.

Using the proposed table, the economic benefits of the tourism industry and its share in the economy of Slovakia will be summarized and presented in the DATAcube database.

Inspired by the other V4 countries, we take an example of the Czech Republic, where the TSA consists of several tables and includes detailed data that makes the whole database very effective and complex. For example, tables presenting the employment data in the tourism sector published by the ČSÚ don't include only overall data for the tourism sector, but also its components, such as hotels, restaurants, travel agencies, other recreational service providers, etc.

On the other side, in the case of Slovakia, employment data are available in the DATAcube database only in the National Accounts category. Considering the data structure, we identified missing overall data for the tourism industry even though employment data for tourism components such as hotels or travel agencies are available.

Creating a summary table of the TSA would be an effective way to present all the indicators and results related to the tourism industry in one place. It would allow a comprehensive presentation of results and simplify access to the required data. Taking the example of other V4 countries, we would consider it beneficial to include also other indicators which are in close logical relationship to the presented data (for instance average salaries in the sector for the topic of tourism employment).

4.2 Using More Detailed Indicators, Introducing new Indicators, and Collecting Other Relevant Data

Considering the current state of evaluating tourism performance in Slovakia, we recommend using more detailed indicators allowing perform more in-depth analysis. When collecting data and creating indicators in the tourism industry, we recommend these processes take place within the more detailed sub-sections we can already observe in the other V4 countries. More detailed sub-sections for measuring performance can be, for example, spa facilities, or winter recreation centres and facilities in Slovakia.

Considering that every country has specific characteristics, laws, and policies, we suggest introducing new indicators for analysing the overall performance of the tourism industry in Slovakia. A new measurable indicator from the tourism industry, which would be beneficial to record in the DATAcube database, is the use of employee recreation allowances. It would allow measuring the exact number of contributions to employee recreation used in Slovakia within a monitored period.

In addition to more detailed areas of recording tourism performance indicators, we recommend deepening the data obtained in statistical survey forms. In this case, it would be an extension of the type of questions in the forms. A question that can, for example, be implemented within the statistical form CR 1-12 (Monthly report on the activity of the accommodation facility) is the question of whether it was possible to book accommodation in the given accommodation facility through reservation and booking platforms in the monitored month (such as Booking.com).

4.3 Improving the User Interface of the Statistical Portal

Considering the importance of user experience, we propose to improve the quality of related processes to increase the attractiveness of the user interface of the statistical portal of the SOSR.

Our recommendation focuses on making information from the tourism industry easily accessible and more visually attractive. Taking the example of other V4 countries, we found it beneficial to present information related to the tourism industry in an attractive and user-friendly way. One of the ways to make the shown

information more attractive can be, for example, displaying values of selected performance indicators, such as on the statistical portal in Hungary. Displaying the values of measurable indicators offers users of the statistical portal a quick overview of the tourism industry results.

Selected measurements could be presented using various graphs, infographics or dashboards. We assume that the visualization of indicators related to the tourism industry would be a much more attractive and at the same time easier way of obtaining information about the industry for the statistical portal users.

5. Discussion and Contributions

In the past decades, researchers and professionals have started considering performance management as a critical element of strategic management from different perspectives. Countries evaluate the performance of various sectors to track the economic benefits of industries to the country's gross domestic product and other macroeconomic results. In the tourism sector, both literature and practice show many indicators used on various levels, while on the top of the pyramid is a TSA consisting of the most important indicators and results of an individual country.

Based on our comparative analysis of V4 countries, we conclude that tourism performance indicators are recorded primarily in public databases accessible on the statistical portals of individual countries. Results and indicators are recorded in these databases in the form of tables and graphs. The key findings of our analysis show that in all V4 countries except Slovakia, tourism performance is recorded, evaluated, and presented in a more detailed way. When analysing the methods of obtaining information and data, we discovered that standardized statistical forms are essential tools used by statistical offices in V4 countries. The biggest number of statistical forms for obtaining information are used in Hungary resulting in the most detailed information about tourism performance from V4 countries.

Based on the information we found about performance indicators, their recording, and the methods of collecting in V4 countries, we could compare the use of indicators in the tourism sector at the level of individual countries. The result of the comparison was the subsequent identification of shortcomings in the case of Slovakia. We proposed specific recommendations to eliminate the identified shortcomings. The proposed recommendations represented means through which it is possible to improve the quality and efficiency of related processes in the context of the use of performance indicators in Slovakia's tourism sector.

Our findings can be applied in other countries to identify the possibilities of better monitoring for taking appropriate strategic actions and measuring the impact of activities to support tourism. This study was limited by access to public information only. For future research in this field, we suggest cooperation with stakeholders and related subjects, such as statistical offices or ministries, to obtain more information about internal processes.

References

- Aguinis, H. (2013) *Performance Management*, Pearson, London.
- Aguinis, H. (2018) *Performance Management*, Chicago Business Press, Saint Charles.
- Armstrong, M. (2006) *Performance Management: Key Strategies and Practical Guidelines*, Kogan Page, London.
- Barth, A.L. and De Beer, W. (2017) *Performance Management Success: A Best Practices and Implementation Guide for Leaders and Managers of All Organizations*. Springer International Publishing (Management for Professionals), Cham.
- Fitz-Gibbon, C.T. (1990) *Performance Indicators*, Multilingual Matters, Clevedon.
- Frechtling, D.C. (2010) "The tourism satellite account", *Annals of Tourism Research*, Vol 37, No. 1, pp 136-153.
- Kaufman, R. (1988) "Preparing Useful Performance Indicators", *Training and Development Journal*, Vol 42, No. 9, pp 80-83.
- Kubičková, D. and Jindřichovská, I. (2015) *Finanční analýza a hodnocení výkonnosti firem*, C. H. Beck, Prague.
- Papulová, Z., Papula, J. and Gažová, A. (2022) *Procesný manažment: Analýzy, modelovanie, implementácia*, Wolters Kluwer ČR, Prague.
- Rao, T.V. (2016) *Performance Management: Toward Organizational Excellence*, SAGE Publications (EBL-Schweitzer), New Delhi.
- Statistical Office of the Slovak Republic (2021) "Satelitný účet cestovného ruchu SR za rok 2019", [online], Štatistický úrad SR, <https://lnk.sk/clzc>
- Statistical Office of the Slovak Republic (2022) "Tourism – Metadata", [online], Štatistický úrad SR, <https://lnk.sk/auy0>
- United Nations Department of Economic and Social Affairs (2010) *Tourism Satellite Account: Recommended Methodological Framework*. United Nations, Commission of the European Communities, Eurostat, World Tourism Organization Organisation for Economic Co-operation and Development, Luxembourg, Madrid, New York, Paris.