

## THE CONTRADICTIONOUS EXPECTATIONS OF THE ACTORS OF THE TOURISM ORGANIZATIONAL AND CONSUMER MARKET IN SUSTAINABLE DESTINATION DEVELOPMENT

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**Abstract:** The Lower-Ipoly area, located in the north-central region of Hungary, has linear extension. In terms of the specific location and the unfavourable demographics tourism development faces difficulties in this heterogeneous area. The aim of the research is to identify the needs of prospective travellers and decision makers toward future developments in tourism in the indicated region. The paper summarizes the results of a survey, identifying the opinions of organizational and consumer market stakeholders, their similarities and differences in terms of expectations for tourism developments. This study covers the types of tourism and product elements that can potentially be developed sustainably.

**Key words:** tourism development, destination management, actors of tourism market, Lower-Ipoly region destination management, sustainable development

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### INTRODUCTION

The area along the Lower-Ipoly in Hungary is geographically well-defined, consisting of ten settlements (Bernecebáraty, Kemence, Tésa, Perőcsény, Vámosmikola, Nagyörzsöny, Ipolytölgyes, Letkés, Ipolydamásd, Szob), showing a certain identity from demographic, geographic and economic points of view, which can be called an independent destination. Although the target area has not been named independently as a region for national regional development, its importance is proven by the fact that most of the areas belong to the Danube-Ipoly National Park, and there is also large territory of NATURA 2000 areas, nature conservation areas and areas affected by the National Ecological Network. The defining element of its tourism resources is the River Ipoly. The importance of the area along the river for nature conservation and tourism requires the development of tourism infrastructure and services. Ecotourism factors stand out among the attractions in the area. In settlements located along the river, water and waterfront, active tourism is typical, but the regulation of waterside use has not been resolved. The further attractions of the target area provide the opportunity for rural, cultural and heritage tourism; fishing, hunting and equestrian tourism; youth, religious and bicycle tourism and hobby tourism to appear in a sustainable way with proper controlling.

The tourism infrastructure of the destination shows a diverse picture; the coverage with the road network is good, but the condition of the roads is a limiting factor in the development of tourism. The area – in terms of public administration

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and statistics – belongs to the Central Hungary region and influenced by Budapest to some extent. However, the peripheral location and the linear pattern of the network of settlements – being accessed only on a single road - reduce the development effect of the capital and lead to a polarization in the wealth of inhabitants within the statistical region (Penzes et al., 2014). The location along the border also affects traffic; only the Letkés border crossing is used for vehicles to cross to the Slovak side. In terms of accommodation, more significant quality improvement is required, and each target group expects special additional services. A significant part of the guest nights in the region are generated in private accommodation; the clientele is almost exclusively limited to domestic guests. Most of the settlements in the target area are equipped with catering units, there are several types, from buffets to restaurants, and they show a wide spread in terms of quality. The environmental condition of the riverbank can currently be considered good. However, as a result of uncontrolled fishing activities and nomadic camping, garbage contamination is significant in some hotspots. In terms of human resources, the destination is one of the underdeveloped areas (Alreahi et al., 2023).

The region's development ideas include tourism, but their goal is not the development of mass tourism, but the creation of unique quality tourism based mainly on the waterfront environment (Fehér and Medina, 2015). The aim of the study is to explore the potential for tourism development in the study area, taking into account sustainability aspects. Among the accepted strategic planning phases (Kyriakaki and Kleinaki, 2022) - after the first unit, i.e., inventory of potential tourism types - the study looks at the second, overview phase, the market opportunities on both the supply and demand side. In order to achieve the above goal, it became necessary to assess, on the one hand, the preferences and development attitudes of the tourism service providers and institutional stakeholders of the Lower-Ipoly area, in addition to the tourist characteristics of the target area. On the other hand, it is necessary to carry out a potential demand survey for tourist perceptions related to tourism types of the tourist facilities of the destination area (Samu, 2014). On the basis of the collected data, it can be determined on which strengths tourism developments can be based, as well as the elimination of which weaknesses can represent significant progress in sustainable growth. The outputs from the two sets of responses are summarised in the results and discussion section.

### **Theoretical Background**

The organizational and consumer market - with regard to regional tourism - means all those actors segmented for the market at the targeted regional level, which participate in the operation of tourism. Organizational markets mean producer, reseller and institutional (governmental, non-profit) markets (Czimmer, 2008). In the organizational market of tourist services, travel agencies and tour operators classically appear and meet the theoretical definition as long as the organizations do not engage in tour operator or intermediary activities (Michalkó, 2016). In the organizational market, a significant part of the products and services offered are not (directly) purchased by end users, i.e., individual consumers, but organizations, as providers of consumer market offerings, can also be present as customers in the organizational market (Kiss, 2016). It is therefore necessary to respond to this effect with well-targeted marketing techniques. Organizations are also represented by individuals (employees, managers, possibly owners), but in this role they do not buy for themselves; they do not focus on their individual benefit (Reketye et al., 2015). Their purchases are also intended to ensure continuity and maintain operations, so that decision making within the organization is defined and based on internal rules.

The organizational market can be divided into groups, business and non-business, profit-oriented and non-profit-oriented markets. From the point of view of regional tourism development, the range of organizations affected is very wide; their market involvement can be economic and social in nature (tourism enterprises, professional organizations, public sector, TDMs, civil organizations, clusters, etc.). In the consumer market, the tourist appears parallel to the tourism service providers, as market players who directly provide the supply. The particularity of the demand that appears in the tourism organization market is that, on the one hand, it originates from the needs of the consumer market, i.e., tourists, and on the other hand, due to the consumption of the same resources, the leisure needs of the local population also appear, despite the fact that they are not tourists (Horner and Swarbrooke, 2007). This situation creates a source of conflict of demand for an accessible tourism service because although the basic needs of locals and tourists are the same, further expectations are different (e.g., land use, number of tourists) which was also examined by Gadve (2017).

Institutional decisions of the organizational market often appear as group decisions in order to reduce risk (Reketye et al., 2015). At the same time, the stakeholder decisions also serve the realization of the joint sub-strategy, which appears as the intersection of individual strategies, organizational learning, and the increase of social capital (Wang, 2008). In addition, a competitive tourism destination is capable of continuously increasing revenues, attracting tourists, and providing experiences in addition to generating profits (Ritchie and Crouch, 2003; Mallinguh et al., 2022).

In the logic of destination management, tourism destination management organizations (TDMs) are institutions that appear on the typical organizational market, whose influence can also be felt on the destination's consumer markets. In practice, however, in the absence of an independent organization, some functions of destination management are performed by different institutions - even separately. This ability to form networks significantly affects the success of destination development (Volgger and Pechlaner, 2014). The efficiency of management is hindered by the lack of functions (Enright and Newton, 2004), precisely because of the absence of comprehensive planning and strategy-making functions; the undertaken cooperation and coordination are difficult, and the marketing functions are mainly limited to communication. All these shortcomings could be eliminated by the establishment of TDM organizations and their appearance on the organizational market. The functioning of coordination mechanisms between stakeholders is a condition for successful destination development (Bhat and Gaur, 2012). However, the diversity of stakeholders can be a limiting factor (Sheehan and Ritchie, 2005) and this conflict can build barriers and difficulties may impede the creation of a network of

local stakeholders despite their sharing of common goals (Cortese, Giacosa and Cantino, 2021). Development from the bottom up could also be realized starting from the institutional market, and then tourism service providers that only appear on the consumer market could get involved. This strategy makes proper baseline for community empowerment (Rachmawati and Fountain, 2020). A new opportunity for networking could develop at the intersection of the two markets (Adeyinka-Ojo et al., 2014) which requires an active communication between the parties involved.

At the same time, it is also worth considering that successful destination development requires the functioning of different aspects of both sides as examined by Vrontis et al (2021). With regard to the institutional market, the need for supplier relations, effective management, strategic planning, organizational focus and leadership, adequate financing, and the provision of well-trained staff should be highlighted. In the consumer market, it is necessary to ensure proper location and accessibility, attractive product and service offerings, quality visitor experiences, and local community support (Bornhorst et al, 2010). The support of the local population is also indispensable for tourism developments thanks to their participation and welcoming attitude (Zheng et al., 2021). The programmes offered in rural tourism are aimed at both residents and tourists and the expectations of the stakeholders are convergent. All of these should be considered for those involved in the tourism development of the Lower-Ipoly area, and the fact that it is not necessary to create a traditional TDM organization is also encouraging. In the case of development methods based on projects, it is necessary to include the TDM functions in the application or in the implementation project. In this way, the organizational tasks of directing and coordinating the development of the destination are carried out for each project, according to the given programme.

## MATERIALS AND METHOD

The preferences and development attitudes of the tourism service providers and institutional stakeholders of the Lower-Ipoly area were surveyed with a questionnaire. The questionnaire included 4 identification questions and 18 content questions, of which 3 were simple choice questions; 10 complex scale questions, 1 complex preference question, and 4 open questions awaiting suggestions and additions. Certainly, the answers included the I don't know/I don't answer option and the option for other answer as well. The complete research method is defined below (Figure 1). The number of respondents was less than expected, despite the local distribution, it was small; the number of returned questionnaires was only fourteen; but the quality of the filling made it possible to process them. From the point of view of integrated rural development, the opinions of organizational stakeholders are of great importance (Panyik et al., 2011). The territorial extent of the respondents' activities covers the target area, with Ipolydamásd, Letkés and Ipolytölgyes being the most represented settlements. Among the respondents were tourism program providers, accommodation, catering establishments, professional organizations, civil communities, settlement management organizations, and organizations performing public tasks, sometimes with several functions. It is not possible to further group the institutional market participants (Lakner et al., 2018) due to their relatively small number. The highest proportion of tourism service providers occurred in the sample. They all belong to the micro or small-sized organization category and tourism plays a role in their activities in varying proportions (20-100%). The sample with a low number of elements is suitable for analysis and making conclusions, but at the same time it sets a limit for carrying out crosstab and correlation analyses.

The research aimed at the perceptions of the tourism features of the Lower-Ipoly region related to different types of tourism, and for the purpose of measurement of potential demand, was conducted as an online questionnaire using a Google form. The questionnaire included 7 socio-demographic questions for identification, 4 questions assessing potential demand and 5 questions about perceptions related to the different types of tourism. The questions measuring preference were formulated as hexavalent Likert-scale questions, while the questions measuring the characteristics of the potential tourists were included in the questionnaire as single- or multiple-choice questions. Among the answer options, the I do not know/I do not answer option could also be chosen. The number of respondents reached a high value thanks to the sharing on Facebook and the support with an advertisement, a total of 246 responds were received. Due to the use of the mandatory question setting, all of the answers given were valid, and incomplete filling was not possible.

## RESULTS AND DISCUSSION

### The role of stakeholders in the organizational market

The tourism position of the target area is shown by its current and future importance from the point of view of the economy and the society. A positive vision emerges from the answers, the current scale average of 3.71 is believed to be 5.57 in the future (on a scale of 1-6). In the other group of questions, also concerning the position, there is a large degree of agreement between the answers. 85.7% consider it gratifying and beneficial that many tourists visit the region, and the same proportion disagree with the lack of development and the need to further increase the number of tourists. 28.6% of respondents consider tourists to be a nuisance on occasion; this may also stem from the heterogeneity of the target area and the experience of tourist-frequented settlements (e.g., Nagyörzsöny). There is a high rate of agreement (71.4%) that the development of tourism is necessary; it is good if more travellers come, they believe that the conditions make this possible. In addition, with

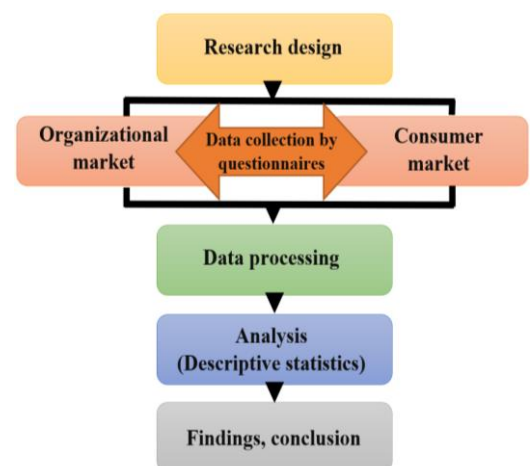


Figure 1. Flowchart of the research  
(Source: compiled by the authors, 2023)

the same agreement, compliance with the principle of regulated, sustainable tourism is considered to be taken into account during development. 85.7% of the respondents believe that tourism developments are beneficial for local residents as well. The environmental impact of tourism is not considered to be a significant problem; people filling in the questionnaire would typically take only minimal restrictive measures (Bungau et al., 2019). The number of tourists is considered small, which is because the area is not well-known and the services are not competitive. This is the opinion of at least 85.7% of respondents, and the same number assess the development possibilities of the settlements as limited due to the lack of financial resources.

Based on the answers to the following questions, a problem ranking was compiled, which also shows the importance of solving the problem. In addition to information gaps, the groups that need to be dealt with the most are the lack of spending opportunities, insufficient cooperation, a lack of regulation in tourism, and unorganized settlements. In addition, the respondents raised the conflicts of interest of water-based tourism and fishing, the lack of moorings, the collection and removal of waterfront waste, the lack of waterfront rest areas, toilets and cleaning facilities, and the scarcity of leisure services. Regarding the balance of demand and supply of services, opinions are divided between two answers: 57.1% say that the number of service providers is small compared to tourists, so they cannot always find everything in the area, while 42.9% think that there are enough service providers. However, their offer does not always satisfy the needs of tourists. This is consistent with the previous opinion about spending opportunities, but at the same time contradicts the answers given to the next question. 71.4% of the respondents consider tourists to be more satisfied, and the remaining 28.6% say they are completely satisfied, that their trip will fulfil their preconceived ideas. For the sake of a more favourable assessment, the factors mentioned several times among the suggestions are: information supply, comfortable accommodations, cultured environment, waterfront restaurant, restaurant service, marketing, cooperation of service providers, programme organization and tour guiding in the area, tour organization, tourist information point/office.

The composition and quality assessment of the services took place on a complex scale, after identifying the quantitative criteria (few (1), sufficient (2), many (3)). In all three categories low (+0,1), adequate (+0.4) and above average (+ 0.7) rating could be answered. In the evaluation, the quantified values of the categories were averaged, with the exception of the I do not know/I do not answer. The answers were concentrated in three categories (sufficient and adequate quality; little and adequate quality; little and low quality). Ecotourism, water-based tourism and fishing tourism services are rated the best. But at the same time, the reason for the short length of stay can also be seen from the answers, because both quantity and quality problems were indicated in the supply of accommodation, catering facilities, leisure services, but especially event services, and mainly in terms of information services. Three questions related to the different roles, impact, and significance of the types of tourism that can be identified in the region. Based on these, a significance index (average of 1-3 scale), an impact index (-1 to +1 scale) and a growth index (-2 to +2 scale) could be formed, and the simple arithmetic average of which can be called a potential index. The importance, impact and growth indices are illustrated in Figure 2, which also contains the potential indices, distinguishing the four quartiles with colours.

It can be concluded that two of the three indices have the highest values in the case of ecotourism/nature walks and are considered the second most significant, followed by bicycle tourism. In terms of impact, it is the same, and in terms of significance, it is high. But its development is considered to be more moderately necessary for water-based tourism, and the same development index; however, a much lower impact index, is attributed to youth tourism. Since these four types of tourism make up the upper quartile, it is recommended to take them into account in development plans. From the upper-middle quartile, great importance is attributed to sport and hobby tourism, while the

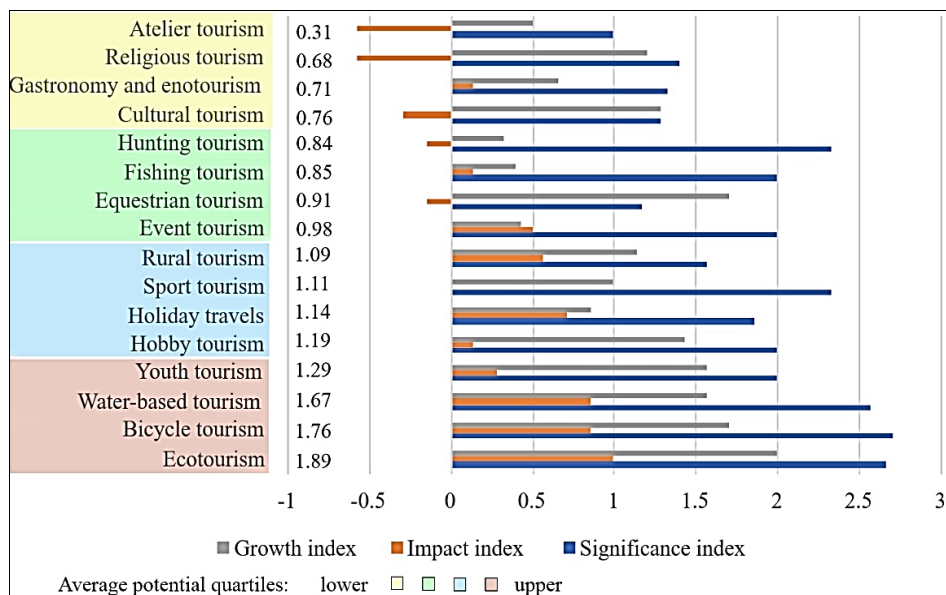


Figure 2. Evaluation and average potential of tourism types. (Source: compiled by the authors based on the survey results, 2019)

potential of holiday travels was included in this group due to its impact, and the potential of rural tourism was included in this group due to the belief in its development. With regard to tourism development proposals, it is advisable to leave out holiday travels due to the significant capital need. Fishing tourism has a special assessment; the respondents consider it significant, but its positive effect is minimal. At the same time, they do not shy away from the possibility, but are among the last to recommend its development. Event tourism is also considered significant from the point of view of the target area; its impact can also be considered positive, but its development weight is below the average. However, the respondents were generally positive about tourism development; there were no answers that suggested the redevelopment of any type of tourism.

There are many and different opinions regarding development cooperation. On average, it is characteristic to a large extent that organizations carry out development tasks independently; often instead of others, they also carry out development from their own resources. It is not considered only to a small extent that tasks can be solved more quickly in cooperation with partner organizations. But at the same time, tasks can be carried out at a more favourable cost through collaborations, and thus the tasks can be implemented faster. According to all of this, the stakeholders of the target area can cooperate effectively on the basis of transparent and well-divided project plans. Three groups of actors of settlement/regional events gave answers to the relevant questions (main organizers, service providers, and participants). They unanimously regard the events as important from the point of view of both the population and tourists. Broader promotion and better hospitality are considered to be the most feasible in order to increase the awareness and attendance of the events. This is followed by attractive product presentations, free tastings, and then more interesting programs and more focused theming. At the end of the line are the prize games, and the respondents mostly reject the extension of the programs to more settlements. With regard to festivals, it can be concluded that large-scale, multi-day events exceed the resources of the target area, but more frequent, thematic village day events can be successful. The attractions, tourism products and communication of the destination area, the stay in the destination area, the promise of experience and the similarity of lived experiences have different effects on tourists. Each form of tourism serves different proportions for travel motivation, satisfaction, or the extension of the stay (Figure 3). The most motivating types of tourism in the destination area can be festival tourism, cycling tourism, sports tourism, hunting

tourism, water-based tourism, and hobby tourism. Post-stay satisfaction can be increased by cultural tourism, fishing, hobby, atelier, and youth tourism. Extending the length of stay is encouraged by ecotourism, holiday travels, equestrian tourism, and village tourism. It is advisable to take revealed functions into account during product development, especially fusion products. Among the additional ideas related to the tourism of the Lower-Ipoly region, the respondents mentioned the role of tourism in preserving culture and values; the importance of creating a vision for the future, and the need for local acceptance. It was also emphasized that the search for sources corresponding to the vision should be a good practice, instead of the implementation of development ideas corresponding to the goals related to the available EU or national financial resources.

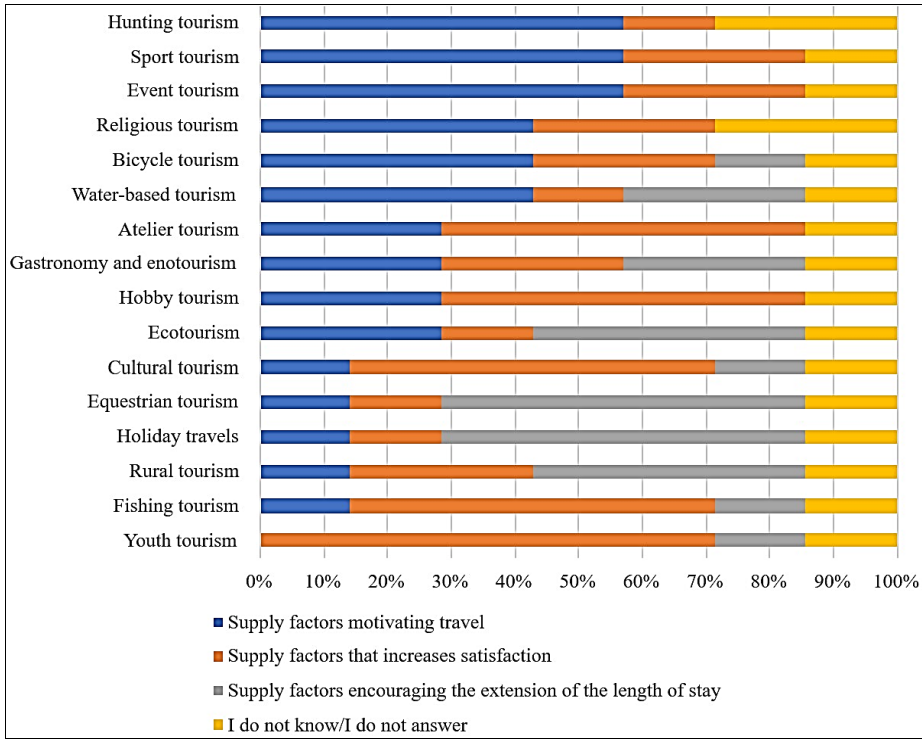


Figure 3. Presumed functions of each type of tourism (Source: compiled by the authors based on the survey results, 2019)

**Demand analysis - perceptions of the demand groups of potential tourists related to types of tourism**

The sample is overrepresented in terms of women (63%), which is very common in the case of non-stratified, voluntary response surveys, because women prefer to participate in opinion polls (Kabil et al., 2022). The obtained results were not weighted to achieve an even gender sample ratio, because the primary goal of the research was not to reveal differences of opinion between the sexes, but to learn about the expectations related to each type of tourism. The age distribution of the sample is balanced, typically following the characteristics of the cohort. All age groups represented their opinion; the opinion of 30–49-year-olds represents 58% of the sample. Based on employment status, two-thirds of the 246 respondents were active earners. The highest educational qualification shows a high level of education for the respondents (45% have secondary and 49% higher education). The respondents could determine their income status with a value given on a scale of 1-10, the average of which is 5. Most of them indicated levels 4, 5 and 6, and no answers were received for the lowest and highest income levels. 60% of the respondents live in a city; 31% in a village and 9% in the capital. Examining the distribution according to county of residence, Jász-Nagykun-Szolnok and Pest counties are overrepresented.

One of the questions used to measure potential demand was about the frequency of domestic tourist trips, regardless of the length of stay. Two-thirds of respondents (68%) often take part in such trips, while the proportion of frequent and very frequent travellers in the sample is three-quarters (75%). The participants in the research had a significant demand for domestic travel, which proves the potential demand for tourism developments. They also determined the most common purpose of their domestic tourist trips by choosing five of the listed motivational factors. From the Top 5 motivations, the Lower-Ipoly area - with the exception of the wellness spa - has the proper features for all of them (Table 1).

Specifying the type of tourist that best suits the personality of the respondents can help during development, because segmentation can also take place according to lifestyle. Those included in the research identified themselves in the highest proportion as wanting to see, followed by experience seekers (Table 2). Based on the results obtained, the target area meets the most common lifestyle expectations of potential tourists. It is worth exploring how far tourists are willing to travel in order to visit the destination. The respondents intended to travel a significant distance when travelling by car; a distance of 101-300 km appeared in the case of 66% of the respondents. According to this, for the Lower-Ipoly region, the communication of tourism products to individual passengers travelling by car is appropriate for the entire territory of Hungary to attract domestic travellers. Regarding travelling by public transport, longer travel distances also represent the largest response rate (34%), but the sample is divided: a significant group of respondents is only willing to travel shorter distances when travelling by public transport. A trip of 0-100 kilometres was indicated by 56% of the respondents; in contrast, the distance of 101-300 kilometres remained in the minority. The further part of the research was made up of questions about images related to types of tourism. Respondents' opinions were surveyed in relation to five types of tourism: water-based sports tourism, cycling tourism, youth tourism, event tourism, and fishing tourism. The five priority types of tourism were determined after an assessment of the tourism features of the Lower-Ipoly region.

Table 1. Travel motivation ranking (Top 5) (Source: compiled by the authors based on the survey results, 2019)

Travel motivations	Number of answers
Nature walks, hiking	155
Participation in water-based sports tourism	97
Fresh water bathing, hiking	96
Wellness, spa visit	92
Hobby-related travel	88

Table 2. Tourist type self-identification (Source: compiled by the authors based on the survey results, 2019)

Tourist types	Number of answers
Wanting to see	155
Experience seeker	131
Wanting to rest	99
Adventure seeker	68
Motion seeker	63

In the case of water-based sports tourism, the respondents evaluated the expectations regarding the services necessary for the development of the offer on a wide range. They could express their opinion on 25 different service elements on a hexavalent scale (with endpoints ranging from very unimportant to very important). According to the opinion of those interviewed, the services provided in the framework of water-based tourism should cover the provision of the most basic infrastructural conditions (Table 3). Among the related tourist services, the respondents considered leisure programmes, catering and accommodation offers, as well as the existence of interactive applications and maps to be indispensable.

Table 3. Priority ranking of services related to water-based sports tourism (Top 5) (Source: compiled by the authors based on the survey results)

Services	Scale average (scale 1 to 6)
Providing the possibility of mooring	4.82
Waterfront toilet block	4.82
Provision of boats	4.66
Boat storage facilities	4.38
Provision of equipment	4.20

Table 4. Priority ranking of services related to bicycle tourism (Top 5) (Source: compiled by the authors based on the survey results, 2019)

Services	Scale average (scale 1 to 6)
Secure bicycle storage	5.23
Rest area with rain shelter and benches	5.21
Provision of repair services	4.91
Map information at the rest area	4.85
Rest area with refreshment point services	4.68

The following services are also obtained a scale average above average (3.5): the existence of nature walking leisure programmes, the possibility of cooking, luggage transfer, provision of sporting leisure programmes and passenger/tourist transfer, provision of maps, provision of creative leisure programmes, provision of GPS navigation, tour guiding, individual/small group tour, as well as the range of fun leisure programmes. In terms of bicycle tourism, the most important service elements were identified by the respondents as safe bicycle storage and rain-proof rest areas, which represent a very high value on the evaluation scale. Also, more fundamental service elements are features related to the use of bicycles and related to infrastructure, such as cycle paths, information boards, as well as special services of the tourism type, such as repair, provision of equipment, bicycle transport (Table 4). The following service elements also show an above the average value (4.3 on the hexavalent scale): hostel-type accommodation; mobile accommodation (rooms with bunkbeds and bathroom) and food service provision; cycling leisure programmes; providing interactive navigation and/or application; comfortable accommodation (hotel, boarding house) and GPS navigation. There is also a demand from those participating in bicycle tourism for longer tours, which necessitates the provision of tour offers. The existence of a suitable quantity and quality of varied accommodation is a necessary condition for satisfying needs. The respondents involved in the research identified the large common living room, where young people can gather, participate in activities, and have fun, as the most important service elements necessary for the development of an offer related to youth tourism. A scale value in the range of 4.4-5.0 was also indicated by the respondents for expectations to several additional service elements (Table 5). Among the service elements necessary for the development of the event tourism offer, the respondents expressed their highest expectations for the provision of mobile toilets, hand washing opportunity and potable water with a scale value of over five on a scale of 6 (Table 6).

In the case of event tourism, respondents consider the provision of a good selection of food and beverages, programme offerings according to interest and age groups, and accommodation services to be also essential. The large area that can be furnished with a mobile stage, the sporty, challenging programmes, and the sightseeing leisure programmes are also of high importance. The demand for cheaper accommodation shows the need for accommodation differentiation. Finally, during the evaluation of the 33 service elements of fishing tourism listed in the questionnaire, the assessment of their individual factors was characterized by the smallest standard deviation in relation to the five examined types of tourism. In the case of six

aspects, the respondents gave values on a hexavalent Likert-scale above the scale average of 5. Of these, four are related to infrastructure (fishing spots, jetties), and two are service-related (selling fishing permit and bait) (Table 7). Convenience services such as a place to clean fish and cooking facilities, as well as the provision of equipment, also fall into a high average scale value interval of 4.60-5.0. The expectations for accommodation were formulated by the respondents as a fishing lodge-type, simple accommodation with a high level of importance. The leisure programmes related to fishing and the accessibility of the waterfront without a car, as well as the approachability of interactive information and/or application, are service- and infrastructure-based, similar to the above expectations.

Table 5. Ranking of services related to youth tourism (Top 5)  
(Source: compiled by the authors based on the survey results, 2019)

Services	Scale average (scale 1 to 6)
Large common living area	5.29
Catering services	4.98
Provision of equipment	4.69
Providing information and brochures for individual request	4.65
Participation in a tour with a familiar community and/or schoolmates	4.63

Table 6. Ranking of services related to event tourism (Top 5)  
(Source: compiled by the authors based on the survey results, 2019)

Services	Scale average (scale 1 to 6)
Mobile toilet, hand wash, water supply points	5.12
Food service - buffet, fast food restaurants	4.93
Beverage services	4.90
Programmes can be chosen according to interest	4.63
Programmes can be chosen by age group	4.59

Table 7. Ranking of services related to fishing tourism (Top 6)  
(Source: compiled by the authors based on the survey results, 2019)

Services	Scale average (scale 1 to 6)
Selling fishing permits or tickets	5.70
Toilet block close to the waterfront	5.48
Bookable fishing spots with seating, protected from rain	5.33
Providing/renting a fishing rod	5.27
Provision of designated fishing spots	5.26
Ensuring the purchase of feed and bait	5.01

## CONCLUSION

Based on the features and services revealed during the status quo analysis, as well as the environmental factors with direct and indirect effects, the strengths were determined for the target area mainly according to the internal factors (favourable natural appeal, Ipoly as a tourism resource, the attractiveness of Börzsöny, the function of an excursion site, youth tourism location, local producers and products, diverse culture and heritage, activity of local governments to participate in tenders) (Bogdan et al., 2022). Weaknesses can also be identified from the point of view of the various stakeholders, i.e., the low-level of utilization of geographical features, the orderliness and usability of the waterfront, the quantity and quality of existing tourism services, current regional marketing and communication activity, lack of combined transportation infrastructure, low level of experience offer, welcoming attitude, tourists' length of stay, fragmented organizational stakeholders and absence of cooperation. According to the effects, interactions or reactions of the factors of the external environment, such opportunities as the increase in interest in the green environment, the increase in the demand for active recreation, diverse transport accessibility, channel communication specific to the target group, the strengthening of the character of the recreation area, spread of bio and organic farming have been outlined (Bhagat et al., 2022). In addition, cooperation between local tourism organizers, domestic and cross-border tenders, and networking also offers opportunities for local bodies for sustainable tourism development. It is important for the institutional market to accurately assess its own role in rural tourism (Darabos et al., 2022; Priatmoko et al., 2021) and plan development based on synergy with their network of relationships.

At the same time, the threats are mainly seen by the organizational stakeholders, such as environmental and weather anomalies, the development of unfavourable composition of tourists, the activity of competitors, inefficient communication, the spread of mass tourism with high externalities, the deteriorating tourism infrastructure and superstructure, the unfavourable local social processes, the growing organizational separation. Based on the needs, the vision of the area can be outlined, that is, by the end of the decade, the Lower-Ipoly area will become a network of differentially impulsive experience points based on the unique combination of diverse natural features, and will be integrated as an excursion and holiday destination for eco-conscious tourists who prefer active tranquillity to the Börzsöny and the Danube Bend sustainable tourism and contributes to the well-being of the local population. According to the vision, the tourism market provides expanding services for several overlapping segments (Maghsoodi Tilaki et al., 2017), the service providers and the relevant institutions cooperate effectively, and the hospitality of the population becomes palpable.

Proceeding from the analysis of the results of the stakeholder and potential consumer surveys, five types of fusion tourism development directions emerge, and one development direction targets the niche market that requires special experiences. These include nature-loving water-based sports tourism, environmentally friendly fishing tourism, adventure-seeking bicycle tourism, exploratory youth tourism, and guest-welcoming event tourism. It is advisable to take into account the successfully implemented area-based functional delimitation of Lake Tisza during product generation (Béki and Gál, 2012). The next step in the development is the creation and communication of a differentiated product portfolio in space and time corresponding to the identified segments and to desirable sustainable landscape use (Ruzsinné Tillesch and G-Tóth, 2013). In addition to these, in the case of cross-border development opportunities, the existing models developed for areas with similar characteristics (Bujdosó et al., 2011; Dávid et al., 2011) can be well adapted in the future.

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