
The Safety Factor and the Level of Customer Satisfaction in Polish and Czech Historic Buildings in Covid-19 Era

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Małgorzata Pol¹, Jerzy Tutaj²

Abstract:

Purpose: The coronavirus pandemic period has hit strongly to the entire economy, especially the tourism industry. The crisis has become a catalyst for new solutions, thanks to which enterprises ensure their existence and even development. The essential information is being provided by the analysis of the client's needs and attitudes. That is why it is crucial to observe customers' behavior when the industry is so much affected by the Covid-19 crisis.

Design/Approach/Methodology: The article presents research results in customer satisfaction assessment and identifies factors determining the level of satisfaction during the Covid-19 Pandemic in a Polish and Czech historic building: the Castle Książ and the Czech Kuks complex. Authors, using in total 344 direct interviews and questionnaires, tried to answer whether Pandemia does change customers' behaviors and choices, and if so, does it have a durable impact on visiting historic buildings.

Findings: The pandemic accelerated the replacement of workers into electronic devices, as shown by research results related to the selection of audio guides instead of buying a guide service. The more maintenance-free devices bring the history of buildings closer, the greater the likelihood of recommending the objects to other people during the pandemic.

Practical Implications: The authors pointed to several improvement proposals that might increase customer satisfaction in both building-complex in the future, but also they can be used in all touristic objects.

Originality/Value: The sense of security - a lot indicates it - is becoming the fundamental factor determining business success.

Keywords: Covid-19, customer satisfaction, satisfaction measurement.

JEL codes: Z31, M3.

Paper type: Case Study.

¹Ph.D., Faculty of Computer Science and Management, Wrocław University of Science and Technology, Poland, malgorzata.pol@pwr.edu.pl;

²Ph.D., Faculty of Computer Science and Management, Wrocław University of Science and Technology, Poland, jerzy.tutaj@pwr.edu.pl;

1. Introduction

The Covid-19 Pandemic has had a significant impact on the worldwide economy. Research on the relationships between health crises and running a business had never had before such a scale and scope. Therefore, conducting them at the present stage is fragmentary - referring to a specific phenomenon in a particular space-time. Our considerations are also of this nature.

Both the Czech and Polish governments have introduced crisis shields to help entrepreneurs. As a result, the way of running the business has changed. While lasting many temporary economic restrictions, bothering questions arise; How do cultural buildings cope with new rules? Whether compliance with sanitary safety obligations guarantees the profitability of such objects? How much the pandemic situation influenced society's needs for tourism development, and whether the number and form of visiting historic buildings have changed? In this article, the authors tried to obtain answers to the above questions by analyzing the situation in the Książ Castle located in the Wałbrzych region and the historic buildings, the so-called Kuks residing in the Czech village of the same name in the Kralovo Hradeckie region. The pandemic has wholly changed many areas of our daily activities. Both in private life and in the way we work. The new situation has reevaluated our relations and needs. It is the foundation of the tourism industry. The sense of security - a lot indicates it - is becoming the fundamental factor determining business success.

2. Literature Review

2.1 The Worldwide Economic Consequences of the Covid-19 Pandemic

The coronavirus pandemic caused us to collide with a new reality. Both entrepreneurs and the entire society have to follow rigorous safety rules. All this is accompanied by constant anxiety for the health and life of loved ones. The Covid-19 outbreak in January 2020 began in Wuhan and quickly spread around the world. On March 11, the Director-General of the World Health Organization (WHO) announced that Covid-19 is a global pandemic that requires international efforts to contain the virus. In addition, the Covid-19 Pandemic has had a significant impact on the worldwide economy but also the number of fatal victims (Şenol and Zeren, 2020) (Morales and Andreosso-O'Callaghan, 2020) (Sansa, 2020) (McKibbin and Zeren, 2020) Fernando, 2020) including in the European Union, including the Czech Republic and Poland.

Almost all global economic activity has been temporarily shut down or significantly slowed down, including global supply chains, international passenger and freight traffic, manufacturing and commercial services, hospitality, tourism, and education (Barua, 2020). Abodunrin *et al.* admit that the Covid-19 shocked the world economy faster and more severely than the 2008 global financial crisis or even the Great Depression (Abodunrin *et al.*, 2020).

One of the reasons for this is that the response of governments, companies, consumers, and the media has created a simultaneous demand and supply shock (Fernandes, 2020). According to Fernandes, the outbreak's economic impact is currently underestimated due to over-reliance on historical comparisons with SARS or the 2008/2009 financial crisis (Fernandes, 2020). The COVID-19 turmoil has impacted the global economy; for example, in March 2020, the volume of production of services in the EU decreased by 11.3% compared to February 2020. The most robust drops were recorded in hotels and restaurants, the results of which fell by 48.5% in the EU, administrative and support services - by 8.4%, transport services - by 7.2%, and in professional and scientific services - by 4.6%. In April 2020, compared to March 2020, production in construction in the EU decreased by 11.7%, and industrial production by 17.3%. The consequences of the Covid-19 Pandemic also affected the small and medium-sized enterprise (SME) sector. Research conducted so far among companies associated with Poland's Employers shows that even 93% of them experienced a decrease in revenues due to the coronavirus.

Employers have been asked how they assess the proposals contained in the so-called anti-crisis shield—nearly 54% of companies set them as very bad and 23% as bad. Only 7% considered them positive, sound, or very good. Entrepreneurs had different approaches to the issue of exemptions from paying Social Security (ZUS) contributions. When asked how long, from their perspective, such a layoff should last, 54% of companies replied that six months or more, 24% believed that three months, and 10% each indicated 5 or 4 months.

Companies were also being asked about plans for employment reduction connected with the coronavirus epidemic- 31% of companies planned to implement layoffs by the end of March. The plans for the future, however, are much worse. From April to June 2020, as many as 66.5% of the surveyed employers were planning to reduce employment. During and after the Pandemic, the situation will determine the European Union's policy and the Polish government's savings.

Therefore, a fundamental recommendation is the ability to live on your finances. The new multiannual financial framework will be including seven years from 2021 to 2027. Combined with Next Generation, the EU will also be the main instrument for implementing the recovery package in response to the socio-economic impact of the Covid-19 Pandemic. The multiannual financial framework is set at EUR 1074.3 billion, which will allow the EU to meet its long-term objectives and maintain the full potential of the recovery plan. This amount is based chiefly on Charles Michel's February proposal, which reflected two years of discussions with the EU Member States.

Due to the coronavirus, the global economy may lose up to \$ 2.4 trillion in the "mildest" scenario, experts from the Australian National University (ANU) estimate. They drawn on the lessons and had learned from the SARS impact assessment; they developed seven scenarios on how the epidemic could affect the global economy. The coronavirus has infected more than 100 000 000 people in over 80 countries. Four of

them analyze the impact of the coronavirus outside China - from low to high risk. Another scenario assesses how the disease could affect the world if the coronavirus stays with us forever and there is a mild pandemic every year. According to experts, the losses of world GDP may reach nine trillion dollars in the worst scenario. - Our scenarios show that even a limited epidemic can significantly affect the global economy in a short time.

The Organization for Economic Cooperation and Development (OECD), due to the coronavirus's impact on some sectors, especially industrial production and tourism, has revised its forecasts to develop the global economy. World GDP in 2020 is likely to increase by 2.4%. and not - as expected in November - by 2.9 percent. – according to OECD, but made a reservation that if there was a long-lasting epidemic that would affect the Asia-Pacific region, Europe and North America, global growth this year could slow down by 1.5 percent.

It should be emphasized that a pandemic has not occurred on such a scale and scope with consequences for national economies and the world economy for a long time. It has also become an impulse for a faster displacement of the traditional market where enterprises are managed by type 2.0 in favor of the virtual market - where companies are managed by type 3.0. Hence, questions arose; how will the economy develop, how to run a company, whether it is possible to maintain financial liquidity, how not to fall into a financial collapse and protect yourself from bankruptcy, how to take care of the employee, what values will be effective for the client in the new reality, how to position them in the clients' minds? Therefore, the role of the state has become critical as prof. Jerzy Hausner says that nowadays creates a space for the economy of values.

On the one hand, the organization's profitability is essential, and on the other hand, its economic sounding and social. This situation shows how social solidarity is becoming critical, without which it is not easy to cope with a collapsing economy. The pandemic has disorganized and disrupted the market. The existing order in the economy has been destroyed. In Poland, the Monetary Policy Council changed interest rates from 1.5% up to 1.0 percent per year.

As a consequence, the banks changed their procedures for taking out loans, especially mortgage loans. On the other hand, the borrowers got the so-called "Credit holidays," deferral of liabilities for 3-6 months. However, it should be remembered that it is only the suspension, not the cancellation of the liability's repayment, which means the postponement of the repayment of installments for the future. What's more, the current situation has also forced the pace of digitization in business to accelerate. Companies are becoming more digital, new applications and new communicators are being created. In Poland's case, the problem of analyzing the impact of epidemic and pandemic phenomena on the state of the tourism economy had hadn't been the subject of previous studies and never had before almost 100% restriction of tourist traffic had been introduced. It had resulted in the inability to operate by tourism economy entities and closing borders, and the possibility of moving around the country (periodically).

It doesn't mean that such studies have not been undertaken globally - the impact of the epidemic on the effects on selected countries' tourism economy. One can pay attention to monographic publications (Mansfeld and Pizam 2006; Wilks 2006) or review an article (Hall 2010; Kuo *et al.*, 2008). So far, the research studies carried out on the impact of epidemic phenomena causing effects on tourism economies mainly concern on the SARS epidemic in 2003 in the Far East countries, and on a lesser extent cover the MERS epidemic in 2012, dominant in South Korea and the Middle East, and the Ebola epidemic in 2014 in African countries (Mizrachi and Fuchs, 2016; Maphanga and Henama, 2019), a także: Zeng, Carter and Lacy, 2005; Lee and Warner, 2006; Chen, Kang, and Yang, 2007 - describing the tourist traffic in 2003, compared to 2002, amounted to about 9.4 million tourists less, and revenues from incoming foreign tourism decreased by USD 30-50 billion (www.weforum.org, 2020), which also resulted in a decrease in the share of tourism in GDP by 25% and a decline in employment in the tourism economy by 22.8 million workers.

Similar studies showed the tourism pandemic in Japan - where the decline in revenues in the tourism economy was estimated at 47% (Cooper, 2005). Research on the relationships between health crises and running a business had never had before such a scale and scope. Therefore, conducting them at the present stage is fragmentary - referring to a specific phenomenon in a particular space-time. Our considerations are also of this nature.

Both the Czech and Polish governments have introduced crisis shields to help entrepreneurs. As a result, the way of running the business has changed. While lasting many temporary economic restrictions, bothering questions arise; How do cultural buildings cope with new rules? Whether compliance with sanitary safety obligations guarantees the profitability of such objects? How much the pandemic situation influenced society's needs for tourism development, and whether the number and form of visiting historic buildings have changed? In this article, the authors tried to obtain answers to the above questions by analyzing the situation in the Książ Castle located in the Wałbrzych region and the historic buildings, the so-called Kuks residing in the Czech village of the same name in the Kralovo Hradeckie region.

2.2 Measurement of the Level of Customer Satisfaction in the Surveyed Entities

The sense of satisfaction is a highly subjective opinion. Everyone has different personal characteristics and therefore perceives the value of the product differently. The variety of customer requirements and feelings causes many difficulties in achieving their satisfaction in the organization's activities. To complete the feelings of pleasure and delight by the recipient and building long-term relationships with him is the knowledge and correct interpretation of the concept of customer satisfaction.

While considering the concept of customer satisfaction, it is necessary to indicate the relationship between satisfaction and the value perceived by the customer, the so-called Customer Perceived Value (CPV). Based on CPV, customers decide which organization they will use to satisfy their needs. In addition, the customer's value

often creates expectations as to the characteristics of the product or service, so the customer compares his feelings to it after making a decision.

According to Philip Kotler, the customer's perceived value is the difference between the total benefits anticipated by the consumer and the total costs incurred by him. Total benefits include product value, service value, staff value, image value. On the other hand, total costs include money cost, time cost, energy cost, and psychological cost. If it is assumed that the consumer makes a rational decision, he will choose the offer in which the customer's value is the highest. The satisfaction survey, apart from the fundamental marketing analysis, fulfills three functions:

- remedial; shows cases of dissatisfaction with the offer, thanks to which the company can try to repair individual customer relationships through actions such as: accepting a complaint, apologizing, repairing the product, reimbursing financial costs, compensation,
- learning; it consists in detecting the causes of customer dissatisfaction and eliminating them so that in the future there will be no cases of unsatisfied consumers; for this purpose, we can use the analysis of complaints and complaints, in-depth interview with dissatisfied customers,
- stimulates; a function related to the previous two requires a complete understanding of customer satisfaction by the organization's employees, i.e., where the satisfaction comes from and what influences it.

Thanks to customer satisfaction surveys can be established:

- customer priorities; which features of the product or service are most important to clients and which are less important,
- customers' margin of tolerance; shown what is the maximum level for the consumer and the expected level in relation to the quality of the company's offer,
- the quality of the organization's actions;
- the quality of the organization's actions compared to the priorities of customers;
- the quality of the organization's actions compared to its competitors;
- priorities to improved; to indicate activities that will increase the level of clients' satisfaction.

Systematic marketing research relies on the level of customer satisfaction; their in-depth analysis and drawing correct conclusions bring many benefits related to improving the functioning of the local government unit. It allows you to check to what extent customers are satisfied with the organization's goods and services and what factors affect it. One of the possibilities of measuring the quality of services is using the customer satisfaction index method, so-called the Customer Satisfaction Index (CSI). This method's application allows obtaining information on recipients' significant expectations and the degree of their importance. Also, it provides information on the level of meeting these needs by the enterprise.

According to Krystyna Mazurek-Łopacińska, determining the level of customer satisfaction with the service by using the CSI indicator requires completing several primary stages. After choosing the target group to which the survey will be directed, the factors influencing satisfaction with the service should be selected. The next step is to design the questionnaire and the implementation of the survey. When developing the respondents' answers, the CSI value should be calculated and then presented in a graphical form using a quality map. The last element of the survey is the interpretation of the obtained results and own recommendations.

According to the research, the stage following the analysis of the collected data is the calculation of the CSI index, which, according to the author of the research, Joanna Woźniak, is best presented as a percentage value. The next step should be to determine the index with the maximum value and then defined it as a percentage value. Another way to measure customer satisfaction is the NPS index, which measures the probability of recommending the service the customer used. According to the creator of the indicator, F.F. Reicheld is *"the best measure of customer loyalty and a forecast of its growth are not repeated purchases, but the customer's readiness to recommend the company and its products or services to other people."*

Customer value is the basis for selecting an offer and contributes to satisfaction and, consequently, loyalty. Customer value issues are fundamental in the operation of service enterprises. An intangible, unstable offer, often causing consumer uncertainty, makes it difficult to assess the service's usefulness and make decisions. The company should strive to recognize the value for the customer and to increase this value continually. He can do it by diagnosing the client's value, creating and implementing a plan to develop this value while controlling the achieved results. In creating value in the services zone, an important role is played by the possessed infrastructural resources and human resources: knowledge, competencies, and abilities. The ability to establish and maintain partnerships is also essential. From the results of own research on creating value for customers in tourist services presented in the article, it can be seen that this issue (even if the respondents do not call it that) is an important area of activity of the surveyed entities. However, these are more intuitive than planned activities, more operational than strategic. The conscious, process-based, and resource-based value management would achieve better results and shape the competitive position.

The analyzes conducted by the authors of the article concern two historic buildings, Książ Castle, located in the Lower Silesia region in Poland, and the Kuks complex in the Czech Republic.

3. Methodology and Data

In the second stage of the research, the authors of this article conducted a questionnaire with an interview among people visiting cultural buildings to answer the question; Has the coronavirus pandemic had a lasting impact on consumer choices about moving away from group tours to individual sites? Three hundred forty-four

surveys and interviews were conducted in the two analyzed complexes in July, August, and September 2020. The research method of customer satisfaction survey was used. Both the results of the surveys and the information obtained in the interviews, it can be unequivocally stated that during the holiday season in 2020 in both cultural facilities, the pandemic period changed the current consumer choices. When answering the questionnaire questions, respondents from Książ Castle (212 people) confirmed that the necessity to isolate oneself imposed by Poland's governing bodies resulted in a reluctance to visit the Castle in organized groups. At the same time, to learn more about the buildings' history, visitors decide to purchase an audio-guide service, which was initially a choice out of necessity (85% of respondents). Still, after completing the tour, such a service was assessed much better by the respondents than the traditional form of guided tours.

The respondents mentioned as the main factors which dominated the choice of the audio guide, freedom to choose the sightseeing route (65%), the possibility of repeating the listened text (15%), no interference from the group (13%), or a problem with hearing the guide (6%) and others (1%). The analyzes and research carried out show that the share of customers purchasing the guide service has decreased. In contrast, the interest in individual visiting has increased along with the purchase of the audio-guide service. 98% of respondents expressed their will to buy such a service in other, visited venues in the future.

The questionnaire results and the interviews' conclusions confirm the data obtained from Książ Castle regarding tourists' increased interest in the audio guide service. An upward trend was recorded already in 2019, which is shown in chart number 1 below. From the chart above, it can be seen that in 2018-2019 the interest in the audio-guide service increased from 13% to 30%, and in 2020, the share increased up to 85% compared to the 15% of the tour guide. On the one hand, the increase in the use of the audio-guide service may be due to the more significant number of foreign tourists at that time, and on the other hand, the effect of the ongoing pandemic. People do not want to risk their health and participate in visiting organized groups only individually with an audio guide to learn history's secrets. In 2020, despite a much smaller total number of tickets sold, there was a significant increase in audio guides' use.

During the pandemic, the baroque Kuks building complex did not offer a group guided tour of the facility and does not have an audio-guide service. Besides, in 2020 the center was unavailable to tourists for six months. The respondents (132 respondents) confirmed that they were concerned about visiting cultural sites during the pandemic (61%). They also definitely showed less willingness to take part in the survey than tourists visiting the Książ building. Less than 29% of respondents expressed their desire to see the indoor in an organized group with a guide. From this group of respondents, 5% were former Czechs, and the rest are foreigners. The vast majority of 73% of respondents who bought a ticket (77 people) declared their willingness to buy an audio-guide service if it was possible. Among the group of people who did not buy tickets but only visited the outdoor in the free part and participated in the survey (55 people), 49% declared their willingness to purchase an

audio-guide service in the Kuks baroque complex if such a service was available. 65% of respondents have already used such a service in other cultural facilities, and 87% of them assess such a service as more satisfactory than the guide service. The respondents mentioned as the main factors which dominated the choice of the audio guide; freedom to choose the sightseeing route (60%), the possibility of repeating the listened text (35%), no interference from the group (3%), or a problem with hearing the guide (1%) and others (1%).

4. Identification and Assessment of Factors Determining the Level of Satisfaction of Tourists Visiting Książ Castle and the Kuks Complex during the Pandemic

During the Pandemia, tourists who decide to visit cultural sites expect as little exposure to contacts with other visitors as possible and feel that the site itself cares about its customers' safety. While maintaining the sanitary regime, they would like to learn the secrets of the walls of the castles they visit. Almost half of the people visiting the complex of baroque palaces in Kuks decided not to buy tickets because the building did not offer the possibility of an independent tour of the walls with an audio guide. In Książ Castle, some of the visitors, who did not want to participate in organized groups during the tour, assessed the possibility of an audio guide positively.

Table 1. Selected definitions of satisfaction

author	The definition of satisfaction
Polish dictionary ³	The feeling of pleasure and contentment with something.
Philip Kotler ⁴	The state felt by the individual and related to comparing the product's perceived features and the individual's expectations regarding these features.
N. Hill, Aleksander ⁵	J. The level of customer satisfaction reflects the extent to which a given organization's total product meets the set of customer requirements.
Bożena Marciniak ⁶	The emotional state that appears at the buyer as a result of making a purchase, resulting from the confrontation of his expectations about the product with his experiences with the product.

Source: Own study based on: <http://sjp.pwn.pl/sjp/satysfakcja,2574915>. Kotler, P. 1994. *Marketing. Analiza, planowanie, wdrażanie i kontrola*, Gebethner i Ska, Warszawa, 35. Hill, N., Alexander, J. 2003. *Pomiar satysfakcji i lojalności klientów*, Oficyna Ekonomiczna, Kraków, 11; Marciniak, B. 2000. *Badanie satysfakcji klientów- problemy i metody badawcze*. *Marketing i Rynek*, 11, 20.

³Słownik języka polskiego, <http://sjp.pwn.pl/sjp/satysfakcja,2574915>.

⁴Kotler, P. 1994. *Marketing. Analiza, planowanie, wdrażanie i kontrola*, Gebethner i Ska, 35.

⁵Hill, N., Alexander, J. 2003. *Pomiar satysfakcji i lojalności klientów*, Oficyna Ekonomiczna, Kraków.

⁶Marciniak, B. 2000. *Badanie satysfakcji klientów- problemy i metody badawcze*, „Marketing i Rynek”, 11, 20.

In addition, the organization of the method of renting devices and then their disinfection for subsequent visitors was positively received. During the pandemic, the price of tickets turned out to be a third-rate value for people who decided to visit the monuments at that time. The client's last value seems to be independent of whether the epidemic continues or not is the quality of service facilities. Quality is understood as polite relations between employees and customers and the ease of obtaining information relevant to tourists visiting the monuments. In their research, the authors of this article tried to estimate historic buildings' perceived value in the Książ Castle and the palace complex in Kuks in the Czech Republic during the pandemic by customers. In the context of the research and interviews among tourists, it was found that the most crucial aspects of the value of historical objects for the client are:

- compliance with sanitary and safety rules,
- learning about the history of the buildings,
- ticket price,
- quality of staff service.

Tables 2 and 3 below show the calculated weights and level of satisfaction for the four most important aspects from the perspective of people visiting cultural sites during the coronavirus Pandemic.

Table 1. Weights and average satisfaction for selected aspects in Książ Castle

The most important aspects in assessing customer value during the Pandemic at Książ Castle			
No.	aspects	weight [wi]	average satisfaction [ci]
1.	compliance with sanitary and safety rules	4,86	4,98
2.	learning about the history of the buildings	4,69	5,00
3.	ticket price	3,5	3,1
4.	quality of staff service	3,12	4,16

Source: Own study.

Table 2. Weights and average satisfaction for selected aspects in the Kuks palace complex

The most important aspects in assessing customer value during a pandemic in the Kuks palace complex			
	aspects	weight [wi]	average satisfaction [ci]
1.	compliance with sanitary and safety rules	5,00	2,86
2.	poznanie historii obiektu	4,12	0,4
3.	ticket price	3,72	4,6
4.	quality of staff service	3,52	4,2

Source: Own study.

In Tables 2 and 3, both for tourists visiting Książ Castle in Poland and the palace complex in the Czech Republic, the essence of the factors determining the customer's value is the same. On the other hand, the average satisfaction for individual aspects

of the subjective assessment of service provision is different. In the Książ castle, both the weight and the perceived utility of customers are correlated. In Czech facilities, customer utility for the first two factors is much lower. It can be assumed that this is due to the lack of guided tours and the fact that the facility does not have audio guides, limiting the possibilities of learning about the facility's history.

On the other hand, the introduction of a uniform ticket price for all visitors is received positively. The uniformity of prices and the lack of organized tours may be positively perceived as an expression of the facility's managing bodies' concern for compliance with sanitary and safety rules. Thanks to the study results, the CSI index was calculated for the analyzed tourist facilities, as shown in Table 4 below.

Table 3. CSI index for the examined objects

	Książ Castle	Palaces in Kuks
CSI	4,42	2,92

Source: Own study.

After analyzing the obtained results, it can be concluded that the Książ Castle meets the expectations of customers much better during the coronavirus epidemic, as evidenced by the obtained CSI values for individual facilities listed in Table 4.

In the other part of the survey, the respondents were asked to answer the question: "How likely is it that you will recommend visiting Książ Castle / the baroque palace complex in Kuks to your friends/family during the pandemic?" for the most part they answered yes, with high values. The answers are given to this question to calculate the loyalty index, which is the NPS (Net Promoter Score). The respondents marked the response on a scale from 0 to 10, where 0 meant I would not recommend, and I would recommend 10. On this basis, the NPS index was calculated for each facility, which is presented in the following Table 5.

Table 4. NPS index responses, Książ Castle and Palaces in Kuks

scale	0	1	2	3	4	5	6	7	8	9	10
number of response in Książ Castle	0	1	0	0	3	8	12	22	33	76	57
number of response in Kuks palaces	0	0	1	4	0	13	16	36	21	23	18

Source: Own study.

Table 5 shows the number of role-based responses in the NPS calculation, yellow for critics, light green for passive customers, and dark green for promoters. It can be noticed that the highest level of loyalty is among tourists visiting Książ Castle; the NPS index was obtained at the level of about 59%, while in Kuks Castle, there were primarily passive customers. The NPS index was just over 5%. In Kuks, there is also a larger group of critics who, in the future, they may discourage other people from visiting this facility.

Both the higher level of customer value (CSI) and loyalty (NPS) towards Książ Castle may result from the fact that, despite many additional restrictions and limitations resulting from the pandemic, the facility has a broader offer for visitors than the palace complex in the Czech Republic. The services provided so far have not been abandoned, but additional restrictions have been introduced, e.g., the maximum number allowed into the facility or the number of audio guides offered at one time.

5. Conclusions- Suggestions for Improvements

Based on the conducted research, we propose the following improvement proposals:

1. The main activity will be social and promotional campaigns aimed at tourists to encourage them to visit and overcome the fear of infection away from home and the well-known medical care system and at residents to reduce fears and negative attitudes towards tourists. A visible procedural change may be necessary at the global level; it may be required to sign a health and epidemic declaration when crossing the border or checking in at the hotel.

2. It will also be necessary to change the offer's strategies and organization on managers of cultural tourism products and some services. In this regard, we recommend:

- actions aimed at changing demand and the possibilities of operation of own organization, as well as aimed at reducing losses. For example: dismissing some employees that the organization cannot further pay, abandoning teamwork in offices and attractions and closing physical access to clients due to bans (which is already happening), and in the medium term, submitting proposals still blocked directly by the state epidemics prevailing in the target areas and indirectly through measures to combat it (such as hotel closures, cancellations of connections, ban on the organization of events, etc.).
- the current situation will significantly accelerate the introduction of automated management processes that do not require human personnel - artificial intelligence. This should be expected in the handling of customer consultations and product sales, e.g., virtual interlocutors - bots as guides in travel agencies and travel portals, managing the processes of booking services and entire trips, management platforms for cultural routes and local packages, tourist planners for areas, cities, and routes, or applications with a service booking and payment layer, impersonal handling of at least some attractions. The results of the conducted surveys and interviews confirm this tendency.

The pandemic became the catalyst that accelerated - to the greatest extent - the digital transformation of many companies and institutions. Rapid changes have also created new challenges in security and trust zone - as the presented research shows. The pandemic has wholly changed many areas of our daily activities. Both in private life and in the way we work. The new situation has reevaluated our relations and needs.

Trust gained much importance. It is the foundation of the tourism industry. The sense of security - a lot indicates it - is becoming the fundamental factor determining business success.

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