ΔΡ.Α.Τ.Τ.Ε.

Tourism Research Institute

1st International Conference on Tourism and Hospitality Management

Conference Proceedings

June, 13th to 15th, 2008

Athens, Greece

ΔΡΑΤΤΕ

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“1st International Conference on Tourism and Hospitality Management”

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Industrial heritage as a tourism resource

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ABSTRACT

This paper explores industrial heritage tourism as a form of Special Interest Tourism (SIT). In the first part of the paper, the concepts of culture and cultural heritage are examined. In the second part, an attempt is made to define cultural tourism, which brings culture and tourism together. In the third part of the paper, the term ‘industrial heritage’ is analyzed and some of the most important industrial/technological museums/monuments in Greece are presented. In the fourth part, some strategies in which industrial heritage can be turned into a tourism resource and attraction are described. From the study of the whole phenomenon, the paper concludes that industrial heritage tourism in Greece has a limited potential, which is due, on the one hand, to the absence of a critical mass from domestic and foreign tourism and, on the other hand, to the small size of the preindustrial and industrial/technological monuments/museums in Greece. Consequently, industrial heritage tourism, as a new and sustainable form of tourism, can contribute, to a small extent, to the economic regeneration of declined and isolated areas. Finally, industrial heritage tourism may significantly contribute to diversifying and/or supplementing the actual tourist product as well as to extending the tourist season in Greece.

Key words: cultural heritage, cultural tourism, industrial heritage tourism

1. INTRODUCTION

Culture consists of a wide range of tangible and intangible resources. These include among others historic resources, ethnic tangible and intangible features, natural features, ambient qualities, visible activities, physical factors and intangibles (Jamieson, 1994). Tomlinson (1991: 4) points out that there are hundreds of definitions of culture, which means either there is confusion or the concept of 'culture' is so wide that it includes all those definitions (Richards, 2005: 22). "Culture is what makes us what we are today. It's how we live, learn and play. It's what forms – and transforms us, excites, touches, changes and brings meaning to our lives." (City of Bradford Metropolitan District Council, 2003: 1).

Thus, cultural assets are all the important aspects of history, not those which are associated with the 'culture of beauty' and the prevalent aesthetic choices but those which are associated with the 'culture of usefulness'; not only those which belong to the distant past but also those belonging to a past which is still inside us. Cultural heritage includes not only objects for conservation and museification but also historical routes within which act solid systems of values (Kalogri et al., 1986). According to the Convention Concerning the Protection of the World Cultural and Natural Heritage, the following are considered as "cultural heritage": monuments, groups of buildings, sites, urban complexes, cultural landscapes, industrial monuments and works of art (Mylonopoulos, 2007).

Heritage consists of what we inherit from the previous generations and implies a wealth which can be of intellectual, cultural or material nature. As far as industrial heritage is concerned, the emphasis is on a legacy which is not of artistic or ethnological importance at first sight. This fact creates some problems regarding the methods and the content of this scientific field as well as its spatiotemporal limits. In the first place, industrial heritage concerns the three last centuries over which industrialization emerged and spread, originally in Europe and then to the rest of the world. Thus we are talking about the legacy of the industrial societies from the 18th century onwards (Dorrel-Ferré, 1998).

2. CULTURE AND TOURISM

Culture and tourism are closely connected the one supporting the other, as those who travel to a destination often seek to get to know its culture. The first recorded people's movements in ancient Greece were the tours aiming at the acquaintance with other cultures (Thalis, Anaximandros, Herodotus, Plato, Stravon, Pausanias and others). Cultural tourism is considered to be the oldest form of tourism. "Visiting historic sites, cultural landmarks, attending special events and festivals, or visiting museums have always been a part of the total tourism experience." (McKercher & Du Cros, 2002: 1).

Cultural tourism is on the one hand, "the most effective tool to comprehend and promote the cultural identity of a country or an area, which contributes to the economic and social development of the less developed regions"; on the other hand, it is a sustainable form of tourism since "it does not exert an 'oppressive pressure' on the natural, social, human and built environment, which often result in its 'alteration', as the other traditional forms of tourism do (Moira, 1998: 190) This form of tourism started to be acknowledged as a special interest tourism form in the late 70s when tourism researchers and associations concluded that a good number of people travelled in order to comprehend the culture and the cultural heritage of the destination they visited (Tighe, 1986: 2-5). This acknowledgement started to be incorporated in international documents such as the Manila Declaration on World Tourism (UNESCO, 1980), according to which natural and cultural values are 'the fundamental attraction of tourism' (Article 18) and this is the reason their respect and conservation are necessary.

Two years later, the Mexico Declaration on Cultural Policies (UNESCO, 1982) widened the concept of tourism, defining it as "the whole complex of distinctive spiritual, material, intellectual and emotional features that characterise a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs" (UNESCO, 1982: 1-6). In 1985 the World Tourism Organization gave two definitions of cultural tourism. According to the narrow definition, cultural tourism is the "[m]ovements of persons for essentially cultural motivations such as study tours, performing arts, and cultural tours, travel to festivals and other cultural events, visits to sites and monuments." While the broad definition includes "[a]ll movements of persons […] because they satisfy the human need for diversity, tending to raise the cultural level of the individual and giving rise to new knowledge, experience and encounters" (WTO, 1985: 6; Richards, 1996: 23).

In reality, it is difficult to give a definition on cultural tourism. This is due to its many dimensions, tangible and intangible such as the works of art, the language, the gastronomy, art and music, architecture, historical sites and monuments, festivals and cultural events, religion, education, etc. As Richards (1996: 264) underlines, even the attempt to find "a single widely accepted definition leading to a generalization level renders the act of definition unnecessary". Williams (1985: 90) suggests three wide active categories of modern usage of the term: as a) a general procedure of mental, intellectual and aesthetic development (from the 18th century); b) as indicative of a particular 'lifestyle' of a nation, a period, a group or the humanity in general; c) the works and the results of an intellectual and in particular an artistic activity. The third category includes music, literature, painting and sculpture, theatre and cinema.

The definitions proposed by tourism researchers for cultural tourism could be classified in four categories (McKercher & Du Cros, 2002: 4):

a. Tourism-Derived Definitions

These definitions place cultural tourism in a wider context of tourism management theory, recognizing it either as a special interest tourism form, where culture is the base attracting tourists or inciting people to travel, or as an interaction among people, sites and cultural heritage. Reizinger (1994: 24) states that “[c]ultural tourism is a special interest tourism form which is based on the quest and participation in deep cultural experiences of an aesthetic, intellectual, emotional or psychological nature”.

b. Motivational Definitions

Certain writers and NGOs consider motivations as the main elements in the definition of cultural tourism. “Touring whose main aim is the acquaintance with and appreciation of the historical, artistic and intellectual heritage as well as the modern cultural creation of an area can be characterized as cultural tourism” (Mylonopoulos & Tsakiris, 2004: 211; Venetsanopoulou, 2006: 136). The definition proposed by the World Tourism Organization in 1985 belongs to this category.

c. Experiential or Aspirational Definitions

According to these definitions, cultural tourism is an experiential activity allowing tourists to come into contact with the social fabric, heritage and the particular character of the host places, thus contributing to their education and their entertainment. They consider that by initiating the observer into the cultural past of each place, cultural tourism may help them see the present under a different perspective (McKercher & Du Cros, 2002: 4-5)

d. Operational Definitions

These definitions are the most commonly used. “Cultural tourism is defined by participation in any one of an almost limitless array of activities or experiences […]” where “[m]otivation, purpose, or depth of experience counts less than participation.” (McKercher & Du Cros, 2002: 5) The operational definition pinpoints the real difficulty in establishing specific criteria or parameters about the content of cultural tourism, due to its very nature. Thus, today cultural tourism is an umbrella term covering “a wide range of related activities, including historical tourism, ethnic tourism, arts tourism, museum tourism”, religious tourism, industrial heritage tourism and others.

3. INDUSTRIAL HERITAGE

Industrial heritage is an integral part of cultural heritage, which in turn is the prime element for the sustainable development of a society (Mitzalis, 2007). According to the Nizhny Tagil Charter for the Industrial Heritage adopted by TICCIH (The International Committee for the Conservation of Industrial Heritage) in July 2003, “[i]ndustrial heritage consists of the remains of industrial culture which are of historical, technological, social, architectural or scientific value. These remains consist of buildings and machinery, workshops, mills and factories, mines and sites for processing and refining, warehouses and stores, places where energy is generated, transmitted and used, transport and all its infrastructure, as well as places used for social activities related to industry such as housing, religious worship or education.”

In different countries the responses to the question about what industrial heritage is and what its management includes vary and prove that industrial culture as cultural heritage is perceived in a different, subjective way depending on the individual's knowledge, experience, aesthetic values and the degree of industrialization of the country they reside. More specifically, industrial heritage may be (Alfrey & Putnam, 1992: 1):

- piecing together the remnants of long-lost industry;
- protecting and caring for buildings, sites and machinery;
- finding new uses for redundant but irreplaceable elements of the industrial landscape;
- restoring disused machinery and working practices to use;
- recording the knowledge, skill and experience of industrial populations;
- using the results of the above to show how past generations lived and worked.

Alfrey and Putnam (1992: 1) claim that "[e]ach of these activities involves constituting a resource […] for one or more uses (study, care, representation)" and that "[m]aking the industrial heritage involves managing the relationship between a range of such potential resources and their possible uses". More specifically, industrial buildings, workers' residences, means of communication and transport and machines-tools. The German industrial archeologist Rainer Slotta uses the term 'technical monument'[1] which means "the physical remains of the industrial, economic and technical development in the widest sense of the terms. These include machinery, equipment and installations, buildings and sites of production, which can clarify and explain the historical evolution and the respective working conditions in the fields of production and treatment of raw materials, trade, transport, public utilities networks and disposal of the remains" (Slotta, 1990/1991: 3, 7).

Kalogri et al. (1986) define the industrial monument as "the unique testimony of the living conditions of the working class, […] the other side of the dominant culture on what cultural heritage is: it is a monument destined for a class who did not have the possibility to leave testimony traces in the space because it lacked the means and where the only testimony is the one which was built for it, in order to convert it exactly into a working class, that is the factory." Slotta (1990/1991: 3) underlines the importance and the particularity of the technical monuments in relation with the other kinds of museums as "their importance resides less in the artistic intention of the architect or the founder of the installation and the age of the latter and more in their quality as documents, that is in the immediacy of their testimony with regard to the level of the production development, the transport facilities and the networks of public utilities".

[1] The concept of the *technical cultural monument* had been shaped a long time before the emergence of the industrial archeology, by the German Oskar von Miller, while in 1928 the German Society for the Conservation of the Technical Cultural Monuments was founded. In 1932 the first catalogue of Technical Monuments appeared, edited by Conrad Matschoss and Werner Lindner. (Slotta, 1990/1991)

The exploration of industrial heritage started in England on the eve of the Second World War. Until then, the architectural and technological production of the 19th and 20th centuries was faced with a pejorative and condescending attitude (Beaudet, 1996:9). The enthusiasm and the intense interest in the industrial past took shape in the late 50s and the early 60s when the science of the industrial archeology appeared, which spread rapidly in Europe and the USA.

3.1. The Industrial Heritage in Greece

As far as Greece is concerned, Traganou-Deligianni (2001: 6) mentions that "the industrial heritage has not been accepted till today by most Greeks as a basic part of their identity even though it is extremely familiar to them" and she attributes this attitude "to the fact that the required interpretation of the technical culture did not take place and the transfusion of the messages of the monuments of labour and technical inspiration to those people of the younger generations who did not have the chance to live this world of labour was not attained." This remark is also valid for the young people according to the results of a survey conducted in Greece with regard to the students' perceptions about industrial heritage (Moira & Parthenis, 2007).

Greece is a country where there was late industrialization dating back to the second half of the 19th century while the Industrial Revolution had already taken place a century before in England. Therefore Greece cannot boast industrial/technical monuments and sites of great importance while those which exist are relatively small in size and scale compared with the vast industrial areas with huge plants and heavy industries found in Germany, the UK, Belgium or the Netherlands.

Moreover, they are scattered throughout Greece thus it is hard to propose an industrial heritage route to visitors. In addition to this, although the more modern industrial/technical museums have incorporated new technologies in the presentation of their displays and exhibits, most of them are not attractive for family days out and to keep children busy throughout the day proposing interactive or educational activities. The guided tours last for a maximum of two hours and some of them have a boutique/gift shop and a café but do not provide visitors with entertainment. Most often visitors have to leave the site at the end of the tour and have to spend their day somewhere else. Finally, there is no critical mass from foreign tourists so that these sites/monuments/museums can be converted into primary or secondary cultural attractions and the villages or towns in which they are located do not greatly benefit economically from these visits apart from some local restaurants and hotels/hostels. More often the industrial/technical monuments/museums/sites are tertiary cultural attractions and are visited by accidental tourists who have not planned their visit there before they arrive at their destination.

Despite this situation, some museums especially the open-air ones have seen their visits increase dramatically over the last years. For example, the Open-air Water Power Museum at Dimitsana in Peloponnesus, a two-hour drive from Athens, receives about 46,000 visitors every year. People mostly go there at weekends or on day trips and the area has developed significantly since the opening of the museum in 1997.

Another characteristic of the industrial/technical museums in Greece is the fact that the ownership and the management are not uniform but may vary. The owners can be either the state, the municipalities, private businesses, corporations, or individuals while the management either stays with the owner or is conceded, usually by the state and the municipalities, to private businesses, financial groups, individuals within the framework of short or long-term programming agreements which aim at maximizing profits on the one hand through an efficient marketing plan and assuring the conservation and the funding of the museum/monument on the other hand. Some of the most important industrial/technical monuments/museums in Greece are briefly presented below.

Lavrion Technological and Cultural Park, Attica

The Lavrion Technological and Cultural Park (LTCP) was founded at the site of the Compagnie Française des Mines du Laurium in 1992, by the National Technical University of Athens. The buildings of the LTCP constitute a unique monument of industrial archaeology and architecture, due to their monumental scale and the fact that nearly all the facilities and most of their mechanical equipment have been preserved. The industrial facilities of Lavrion played an important role in the prominence and development of the area. During approximately 120 years of activity, the French Company contributed greatly to local production, technological advancement, research and education. Today, its renovated premises continue to support research, education and technology[2].

Maritime Tradition Museum, Piraeus

The Museum collection, under the title "Sea & Art" is related to the historical connection between Greece and the sea from antiquity till present. It includes maritime art, cartography, engravings, ship models and plans, scientific and navigational instruments, time-keeping and astronomy, byzantine maritime art, traditional art, sea warfare items etc.

Tsalapatas Rooftile And Brickworks Museum, Volos

The plant was founded in 1926 by the brothers Nicoletos and Spyridon Tsalapatas. It occupies 22,000 sq. m, of which 7,500 sq. m. is roofed over. In its heyday it had a horsepower of 300 hp and a staff of 200-250 workers. It produced various types of bricks and roof tiles. In 1975 the plant stopped its operation, because of rising competition and accumulated financial obligations.

[2] Source: http://www.lavrio-conferenceculturalpark.gr/52/article/english/52/43/index.html

In 1995 it was designated a monument worth preserving by the Greek Ministry of Culture. The Museum belongs to the thematic Museums Network created by the Piraeus Bank Group Cultural Foundation and was opened to the public in December 2006. It aims at presenting not only the history of this particular brickworks but also the development of brick-making both in Greece and abroad in relation to the industrial history of Volos[3].

Industrial Museum of Ermoupolis, Syros

Behind the copious cranes and warehouses of the Neorion Shipyard at the southern end of the port, there is the Industrial Museum of Ermoupolis, which opened in 2000. This museum consists of three buildings housed in the Technical Cultural Centre which stands in the middle of the industrial zone of Ermoupolis. These buildings belong to the Municipality and are: the Katsimantis paint works, the Aneroussis lead factory and the Kornilakis tannery, and exhibit collections of old machines and tools of the textile industries, machine-shops, tannery, shipbuilding, food processing industries, etc. They are great testimony of the industrial supremacy of Syros during the 19th century and retrace the industrial history of the island.[4]

Museum Of The Olive And Greek Olive Oil, Sparta

The Museum of the Olive and Greek Olive Oil opened to the public in the end of 2002. The museum is located in a building that once housed the Sparta Electric Company, a typical Greek industrial building of the interwar period, which belongs to the Municipality of Sparta and has been conceded to PIOP. Its extremely bad state required a radical renovation: only the northern side was preserved and included in the modern construction, which pertains to industrial buildings and creates visual escapes to the surrounding area, the neighbouring olive grove and Mt Taygetus. The imaginative architectural shell was adapted to the museological requirements of a pioneering museum[5].

The Museum of the Olive and Greek Olive Oil in Sparta aims to highlight the culture and technology of the olive and olive production, which is inextricably linked with the Greek and Mediterranean identity. Unique in Greece, it is located in the heart of Laconia, one of the main olive producing locations in Greece. In the upper floor the first testimonies about the olive in Greece, its contribution to the economy from prehistoric times to the 20th century, its role in nutrition, body care (cosmetic, pharmaceutical uses), lighting, while special mention is

[3] The information comes from the brochure of the Museum which is distributed to visitors.

[4] Source: http://syros.com.gr/syros/views/industrial/bio_mouseio.htm

[5] Source: http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?id=337&nt=18&Lang=2&MuseumID=277

made of its symbolic dimension in religion, mythology, customs and mores. The unit concludes with a brief presentation of the olive's position in art[6].

Museum of Industrial Olive-Oil Production, Lesvos

It is located on the island of Lesvos. It has been founded and designed by the Piraeus Bank Group Cultural Foundation (PIOP), which is also responsible for its operation. The Museum, which was inaugurated on 15 September 2006, is actually housed at the old communal olive-pressing complex at Agia Paraskevi on Lesvos which has been converted into a multi-functional museum. It is refurbished in order to articulate a museum of itself, where the olive-pressing installations are displayed under the best museological standards and the olive-oil production process is clearly presented. One can witness the development of the various machines, while special emphasis is given to the changes the introduction of mechanical power brought into the process of oil-production. In the main building the three basic steps of the oil-production process (crushing the olives, pressing the olive-pulp, separating oil from water) are shown, while reference is made to the auxiliary operation of the flour-mill. The museum aims at presenting the industrial heritage of the island, not only in the oil-production section but also in the wider field of technological development, as well as projecting it against its architectural, social and cultural background[7].

Open-Air Water Power Museum, Dimitsana

The Open-Air Water Power Museum opened to the public in the summer of 1997. Research in the environs of the River Lousios has identified more than 100 water-powered installations, providing evidence of the technology used by the traditional communities to cover their basic needs since the 16th century. The workshops were left to fall into ruins during the 20th century, as the area was gradually abandoned. The Open-Air Water Power Museum is visited by many people, especially school groups, and has received the Europa Nostra award. In 2003 it was included in the European Commission booklet of the 27 most successful projects in Greece, co-financed by the European Union[8].

The Open-air Water Power Museum in Dimitsana is a thematic museum which enhances the importance of water-power in traditional societies, by presenting the basic pre-industrial techniques that use water as the main source of power for the production of various products. On a site 1,000 sq. m. in area, in

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[6] Source: http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?id=337&nt=18&Lang=2&MuseumID=277

[7] Source: http://www.oliveoilmuseums.gr/ecportal.asp?id=57&nt=18&lang=2

[8] Source: http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?id=340&nt=18&Lang=2&MuseumID=274

the midst of dense vegetation and abundant running water, installations and water-powered equipment have been restored to meet the operational requirements of the museum. Each of the restored traditional workshop buildings houses a permanent exhibition whose theme is relevant to the workshop's original use[9].

The Fokis Mining Park (Vagonetto)

Vagonetto or the Fokis Mining Park is a Theme Park, unique in Greece, allowing the visitor to get to know the bauxite extraction process step by step. The idea for this project came from the people who worked in the mines and wanted to safeguard and share the memories of the place – now inextricably wound up with the bauxite mining process. The purpose of the Fokis Mining Park is not merely to present the different areas and operations of the mine, but also to inform and educate-in an entertaining manner- the younger generations in the history of bauxite exploitation and of all those who worked in it. Construction started in 1998 by S&B Industrial Minerals S.A. (previously Silver and Barite Ores Mining Co. S.A.), in the Company's bauxite mining operations, at the 51st km of the Lamia – Amfissa National Road, in Fokis and has been in operation since September 2003. Acquaintance with bauxite starts in the obsolete underground mine "850" and continues in the Exhibition Hall of Mining History to be rounded up in the Open air Machinery Exhibition.

A visit to Vagonetto is a multifaceted educational, entertaining experience, for children, young people, teachers and families. It is a living lab in the heart of a region full of archeological monuments, museums and historical sites. At the dawn of the new century, the Fokis Mining Park is "something different" in Greece, integrated in the socio-geographic environment of the area and contributing to its cultural identity, as it is not merely an old mine, but part and parcel of the life and history of the area[10].

The Silk Museum, Soufli

The Silk Museum in Soufli presents all the phases and stages in the pre-industrial process of silkworm rearing (sericulture) and silk-making, in the socio-economic framework which made Soufli, a small town in north-eastern Greece, and its environs a major silk producing centre in Greece (late 19th – mid 20th c.) The exhibition comprises four thematic units and 46 exhibition units with two-

[9] Source: http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?id=340&nt=18&Lang=2&MuseumID=274

[10] Source: http://www.vagonetto.gr/english/index_eng.html

dimensional explanatory material (texts, photographs, drawings, maps) and items that are traditionally associated with sericulture and silk weaving[11].

The Museum has been operating since 1990 and is housed in the Kourtidis Mansion, an architecturally beautiful mansion, which belonged to the physician, scholar and politician K. Kourtidis. The building was constructed in 1883. The ground floor was used as a cocoonery, while the family was housed on the first floor. A second single-storey building on the same plot of land also served as a house. The mansion has survived in good condition, because of the quality of the materials and its solid construction. Conservation and restoration work took place during the period 1978-1985, following the donation of the building by Mrs M. Kourtidou-Pastra to the Hellenic Bank of Industrial Development (ETBA) in 1976[12].

4. THE VALORIZATION OF THE INDUSTRIAL HERITAGE

Firstly, it should be underlined that if we wish to use preindustrial and industrial/technological monuments/museums/ sites for tourism reasons, these have to be converted into cultural products, that is they have to be made more attractive to the visitor stimulating them to visit. This neither means that all the monuments have to be used for tourism reasons nor that these monuments/museums/sites have all the required features which will turn them into tourism attractions.

Attractions ate those which generate tourism demand and which provide visitors with a reason to visit a destination. They are necessary in the first place in order to attract tourists to an area and then to keep them there for as long as possible (McKercher & du Cros, 2002:101). Consequently, by adopting a marketing approach, all those involved in tourism have to comprehend what a cultural product consists of so that the tourists' real or latent needs or desires are met (McKercher & du Cros, 2002: 103). In the tourism industry, a cultural product is often developed according to the philosophy of the cultural administrators and then an attempt is made to attract visitors to it instead of doing exactly the opposite, that is meet visitors' needs in the first place by adapting accordingly the product. Of course, this adaptation should in no way be made to the detriment of the authenticity of the monument/site and the quality of the experience provided. In addition to this, Wanhill (2000: 61) states that "[k]ey factors in the economic success of heritage attractions are the creativity of the concept in combining authenticity with interpretation to enhance the visitor experience, ease of access, and a realistic vision".

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[11] Source:
http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?ID=269&NT=18&Lang=2&MuseumID=268

[12] Source:
http://www.piop.gr/%2817FD8648B04027D077BEB999A1B995163CECB1EBD04C9D1A%29/PiopMuseum.asp?id=342&nt=18&Lang=2&MuseumID=268

In Greece, with the exception of the network of thematic museums of the Piraeus Cultural Foundation and some other cases, the display/interpretation of the exhibits in the industrial/technical monuments/museums/sites is static and is done in a conventional way which does not stimulate the visitors' interest and where new technologies are completely absent. Moreover, visitor accessibility to the industrial/technological monuments/museums is hindered because of the geographical relief of Greece, its geographical position in the southeastern part of Europe and its insularity which, coupled with an inadequate domestic transport network (rail, road, maritime), lead to the isolation and inaccessibility of certain geographical areas. On the other hand, these monuments/museums are scattered throughout Greece and there is often a long distance between them, which results in people finding it difficult to visit more than one or two at a time. In addition to this, none of the existing industrial/technological monuments/museums is a primary and in most cases not even a secondary cultural attraction – able to attract visitors to an area by itself. An exception is perhaps the Open Air Water Power Museum of Dimitsana which, due to its proximity to Athens -about a two-hour drive-, attracts a lot of visitors who go there on a day trip or to spend a weekend.

From the above, it is judged necessary to draw a strategy in order to convert the existing cultural resources, -in this case, industrial heritage- into cultural tourism attractions if what we really want is to attract visitors who will spend several nights in the area, which will diffuse economic benefits to the local communities (e.g. hotels, restaurants, souvenir shops, etc.) More specifically, with regard to the Greek industrial/technological monuments/museums we suggest the strategy of bundling of the existing museums/monuments in an area or prefecture and their supply to the public in a package form which may include alternatively or cumulatively the following:

a) Flat rate package including transportation to destination by coach, train or ship, admission tickets to the industrial/technical monuments/museums, accommodation and any other services at a lower price than if the visitor purchased every service separately.

b) Passport ticket at a low price for a combined visit to the industrial/technological monuments/museums of an area or any other museum of the area. Thus visitors are 'forced' indirectly to visit certain monuments/museums/sites which they would not visit otherwise.

Bundling encourages, on the one hand, visitation to the whole destination and not only to a couple of cultural monuments and on the other hand, it helps create a themed unit about a place, by developing a stronger sense of the destination for tourists recalling many places with similar (McKercher & du Cros, 2002: 112).

Another strategy to turn industrial heritage assets into cultural tourism attractions is that of the Linear or Circular Tours or the Industrial Heritage Routes/Networks. "[R]egional communities are realizing that, collectively, the sum of their cultural assets has greater tourism appeal than the individual assets within a community. Bundling diverse attractions into a themed touring route creates an appealing primary attraction" (McKercher & du Cros, 2002: 113). Industrial heritage routes may function on the one hand, as a management tool for the development of special interest tourism, and on the other hand, as an applied practical interpretation of the national industrial heritage, often unknown and down rated. The common theme of these routes may be the olive oil, the mines, the tobacco warehouses, the railway station passenger buildings, the naval tradition etc. A good example of industrial heritage tourism routes is 'La via dell'energia'[13] in the region of Lombardy in Italy, where tourists can visit eight energy plants. Visits are combined with historic, artistic, nature, wine and gastronomic routes in Lombardy.

For instance, different schemes[14] have been proposed for the promotion of the Greek naval heritage (Moira, 1998: 190-192). Furthermore, Karavassili and Mikelakis (1999) have proposed a grid of cultural routes of special interests for the Greek region of Sterea Ellada, while Deligianni & Kambouri (2005) have proposed the creation of Industrial Heritage Routes for northern Greece as long as certain restoration works take place.

Finally, another strategy is to organize artistic or music festivals with a specific theme once a year or every two years, which will become established and will associate in the visitor's memory the name of the area and its monuments with the specific festival. For instance, Big Pit Mining Museum in South Wales increased its visitor number to 120,387 attendances in 1992 because of the National Garden Festival[15] which was organised in the adjacent Ebbw Vale and which lasted from May to October (Wanhill, 2000: 63).

Moreover, another disadvantage facing the industrial/technological monuments/museums is fragmentation and heterogeneity with regard to the administrators of these museums/monuments (e.g. Ministry of Culture, municipalities, individuals, associations), which does not allow a single coordination and a joint action regarding the promotion of these attractions (Mylonopoulos & Parthenis, 2007: 534). There should be cooperation and synergy among these administrators either at a local level or at a regional level about the uniform and bundled promotion of industrial/technological

[13] http://www.laviadellenergia.it

[14] 1. Naval Museums, 2. Ships-Museums, 3. Ships-Representations, 4. Ships of Traditional Boat-Building Craft 5. Ports-Museums, 6. Museums-Shipyards-Port installations, 7. Naval Cultural Routes.

[15] The National Garden Festivals were a high-profile 1980s initiative by the then Conservative Government in response to criticism of their alleged neglect of areas hit by the decline of heavy industry. Environment Minister Michael Heseltine proposed that derelict land should be reclaimed for a Garden Festival as a symbol of the rebirth of such areas. The festivals were held every two years. The first such Festival was held in Liverpool in 1984. Subsequent festivals were held in Stoke-on-Trent (1986) and Glasgow (1988) and Gateshead (1990). The festivals were highly successful in attracting millions of visitors from all over the country to industrial areas long ignored by British tourists. However they did not always lead to the hoped-for long-term injection of private investment in the affected areas. Source: http://en.wikipedia.org/wiki/Ebbw_Vale_Garden_Festival

monuments/museums, advertising and promoting at the same time any other cultural and environmental resources of every area.

For this reason, we propose the development of special interests tourism forms in groups or “grids” - based on some common features of the tourists’ motives – aiming at sustainable development at a local level (Coccossis & Tsartas, 2001: 84). For example, in the region of Peloponnesus someone visiting the Museum of Olive and Greek Olive-Oil in Sparta could also visit the Diros Caves (geotourism), the Archeological Site of Mystras (UNESCO World Heritage Site) or the medieval fortress and town of Monemvassia (cultural tourism), the wetlands in the valley of the Evrotas River or the mountain range of Taygetus for hiking and climbing (rural and mountain tourism). European walking route E4 also leads there.

Of course, it should be acknowledged that special interest tourism and alternative forms of tourism are not the comparative advantage of Greece; instead Greece has traditionally been based on the packaged mass holiday tourism. In the report on the Greek economy and tourism for 2006, the Research Institute for Tourism pinpoints that the concept ‘alternative tourism’ is wrongly considered as a substitute for the traditional tourism model offered by Greece and underlines the fact that the special interests tourism should be viewed as supplementary to the traditional tourism model of Greece aiming to enriching the complex tourism product emerging from the promotion of the national natural and cultural wealth (Research Institute for Tourism, 2006: 91-92).

We share the above view because it is our conviction that Greek tourism cannot – and should not- withdraw from the sea and sun model, which is the most important comparative advantage of Greece, and it should not focus exclusively on special interests tourism. Actually, Hudson (1994: 206) states with regard to this: “There is no guarantee that a tourism based on nostalgia for a departed industrial past will prove more attractive to consumers than one based on sun, sea and sand in southern Europe”.

Moreover, Edwards and Llurdés (1996: 359), who studied the case of industrial heritage tourism in Spain, attribute its reduced spread on the one hand, to the fact that Spain is – like Greece- a major mass tourism destination based on sea and sun, and on the other hand, to the fact that one-day trips and weekend trips are not popular among the Spaniards as they prefer to go to their country houses instead- which is also true for the Greeks. Additionally, they underline that public authorities in Spain put a great emphasis on mass summer tourism since the latter brings about a greater influx of foreign exchange to the country, which is vital in order to equilibrate the balance of payments.

Hospers (2002: 401) is quite pessimistic about the contribution of industrial heritage tourism to the regional regeneration and the economic restructuring within the European Union, highlighting that “new employment in industrial heritage tourism can never fully compensate for the loss of jobs resulting from the closure of the former work places”. For example, 515 people had been working in the mine of Cardona in Spain before it run down in 1990, while as a tourism attraction it only employed six people in 1993 (Edwards & Llurdés, 1996: 359-360).

5. CONCLUSION

It is our conviction that agrotourism, ecotourism industrial heritage tourism - Special Interest Tourism forms addressed mainly to domestic tourists-, can in no way replace the sea and sun tourism development model in Greece. On the contrary, they can enrich the generated traditional tourism product with supplementary services and thus render it more attractive to foreign tourists in particular. This will enhance the competitiveness of Greece as an international tourism destination since “foreign tourism”, where the potential demand is practically limitless, “has an autonomous and active impact on the domestic economic activity.” On the other hand, the impacts of domestic tourism, which, “as a potential, lies in specific quantitative limitations, defined by the size of population and the level of living […] are to a great extent similar to the impacts of the zero sum game.” (Research Institute for Tourism, 2006: 79)

To sum up, industrial heritage tourism, a mild form of tourism, can contribute to supplementing and differentiating the supplied tourism product of Greece and prolonging at the same time the tourism season. Tourists have the opportunity to see throughout the year another face of Greece, beyond its stereotypical sea and sun image. Moreover, industrial heritage tourism can contribute to a limited extent firstly, to the regional development and economic regeneration of isolated and neglected areas by promoting their comparative advantages, then to social cohesion through the collective historical memory and finally to environmental sustainability.

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Tourism education; Nigeria's position

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ABSTRACT

Despite institutionalizing tourism in Nigeria since 1962 with millions of domestic and hundreds of thousands of foreign tourist to Nigeria, it is a reality that Nigeria is yet to institute productive service development strategy; it lacks tourism and articulated conscious tourism education and training policy that will enable the country to be a destination, satisfying employers, employees and trainers. The curriculum of the programs regulatory bodies in the institutions of learning leading to the standards and the inadequacies in human personnel and financial resources; to implement this. The 1st tourism course in the country was introduced in 1978 with three (3) students to read tourism under catering department of the Kaduna Polytechnic though the student intake now is well over 100 yet the course is not properly addressed. This was acknowledged by the Tourism (TSM) master plan when it stated that the human resources capabilities of the TSM and hospitality sector are lacking far behind in terms of quality, standards and skill delivery. There is a lack of balance between management and supervisory training. Presently there is a significant shortage of suitably qualified instructors, teachers and lecturers across the teaching faculty, coach industrial experience and international blend resulting in the inadequacy of teaching methods and outdated content, TSM awareness and participation for the teeming population is much to be desired. This paper will look at the strategies and modalities that are workable and result oriented particularly at the tertiary level to enhance tourism Education.

Keywords: Education, Curriculum, History, Financing, Sensitization.

INTRODUCTION

Educational Pursuits in Nigeria have been undergoing criticisms since the inception of Western form of education. The Phelsp – Stokes Report condemned the education given by the missionary as being classical and following the ideals of their home countries. As such it was not suitable. In 1923 the British government appointed an Advisory committee on Native Education in Tropical Africa. The term of reference was to advice on matters of education and how to advance its progress. In 1925 a memorandum on education in British Territories was issued. This was the first education policy: "Education should be adapted to the mentality, aptitudes, occupations and traditions of the various peoples, conserving as far as possible all sound and healthy elements in the fabric of their social life, adapting them where progressive ideas, as an agent of natural growth and evolution" Enoh (1996).

From that time till date Nigerian government have come up with divergent policies in education. All with the effort to make education viable to the needs of the people. However education is not just curriculum content. It includes philosophy upon which every curriculum is based, the social, political and cultural environment which the institution of education has to continually interact with. For Nigeria her experience has been the inheritance of the colonial masters curriculum and ideas. It succeeded in the production of a people with varied systems and ideas. Though the curriculum has undergone some changes yet the ideas and the mentality influenced its practice. Efforts at developing a functional educational system has continuously eluded us. Today there are over five million graduates that are unemployed.

In this regard when modern tourism education became part of the curriculum and a policy, the government introduced it, but without any serious commitment. The philosophy, ideals and its practice was not understood by the managers of education, the trainees and the Nigerian society. Heritage resource which are pictures of the past of a people. Kashim, A (2007) says regardless of what form they take Land, building, customs and traditions, heritage resource need planning management in order to continue educating people about their history, root and contribute as tourism product. These, tourists seeks for while travelling the uniqueness and novelty of a foreign land is what inspires.

The other negative effect on positive tourism education is vested in the leadership style of the country. As pointed out by Ashimolowo (2008) Nigeria lacks leaders who believe in solving peoples' problems; but who have poverty mentality. Low self esteem who uses their position to enrich themselves, or use the government money to cure their emotional insecurity. Or leadership concept of superiority and domination. He continued to postulate that the Blackman needs tutors and guardians who know that wealth is not material in nature, but essentially thoughts, plans ideas and execution. Another negative factor against tourism education in Nigeria is the materialistic philosophy of the Nigerian society. Zakari (2008) pointed out that materialism is the bane of the Nigerian society. Every Nigerian with a suggested. 20% exceptions are corrupt in office. How to get rich quick syndrome is the value. Within that value, every hideous activity will excel and create insecurity while chasing money".

To crown all one serious key factors about the tourism development in Nigeria is the paucity of knowledge about tourism generally. The subject is at large not perceived in its depth by the populace. Onyige (1988) explains the way the average Nigerian understands tourism is, “as a bottle of wine, a beautiful girl and a hotel” this perception is very detrimental to the tourism course. To buttress this idea, is the fact that the Nigerian society is a very religious society either by the Moslem worshippers or Christians. Very religious people without the fear of God but full of religious practice. So they will frown on any activity that will visibly expose them to doing a wrong thing according to the religious Laws.

HISTORY OF TOURISM IN NIGERIA

The Association of International Scientific Experts in tourism defines it as quoted by Adejowon (1993) as “the sum of phenomena and relationships arising from the travel and stay of non-residents in so far as they do not lead to permanent residency and are not connected with any earning activity”.

Onyige (1988) sees tourism as the act of traveling for recreation or an industry that is involved in guiding and accommodating tourist. It is a leisure activity undertaken without compulsion. Emenyonu (1988) states that tourism is embedded in humanity people recognize the need for leisure, irrespective of the human history. He acknowledges that this value has been possibly internalized from God the creator of the universe who took a holiday as soon as He completed His creation project”.

Zakari (2008) visualize tourism as a factor of experience “Tourism is an incarnate love for Gods creation or nature, deep within man, expressing this through the appreciation of man’s intelligence in converting and recreating what providence made available to him… appreciating tourism is to appreciate oneself when in the midst of life’s’ pursuits, someone unconsciously settles down to enjoy the beauty and mystery of creation and gift of nature around him.” The tourist who set out on a holiday is desirous to enjoy mental and physical rest to re-energise him with vigour to go back to routine life. This is what materialistic philosophy does not provide.

The British colonial masters developed catering houses and quest houses for government officials on duty. Restricted clubs like the Ikoyi club and provincial headquarters had special clubs for senior and junior civil servants for recreation. It was at this period too, that game reserves / forests were identified and isolated. Laws were made against poaching and bush burning by the forest ministry. National museums were established at Esie, Jos and Lagos in 1943. Okita (1983.7)

In 1962 the government institutionalized tourism in principles and attempted it’s practice. Alhaji Ahmed Joda an elder statesman was sent to Egypt in 1959 to observe tourism establishment with the view to advice the government towards its ideals. On his return and by his advice the first holiday hotel was built within the Yankari Game Reserve in Bauchi Province the same year. A reserve that had numerous animals, birds, human caves and a warm spring (WIKKI).

This place attracted both domestic and international tourists and holiday makers, honeymooners. Nigerian leaders like former Head of State Gen. Yakubu Gowon and family, Gen Muhammadu Buhari were there for a holiday and leave respectively while in office. Between 1960-1970 marking the early period of independence; there was a cold shoulder towards holiday need for workers except for business trips engaged by villagers going to towns or cities to sell or buy. Government officials continued to use the rest houses built by Europeans to do official assignments. The government was silent in developing a functional holiday culture which invariably would have developed tourism practice and enjoy tourism education.

The western education discussed earlier was basically on Christianity and those who accepted were alienated from their culture, all festivals, and ceremonies that encouraged the development of cultural tourism was stifled. Gradually the weight, fame and observation of these festivals dwindled as they were looked at as fetish, inferior, pagan and derogatory. So they lost their measuring and significance. Even in the rural areas modernization has affected their style, mode of living and their value. For the majority it became real that these valuable aspects of culture died a natural death. Later some Nigerians writers began to incorporate festivals into their work, Wole Soyinka's poems, Idanre and his play Kongi's Harvest. In this work he showed the dependence of the present on the past. Chinua Axhebe's Things Fall Apart and Arrow of God show sights of Igbo Yam Festival and suggested dignity of the past as well as its shortcomings. The government since 1999 has been attempting to revive some of these festivals as tourist attractions, realizing that Nigeria has a rich culture which is marketable within and outside the country.

AIG – Imoukhude (1976) came up with government policies concerning tourism (as established by Act No 43 of 1967) then in 1975 there was intern-governmental conference or cultural policies in Africa. (Accra, 1975) and that of Mexico (1982) by UNESCO which Nigeria is a Signatory. That, states will recognize the mobility of people. They were to institute appropriate means of travel and leisure to encourage Nigerians and others to spend their vacations in Nigeria. And develop all recreational facilities. Also to build, maintain and preserve all monuments of old city wall, gates, sites, palaces, shrines, public and private buildings of public and private buildings of historical significance and monumental sculpture and protect them from neglect desecration of destruction some preserved by declarations e.g. Sukur stone kingdom of about 17th century. Adejuwon / Ekpenyon (2000) enumerated the Nigerian government desire to associate with the outside world on leisure pursuits. They joined international union of travel organization (WTO) based in Spain in 1963. In 1970 Nigeria joined W.T.O to celebrate world tourism day. Since then Nigeria was opened to the world of tourism matters. There was a conference in Lagos in 1975 on tourism.

In 1988, 1989 conferences took place in Ilorin to discuss tourism policy for Nigeria where they promulgated decree No 54 and made Nigerian Tourism Board (NTB) a fully fledged government parastatal. First tourism master plan was drawn up in 1981 for a ten year program as if tourism will gain ground, during the government of Murtala Mohammed / Obasanjo a military government, before there was a change in leadership.

By 1999 Obasanjo's democratically elected government also created the Ministry of Culture and Tourism this was the height of tourism development with Nigerian Tourism Development Corporation (NTDC) getting substantial funds to man its program of promoting and marketing tourism. However funds to tourism course have been poor and when given it is being misused and diverted to other issues.

TOURISM EDUCATION

The government in Nigeria has recognized tourism as a worthy course since pre-colonial period, from 1999; it has placed more serious attention to tourism in its policies. Tourism education as a profession started in 1978 in Kaduna polytechnic with only three students with National Diploma (ND) Catering to read Higher National Diploma (HND) Tourism under The Catering and Hotel Management Department. There are many other polytechnics offering tourism at ND level in the country these are: the Federal Polytechnic Mubi, State Polytechnics Bauchi, Plateau, Kogi (Idah) and Katsina all manned by Kaduna Polytechnic graduates.

Until recently, no tertiary institution offered degree in tourism. Ondo State University now offers Recreation Studies at 1st degree level. The Ahmed Bello University - Zaria in the department of Urban and Regional Planning in 2007/2008 academic session began Masters Course in Tourism and Recreation Planning. In the same University the History department offers projects in tourism at 1st degree level. The Bayero University Kano also offers recreational studies. The Federal Government also established Nigerian Institute of Hotel and Tourism (NIHOTOUR) to train tourism personnel for the intermediary labour force offering all kinds of certificates. Stakeholders, the hotel, restaurants and travel agents are expected to employ them.

TOURISM CURRICULUM

There is an existing curriculum which the National Board for Technical Education (NBTE) has put in place for the education of National Diploma (ND) and Higher National Diploma (HND) students. This curriculum covers a wide range of subjects that includes every facet of tourism discipline. The theoretical aspect is more emphasised than practical. With emphasis on Nigerian history, art, and museum studies. They learn catering including Hotel set up and cookery.

FINANCING TOURISM EDUCATION

Quality education is not free. As such, Ifedayo Oladapo (2008) stated that we need to invest more in the educational system, otherwise the universities will continue to churn out half – baked graduates like we have now". The availability of finance to develop and promote the tourism industry is critically important for the industry's further growth and development. A number of policy guidelines should guide the increased financial commitment to the development of tourism in Nigeria. While the exact nature and extent of these should be properly assessed and evaluated, the following measures should be considered.

i. Conduct an urgent review of the government financial contribution to tourism as well as the process of determining such contribution.

ii. Consider a large initial capital injection by government to "kick start" a major tourism development thrust over the years. Such contribution should be in accordance with the programmes and projects identified in the implementation strategy to follow this paper.

iii. Investigate the broadening of the tourism funding base in a practical and uncomplicated fashion, by considering a single departure tax.

iv. Coordinate the collection of tourism levies nationally and revert a percentage back to the provinces.

v. Promote partnership for the provision of funding between and among government, local and international private sectors and donor agencies.

vi. Facilitating access to RDP and donor funds for the tourism projects as well as demonstration projects.

vii. Promote active forms of community partnership, especially via joint ventures in which communally owed land forms the basic of equity for community partnerships with the private sector and state conservation agencies.

viii. Review the current taxation system with a view to de-linking the tax from the grading.

All these will direct attention to the tourism education sector who will man tourism industry in the country.

A major problem limiting tourism development is the unavailability of finance on favourable terms over a long period of time to invest in tourism development. Specific factors limiting access to finance include the requirement of substantial security and collateral, the lack of assets in the form of land or home ownership that would act as security for loans, administrative red tape, and request for submissions. This has caused lack of localized institutions that provide funding.

The government could consider the following policies and actions aimed at improving the access to finance as well as making investment funds more widely available to the tourism sector.

1. Establish a dedicated tourism development fund to provide funds for tourism enterprises and activities not catered for by existing state financing agencies. Such fund should be managed in a transparent fashion and should be subject to regular auditing and scrutiny.
2. Ensure that state funding is accessible to the wider business community, emerging entrepreneurs. Micro enterprises, sole traders and the informal sector.
3. Consider creating a subsidized financing facility to accommodate the entry of the previously neglected into the tourism industry.
4. Ensure that technical assistance is provided to potential entrepreneurs, utilizing as far as possible existing institutions, such as the NTDC.
5. Encourage existing private enterprises to assist in guaranteeing loan of small entrepreneurs for example, the advance purchase of their services.
6. Encourage the reform of land holding and property right to allow SMEs to obtain collateral to facilitate loan acquisition.

SENSITIZING THE NIGERIAN SOCIETY ON TOURISM

1. The lawmakers must be influenced deliberately to make loans that will be culture friendly. Money should be given for training in cultural affairs, encourage body writing workshops and seminars through the sectors of endeavours within the country.
2. Museum/Movement training and publicizing – conserve and protect cultural properties must not be destroyed. From now on education sector of museum must embark on massive heritage education.
3. The Nigeria educational system needs to be overhauled completely with the Nigeria ideology opined Osuagwu. Cultural education should be introduced in to the curriculum of schools, colleges and tertiary institutions creating patriotism awareness of their importance ensures continuity.
4. Heritage education should involve all stakeholders' individual researchers, communities' politicians' tourism board and royal fathers who have been custodian of our cultural assets from time in immemorial.
5. Publicity and proper enlightenment must be embarked upon through the proper packaging of our heritage site using the media, pictorial documentations well articulated information pamphlets. Along there are the seminars workshops symposia, meeting with the community between schools cultural display at festival periods should be encouraged.
6. History teaching should be a must. Students can later branch out to ethnography museology and archaeology. There are about 400 tribes in Nigeria little is known about the majority of the people.
7. More Nigerian Universities should offer degrees in Tourism.

8. A policy on tourism education and training for the tourism industry personal should be fashioned out with a manpower developments and strategies made functional for the upliftment of the industry quality service delivery.

9. Tourism curricula should be reviewed to make the programmed and courses more responsive to market demands at various sectors of the industry.

10. Awareness programmes should be made continuous to the appreciation of employers, employees, trainers and government administrators.

11. Lecturers, instructors and technicians should be supported to acquire advance and knowledge in specialist areas and be motivated to minimize brain-drain.

12. The conversion and upgrading of Kaduna Polytechnic to its new status of being a University with effect from January 2007: is a more sure and important reason to create Tourism Department to offer degrees. This will give the institution a solid footing to properly organize the teaching and establish the tourism factor in Nigeria.

13. Research programmes should be encouraged on different aspect of the culture.

14. The writing of relevant books on tourism should be encouraged

15. The Academia should be involved in policy formation and execution on tourism.

16. The use of Information Technology facilities like the internet should also be encouraged.

CONCLUSION

Indigenous education was high in cultural tradition such as the art of government, music, dancing and ceremonies" which today can be exploited for tourism education and consequent tourism enlightment for Nigeria. Limiting these to the development of modern society requiring specialization in scientific and humanistic knowledge in order to satisfy them. Educational training in arts science, engineering & information technology is necessary for over all development. Sensitizing the public on tourisms philosophy, objectives, destinations and benefits will kill fear in people. Ignorance and apathy must be fought in the schools, towns, villages, streets the farm and in our homes.

So workshops; seminars and book writing are key channels to achieve the above. Government encouragement financially to go on holidays will develop the tourism factor in the country. Tourism in an all encompasses various disciplines. It is simply "Life of man". Everything he gets involves in, is an art. This becomes attractive with eminent reaction positively or negatively. It is a science it is interdependent on almost every aspect of humanity giving meaning to life.

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Community Participation Life Cycle in Ecotourism Development

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In the literature, research findings on variable impact of ecotourism in several less developed countries indicate that domestic participation is limited and the number in a community who are directly affected is negligible. The above situation can be explained by various limitations to community participation in tourism development process, which among them are lack of capital, skills and knowledge, lack of awareness of tourism potential, and complacency in attitudes among local people. Many authors also agree that there are operational, structural and cultural limitations to community participation in tourism, and the degrees of limitation tend to exhibit higher intensity in developing countries than in developed countries. By conducting research in two ecotourism sites in Malaysia, this study has postulated a community participation life cycle, which can be used as a descriptive tool to develop further knowledge in the field of community participation in tourism development. Although the life cycle illustration is only conceptual and is not intended to represent data that has been empirically proven, the diagrams integrate disparate factors and provide interrelationship and a sense of understanding between opportunity level and involvement levels – local and external. In general, the study found that a certain level of opportunity is required to allow local people to participate in certain activities. It is safe to assume that as the opportunities grow, the level of involvement also increases. In tourism, the level of local involvement in tourism-related activities is closely linked with the level of tourism opportunities. However, tourism growth will reach a critical point where external sources will exploit local control.

Key words: ecotourism, community, participation, life cycle

Introduction

One of the basic tenets of ecotourism is that it should be both economically viable for business owners and should provide material well-being to the local communities. The profitability of ecotourism and flow of money and resources back to a local area and its community is axiomatic to development of ecotourism (Page and Dowling, 2002), and these benefits should outweigh the costs of ecotourism to the host community and environment. The benefits must also be sufficiently visible, so that local community sees them occurring and understands where they are coming from. Perhaps the most evident opportunity is through employment in and income from the ecotourism industry itself. Besides employment, other benefits of ecotourism include diversification of the local economy, increased markets for agricultural and local products and improved transportation infrastructure (WTO/UNEP, 1992). In general, local communities can become involved in various ecotourism operations and in the provision of knowledge, services, facilities and products.

With the introduction of ecotourism, it is found there is a better basis for conservation of the natural resource as there are direct benefits to be gained from an intact environment. These benefits can be seen by local communities thereby encouraging awareness to conserve within an economic framework (Wearing and Neil, 1999). The Australian National Ecotourism Strategy recognises that 'ecologically sustainable' involves an appropriate return to the local community and long-term conservation of the resource (Allcock et al., 1994, p. 3). Similarly, Drumm (1988) argues that local communities perceive ecotourism as an accessible development alternative, which enables them to improve their living standards without having to sell off their natural resources or compromise their culture. In the absence of other sustainable alternatives, their participation in ecotourism is often perceived as the best option for achieving their aspiration of sustainable development. Thus, ecotourism can provide a context for local incentives to conserve and protect the environment and to improve the quality of tourism experience (Tourism Concern, 1991).

The requirement that local communities and regions benefit from ecotourism and participate in decision-making, or at least be no worse off, appears to be based on two main premises. The first draws on the principles of intragenerational equity and intergenerational equity underlying the concept of sustainable development, and essentially holds that it is the socially responsible, or right thing to do. The second is instrumental in nature and involves the assumption that local communities are most likely to protect or maintain a resource base in a form that is suitable for tourism if they stand to benefit from it. In this case, they have an incentive to protect the resource (Blamey, 2001).

It is clear from the above discussion that there are many advantages to incorporating local involvement in ecotourism development. According to

Rovelstad and Logar (1981), community involvement provides better understanding of interdependence between attractors and service businesses, promises greater community harmony by avoiding problems, reduces business failures by assuring sound growth, fosters community acceptance of tourism, and assists in obtaining needed human and financial resources. Paul (1987) recognises, indeed, that local input legitimises the decision-making process and reinforces the accountability of project managers, whether governmental or nongovernmental.

Community Approaches to Ecotourism and Planning

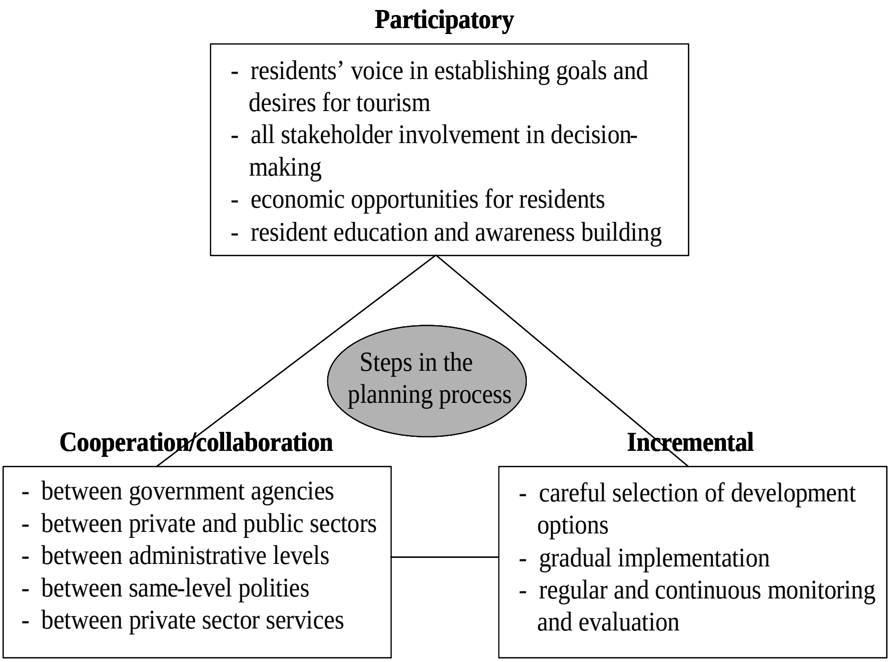
The full involvement of the community is required at each stage of the planning and management of ecotourism, with the understanding of how local communities can best be approached, understood and integrated. In other words, ecotourism at the community level must be developed within the context of sustainable regional, national and even international tourism development (Page and Dowling, 2002). This balanced approach to planning and management is required if tourism, as a renewable resource industry, is to become a successful and self-perpetuating industry many have advocated, based on local capacities and community decision making (Murphy, 1985).

At the national and regional levels of preparing tourism plans, the common approach to obtaining public involvement is to appoint a steering committee, which is represented by relevant government agencies in tourism, the private sector, and community, religious and other relevant organisations. Open public hearings can be held on the plan to provide opportunities for the public to learn about the plan and express their opinions. This procedure, which is usually practised in a large country or region, e.g. in the USA, is termed the 'top-down' approach (Inskeep, 1994, p. 9). On the other hand, the 'bottom-up' approach involves holding meetings with local districts or communities to determine what type of development they would like to have. These local objectives and ideas are then fitted together into a national or regional plan. This approach achieves greater local public involvement in the planning process, but it is more time consuming and may lead to conflicting objectives, policies and development recommendations among the local areas. These conflicts need to be reconciled at the national and regional levels in order to form a consistent plan. Often, a combination of the 'top-down' and 'bottom-up' approaches achieves the best results. More importantly, the development patterns of the local areas complement and reinforce one another and reflect the needs and desires of local communities (Inskeep, 1994, p. 10).

However, Blank argues that a community approach to tourism planning should be a 'bottom up' form of planning, which emphasises development in the community rather than development of the community. Blank recognises that 'communities' are the destination of most travellers. Therefore, it is in communities that tourism happens. Because of this, tourism industry development and management must be brought effectively to bear in communities. Under this approach, residents are regarded as the focal point of the tourism planning exercise, not the tourists. And, the community, which is often equated with a region of local government, is regarded as the basic planning unit (Blank, 1989, cited in Hall, 2000).

Timothy and Tosun (2003) present a normative model of destination community tourism planning that combines three broad strategies into one under the abbreviation 'PIC' (Planning, Incremental and Collaborative). On the basis of participatory, incremental and collaborative planning, this model, as illustrated in Figure 1, implies that a combination of strategies is a more sure technique in the planning process than a singular method or approach. Timothy and Tosun (2003) further argue that principles, such as equity, efficiency, integration, balance and ecological and cultural integrity, are more effectively brought about when community members are allowed and encouraged to participate in tourism planning and development, when collaboration and cooperation are allowed to occur, and when tourism is developed in an incremental fashion. However, this model is not meant to replace the traditions of procedural planning, for example, the step-by-step planning process. Instead, the PIC principles should function in the broader context within which the rational comprehensive planning steps take place.

Figure 1 PIC planning principles



Source: Timothy and Tosun (2003)

Meanwhile, Cater (1993) argues that a useful way to discern responsible community-based ecotourism is to approach it from a developmental perspective, which considers social, environmental and economic goals, and questions how ecotourism can '…meet the needs of the host population in terms of improved living standards both in the short and long term' (Cater, 1993, p. 85-86). This perspective differs from those approaching ecotourism predominantly from an environmental perspective. For example, Buckley has devised a framework of ecotourism that is based on nature tourism, which is sustainably managed, environmentally educative and supportive of conservation (Buckley, 1994). While Buckley's framework helps us understand that ecotourism is much more than just a product, nature, he fails to consider whether the quality of life of local communities is enhanced by ecotourism activities (Scheyvens, 1999).

On the other hand, Lindberg et al. (1996), take an economic perspective when they examine ecotourism case studies form Belize. While they consider the extent to which ecotourism generates economic benefits for local communities, they do not account for how the amount of money entering communities is distributed, or how communities are affected socially and culturally by ecotourism ventures. Even when ecotourism results in economic benefits for a local community, it may result in damage to social and cultural systems, thus undermining people's overall quality of life (Wilkinson and Pratiwi, 1995). Therefore, community-based approaches to ecotourism need to acknowledge the importance of social dimensions of the tourism experience, rather than primarily focusing on environmental or economic impacts (Scheyvens, 1999).

The above discussion has demonstrated that the way ecotourism is approached is critical to its success, in terms of promoting the well being of both local people and their environments. In order that local people maximise their benefits and have some control over ecotourism occurring in their regions, Friedmann (1992) has suggested an empowerment framework, which could determine the effectiveness of ecotourism initiatives in terms of their impacts on local communities. Four levels of empowerment are utilised in the framework: psychological, social, political and economic empowerment.

Similarly, Scheyvens (1999) develops similar framework that includes disempowerment in addition to empowerment, in relation to four levels mentioned above (see Table 1 on 'Framework for determining the impacts of ecotourism initiatives on local communities'). These multiple views of empowerment require the involvement of multiple agencies, and Scheyvens (2003) identifies governments, the private sector and non-governmental organisations as critical stakeholders in facilitating the involvement of destination communities in managing the tourism industry. Several types of opportunities are available for host communities to be involved in the management of ecotourism: i) private business run by a local entrepreneur, ii) community enterprise, iii) joint venture between community and private sector, and iv) representation in tourism planning body or conservation authority (Ashley and Roe, 1998).

Table 1 Framework for determining the impacts of ecotourism initiatives on local communities

	Signs of empowerment	Signs of disempowerment
Economic empowerment	Ecotourism brings lasting economic gains to a local community.	Most profits go to local elites, outside operators, government agencies.
Psychological empowerment	Increasing confidence of community members leads them to seek out further education and training opportunities.	Many people have not shared in the benefits of ecotourism, yet they may face hardships because of reduced access to the resources of a protected area.
Social empowerment	Community cohesion is improved as individuals and families work together to build a successful ecotourism venture.	Disharmony and social decay. Many in the community take on outside values and lose respect for traditional culture and for elders.
Political empowerment	The community's political structure provides a forum through which people can raise questions relating to the ecotourism venture and have their concerns dealt with.	The majority of community members feel they have little or no say over whether the ecotourism initiative operates or the way in which it operates.

Source: Scheyvens (1999: 247)

In a related development, residents' reactions to tourism should also be incorporated by the above approaches to gain a more balanced assessment of the local situation. Doxey's (1975) irridex model and Ap and Crompton's (1993) concept provide useful insights into local attitudes that change with the scale and form of tourism development. Development can lead to euphoria or antagonism, the general objective being to achieve a balanced development that brings economic and amenity benefits within acceptable levels of commercialism and congestion (see Figure 2 on 'Doxey's irridex model' and Figure 3 on 'Ap and Crompton's model of resident attitudes to tourism'). In a similar impact assessment, residents are equated with animals of the local ecosystem. They are part of the community's general attraction and are expected to be hospitable, yet they also need to go about their daily lives while they are part of the community show (Murphy, 1985).

Figure 2 Doxey's irridex model

Stages of Development

EUPHORIA	Initial phase of development, visitors and investors welcome, little planning or control mechanism
APATHY	Visitors taken for granted, contacts between residents and outsiders more formal(commercial), planning concerned mostly with marketing
ANNOYANCE	Saturation points approached, residents have misgivings about tourist industry, policymakers attempt solutions via increasing infrastructure rather than limiting growth
ANTAGONISM	Irritations openly expressed, visitors seen as cause of all problems, planning now remedial but promotion increased to offset deteriorating reputation of destination

Source: Doxey (1975)

Figure 3 Ap and Crompton's model of resident attitudes to tourism

Embracement	Residents eagerly welcome tourists.
Tolerance	Residents show a degree of ambivalence towards tourism (there were elements of tourism they liked or disliked).
Adjustment	Residents adjusted to tourism, often by rescheduling activities to avoid crowds.
Withdrawal	In this context, residents withdrew temporarily from the community.

Note: All four strategies are likely to be adopted concurrently, since there are going to be different reactions to tourism in any community. The strategies and behaviour adopted by individuals and groups of residents need to be viewed in relation to thresholds and tourism impacts.

Source: Ap and Crompton (1993)

Research Methodology

Primary data for the research was obtained at two selected ecotourism sites in Malaysia: the Perlis State Park (PSP) in Wang Kelian, Perlis and the proposed State Eco-park in Ulu Muda, Kedah. Both ecosites are selected because they have not only superb natural assets, but also they are ranked among the ten very special places for Malaysian ecotourism out of 52 project suggestions identified in the National Ecotourism Plan.

Comprising two forest reserves in the state of Perlis – Mata Ayer and Wang Mu – PSP protects 5,075 hectares of geological, ecological and historical importance (Osman, et al., 2002). It is a unique conservation area of limestone-dominated ecosystems shaped by geography and climate, and it harbours the country's only semi-deciduous forest, endangered and threatened mammals, and a treasure-trove of underground cave passages, many of which were once mined. The park is also the Peninsula's first trans-frontier protected area, together with Thailand's Thaleban National Park, which it joins at the border. Considering that the PSP comprises half the total forest reserve land in the state, the move to gazette the area shows state government commitment in protecting valuable natural and cultural resources. Now managed by the State Park Unit under the state Forestry Department, the park has been carefully developed according to management plans drawn up with consultants World Wide Fund for Nature (WWF) and funding from the Danish International Development Assistance (DANIDA).

Meanwhile, the Ulu Muda forests are located in the eastern part of Kedah and are part of a forest area that stretches well into Thai territory. Similar to Perlis State Park, its flaura and fauna incorporate a large degree of the so-called 'northern element' due to its northern locality, i.e., biological components of Continental and Mainland Asia, as well as the Sundaland elements found further to the south. The overall biodata of the Ulu Muda forests is distinct from other parts of Malaysia and include a large Thai-Burmese component. While some of the forests in the Greater Ulu Muda area have been logged, enough primary forest remains to be able to consider Ulu Muda a 'High Conservation Value Forest' (WWF Malaysia, 2002). Apart from providing essential habitat for some of the region's more spectacular, significant and endangered wildlife, the forest itself is important in many other ways such as water catchment, climate regulation and pest control. To enhance these values and ensure sustainability of these resources, various initiatives have highlighted the significance of the Ulu Muda forests and recommended for its adoption as a State Park or State 'Eco' Park.

The development of PSP has direct impacts on two local communities: Kampung Wang Kelian and Kaki Bukit. Kampung Wang Kelian is a homogeneous Malay community with a population of 200 people (interview with Village Headman, 2003). Most of its people are farmers working in paddy fields, rubber smallholdings, orchards and vegetable farms besides rearing chicken and breeding fish. Kaki Bukit, with a population of 3,000, is the main town outside PSP. The people of this community are descended from tin-miners who used to work in mining activities in caves that ceased operations in the 1970s. They are currently involved in small businesses and agricultural practices.

In Ulu Muda, there are several villages located on both sides of the main road leading to the forest area, dam, natural attractions and resorts. The villages are Kampung Surau, Kampung Pinang, Kampung Bukit Berangan, Kampung Belantik Dalam, Kampung Belantik Luar and Kampung Kota Aur. The population is approximately 3,000 people, all of them are Malays. They are mainly involved in paddy farming, rubber smallholdings, animal husbandry and fishing activities.

Research Findings

The degrees of local involvement in ecotourism in PSP and Ulu Muda are illustrated in Figures 4 and 5. The figure graphically summarises the findings of the study in a simplified fashion. The representation in Figures 4 and 5 does not represent exact measurement along the specified axes and no exact proportions should be attached to the diagrams. The illustration is only conceptual and is not intended to represent data that has been empirically proven.

However, the diagrams provide the interrelationship and a sense of understanding between opportunity level and involvement levels – local and external. Despite its limitations, the illustration is meaningful because it is integrating disparate factors. It can also be claimed that the conceptualisation, which can be used as a descriptive tool, has significantly contributed to the development of knowledge in the field of community participation in tourism development, which can be further developed or refined in future research.

In general, a certain level of opportunity is required to allow local people to participate in certain activities. It is safe to assume that as the opportunities grow, the level of involvement also increases. In tourism, the level of local involvement in tourism-related activities is closely linked with the level of tourism opportunities. However, tourism growth will reach a critical point where external sources will exploit local control. In developing countries, growth of tourism does not simply derive from processes internal to local communities (Urry, 1990). They are affected by external conditions, not only from the establishment of tourism but also from their day-to-day activities. When the external factors that are beyond the control of local communities start to increase, the level of local involvement begins to decline. Therefore, it can be argued that tourism both influences and is influenced by external events and factors.

Main Conceptual Findings in PSP

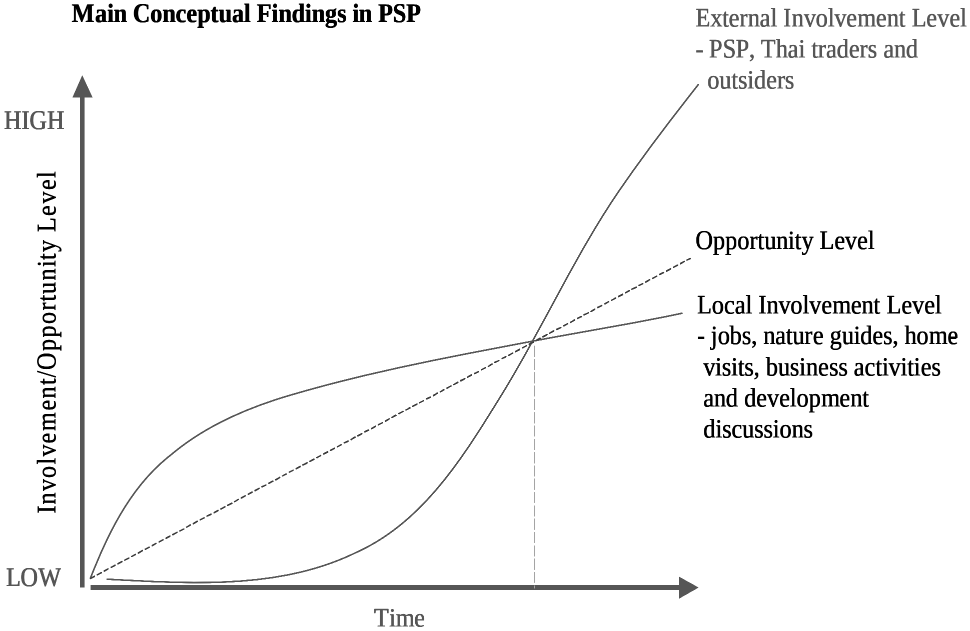


Figure 4 Local involvement level vs. Opportunity and external involvement level in PSP

Main Conceptual Findings in Ulu Muda

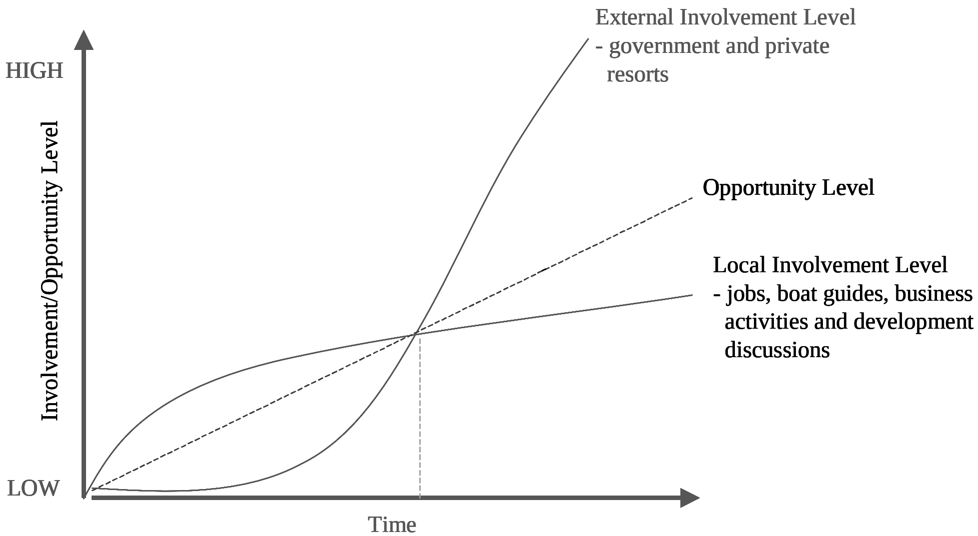


Figure 5 Local involvement level vs. Opportunity and external involvement level in Ulu Muda

The involvement of local communities in Wang Kelian in tourism-related activities started even before the onset of PSP, through trading at the Border Market. With the establishment of PSP, the forms of local involvement expanded into job opportunities, nature guides, home-visit programmes and development discussions. These are basically government-initiated because the state government of Perlis has played a vital role in promoting good access and infrastructure, cross-border tourism and development of the state park. However, the degree of local involvement tends to decrease over time because local people are not empowered with the necessary skills and resources to sustain the competitive environment due to external involvement, particularly from the Thai traders and outsiders. The development of the park in an enclave also limits local benefits from tourist spending.

In Ulu Muda, the tourism stage is relatively newer and resorts were established at an early tourism stage due to incentives from the state government. Thus, the interception of all three lines, as depicted in Figure 5, occurs at an earlier stage, compared to PSP. As a result, the level of local involvement is much lower, and the types of participation are limited to blue-collar jobs, seasonal boat guides and development discussions. Business activities primarily serve the needs of local people in the vicinity. Due to heavy capital investment, resort enclaves inhibit local participation. Therefore, it can be assumed that the state governments in both study areas, who are directly involved in the tourism industry and use tourism to meet their development objectives, have failed to maximise community participation in tourism development process.

It is noteworthy to acknowledge from the findings that different stakeholders place various understandings on the term ecotourism. In general, there seems to be lack of a coherent view as to what constitutes ecotourism, and there is lack of clarity and consensus as to an understanding of ecotourism definitions. However, it can be argued from the findings that government respondents commonly view ecotourism in the context of the natural environment, and their broad view is that conservation of natural resources should be emphasised in ecotourism development. Their views closely mirror the official definition of ecotourism adopted by the Malaysian Government. This definition has been taken aboard in a relatively uncritical manner without reference to the considerable debate that exists, both at an academic and practitioner level, regarding the usefulness of the term. Ecotourism is, in part, used as a destination branding tool for selected parks throughout Peninsular and East Malaysia and the actual practical implications of its use, in terms of, for example, community participation, are, perhaps lost in this packaging.

Planners, also public employees, appear to share a similar perception as to what constitutes ecotourism but do express the cautionary view that strict development guidelines and appropriate mechanisms should be enforced, so as to preserve the natural heritage of sensitive areas and to prevent these areas from being transformed into mass tourism. Some non-governmental respondents, in part, go a bit further in their interpretation of ecotourism but such responses were fragmented and limited.

At a community level, there seems to be a greater ambiguity as to ecotourism's definition because the term appears to be little understood by the local people. A few respondents among them were clearly did not understand the term ecotourism because the eco-prefix was misinterpreted as 'economics' of tourism and 'city in a forest'. Local benefit is only acknowledged as being important from an interview with a non-governmental organisation's respondent. The apparent marginality of the concept of ecotourism to respondents at a community level is an important finding from this study, even if the basis for conclusions in this regard may be tentative. As we have seen, definitions that exist for ecotourism place considerable emphasis on the role of community. This is a distinguishing feature of this form of tourism compared to nature-based tourism which does not imply any necessary stakeholding for the local community. However, the findings of this study raise interesting questions as to whether such involvement can be imposed in a top-down manner on apparently disinterested local communities. They also beg discussion as to whether the Malaysian Government, in adopting its Ecotourism Plan, really intended the application of the bottom-up approach that is implicit, for many people, in the very use of the term.

Conclusion

There has now been a move away from the narrow concern with physical or promotional planning facilitating the growth of tourism, to a broader more balanced approach recognising the needs and views of not only tourists and developers but also the wider community (Dowling, 1991, 1997). Similarly, efforts to make ecotourism a more sustainable option have been focusing increasingly on a community-oriented approach. However, an analysis of the differences and conflicts between tourism and community interface clearly shows that there are limitations to participatory tourism development approach. A successful community approach, therefore, requires a complex combination of interlocking parts, environmental, economic, socio-cultural and management considerations, leading to a general goal that can be identified and measured. Above all, it is vital that local communities are involved in planning and management of tourism resources and directly benefit from the utilisation of these resources to ensure true sustainability (Mat Som and Baum, 2004).

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Successful Eco-tourism Practices: Role of Stakeholders

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Abstract

The aim of this study is to find factors for successful eco-tourism development. Tourism is the world's largest industry that promotes increased interaction of political and economic forces within a society. It may be regarded as consisting of tourists, a business, and an environment or community in which it operates thereby tourism phenomenon affects all these elements. This paper deals with the study of various stakeholders in tourism development. As suggested by various authors', management people, locals, tourism trade people and NGO's are main stakeholders in tourism.

All the information presented in this paper, if not otherwise cited is based on observations and discussions with the personnel of the NGO's, locals and the tourists.

To strengthen the theoretical ideas, three case-destinations in Indian Himalayas, Himachal Pradesh, were selected. Viz. Sangla Valley in district Kinnaur, Pongdam wetland in Kangra district and Ananda Project in Kullu District.

The Sangla Valley is situated in Himachal Pradesh, an Indian state in northwest Himalayas. Foreign tourist started visiting this valley in 1995. Since then, the number of tourists has considerably increased. This has resulted in development of many accommodation units. It is obvious that the valley holds an enormous tourism potential for domestic as well as foreign tourist. Because of the growing popularity among tourists and the interest of inhabitants to use the tourist potential of this valley, the region will face a considerable boom in tourism in the next few years that may become a challenge for tourism development in a sustainable manner. A group of villagers decided to form a Non-Governmental

Organization (NGO) named as “Sangla Valley Sustainable Development Society” mainly for the cause of sustainable tourism development in the valley.

The second case study is a story of tradition, awareness, science, community participation, non governmental organizations, receptive administration and individual initiative combining to boost development, promote eco-tourism and conserve environment in a small village of Himalayas in the Indian state of Himachal Pradesh. Mr. Satinder Singh Guleria, who has set up the Institute for Environment Studies and the Science Awareness Trust, along with other dedicated people, who realized that action is better than just complaining, and all this in a place which most people, even in India, may not be able to identify on the map. Mr. Guleria’s area of work is in Sanauran village in Kangra district of HP, where the Pong Dam and the Ramsar Wetland expanse have received the attention of the organization.

Third case study is of Ananda Project in Kullu Valley of Himachal Pradesh. The purpose of the project is to “help local communities regain their self-reliance and return to a sustainable way of life” and the main focus is to “introduce cultivation techniques at the community level in order to help the villagers generate a sustainable source of income and to conserve endangered species of medicinal plants being over harvested from the wild”.

It can be concluded from the study that for successful eco-tourism development several stakeholders can play a vital role and most important is the role of community.

Keywords: Eco tourism, Community participation, Sangla Valley, Pong Dam wetland, Ananda Project.

1. Concept of Eco-tourism

Eco-tourism is often considered to be a potential strategy to support conservation of natural ecosystems while at the same time, promoting sustainable development (Ross and Wall; 1999). Eco-tourism is usually considered to be more than just tourism to natural areas. However, the absence of a widely accepted definition of eco-tourism is associated with a lack of consensus concerning the distinctiveness of ecotourism and the extent to which it differs from other forms of the tourism. Since the formal introduction of the term by Ceballos-Lascurain almost two decades ago, controversies over appropriate uses for the term and inconsistency in its application have hindered the development of the concept and its practical realization at specific sites (Bottrill and Pearce; 1999). Those at the forefront of ecotourism research and development now provide a definition, which addresses the fundamental goals of conservation of natural areas and local development. The Ecotourism Society defines ecotourism as

> “ Purposeful travel to natural areas to understand the culture and the natural history of the environment; taking care not to alter the integrity of the ecosystem; producing economic opportunities that

make the conservation of the natural resources beneficial to the local people. ” (Wood, Getz and Lindberg; 1995)

The world conservation Union’s (IUCN) Commission on Natural Parks and Protected Areas (CNPPA) defines ecotourism as

> “ Environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low visitor impact, and provides for beneficially active socio-economic involvement of local populations. (Ceballos-Lascurain; 1996)

Ecotourism is neither a simple concept to define nor a straightforward phenomenon to implement and evaluate. Ecotourism should be regarded as being more than tourism to natural areas and should be viewed as a means of combining the goals of resource conservation and local development through tourism in a synergistic fashion. This means that care should be taken to ensure that the goals of tourism development do not interfere with the goals of protecting natural areas and bio-diversity (Ross and Wall; 1999).

While providing an enjoyable experience in nature, the fundamental functions of ecotourism are protection of natural areas, production of revenue, education and local participation and capacity building.

While difficult to measure, ecotourism is believed to be the fastest growing tourism segment. In 1988 there were between 157 and 236 million international eco tourists, generating economic impacts of $93 billion (Filion et. al.; 1994). There is a considerable debate over what ecotourism really means, however, the estimates of value generated are based upon a definition of the form, which allows tourists to enjoy and appreciate nature.

Eco-tourism development is not possible, if it remains the responsibility of the Govt. alone. It is an admitted fact that many environmental problems cannot be solved without the active participation of the local people and people-centered grass-root environmentally active organizations. Their involvement in the environmental protection programs is essential for discharging a variety of vital functions; because they know better as to which kind of environmental protection programs are in their best interest. Any program of environmental protection, which is thrust upon people, will not succeed unless it embodies their explicit acceptance in terms of their perceived needs.

The participatory approach offers 3 main advantages.

1) It gives planner a better understanding of local values, knowledge and experience.

2) It wins the local community backing for project objectives and communities help in local implementation.

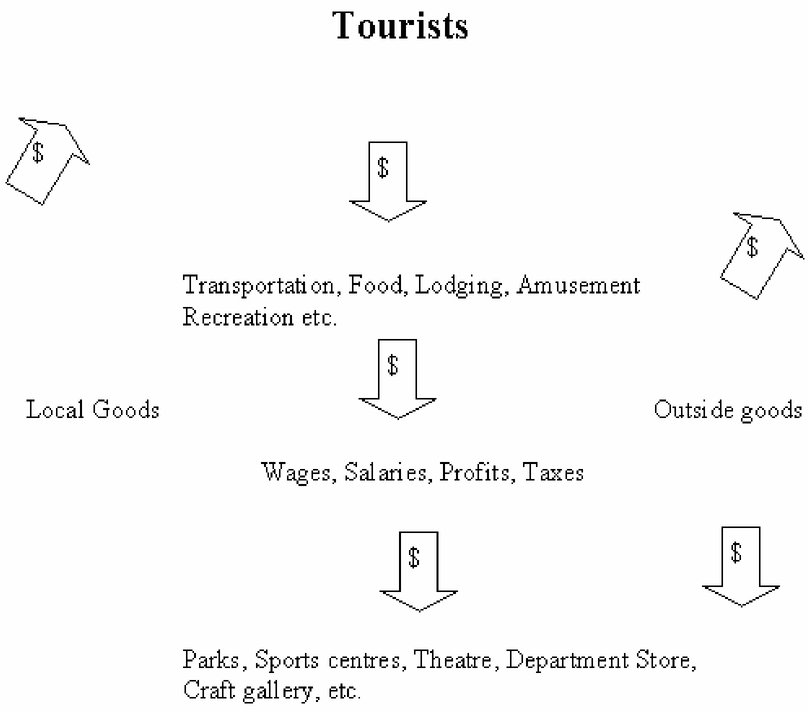
3) It can resolve conflicts that arises when large infrastructure investments are made.

Tourism is an economic activity so it becomes necessary to spread its benefits to the community. When we plan we must think for the community. The environment is an integral part of the development, in their improvised state; the community depends on environment for their livelihood and substance. Communities have to meet their urgent short-term needs by preying upon natural resources available in their surrounding.

Figure 1

Tourism and the Community

When tourist spends money, they create a chain reaction that produces additional economic benefits. They trade with businesses that purchases supplies and services locally or elsewhere. The business, in turn, purchases supplies and services they need to operate and, through successive rounds of purchases, the initial direct expenditures of visitors spread and multiply through out the local and regional economy. The following chart demonstrates how tourism spending flows through the economy.



Source: Guide for Local Authorities on Developing Sustainable Tourism, A Tourism and Environment Publication, WTO, Spain.

They care more about extracting what they can today from the environmental resources than about conserving them for tomorrow. The result is often very opposite of sustainability, with excessive exploitation of natural habitat. To make development sustainable, what is therefore required are strong poverty alleviation strategies that meet the basic needs of the community, and empower them in a manner which reduces their direct dependence on natural resources. So we are left with an option of

the usage of resource but for this we have to calculate the extent of benefit we can take from the resources without harming them or we need to find out the limits or the economic efficiency of the resources.

Community participation as described is central to the alternative ecotourism concept, with proponents arguing that participation in planning is necessary to ensure that benefits reach residents in destination areas and that ecotourism, which encourages local employment and small business development promotes higher economic multipliers, and that a community approach to decision-making helps to ensure traditional lifestyles and that community values are respected. A close working relationship between the local community and the industry will provide the means to support conservation efforts.

2. Community and tourism

There is a close link between the community and tourism. Tourism helps a community become more attractive and prosperous. It is more attractive because a community must be appealing to draw and satisfy visitors, and it is more prosperous because these visitors spend money. With this money spent in community, the community develops. Many factors need to be evaluated when community leaders design their master plan for local development. These factors include land use, transportation, education, utilities, fire and police protection, government regulations, labour, housing and commercial and industrial activity.

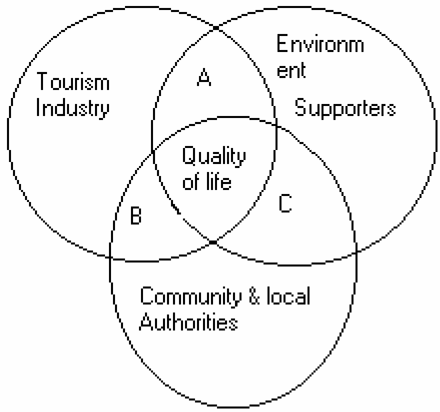
Figure 1 illustrates how the economic benefits of tourism flow through the local economy. As shown in this diagram, there is some loss of economic benefits to purchasing goods from outside the area while use of locally produced goods and services leads to increased benefits within the local economy. The diagram also shows that some attractions, facilities and services – parks, sports centers, theatres, stores and art and craft galleries- developed for tourism are ones that community residents can also use.

3. Tourism, the environment and the community

Tourism and the environment are closely interrelated. The natural and built environment provides many of the attractions for tourists and tourism development can have both positive and negative impact on the environment. Sustainable tourism development depends on protecting the environmental resources for tourism. The partners for sustainable tourism development are the tourism industry-owners and managers of tourism commercial enterprises, the environment supporters- advocates for environmental conservation, and the community-residents, community groups and leaders and the local authorities. Typically some members of the community will also be involved in the tourism industry or be environment supporters.

Figure 2

The Tourism Industry, Environment and the Community



Source: Guide for Local Authorities on Developing Sustainable Tourism, A Tourism and Environment Publication, WTO, Spain.

Figure 2, illustrates the interaction needed among these partners that is necessary to achieve improved quality of life for the community, with the interaction of all these (tourism, environment and community) quality of life increases.

4. Methodology

Methodology consists of two parts

1. Interests of local people regarding tourism development.
2. Discussions have to be put in the perspective of ecotourism development.

The objective of this study was to identify that how tourism can be developed on sustainable basis in the study area. The data was obtained through Personal-in-depth interviews and workshops. The interviews were conducted using an informal discussion method with some pre-structured questions and were designed to gather " Quality" information from a relatively small number of respondents. All interviews were conducted according to

"Funnel Technique"[16]. The discussion started on the broadcast possible level and gradually narrowed down through progressively more restricted channels. A list of points, which covered in the interview/discussion revolved around the following themes;

- Present tourism scenario
- Problems with the tourism development.
- Interest of local population.
- Role of community in the tourism development.
- Success of ecotourism.

5. Case studies

Role of SAT in development of eco-tourism at Pongdam wetland

Pongdam wetland is one of the largest man-made wetlands of northern India. Situated at the base of the Dhauladhar ranges in Kangra district of Himachal Pradesh the wetland came into existence in 1975-76. This wetland being the first major wetland, which potentially offers a transitory resting reserve for the migratory water birds coming from the Trans-Himalayan zone. Pong dam wetland was declared a wild life sanctuary in 1983 and in 1994, Ministry of Environment and forests, Government of India declared it a National wetland and now it has been given the status of Wetland of International Importance or Ramsar Site no. 1211 on 19/08/02. Being fed by 5 major streams emerging from the Dhauladhar ranges the reservoir has an area of about 45,000 hectares at maximum possible flooding – the level varies with every season and average around 30,000 hectares. Over 200 villages with a population over 85,000 lies along the wetland.

Pong Dam wetland has immense potential for bird watching, eco-tourism, water sports, angling and many other activities. Other attractions nearby are many places of cultural and religious importance in the vicinity of Pong Dam wetland. Famous heritage village of Paragpur is located just 15 km from the lake. The hilltops and ridges are also the setting for numerous forts and temples. Kangra fort (25 km), Haripur fort, and the ruins of another fort stand majestically mid-lake on the Shore of Ransar Island. Many temples are also found near the lake as monolithic rock cut temple at Masroor, Jawala ji Temple, Dadasiba temple with its mid- 19th century wall paintings, and Chintpurni Temple.

The Institute for Environment Studies and the Science Awareness Trust (SAT) was set up by Mr. Satinder Singh Guleira along with other dedicated people in Sanauran village in Kangra district of HP, where the Pong Dam and the Ramsar Wetland expanse have received the attention of the organization.

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[16] Developed by Chisnal in 1986. In this discussion started on the broadcast possible level and gradually narrowed down through progressively more restricted channels. The final aim is to find out the various issues related to the objectives.

This trust has been involved with bird banding of migratory birds and bird census at the International Ramsar Site, Pong Dam, since 2004, along with scientists from the famed Bombay Natural History Society. In recognition of talents and interests, Mr. Guleria was appointed as master trainer by State Council for Science, Technology and Environment to operate eco-clubs at school level and to train teachers in the schools in the Kangra district.

A measure of success of trust can be seen by the fact that over 1739 volunteers became part of the endeavor.The SAT motto is --- 'Save Environment, Save Life', 'Educate at grassroots Level', 'Eco Conservation', and 'Computer Application programs for poor children from interior'.

The Industrial Training Center, camps, mobile vans under the Asha—hope——programme have done a lot to improve the lot of the people, as have the computer classes. Most students had never seen a computer before. On the health front, there was some resistance from a few on issues like illicit liquor drinking and women issues but these were happily overcome.

Through camps in Bilaspur, Gathutar and other places thousands have been benefited. Ever-expanding team of SAT remain happily busy in cleaning of water sources like wells, plantation drives, health surveys and various other activities. They have also built a small library building, which took three months for 320 volunteers. The building can house 11 people and the Institute for Environmental studies can look forward to more good work. With proper planning and execution, the area can attract eco tourists from all over, as adequate infrastructure is built.

Further, the awareness programs developed by SAT are generating interest among local people about eco-tourism, and now, as a result people are coming forward for the development of eco-tourism related projects in the area.

Role of Sangla Valley Sustainable Development Society in tourism development

The Sangla Valley is situated in Himachal Pradesh, an Indian state in northwest Himalayas. Foreign tourist started visiting this valley in 1995. Since then, the number of tourists has considerably increased. This has resulted in development of many accommodation units. It is obvious that valley holds an enormous tourism potential for domestic as well as foreign tourists. Because of the growing popularity among tourists and the interest of inhabitants to use the tourist potential of this valley, the region will face a considerable boom in tourism in the next few years that may become a challenge for tourism development in a sustainable manner. A group of villagers decided to form a Non-Governmental Organization (NGO) named as "Sangla Valley Sustainable Development Society" mainly for the cause of sustainable tourism development in the valley.

This society has been making several efforts for the development of tourism on sustainable basis in the area.

Motto of the society

Come let us all join hand in saving this beautiful valley for our next generations to come. One small step in this area can lead to a giant leap where everyone is putting in a small effort to save our mother earth from the negative effect of modernity.

Works undertaken by society

All-round efforts are being made to protect this valley from the adverse effect of tourism and negative approach brought on by modernity.

- ❖ Everyone in the village of Sangla and nearby areas are combining their joint efforts in the fields of tourism and agriculture.
- ❖ Their efforts are to make every thing sustainable i.e. save the nature and culture.
- ❖ Reduce deforestation and air pollution, by using more of solar energy.
- ❖ Renovation of old buildings for guesthouses and new ones to be built on old traditional style.
- ❖ All rubbish to be collected and disposed in a organized manner.
- ❖ To reduce pollution created by vehicles, public transport system to be supported.
  Demarcating protected areas so as to reduce the impact of tourist on this area.
- ❖ Working conditions to be created for local people to generate more jobs which are eco friendly and give a fair lively hood.
- ❖ More of local produce to be used, promotion of local cuisine at all eating-places.
- ❖ Agricultural practices should be eco friendly and use of organic materials to be promoted.
- ❖ Special incentives to be given to farmers on this issue.

Agricultural practices, which support the local traditions and customs and maintain good working conditions for farmers are to be encouraged with incentives from the government.

Case study of Ananda Project

The Ananda project operates in the area around about 4000 old Krishna-temple near the village of Naggar, which is situated in the northern part of Kullu Valley in Himachal Pradesh, India. The purpose of the project is to “help local communities regain their self-reliance and return to a sustainable way of life” and the main focus is to “introduce cultivation techniques at the community level in order to help the villagers generate a sustainable source of income and to conserve endangered species of medicinal plants being overharvested from the wild.” (Ananda Project Website)

Tourists, who come to Naggar to volunteer, help villagers as much as they want and can in various tasks. These include taking care of vegetables, tree seedlings and plants, which depending on the season mean watering, weeding and collecting seeds. Also help in the office is needed. The price that tourists are supposed to pay includes accommodation in the guesthouse, two simple meals in the temple area and possibility to use shower.

Because the project is situated in the sacred temple area, tourists are expected to behave respectfully. Rules are somewhat strict e.g. tourists are not able to enter the temple or the kitchen where the food is prepared. Thus it is not possible to help in the kitchen, which is something that many tourists would like to do. The local family, who owns the office and the guesthouse where the tourists stay, eat their meals inside their home, which is located inside the temple area. Tourists are not able to mingle with them. For the tourists this is not usually a problem. Rather they enjoy sitting in the terrace of the temple and staring the valley below. Many tourists also make their own meals using any kitchen located in the guesthouse near the temple.

6. Discussions and conclusions

It is evident from the above study that tourism is supposed to be an economic indicator and it is responsible for growth in the employment and other regional development in the Himalayan region. But as tourism grows on a large scale it can lead towards some negative impacts. For better tourism we have to think for planned development, where the local community is given proper attention.

The study investigated the interests and needs of local population regarding tourism development in detail. For a sound sustainable development, the participation of more or less, all local people is required. Therefore it is important to analyse the interest and intentions of local people and the Society.

To put responses into the perspective of sustainability, a holistic approach is needed. That means, the discussion about tourism development has to be integrated in a broader view including all main aspects of life in study area.

To estimate the sustainability of the tourism development in study area, it is important to have an understanding of the **system** and have an understanding of the **interaction** with its wider context. The <u>understanding of system</u> requires at least a brief understanding of people's livelihood, of natural conditions and of the interactions of these sub-systems. Describing the livelihood, socio-cultural, political, juridical, institutional and financial aspects are taken into account. While describing the <u>interactions of men with nature</u>, the focus on process, organisation, and on function is required. The understanding of interactions with the wider contexts requires including power, rights issues and broader institutional and financial aspects. Studying these aspects, a description of the main outer forces and main obstacles is possible.

It is felt that conditions for sustainable tourism development might not be completely favourable. That is the reason the discussion about the interests and intensions has to be put into the broader perspective of sustainability.

The study arrives at the conclusion that although government is carrying out efforts to develop tourism in the study area, the local community should be involved in successful eco-tourism planning. For achievement of eco-tourism goals the involvement of local community with appropriate management strategy is required.

Area evaluation for the eco-tourism development was performed with the help of survey to illustrate the application and utility of framework as a tool for sustainable tourism development. It is revealed that current relationship between people and resources is necessary for successful eco-tourism. Sustainable tourism development is not possible, if it remains the responsibility of the government alone. It is an admitted fact that many environmental problems can't be solved without the active participation of locals. The local community perceives tourism to be a tool for the development, and they have a positive attitude towards tourism development. They feel that if planned carefully then the impacts of tourism can be minimised. Moreover, NGO's are playing an important role in the eco-tourism development in the study area by means of creating awareness among the local population.

Success of ecotourism

Unfortunately, ecotourism without effective management, will be unsuccessful and of little consequence in the absence of adequate institutional arrangements and administrative commitments. The development of positive relationship between people, resources and tourism is very unlikely to occur without implementation of effective policies, management strategies, and involvement of a wide range of organizations, including NGO's and other development agencies.

To achieve success in ecotourism we should follow a process. The various steps of this process are

1. Impact assessment.
2. To plan for tourism development on the basis of sustainability.
3. Involvement of the local community.
4. To assist and encourage the participation of the NGO's.
5. To facilitate the functioning of the ecotourism development.
6. Examining the developmental process.

Finally we can conclude that ecotourism is neither a simple concept to define nor a straightforward phenomenon to implement and evaluate. Ecotourism should be regarded as being more than tourism to the natural areas and should be viewed as a means of combining the goals of resource conservation and local development through tourism in a synergistic fashion. This means that care should be taken to ensure that the goals of tourism development do not interfere with the goals of protecting natural areas and biodiversity. All the stakeholders in tourism development should safeguard the natural environment with a view to achieving sound, continuous and sustainable economic growth geared to satisfying equitably the needs and aspirations of present and future generations.

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THE MANAGEMENT OF TRAINING AND DEVELOPMENT. IMPLICATIONS FOR THE GREEK TOURISM INDUSTRY

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Abstract

As it emerges from theoretical approaches and research staff training and development (T&D) becomes an important issue in the contemporary business practices. In this paper after a comprehensive literature review of the subject and the clear differentiation between training and development and how companies manage this issue to increase competitiveness, there is a field study using data from 30 Greek tourism companies. The discussion links T&D with company's outcomes such as quality customer care, employee satisfaction, productivity etc in order to conclude to some useful results for both business and management science.

Literature Review

The contemporary business environment

Human resource management – HRM in contemporary business environment becomes more complicated comparing to previous societies [1, 28]. The HR manager faces the challenge of keeping the employees competent and up to date in order to perform better their duties and their professional obligations [10].
The continuous changes of the marketplace alter the nature and the needs of the employees globally [17]. Consequently HRM must emphasize on training and development [4] as they need to retain capable and happy employees [29].
Human Resource development keep employees satisfied [28, 29] and company expects better results and performance at all levels. Many companies focus on job performance and everyday activities with negative results to employees [26].
Human Resource Development - HRD has positive implications for employee's career management [3] and supports executives' development activity [16]. Of course there are differences in HRD between different countries [27] as their national culture requires specific methods and tools. The same hypothesis is valid if HRD is planed for different industries as in this research is the tourism industry [25].

1.2. Training and Development – T&D

T&D includes two different groups of programs which address to two different groups of employees with different aims and objectives [13, 14, 30]. Training addresses from low to middle level of employees while development form middle to high level of employees. Also training short term orientation while development has long term and different methods are used. The objectives of training related to current needs of the job while the objectives of development to the future needs of the organization.
There different models of HRD [19] and approached to the T&D [20]. Some differences according to the internationally recognized leadership expert John Maxwell (2002) are:

- "Training people is focused on the job.
- Developing people is focused on the person.
- Training people, adds value to specific things, such as what their job description is.
- Developing people, adds value to everything. They not only become better in their jobs, they become better in life.
- Employee training is a necessity for any business that wants to remain competitive in today's marketplace.
- But leaders who want to make a lasting difference also recognize that training by itself is not enough.
- Training people is helpful for a short time,

- Developing people is helpful for a lifetime.
- And while the result of training is changed performance …..
- The result of development is changed lives.”

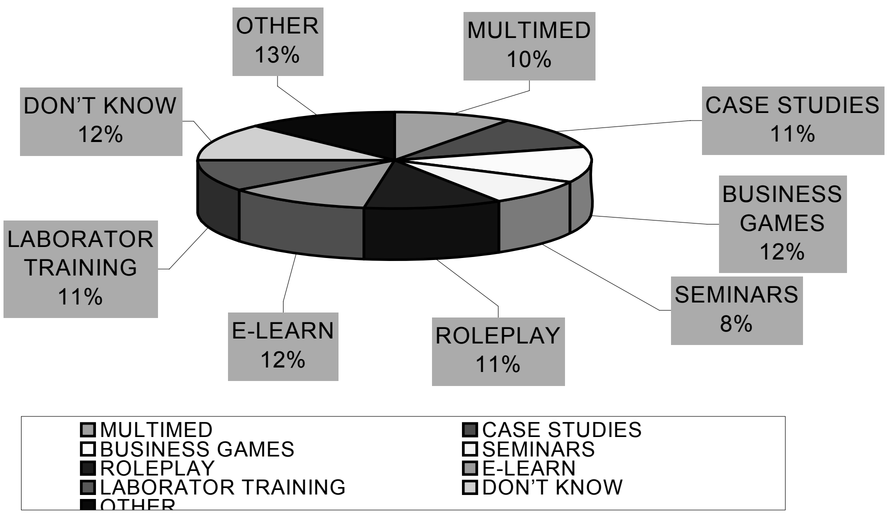
2. Method

This research conducted in 2008 and is based on a structured questionnaire which was send to tourism companies and especially in hotels and travel agencies. The response rate was about 10% and finally 30 questionnaires were collected suitable for statistical analysis. For the descriptive statistics SPSS V.12 was used. The respondents were HR managers or general managers in the companies where there was such a position.

3. Results

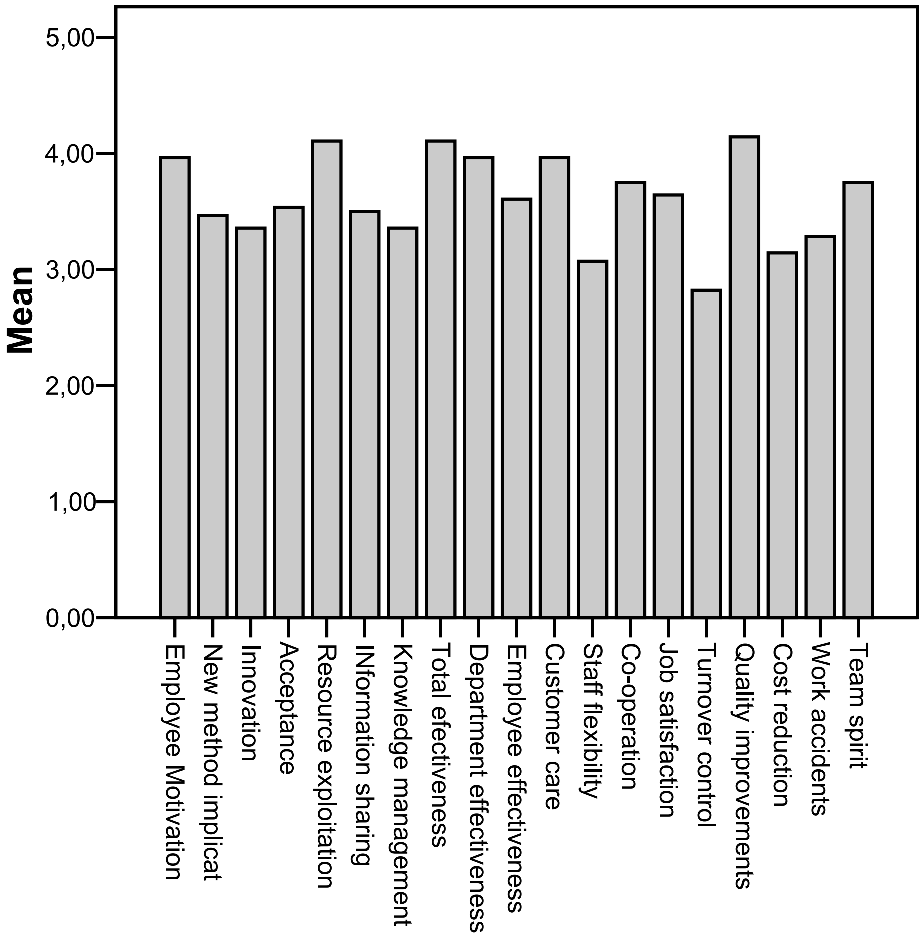
The type of companies participated in the were five travel agencies and 25 hotels and training methods used by them out of the company were:

Diagram 1
Allocation of training methods outdoors



The effectiveness of training and development was measured [7] and had the following results:

Diagram 2
Training Effectiveness Indicators



The diagram reflects the important indices for tourism companies such as:

- Total Quality
- Efficiency
- Total results
- Employee motivation

Moreover there were founded some important relations among variables using Pearson correlation at a significance level lower than 0.05. These correlations are:

1. Seasonal tourism companies choose to train their staff in the company at a significance level of 0.042.
2. Time of service delivery is a measurable and more accepted indicator to measure training effectiveness (0, 008)
3. Tourism companies believe that tourists' needs are constantly related with service process duration (0.001).
4. Hotels prefer to train their employees with seminars and using as instructors members of the staff of the company (0.003)
5. Travel agencies develop training programs due to customers complains (0.003)
6. Hotel establish departmental training aims and objectives while travel agencies total targets (0.007)
7. When training targets are measurable then companies set different targets for different departments and use time as the main variable to measure targets (0.000).

4. Discussion

The above research findings lead to some useful conclusions and proposals:

1. Training and development remain a very important issue for the tourism companies and companies must invest more resources for their staff training and development. This was also what companies of this sample answered in the last question of this research.
2. Hotels seem to manage their staff training by using a breakdown of specific targets and objectives at all departments and individual employees. This is logical as the hotel departments and staff specializations are more evident compared to travel agencies where due to the small number of employees and departments are "mixed" as it happens in all SME's [28] and especially micro companies.
3. As quality is mentioned a very important aim of the training programs tourism companies must respect total quality principles both for customers and the staff. Especially staff must be selected according to quality criteria and not on the narrow economic basis of labor cost reduction.
4. The efficiency of resources reflects the traditional point of view of the companies as they try to lead to a specific result of total cost reduction without infusing the staff with entrepreneurial values and adequate motivation to perform better and efficient their duties [4]. In order to reach the final result of having best quality with the minimum waste companies have to plan long term and invest in people as a strategic partner and avoid short term solutions as they finally will spend more with low financial ratios.

5. Staff motivation is considered very important from the companies as there is a gap between the desired level of motivation and the actual level of motivation[29]. It is proposed for the companies to use a multi-criteria analysis and incentives so as to keep motivated their staff for a long period of time and to the right direction.

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The sanction-imposing process of Public Administration in the field of tourism. A Historical approach.

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Abstract

This study examines the notion of administrative sanctions in Greece's tourism sector. It reviews and analyses the sanctions imposed by the administrative bodies on the main types of enterprises comprising the sector in hand. Those enterprises are the following: accommodation providers (hotels, campings, apartments and studios, forest villages, time sharing accommodation, accommodation for foreigners, nudist accommodation), youth hostels, infrastructure for special interests' tourism, travel agencies, Rent A Car and Rent A Moto enterprises, tourist shops, tourist guides and, lastly, tourist buses and tourist trains.

Key - words:

Administrative sanctions, tourism enterprises, Appeals' Committe

1. Introduction

Tourism, as a sector providing services that aim at people's recreation, is very dynamic and constantly evolving. Entrepreneurship, due to tourism's variety and fancy, creates and offers new forms of recreation (Mylonopoulos, Mentis and Moira, 2003:74-75). Tourism is a multidimensional social phenomenon, with very important economic, social and environmental aspects, governed by a variety of legal rules.

The state's intervention in tourism is vivid and constant in all of its dimensions, which results in the existence of a variety of statutes composing the legal framework of tourism, statutes that appear only at the beginning of the 1920's. Of major importance to the tourism phenomenon are the enterprises composing the tourism sector, in other words the economic units that provide services to tourists, services such as transfer, lodging, alimentation, entertainment etc. The pillar for the lawful function of tourist enterprises is law 2160/93 (gov. gazette 118/A') concerning regulations about tourism and other provisions, the so-called tourism law (Euthimiatou – Poulakou, 2006:27). According to that law, the tourist enterprises are the following: tourist accommodation (hotels, complimentary accommodation and camping sites), youth hostels, installations of special tourism infrastructure (e.g. conference centres, skiing centres, and marinas), travel agencies, car rental agencies and tourist shops.

Immanent to the public administration's action is the institution of imposing sanctions (Lytras, 1984:9) to those who break the law. The framework of administrative sanctions must be crystal clear, so that the trust in the relation between the state and the citizens is kept, and lawfulness is preserved. To achieve that target, the public administration involved in tourism has set the respective framework of administrative sanctions, so that the operation of tourist enterprises is controlled, and thus the country can develop in the specific sector. The basic state institution that controls tourist enterprises and imposes administrative sanctions is the Greek National Tourism Organisation (G.N.T.O.), which is a Legal Entity of Public Law, overseen by the Ministry of Tourism Development, even though during its existence since 1929 it has been overseen by a number of different Ministries.

The sanction-imposing system involves those administrative sanctions imposed by the state tourism institution (G.N.T.O.) on the enterprises violating the provisions of the touristic legislation. Touristic sanctions involve reprimands, fines, provisional suspension of the operating license, final suspension of the operating license, revocation of the appointment of the tourist lodging's manager, downgrading of the tourist lodging's classification, closing down the tourist enterprise and demolition of arbitrary buildings.

2. Historical course

The historical course of the sanction-imposing process in the tourism sector could well be separated into three basic periods.

The first period of is placed in the decade 1930. In the dues of that decade, statutes were placed in force that concerned those tourist enterprises that provided tourists with services of lodging and transport. By those statutes, the administrative sanctions that concern the operation of hotels and travel agencies are set. Thus, as far as hotels are concerned, sanctions such as the suspension of the operating license, the revocation of the operating license and the closing down of the hotel were introduced. The sanctions imposed varied depending on the gravity of the violation. As far as travel agencies were concerned, administrative sanctions such as the provisional and final suspension of the operating license, as well as fines, were provided by the law.

The second period of the sanction-imposing process in the tourism sector is placed in the 1970s. In the middle of this period, statutes that concern travel agencies and hotels are set, but also – for the first time- they include tourist buses and guides. By the sanction-imposing system of this decade, new forms of sanctions are set, such as reprimands, the provisional suspension of the license to exercise the profession, the suspension of the license to circulate buses, downgrading of the tourist lodging's classification and revocation of the approval of the manager's appointment.

The third period is placed in the decade 1990 and it is marked primarily by the tourist law 2160/1993 that establishes the operation license for the tourist enterprises. In the sanction-imposing system of this period, the dominating administrative sanction is the fine. The provisional and final suspension of the operating license, the suspension of the license of tourist trains and the closing down of tourist enterprises supplement the sanctions of the above mentioned period.

2.1. The first period of the tourist sanction-imposing process

2.1.1 The first legislative regulation as regards the imposition of administrative sanctions in the field of tourism was the Compulsory Law 431/1937 (gov. gazette 10/A) concerning provisions regarding the control of hotels and the protection of their clientele. That law set out the following administrative sanctions

a) The revocation of the hotel's operating license for a time period up to two months, if the hotel collected a sum bigger than what had been determined (article 1). The sanction was imposed by the Undersecretary of Press and Tourism, after consenting statement of the Committee of article 3 of the above mentioned law. In the committee (responsible to examine the prices that each hotel and boarding house declared), the following parties participated: the Directors of the three Tourist Directorates of the Ministry of Press and Tourism, the Director of Tourist Police or their legal substitutes, a Head of Directorate or

Department appointed by the Undersecretary of Price Control Service, and the competent Head of Department of the Tourist Organisation Directorate as rapporteur.

b) The revocation of the operating license for hotels, boarding houses, or inns if these did not comply with the terms and regulations determined by the relative laws, decrees and circulars, if they violate repetitively the provisions concerning hygiene, cleanness and internal regulation, or if they systematically accept customers that suffer from contagious illnesses (certified by local authorities, community doctors or other competent services). The sanction was imposed (after first calling the law-breaker to conform), by decision of the Undersecretary of Press and Tourism, after prior statement of the Committee responsible for the issuing of operating licenses (article 9, par. 1).

That committee consisted of the Directors of the three Tourist Directorates of the Under Secretariat of Press and Tourism, the Director of Tourist Police or their legal substitutes and the Head of Department of the Directorate of Tourist Organisation responsible for the hotels, as rapporteur.

c) The revocation, irreversibly, of the hotel's operating license if the Director businessman or the Director employee had been condemned within the last three years (article of 3 of Compulsory Law 1108/1938 added this time period) on theft, misappropriation, marketing and use of narcotics, fraud and generally on violations of provisions that concern white slavery and promotion to prostitution, as well as for offences at the morals. The provision is also valid if he occupied a person, related to him or not, that had been condemned for the above violations of the law (article 9, par. 2).

d) The closing down of the enterprise, by decision of the Undersecretary of Press and Tourism, if the hotel owner did not assemble the required qualifications, as well as if the hotel used a prohibited name.

2.1.2. Compulsory Law 864/1937 concerning the constitution and operation of tourist or travel agencies and concerning tourist and excursion associations, sets out the terms and conditions on the legal operation of tourist agencies. According to article 3, if the provisions laid are violated, the provisional or final revocation of the operating license of a tourist or travel agency can be decided.

In addition, article 13 sets out the following sanctions:

a) Fine from 100 Drs up to 10.000 Drs (from €0,29 up to €29,34), with the possibility of doubling the fine in case of relapse within the same year. The fine constitutes public income.

b) Provisional deprival of the operating license of the tourist or travel agency or of the right to represent them (the tourist or travel agency) for a time period of 15 days up to 3 months.

c) Final suspension of the license.

The two last sanctions are imposed by the Tourist Police.

2.1.3. Compulsory Law 1108/1938 (gov. gazette 77/A), concerning the modification and completion of Compulsory Law 431/1937 and other provisions, stipulates the revocation of the hotel's operating license, if the one in whose name the license was issued, doesn't supervise in person the operation of the hotel (article 2, par.1). However the possibility for a substitute to undertake that task is given, provided however that he possesses the qualifications necessary to exercise the profession (as they are stipualted in verse 4, article 8, Compulsory Law 431/1937) and after he has received the approval of the Under Secretariat of Press and Tourism.

In addition (article 2, par. 3) the prohibition of a hotel or boarding house's operation, by decision of Undersecretary of Press and Tourism, after proposal by the committee of article 11 of Compulsory Law 431/37, is stipulated, if it is judged that they provide systematically and professionally a place for lechery or they keep women of free morals, who accept or create nuisance to neighbours.

Moreover, according to article 2 par. 7 of the same law, the sanctions of Compulsory Law 431/37 (see 2.1.1.) can be imposed to the owners or directors of hotels that demonstrate improper behaviour to their customers or do not comply with the commands of the Under Secretariat of Press and Tourism as regards cleanness, decency and generally the good operation of their hotels. Also, the imposition of the above sanctions is stipulated for those who try with illicit means to extract customers of other hotels. In case of relapse into the above violations, the Undersecretary of Press and Tourism can decide to revoke the operation license that has been granted to the lodging.

2.2. The second period of the tourist sanction-imposing process

Leg. decree 304/1969 (gov. gazette 195/A) concerning transport of people by buses of private use (article 1) stipulates that buses of private use intended to transport people, at a fare, can be used, after approval by the Minister of Transport or the competent Prefect, by hotels, consortia, or cooperatives of hotel owners, by air line companies and by enterprises of exploitation of hot springs and casinos. If it is ascertained that the vehicle is used for an aim different than the one it was placed in circulation for, the final suspension of its circulation license is stipulated, by decision of the Minister of Transport or the competent Prefect.

2.2.1. Law 393/1976 (gov. gazette 199/A), concerning the foundation and operation of travel agencies stipulates, in article 10, that the G.N.T.O. (or the Tourist Police, after a written order by the G.N.T.O.) controls and supervises travel agencies. In cases of breaking the law, the following sanctions are imposed by the competent Director of G.N.T.O.: reprimand, fine, provisional suspension of the operating license for a time period of up to six months, (and provided that a fine has been imposed three times within the same year) and final suspension of the operating license (provided that the provisional suspension of the operating license has been imposed twice within two consecutive years).

The above administrative sanctions are imposed after the offender has been called to a previous hearing, within a deadline of 15 days.

2.2.2. Law 642/1977 (gov. gazette 200/A) concerning the modification and completion of provisions of hotel legislation, provides, article 2, par.1, that to the hotel businessmen that do not obey the tourist legislation, decrees, ministerial decisions, provisions of regulations or commands of competent authorities, the following sanctions can be imposed: a) reprimand, b) fine, c) degradation of the hotel to the next inferior class (provided that three fines have been imposed within the same year), d) provisional suspension of the operating license for a time period up to six months (and provided that a fine has been imposed at least three times within one year since its first imposition), e) final suspension of the operating license (provided that the provisional suspension of the operating license has been imposed twice within two consecutive years) and f) provisional three-month revocation of approval of the responsible director, which can be altered to six months in case of relapse within the same year. One can observe by studying the above mentioned law that there exists a differentiation between the administrative bodies, as far as their competence to impose sanctions is concerned: the first two sanctions are imposed by decision of the competent Director of the G.N.T.O., while the rest by decision of the G.N.T.O' s Secretary - General.

2.2.3. Even though the contribution of guides to the tourist development of the country is considered substantial, their activity as a tourist profession doesn't occupy the tourist legislation before year 1977. By Law 710/77 (gov. gazette 283/A), concerning guides, a number of issues as regards the general rules of licensing and exercising the specific profession is regulated. In cases of not observing the provisions laid by Law 710/77 and the statutes published for its implementation, the following administrative sanctions are imposed (according to article 12):

a) Reprimand.

b) Fine from 500 Drs up to 5.000 Drs (that is from €1,47 up to €14,67), deposited to the G.N.T.O.' s Fund and constituting its income.

c) Provisional deprival of the license to exercise the profession for a time period of up to six months, and provided that at least two fines have been imposed within the same year. The decision, by which the provisional deprival of the license is imposed, is executed three months after issuing the decision that imposed the sanction.

d) Final deprival of the license provided that the provisional deprival has been imposed twice within two consecutive years.

The administrative sanctions (a) and (b) are imposed by decision of the competent Director of G.N.T.O., the rest by decision of the committee of par. 5, article 12. That committee is consisted of five members that are determined with their substitutes by decision of the Minister that oversees G.N.T.O. These members are: the Secretary - General of G.N.T.O. as chairman, a member of the judiciary with a grade of at least Judge of Court of First Instance, an employee of the Ministry that oversees G.N.T.O., an employee of the Ministry of Employment (both of them at least of the B grade) and a representative of guides, who is selected by the Minister from a list of four guides that the Association of Guides indicates.

2.2.4. Law 711/1977 (gov. gazette 284/A) concerning tourist buses, stipulates, in article 9, the suspension of the circulation license of tourist buses of public use. The suspension takes place, by decision of the G.N.T.O.'s Secretary General, in the following cases: a) if it belongs to a travel agency and the operation licence of the agency is suspended, b) if, at the annual inspection, the bus is considered inappropriate for safe circulation, c) if 18 years have passed since its manufacturing, d) if it is auctioned.

In the article 15 of Law 711/77, the following administrative sanctions are set out for the offenders of the provisions of law and lawful acts published for its implementation:

a) Reprimand

b) Fine from 5.000 Drs to 25.000 Drs (from €1.467,35 to €73,37)

c) Fine from 25.000 Drs to 100.000 Drs (from €73,37 to €293,47) in case the above fine (b) has been imposed three times within the same year. The above fines are deposited to the G.N.T.O.'s Fund and constitute its income.

d) Removal of the right to issue a new license for the circulation of tourist buses of public use for two years, in case the above fine (c) has been imposed eight times within a time period of two consecutive years. The sanctions are imposed by decision of the competent director of G.N.T.O., after the offender has been called to a previous hearing, within a legitimate deadline, no shorter than seven days.

2.3. The third period of the tourist sanction-imposing process

2.3.1. The decision 15463/1335/1993 by the Minister of Transports and Communications (gov. gazette 429/V) concerning the circulation of special vehicles (tourist trains) recognises the need for tourist trains to circulate, so that tourists can visit places where access is impossible for tourist buses. If the train is not supplied with the necessary bulletin of technical control, and after a month has passed, the suspension of the license and plates of tourist trains is stipulated.

2.3.2. Law 2160/93 (gov. gazette 118/A) concerning regulations about tourism and other provisions, introduces (article 4) the following administrative sanctions for specific law violations:

a) Fine of 50.000 Drs (€146,73) per bed, to whoever operates, against return, a tourist lodging, without having it registered in the special registration list of G.N.T.O. Exceptionally, for camping sites, as well as for installations of special tourist infrastructure, travel agencies, rent a car agencies and tourist shops, the fine imposed can be up to 5.000.000 Drs (€14.673,51).

b) Fine of 200.000 Drs (€586,94), if the person in charge of the lodging's operation does not have the license hanged at a noticeable and accessible part of the communal space in the reception of the lodging for the visitors to see, or otherwise at the nearest noticeable to the main entry of the lodging point.

c) Fine of up to 5.000.000 Drs (€14.673,51), to travel agents, that advertise tourist installations of a different type than the one mentioned in the contracts signed.

d) Fine of up to 500.000 Drs (€1.467,35) to the offenders of provisions concerning price lists. In specific, those who exploit tourist enterprises are obliged to submit each year to the G.N.T.O. their analytical price lists, and keep them invariable for a time period of at least 12 months from their submission. The declared prices cannot be inferior to the ones determined each year by decision of G.N.T.O.'s Secretary – General. This decision is published after a proposal from the competent institutions, submitted at the latest on the 30th June of the previous year. The Secretary – General's decision is published in the Official Journal of the Hellenic Republic.

e) Fine of 1.000.000 Drs (€2.934,7) to travel agencies and foreign enterprises' representatives, as well as to whoever signs contracts with tourist enterprises that haven't obtained the operating license, or who dispatch tourists to lodgings that operate without it.

Moreover, according to Law 2160/93, the following sanctions can be imposed to the businessman that operates any category of tourist enterprise:

a) Separately, a fine of 100.000 Drs (€ 293,47) for each violation, due to which a tourist was deprived of the hotel's services because of overbooking. No sanction is imposed however, if the businessman secured for accommodation in a hotel of the same region, of at least the same category, in time.

b) Fine of up to 200.000 Drs (€586,94), if due to lack or damage in the system of water supply or sewage system or in the lodging's installations in general, the area where services are provided or the area surrounding the hotel and all kinds of lodgings is polluted. In case of non conformity, within thirty days from the service of the decision, the immediate closing down of the hotel can be imposed, by decision of the G.N.T.O.'s Secretary – General, until the pollution has ceased. In this case, the exercise of any legal redress or aid does not have a suspending result. The measure is raised, by similar decision, after the interested party has applied for it and after the G.N.T.O.'s appropriate service has ascertained that the reasons that caused the situation have disappeared.

c) Fine of up to 200.000 Drs (€586,94), if the one exploiting a tourist enterprise omits to offer to his clientele services, comforts or goods that he promised or advertised in written, or if the offered services, comforts or goods are obviously of inferior category or quality.

To those having an operating license for camping sites, the following can be imposed, if Law 2160/93 isn't obeyed: (a) fine of up to 500.000 Drs (€1.467,35), (b) Provisional suspension of the operating license for a time period of up to six months (provided that at least three fines have been imposed within 18 consecutive months), or (c) final suspension of the license (provided that the provisional deprival has been imposed within three consecutive years)

In case of relapse to any of the above mentioned violations of the law, the maximum limit of fine is doubled and in case of a second relapse, it is tripled. The administrative sanctions set out are imposed beyond and independently from the sanctions that may be stipulated by other provisions.

2.3.3. Law 2446/96 (gov. gazette 276/A) concerning the modification of Law 711/77 about tourist buses sets out the following administrative sanctions for those who violate the law:

a) Fine from 10.000 Drs to 200.000 Drs (€29,35 to €586,94), by decision of the competent director of G.N.T.O. In the case of a second violation within the same calendar year, the fine varies from 200.000 Drs to 400.000 Drs (€586,94 to €1.173,88).

The fines are imposed in favour of G.N.T.O. and are collected according to the provisions of the Code of Collecting Public Income.

b) Provisional suspension of the operating license for a time period of up to three (3) months, by decision of the Secretary - General of G.N.T.O., in case of a third violation within the same calendar year.

c) Final suspension of the operating license and deletion of the enterprise and its vehicles from the enterprises' registration list, as well as suspension of the circulation license, by decision of the Secretary - General of G.N.T.O., in case the previous sanction has been imposed for two consecutive years.

d) Revocation of the circulation license and removal of the state plates (tourist bus of public use), on written order by the G.N.T.O. to the competent Authority of Vehicular Circulation, in case the enterprise operates without the necessary license (article of 3 Law 2160/1993) and the corresponding registration of the bus to the enterprises' registration list. The return of the plates is possible after the re granting of the operation license.

Also, article 9 of Law 2446/96 stipulates that the circulation license of tourist buses of public use is recalled conclusively by the Ministry of Transports and Communications, by decision of the Secretary - General of G.N.T.O., in the following cases:

a) In the case of suspending the operation license of travel agencies or tourist enterprise of vehicular transport, the circulation license is also suspended, but can be re-granted, provided that the interested party recovers the operation license for the initial enterprise or for one of the two forms of enterprises legalised to execute transportation (travel agencies - tourist enterprises of transportation by coach)

b) If, at the annual inspection, the bus is considered inappropriate for safe circulation.

c) As soon as the bus's age limit is reached.

d) In case it is auctioned. In any case the bus is obligatorily revoked as merchandise, the previous holder, in whose name the circulation license had been approved, can ask for its replacement within one year from the day of the obligatory revocation. If the deadline passes, the right to substitute the bus can no longer be exercised.

2.3.4. Law 2636/98 (gov. gazette 198/A) concerning the constitution of companies for the organisation of artistic events and for the management of G.N.T.O.'s fortune, the constitution of the National Tourism Council and modifications of legislation on tourism, in article 27, par. 2, imposes fines to whoever prompts and harasses in any way a person or a team of people to accept or reject a travel or transport service, services of dining or entertainment or tourist lodging or products of commercial shops.

The fine, from 200.000 Drs to 1.000.000 Drs (from €586,94 to €2.934,7), is imposed by decision of the Secretary - General of G.N.T.O. on each violation, depending on its importance. In case of relapse, the maximum fine limit is doubled. The same is valid also for whoever, without a license to exercise the specific profession, deals with a person or a team of people or negotiates or intervenes, with the aim of directing clientele to the above mentioned services or shops.

2.3.5. Law 2741/1999 (gov. gazette 199/A), concerning the Single Institution of Control of Foods, regulation of matters in the competence of the Ministry of Development and other provisions, provides the possibility of closing down a lodging, in case it operates without the necessary operating license. According to the above mentioned law, tourist enterprises of any category and form, operating without the stipulated by the provisions of law license, because it expired, was suspended or revoked, or because they were never granted a license, can be closed down, after a decision of the G.N.T.O., by its competent bodies with the assistance of police authorities.

2.3.6. Ministerial decision no OIK. A-48191/3257/2000 (gov. gazette 1026/B) on technical specifications of tourist trains, preconditions of type approval, specialisation of the criteria determining the geographic circulation regions, preconditions and classification supporting documents and other details, in article 9, as this was reformed by ministerial decision no T/7149 (gov. gazette B/931/23-7-2002), stipulates for those who don't observe its provisions the following sanctions:

a) Fine of € 293.

b) Double fine, that is to say € 586, in case of first relapse within two years.

c) Suspension of the circulation license and the tourist trains' plates for a time period of 15 days, in case of second relapse within two years

d) Suspension of the circulation license and the tourist trains' plates for a time period of six months, in case of a third relapse or more relapses.

In case the tourist legislation is violated, the sanctions provided in par. 6 of article 30 of Law 2636/98 are imposed (they are the ones mentioned above).

Finally, if the train is not supplied with the necessary bulletin of technical control, besides the other provided sanctions, the suspension of the license and plates is stipulated (as was also the case according to the decision 15463/1335/1993). They are returned after a bulletin of technical control in force is presented.

3. Conclusion

After the research, in a diachronic basis, of the framework of sanctions that the public administration of tourism applies, one reaches the conclusion that the tourist sanction-imposing system is scattered in various statutes. These are modified and supplemented, aiming at improving the operation of tourist enterprises and also aiming at further tourism development. Moreover, one can observe an abundance of Ministerial Decisions and decisions of the Secretary - General of G.N.T.O. (published under authorisation of law) framing the sanction-imposing system, as these modify the fines and often "transfer" sanctions from a form of tourist enterprise to another.

Thus, a discrepancy between violation of the law and sanction is caused, and in general confusion is created for the citizen, influencing negatively the relations of public administration of tourism and tourist entrepreneurship, with unwanted impact to the consumers of the tourist product.

Potentially, in the modern socio-economic environment of tourism, the updating of administrative sanctions in correlation to the type of violation and depending on the form of tourist enterprise, as well as the coding of the sanction-imposing system of tourism, could contribute positively to the creation of a suitable climate in the relations of the state with tourist entrepreneurship, aiming at the further tourism development of the country.

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LEGISLATION

1. Compulsory Law 1108/1938 (gov. gazette 77/A) “Modification and completion of Compulsory Law 431/1937 and other provisions”
2. Compulsory Law 431/1937 (gov. gazette 10/A) “ About provisions regarding the control of hotels and the protection of their clientele”
3. Compulsory Law 864/1937 “About the constitution and operation of tourist or travel agencies and about tourist and excursion associations”
4. Decision 15463/1335/1993 by the Minister of Transport and Communication (gov. gazette 429/V) “Circulation of special vehicles (tourist trains)”
5. Law 2160/93 (gov. gazette 118/A’) “Regulations about tourism and other provisions,
6. Law 2446/96 (gov. gazette 276/A) “About the modification of Law 711/77 concerning tourist buses”
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12. Law 711/1977 (gov. gazette 284/A) “About tourist buses”
13. Leg. decree 304/1969 (gov. gazette 195/A) “About the transport of people by buses of private use”
14. Ministerial decision no OIK. A-48191/3257/2000 (gov. gazette 1026/B) “Technical specifications of tourist trains, preconditions of type approval, specialisation of the criteria determining the geographic circulation regions, preconditions and classification supporting documents and other details”
15. Ministerial decision no T/7149 (gov. gazette B/931/23-7-2002) “Modification of no OIK.A-48191/3257/2000 (gov. gazette 1026/B) decision of Ministers of Development and Transport & Communication, “technical specifications of tourist trains, preconditions of type approval, specialisation of the criteria determining the geographic circulation regions. Preconditions and classification supporting documents and other details”.

Bhutanese Tourism: Gross national Hapiness / Gross national Product

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General Info

Population: 2,2 (mil.)
Area: (1000^2)
GDP: 864 mil. $
Number of Rooms ('05): 1436
Arrivals: 14.000 ('05)

Bhutan is a Buddhist Kingdom in Asia. Tourism Policy has a particular framework. Especially, welfare is not measured in Gross National Product but in Gross National Happiness. (Rademaker, 2007). Is a tourist destination where government constructs the image that wants, to appear at the general public. To start with we have to mention, that the country opened up to tourism in 1974 and has since then adopted a "high value" – low impact approach, charging tourist

US $ 200, -per day from which $65, -goes to the government. Bhutan is the best example where controlled tourism has been effective in ensuring the sustainability, of the industry in the long run. It has contributed significantly to foreign exchange earnings and government revenues, to income and employment generation and to regional development to a certain extent. It has created opportunities for the development of locally owned and operated private sector enterprises. Tourism has been an important mechanism for publicizing the country's culture and traditions to the outside world, and interactions with tourists have contributed to a sense of national identity, making Bhutanese proud of their country's unique culture and environment (Dorji T. 2001).

Moreover, we have to define "tourism meaning". Hunziker and Krapf, in 1941, defined tourism as "the sum of the phenomena and relationships arising from the travel and stay of non-residents, insofar as they do not lead to permanent residence and are not connected with any earning activity."

An other definition from WTO (World Travel Organization) is that Tourism is travel for predominantly recreational or leisure purposes or the provision of services to support this leisure travel. More specifically tourists are people who "travel to and stay in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited". Tourism has become a popular global leisure activity. In 2006, there were over 842 million international tourist arrivals. (WTO, 2007)

Tourist activities, as traditionally defined by the tourism industry, fundamentally involve the transportation and hosting of the tourism consumer in a local community, i.e., "tourist destination," where the tourist product is consumed. No other global industry structures itself in such a way that the consumer is brought to the product, rather than the product being delivered to the consumer in his or her own community. This structural difference produces unique social impacts upon the local tourist community, including the interruption of local customs and lifestyles, the spread of infectious diseases, changes in local demographics, and changes in local housing and labor markets. (ICLEI, 1999)

a. Gross National Happiness

The country has for centuries followed a traditional model of development which is based on improving the quality of life, while respecting natural and cultural constraints, rather than the quantity of material production and consumption. As such it forms a reminder for conventional western development planners that development can also be based on nonmaterial values, such as cultural, social and environmental values.

More analytically, happiness is a universally shared aspiration for all humans and can logically be regarded as the core purpose of development. While the maximization of the happiness of the Bhutanese people was first propounded by His Majesty the King, Jigme Singye Wangchuck (DoT/ RGoB, 2005)

The GNH concept squarely places the individual at the centre of all development efforts and includes a multi-dimensional approach toward improving human well-being. It acknowledges that people are the real wealth of a nation and propounds that income alone cannot be the measure of all human endeavors, equal emphasis must be given to the spiritual, cultural and emotional needs of the people (DoT/ RGoB, 2005).

b. Tourism in Bhutan

The main goal of the introduction of tourism was the generation of foreign exchange, using these revenues for the country's social and economic development and sharing Bhutan's unique culture and traditions' with the outside world (Dorji, 2001).

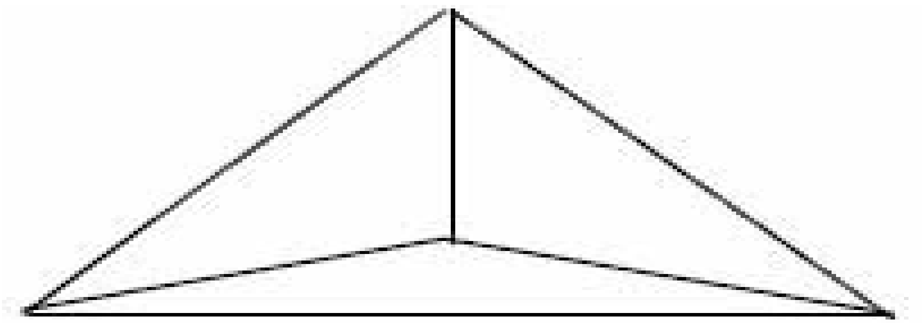
Because of the country's long isolation and the examples from neighboring countries such as Nepal where tourism has had some detrimental effects, the Bhutanese government made a cautious approach to tourism right from the start (Rinzin, 2006).

The principle of "high value, low impact" in the more recent 9th five year plan (2002 – 2007), with increased focus on ecotourism and the sustainability of tourism sector, but encouraging tourism numbers to grow (Rinzin, 2006).

The four pillars of development in Bhutan are sustainable and equitable economic development, conservation of the environment, preservation and promotion of culture and good governance (Rademaker, 2007).

Tourism at Bhutan is based mainly at Buddhist values which aim to bring happiness and peace to all human and non – human beings (Rinzin, 2006). To be more specific, tourism in Bhutan is more easily explained by the triangle of Sustainability as above. Tourism is at the middle of this triangle.

Tourism has to offer at Economy, Society and Environment at the same way. So as tourism growth has to be self controlled rather than led by global market forces, which often have detrimental effects.



As McGregor (2000), stated there are four separate spheres which determine the tourists ' image and experience of a destination.

The **known** is the central point of the tourism world, the best sights and attractions.

The **imagined** compromises those things that tourist has heard about but no visual information is available.

The **unknown** are aspects that tourists become aware of during their stay. This experience is largely dependent on the experience of the tourist.

The **unseen** is that which is not written about in major sources about in the major sources of information and the tourist is not exposed to these aspects.

The Bhutanese Government's tourism policy follows the four spheres before. Needless to say that Bhutan has all the preconditions so as to make a deep impression at tourists.

c. Strategy

The Bhutanese Government shapes the image of Bhutan by imposing a high daily tariff. By that way it is created the sentiment of an exclusive tourism destination.

Moreover, uses a lot as tool of promotion the e-marketing. To be more specific it uses its website so as to be promoted as tourism destination and to inform potential tourists. (http://www.bhutan.gov.bt/government/index_new.php).

The Government let a small number of film producers, to make their films at this area. The reason is that acknowledge that popular media influences the appeal of travel destinations and activities through constructing or reinforcing particular images of those destinations, and acting as "markers" (MacCannell, 1976). The development of a country's identity, image and cultural representations can be traced through popular film and television series (Beeton, 2005).

On the other side, film producers, in general have little concern for the impacts of film – induced tourism as, once they have completed their on – location filming, they leave. That' s why the Bhutanese Government seems not really open to film productions in the country. Tooke & Baker (1996), suggest that the effect of film – induced tourism may be sufficient to warrant tourism destinations encouraging film – producer as a formal policy. As Cohen (1986), stated that "media fiction" is a tourism promotional tool.

d. Highly educated Tourists

Bhutan consists a tourism destination, where tourists are highly educated. More analytically, more than 70,2% of tourists holds a university degree or more. These tourists can be placed into the "cultural or ecotourist" category (Dot/Rgob, 2005). Generally speaking, university students belong to the future potential tourists to Bhutan.

Bhutan is an alternative tourism destination. Except for mass tourists, there is a 10 -15% of tourists which search for "different – alternative"tourism destinations.

Tourists of alternative destinations are usually highly educated, mature, affluent, well travelled, environmentally aware and sensitive to the social and cultural traditions of the destination area (WTO, 2001).

Munt (1994), stated that the shift away from traditional sun, sea, sand and sex holidays to travelling, trekking and trucking as a search for an authentic, fashionable, of the beaten track experience that claims to be environmentally and culturally aware.

e. **Tourism kills Tourism**

A destination will gradually become known to tourists, who are initially attracted in small numbers. As it becomes more popular the uniqueness of a resort is lost, and it becomes another mass market destination, appealing to a more down – market holidaymaker.

The expansion of hotels and other facilities at the resort may lead to a surplus of supply over demand, while the despoliation of the resort may make it less attractive to the holiday market, who will move on elsewhere. Eventually the resort may decline to a point where tourism is no longer significant and other industries may be encouraged into the region, on the local authority decides to take action to appeal the appeal of the destination again (Holloway, 2004).

Butler (1980) developed the tourism life cycle model which described these different stages as stated above. According to Cock & Phueller (2000) tourism numbers are related to environmental stress.

As Van Egmond (2005), stated government of developing countries as Bhutan seem to prefer the high spending, short stay luxurious tourists for the high tax benefits, backpackers and students offer on long – term basis a higher and more spread income for the local population.

Conclusion

Tourism in Bhutan was privatized by the Royal Government of Bhutan in 1991. Today it is a vibrant business with nearly 200 private operators at the helm of affairs.

The Royal government has always been aware that unrestricted flow of tourists can have negative impacts on Bhutan’s pristine environment and its rich and unique culture. The Government, therefore, adopted a policy of High value – low impact or low volume tourism, controlling the type and quantity of tourism right from the start.

The Royal Government of Bhutan recognizes that tourism is a world-wide phenomenon and an important mean of achieving socioeconomic development particularly for developing countries like Bhutan.

There are, however, problems associated with tourism which, if not controlled, can have devastating and irreversible impact on the local environment, culture and identity of the people.

In keeping with the government's cautious and balanced approach to all aspects of the development and modernization, the tourism industry in Bhutan runs on the principle of sustainability. This means that tourism must not only be economically viable but equally sensitive to the local culture and environment.

Tourists can travel to Bhutan only through all inclusive package tours for which the Government of Bhutan sets the international tariff.

To be more specific, as it concerns Bhutan tourism Policy, in itself is an important aspect of the country's image: the high daily price for international tourists creates a sense of uniqueness and exclusivity, tourists feel privileged that they are able to visit such a unique country and are willing to pay the price for that privilege. (DoT/ RGoB, 2005).

Bhutan is one of the least visited countries in the world appeals to tourists in search for unique and authentic experiences (Rademaker, 2007).

Finally, we have to mention that the budget for marketing campaign for Bhutan is real small ($41.000). The focus on Bhutan's marketing strategy is on the high income, highly educated, high spending tourists. Efforts are also undertaking to attract repeat visitors by sending direct mailings to visitors, as reminders of the great holiday they had in Bhutan (Dot/RGoB, 2005)

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Touristic development, formative system and business: a necessary synergy

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My research deals with the concept of touristic development linked to human resources and formative processes as well as on the increasing of an efficient and effective communication between public institutions (local governments, Provinces, Regions), touristic business and the academic world.

My research starts from an analysis of the touristic development concept on a European and international level to determine in which direction the phenomenon is evolving. Afterward I will point out the problems Italy has got regarding tourism, and I am going to put a particular attention on the regional situation, so that, my research field will be more delimited, but it will carry out anyway the function of individuating on a micro level (Region), the problems exiting on a macro level (Italy).

At first, it is necessary to clarify the evolution of the concept of touristic development on an international level, that lately is strictly linked to fields like sustainable development, as it comes out from the Lanzarote Charter[17] of 1995 that states the necessity of "developing a tourism that meets economic expectations and environmental requirements, and respects not only the social and physical structure of destinations, but also the local population, mindful of the need to establish effective alliances among the principal actors in the

[17] Charter for Sustainable Development, "World Conference on Sustainable Tourism. Lanzarote, Canary Islands, Spain, 27/28 April 1995". Site: http://www.rete.tos.it/sett/turismo/euromeeting_2003/atti_euromeet2001.pdf

touristic field in order to create a tourism that is more responsible towards our common heritage", and from the Rimini Charter[18] in 2001 that confirms the importance of Tourism Sustainability on Tourism, expecially referring to "mass tourist destinations". In particular: "we believe that the European countries of the Mediterranean area, and the areas of "mature" tourism, must assume the responsability of revising their development models and strategies, innovate their tourist products, human resources and local economies in direction of social, economic and environmental sustainability of tourism and of an environmental rehabilitation of the territory able to consider also the global dimension of the problems".

The problem of tourism in Italy is not only linked (like in many other sectors), to the lack of communication between all the different institutions (local governments, Regions, Provinces), but expecially between them and the academic world and touristic enterprises. The touristic situation in Italy shows both problems linked to the mass tourism phenomenon (existing in art cities like Rome, Florence, etc.) and to seasonality (beach tourism in summer), and the will of developing tourism of the inlands, unknown but with a lot to offer.

The situation in the Marche region essentially reflects the national one: political institutions want to encourage touristic operators' professional training, starting from the ones involved in reception and proceeding towards deseasonalization of touristic flows. The aim of the "Guidelines of the Plan for regional promotional activities for tourism 2008 " is actually giving the tourist an integrate offer of the Marche region, enhancing the "organization and efficiency of the touristic information centers in order to offer a service based on quality"[19]

Thus, a complex and rich field of research and exchange emerges, where the consolidation of the system based on the importance of skills, becomes central in all sectors of professional training, which has to consider all the peculiar needs of every actor inside the formative process[20]. In a country where tourism represents one of the main resources, the most logical and rational way to get

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18 Rimini Charter, "International Conference for Sustainable Development", Rimini 30 June 2001. Other than the two quoted International Conferences, there are: "The International Conference in Calvià (1997)"; "The International Congress in Sant.Feliu de Guixols", organised by Mediterranean NGOs (1998); the work produced by the World Tourism Organisation (WTO) especially the Global Code of Ethics for Tourism adopted in 1999; the work done by the Mediterranean Action Plan on Tourism (by BP/RAC and PAP/RAC) and the Recommendation formulated by MCSD and adopted by the Contracting Parties to the Barcelona Convention (1999), the work of the Tour Operators Initiative, in partnership with UNEP, WTO and UNESCO. Site:http://www.rete.tos.it/sett/turismo/euromeeting_2003/atti_euromeet2001.pdf

19 Article: "*Le Marche nel 2008 puntano alla qualità dei servizi*", 9/01/2008, available on the site www.ilquotidiano.it of the Province of Ascoli Piceno.

20 Cerrino, S. "*Sviluppo di Business Plan per impresa innovativa nel settore del turismo online: valutazione dell'opportunità economica e analisi della fattibilità tecnologica*", Management Engineering Thesis at the Politecnico of Torino, A.A. 2006/2007

round of an “underdeveloped” touristic situation, is that of training operators aware of real needs, not separated from the real and concrete necessities of the market. A clear example of underdevelopement is the absence of an up-to-date and exaustive web-site on tourism in Italy. Italian government spent something like 45 million euros to create a website on tourism (Italia.it) that was criticised for the “old” style and the same usual contents, as well as for the lack of access, so sporadic to make the site almost invisible. Furthermore, the national President of the Unionturismo[21], Gianfranco Fisanotti, points out that the website contents are also misleading since it cointains serious mistakes on the information about some Regions (such as Molise, Marche, Liguria, Abruzzo)[22].

Although many degree courses, both first and second level, exist in Italy, as well as Masters on Tourism, the situation of the labour market for the people graduated in this field, doesn’t give many chances, expecially if compared with other Countries.

Even considering that private companies cover only one part of all the possible occupations in tourism, the gap between demand and offer of work is however quite relevant and Universities and the entrepreneurial world are called to bridge it.

But how? First of all, Universities should offer courses with a precise formative identity that could reflect not only the incumbent necessity of spreading and transmitting a “disciplinary” culture of tourism, but even the effective needs of professional profiles coming out from the employment world. On the other hand, private companies, considering the continuous changes of the touristic demand, should engage skilled staff that, in some cases, also means the presence of universitary level curricula. It is therefore necessary to extend and strenghten relationships between the occupation world and touristic professional training[23].

On the contrary, in Italy we assist to a lack of coordination, orderliness and a program with common objectives.

To realize which is the best way to get to a synergy between all the institutions, I will carry out researches both on an international and European level, to figure out the best practices to implement and adapt to the Italian situation. The formative system has to found its strategy on a widespread net of alliances between all the different public and private subjects operating on the territory. Practically, the priority requirement is to activate a constant support system to encourage the development of small and medium companies, that make up the jet engine of the touristic system; that's why it would be better to create a

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[21] Unionturismo is an italian National Association of the Companies and the Public and Private Organizations for promotion and hospitality management. Site: http://www.unionturismo.it/

[22] Zuccolini, R. “*Rutelli pronto a chiudere il portale Italia*”, 18/10/2007, nel sito del Corriere della Sera www.corriere.it

[23] Article: “*Formazione turistica:promossa o bocciata?*” online review by Touring Club Italia

Site: http://www.touringclub.it/Pdf/rivista_tur/Formazioneturistica_RdT_2_06.pdf permanent table that could really approach academic and occupation world. If it is possible, then we will have, at least in this field, a little revolution because all the future degree courses or professional formative courses will be created considering the effective needs of the market so that each student will be sure that, after his graduation, he/she will find a occupation correspondent to his education. In this perspective, there will be a re-adaptation of the school to the market and viceversa, and a new interdependence, necessary for a real development of the country, will be created.

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LAND-USE PLANNING AND SUSTAINABLE TOURISM DEVELOPMENT IN LIBYA

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Abstract: Although Libya is not a tourism-dependent country, this activity could become one of the most important sectors for the Libyan economy and its importance for the country's development is increasing year by year. Libya possesses vast supplies of undeveloped land with enormous potential for various sectors development. Recently Libya has decided to develop the tourism sector to enhance the national economy, which for so many years has been bolstered by the oil industry. The huge space of undeveloped land can be exploited in broadening the bias of tourism development in terms of new construction work and new or refurbishment of facilities to meet the requirements of the international tourism generating markets. The paper is going to discuss two major issues: First, the state's role in facilitating the regulations both in terms of land use, financial support and other related aspects as well as the essential implications needed to encourage both local and foreign investors to invest in tourism related services. Second, the S.W.O.T analysis for Libya as a tourist destination and development proposals for the essential prerequisites needed for the development of the Libya's tourism resources will be presented.

Keywords: Sustainable, Land-use, Tourism, Development, Libya,

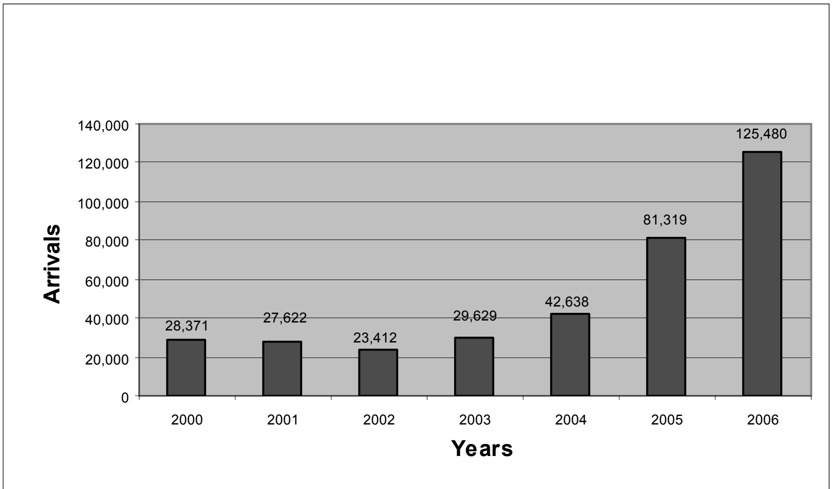
INTRODUCTION

Libya is a country is bordered to the north by the Mediterranean, with a cost- line of approximately 2,000 kilometres. . It has a total area of some 1,760,000 square kilometres, to the east is Egypt, to the south is Sudan, Chid and Niger and to the west is Algeria and Tunisia.

Governments of many developing countries including Libya have introduced tourism as an attractive developmental option to sustain the national economy, which in the Libyan case has, for many years, been bolstered by the oil sector. The Libyan economic development plans of the 1970s and 1980s were based on the diversification of the Libyan economy away from oil. This was due to two reasons. Firstly, the reduction of world oil prices over the previous decade and, secondly, the lack of formal economic plans to overcome this problem (WTO, 1998).

Despite the UN embargo on international flights, Libya has witnessed a large influx of visitors, especially from neighboring countries in particular Tunisia and Egypt. In addition, a number of overseas visitors have come into the country through the Tunisia – Libya land border from different countries.

According to information from WTO (2004), the information includes arrivals of non-resident visitors from various countries world-wide visiting Libya. International tourist arrivals from top generating tourist markets during 1999-2003 are shown in Figure 1. These data show international visitors who really travelled to Libya for tourism purposes and does not include, those who visit the country for the purpose of seeking work.

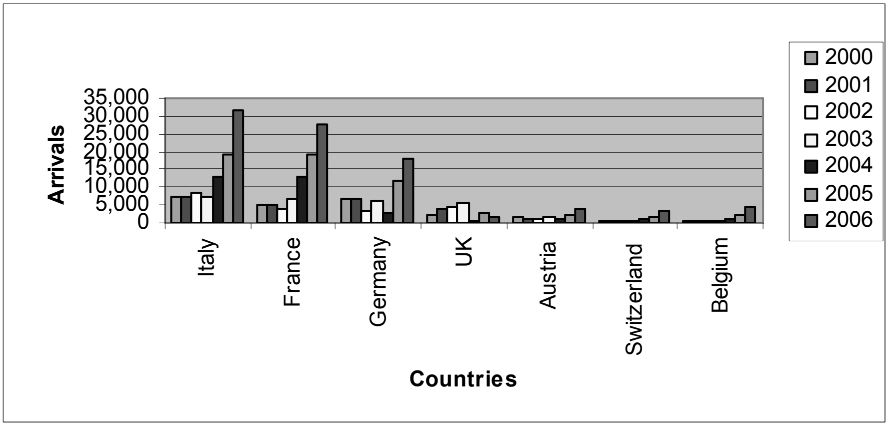


Source: (WTO, 2007)

Fig 1 International tourist arrivals from top generating tourist markets to Libya (2000-2006)

Figure 1 indicates that tourist arrivals from those markets increased from 28,371 in 2000 to 125,480 in 2006. On the other hand tourist arrivals went down from 27,622 in 2001 to 23,412 in 2002 showed (-15.24) per cent compared to 2001, due to September 11th impacts, which affected international tourist arrivals all over the world. In addition international tourist arrivals witnessed a slight decrease (by -2.64 per cent) in 2001 compared to 2000, due to the weakening economies of major tourism generating markets. In 2006 tourist arrivals to Libya has risen to 125,480 due to the improvement of image and relationship with tourism generating markets.

Figure 2 illustrates numbers for Libya as a tourist destination from the top generating tourist markets during the same period. It can be noted that, most international tourists visiting Libya are generated from Italy, Germany, France and the UK respectively. A small number of international arrivals represent the other countries. The Libyan tourism authority is trying to boost the number of tourists generated from these markets and aiming to target new tourist markets from various countries around the world, such as the USA, Japan, China and South Korea etc.



Source: (WTO, 2007)

Fig 2 Libya's visitor numbers from the top generating tourist markets (2000-2006)

For all of this to be put forward, careful planning must be considered in order to conserve and prolong tourism assets. Planning implies the need for an orderly arrangement of activities and practices in order to minimize the uncertainty, which arises in any future position. Land-use planning regulations play significant role in creating a distinctive Libyan ambience and environmentally sustainable tourist product. Tourism as an activity is based on interactions of particular destinations and so requires coordination and the cooperation of both public and private sectors. The importance of tourism has brought about the realisation in Libya that this industry deserves special attention.

LAND-USE PLANNING OF TOURISM RESOURCES IN LIBYA

In many locations in Libya there are similar or competing tourism products e. g in classical tourism sites. At present tourism market demand may not be strong enough to support the development of all potential tourism in each part of the country. Therefore, the allocation of tourism potential throughout the Libya's regions became essential without distorting the natural distribution of resources. Particular attention should be paid to the development of tourism attractions in locations that can be linked into attractive tourist circuits, in order to introduce visitors to some of the less well known and less visited areas of the country. Regarding this issue the WTO (1998) introduced proposal of the refurbishing of existing hotels and establishing of new hotel accommodation in different areas as shown in Table 1.

According to the Libya's GBT (General Board of Tourism) Physical development in Libya is subjected to the urban and rural planning law No (5) of 1969, which obliges every municipality to prepare a detailed plan for future urban development in towns and settlements within their boundaries.

Table 1 Incremental New Hotel Accommodation Required in Libya (2003-2018)

Region	**Bedrooms**			
	2003	**2008**	**2013**	**2018**
Western	2770	2470	3180	5160
Southern	500	560	680	1160
Central	250	260	310	620
Eastern	1100	1160	1510	2660
Total	4620	4450	5680	9600

Source: (WTO, 1998)

There is no legal requirement to prepare plans for areas outside existing settlement and most desert and other remote areas are not subject to detailed planning control. In each planned urban area or settlement, authorities are required to propose land use classification zones to control and regulate development. Within these zones, detailed planning regulations with regard to safety and security requirements for public buildings. The comprehensive building regulations currently available in Libya are those prepared for Tripoli, and these have been widely adopted throughout the country. Key regulations for tourist related uses are:

1. minimum site area are to be determined by the relevant planning committee;
2. maximum building height is 15 meters;
3. site area coverage is limited to 25 per cent;
4. the depth of the site should not be more than 2.5 times the site width; and
5. the floor area to site area ratio should not exceed 100 per cent.

Destination Planning

The major benefits to be gained from developing a tourism product are both economical and social. In order to succeed, the development needs to be carefully planned, so as to extend or harness its life cycle. On one hand you have local development, but on the other hand you have environment impact caused by non-organised land use (Parizzi et al., 2001). Typically, problems may arise when tourism development is rushed, taking little or no consideration of the product's life cycle or the environment. In order to sustain product development in the future there needs to be collaboration between both the public and private sectors.

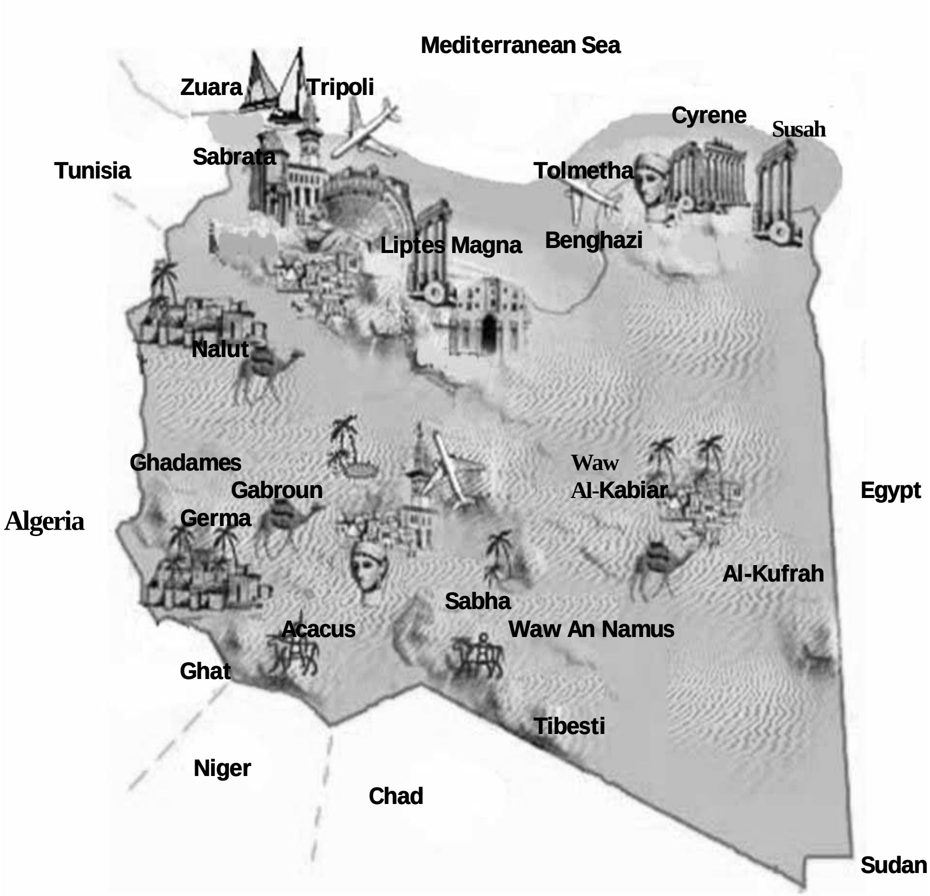
Medlike, (1993:148), defines a tourism destination as:

("countries, regions, towns or other ears visited by tourists. Throughout the tear their amenities serve their resident and working populations, but at some or all times of the year they also have temporary users – tourists. How important is ay geographical unit is as a tourist destination is determined by three prime factors: attraction, amenities and accessibility, which are sometimes called tourism qualities of the destination") (cited by Hall, 2000, p. 161).

A global approach to land management depends on appropriate structures of governance. Therefore, decentralisation may be seen as a significant key of significant development. Land use-planning plays a crucial role to apply sustainable principles at all government levels. These principles relate to sustainable development in its broadest sense including economic, social and environmental aspects. In addition, decentralisation of land use planning and decision making raise the question of suitable local institutions and organisations for managing these tasks. For example, it is understood politically that environmental problems can only be solved by involving/mobilising the local people (Enemark, 2001).

Libya is the World's newest and most exciting tourist destination. It has about 2,000 kilometres long of, coast line a long the Mediterranean Sea which makes it a productive area for sea sports, diving and all kinds of beach activities. There are ancient archaeological cities and monuments from Roman, Phoenician, Greek and Islam civilisations. There are also historical mosques and churches, as well as museums with their splendid and fine antiquarian possessions.

Moreover, there is a variety of nature views a long the coast line, such as sandy beaches, wild palm trees and rocky shores. The beaches extend from Tripoli towards the East about 200 kilometres and are characterized by their sandy nature, which is very popular with local residents. The major tourist attractions of Libya as a destination are illustrated in Figure 3.



Source: http://www.shati-zuara.de/english/Libya/libya.html

Figure 3: Map of Libya's principle tourist attractions

Destination planning should be integrated with community planning. Officially community plans traditionally focus on physical public needs, especially for updating and enlarging public structures and systems. These needs are often for resident transportation, water supply (potable and gas) fire protection, and for police and public safety (Gunn and Var, 2002). Regulations for land-use and structures such as zoning ordinances and building codes, are included in most city plans.

Steiner (1991), states that any land planning process must begin with understanding landscapes and then make changes only in ways that protect and conserve these important foundations (cited by Gunn and Var, 2002). Goodwin (1993), added that building of an urban landscape is not just physical and economic. It is also social, cultural and political, and changes in these process can play a significant role in easing economic transformation and helping to form new a round of coherence (cited by Hull, 2000).

The prevailing view is that good economic opportunities exist if more money would be spent on building the infrastructure of the destination as well as devoting more efforts to attracting tourists from local and regional markets.

Site Planning

To achieving higher quality tourism developments action on two levels are required: Firstly, design guidance to rise the standard of tourism schemes and facilities. Secondly, land-use planning and building regulations need to provide a great protection to areas of landscape beauty, particularly beach and costal areas. Pennington, (2002) indicates that the pattern of land use that constitutes of both urban and rural environments cannot be left to the selfish individuals and the vagaries of competition. These are best left to the benevolent patrimony of the state.

Every development proposal should be contain comprehensive design solution for sewage treatment, water supply, waste/garbage collection and disposal, water storage, electricity supply, waste and foul water drainage systems and telecommunications links.

There is a critical need to minimize the visual impact of developments, especially in sensitive locations such as beach areas, mountain ridges and in certain desert locations. For example, it is particularly important that buildings do not appear obtrusively above the sky line on hillsides or above the level of existing trees in beach areas or oases. This can only be achieved through understanding of a site and its relationship with the surrounding landscape. It is essential, therefore, that all schemes are designed on the basis of detailed topographical mapping of the site and its surroundings. Existing vegetation needs to be accurately surveyed and species identified. Plans need to be drawn up to determine what trees need to preserved and which should replace with new planting.

Investigations need to be carried out to ascertain whether any archaeological or historic remains are located in the area. Developers should enter into discussion with the Tourism and Antiquities Department at the earliest opportunity to allow time for any detailed surveys or excavations. In addition, new tourism related development should seek to reflect and build upon the country's heritage in order to create a uniquely Libyan ambience and environmentally sustainable product. There is crucial need to recognise cultural traditions and regional characteristics.

There should be enough space around all tourism sites except those in dense urban areas. Buffer zones should be either landscaped with appropriate plants and trees or any existing vegetation preserved. In addition, beaches should be left in as natural a state as possible and public access on foot to be waters edge unimpeded. It is important to leave adequate space on the beach entirely free of all permanent or temporary structures.

As parking requires a large user of land, therefore, it needs to be fully integrated into the landscape design of the scheme in order to avoid the negative visual impact of large paved surfaces. Gunn and Var (2002) state that parks and greenways have little chance of success if they are badly located. Therefore, parking location should be carefully considered as close to the area needed to be serve and make sure that it is consistent with the overall site design. The Libyan architectural design and styles should reflect the country's response to climatic constraints, cultural and historical processes. For example, the use of locally available materials in areas where construction was traditionally in local stone and olive wood as in the mountain areas, mud bricks and palm tree wood in desert areas.

S.W.O.T OF LIBYA AS A TOURIST DESTINATION

According to some surveys conducted by the author with international tourists visiting Libya and key tourism administrators in Libya, the SWOT of Libya as a tourist destination can be stated as follows:

Climatic conditions of Libya vary from one part to another part of the country. The mean daily temperature does not fall below 5°C. This kind of climate has the ability to offer Libya as whole year around destination. The country has an extensive and mixed range of tourism resources that are spread widely throughout the land area of the country. These tourist attractions are located in different regions throughout the country. Libyan people are characterised by pleasant hospitality. According to the survey conducted by the author with international tourists visiting Libya, the attitude of local people towards international tourists and personal security, which represent critical factors in some other destinations achieved a satisfactory response from international tourists. Therefore, tourists will be encouraged to repeat visits as well as prolonging their length of stay. This will play an important role in sustaining tourism growth.

Although, the country is bestowed with natural and man-made attractions, the degree of awareness and knowledge of such attractions amongst the international tourist market is poor. There is a lack of investment in infrastructure, as well as the substandard facilities and services offered being inadequate. In addition, some of these attractions are not fully exploited, due to the lack of tourism facilities and services in these areas. There is a lack of available accommodation in terms of both quantity and quality of service in or close by the principal attractions. In addition, there is a need to improve the existing information centres at the site areas and establishing more information centres in the main cities, which can be of great help to international visitors. Ultimately, the shortages of theses facilities will definitely have its negative impact on the level of tourist demand.

The lifting of the UN air embargo recently is an important factor in the future development of tourism in Libya as, in air-flight terms, it is situated close to the tourism generates markets in Europe. Moreover, in the future, Libya has the opportunity to develop the general interest touring-circuit markets in different parts of the world such as North America, East Asia (specially Japan and Korea) and Australia. The potential of the Libyan tourism product exists in various areas. Opportunities exist to utilise facilities in the country, organised efforts to conduct conferences, meetings, conventions and exhibitions, leave much more room for development.

There is no proper well-defined principle to develop tourism on systematic and orderly lines, which may be considered to be a major threat. Also the personnel in the tourism sector keeps changing, which results in different policy ideas for the development of tourism. It is a severe threat to ongoing projects to stop funding or delay the execution of tourism plans. Sometimes inadequate capital does not allow the completion of a project. The need to improve the level of security becomes essential as tourists increase. In addition, internal marketing to educate local people about the benefits of tourism to the community and how they should interact with tourists is poor.

TOWARDS SUSTAINABLE TOURISM POLICY

Conserving the natural and built tourist resources for future generations against any environmental damage will lead to long-term tourism development. Management of the natural and built resources and tourism planning should be directed towards quality as well as growth. The development of tourism should be linked to other sectors of the economy, if it is to stimulate production in agriculture and industry that will contribute to the development of a more balanced economy and reduce the percentage of foreign exchange leakage.

As a result, for Libya to attain sustainable tourism development, it is crucial to consider environmental issues as a key factor in the overall development of the tourism sector. Distinctive investment incentives to local and foreign investors could help to conserve the natural and built environment. The involvement of government is a necessity in the modern world including Libya. The industry could not survive without them. Governments can attract can attract both domestic and foreign investment, which will stimulate the economy. For instance, through the provision of cheap land, tax breaks or government backed low-interest loans. Although, foreign investment can be one of the main problems for economic leakage, it is very important especially to developing countries for speeding up development, financial backing, bringing technology and raising standards in developing countries' tourism industries. Investment in fixed assets cannot be removed from the country. Hotels especially, can be a real utility to the country. For example, in the period 1989-92 in Australia Japanese investment of tourism related services, accounted for about 70 per cent. Japanese investors are renowned in different areas, such as, Hawaii (Elliott, 1997). Governments have the power to provide the political stability, security and the financial framework which tourism requires. They provide essential services and basic infrastructure (Jeffries, 2001). Governments can foster process that includes research, great land-use plans, develop standards, create educational awareness, collaborate with the private sectors and integrate plans of governmental agencies (Gunn and Var, 2002).

As cited by Hall (2000), regional tourism development plans throughout many parts of the world are a common government initiative, particularly where such regions are seeking to utilize tourism as response to problems of economic restructuring (Jenkins ea al., 1998)

In order to achieve a tourist product that is economically, socially, environmentally, and culturally viable, the involvement of the community in tourism planning has become essential. Participation of all tourism stakeholders in tourism planning, including local communities and indigenous people, during all phases of planning and management is essential, leading to the empowerment of locals, grater transparency and facilitating conflict management. (Coltman, 1989 and Wall, 2005).

Sustainable expansion for tourism requires a proper land development, which involves the people to become part of the planning process. Therefore, Gill and Williams (1994) and Gill (1998), indicate that growth management has emerged to include both the promotion of development and the protection of land against development. It is up to the individual communities to determine how they want to balance the status quo with the benefits of growth, and how effective they are going to be in mitigating the negative effects they want to avoid. Moreover, as cited by Hall (2000) growth management is a systematic impact management strategy, which calls for an integrated sharing of ideas between citizens and managers (Stein, 1993).

In Libya, residents should be aware of the economic benefits of tourism development to their community and should perceive the positive changes in their communities from tourism with aspects such as changes in the living standards, investment, level of income, employment opportunities, recreational facilities for residents, tourism as a source of valuable experience, and preservation of antiquities and public facilities etc.

This all could lead to good tourist-host interrelationships, which results in better interaction between local people and tourists. This would encourage both parties to care more about the community's tourist assets, which in return may lead to sustainable tourism product.

CONCLUSION

Libya has an extensive and varied range of tourism resources that are spread widely through out the country. These include attractive natural features and many different landscapes of the vast Libyan desert, human achievements in the form of buildings town, art history as well as modern man-made attractions etc. These unique attractions need the provision of additional facilities to improve the presentation and interpretation at the major sites as well as leisure facilities t o improve visitors comfort.

For Libya government to accelerate tourism development and exploit tourism resources for sustaining the national economy, a number of important issues need to be considered further.

Initially, more funding and support from the government is needed to encourage local and foreign investment in tourism by treating tourism legislation as a special and more distinctive casa in order to be more attractive. The development of more tourist accommodation such as small to medium sized-hotels, beach resorts, roadside travel-lodges and guest houses to meet the demand of prospective international and domestic tourists as competitive prices could lead to sustainable tourism development and fast promotion of the country as a tourist destination. All kinds of construction should follow up the formulated regulations in terms of land-use design, safety and security. In order to achieve a tourist product that is economically, socially, environmentally, and culturally viable, the involvement of residents in the planning process is essential.

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Web-tourism management strategies

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Summary

The World Wide Web (Web) is a system of interlinked hypertext documents accessed via the Internet. With a Web browser, a user views Web pages that may contain text, images, videos, and other multimedia stuff, and can navigate between them using hyperlinks. Today Web is very much used in the tourism industry, enough to be able to speak about Web-tourism and its management strategies. This is how tourism enterprises can nowadays become compatible.

The Management strategies for the web tourism represent for this research the organization and the methods needed to accomplish tourism enterprises goals, with the use of the web. It comprises some basic procedures as planning, organizing, leading, and controlling Internet tools in order to accomplish an augmentation of tourism customers.

In this paper, we firstly examine the phenomenon of Web-tourism or etourism and some of its management strategies (website, electronic Word-of-mouth, Blogs, virtual communities, emailing). We also refer to the reasons that can make consumers not to purchase travel products online and how we can avoid this situation, by the help of permission marketing.

I. Introduction: Web-tourism

Since the 1980s, technological progress with Information Communication Technologies (ICTs) has been transforming tourism in a worldwide level. Actually, the growth and rapid development of this industry is mirrored by the growth of ICTs, as they play a critical role for the competitiveness of the tourism industry. The appearance of search engines and their development have influenced the number of travellers around the world that use new technologies for finding information and organising their travels. ICTs have also changed radically the tourism businesses management. The way that these structures present their products in the marketplace as well as how consumers perceive them and interact with them is today totally different from what they did before. The phenomenon of Web-tourism or eTourism is one of the examples that has undoubtedly very much influenced, and will continue to influence, the tourism industry structure and management strategies.

From the one side we have the consumers that are now able to identify, customise and purchase tourism products easily and without cost through the Web, and from the other we have the providers that can propose and distribute their products easily with the use of the correct management tools. In fact, ICTs enable travellers to access reliable and accurate information as well as to undertake reservations without spending much time and money. The only thing that each one of the tourism consumers has to do is to place himself/herself in front of his/hers computer and spent some time surfing in the web.

As Dimitrios Buhalis (2008) explains, nowadays consumers are less interested in following the crowds in packaged tours and much more keen in pursuing their own preferences and schedules. Increasingly, package tours are loosing market share in favour of independently organised tourism facilitated by dynamic packaging. The contemporary consumer is far less willing to wait or to put up with delays, to the point where patience is a disappearing virtue. The key to success for D. Bukalis, lies in the quick identification of consumer needs and in reaching potential clients with comprehensive, personalised and up-to-date products and services that satisfy those needs. In this way, new, experienced, sophisticated, and demanding travellers require interacting with suppliers to satisfy their own specific needs and wishes. This is very important, as globalisation can offer us opportunities from the one side, but from the other it can put us in some very difficult situations.

In our developed world, we do not have much time to travel and generally to engage ourselves in our favourite activities. Etourism helps the consumer gain some time. Expected response time from organisations to customers has been very much reduced and this has certainly affected customers willing to use the Internet to surf, find information and do their reservations. Nowadays travellers have direct access to information provided by tourism organisations, private enterprises and increasingly by other users/consumers. They can search for travel-related information, make online air-ticket bookings, room reservations, and other purchases, by themselves, instead of relying on travel agencies and so risk losing much of their time and money.

Pricing is also a major issue in eTourism. It is sure that search costs decrease in electronic markets due to the diminishing of the data exchange cost. We can spend much more money by visiting a travel agent than by making a reservation on our own, at our own space and at the time that we want to do it (as with the help of the net we can even do a reservation when offices and travel agents are closed). This is why many tourism enterprises use ICTs to communicate directly to consumers concerning web-only fares and rates, passing on discounts that are generated from saved commissions and distribution charges made in a short value chain.

Finally, ICTs and the Internet have dramatically increased the number of choices for the consumers, who now have many options for searching and subsequently purchasing on the Internet. From the other side it is true that too many choices can sometimes be one of the problems that the Internet has brought around, as when new web users search for travel information, they tend to browse through multiple websites and are sometimes lost in the quantity of information.

Nevertheless, due to the popularity of Internet applications, most tourism organisations have embraced this new way of gaining customers, as a very important part of their marketing and communication plans. But there are certainly some strategic actions that a tourism enterprise should follow to become successful with the help of ICTs.

II. Management strategies for tourism enterprises

The reaction to online inquiries can very much influence customer satisfactions and booking behaviour. This is why there are some factors to take into consideration in order to fix the management strategies that suit a particular tourism enterprise. Tourism enterprises that have a website, nicely and properly made, can attend a big augmentation of their customers. This is the reason that the use of a website is a very important management tool for a tourism enterprise that would like to become successful.

The utility of a website

The acceleration of tourism marketing can be accomplished through tourism websites, as these tools can establish brand names and expand current markets (Jeong & Choi, 2004). It is actually an important way to maintain relationships with travelers, by promoting and selling products via the Internet. This is the reason that developing an effective website is imperative for every tourism company.

Web design in both functionality and usability senses is also a very significant element for the website, as travellers expect websites to be informative, interactive, and attractive (Chu, 2001). Stimulate usage and make bulletin boards interesting and lively could lead users to return often to the site.

Additionally, comparing with traditional travel organisations, **making websites more user-friendly** could facilitate customers' attraction to complete their online transactions. If the user surfs in a well-made site, well organised, functional, with nice pictures and comments, it is easier to be influenced and actually buy the product. If not, it is rather uncertain if the user will actually proceed to a transaction. Cunliffe (2000) emphasised a poor web design resulted in a loss of 50% of potential sales and the negative experience lead to a loss of 40% of potential repeated visits. Ease of use, usefulness, information content, security, responsiveness, and personalisation are the six factors that for Kim and Lee (2004) characterise web service.

Density is also an important factor that can influence the utilisation of a website, as it measures the relative number of ties in the network that link actors together (Rowley, 1997). Sushma Seth Bhat and Simon Milne (2008) have explained that these links are the key to develop shared values and conformity within the network. Greater density is likely to result in more efficient communication, so loyal customers should also be encouraged to post links on their personal websites, in order to increase density and efficient communication among customers and between customers and tourism enterprises.

Through a website marketers can share information. Web visitors have actually the opportunity to access the opinions of satisfied guests, thing that can make the potential client: (a) want to learn more about a product, and (b) use or buy the product. The fact that visitors can also share opinions proves that the use of a website can also stimulate eWOM (electronic word-of-mouth). Allowing and encouraging eWOM on the site through posted comments asking the opinion of the clients could actually provide the host company an important feedback. In this way, the company would be able to better understand its consumers' needs and so try to take action in the best possible way.

The electronic Word-of-mouth (e-wom)

Interpersonal influence and word-of-mouth (WOM) are ranked the most important information source when a consumer is making a purchase decision (Stephen W. Litvin et al., 2008). This is what makes eWOM (electronic word-of-mouth) or online interpersonal influence, a very important tourism management tool. The issue of online interpersonal influence is of critical importance for the tourism market, as its use may provide important competitive advantages for early adopters. Most of the hospitality and tourism products are seen as high-risk purchases, for which the emotional risk of reference group evaluation is an important aspect of the decision-making process (Lewis & Chambers, 2000); this is one of the reasons that make eWOM an important way to persuade consumer to actually buy/use a product.

In the early years, WOM was defined as face-to-face communication about products or companies between those people who were not commercial entities (Arndt, 1967; Carl, 2006). Today this has changed and WOM communication allows consumers to share information and opinions about commercial entities. It was Buttle (1998) that first argued the fact that WOM can be mediated by electronic means and that informal communications might not be all-inclusive; as more and more companies had adopted viral marketing practices.

Based on the definition of WOM by Westbrook (1987), electronic word-of-mouth (eWOM) can be defined as all informal communications directed at consumers through Internet-based technology related to the usage or characteristics of particular goods and services, or their sellers (Stephen W. Litvin et al., 2008). Internet has enabled this new form of communication that empowers both providers and consumers, allowing them to share information and opinions from Business to Consumer and vice-versa.

For Per Dellarocas (2003), the digitalization of WOM has created both new possibilities and challenges for marketers, as:

(a) with the low cost of access and information exchange, eWOM can appear in an unprecedented large scale, potentially creating new dynamics in the market;

(b) though broader in scope, the technology allows for greater control over format and communication types; but in the same time

(c) new problems may arise given the anonymity of communicators, potentially leading to intentionally misleading and out-of-context messages.

Gruen, Osmonbekov, and Czaplewski (2005) studied the online know-how forum, which is a specific form of WOM. These researchers actually determined a general rule for online WOM, which is that it can affect not only the receiver's perceived value of a company's products, but also their loyalty intentions.

One thing is for sure; eWOM has already changed and will continue to change the accessibility and the structure of travel information. Subsequently travelers' knowledge and perception of various travel products are also very different from the ones they had before the appearance of the eWOM. Encouraging good quality eWOM should result in enhanced business activity.

Nevertheless, as we have already noticed, the Internet environment necessitates a new view of the dynamics of online eWOM and certainly some new management strategies to promote such an important management tool. eWOM actually creates a new type of reality by influencing people during their online information searches through types of electronic media like Instant Messaging, email, web pages, online forums, and also blogs and virtual communities.

The use of Blogs and virtual communities

Blogs and virtual communities (groups of online individuals who share interests and interact with one another), newsgroups, chatrooms, product review sites, etc., are also good management strategies for e-tourism, and consist a way to promote eWOM. By providing synchronous access to its members, opinions can be shared and interest can be revealed. Furthermore, electronic forums allow tourism business demonstrate its caring and concern by providing positive reassurance to potential visitors and guests, as well as to their own employees (Stephen W. Litvin et al., 2008).

Speaking about virtual communities, is speaking about a group of people who exchange words and ideas through the computer bulletin boards and networks, as Rheingold (1993) has noted. These communities are gradually becoming incredibly influential in tourism as consumers can better trust another person that has already taken the experience, rather than cold marketing messages. It is a fact that a Virtual Travel Community (VTC) makes it easier for people to obtain information, maintain connections, relationships, and eventually make travel-related decisions (Stepchenkova, Mills & Jiang, 2007).

Emailing and permission marketing

One of the most important strategies of eWOM, but also an important management strategy by itself, is email and instant messaging. An advantage of a marketer utilizing email is that its list size does not correlate with emailing costs. Once names and email addresses have been obtained, mass emailing becomes a highly efficient means of communication between a marketer and its past potential clients (past clients and future ones). Keeping mailing lists current is today considered a necessity. This is the reason that tourism industries should make the collection of email addresses an integral step in their reservation and check-in process (Stephen W. Litvin et al., 2008).

Examples of how to collect email addresses is by simply providing guests with cards asking for them. Regular emails, with newsletters, links to web sites, and other information can then be sent to list members, announcing future promotions and events. Stephen W. Litvin (2008) proposes that this marketing technique (email) should be adopted aggressively by tourism enterprises. On the other hand, it is important that hospitality and tourism organizations treat the medium as a form of 'permission-granted' marketing, in a way that all emails are requested, respectful, and relevant to the customers needs (Osenton, 2002). This is what we call permission marketing.

Permission marketing (Godin, 1999), seeks permission in advance from consumers to send marketing communications. This is important concerning web promotion as a no wanted email can have the opposite effect; it can actually annoy the potential client. The concept is that in the case of permission marketing, consumers provide marketers with information about the types of advertising messages they would like to receive. The marketers then use this information to fix their target group and adapt their offer of advertisements and promotions. The dialogue that this practice develops with customers not only builds trust but also can lead to very positive results for the marketers and even the target group.

A customer who has given permission to receive promotions, is certainly a better, more loyal and profitable customer. There are three characteristics that set permission marketing apart from traditional direct marketing (Godin, 1999) : (a) customers who permit their names to be included on direct-mail lists can anticipate receiving commercial messages, (b) the sending company can personalize those messages, and (c) the messages will be more relevant to the customers' needs. This personalized and frequent communication has a very positive impact to eventual customers' choices.

Godin (1999) has noted five levels of permission from customers targeted by a permission-marketing campaign, which are:

1) Situation permission, which means a one-time or limited-time permission and is given when consumers agree to receive sales or promotional messages from a company for a specified time.

2) Brand trust, by which consumers have developed confidence in a product or service that carries a particular or well-known brand name.

3) Personal relationship, which uses individual relationships between the consumer and marketer to temporarily refocus the attention or modify the consumer's behavior and is considered the best technique to sell customized or highly involving products,

4) Points permission, which involves consumers allowing the company collect personal data and market its products and services to them on a stable loyalty scheme, and finally the approach of

5) Intravenous, which refers to the highest level of permission to be won from consumers. This involves customers trusting the marketer to make buying decisions for them.

Users, however, distain junk mails and most of them will view email only from trusted sources. Consequently marketers need to adopt strategies that provide the receiver a reason to open, perhaps even to welcome the provider's email offerings, and then to pass them on to his/hers others contacts. For Lindgreen & Vanhamme (2005), marketers can entice email recipients to forward their communications to others (eWOM) by emotionalizing their communications, including an element of surprise, making them humorous, providing incentives, etc. There is also the use of links to web pages or bulletin boards that could conclude to the encouragement of online interaction.

The important thing when sending emails is that the source is clearly designated and never disguised. Furthermore unnecessary mailings should be avoided, mailing addresses should not be sold without permission, and 'opt-out' requests should be handled promptly and courteously.

Purchase online

The use of the web is certainly an element that gives enterprises the possibility to succeed a larger number of buyers, but according to Wolfe, Hsu, and Kang's (2004) research, there are some reasons that make consumers not purchasing travel products online. The most important of them are: the lack of **personal service, security issues**, and the lack of **experience**. Additionally, **privacy issues** are found to be of major concern to many consumers that are not proceeding to purchase online. The situation is that many travellers use the Internet to search for information but still purchase offline. To avoid this inconvenience, websites should try to make customers feel comfortable and secure, so to become able to complete their transactions and to increase trust in the online environment (Bauernfeind & Zins, 2006; Chen, 2006).

Another important determinant of search behavior and usage of the web is every **individual's experience** with it. Familiarity and expertise, relating to both websites and the destination of interest, have been posited as impacting information search behavior (Gursoy & McCleary, 2004). Taking the example of a European country like Greece, people in Greece are not very familiar with New Technologies as the Web. The European Commission declines that 62% of the Greek people have absolute no contact with the world of the Internet[24]. In 2006 from 3.675.852 families in Greece, only 1.199.262 had a desktop and 343.794 laptop in their home. Additionally, 2.769.694 of the Greeks families does not have access to the web[25]. This is why the Ministry of Education and the Ministry of Economy in Greece has planed the program "a computer per student" (action for the New Technologies 2006-2013)[26]. The computers proposed from this program will each cost 100 euros and will be destined to school students.

III. Conclusion

Hospitality and tourism marketers begins to understand that their guests are going online in increasing numbers and that in their electronic universe these consumers are exposed to and are likely influenced by the many sites devoted to the selling or discussion of travel. ICTs enable travellers to access reliable and accurate information as well as to undertake reservations without spending much time and money. This is the reason that the analysis of networks can certainly be useful in managing tourism collaborative efforts and achieving better outcomes (Dredge, 2006).

In this article we have referred to some precise management strategies for tourism enterprises, as the use of a website, electronic Word-of-mouth (e-wom), the use of Blogs, virtual communities, and emailing. We have also examined the importance of permission marketing as a basic management tool.

[24] Metropolis Newspaper, Tuesday 22 April 2008, p. 8.

[25] Statistic elements from the General Secretary of the National Statistic Company of Greece. In http://www.statistics.gr (November 07).

[26] Metropolis Newspaper, Tuesday 22 April 2008, p. 17.

Finally we expose the reasons that can make consumers not to purchase travel products online and how we can avoid such a situation.

In our globalize world we have to be adapted to our everyday reality in order to continue to exist and develop. ICTs, and more particularly the use of the web (etourism), can help tourism enterprises augment their customers and their income, but there are certainly some strategies to follow in order to achieve such a result, some of which we examine in this article.

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A Cultural Perspective of the General Managers' work: the Greek 4 & 5* hotels' case

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ABSTRACT

This paper explores the General Managers' (GMs) Roles and Competencies in Greek 4 & 5* hotels from a contextual perspective, focused in culture. The existing literature indicates that the Greek context influences managerial work to a certain degree. The country's participation in 2 international surveys during the 1990s (CRANET, GLOBE project) have indicated characteristics that differentiate Greek management, comparing to the so called 'western' management. In order to identify the influence of culture in the work of the GMs in 4 and 5* a hotel, a research was conducted in 16 luxury (4 & 5*) city and resort hotels in four popular destinations: Athens, Thessaloniki, Crete and Rhodes. In total 32 GMs and their assistants participated in this country case study. The results have indicated that Greek managers fully understand and appreciate the generic managerial competencies framework and roles required in any other European country. On the other hand they try to cope with the contextual challenges appearing mainly due to the Greek culture by adapting these roles and competencies to their working environment. In addition, international and national hotel chains are following standard operating procedures and formal policies which in most of the cases are adjusted or fitted in the Greek context. Smaller independent hotels (usually family business) are more informal in relation to policies and standards.

Key Words: Hospitality Industry, Roles, Competencies, Culture, Greece

1. INTRODUCTION

Managerial work in Greek hotels has been a neglected and under researched area, despite the significant contribution of the industry in the Tourism sector and the Greek economy. Greek hotel General Managers (GMs) in luxury establishments (4 & 5*) shape their competencies and perform their roles required for their position, under the influence of a strong national culture. This research paper explores the influence of the Greek context in managerial work in 4 & 5* hotels.

2. LITERATURE REVIEW

2.1. The Greek Context

Greece has a long tradition in tourism and hospitality mainly due to its history and ancient civilisation. The 'modern' hospitality industry has emerged since the 1950s to cater for the tourism demand. Due to the rapid growth of the tour operators in Europe and the phenomenon of the mass tourism, Greece experienced a dramatic increase of tourism flows to in the late 1970s and 1980s, facilitated by plenty of natural, cultural and environmental resources, existing airport infrastructure in major islands, and lower cost of living in comparison with most of Europe (Eurostat, 2005). In addition Buhalis (2001) argues that Greek resorts have different product and market profiles making them capable of satisfying a great diversity of tourism demand. The Greek tourism product is an amalgam of natural, cultural and heritage attractions spread throughout the country, as well as a wide variety of services offered predominantly by small and medium tourism enterprises (SMTEs). Moreover, 15,000 miles of coastline; 2,500 islands; an average of 300 sunny days annually; a unique fauna and flora; as well as climatic superiority with mild winters and warm summers are some of its natural attractions.

Today the Hospitality & Tourism sector in Greece contributes approximately 15.00% of the National GDP ranking third in the E.U. after Spain (18.38%) and Portugal (15.40%) according to the WTTC (2005). The sector occupies totally 808,000 employees 18% of the country's entire labour force; a total of 96,750 employees work in hotels and 24,895 in small lodges (SETE, 2003).

The Geek and International literature suggests that Greek management has hardly existed until the early 1980s; all management practices and methods were largely adoption of MNCs practices. Kanelpoulos (1990) has documented a lack of wide diffusion of modern management methods and systems such as formal structures, planning and control systems, human resource management systems, incentive systems, and management information systems. Bourantas and Papadakis (1996) argue that the salient characteristics of Greek management (in the 1980s and early 1990s) were:

1. Concentration of power and control in the hands of top management.
2. Lack of modern systems to support strategic decisions.

A question that was raised here is whether Greek management possessed any unique characteristics that distinguish it from other European management styles (e.g., the institutionalised participation of employees in Germany or Sweden and the informal network relationships among small and medium-sized enterprises in Italy). The answer came during the 1990s and the early 2000s trough the participation of the country in two international surveys: the Price Waterhouse Cranfield Project (CRANET) concerning Human Resources strategies and policies across Europe (Papalexandris and Chalikias, 2002); and the GLOBE (Global Leadership and Organisational Behaviour Effectiveness) project which provided useful insights for each participative country cultural perspectives in relation to management and leadership (Javidan & House, 2001). The findings of these significant surveys indicated the country's differentiation in management practices, due to the existing socio-cultural context.

The results from the CRANET survey revealed that in Greece, as in other European countries, there is evidence of both convergence and divergence in HRM policies and the overall work context (Myloni et al., 2004). On the one hand the introduction of common legislation and agreements between countries of the E.U., will eventually lead to harmonisation of the Industrial Relations (I.R.) and H.R.M. systems across different national contexts (Brewster, 1994). In addition, globalisation forces multinational companies (MNCs) to adopt common H.R. practices in their overseas subsidiaries. On the other hand, there is still a persistent belief that social and cultural differences between countries will continue to supersede the forces of globalisation emanating from technologically driven markets or supranational agreements (Sparrow & Hiltrop, 1997). Moreover, Myloni et al. (ibid.) have found that for the range of H.R. issues examined in CRANET survey (Business Policy and Evaluation, Industrial Relation, Recruitment and Selection, Management Training and Development, Employee Benefits and Reward, Performance Evaluation) MNC subsidiaries have adapted parent company H.R.M. practices to the local ones, up to a point. These practices might be characterised by high levels of cultural susceptibility and to certain degree sensitivity to cultural differences. On the contrary Greek firms seem to adapt less H.R. 'Best Practices' and continue to follow the local patterns and norms. According to the above, it is possible that Greek firms still have some way to go in terms of facing direct competition in the global market. Myloni et al. (ibid.) conclude that Greek companies are still embedded to their cultural environment to a considerable extent.

The GLOBE project has provided a better insight of the relation between management practices and national culture in Greece. Perhaps the most important finding is the country's score to the "In-Group collectivism" dimension (also referred as "family collectivism") which reflects the extent to which a society's institutions favour autonomy versus collectivism. This dimension refers to the extent to which members of a society take pride in membership in small groups such as their family and circle of close friends, and the organisations in which they are employed. In Greece being a member of a family and of a close group of friends, an in-group, is very important to people. Papalexandris et al.

(2002) indicate that one of the Greek culture's main characteristics is strong family bonds, even though in big cities there might have been a recent change in this respect. The father is the centre of the family; he is responsible for all its members and the one who makes the final decision. There is a strict hierarchy and younger members are expected to show respect to the older. Power is concentrated in a few hands, which is usually accepted although it does not go unquestioned. Family members and close friends tend to have strong expectations from each other. Taking care of their needs and satisfying their expectations is critical to each individual. It is not unusual to forego due diligence, or equal employment opportunity, and to favour a close friend or family member in recruiting or in allocating rewards and promotions. Making regular references to one's family and especially one's father is quite acceptable and can go a long way in opening doors.

Despite the paternalistic family oriented management style there are indications for a strong will to change. Figures from the GLOBE project (House et al., 2002) show that Greece has low mean scores in 'society as is' and higher scores in 'society should be'; these results confirm the existence of a culture gap found also in previous research studies in Greek organisational culture. According to Bourantas and Papadakis (1996), there is a discrepancy between general organisational culture as perceived by managers and their personally preferred culture. This is considered to be an indication of the desire for change within organisations. The greatest pressures for convergence are coming from the obligations of Greece as a member of the E.U. and several other organisations which require planning ahead and efficient management of the various projects. While this affects mostly the public sector, globalisation put pressures for uniform management practices and policies in private sector organisations. Thus, a slow but steady movement towards harmonisation of management practices at least with the rest of the E.U. members is observed.

2.2. The Nature of Managerial Work

In order to understand the nature of managerial work in hotels there is a need to answer the questions 'what managers do' and 'why they do what they do'. Among the numerous efforts to establish a credible account of the managerial work (i.e. Carlson, 1951; Martin, 1956; Burns, 1957; Sayles, 1964; Stewart, 1967, 1976; Steward et al., 1980; Kotter, 1982; Luthans et al., 1985; Carroll & Gillen, 1987; Whitley, 1989) the literature reveals that only Mintzberg (1973, 1994) managed to conclude in a comprehensive and robust model. According to Mintzberg's view (ibid) the manager is working in a chaotic environment spending most of his time talking to others – in and out from the workplace – influencing any kind of people, collecting information from various sources such as gossips and rumours and generally trying to maintain a very delicate balance like jugglers do. This empirical study found managerial roles to be highly variable, involving the often simultaneous pursuit of a variety of objectives in changing ways according to the judgment of the individual manager in the particular situation.

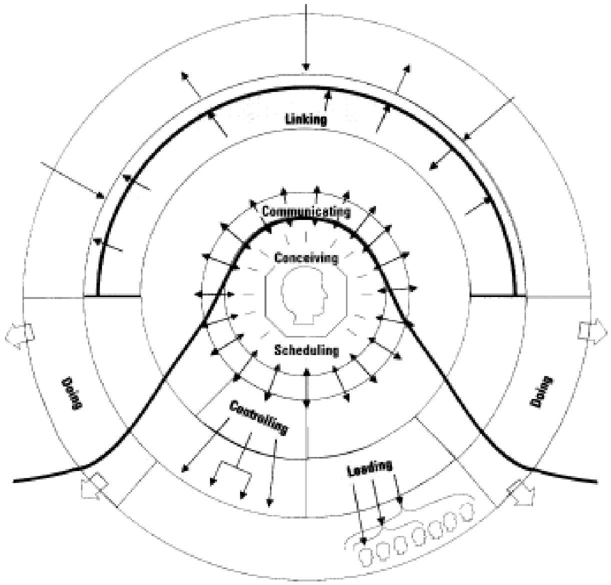


Figure 1: Managerial Work Rounded Out

Source: Mintzberg (1994), p.23

Mintzberg grouped these ten roles into three broad categories: inter-personal (Figurehead, Leader, Liaison), informational (Monitor, Disseminator, Spokesman) and decisional roles (Entrepreneur, Disturbance handler, Resource allocator, Negotiator). His work triggered many similar studies which fell in the following paradox: although they rejected Mintzberg's Roles Model for the shake of a new model creation, one way or another came to similar conclusions with Mintzberg. Despite the original work's weaknesses (Fondas and Steward, 1994), it remained for almost three decades the only straightforward model for the nature of managerial work. Twenty years later Mintzberg (1994) provided a revised version of his work (figure 1) justifying carefully his model by covering most of the points that have been fiercely attacked in the past (Hales, 1999).

A plethora of writers attempted to develop managerial work frameworks for hospitality – in most of the cases unsuccessfully. The main reason for this failure is the involvement of many disciplines in hospitality research and the lack of valid and reliable sources. Hospitality research has been preoccupied with Mintzberg's ideas and several researchers replicated or tested his early work. Studies of managerial hospitality work have addressed three questions that have divided the work chronologically (Dann, 1990). Early research (pre-1973) was concentrated with the questions 'what managers do and how' focused very often in how they allocate their time (Nailon, 1968). The middle-period representing the time between the early 1970s and the late 1980s is pro-occupied with what managers do in terms of roles (Ley, 1980; Pickworth, 1982; Ferguson & Berger, 1984; Nebel & Ghei, 1993; Mount & Bartlett, 1999). These studies have replicated and developed the framework presented by the general studies of managerial work drawing especially from Mintzberg's early work (1973).

Table 1: A summary of Managerial Work Studies in the Hospitality Industry

Author/s	**Year**	**Focus of Study**
Nailon	1968	Hotel Managers Time & Contact Patterns
Ley	1980	Hotel GMs Roles and Performance
Arnaldo	1981	Hotel Managers Roles, Leadership
Ferguson & Berger	1984	Hotel Manager Roles Framework
Hales & Nightingale	1986	Framework for Hospitality Unit Mgrs' Work
Umbreit and Eder	1987	Hotel Mgrs Behaviour & Effectiveness
Wosford	1989	Hotel Managers Leadership Role
Shortt	1989	Managerial Work Survey (MWS)
Guerrier & Lockwood	1990	Literature Review in Hospitality Mgrs' Roles Literature Review in Hospitality Mgrs' Roles
Dann	1991	Managerial Effectiveness in Hospitality
Mullins & Davis	1991	Conceptual Framework of Hotel Mgr's Job
Nebel & Ghei	1993	Hotel Managers' Roles in Korea
Kim	1994	Hospitality Manager Effectiveness
Peacock	1995	Hotel Managers' Decision Making
Gore	1995	Literature Review in Int. Hospitality Mgmt.
Teare	1995	Int. Hospitality Management Development
D'Annunzio-Green	1997	Literature Review in Hotel Mgr Roles
Ladkin	1999	Hotel Management Roles Survey (MRAS)
Mount & Bartlett	1999	Hospitality Management Framework
Brotherton	1999	Hotel Management Turnover Causes
Stalcup & Pearson	2001	

The period from the late 1980s until the late 1990's has focused in managerial behaviour and performance (Eder & Umbreit, 1989; Worsfold, 1989; Mullins & Davis, 1991; Peacock, 1995; Gore, 1995). A forth period is added to Dann's (ibid) chronological categorization covers the time from the mid-1990s until today and focuses on the skills and competencies required in order to perform effectively the managerial roles (Christou & Eaton, 2000; Kay & Rousette, 2000; Chung-Herrera et al., 2003; Kay & Moncarz, 2004).

2.3. Managerial Competencies

Throughout the second half of the 20th century understanding of the 'manager' has been a matter for debate and calls for action, though managerial performance has been notoriously difficult to evaluate (Child, 1969; Anthony, 1986). The research on managerial roles could not provide credible and sufficient answers to the measurement of management performance. The competence approach that appeared in the 1980s marked a new development; its focus lies in endorsing and promoting types of managerial behaviour rather than measuring managerial outcomes.

As early as in 1973, McClelland claimed that job performance should be predicted from competence rather than intelligence; his work has triggered the 'behavioural' approach in management competencies. The term 'competence' was first used in a managerial context in the research of the McBer Consultancy in the late 1970s in the USA as part of the initiative by the American Management Association to identify the characteristics which distinguish superior from average managerial performance. The work was encapsulated in The Competent Manager (Boyatzis, 1982).

Boyatzis defined the term 'competency' as 'an underlying characteristic of a person in that it may be a motive, trait, aspect of one's self-image or social role, or a body of knowledge which he or she uses' (1982, p.21). This approach was labelled as the 'personal characteristics' or 'behavioural' approach emphasises the distinction between threshold competencies which all job holders require – the competencies necessary for someone to fill the job – and differentiating competencies which distinguish the outstanding from the average manager (Boyatzis, 1982; Spencer & Spencer, 1993).

There has been an enormous diversity of interpretation of the meaning of the term 'competence' or 'competency', and no agreed definition (Rees, 2003). Woodruffe (1993) pointed out, defining the word according to Boyatzis' definition, leaves the term open to a multitude of interpretations. To avoid unresolved debates about 'motives', 'traits' and so on, the term 'competence' can be used to refer to a 'set of behaviours, skills, knowledge and understanding which are crucial to the effective performance of a position' (Woodruffe, ibid., p. 29).

The term and its related concepts have been adapted in number of ways. It has been extended to cover the training of a select group of managers and to the total change of an entire organisation. Despite Boyatzis' original intention to provide a model of competence that could be validated against organisational criteria, competencies have also been taken up at a national level and provide the framework for example, for developing general management competences in the U.K. (Townley, 1999). In this case the Management Charter Initiative (MCI, 1991) has adopted a functional approach to competence, which reflects a greater focus on task, seeking to identify concretely the work functions which a competent manager should be capable of performing (Cheng et al., 2003). For the purpose of this paper however, the discussion will focus in the frameworks that are falling in the 'behavioural' approach.

Table 2: Methods/Approaches for measuring performance and competence

Researcher	Performance measure	Competence measure
Boyatzis, (1982)	Supervisory nominations and ratings, work output measures	Behavioural Event Interview (BEI)
Schroder, (1989)	Work group / managerial performance	Behavioural Observation Method (BOM)
Spencer & Spencer, (1993)	Various managerial levels performance	Job Competence Assessment (JCA)
Dulewicz & Herbert, (1991-99)	Career advancement	360 degree Ratings (from supervisor, peers and subordinates)
Cheetham & Chivers, (1996-98)	Professional Performance in different professions	Provisional Model Critical Peer Evaluation / Reflection

According to Iversen (2000) all the different models within the 'behavioural' approach are primarily based on the study of the competency (competent behaviour) of outstanding performers. The major contributors within this approach are based in research conducted in the U.S. (Boyatzis, 1982; Schroeder, 1989; Spencer & Spencer, 1993), but there are also significant contributions from the U.K. (Cockerill, 1989; Dulewicz & Herbert, 1996; Cheetham & Chivers, 1996/8).

The various approaches have been encapsulated in the shape of a competency model/framework. This is a descriptive tool that identifies the knowledge, skills, abilities and behaviour needed to perform effectively in an organisation (Lucia & Lepsinger, 1999). Competency frameworks are considered to be beneficial in that they assist jobholders to contribute significantly to their personal development by enabling them to understand clearly what is required to perform effectively in a particular role, as well as in a wider context (i.e. throughout the industry). They also provide a framework within which to develop tools and techniques designed to improve performance (Brophy & Kiely, 2002). Competence frameworks and methods vary considerably from organisation to organisation and the extent and depth to which they become part of human resource functions can also differ (Rees & Garnsey, 2003).

Table 3: A comparison of managerial competency frameworks in Hospitality

Competency Areas ('clusters' according to **Dulewicz & Herbert, 1999**)	**Tas (1988); Baum (1991); Christou & Eaton (2000)**	**Lockwood (1993)**	**Kay & Russette (2000)**	**Brophy & Kiely (2002)**	**Chung – Herrera (2003)**
1. Intellectual	Operational Awareness	Managing Operations & Business	Conceptual – Creative; Technical	Planning & Organising, Problem Solving	Industry Knowledge; Critical Thinking
2. Personal	Ethics; Professionalism; Legal Responsibility	Personal Management Skills		Enthusiasm	Self Management
3. Communication	Communication		Administra-tive	Effective Communication	Communica-tion
4. Inter-Personal	Customer Problems Handling		Inter-personal	Teamwork	Inter-personal
5.Leadership	Employee Relations; Leadership; Motivation	Managing People	Leadership		Leadership
6. Results – Orientation	Development & Control of Productivity; Customer relations			Leading for results, Customer Service Focus; Financial Awareness; Strategic Thinking	Implementa-tion; Strategic Positioning
No. of Competencies:					
40	36	78	18	36	99

By examining the established competency frameworks of the behavioural approach (table 2), it can be argued that competencies typically gather in 5 'clusters': Intellectual/ information handling, Achievement /results orientation, Managing and leadership, Motivational / Interpersonal, Personal (Dulewicz & Herbert, 1999). A sixth cluster was added by the work of Cheetham & Chivers (1996, 1998) that of Values and Ethics. Although this approach has been criticised for being too general by not recognising that the competency mix may vary from position to position, it remains the most popular approach in both sides of the Atlantic.

Since the concept of managerial competencies became fashionable in the late 1980s, a number of studies have been conducted to identify the essential competencies of managers in the hospitality industry. The majority of the competency frameworks / models (table 3) developed for the hospitality industry, are falling in the behavioural approach which is concerned with superior performance. Most of these studies examine the competencies required of the hospitality graduates in the UK and US respectively. Linking effectively the Hospitality managerial work with the Hospitality Higher Education has been always an issue; regardless the approach in Hospitality Education, there was always a demand to create a skilled core of Hospitality graduates ready to cope with the diverse environment of the sector. Thus, since the early 1990s a growing number of tourism and hospitality university courses that aim to meet the demands of a volatile and changing world (Umbreit, 1993) have taken up the challenge to prepare students by developing and enhancing the management competencies and skills needed to operate successfully. This movement has been supported by the industry's growing demand of suitable qualified managerial staff, which until today is regarded as scarce.

In the late 1980s Tas (1988) carried out a study that targeted the management competences required by graduate trainees in the hotel business. This study was part of an effort to change the nature of the hospitality management curriculum which traditionally had a vocational / technical orientation (Baum, 2002). It involved the examination of the views of the general managers of 75 properties with 400 or more rooms. Baum (1991) has replicated the study in the UK and was based on the response of 118 hotel GMs out of 223 hotels with 150 or more rooms. The third replication of the study came surprisingly from Greece where Christou & Eaton (2000) who surveyed 178 hotels (4 & 5*) with 91 reponses from the GMs. The common finding for all three studies was that general managers identified the 'soft skills' as essential. There where however some gaps between the perceptions of Greek GMs compared to those of from the UK and the US: Greeks where very reluctant to consider any area as unimportant and rated most competencies as 'essential'. The main limitation of these studies is the methodological quantitative approach which as Eaton & Christou (ibid) suggest could be combined with qualitative tools such as in-depth interviews, in order to triangulate the data. Since most of the hospitality managerial competencies studies suffer from 'cultural and conceptual myopia', the differences that have been surfaced between the study of Tas (1988) in the US, Baum (1991) in the UK, and Christou & Eaton (2000) in Greece, proves that contextual and situational factors mater.

Under this fact lies the hart of a debate which is broadly represented by a pluralist and a unitarist approach. On the one hand Bartlett & Ghoshal (1997) argue that “situational factors vary so much that it is impossible to make a generic list of managerial competencies that are relevant for most managerial positions”. On the other hand Spencer & Spencer (1993) suggest that “superior managers of all types and levels share a general profile of competencies. Managers of all types are more like each other than they are like the individual contributors they manage”. It is difficult to decide which position is closer to the hospitality industry profile. This dilemma has confronted organisational studies for decades. As Ruth (2006) argues the problem of developing a competency framework involves abstraction, aggregation and standardisation. The extent to which this takes place is precisely the extent to which its applicability and usefulness in any particular situation is vitiated.

3. RESEARCH PROFILE, DISCUSSION OF THE FINDINGS AND CONCEPTUAL FRAMEWORK

3.1. The Research Profile

The research that conducted as part of a PhD Thesis, served mainly two aims: first to explore the GMs’ roles and competencies profile in Greek 4 and 5* hotels; and second to investigate the role of culture and the level of influence in GMs’ work.

In total 16 hotel case studies with 32 participant senior managers (16 GMs and their immediate assistants) were chosen – representing 4 and 5* in Athens, Thessaloniki, Rhodes and Crete.

Table 4: Case Selection Process

Region	Initial No. of 4 & 5* hotels	Short by Criterion No.1	Short by Criterion No.2	Final No. of Hotels
City Hotels				
Athens	49	26	15	**15**
Thessaloniki	28	20	6	**6**
Resort Hotels				
Crete	250	141	66	66
→ Region criteria narrowed in the area of Chania				**6**
Dodecanese	171	70	56	56
→ Region criteria narrowed in Faliraki & Ixia, Rhodes				**26**

The 16 establishments selected for this research, represent two broad hotel types operating in Greece – city and resort. Basic prerequisite for the participant hotels was to be holders of 4 or 5* official rating that is accredited by the Greek Chamber of Hotels. The ownership status of each hotel (family; local chain; national chain; multinational chain) was also considered. The luxury hotels in the selected geographical regions were then shorted / filtered by using the following two criteria (table 4):

I. As a minimum standard the city hotels should provide TV and air conditioning in room and, restaurant and parking facilities. Additionally for resort hotels they should have outdoor swimming pool.

II. All participant hotels should have more than 150 rooms. This happened in order to ensure that only medium to big companies would be researched. This aimed to a) compare hotels with similar organisational structure, and b) allow replication in other European countries with similar size and structure hotels.

The case selection process followed in this research was dictated by the structure of the luxury hotel industry in Greece: given its nature and geographical spread (approximately 1,150 establishments all over Greece) a decision was made to limit the destinations in the most representative and popular places for city and resort hotels respectively.

A three-part tool followed by a cover letter explaining the aim of the interview was used, in order to serve the needs of the research. The first part examined demographic data of the company and the participant; the second part was a 14 question semi-structured in-depth interview; and the third part was the Personal Competencies Framework (PCF) Questionnaire, originally developed by Dulewicz and Herbert (1991/99). Additional qualitative data sources derived from observation (field notes) and company documents.

A major methodological concern for this study was to produce valid and reliable outcomes. A research protocol was used as recommended by Yin (1994, 2003). The case study protocol contains procedures and general rules that should be followed in using the research instrument/s and is considered essential in a multiple-case study (Yin, ibid.). It was created prior to the data collection phase. In addition, during the data collection tests for the quality of research were employed (Construct and External Validity, Reliability); these tests were followed by the use of triangulation methods (Data/Theory/ Methodological Triangulation).

3.2. Discussion of the findings

The research findings showed that a Greek GM in his/her career is likely to work in both city and resort hotels, so the roles performed and competencies framework adopted are changing according to the case (best fit approach) in order to cope with the position's demands. 'What, why and how' each GM does in the work context, is the result of a complex process which integrates elements such as personality, roles, competencies, organisational and national context (culture). Since the City hotel type was introduced in Greece quite recently – just prior to the Olympic Games in 2004 – it would be unfair to build the profile of the GMs in Greece based on the "City-Resort" hotel distinction. This research has identified significant differences and similarities of the hotel GMs, when comparisons are based on the ownership status of the company they work.

The first category identified is the Family/Local Hotel Chain, which represent the vast majority of the Greek 4 and 5* hotels (Hellenic Chamber of Hotels, 2007). This is a typical SMTE (small-medium tourism enterprise) owned and essentially co-managed by the leader of the family surrounded by relatives in various positions (In-Group Collectivism). The following category, the National Greek Hotel Chain is a former family business – led very often by a charismatic founder – which expanded gradually its operations nation wide. This type of hotel has adapted to a certain degree the organisational structure and standards of a multinational hotel chain; there is still however moderate involvement of the owner (or his family) to the management of the company. Finally, the Multinational Hotel Chain is a foreign brand name, franchised in most of the cases by a Greek businessman. There are only a few cases that the management of the company belongs to the parent company. This type follows the organisation, structure and standards dictated by the parent company; there are however some variations / deviations due to the Greek socio-cultural context. For example, the standard operating procedures are adapted to the local working patterns and legislation.

The GMs working in a 4* or 5* family/local chain hotel are male between 55-65 years old, speaking in average two foreign languages and have at least a hospitality first degree. Employers in this category are in favour of the "old school" for two main reasons: they value more the experience, reputation and seniority than qualifications; in addition "near retirement" GMs may cost less in the payroll. The recruitment is conducted mainly through recommendations and "word of mouth", and rarely with internal recruits; the selection process is usually conducted by the owner and in most of the cases is based in subjective criteria (i.e. personal references, reputation and salary). There are limited options for training and development in this type of hotel, and very often is up to the GMs' discretion to recommend which programme to attend. In most of the cases, there is no time allocated for training and development activities, in the GMs daily schedule. The job roles performed by the GMs are focused in what Mintzberg (1973) describes as "figurehead", the person who is there to inspire and lead the staff; they also find the time to communicate with customers and listen carefully to their views. The communication competencies cluster is perceived as the most valuable for successful operations and management. GMs in family hotels have an informal performance evaluation – in most of the cases conducted by the hotel owner – based primarily in the financial performance, and secondarily the levels of customer satisfaction and quality. This type of GMs put great emphasis in networking, and they work very hard to build a good reputation in the marker. Their overall relations with the owners can be described as "tolerable" since the GMs are often faced with unrealistic demands on behalf of the owners. On the other hand there are average performers (GMs) who promise more than can deliver; these individuals sooner or later are marginalised and are forced to relocate or work in lower hotel categories (usually

3* hotels). Overall, the level of the owner's involvement (and his family) in the GMs' work in most of the cases is high. The Greek context is dominant here, with the "in-group collectivism" dimension to dictate the relationships between the owner, the GM and their subordinates.

The second type of GMs, those working in Greek National Hotel Chains are males between 45-55 years old, speaking in average two foreign languages and have very good educational background including a hospitality first degree and postgraduate studies. Their professional background shows experience from the 'primary' departments of a medium/big size hotel (Food and Beverage, Front Office - Reservations); in addition, sales and contracting background is a prerequisite for this type of GMs. Recruitment is conducted through personal recommendations or internal candidates with experience in various hotels of the chain; 'head hunters' are rarely used for high profile candidates. Since the recruitment process does not involve a lot of candidates, two or three selection interviews take place with senior managers from/in the Head Office; during the final interview the owner is also present. Throughout the year there are moderate opportunities for training and development; the GMs are free to choose between in-house or outsourced programmes, in Greece and/or abroad. Their job roles are focused in leadership (employee motivation / inspiration) and entrepreneurship (help business grow). The results orientation competencies cluster is their primary concern, they value however the remaining managerial competencies as integral parts of their competencies framework. This is reflected in their performance evaluation, a formal procedure which takes place one or two times a year depending on the type of the hotel unit (city-resort). The primary targets are mainly financial and the maintenance of quality standards; there is however a reference to the 'performance' of the GMs in areas such as communication, leadership and inter-personal relations. The GMs 'secondary' competencies are evaluated through peer reviews, customer satisfaction questionnaires and 'mystery guest' audits. Although there is intense networking activity within the corporate limits, GMs maintain their contacts outside the company; in addition, their reputation is mostly heard within the corporate limits. The owners – who in most of the cases occupy the position of the managing director or chairman of the board – have a moderate involvement in the GMs' work, mainly at strategic level. There are however cases that intervene in GMs' work when they have personal interest, i.e. 'strongly recommend' the selection of a particular candidate. It is important to note here that the owners know personally all of their GMs, and maintain regular communication. Finally, in this type of business the Greek culture meets the corporate culture: the Greek hotel national chains are structured and managed according to the multinational hotel chain model; the Greek culture is however evident everywhere and it is very often the case that 'favours' and deviations from the standards occur when is about relatives or friends. On the other hand, it can be argued that this type of business has embodied the Greek context characteristics in the best way, so their GMs can use it in a beneficial manner.

Table 5 summarises the findings of this research; the three different profiles identified for Greek luxury hotel GMs are not exclusive and provide a generic context for discussion in this field.

Table 5: The GMs' profile in Greek 4 and 5* hotels

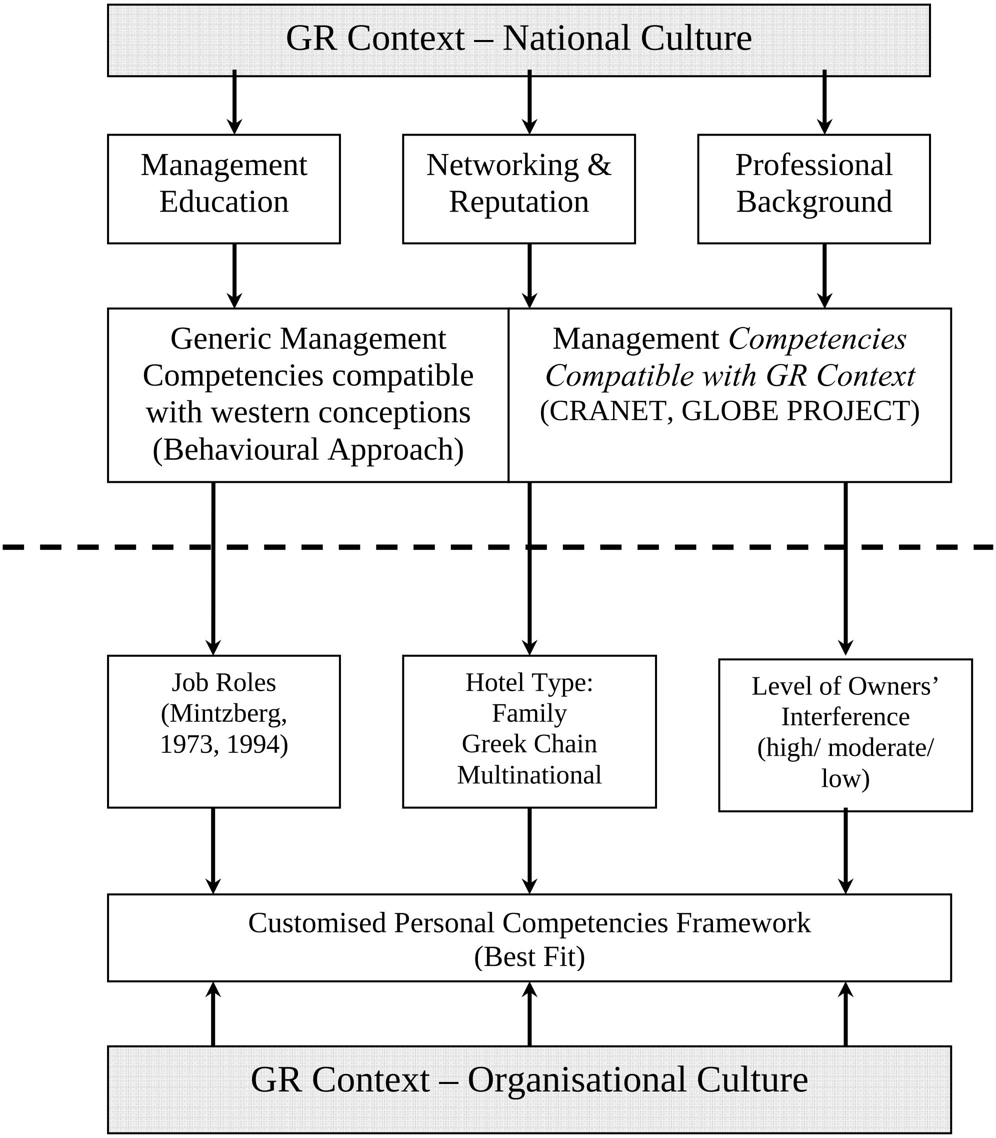
Company Type / **GMs' Characteristics**	**Family /Local Chain**	**Greek National Chain**	**Multinational Chain**
Average Age	55-65	45-55	45-55
Sex	Male	Male	Male
Education	HE Graduates	HE Graduates & Postgraduate Edu.	HE Graduates & Postgraduate Edu.
Professional Background	All Departments (Emphasis in F&B)	All Departments (Emphasis in Sales & Contracting)	All Departments (Emphasis in Sales & Contracting)
Recruitment & Selection	Recommendations	Recommendations & Internally	Head Hunters & Internally
Training & Development	Sporadic – GMs' own discretion	Moderate to High Opportunities	High Opportunities
Job Roles	"Figurehead"	Entrepreneur & Leader	Entrepreneur
Competencies	Emphasis in Communication	Results Orientation	Results Orientation
Performance Evaluation	Informal Annual	Formal Annual (1 or 2 times)	Formal Annual (1 or 2 times)
Role of Networking	High	Moderate outside High inside	Low outside High inside
Role of reputation	High in local /national market	High in national marker	High in regional / international market
Ownership level of involvement	High to Moderate	Moderate	Low
Role of Culture	High	Moderate	Moderate to low

The last type of GMs, are those working in multinational companies. They are middle aged (45-55 years old) enthusiastic males with impeccable educational background. They speak in average two languages - including the parent country's (in case it is not English). Their professional background has a sales and finance orientation, although they understand very well hotel operations. The recruitment is conducted internally or through the use of 'head hunters' who are aiming at high profile recruits. In the case of franchised brands the personal recommendation is also used. The selection process is rigorous and involves at least three interviews. There are many opportunities for training and development in Greece and abroad on a regular basis. The GMs' roles in this type of hotels are focused in entrepreneurship and finance. Their annual performance evaluation is multi-dimensional, lots of emphasis is put however in achieving agreed (financial) targets. This corresponds to their preference in the results-orientation competencies cluster. Networking is very important within the corporate limits; outside these limits the GMs maintain only those contacts necessary to 'do the job'. Their reputation is synonymous with hard work and what is actually on their resume. The Greek culture is something that they cannot ignore –especially in the case of foreigners – the corporate culture however is this, which determines their behaviour. It should be noted here that there are less than 10 foreign GMs in 4 and 5* hotels in Greece (most of them in Athens); they are not represented in this study because it was not possible (politely rejected) to reach them. The above profile refers to Greek nationals working in Multinational hotel chains. The fact that a so small number of foreign nationals work as luxury hotel GMs in Greece may lead in the following arguments: first that there are very good Greek GMs who satisfy the high standards of the multinational hotel chains; and second that the Greek context is presenting difficulties that foreign nationals cannot cope with.

3.3. Conceptual Framework

The findings of this research have led to the construction of the following conceptual framework (figure 2) regarding the GM's competencies and roles profile in Greek 4 and 5* hotels. Everything occurs under the influence of a strong national culture which is present within and outside the GMs' working environment. Throughout their careers, GMs initially acquire their competencies by attending higher education courses (in Greece and abroad); this shapes the first generic managerial competencies framework which is consistent with the western conceptions of management competencies (behavioural approach). This generic competencies framework is enhanced and developed through their professional development, in which GMs are shaping their own (personal) managerial profile and competencies framework. They are also 'exposed' to the community of the GMs through their networking efforts and contacts that are developed gradually as they change jobs and positions. Thus, throughout their career, GMs shape a generic competencies framework that is 'enhanced' by a new cluster which refers to the Greek context.

Figure 2: GMs' Competencies Mapping in Greek Luxury Hotels



In their current jobs, GMs are performing their roles according to the competencies framework that has already been shaped throughout their careers; they are influenced however by the ownership status (family vs. chain hotels) and the level of the owners' interference. This situation calls for adaptation to the current position demands, thus the personal competencies framework is adjusted accordingly ('best fit' approach). Again the cultural / contextual factors are present and influence the GMs' roles and competences in their workplaces.

4. CONCLUSION

This research paper has discussed the effects of the Greek cultural context, in the roles and competencies of the GMs' working in 4 and 5* hotels. Previous research related to management and culture in Greece (CRANET survey; GLOBE project), managerial work (Mintzberg, 1973, 1994), and managerial competencies (the 'behavioural' approach), have provided the theoretical framework. The findings of this research identified three different types/profiles of luxury hotel GMs, according to the ownership status of the hotel (family/local hotel chain; national hotel chain; multi-national hotel chain); each one is affected to a certain degree by the strong Greek national culture and this is reflected in their generic profiles. Since research in this topic is still in early stages, the above findings can provide a basis for future research in Greece and/or other European countries.

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UNIQUENESS OF TOURISM SMES:
STRATEGIC MARKETING FRAMEWORK PROPOSITIONS

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ABSTRACT

The study of SMEs in general and of those operating in the Tourism industry particularly is relatively recent. A comprehensive and strong strategic marketing model for SMEs in general is yet to be developed. The purpose of this paper is to offer conceptual propositions that would help in realizing a conceptual framework of studying strategic marketing for SMEs in the Tourism industry. This framework would work as a basis for developing a conceptual model of strategic marketing for Tourism SMEs.

Key words: SMEs, Tourism, strategic marketing, entrepreneurship

INTRODUCTION

SMEs are vital in the development of any industry and especially so for the Tourism industry. Several models have been developed to explain marketing behavior of SMEs, two of which are examined in this paper. Essentially, a contextually adjusted framework is needed to better understand the marketing of SMEs working in the Tourism industry.

This study examined a number of issues related to the strategic marketing of tourism SMEs. In addition to issues facing the marketing of SMEs in general, tourism SMEs are operating in an industry that has been recognized as being unique and challenging. The study examined existing research on tourism SMEs and related them to two recent analyses of existing generic marketing models for SMEs. In theory, the generic models could be applied to tourism SMEs since they share common characteristics with all SMEs. However, given the unique nature of the tourism industry, a suitable strategic marketing model for tourism SMEs needs to be developed. Theoretical propositions were developed to suggest plausible alterations of the generic models.

LITERATURE REVIEW

SMEs:

Small & Medium Enterprises (SMEs) are known to be the heart of strong economies, especially for service industries like Tourism (Sproule 2006:2), as well as being the backbone of development in rural areas and small towns (Getz and Carlson 2005:247). Longenecker, Moore, and Petty (2003) explain that a "small business" is one that employs 100 or less people, have geographically localized operations, and is financed by 1-15 individuals (2003:10). A related useful database developed by Marta Kozak (2006) reveals that, for countries close in nature to Oman, number of employees in an SME is below one hundred.

As opposed to larger corporations, SMEs are established to fulfill personal objectives of the owners or entrepreneurs (Getz and Carlson 2005:243). As a consequence, SMEs usually benefit from an emotional attachment and a stronger hold from the owner/operator, which probably has much less weight in larger corporations. They also lack the bureaucracy usually seen in larger organizations, which makes them in a better position to provide good customer service than that of larger companies (Longenecker et al. 2003:17 and 371). On the negative side, however, SMEs usually suffer from weak management skills (Wanhill, 2000:135). Most decisions are made informally by the founders (Getz and Carlson 2005:241-242). This could be a major contributor to the fact that almost 1/3 of SMEs are struggling and another 1/3 should not have been started (Wanhill, 2000:135).

Small Business Marketing:

The starting point of a successful business is the core idea. An insightful, inventive, and promising idea is the difference between a successful and unsuccessful venture (Longenecker et al. 2003:3). Business idea is a "concept in search of an application," but an entrepreneurial opportunity is "a desirable and timely innovation that creates value for interested buyers or end users".

Small business marketing consists of business activities relating to: identifying a target market, analyzing its potential, and delivering what it takes to satisfy the market (Longenecker, Moore, & Petty, 2003:218). A market is "a group of customers or potential customers who have purchasing power and unsatisfied needs." (Longenecker et al. 2003:225). In his discussion of strategic marketing planning for the tourism industry, Morrison (2002) defined a strategic market plan as "... a written plan for marketing a hospitality or travel organization covering a period of three or more years in the future" (Morrison, 2002:599).

The issue in hand is whether strategic marketing models designed for larger corporations could be appropriately applied to SMEs. Gilmore, Carson, and Grant (2001) attest that applying these models to SMEs has been criticized. They consequently urged researchers to conduct studies that “are sensitive to the unique characteristics of small firms.” A closely related topic is strategic branding, which is also a challenge for small businesses as their resources and budgets are limited (Keller, 2003:751). It is, hence, difficult to apply in SMEs. Keller (2003:752), however, gave some guidelines towards effective branding for small businesses. He recommends an emphasis on one or two brands, consistently focusing on one or two key associations, employing creative brand elements, and capturing consumers’ attention and demand through creative push and pull campaigns.

SMEs Marketing Models:

In response to these issues, a number of strategic marketing models for SMEs have been developed. This study investigated the missing or inappropriate constructs in the generic models with regards to tourism SMEs. Appropriate conceptual propositions to alter the models were then developed.

<u>First model: Role and relevance of Marketing</u>

Simpson, Padmore, Taylor, and Frecknall-Hughes (2006) carried out a study that assessed a new model of marketing in SMEs and reported the role and relevance of marketing for SMEs. The authors used a “positivist approach”, which employs a “hypothetical-deductive” method to produce the theoretical model. They investigated the model using quantitative and qualitative methods, and then showed how companies performed via a large-scale survey and follow-up interviews. The model (Figure.1) analyzed the role of marketing among SMEs (internal focus) and the relevance of marketing in the industry in which the SMEs operate (external focus). The ‘Role’ relates to the actual marketing efforts carried out by the organization, it's ambitions and ability to grow, and its marketing orientation. The ‘Relevance’ relates to the need of marketing activities to sustain and grow the company in the particular industry, which tends to increase with the increase in competition. The model visualizes the two-dimensional position of individual SMEs given their internal role of marketing and the external relevance. Organizations are identified as Marketing Led, Marketing Dominated, Marketing Weak, or Marketing independent organizations.

The authors identified a number of factors affecting the shaky marketing performance of SMEs. A fundamental issue is the misunderstanding of marketing as only being about selling and advertising, and the perception that it is time-consuming and only relevant for large organizations. Simpson et al. found many SMEs to be reactive, lacking strong strategic awareness, and preferring technical expertise of potential employees over management skills.

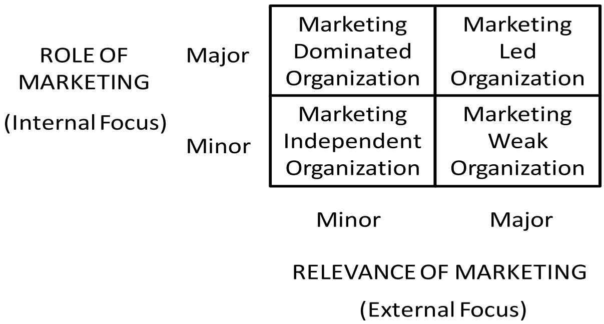

Figure.1: The role and relevance of marketing model (Simpson et al., 2006)

<u>Second model: Key determents of effective SME marketing activities:</u>

Jimmy Hill (2001) identified a competencies spectrum relevant to marketing activities in SMEs (Figure.2). They are divided into foundation level (experience, knowledge, …), level two (vision opportunity focus, …), and level three competencies (motivation, ambition, …). He argues that the effectiveness of SME marketing activities depends on these sets of competencies. The strong sales orientation present in many SMEs indicates operational marketing decision making of SMEs as opposed to strategic decision making. Hill adds that the lack of experience tends to lead to sales orientation, which in turn is negatively affected by certainty and consistent industry trends.

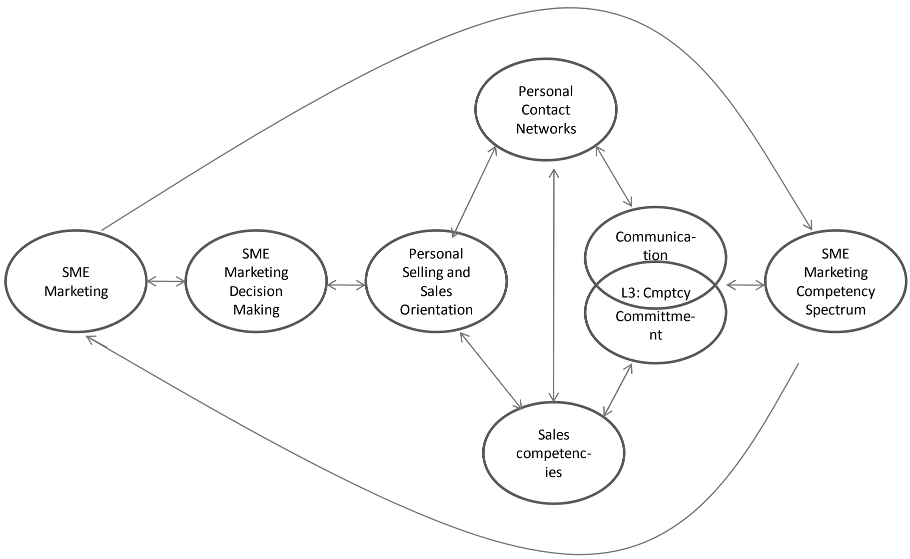

Figure.2: A holistic model of SME marketing (Hill, 2001b)

Tourism Industry:

Tourism industry is especially attractive to SMEs because they normally blend well with the usual objectives of community development and Marketing implementation (Wanhill, 2000:134). In fact, the majority of businesses operating in tourism are small (Getz and Carlson, 2005:239). Tourism SMEs face the problem of seasonality. This creates issues in profitability (Baum, In Getz and Carlson, 2005) as well as peak time pressure on owners causing them to work longer hours and employ part-time workers (Getz and Carlson, 2005). Based on tourism organizations' classifications by Al-Haddad (2006), and Ritchie and Goeldner (1994), this study will classify tourism SMEs as being part of one of the following sub-sectors:

1- Accommodation: serviced and self-catering.

2- Travel intermediaries: travel agencies and tour operators (independent, packaged, escorted, incentive tours, etc)

3- Transportation: Land and sea transportation (including car rentals)

4- Conventions, meetings, & events management

5- Attractions & services: Cultural (including historical and heritage), natural (including eco-tourism), adventure, visitor info centers, etc.

6- Restaurants or food service

7- Tourism research: companies providing specialized research services

Ateljevic (2007) analyzed SMEs management practices in New Zealand. The model below (Figure.3) was accumulated by the researchers based on the work of Ateljevic's. He argues that there's a misunderstanding of the complexity of Small Tourism Firms (STFs) in the literature. Ateljevic explains that informal business planning and strategy building is the norm among STFs especially when the owner-manager is less educated and when the size of the business is smaller.

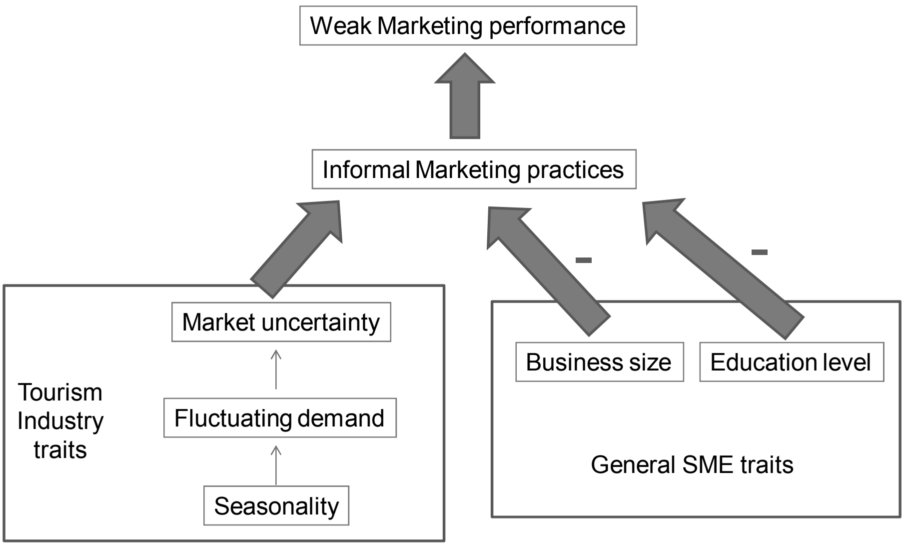

Figure.3: SMEs management practice

A major factor for informality among STFs is the difficulty to project future trends in the industry because of seasonality and uncertainty. The consequence for marketing is a lack of consistency and little or no consumer research. For STFs, these factors lessen the significance of formal management. Part-timers are employed in high seasons and the workforce is expected to be multi-tasked in the off season. Ateljevic also found that a destination-dependant demand creates inconsistent promotion efforts among STFs, which tends to focus on word-of-mouth and internet. The recruitment of employees in STFs is mainly based on personality traits, rather than experience and education.

PROPOSITIONS FOR TOURISM SMES MARKETING MODEL

Tourism SMEs Marketing Framework:

From the discussion above, and in order to better understand SMEs in Tourism, it is best to look at the generic SMEs marketing models and incorporate essential Tourism context factors to arrive at a modified and suitable framework. The below framework (Figure.4) was developed to better understand Tourism SMEs and preceding the development of a prescriptive conceptual model of Tourism SMEs marketing.

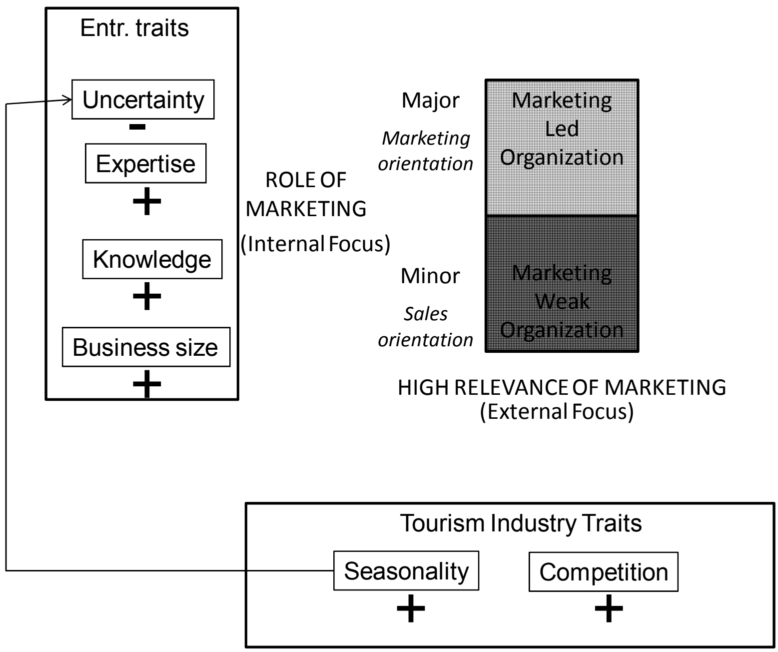

Figure.4: Tourism SMEs marketing: conceptual framework

Basically, Simpson et al.'s model was initially used. Since the relevance of Marketing in the Tourism industry is almost always high, only respective cells in the original model are kept. The Relevance of Marketing is high, as the competition is high locally as well as internationally among destinations. The lack of certainty and consistency in the industry explains why Tourism SMEs are sales oriented (making them Marketing Weak Organizations - MWO).

Specific Propositions:

To summarize, below are some propositions needed to develop a framework for understanding Tourism SMEs marketing:

- Seasonality and high competition lead to high relevance of marketing in the industry. This would eliminate the need to evaluate cases pertaining to low relevance of marketing.
- There is a negative relationship between business size and the role of marketing. Since most companies operating in Tourism are small, the role of marketing for them is expected to be minor.
- There is a negative relationship between education and the role of marketing. Since most SMEs operators in Tourism are less educated, the role of marketing for them is expected to be minor.

Additional, initial propositions for a conceptual Marketing model for Tourism SMEs follows:

- Stronger partnerships of governments with SMEs would reduce the uncertainty factor, which in turn would increase SMEs marketing performance.
- Cooperative consumer research among SMEs would help minimize the cost of this vital tool for all participating SMEs. Uncertainty would be reduced and marketing performance would increase.
- Cooperative marketing among SMEs would increase collective resources and improve overall destination marketing for the good of all participating SMEs.

NEXT STEPS:

Further theoretical analysis is needed by incorporating one or two generic additional models and further understanding the nature of Tourism SMEs. Afterwards, data collection phase will commence. Scope of the study will cover organizations with less than 100 employees, including travel intermediaries, attractions and services, and other tourism sectors as identified earlier. Interviews, focus groups, and case studies are going to be used to collect the data. The findings will be compared with the propositions developed in order for them to be validated and complemented.

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The impact of VAT on Hotel and Restaurant employment and on development way of tourism sector

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Abstract

Hotel and restaurants are obliged to pay to government, direct and indirect taxes such as VAT, for their services. Employment in tourism is directly influenced by the enforcement of VAT taxes. This article is going to analyze in an economic, social and political framework the consequences that this enforcement will have on tourism employment.

Key words: Vat, tourism, employment, competitiveness

Introduction

Employment at production sectors of hotels and restaurants, that appear to be among the most important sectors of economy, are influenced by factors such as increase of available hotel beds, increase of overnight stays at hotel accommodations, employment fees and payroll, direct and indirect taxes such as VAT, etc.

The percentages of direct and indirect taxation that tourism business are obliged to pay, are regulating and determinative factors in relation to competitiveness and sustainability of those businesses, locally, nationally or internationally.

This leads to the fact that tourism businesses' taxation is a strategic measure of tourism development and depending on the governmental intervention, it is possible to observe relevant results.

In the present article, we are going to deal, in priority, at economical and strategic framework, with the consequences of tourism employment those results from the enforcement of VAT at tourism businesses and especially for those of hotel and restaurants.

International experience

The Business Council of World Tourism Organization of United Nations (UNWTOBC) has conducted a relative research, aiming at the recording the taxation development and advancements in countries- members of the Organization.

Among others were recorded 39 cases of taxes increase, where as 21 involved consumption taxes such as VAT, sales taxes and others complement taxes that are hotel businesses obliged to pay. According to the research from the total of taxes' increases, 32 are paid directly from the consumer.

It was observed only a slight number of occasions that deal with the diminish of taxation of tourism activities during the period of research and only 8 cases where there was decrease of consumption taxes, that were connected to VAT.

From 26 cases of taxes' decrease, 18 dealt with the supply of investment motives, for the tourism development, especially for the construction of hotels, or decreases to revenues through the free provision from the zone taxation.

Motives are offered to tourism sector as taxation exemption that presuppose high level and dimension investments in order to be viable and profitable.

In another research of International Council of Travel and Tourism (WTTC), is estimated that in 1999 tourism industry created, directly and indirectly, more than 650 billion dollars USA, taxation revenue, at international level or 10,4% of international taxation revenues. It was also predicted that 2006, this percentage is going to be increased to 11% that will contribute with 1.300 billion dollars USA at total taxation revenues.

The percentage 50% of the above revenues derives from indirect taxation (VAT and similar sales taxes), the 35% from the personal income tax that employers have to pay in the tourism industry and to relevant activities and the 15% from the business as tax over profit.

VAT FACTORS AND EMPLOYMENT

The majority of countries- members of European Union, acknowledges the favorable taxation treatment of hotel businesses and food and beverage businesses, with low factors VAT, has positive effects at tourism sector as it creates more revenues and increases the number of available jobs.

Unfortunately, this is not a position that all governments agree with, and this is the reason that there exists an important variation to VAT factors that are enforced to hotels and ranges from 3% to Luxemburg till 25% to Denmark.

It is obvious that this variation creates difficulties to tourism market and especially to employment market. These countries that enforce high VAT factors suffer from an important decrease of their share in the European tourism market.

It is important to underline that hotel businesses are not only incurred from taxes by central government but also by local government, a fact that leads to a position where a lot of taxes are gathered and in many cases can be a burden of taxation obligations.

University of Warrick in a relevant study for European Union argues that the decrease of revenues as a result of a VAT decrease will be replaced with the equivalent increase of other revenues that will bring about employment decrease to other factors of economy.

In a relevant study of Harn, Knigge, Kwak for the Denmark's Institute for small-medium sized enterprises, it is referred that VAT decrease will lead to the creation of a number of jobs. The influence will be more intense at hotel and food and beverage enterprises.

In France, during years 1980 and 1998, according to National Accounts, the sector of hotels, café and restaurants has not ever stopped creating jobs, having as an exemption the years 1985 and 1993. These sectors, during this period, have increased the number of available jobs for France economy (262.000 jobs or + 47 %).

In the same country, in the framework of the annual research for the employment if it is supposed that there is a decrease at the percentage of VAT approximately 6 percentage units, that is from 19,6% to 13,6%, or 14%, for the year 1999, the number of produced or lasting number of jobs, would be about 11.000, for an annual public cost (loss of revenues from VAT minus public cost of unemployment that is avoided) of 3,6 billions, that is 330.000 francs per job, leading to an amount that is considerable.[27]

At the same hypothetical view, if a VAT factor of 11-12% were enforced on the gross revenue of tourism businesses, the number of produced or lasting jobs would be 19.000, for an annual public gross cost of 5,3 billion, that is about 280.000 francs per employer, size lower than the previous case.[28]

The American experience pinpoints the fact that the tourism sector is very vulnerable when it comes to economy. Even the lower increase of prices, whether it is a result of the decrease of employee's contribution or decrease of VAT, it can lead to decrease to the number of overnight stays and also to an additional increase of prices, creating a difficulties and variations to tourism market as a result to the depreciation of a certain number of products. In parallel, there appears the problem of quality in supplied services and viability of tourism businesses.

METHODOLOGICAL APPROACH

In order to have a complete image of the results of the applied VAT factors on tourism employment, we can pursue the following method: we can establish an audit balance sheet, as well as an employment balance- sheet on hotel and traditional accommodation sector, before and after the application of the measure of decreasing VAT, aiming at defining the variations from the decrease of prices that is relevant to the economic balance of hotel- restaurant sector. In other words, the variable 'possible decrease of prices (χ %)' in case of VAT decrease is for our model's case, the result of a measurable equation and not a hypothesis of research results.

Additionally, we can compare the above-mentioned decrease of prices, as theoretically possible χ %, with the results of the realizable researches at this sector, in relation to the present estimations of hoteliers and restaurant owners as long as it concerns the results on the prices by reducing VAT and also the possible produced number of jobs in the sector. In many cases, it is very impressive for one to ascertain that studies can give us results without existing relevance between them not to be compatible to an audit balance. For example, international studies refer that the estimation of the percentage of produced number of new jobs for employers can fluctuate from 8% to 10% in cases of applying VAT 14%, that has been reduced 6 percentage units from the initial level of application (20%).

As a result, an increase of 8% to 10% of the personnel expenses can be irrelevant to the decrease of 6 percentage units of VAT. According to the above mentioned a decrease to the applied factor VAT, of 50% could have important effects on prices.

[27] Euro is not yet applied during this research

[28] Same to the previous

For the practical application of the above model, one can deduce data from the 'National Accounts' and more specifically from the categories that involve production accounts and accounts dealing with the development of tourism businesses.

Since factor VAT remains invariable and employees' contribution the same, we do not notice important variations as long as it concerns the creation of new jobs in the hotel and restaurant sector. But when there might exist variations on the price of those two economic indexes, then 'National Accounts' will contribute to be able and additionally count the effects of employment as a result of these variations.

GOVERNMENT POLICY

In the frameworks of European Union, the arguments of countries- members as long as it concern the application of VAT conflict. In many countries, in the tourism sector and especially in tourism services, low factors of VAT are applied, enforcing in that way the tourism consumption and produced jobs. Currently, 21 out of 27 Member States of EC apply a reduced rate of less than 15% to hotels. The European Union's directives and the advice of HOTREC, according to the following, encourage the above statement.

The European Commission's proposal (July 2003) revised the current list of goods and services (Annex H to Directive 1992/77), to which Member States may choose to apply a reduced rate of VAT. The proposal provided for accommodation services to remain in Annex H and for restaurant services to be added to it. The European Parliament supported this European Commission's proposal. However, in relation to VAT, the European parliament can only express an opinion.

HOTREC has always advocated the application of the lowest possible rate of VAT to accommodation and restaurant services in all Members States. It has also been lobbying, since 1992, for the inclusion of all hospitality services in Annex H. Over the last 10 years, HOTREC has been demanding the application of a mandatory reduced rate, as close as possible to the minimum reduced rate, to hotels, restaurants, cafes and similar establishments in all Member States. If this solution cannot be agreed, HOTREC demands that the opinion presently available to the Member States to apply a reduced rate in order to provide accommodation be maintained. A similar option should be made available for restaurant services.

The fact that many businesses are over taxed in a long-term horizon for different tourism services in relation to sales of different products without tax or minimal tax is a wrong political choice for the tourism sector. In this framework, over taxation of tourism services means over taxation of quality employment and reduction of access to a number of important and necessary services for quality living.

Conclusion – Discussion

The various speeches and interventions elaborated on the various arguments in favor of the application of reduced VAT rates to the hospitality services are summarized as follows:

- Impact on employment
- General impact in the Society
- Subsidiarity
- Promotion of exports competitiveness compared with third countries
- Stability of State revenue

The VAT factor has direct relation to the quality of tourism services and competition when referring to supplied services. The VAT factor that is applied in tourism services must favor the development and progress. When VAT factor does not favor the supplied services, which pursue the competition to a level of low prices and not to a competition of quality and logical prices. Factor VAT has to favour the quantitative and qualitative creation of new jobs.

The theoretical approach but also the practical experience of different countries that totally agree that demand for tourism product is very sensitive although there appear to have slight variations at its price. Relevant researches in different European countries have shown that reduction of VAT at accommodation and food and beverage services led to important improvement of tourism balance of the country and also to creation of a number of new jobs.

The Icelandic case shows the most excellent scenario, where from 1st of March 2007, the VAT rate for restaurant and accommodation were lowered to 7% from respectively 24,5% and 14%. An example, which many national hospitality associations would like to see, copied in their own countries.

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Culinary product "maintenance"

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Abstract

It is known that sales cannot be guaranteed. Culinary enterprises face sales reductions during several periods. Excluding factors such as the general conditions under which the market operates the cash availability and the existing will of the masses to purchase or not, an enterprise is obliged to have a view within herself. The most important element that this insight can check is the culinary product. The culinary product loses its direction and tends to serve a different goal than the one that was originally decided. Quality is another element fastened to the product which can mislead the operational results. The product lifecycle reconsideration and menu engineering are able to resolve that problem. Additionally the culinary product should be examined periodically, so as to ensure that everything is working in order and the operation continues the attempt of hitting the target set.

Keywords: Culinary product, quality, product lifecycle, menu engineering.

Inroduction

In many cases, the enterprises have a reasonable chance to affront a situation in which their sales are reduced during a certain past period, Referring generally to any kind of enterprise, the process of solving that problem is usually applied by the marketing department. The marketing manager normally takes under consideration mostly elements extracted from the social aspect of humans, such as demographic, financial, educational, cultural and habitual. Culinary enterprises though are dependent to even more elements which are not gathered via studying the clientele. Such elements are the weather, seasonality and the general conditions of the national economy. Many of the “human” elements are easy to manipulate or hard. The “non human” elements cannot be manipulated. For that reason the culinary enterprises take a high operational risk which in combination of the high operational costs, lead the enterprise to invest in an element that can be totally manipulated and adjustable to all possible conditions. The product.

The product

The product is not only the material item that somebody can purchase within a culinary enterprise. The customer literally begins the consumption of the product from the moment that he/she will look at the shop and think of entering the door, until he/she will be walking away thinking how good or bad the experience was.

The product is divided in two parts. The main product and the additional product. The main product is the basic article of production in the operation. In a culinary enterprise the main product is the food, drink and service that will be provided to a customer. The additional product is all the other elements that support the main product. In the culinary enterprise the additional product is consisted of the chairs (how comfortable they are for someone to sit and eat), the tables (how short they are assisting someone to consume the main product), the decoration (can it provide a customer with feelings of relaxation, good mood), the appearance of the staff (being acceptable by the customers right from the first salutation), the attitude of the staff (being a pleasant company attracting customers for repeated consumption), the well being of the personnel (creating in a physical way an aura of happiness without having the necessity to act) the outer window (attracting potential customers), the glasses, plates, cutlery, ménages and decorative items on the tables. The figure 1.0 below, can give a picture of the culinary product.

An important procedure that has to be followed is the best possible study of the elements gathered at the early stage of planning the product. The planning process will allow the entrepreneur to take under consideration the operational targets and elements (such as the region, the identity of the enterprise, the category and the production capabilities). Afterwards the entrepreneur will be able to set a specific social segment which will compose the desired clientele. This clientele – other called tar4get group – is the second important element of product planning. The target group “determines” the pricing policy, the level of marketability, profit range and quality issues.

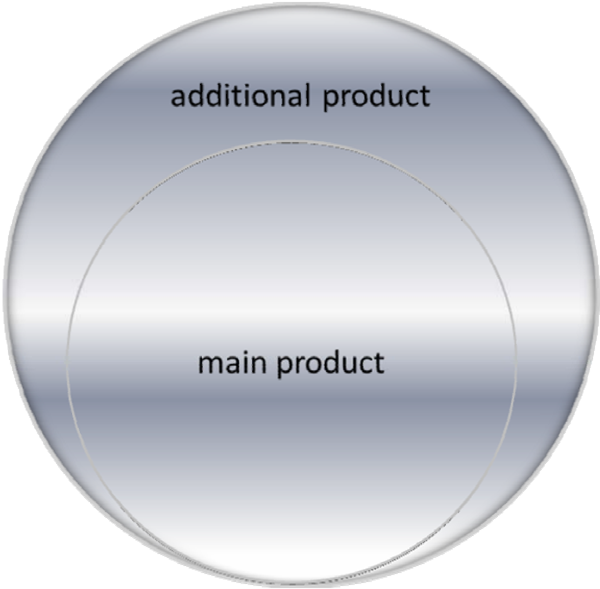

Figure 1.0: The culinary product

Quality is a key factor which plays an important role in the success or failure of the product designed. For many entrepreneurs the quality is a matter of expensive ingredients, high level of service and a professional approach to the customer. A lot of entrepreneurs – mostly basing on the above view of quality – attach quality to money. So they do not invest in quality under the condition that they will not have the chance to receive a profit out of this investment. The truth is that quality stands in the middle of the above referred. Quality can be defined as the coordinative balance between the money paid and the experience received by the customer. A close study of the clientele will provide the entrepreneur with an image of what the target group consider being quality. Under this consideration quality is measured at the end of the meal or the drink, which derives from the comparison of the consumption satisfaction and the bill delivered. This definition can lead to the conclusion that each person according to his/hers needs have a different perception of quality. A lonely person will consider as quality the experience which is composed with a nice conversation with the waiter and the mood that was developed. The money paid will be compared to the value of that conversation and the main product will come second in order. A rich person who attempts to “show off”, will not consider quality the meal consisted of expensive ingredients, contradictory this person will appreciate the uniqueness of the dish and the level of the service provided. A student will consider qualitative a meal experience of “filling” quantity and a reasonable price. Deciding what the clientele considers qualitative and what not the planning process has increased chances to be proven correct and effective.

The next step that an entrepreneur will take is the application of the planning process. The product development. The development process is consisted of selecting the appropriate equipment, the construction of the desired place with the needed floor and outer window appropriate layout of the equipment in the available space, the decoration and painting, the staff selection and training and the operational stimulation – rehearsal. After a period operation the product, the entrepreneur compares the desired and the actual result. The difference between them leads the entrepreneur to act in specific manners in order to correct the operational malfunctions. The most possible factor that can be malfunctioned is the product itself. The best point to start the correction process is a study of the product lifecycle. Figure 2.0 indicates the product planning, development and correction processes.

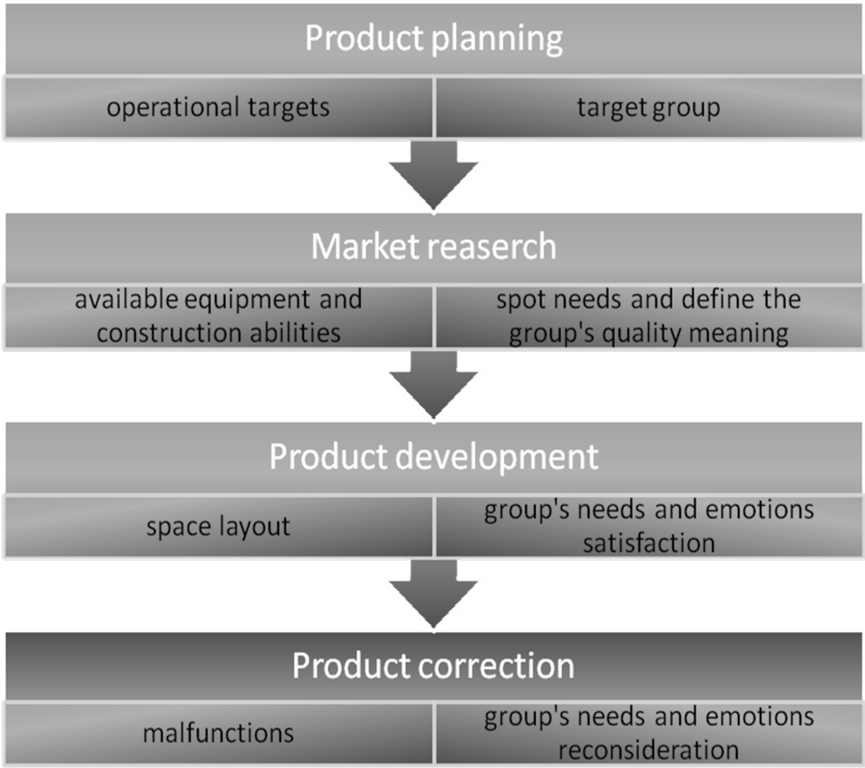

Figure 2.0: product planning, development and correction processes

Product lifecycle

The product itself has a specific lifetime. This lifetime is presented by the product lifecycle. The product lifecycle occurs in three steps. The first step is the growth, the second is the maturation and the third step is the decline of the product. In figure 3.0 there is a graphic presentation of a product's lifecycle.

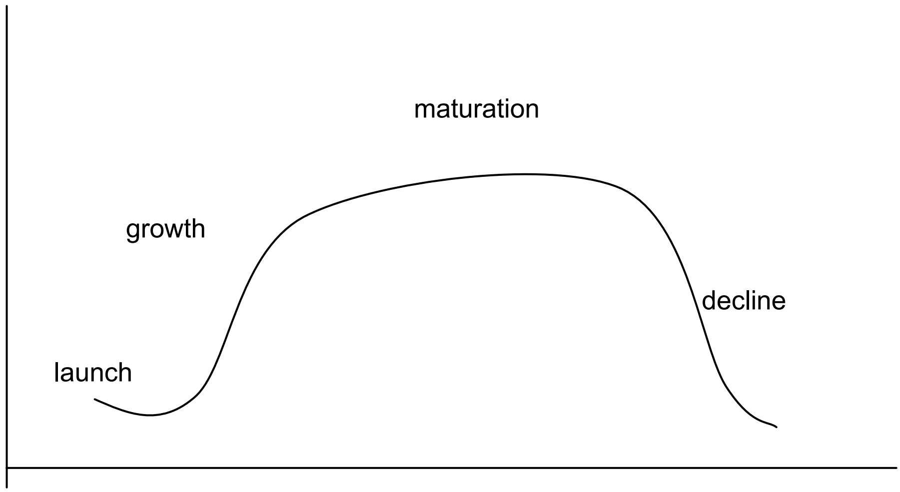

Figure 3.0: the product lifecycle

The product when being launched in the market faces a certain demand The demand is created by the advertising campaign. Through this campaign the enterprise tries to deliver the message that the product is suitable for satisfying the needs and wants of the selected target group. And the product is developed to serve that goal. The culinary product though is not that highly dependent on advertisement. In many cases – excluding chains – the product cannot be purchased in several points. It can be purchased only at the specific restaurant which has launched that product. This affects the demand, while providing a preset maximum offer. It is possible that the offer does not cover the demand. In that case the enterprise has to expand providing the product with a wider growth.

Product maintenance

At the end of the growing process follows a time of maturation. At the stage of maturation the enterprise can reconsider the outcome of the product's growth comparing the estimated figures of sales, profit, covers or any other target set, to the actual ones. Supposing hat everything is in order, the enterprise does not need to take any actions to correct things. The product's lifecycle will lead the product to a phase of decline. The enterprise at this time will need only to turn the decline into a second growth. A different version of the product, or an additional part of it can lead to a new boost of demand and obviously to a second growth. The figure 4.0 presents the product lifecycle including the element of the second growth.

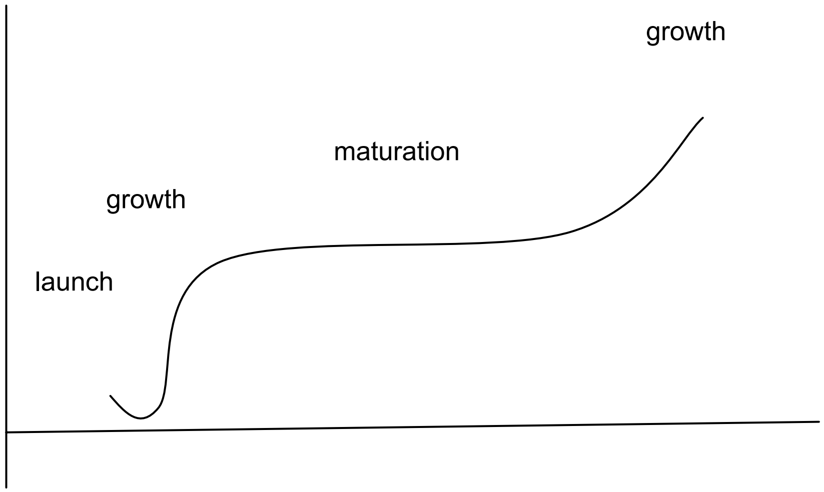

Figure 4.0: Product lifecycle with the second growth

In most of the situations, the developed product is not perfect and the demand does not cover – and obviously does not exceed – the offer. In such cases the product has not been planned properly and thus the results are not the desired ones. Unlike the period during which the entrepreneur was planning the product, now there are a few additional elements which can help in correcting the product towards the target. The product has been applied and the market's reaction provides the answer to the question "what sent wrong?". The main two elements that can lead to that answer are the profitability and the popularity. The popularity derives through the comparison of the total sales and the sales of specific dishes. The profitability figure normally represents the gross profit that a dish outputs. There are three main methods available to the entrepreneur, in order to resolve the problem. The Cartesian coordinates, the Boston matrix, and the index.

The Cartesian coordinates can provide a picture of the menu items by themselves, as groups among them or as categories. There are several methods which can be used by the entrepreneur to define the dish segments. It can be possible that a company needs an image of how well are operating the starters compared to the main courses and desserts. On other occasions there is needed an image among categories of main courses (grilled, stewed, fried etc). It can be possible that the enterprise will need a picture of the whole menu. The entrepreneur needs to calculate the popularity and the profitability figures for the menu items or categories or groups. The following figure shows how the Cartesian coordinates are set.

The scales that will be used can be applied are defined by the entrepreneur according to the existing needs.

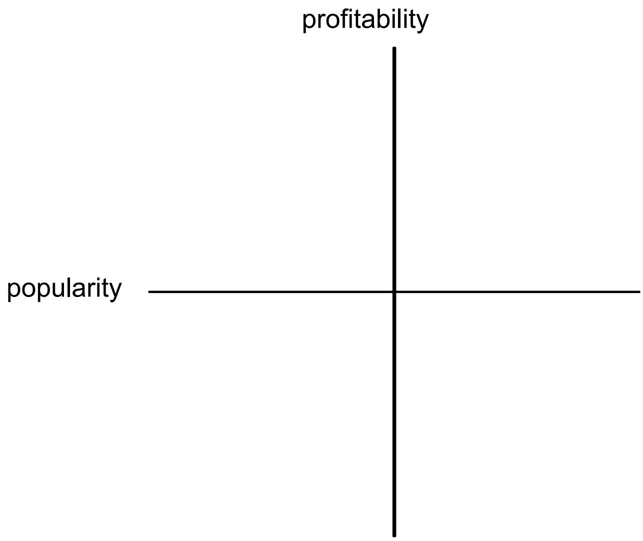

Figure 5.0: Cartesian coordinates

Taking the Cartesian coordinates further, transforms into the Boston matrix. The Boston matrix actually is consisted of a square, divided into four smaller squares. The figure below can provide with a picture of the Boston matrix.

The star combines both high profitability and high popularity. The stars should have a good position upon the menu layout. They can be innovative products which play the role of the flag for the identity of the product. These dishes should be treated carefully in order to serve their purpose as longer as possible. Those dishes are providing high profits, so in many cases the enterprise considers a price increase for such cases. The price increase though can be limited, since an unreasonable increase will have a negative effect on the star's popularity. There are some dishes called superstars. These are much more tolerant to price increases with minimal effects on their popularity

The plow horses are popular but they do not contribute enough to the profits. These dishes are some tools used as multipliers of demand. These dishes can also be used for testing the clientele's pricing sensitivity. Plow horses can be turned into stars if their production cost decreases, providing a higher profit.

The puzzles are dishes contributing high profits but prove to be unpopular. Such dishes can be combined with plow horses. In this case a mini menu can save both dishes. Better promotion can help a puzzle.

Dogs are unprofitable and unpopular, so they have to be replaced by other dishes that combine the characteristics of a star.

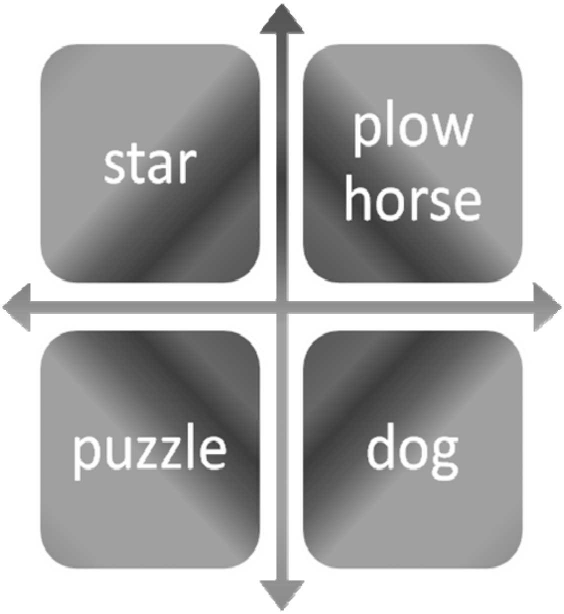

Figure 6.0: Boston matrix

The index is a worksheet which provides the needed information in order to analyze the cost and profitability of each menu item or category. The next figure presents an index worksheet.

This index can provide a clear picture of sales, cost and profit figures. The cost is divided into two main parts, the labor and the food cost. General, operational and other expenditure are not important in this occasion. The figures of total sales refer to the total of sales of the dish's category. Supposing that the entrepreneur analyzes the state of the starters the total sales refer to the total amount of sold starters over a certain period.

The past few years there have been attempts to develop software that will execute the task of finding out the malfunctions of the culinary product. An example that proves the importance of the product's maintenance procedure is the fact that Marriott hotels have developed their own menu engineering software.

Menu engineering index					
Menu item	Food cost	Labor cost	Gross profit	Item sales	Total sales
Total					

Figure7.0: Menu engineering index

Conclusions

As a conclusion can be written that product planning is always a good way to start though it is not always guaranteed that it will be proven perfect. Factors that cannot be manipulated tend to affect the product's efficiency. Quality is an important element that the enterprise can use, though the meaning of quality is not the same to all humans. The product via its operation indicates what is right and what is wrong, providing the manager with the ability to analyze specific figures and decide how the operation can improve and to which extend. Generally the culinary product needs attention and constant testing to ensure that it functions properly, to guarantee the proper function and to correct any malfunctions.

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THE HUMAN FACTOR AS CRITERIA OF QUALITY IN HOTELS. MEASUREMENTS IN THE GREEK HOSPITALITY

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ABSTRACT

In the service industry, the human factor plays a very important role in the quality of the services provided. Especially in the hotel sector, the structure of guests, the variety of the services provided, and the guests' expectations, pose a greater emphasis on the human factor. The present research aims at measuring quality in the Greek hospitality sector, using as criteria the human factor parameters such as: (a) human resources, (b) communication and (c) self-assessment. The criteria used in the present study were both objective and measurable and were applied by sampling superior categories of 5, 4, 3, and 2 star hotels. The research has shown that in each category the parameters under examination present certain differences in the following areas: a) the employee numbers per bed and b) the employees' level of education. Furthermore, the results relating to the employees' communication skills towards the costumers are satisfying, especially in hotels of higher ranking.

Key Words: Greece, Hotels, Quality, Human Resources, Communication, Educational Level, Foreign Languages, Continuous Training, Self-Assessment

INTRODUCTION

Globalization of world economy has resulted in many changes in the way that business and travel are conducted. Extensive competition, among companies, due to multinational corporations' expansion, as well as the diversity of tourists, proves to be the main effects of this changing environment. This automatically imposes the need for employees to possess the required skills to manage this kind of diversity in the tourism industry. Moreover, in this changing environment, customers are becoming more sophisticated, experienced and demanding; thus quality has become one of the key business pressures (Keating & Harrington, 2003).

Another factor that stresses for improved quality in service is the vulnerable tourism demand for any particular destination (Russell & Leslie, 2004). Terrorist attacks, severe weather conditions are a couple of factors threatening tourism demand. Even in the case of turbulent situations, there is always another place to travel to. Thus, it is all more important that, in terms of supply, the tourism sector is doing everything possible to ensure its competitiveness (Russell & Leslie, 2004). This can be achieved by measuring the quality of service.

It is important to determine what service actually means, before proceeding in determining the factors used in measuring quality service. The word 'service' is widely used to denote an industrial sector that do(es) things for you. They don't make things' (Johns, 1998). Services are frequently described as 'intangible' and their output is viewed as an activity rather than a tangible object. This distinction however, is not a clear one, because much 'service' output has a substantial tangible component. To be more specific, a restaurant provides food and drink, both of which are tangible (Johns, 1998). Moreover, many large hotels have shops inside their premises, which of course make the overall service better. However, these shops also offer products, which are tangible objects.

The variable of intangible nature of many hospitality and tourism services stems from the way in which they are packaged and delivered to the consumer. Typically, services are consumed where they are produced and the consumer participates in the production process by making choices and interacting with service staff in order to satisfy their needs. The key issue here is not simply to provide an opportunity for people to fulfill their individual needs, but also to exceed their expectations and thereby ensure that the benefits (sources of satisfaction) greatly outweigh the potential disbenefits (sources of dissatisfaction) (Teare, 1998).

Another approach to what service is and how this can be described is this by Lai and Baum (2004), who also state that hospitality services have both tangible and intangible dimensions. More specifically, they contend that "Tangible products are those elements that can be touched and felt, in terms of beds, food and drink…the intangible services provided by hotel operations cannot be touched and received, but are enjoyed in terms of the 'experience', which the customer encounters during the service delivery process." (Lai & Baum, 2004).

A similar approach is that of James, 1996, according to which the quality of services depends on the following characteristics:

1. Services are usually described as "intangible" – even tangible products though, contain an intangible part, as the customer will at some point be in need of some kind of service from the company or shop that the product was bought.
2. Services are usually produced and consumed almost simultaneously, in the sense that there is no delivery phase in-between the production and the consumption phase.
3. The client usually gets involved in the process of the delivery of services he/she enjoys. (James, 1996)

The success of service companies depends on guest satisfaction, which in turn depends on the quality of the services provided. Therefore, companies need to adopt a customer-oriented approach to the delivery of their "products". It is important to understand, though, that the employees are the ones who deliver the service to the guests. Consequently, employees have an immediate interaction with guests and they can strongly influence their first impressions as they represent the company they work for.

Due to the nature of the hospitality industry, or any other type of service industry, companies will at some point have disappointed guests, for whatever reason; this is inevitable. It is on these occasions, though, that recovery becomes very important. In most cases guests whose complaints are satisfactorily resolved, they often become the company's most loyal guests later on, and surprisingly, even more loyal than those ones that have never been dissatisfied.

To further analyze the reasons for the service industry's success, there is a need to state the number of factors, which can determine the quality of offered hotel services. These factors can be either subjective or objective (Pompl, 1997). Objective factors are reported as elements that are measurable and are independent of the guests. In tourism, these characteristics could be technical characteristics (as is the size of rooms), timely characteristics (as is the duration of stay), typical characteristics (as observation of data that is reported in the prospect and lists), or characteristics on the services provided (as observation of hours of departure) etc. The subjective factors escape from the limits of possibilities of measurable characteristics and that creates serious problems in the functional measurement.

Generally in the management of tourist services, three basic parameters play a decisive role: a) The nature of tourist services, b) the human resources and c) the quality of services management. (Velissariou, 2000) At the same time, the classifications of guests, the varieties of the services provided, as well as the expectation of the clientele for a pleasant stay, are all parameters that place a great emphasis on the human factor. The examination of the above parameters shows that the classification of clientele depends on a number of other factors such as: nationality, the motive of the travel (is it for relaxation, health or professional reasons?), the duration of the stay, the income of the tourist or the frequency of the visits (repeated visits). All theses factors are responsible for creating different visitor profiles.

The variety of the services provided creates the need for a human resources department in places like bars/restaurants, spas, athletic centers etc.

Finally, hotel guests are characterized by the fact that they usually travel for leisure purposes, which means that their goal is simply to “have a good time’. Therefore, the most important thing that they expect from a hotel is a pleasant stay.

The human factor in the service sector and more specifically in hotels constitutes the basic factor of quality (Becker W. S. and Wellins R. S., 1990). The proper training of human potential in hotels must include foreign language training programs for their employees, particularly in those hotels that receive foreign tourists. Unfortunately, according to Laloumis and Roupas (1996), the foreign language training in Greek hotels, is insufficient.

In the service sector, A. Parasuraman et al (1985), drew up a list including ten criteria of quality, which can also be applied in the sector of hotels, and are outlined below:

1. Access. The guest must have access to the services without any waiting or delays, etc.

2. Communication. Services should be in a language that the guest can comprehend. In the tourist sector, this criterion takes into consideration an additional dimension, which is the linguistic difference between tourists.

3. Education. The employee, who will come in contact with the guest, must have the essential knowledge, so that he/she can fully serve the guest.

4. Politeness. The employee should be characterized from politeness and eagerness to serve the guest.

5. Reliability. Not only the company, but also its personnel should be at the guest’s disposal and aim for good customer service.

6. Responsibility. The level of services offered and expected benefits, must be high.

7. Responsiveness. The employee should show interest and act immediately to any complaints made by the guest.

8. Assurance. The provided services should not encompass danger, fear, or uncertainty. For example, an airline’s planes are supposed to comply with the safety specifications.

9. Tangibles: Equipment as well as communication materials, used to advertise services, should impress equitably the quality of services. This is reported

particularly in the advertising booklets of tourist companies, that often try to mislead the customer, or they withhold certain negative elements.

10. Empathy. The employee should treat guests with a great deal of understanding, respect and be attentive to their needs.

As we can see, most of these criteria are related to the communication and interaction between guests and hotel employees, more specifically, Communication, Politeness, Tangibles and the Empathy factor. It should also be noted that in all of the above criteria, the knowledge of foreign languages constitutes a pre-condition for their achievement.

QUALITY CRITERIA

Based on the above analysis, and more specifically on Parasuraman et al (1985) and on Oess (1993), certain criteria were selected as parameters for the measurement of the human factor quality, which were considered basic, and also result to the achievement of excellence. These selected parameters, must have the following characteristics: First of all, they must be measurable; secondly, they must provide the main points that shape quality of provided services in hotels; thirdly, they can be applied in more and different hotels; and fourthly, they must be simple and with a limited number of control points. Finally, the criteria that were ultimately chosen included individual parameters, which specified them. A further analysis and discussion of these chosen criteria is presented below:

1. Human resource

The human factor in the service industry and more specifically in the hotel industry constitutes one of the basic factors of quality (Becker W. S. and Wellins R. S., 1990). The number of personnel employed in a company, and the quality of these personnel are factors which strongly influence the quality of service. For example, staff reductions or the employment of unskilled personnel. Furthermore, it is important to mention that for the human resources criteria, the following elements were taken into consideration: (a) the number of employees according to the hotel potential, (b) the personnel's educational level, (c) the personnel's training according to specific vocational training programs.

"Training is a means of making better use of human resources in the organization by developing people to meet the requirements of the job to be done…" (A study of the Work of Industrial Training Officers, 1971; in Ried & Barrington, 1997) Even though training is very important in order to ensure cost-effective delivery of customer services, it is also expensive. Training is mandatory in the following situations:

- When the employee has been recently recruited (new starters in the organization)
- When the performance of the employee has been evaluated by the supervisor and the evaluation process has shown that it needs improvement

- When the employee has undertaken further responsibilities
- When the employee has moved to a different position within the organization or has been promoted
- When there has been some sort of change within the organisational environment.

In all the above cases, the person involved is in need of learning and receiving training in order to be able to successfully comply with the position's requirements and be productive. (Celinski in Gower, 1994)

2. Communication

Greece is a country that receives a large number of tourists annually. Therefore, as far as Greece is concerned the knowledge of foreign languages constitutes an important element for the level of communication and service. Here, the criteria selected, were based on three parameters: (a) the number of spoken foreign languages per unit, (b) the percentage of personnel that speak at least one foreign language, and (c) information materials in Foreign Languages

3. Self - assessment

For all the above criteria, recipients were asked to evaluate themselves as far as quality is concerned. Self-assessment aimed to record the hotels' opinions and the perception on the level of quality that they offered.

RESEARCH METHODOLOGY

The present paper is a result of a research conducted through both secondary and primary sources. The theoretical background is based on secondary information such as journals, books, newspaper articles and the Internet.

In Greece, with Act 43/2002 (FEK 43/A/7.3.2002), as was modified with the article 16 of Act 3190/2003 (FEK 249/A/30-10-03), a new system of classification of hotels was established. This system classifies hotels according to a star system (from 1 star up to 5 stars maximum) and is based on a complex system that takes into consideration a great number of parameters (Hatzinikolaou E. 2002). The research was carried out throughout Greece, in hotels of superior categories, more specifically in hotels of five stars (5*), four stars (4*), three stars (3*) and two stars (2*), for both continuous and seasonal operation, in order to measure the quality of the services provided, and also view the recipients' opinion of their hotels as far as quality was concerned. It took place in spring of 2006 and was based on a structured questionnaire (with close-ended questions), which was followed by interviews of the hotels management. At this point, it is important to note that according to the published elements of the Greek Hotel Chamber, the number of hotels in Greece, including all four superior categories 5*, 4*, 3* and 2* (Greek Chamber of Hoteliers 2006), with the sample of research, is given in the table below.

Table 1

Hotel Capacity in Greece (2006)

Hotel Category	Number of Hotels	Number of Beds	Beds/Hotel	% of Beds Per category
5*	155	56888	367	9,13%
4*	944	173431	184	27,84%
3*	1712	159351	93	25,58%
2*	4496	233315	52	37,45%
SUM	7307	622985	85	100,00%

The research was extended to the whole of Greece and included 140 hotels from the 13 prefectures of Greece. The initial aim was to acquire a sample of at least 7,5% from each hotel category, so as to provide a more realistic view of the hotel sector in Greece. However, this proved impossible for 3 and 2 star category hotels, because of the reluctance of the management to cooperate. This was not the case for 4 and 5 star hotels. More specifically, the sample constituted the 15,67% of the overall hotel capacity of 5* hotels, the 8,77% of 4* hotels, the 5,19% of 3* hotels and 1,14% of 2* hotels (table 2). The whole sample was based on an overall 5,63% of Hotel beds in categories of 5, 4, 3 and 2 stars. The sample results of hotels in each category were adjusted, based on the total percentage distribution of categories in the total number of beds in all four categories, in Greece (5*=9,13%, 4*=27,84%, 3*=25,58% and 2*=37,45), in order to calculate the weighed mean (Christou, 1999), in the four categories of hotels in all of Greece (table 2).

Table 2

Hotel Capacity in Greece and Sample Hotel Data

Hotel Category	Number of Beds	Sample	% Sample of beds
5*	56888	8916	15,67%
4*	173431	15211	8,77%
3*	159351	8269	5,19%
2*	233315	2661	1,14%
SUM 5*-2*	622985	35057	5,63%

RESEARCH RESULTS

The research results for each one of the above criteria are given in the form of table and each table is followed by analytical comments. It should be mentioned that in the tables below, seasonal hotels are presented as a separate category and they include hotels from all the three categories.

1st Criterion Human Resources

Tourism has been and still remains one of the Greek economy's main sources of revenue. It is very unfortunate, though, that none of them has been developed enough. This can be clearly shown by the very low percentage share that the Hospitality and Catering sector have from the overall working population, which was as low as 6.84% for the year 2005 (Greek Labour Statistics, 2005).

The human resources (or personnel), no matter what the type or size of the organization may be, play a decisive and fundamental role in the well being of each company. Especially in service-related organizations guest satisfaction is also based on intangible elements. The personnel themselves are responsible for making guest's experience very pleasurable and the best ever. Even academic research on hospitality shows that the main focus on this particular industry is on customer service. Therefore, in order to reach excellence in the hospitality industry, the basic aim should be to organize the business in such a way, that guest satisfaction and commitment will be achieved. The basic step for doing that is through employment. Employment is a big issue in the service sectors, as the effectiveness of service organizations is often linked with the individual qualities of their employees (Lockyer & Scholarios, 2004).

Following the research results of the present paper, it can be seen that the employment per bed does not differ so much in hotels of continuous operation and also in the overall sum of hotels. On the contrary we observe that in 5* hotels the relation between Bed / Staff is 2,56; in 4* hotels, it is 3,74 and in the 3* is 6,19, whereas in 2* hotels, it raises up to 7,15%. This means that as the category decreases, the indicator in the relation Bed / Staff is increasing, while the mean and in all categories of hotels is 5,53 beds per employee.

In order for human resources to contribute and perform to the maximum, there is a need for the adoption of certain policies that will lead to the development of those personnel. These policies include continuous educational seminars and vocational training. There is a high need for on-going training policies of staff in order to keep up with the ever-changing technological advances as well as adapting to the new developments and trends of the industry they belong to.

Table 3

Hotel Staff per Bed capacity

	Hotel continuous operation	Hotel in total (continuous operation and Season hotel)
Hotel category	Bed / Staff	Bed / Staff
5*	2,53	2,56
4*	3,96	3,74
3*	6,28	6,19
2*	7,09	7,15
5*-2*	5,59	5,53

Moving on to the educational level of personnel, the table below (table 4) clearly shows that in 5* hotels the personnel educational level is, as expected, higher than in the rest of the categories. In both cases, Post graduate staff and also staff with a University degree, represent the 30,82% of all personnel, compared to the 19,12% of higher educated staff in 3* hotels. Employees with only Secondary School (Lyceum) certificate or with "obligatory education" in 2* to 5* star hotels, amount to a total of 64,12%, of the overall personnel number. (table 4 below). The fact that such a large percentage of employees in the hotel industry is not highly educated poses great interest.

Table 4

Educational level of personnel in Hotels new table

Hotel category	Post graduate	University degree	Technical school	Secondary School (Lyceum)	Basic education	Basic + Lyceum
5*	2,33%	28,49%	26,37%	24,95%	17,86%	42,81%
4*	1,76%	18,86%	21,76%	33,76%	23,87%	57,63%
3*	1,58%	17,54%	16,08%	42,02%	22,78%	64,80%
2*	1,17%	17,25%	12,87%	46,49%	22,22%	68,7%
5*-2*	1,55%	18,80%	17,40%	39,84%	22,42%	62,26%
Season hotel	1,52%	14,19%	16,88%	37,97%	29,44%	67,41%

Apart from the personnel's level of education, the hotels were asked if they apply programs of continuing education for their personnel. Continuing education is applied to the majority of 5* hotels, in a percentage of 95,5%. On the contrary in the 4* and 3* hotels, a high percentage of hotels, roughly touches the 26%, does not include any program of education, neither participates in programs of education of other institutions. It's quite interesting to mention that the 59,1% of 5* hotels apply programs of education for their new personnel, while in 4* hotels the percentage goes up to 32,6% and in the 3* it reaches the 23,3%, while 2* hotels only educate a 7,89% of new staff. (table 5 below)

Table 5

Continuing training

Hotel Category	Internal organized seminars	External Seminars	Programs for new staff	No training (seminars)
5*	77,30%	59,10%	59,10%	4,50%
4*	44,90%	42,86%	32,65%	26,53%
3*	30,00%	60,00%	23,33%	25,00%
2*	13,16%	26,32%	7,89%	63,16%
5*-2*	32,16%	42,53%	23,41%	37,84%
season	29,73%	40,54%	32,43%	29,73%

2rd Criterion: Communication

Taking into consideration the fact that communication in the service sector constitutes a basic criterion of quality, the hotel personnel's knowledge of foreign languages would also constitute an essential element of quality in the services provided. In the international tourism, Greece occupies the 13th place in the World (UN. WTO, 2006), and each year receives over 14,2 million travelers, the majority of which are tourists. In the present study, what was calculated, initially, was the main foreign languages of tourists in Greece, having as a base the annual arrivals; on a later stage, a primary research was conducted for the estimation on the level of knowledge and also the use of foreign languages in hotels, as well as in the provided services within the hotels. Having as a base the results of the first research, it was realized that 70% of the main foreign languages of tourists are English, German, French, Italian and Dutch. At the same time the primary research in hotels, showed that the level of knowledge of foreign languages of hotel staff in Greece, is particularly high. It was found that in the majority of the hotel personnel, the level of communication (with regard to the Language skills) is exceptionally satisfactory. That's a fact that shows the high level of services provided in the hotel industry.

Even though the issue of customer quality has been extensively researched, the factor of communication and especially the use of foreign languages in the hospitality, has received very little attention, despite its great importance. (Aitken & Hall: 2000) (Martin & Davies: 2005)

High quality customer care, leading to an actual booking from this initial encounter, depends on the hotel reservation's staff ability to communicate with the potential visitor. This requires the ability to communicate with foreign speaking visitors and potential visitors. (Martin & Davies: 2005)

It is of great importance to mention at this point the structure of foreign tourists in Greece, so as to discover the tourists' different foreign languages. This information was required in order to assist in the in-depth analysis of the communication factor. For this reason, the arrival statistics data of foreign tourists in Greece for the years 2004 and 2005 were analysed, as it is shown in table 12 in Appendix. In the following tables, only the arrivals with a percentage of over 1,5 of the total arrivals are included.

From the elements of table 12 it becomes clear that the 93% of foreign arrivals in Greece come from Europe. The main countries of origin are: United Kingdom with a percentage of (19%) and Germany with a percentage of (15,7%). Moreover, a large percentage of the arrivals, an actual (10,4%) comes from Albania. However, these are rather economic immigrants from the neighbour country, and cannot be considered as tourists.

This explains why the arrival statistics data of visitors with Charter flights was used, which in their majority are tourists, mainly organized (Table 13 on appendix).

According to these data, it is obvious that the largest percentage, that of 29,9% of Charter arrivals originate from the United Kingdom, whereas Germany holds the second place with a 17,8%. Furthermore, important percentages of arrivals originate from Holland (6,3%), France (5,8%), Austria (4,7%), Sweden (4%) and to smaller numbers from other EU countries, respectively (see table 13 on appendix).

Combining the data of tables (12 & 13), in order to calculate percentages of the main languages of foreign tourist arrivals in Greece, table 6 was created, giving percentages for 15 foreign languages (see table 6).

From the results of the above table (6), it is evident that almost 70% of tourists arriving in Greece, speak 5 languages. These languages are as follows: English (24,5%), German (21,1%), French (8,9%), Italian (8.8%) and Dutch (5,2%). If Yugoslavian and Bulgarian will be added to these percentages, then the total percentage of foreign languages reaches up to nearly 80%. Of course, these two languages are mostly related to tourists of Northern Greece who come mainly by car. Furthermore, there are another 7 EU languages which range from 2,5% for Swedish to 1,2% for Finish and Spanish respectively (see table 8).

Table 6:

Foreign Languages of Tourist in Greece

	Language	**Percent**	**Aggregated**	**Countries**
1	English	24,5	24,5	U.K., Irland, USA, Australia
2	German	21,1	45,6	Germany, Austria
3	French	8,9	54,5	France, Belgium, Luxembourg
4	Italian	8,8	63,3	Italy
5	Dutch	5,2	68,5	Holland
6	Yugoslavian	4,8	73,3	FYROM, Slovenia, Serbia Mondenegro
7	Bulgarian	4,7	78,0	Bulgaria
8	Swedish	2,5	80,5	Sweden
9	Dansk	2,3	82,8	Denmark
10	Rumanian	1,8	84,6	Romania
11	Norwegian	1,6	86,2	Norway
12	Russian	1,4	87,6	Russia, Lithuania
13	Finnish	1,2	88,8	Finland
14	Spanish	1,2	90,0	Spain
15	Sub total	90,00		

The results on the knowledge of foreign languages in the specific research were particularly positive. More specifically, in the reception of 5* Hotels, customers could communicate on average in 4,1 foreign languages, while in the total of 5* to 2* hotels the percentage drops to 2,9. Moreover, in the restaurant and bar/café sections, the numbers of languages used were high enough. More specifically, in the restaurant department the spoken languages reach the 2,5%, whereas in the coffee/bar it is 2,2% (see table 7).

Table 7 :

Number of Foreign Languages in Hotels

Hotel category	Reception	Restaurant	Bar / Café
5*	4,09	2,70	2,65
4*	3,313	2,681	2,646
3*	2,746	2,271	2,088
2*	2,390	-	1,780
5*-2*	2,89	2,52	2,18
Seasonal Hotels	3,5	2,8	2,6

In the seasonal hotels, the percentage of languages used is higher to the mean of the total sample used in the study; for the reception the percentage is 3,5% languages, whereas for the restaurant it is 2,8% and for the coffee/bar it is 2,6%. (Table 7 above)

Percentage of Staff who speak foreign languages

The 82,8% of total personnel of 5 star hotels, speak at least a foreign language, while in 3 * and 2 * hotels the percentage was as low as 50,2%. In seasonal hotels, the percentage of personnel that spoke at least one foreign language was 56,6% (table 8 below).

Table 8:

Percentage of Staff who speak foreign languages

Hotel category	Staff foreign speaking
5*	82,86%
4*	58,84%
3*	50,18%
2*	50,29%
5*-2*	55,62%
Season Hotels	56,58%

Information material in Foreign Languages

As far as the existence of informative materials in foreign languages is concerned, the percentages varied both in terms of the hotel categories and in terms of the type of the information material. In 5* hotels, the percentages were particularly high. Hotel leaflets, price lists and announcements were all translated into foreign languages. However, as the hotel category dropped, so did the percentages of the informative material, as is shown in table 9.

Table 9:

Information materials in Foreign Languages

Hotel category	Hotel leaflets	Price list	Announce-ments	TV screen	Other
5*	100,0%	100,0%	100,0%	95,7%	73,9%
4*	97,8%	95,6%	93,3%	84,4%	48,9%
3*	89,3%	89,3%	71,4%	71,4%	26,8%
2*	73,2%	65,9%	36,6%	36,6%	12,2%
5*-2*	86,61%	83,25%	67,08%	64,21%	31,78%
Season Hotels	91,9%	89,2%	83,8%	83,8%	32,4%

It is worth mentioning that in 5* hotels, all other informative material, (other than the Hotel leaflets, the price list, the announcements and the TV screen) were translated in many more foreign languages, beyond those presented in the present study, up to a percentage of 73,9%, while in 2* hotels this percentage dropped to 12,2%. (Table 9).

Table 10:

Information materials in Foreign Languages per Language

Hotel category	YES	English	German	French	Other*	Other*
5*	100,0%	100,0%	34,8%	26,1%	21,7%	8,7%
4*	93,5%	93,5%	43,5%	32,6%	26,1%	8,7%
3*	87,5%	85,7%	32,1%	10,7%	8,9%	1,8%
2*	66,7%	64,3%	19,0%	4,8%	11,9%	0,0%
5*-2*	83,73%	81,16%	30,62%	15,98%	15,98%	3,68%
Season Hotels	86.5	83,8%	51,4%	37,8%	27,0%	8,1%

***Other:** Concerning a forth (4th) or fifth (5th) language such as Italian, Russian, Yugoslavian, or Spanish etc., except of English, German and French.

As for the types of languages that were used in the informative material that was available to tourists, these were as follows: English was by far the highest one with a percentage of 81,2%, followed by German (30,6%) and French (16%). It should also be mentioned that in many hotels, informative materials were available in other foreign languages as well, such as Italian, Russian etc. (see table 10 above).

3rd Criterion: Self-assessment

Self-assessment in this sense is referred to the measurement of performance of the hotels' various departments, such as the infrastructure, its service, personnel, general employee satisfaction, security and the environment. The ultimate goal of this procedure is to increase and improve the performance of the business. Another procedure that ultimately has the same goal is the one referred to as "benchmarking" (Grigoroudis & Siskos, 2000). Benchmarking according to Skoufos, 2000, is an on-going procedure concerning the measurement of the quality of products, services and management tactics of a company, compared to those of leading competitors of the same sector.

Self-assessment is a process, which is considered necessary for any organisation in order to evaluate its overall performance, and it also provides feedback as far as the quality of its operations is concerned. It should be viewed as an on-going process, which will point out the less strong points and the areas that need improvement. It also pin points the strong points which can be used as "weapons" in the ever-lasting "fight" of competition.

Table 11

Self-assessment

Hotel Category	Staff	Infra structure	Service	Satisf action	Security	Environ ment	MEAN
5*	1,59	1,55	1,45	1,45	1,41	1,77	1,54
4*	1,57	1,60	1,72	1,47	1,32	2,09	1,63
3*	1,98	2,27	2,36	1,75	1,62	2,51	2,08
2*	2,10	2,51	2,37	1,95	1,61	2,46	2,17
5*-2*	1,88	2,11	2,10	1,72	1,51	2,31	1,94
season	1,62	1,86	1,95	1,59	1,62	2,24	1,82

The present research has shown that the self-assessment of hotels under examination for the criteria that were given was particularly high. On a scale of 1 "Excellence" to 5 "Not satisfactorily", the mean for 5* hotels was 1,54, for 4* hotels it was 1,63, for the 3* hotels it was 2,08, and finally for the 2* hotels it was 2,17%. The highest mark was given to guests' safety with a percentage of 1,62% and the lowest mark was given to the protection of the environment with a 1,77%.

CONCLUSIONS

Guests are viewed as "the soul" of every organisation. However, only few organizations seem totally capable of adapting their service to their guests' needs. (Gower, 1994) Therefore, one can understand how difficult "reaching excellence" can be, in the quality of service. Each customer can respond differently even to what appears as the "same" service. The understanding and the adoption of a decent strategic costumer-oriented policy on behalf of the management can be a good starting-point for the improvement of the quality of the services provided. In order to do that, it is necessary to discover the way of measuring the quality of service.

The measurement of quality in Hotels, even with the use of objective criteria, remains on a high percentage, subjective. The specific research was based in the analysis by Parasuraman et al (1985) and on Oess (1993). From their analysis, certain criteria were selected as parameters for the measurement of the human factor quality, which were considered basic and also resulted to the achievement of excellence. These criteria and more specifically, the parameters selected, present the following characteristics: First of all, they must be measurable; secondly, they must provide the main points that shape quality of provided services in hotels; thirdly, they could be applied in more and different hotels; and fourthly, they must be simple and with a limited number of control points. Finally, the criteria ultimately chosen included individual parameters, which specified them. Those criteria included the following factors:

1) The Human Resources (also taking into account (a) the number of employees according to the hotel potential, (b) the education level of the personnel, (c) the training of personnel with programs of vocational training.),

2) Communication (including the following parameters: : (a) the number of spoken foreign languages per unit, (b) the percentage of personnel that speak at least one foreign language, and (c) Information materials in Foreign Languages) and

3) Self-assessment.

The research of quality in hotels of Greece, with the use of specific criteria and parameters, clearly showed the difference between hotels of 5, 4, 3 and 2 stars. The main differences are found in the following:

(A) The indicator, which shows employees per bed. In the case of 5*hotels the indicator is 2,56 beds per staff, while in 2* hotels it is 7,15.

(B) The personnel's educational level. In 5* hotels the 60,4% of personnel was highly educated (university degree and/or postgraduate studies), whereas in 3* hotels, it was only 28,5%.

And, (C) the participation of hotel chains or international groups out of the total amount of hotels participated in the research, where in 5* hotels it amounts to 60%, and on the contrary, 3* hotels are only 19%

The knowledge of foreign languages on behalf of the hotels' personnel is considered a strong point, as on average, the customer can communicate in 3,2 foreign languages and the 56,6% of total personnel speak at least one foreign language. The field study in hotel accommodations of 5 to 2 stars category in Greece showed that the level of knowledge and use of foreign languages, is particularly high. These percentages were found to be higher to the mean values in seasonal hotels. More specifically the 56,6% of the employees speak at least one foreign language, while in the Front Desk, tourists can be served in 3,5 languages on average.

Taking into consideration the results of this research, it becomes apparent that the Greek hotels give particular importance in the knowledge and use of foreign languages. This happens for two reasons. On one hand, there is the fact, that the Greek language is not wide-spread. On the other hand, Greece has traditionally been receiving, a great deal of foreign tourists, ever since the mid 60's. Therefore, that has gradually created through the years the need for good communications with the tourists.

Finally, hotels' self-assessment is particularly high in all cases examined (including infrastructure, service, personnel, general employee satisfaction, security and the environment). This is a fact, which shows that hoteliers believe that they offer high quality of services.

In the present research, an effort was made to determine the human factor as a criterion for quality by using parameters such as communication and self-assessment, with the intent to show how these can contribute to an increase in the level of hotel services. This is of particular importance as it can be seen as an Indicator for comparison with hotels of other countries of the Mediterranean or Europe. Furthermore, the results can present a base for measuring the quality of services in hotels in Greece, so as to compare the level of provided services with the means of each category.

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APPENDIX

Table 12 :

Arrivals of foreigners classified by citizenship, in Greece in the years 2004 and 2005

		Year 2004	%	Year 2005	%
I.	**EUROPEAN COUNTRIES**	**12.470.379**	**93,67%**	**13.279.429**	**93,0%**
1	United Kingdom	2.869.737	21,56%	271.8721	19,0%
2	Germany	2.189.222	16,44%	2.241.942	15,7%
3	Albania	1.193.936	8,97%	1.478.197	10,4%
4	Italy	898.208	6,75%	1.128.506	7,9%
5	France	621.407	4,67%	676.658	4,7%
6	Holland	611.990	4,60%	666.287	4,7%
7	Bulgaria	440.263	3,31%	599.872	4,2%
8	Austria	440.391	3,31%	464.470	3,3%
9	FYROM	411.103	3,09%	411.103	2,9%
10	Belgium –Luxembourg	374.557	2,81%	401.066	2,8%
11	Sweden	334.150	2,51%	316.042	2,2%
12	Denmark	282.340	2,12%	288.858	2,0%
13	Romania	148.853	1,12%	225.570	1,6%
14	Switzerland	229.448	1,72%	223.360	1,6%
15	Norway	232.222	1,74%	210.847	1,5%
16	Serbia –Montenegro	172.474	1,30%	208.084	1,5%
17	Russia	142.346	1,07%	182.334	1,3%
18	Cyprus	146.405	1,10%	168.415	1,2%
19	Finland	148.197	1,11%	150.198	1,1%
20	Remaining countries of Europe	583.130	4,38%	518.899	3,6%
II.	**COUNTRIES OF ASIA**	**488.366**	**3,67%**	**555.657**	**3,9%**
21	Turkey	201.816	1,52%	181.308	1,3%
22	Israel	94.029	0,71%	132.511	0,9%
23	Remaining countries of Asia	192.521	1,45%	241.838	1,7%

III. COUNTRIES OF AFRICA		**49.165**	**0,37%**	**54.686**	**0,4%**
IV. COUNTRIES OF AMERICA		**236.274**	**1,77%**	**297.189**	**2,1%**
24	U.S.A.	161.398	1,21%	205.656	1,4%
25	Remaining countries of America	74.876	0,56%	91.533	0,6%
V. COUNTRIES OF OCEANIA		**68.445**	**0,51%**	**89.504**	**0,6%**
VI. FOREIGN ARRIVALS (TOTAL)		**13.312.629**	**100,00%**	**14.276.465**	**100,0%**

Source : General secretariat of national statistical service of Greece (www.statistics.gr)

Table 13 :

Arrivals of Charter passengers, by country of aircraft's* departure in Greece

(2004 – 2005)

		Year 2004	%	Year 2005	%
EUROPEAN COUNTRIES		**7.041.799**	**98,87%**	**7.215.099**	**98,79%**
1	United Kingdom	2.317.423	32,54%	2.189.034	29,97%
2	Germany	1.373.347	19,28%	1.351.927	18,51%
3	Holland	408.889	5,74%	462.269	6,33%
4	France	361.357	5,07%	419.740	5,75%
5	Italy	335.734	4,71%	392.507	5,37%
6	Austria	341.746	4,80%	333.857	4,57%
7	Sweden	302.777	4,25%	284.340	3,89%
8	Belgium - Luxemburg	245.554	3,45%	272.040	3,72%
9	Czech Republic	237.554	3,34%	263.332	3,61%
10	Norway	226.133	3,18%	230.588	3,16%
11	Denmark	209.000	2,93%	214.607	2,94%
12	Switzerland	144.967	2,04%	138.521	1,90%
13	Finnland	133.370	1,87%	130.859	1,79%
14	Poland	87.791	1,23%	123.238	1,69%
15	Russia	66.755	0,94%	111.656	1,53%
16	Ireland	66.029	0,93%	65.707	0,90%
17	Remaining countries of Europe	183.373	2,57%	230.877	3,16%
18	Other countries except of Europe	80.141	1,13%	88.379	1,21%
Total Arrivals per Charter		**7.121.940**	**100,00%**	**7.303.478**	**100,00%**

* Charter passengers are mostly citizens of the country of aircraft's departure.

Source : General secretariat of national statistical service of Greece (www.statistics.gr)

Building Dreams on Sand: The Importance of Leadership and Vision for Dubai's Hospitality sector

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Introduction

If one wonders whether you can build dreams on sand Dubai is a living proof of that. Dubai's tourism has soared in the past few years and the attention it has received either positive or negative (Fryer, 2006) has undoubtedly put it on the map as an important destination for business, leisure, shopping, sporting and logistics hub. It has attracted a diverse number of nationalities and it was been praised for the way those coexist in a peaceful way. Dubai, one of the seven Emirates has demonstrated amazing leadership and the importance a vision, a great leader and running the country as a business can have in transforming a location and a nation. And Vision is an important element in carrying out Dubai's strategy through His Highness Sheikh Mohammed bin Rashid Al Maktoum's (UAE Vice President and Prime Minister and Ruler of Dubai) leadership which plays an instrumental role in carrying out his vision for the Emirate of Dubai and the nation. This paper will look at Dubai's vision and leadership in relation to the hospitality and tourism industry which aims to attract 60 million passengers in 2010 and with the development of a second airport expectations are set to 120 million passengers per year (Cordahi, 2008).

The Vision

In January, 2008 Jumeirah Group received a group of tourism and hospitality professionals and entrepreneurs from Scotland. They wanted to know about Dubai's and subsequently Jumeirah's success. With occupancy rates averaging 83.9 per cent (Husain, 2007) and 85.2 per cent occupancy rate for the third quarter of 2007 in Dubai's hotel establishments (Hotel Establishment Statistics – Third Quarter 2007, n.d.), no wonder why people want to know the recipe for success and what makes that place such an attractive destination. Their visit was themed: "The Right Direction" group and as one of the facilitators, I was intrigued by that title so I questioned them: "what is the Right Direction for you?" I asked, followed by "how would you know when you will reach your destination?" and finally "who defines the Right Direction for you?". After a short pause it was evident that there was not one Right direction, no one had defined it, and subsequently the Right Direction was yet to be defined. This is why there were in Dubai. One thing that sets Dubai apart is that the direction is clear, who defines it is also clear and the goal is clear: make Dubai a worldwide destination, so what we all discovered from that session was that nature might have blessed you with beautiful and diverse settings which is the case of Scotland but the destination was lacking a vision to be embraced by the local professionals and the right person who can drive it forward. The events hosted in Dubai are another proof of the success story: Dubai Shopping Festival (www.mydsf.com), Dubai Desert Classic (www.dubaidesertclassic.com), Arab Health Exhibition & Congress, GCC Police & Armies Conference, Leaders in Dubai, World Cup, Emirates International Luxury Fair, H.H. The President's Polo Cup, Dubai Air Show –one of the biggest in the world (www.dubairshow.org), GETEX and the list goes on with events ranging from fashion, sports to music, and business related; Dubai's message is clear: we need to be Number One. And one does not become Number One by accident. A vision might be a prerequisite but one needs to have a strategic plan in place with goals and objectives to set things in motion. And those things are certainly extraordinary and sometimes beyond our common understanding. It is not a coincidence that the destination which has attracted so much international media coverage will host the exclusive by invitation only Global Travel and Tourism Summit this year between April 20th to April 22nd. This event will bring together industry and government bodies to discuss the future of travel and tourism industry.

Since I have been in Dubai people question all of these mega projects and ideas such as Dubailand and consequently Bawadi. Everyone is waiting for the bubble to burst but it hasn't yet. With $70b in investment committed to UAE tourism industry and the highest revenue per available room ($237) it is certainly a dream for any hotelier ($70b in investment committed to UAE tourism industry). Burj Al Arab was an impossible project initially but now it is Dubai's symbol and image that is associated with the location. When H.H Sheikh Mohammad bin Rashid Al Maktoum's father started Dubai Ports to enhance trade people then could not see the potential or the reason behind it but then again visionary people can see what we cannot see, take risks and do extraordinary things. When British Airways for example began dirty tricks on Virgin Atlantic, Richard Branson showed no fear to confront the carrier who obviously saw a threat coming in the market especially as Virgin was granted permission to fly into Heathrow. Richard Branson's determination and entrepreneurial spirit won him the case. Richard Branson started experimenting with business ventures since 1970 and similarly in Dubai what we are experiencing today is a continuation of a trade tradition which has set up the foundations for the current unique developments. Dubai Dry Docks for example which is the biggest such facility in the Middle East the administration of Dubai International Airport in 1977 by H.H Sheikh Mohammed laid the foundations for the bustling commerce and tourism industry we are seeing today (His Highness Sheikh Mohammed bin Rashid Al Maktoum, n.d.).

Dubai is run like a business, there is a strategic plan, Government entities have KPIs and profitability is certainly high on the agenda as well as economic diversification. The aims of the government as set out in the Strategic Plan for 2015 (Highlights Dubai Strategic Plan 2015, n.d.) can be summarized as follows: strengthening strategic and forward looking focus; enhance organizational structures and accountability; increase efficiency; enhance responsiveness and customer service; empower and motivate public service employees. As it was mentioned in a recent article in Gulf Business, Dubai has successfully managed to diversify its sources of income as oil reserves are thinning. Kerr (2007) notes that 74 per cent of Dubai's GDP derives from non-oil related sources. Health, education, transportation, technology, and real estate investment whether it is conventional or green developments have successfully managed to attract a range of tourists and investors in the Emirate of Dubai. Dubai has diversified from oil dependence while at the same time it has also managed to diversify in its activities, use other countries' success stories while learning from their mistakes and attract investments from various parts of the world.

The Tourist Blend

The capitalist dream is certainly loaded with extravagant activities but it works. And one thing that works really well is how they have managed to alter perceptions so that people do not associate Dubai with the rest of the Middle East in terms of the problems and the uncertainty that those bring. Evidence of that is the coverage the Emirate of Dubai receives on a continuous basis from major international broadcasting houses such the BBC, CNN and the 60 Minutes CBS presented by Steve Kroft which looked into "creating something out of nothing". As Moore (2008) wrote in recent newspaper article "the middle east conjures up dark pictures in Westerners' minds…that's like judging all of Africa because of Darfur" but as the GCC nations try to operate like the European Union and the main focus is economic growth we can see the fruits harvested from those efforts especially for the Emirate of Dubai.

When other economies struggle, UAE and especially Dubai is showing a staggering growth. With 34,3 million passengers last year, a rise of 19,3% over 2006 (Cordahi, 2008) Dubai's airport handles a variety of tourists . Those who come for leisure purposes and enjoy the climate the service and the unique atmosphere offered here or those who combine business with one of the richest horse races in the world ($6 million to the winner for the 2008 Dubai World Cup) for example. As the CEO of Canada's Pengrowth Energy Trust, James Kinnear, quoted saying to the Gulf News: "All the people you want to meet are at this event. I was at the race last year and loved it, and timed my business trip to the region to coincide with it this time." (Haute couture goes big at World Cup, 2008). "Dubai showcases the best that is on offer. The speed of its growth is equivalent to that of the thirteen magnificent animals who will try to be on top of the world today" was written in a commentary in reference to the Dubai World Cup 2008. And Dubai World Cup is yet another example of how H.H Sheikh Mohammad has managed to combine his personal affection for the equine industry with an event which is unique from other similar events. The Dubai World Cup is the capstone to a an almost two and half months filled with activities that fall under the Dubai Racing Carnival allowing people including sport reporters to visit the Emirate of Dubai and admire horses from all over the world prior to the big event. Usually in similar events horses, their owners and jockeys travel only a few days before the event allowing for very limited activity. In addition to that The Dubai World Cup is not an exclusive event. There are public areas where the public can access for free. The exposure is enormous along side with corporate hospitality which obviously contributes to the wealth of the event. Things here do not happen by accident; two days prior to the Dubai World Cup six thousand guests from around the world attended the launch of the Meydan desert theatre which also includes a giant outdoor grandstand. The guests were also exposed to other opportunities apart from the inauguration of the racecourse, as the Meydan project encompasses a business park and the Meydan City (www.meydan.ae). The UAE Minister of Foreign Trade Shaikha Lubna Al Qasimi has reported that "the nation's investment revenues are currently one of the highest in the world" (UAE posts Dh250b trade surplus in 2007, 2008) and certainly the aim is to maintain that hence exposure to the above mentioned events helps to create awareness and build partnerships for investment opportunities.

Dubai is filled with hubs which focus into different sectors such as healthcare and education. People travel to Dubai to explore various opportunities. For example The Emirates Academy, part of the Jumeirah Group, has attracted almost 40 different nationalities and the majority of them are recruited from Europe and now Philippines. The author has interviewed for examples candidate students who visit Dubai with their families who want to combine short breaks and/or explore business opportunities and trust the Academy for their career.

Another segment includes the ones who come here to shop encouraging shopping tourism and possibly combining it with other events in the social calendar of Dubai which recently has seen a growth in areas such as art with events such as Art Dubai, an art fair established in 2007, which in 2008 has managed to attract seventy galleries from the Middle East, Asia, Europe, North and South America, North Africa and Australia (www.artdubai.ae) including visitors for the fair. As it was mentioned earlier the timing of announcements for projects here in the Emirate of Dubai do not happen by accident demonstrated once again by the following example. During the art fair an announcement was made by H.H Sheikh Mohammed of the Khor Dubai project (www.cultureartsdubai.ae). This initiative will host an array of galleries, theatres, museums, art sites, culture institutions and heritage features to name but a few, trying to fill a gap in the cultural scene of the Emirate of Dubai and creating a unique opportunity for intellectuals not only from the region but worldwide to experience are and culture (Issa,2008). Timely decision making, leadership, teamwork and successful management are the ingredients for the success story of Dubai (His Highness Sheikh Mohammed bin Rashid Al Maktoum, n.d.).

And if art is not part of someone's interest then you can include in your calendar the Dubai International Boat show which in 2008 reported record sales and over twenty-five thousand visitors supported by companies which supply and service the industry from all over the world. As Helal Saeed Al Merri commented in Gulf News (Boat show reports record sales, 2008) "the core purpose of the boat show is to do business, make sales, and bring buyers and suppliers together. The strong sales exhibitors are enjoying at this year's event demonstrates how effective the show is for companies looking to drive sales in one of the world's most dynamic leisure marine markets". And business travelers also become leisure travelers benefiting the local economy.

Family tourism is also evident in the Emirate of Dubai, rising every year. Around 292,000 people have become Dubai residents in 2006 (this figure does not include tourists) taking the total population of the Emirate of Dubai to nearly 1.422 million people from 1.130 in 2005 (Dubai population makes big surge, 2007). Family members tend to visit their Dubai based relatives, offering also an opportunity to experience the local traditions and activities ranging from a desert safari, camping to the desert, watching the dolphins and whales or cruising down the creek while dining and enjoying fine wine. And for those who enjoy good food and wine Dubai certainly has no shortage of that either. Events such as Gulf Food exhibition, Festival of Taste, the numerous restaurants, cafes and bistros nested around the city or part of a hotel can entice the most demanding palette. Travel is also enhanced due to the high expatriate population as they take their annual leave usually during the hot month of August to visit their home country or neighbouring locations taking advantage of the proximity to India and other Asian countries.

The Man Behind the Dream

From a western's perspective the way the country is ruled might be seen as undemocratic and critisised for labour conditions looked at from a narrow perspective (Hickman, 2007). In instances where companies or nations need to have strong leadership and guidance is usually in times of crisis. In this unique environment where growth is of immense proportions in such short span of time decisiveness and direction from one man is also required and here this management works well. This is no time of crisis, this is the time of prosperity for a nation who wishes to become the Switzerland of the Middle East. But, H.H. Sheikh Mohammed is not a leader who does not involve people. He has the idea but he needs the right people to act upon it quickly. As Mohammed Al Naboodah stated: "It is a creative environment, in which people are allowed to speak freely.

Sheikh Mohammed places no barriers on what can be said. It is this open atmosphere that cultivates a genuine, open debate. He challenges people to think and perform beyond the limit of the capabilities that they themselves believe they have. This brings out the best in people." ((His Highness Sheikh Mohammed bin Rashid Al Maktoum, n.d.)) and although H.H Sheikh Mohammed has been critisised for his autocratic way but locals and non-locals praise him highly and although some local people think that the current growth rate is too fast for them to adjust and poses threats to their heritage and Islamic values they do not question his leadership even in private conversations

When Martin Luther King said "I have a dream" united African Americans. When H.H Sheikh Mohammad bin Rashid Al Maktoum says that he wants his people to have a better future now, he means it and he makes it happen. Ulrich and Smallwood (2007) say that in order for a person to build a strong leadership brand they need to have the basics like setting strategy and grooming talent. The people who work around H.H Sheikh Mohammad bin Rashid Al Maktoum are very talented and deliver results and a typical example is H.E Mr. Mohammad Al Gergawi, Minister of State for Cabinet Affairs and Chairman of the Board of Dubai Holding who recently stated that "Dubai Holding companies have implemented high level management systems and hawkama (corporate governance). They are performing well and have good profits" (Some Dubai Holding Firms to Take IPO Route, 2008). Another success story is Maurice Flanagan who has successfully developed the concept of Emirates Airlines, along with others, as the then General Manager of the Dubai National Tourism Authority in 1985.

When H.H Sheikh Mohammad bin Rashid Al Maktoum says that people do not remember the 2nd person who stepped on the moon he is serious about being Number One: "Dubai should be number one, not only in the region but in the world…I want to be number one in everything, higher education, health, housing" (Al Lawati, 2007). As H.H Sheikh Mohammad says: "A man has two choices, either to be a follower or to show initiative, and we greatly desire to be pioneers." (Sheikh Mohammed Leader of Change, 2008). And it is this determination and apolitical spirit that inspires and unites as clearly stated in his commentary written for The Wall Street Journal on January 12, 2008. It is that determination that has transformed the desert land of the Emirate of Dubai into an international hub for commerce and finance, surpassing even the growth of the Emirates' capital Abu Dhabi. The vision and determination for the future growth not only of Dubai acts as an inspiration for the rest of the Emirates and they match Ulrich's and Smallwood's requirements for mastering leadership skills that move beyond setting successful strategic plans. It is all about positioning, having a point of view about the future, building organizational systems that work, delivering results and enabling change (Ulrich & Smallwood, 2007, p. 96). Part of H.H Sheikh Mohammad's exemplary leadership is his continuous active effort to build bilater relations with other nations mainly to extend trade and investment opportunities. His efforts have flourished by also making the Emirate of Dubai an important logistics hub. As a top Emirates Airline employee commented: "even if the plane flies half full, Emirates Airlines cargo is always full and makes the airline more money" (Anonymous, personal communication, March 20, 2008) – include in the reference list. One proof of the profitable export's strategy is a recent announcement that UAE supplied Dh7.3 billion worth of exports to the UK. The UK consequently "has identified the UAE as one of the key emerging markets where it plans to intensify trade and investment relations" (UAE posts Dh250b trade surplus in 2007, 2008)

As a leader of the Emirate of Dubai H.H Sheikh Mohammed is setting an example for his successors and for the people who successfully lead big local organizations many of the times with diverse business entities in their portfolio. And contrary to public belief positions here are not held to the non-deserving ones and reshuffles happen frequently enough to ensure that either position holders are cross-exposed or vacate positions where legacies were not created. Family members are very important and they traditionally will hold the top ruling positions like H.H Sheikh Mohammed's sons but in the broader context those family relations will not prevail if you are not the right fit for the job. H.H. Sheikh Mohammed is not just the successor of his father. He has proven himself during difficult times and regional crises. He has persevered and continued focusing on the future as it is seen today.

Challenges

Although we have seen an unprecedented development and visionary leadership in the development of the Emirate of Dubai and in the neighbouring Emirates including the capital Abu Dhabi, one should not put aside some of the challenges and potential risks that accompany that. Projects of enormous scale have been announced and are announced almost too frequently to keep track of everything that is happening around us which also puts pressure on various government bodies who cannot keep up with regulations or a lot of the times foresee things because the focus is short term in getting things done and delivered on time as well ensuring the profits to sustain further development are made. This might be a good thing but poses threat in other areas such as local resources and culture. As a business environment is also unique. The rapid growth, the scale of the projects announced for the next three years certainly places pressure on business leaders who might find it challenging to manage short term whilst thinking strategically long term. Dubai needs to sustain itself economically in order to support the growth but will also require thousands of people to work and the educational system does not grow at the same speed and cannot supply the number required in the various areas within the next two to three years. For the hospitality sector for example vocational education is not sufficient in the Emirate of Dubai or in the region. All of these massive projects will require tens of thousands of employees to run the operations putting pressure on energy supply and housing accommodation along with the transportation infrastructure.

Developing the nation and making it an attractive destination both for employment and investing is certainly evident. One only has to look at related web-sites, talk to employment agencies and browse through newspapers to see the vast array of jobs awaiting both nationals and non-nationals. With an expatriate population outnumbering the indigenous population one can either see the glass full empty or half full depending on which side of the fence you are sitting. Expatriates bring skills, and expert knowledge, they often leave their families back in their country of origin especially those who are lower ranked employees and more than often remit a large amount of their salaries back to their home countries which means that the money does not stay or spent in the Emirate of Dubai. Although good business for the bureau de change desks remittances from UAE workers mainly from the “Philippines, Pakistan and India are worth more to them than the development aid from Western capitals” commented the former prime minister of New Zealand, Mike Moore (2008).

Dubai is certainly seen as a luxury destination and usually the profile of tourists is high income couples who come here for short breaks or are on transit to Asia. As the average stay in the Emirate is three days and with theme parks currently in the pipeline such as SeaWorld which will include the first Worlds of Discovery theme parks outside of the US; Bawadi (the largest hospitality and leisure development in the world: www.bawadi.ae) and Dubailand which is the umbrella for 45 mega projects and expects 40,000 visitors a day and will contribute to attracting 15 million visitors to Dubai by 2015 (Facts & Figures, n.d), the Emirate of Dubai clearly wishes to create the Middle Eastern version of Orlando and Las Vegas, but at the same time it needs to increase its offering to lower budget individuals and make the destination an attractive option for families who wish to stay longer than three days in one location and spent their family holiday in Dubai. At the Walt Disney World resort for example the average stay is six nights. The current hotel rates certainly are not an attractive proposition and with housing prices soaring demand for affordable accommodation suitable for mid-income individuals is certainly on demand. Steps though are taken to alleviate the current situation such as the recent announcement from Emirates Airlines with the launch of a budget airline and with the CEO’s announcement from the Dubai World Central announcing Residential City which will look to accommodate a working and residential population around the new airport of more than 900,000. But the later projects are not expected to be completed until 2018 (Jimaa, 2008).

It is not uncommon for residents or people who visit Dubai relatively frequently to comment that the scene in Dubai is changing every two weeks because of the construction and the simultaneous development of infrastructure. With Dubai on the wish list of various investors, travelers and individuals who want to work in Dubai and with the local currency pegged to the US dollar, inflation and real estate prices have soared in the past two years putting pressures on companies who have to either pay for staff accommodation or give live out allowance, office space availability and prices hikes.

Although this paper does not directly address issues of sustainability one should not ignore them in the context of developing a nation. H.H Sheikh Mohammed bin Rashid Al Maktoum believes in sustainable development and cares deeply about his people and this is one of the main drivers for the success story but the sudden growth poses challenges for the local population as well as for the economy. For example, with 70% salary increase recently announced for the government sector employees the private sector and its employees are left behind thus increasing competition and making retention or nationals in the private sector much harder.

Conclusion

With a successful Airline carrying the logo and supporting major events such as the Melbourne Cup, Emirates Airline ensures that Dubai is on the map and in people's memories. Local companies also collaborate with each other to ensure that they benefit the Emirate of Dubai like Emirates Airline and Jumeirah Group. A highly orchestrated collaboration between the interested parties ensures that the common goal is met with 'overwhelming confidence' (His Highness Sheikh Mohammed bin Rashid Al Maktoum, n.d.). Everyone might have dreams but few can make them happen. An entrepreneur, leader and visionary H.H Sheikh Mohammad bin Rashid Al Maktoum has made sure with various strategies that dreams are made reality in a fragile region, with unwelcoming for some sub tropic climate during the summer months and with a natural environment not familiar to us including a political and religious system distant from the European standards, investments in the hospitality area are healthy and thriving. Some of these developments between 2008 and 2009 include: The Tiger Woods golf course Dubai; Snow Dome/ Dubailand; Semi-Olympic Swimming Pools; Meydan Horse Racing City; Jumeirah Golf Estates; Fairmont Palm Residence, Hilton Jumeirah Beach Residence; Intercontinental Residence Suites Dubai Festival City (Department of Tourism and Commerce Marketing, February 2008). As H.H Sheikh Mohammad bin Rashid Al Maktoum has stated: "…Dubai has been a trading port and a commercial hub for several centuries. But the ethos of Dubai was, and is, all about building bridges to the outside world; it was, and is, about creating connections with different cultures" (Al Maktoum, 2008).

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WORKERS' RECREATION HABIT IN AKURE CITY OF ONDO STATE, NIGERIA.

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Abstract

Recreation brings physical, mental and spiritual refreshment and restoration. It is a great life necessity which leads to the mastery of physical self and provides general efficiency in adulthood (Halsaul, 1982). This paper informs about the recreation habit of civil servants working in various ministries of the Ondo State Government of Nigeria. It highlights their familiarity and association with the notable recreational centres in the city of Akure. It touches the specific forms of indoor and outdoor recreation which the civil servants engage in and their knowledge of known benefits of recreation. Additionally, their expectations towards improving recreation habits and facilities are revealed. Survey questionnaire formed the data collection tool for this paper while recommendations have been made to include increase in publicity and public sensitization and the need for government to upgrade recreational facilities and increase investment in tourism and recreation among others.

Keywords: Recreation. Tourism. Resort. Leisure

1.0 Introduction

Recreation is a very interesting concept. It has attachments. It belongs to a larger concept and embodies smaller concepts. In this light, it embodies such things as play while it is at the same time part of activities embarked upon during tourism. In certain quarters recreation is seen as the employment of time in a non-profitable way but in more explicit terms, though not financially profitable, it leads to a therapeutic refreshment of one's body and soul. Marrion and Hormachea (1972, p.xi) refer to leisure as a period of free or unencumbered time. But such leisure times could be used for recreation (restoration or enhancement of mental and physical health), amusement (entertainment and escape from boredom), adventure (excitement and challenge) or education (organized or incidental) all of which are involved in tourism (free article directory, 2007).

Beyond the individual benefits, recreation and especially tourism can add to business growths of communities. Landowners can benefit from rising land values, growth can create jobs for those who are unemployed or underemployed and this can help to raise some people out of poverty. Negative scenarios also abound to include erosion of local natural amenities such as scenic views while historic sites can be threatened (Recreation, Tourism and Rural Well-being, n.d). This reveals that there are both positive and negative impacts of recreation and tourism development. However the intention here is to consider people's recreation habit.

While most persons may not be financially capable to embark on tourism, it is cheaper and easier to embark on recreation which can be engaged indoor and outdoor in a relaxed or more rigorous manner. While most researchers could be interested in availability and efficiency of recreational facilities, the need to look into the recreation habits of people especially those in gainful employment is very important. It is necessary to justify or disprove the cliché in certain quarters that most Nigerians do not recreate due to their deep involvement in economic pursuits. The intention here is look at the recreation habit of civil servants in the capital city of Ondo State, Nigeria as it affects their modes or ways of recreating, the use of facilities within the city and various benefits that have accrued from such activities.

2.0 The Study Area

Akure became the capital city of Ondo state in 1976. It lies on latitude $7^0 15'$ north of equator and longitude $5^0 18'$ east of the Greenwich meridian. It is about 312 kilometres northeast of Lagos, the commercial capital of Nigeria. The south westerly wind is dominant for the greater part of the year with slight influence of the northeast wind at the end of the year bringing the dry dust laden harmattan wind. The rainfall measures an average of 1,500 millimetres annually with the rainy season spanning from March to October. According to Bobadoye and Fadamiro (2006), the city is on an altitude of 370 metres above sea level with two cultural landmarks found at the centre of the city namely Afin Deji (The Palace of Deji, Akure's traditional ruler) and Oja Oba (The King's market). Figure 1 is the map of Nigeria showing all the states with their capital cities including Akure as the capital city of Ondo state.

Figure 1: Map of Nigeria showing Ondo State and the location of Akure as the state capital.

Source: http://www.mapsofworld.com/nigeria/nigeria-political-map.html retrieved on Monday April 23, 2007

3.0 Review of Relevant Literature

With either the pressure for survival or the passion to accumulate more than enough, man has little time to indulge in some leisurely activities. Recreation is meant to unburden the weary mind and body by spending time in a manner which is materially ungainly. However, all categories of people need recreation though some might find it really hard to sneak out of their routine confinement. This implies that even students and children need to recreate in order to blow off some steam (Recreation, 2007). It is expected to be a wilful exercise and not to be made compulsory. Recreational activities may be of myriad types – sports and games, hobbies and vacations to mention a few. Normally, weekends are considered to be the best time to get into your groove, either alone or with loved ones.

The concept of recreation can hardly be discussed without touching on its big sister concept known as tourism. Both are carried out during leisure which is the free time at one's disposal. It is believed that leisure could be used constructively or destructively with comparable beneficial or detrimental effects to the individual or society (Marrion and Hormachea, op. cit). While many have referred to the activities of children as 'play' and those of older youths and adults as 'recreation', recreation is a wide concept which does not only involve a list of activities conducted under a specific set of conditions and circumstances but involves varied talents and interests of man conducted under the auspices of many organisations. It involves detail planning by countries and governments of nations.

Wikipedia (n.d.) says that recreation, play, and fun are not the preserve of humans. That nearly all creatures indulge in these to some extent and holidays and weekends are mostly used for this purpose. Large scale recreation is referred to as tourism and due to its nature as that which involves proper planning and human resource, recreation could be taken up as a career with the recreation specialist meeting the needs of a community or assigned interest groups. Such specialist is expected to be involved in networking with instructors, budgeting, and evaluating continuing programmes as job duties as well as organising travels.

Recreation builds physical, mental, emotional and social health. Other benefits for individuals include the joy of creation, fellowship, adventure, a sense of achievement, physical well being, use of mental power, emotional experience, enjoyment of beauty and relaxation. It has also been seen as a constructive means of utilizing spare time and an escape from boredom of locality or job. Additionally, it is a tool for enhancing the spirit of the physically disabled, retired and the old.

Recreation and tourism have a mix of both positive and negative impacts. Hence it is important for policy makers to have access to information about the nature of the socioeconomic impacts of recreation and tourism development. Recreation and tourism add to business growth and profitability of local communities. Also as mentioned earlier on, land value rises and jobs are created for the unemployed and underemployed. Furthermore, the economy of the local community is diversified and the local government while benefiting from growing tax revenues, betterment, and growth induced economies of scale may be able to improve public services and utilities. However, several disadvantages are associated with rapid growth of these local communities or rural settlements. Rapid growth erodes local natural amenities such as scenic views and cultural amenities like historic sites. Additionally, pollution and related health problems can surface while higher housing cost and congestion cannot be excluded from the list. Small businesses can be threatened by growth induced big-box commercial development (Tourism and Rural Well-being, op. cit).

Olokesusi (2004) sees recreation and tourism as that which involves travelling while Adejuwon (1993, p.1) adds that tourism cannot be carried out in less than 24 hours. The issue of minimum time frame for tourism as a distinction from recreation may generate a controversy. However, it could be observed experientially that this is true in most cases since tourism travels could be time consuming whereas recreation can be embarked on at home.

According to the report of the United Nations Environment Programme (UNEP, 2002), international tourism was then the world's largest export earner. Foreign currency receipts from international tourism has since outstripped exports of petroleum products, or any other product or service, making tourism the world's largest growing industry. Many nations of the world, which before now underestimated the gains of tourism, are now scrambling for a piece of the action in international tourism industry (Agbu, 2002). The world record has it that in the mid 1990s, the tourism industry contributed to more than 6 percent of the value of all goods and services produced throughout the world. It also accounted for more than 7 percent of global capital investment and 13 percent of world consumer spending. Experts estimated that tourism supported more than 130 million jobs worldwide and contributed more than 5.6 percent to total tax payments. (The World Book Encyclopaedia, 1997)

Oyinloye (2003) while writing on the socio-economic effects of two recreational facilities (Oyemekun Rocks and Victory Gardens) in Akure town discovered that about 67% of the patrons met at these major recreation centres live within two to four kilometres away from the recreation centres but 85% of them did not derive expected satisfaction due to the non-functional condition of the most facilities at the resorts.

Considering the indigenous aspect of tourism in Nigeria, traditional games (such as Ayo) have become a household game for recreation in several quarters. There are inventions at local level which are recent too. The Abuja Game is a newly created "board and card game" for entertainment, relaxation, general education, national awareness and national unity. It is made up of two parts - practice and theory. The practical side has to do with the movement of players from certain parts of the country to Abuja using the shortest routes. The theoretical part of the game has to do with testing the players' knowledge of Nigeria through carefully selected questions. It is a brain-testing game whose winners are determined through qualities such as skills, speed, memory and ingenuity which are reflected in their ability to manipulate the cards (Oke, 2003).

4.0 Research methodology

The population of study for this research are the workers in the public sector and specifically those in the Ondo State civil service. Also selection of workers was narrowed down to those in the ministries, thereby leaving out those in the other governmental agencies, parastatals and the academia.

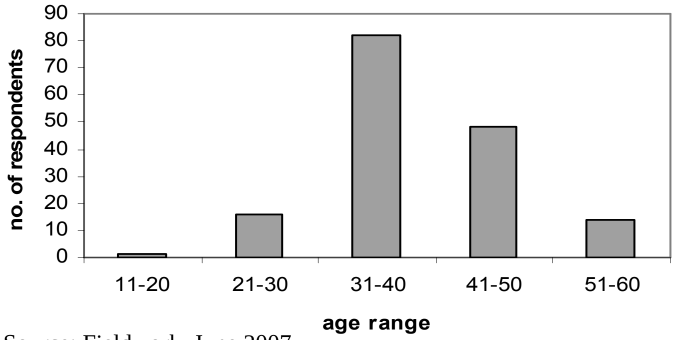
The list of the various ministries in the state was obtained from the Ondo State Government website as listed below:

1. Agriculture, Fisheries and Forestry.
2. Works, Transport and Housing
3. Education and Youth Development
4. Finance and Economic Planning
5. Health
6. Information and Sport
7. Justice
8. Commerce and Industry
9. Special Duties
10. Women Affairs and Social Development
11. Culture and Tourism
12. Office of Establishments and Service Matters

48 undergraduate students of 500 level (2006/2007 session) of the department of Architecture of the Federal University of Technology, Akure, Nigeria who served as field assistants identified the locations of the above-listed ministries and visited them to gather data from volunteer civil servants with the use of a survey questionnaire. Each of 4 field assistants administered 4 copies of questionnaire in a ministry to obtain a total of 16 questionnaire copies from each ministry amounting to a total of 192 questionnaire copies for the 12 ministries. However, a total of 180 questionnaire copies were returned amounting to 93.75% as 3 students did not eventually turn in their copies due to undisclosed reasons.

The initial intention was to elicit information from equal number of junior and senior civil servants. However, most of the respondents turned out to be senior civil servants as they happened to be the greater percentage of the willing volunteers as revealed in section 5.

Fig.2: Age distribution of respondents



Source: Fieldwork, June 2007.

5.0 Findings and Discussion

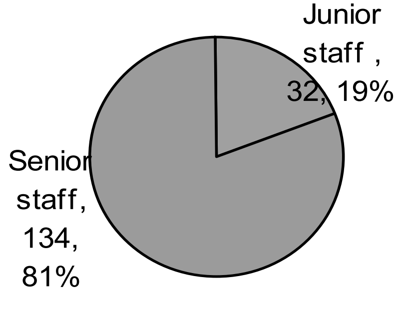
Some of the findings are presented and discussed in this section. In certain cases, there were no responses to some questions and the particular questions without response vary across respondents. Therefore, results presented are based on the number of responses per variable and not on the total number of questionnaire copies administered.

5.1 Social characteristics

Most of the 161 responding civil servants interviewed were in the age range of 31-40 years old (50%) followed by those in the 41-50 years old age range (30%). This implies a mainly adult population of respondents. This is as revealed in Fig.2.

Also, as shown on Fig.3, more respondents were senior staff compared with the number of junior staff interviewed as 81% of those that indicate their grade level were senior staff.

Fig.3: Rank status of the respondents



Source: Fieldwork, June

5.2 Participation in Indoor recreation

Table 1 below gives insight into the fact the greatest percentage of the respondents are involved in a popular table game called Ludo. Of interest is the fact that one of the two games ranked second on the table is also a table game (draught) and then table tennis. It may not be a surprise that only 1 response was in support of Watching Television. Most respondents, considering the dominant age group possibly spend time watching news on the television rather than recreating (watching movies, sports, etc) while those canvassing for an improvement in the reading culture of Nigerians seemed to have been proved right as the least number of persons engage in these two.

Table 1: Involvement in indoor games by respondents

Game	Frequency	%	Game	Frequency	%
Ludo	54	25.35	Card game	14	6.57
Chess	28	13.15	Watching television	1	0.47
Scrabble	17	7.98	Billiards	4	1.88
Ayo	21	9.86	Monopoly	11	5.16
Draught	31	14.55	Reading	1	0.47
Table Tennis	31	14.55	Total	213	100

Source: Field work, February 2007

Table 2: Frequency of involvement in indoor games

Time involvement	frequency	%
Daily	31	20
Once in 2 days	15	10
Twice a week	32	21
Once a week	50	33
Once a month	20	13
occasionally	5	3
Total	153	100

Source: Field work, February 2007

The greatest percentage (33%) of the respondents made it clear that they were involved in indoor games once in a week while the least number of persons do not have regular time of involvement in indoor games as only 3% of the respondents recreate indoors occasionally. However, with an analysis of the data on Table 2, a sum of 84% of the respondents recreate indoors at least once in a week while about 51% recreate indoors at least twice a week.

5.3 Participation in Outdoor recreation

It could be interesting to find that most responses were in favour of football despite the fact that it could be assumed that majority of the respondents would not be strong enough to play football. However, special interest in watching Premier league matches cuts across all age groups while the younger ones could take time on weekends to toss around football in playing "sets". Some play table tennis as outdoor game while those who referred to it as indoor game are very likely to have table tennis sets in their homes. An almost equal number of people still engage in swimming, jogging/running, walking/strolling and visiting parks while such games like volleyball, badminton and hockey do not much attract patronage due to their rare facilities in the city (see Table 3).

Table 3: Involvement in outdoor games by respondents

Game	Frequency	%	Game	Frequency	%
Football	35	26	Sight seeing	1	1
Lawn tennis	28	21	Walking/strolling	7	5
Basketball	3	2	Jogging/running	9	7
Volleyball	1	1	Swimming	9	7
*Table tennis	16	12	Hockey	1	1
Squash	4	3	clubbing	6	5
badminton	1	1	Visiting parks	7	5
Golf	2	2	travelling	1	1
			Total	131	100

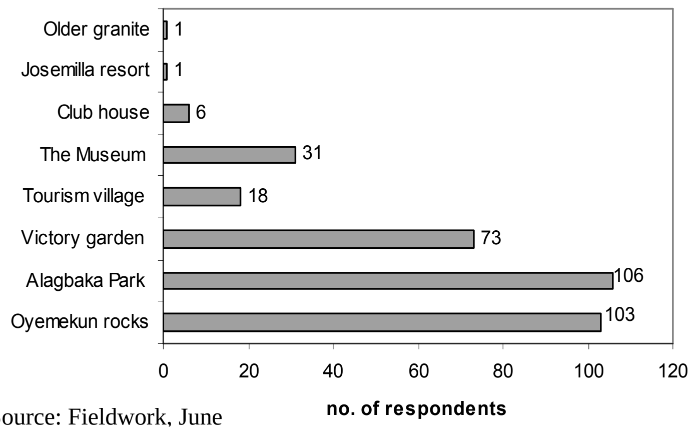
Source: Field work, February 2007

Again, in terms of outdoor recreation, the highest percentage (32%) of persons go out once in a week to recreate while at least 61% of the people go out once in a week (see Table 4). This of course is due to the fact that some persons go out daily while some go out every other day or some others twice a week.

Table 4: frequency of involvement in outdoor games		
Time involvement	frequency	%
Daily	11	9
Once in 2 days	5	4
Twice a week	20	16
Once a week	42	32
Once a month	40	31
Twice a month	1	1
Once a year	2	2
Occasionally	6	5
Total	127	100
Source: field work, February 2007		

This seems good for the civil servants in Akure and the closest reason that could be alluded to this is the fact that traffic congestion in a city like Akure is not hectic enough to prevent going out to relax during week days.

Fig.4: Awareness of Major resort centres in Akure

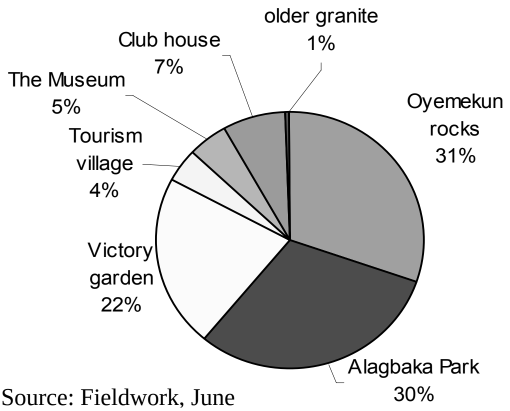


Source: Fieldwork, June

5.4 Awareness, Patronage and Assessment of Major resort centres

From Fig.4 it is very clear that the most popular resort centre to the respondents is the Alagbaka Park followed by Oyemekun rocks. Oyemekun Rocks is a blend of nature with few artificial facilities but activities in this park are pronounced at festive season and not on daily basis compared with Alagbaka Park. This could have been responsible for greater awareness for Alagbaka Park which is more of a garden with drinks, foods, suya and other things available on daily basis. The tourism village is a baby of the government which is just coming up in the outskirts of the city.

Fig.5: Patronage of major resort centres in Akure

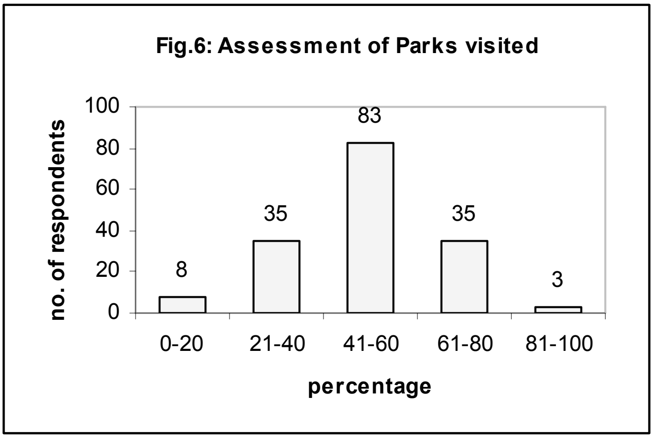


Source: Fieldwork, June

Table 5: Frequency of visit to Akure resort centres		
Time involvement	frequency	**%**
Daily	11	8
Once in 2 days	6	5
Twice a week	20	15
Once a week	38	29
Once a month	39	31
Twice a year	4	3
Occasionally	12	9
Total	130	100
Source: field work, February 2007		

However, going by fig.5, patronage seems to have slightly favoured Oyemekun rocks (31%) more than Alagbaka Park (30%). The reason that easily comes to mind is the fact that not most persons prefer the social environment with drinks as provided by Alagbaka in addition to the fact that fig.5 does not inform about the frequency of visit but based on having visited the resort centre at all, whether once or more than once. The frequency of visit for most respondents falls within once in a month (31%) as shown on Table 5.

Based on the assessment of the various resort centres in Akure by the respondents, 83 of the 164 respondents (which represent the highest percentage - 51%) scored the centres between 41-60% while a total of 121 respondents (74%) scored the resort centres at least 41%. This looks good for the centres but this is still limited to the awareness of the standard for the ideal situation expected in resort centres. It could ofcourse be argued that since most respondents are senior civil servants, a level of awareness of the ideal situation is expected but education and tourism enlightenment are mutually exclusive. However, in the intuitive sense a level of satisfaction has been expressed (see Fig.6).



Source: Fieldwork, June 2007.

5.5 Perceived benefits and Expectation for improvement

Respondents were asked to mention the benefits known to them as it affects recreation and a list of benefits from such responses were collated and listed with their frequencies as shown on table 6 below. This informs that the civil servants are actually aware of the benefits of recreation to

man. From Table 6, it is clear that soul and body refreshment are perceived by most persons (30%) to be the benefit of recreation. This frequency of support could in another sense mean than civil servants are most aware of soul and body refreshment as a recreation benefit than they are aware of other benefits. This is followed by mental alertness while the least number of people see creativity, familiarity and increased productivity as a benefit. Some of these benefits maybe related but can still be distinguished from one another (see Table 6).

Table 6: Benefits of recreation					
Benefits	Freq.	%	Benefits	Freq.	%
Mental alertness	25	18	Increased productivity	1	1
Meeting people	9	7	Creativity	1	1
Good health	19	14	Energy building	3	2
Exposure	6	5	Good interaction	2	2
Familiarity with Environment	1	1	Soul and body Refreshment	41	30
Comfort	2	2	Fun/excitement	9	7
Easing stress	13	10	Total	132	100
Source: Field work, February 2007					

In conclusion, expectations in order to improve recreation culture in the city were elicited from the respondents and based on the frequency of the suggestions; expectations on Table 7 were obtained and tallied. Also, the expectations for improvement have been ranked as shown on table and “improved publicity and public orientation” is ranked highest with 28% while the second highest is “modernisation and improvement of facilities and services” with 15%. Respondents’ expectations on such things as provision of palm wine joints, availability of night bands at weekends and the improvement of power supply appear at the bottom of the table. The low ranking of provision of Palmwine joints does not come as a surprise as this agrees with the thought that a wider range of persons prefer Oyemekun rocks to Alagbaka Park despite the greater awareness for Alagbaka Park (which provide drinks, suya, etc) as inferred from section 5.4 above.

6.0 Recommendation and Conclusion

From findings revealed above, it is very clear that senior civil servants, mainly in the age range of 31-50, recreate with a popular table game called Ludo and play football or lawn tennis. Also, majority of these civil servants recreate at least once in a week and are aware of the major recreation centres in town. Also about 74% of these civil servants ranked the recreation centres at least 41% in terms of performance. It is also clear that the civil servants are aware of the benefits of recreation but the greatest number of them knows of soul and body refreshment followed by mental alertness as the benefits of recreation. Very few could think of such thing as creativity and increased productivity as benefits of recreation.

Based on the expectations towards improvements as discussed in the last section of this paper, the following recommendations are made.

Table 7. Expectations towards improvement of recreation habit in Akure city

Rank	Expectations	Frequency	%
1	Improved publicity and public sensitization	37	28
2	Modernisation and Improvement of facilities and services	20	15
3	Creation of more tourist and recreation centres	19	14
4	Increased investment in tourism and recreation	16	12
5	Private/ stakeholder involvement	11	8
6	Increase income and leave allowance	7	5
7	Improved transport services	4	3
8	Repair and constant maintenance of recreation facilities	4	3
9	Provision of swimming pools and gymnasium	3	2
10	Improved landscaping of the environment	3	2
11	More parking spaces	3	2
12	Affordable facilities for all	3	2
13	Improvement of safety and security measure	2	1
14	Provision of Palm wine joints	1	1
15	Improvement of power supply	1	1
16	Night bands at weekends	1	1
	Total	135	100

Source: Fieldwork, February, 2007

6.1 Recommendations

There is need for awareness on the part of the people and so the public sector will need to develop a workable line of action towards increasing the awareness of the people on the several benefits of recreation and on the available facilities. The ministry of culture and tourism will need to work on this and may have to evolve new strategies in addition to existing ones in order to raise the interest and awareness of the people through public orientation. Such strategies will include a well sponsored quiz competition for the public. The hotel industry is really doing well in Akure city as there is rapid increase in the number of hotels. The development of recreation facilities in the city will not only complement the available hotel facilities to attract tourist from outside the city but also improve the interest of the civil servants and other residents. There will also be the need for the provision of more tourist centres which are to be strategically located across residential neighbourhoods within the city as it is evident that none of the stated recreation centres are found within a residential estate. An improvement in this direction will also improve the recreation habit of the residents in city.

With the request for parking spaces by some respondents, there will be the need to put such provision into consideration in order to accommodate the high level patronage canvassed for since many may want to visit recreation centres especially at weekends with their family in their personal means of mobility. Power supply will need to be stable and reliable and this may go beyond the capacity of the state but the state should encourage private power generating companies to invest in the state.

This is to be followed up by constant repair and maintenance of the public recreation facilities while privately owned facilities should be monitored to see that standards are maintained and the facilities always taken care of. Also, safety and security must be guaranteed at recreation centres in order to give confidence to the reacreationist. This will take care of their property especially personal cars which they may not be able to oversee during their time of having fun. This implies that the popular inscription of “cars are parked at owner’s risk” will no more be the order of the day at recreation centres. Private sector participation will need to be sustained with incentives and researches to encourage greater participation and give line of direction for recreation development in the city based on the recreation demand of the people.

These recommendations, if attended to as major requirements for the development of recreation in the city will, improve the recreation habit of not only the civil servants but other residents in the city.

6.2 Conclusion

The need for recreation cannot be overemphasized. Based on the several benefits which accrue from tourism and recreation, it is pertinent to say that all categories of persons need to recreate as a lifelong habit. The problem of low level awareness coupled with lack of good and functional facilities may hinder certain group of people from recreation but it is very relevant to say that unlike tourism which needs a capital outlay to travel, poverty does not truly prevent individuals from recreating as this could be carried out within the confines of one’s homes with series affordable indoor games. In some quarters, it has been said that recreation and tourism are foreign to the Nigerian culture but this also might not be true with the existence indigenous games like Ayo. Even the series of cultural performances are forms of entertainment for people to relax and recreate. Consequently, recreation if encouraged may not be very expensive or strange to the Nigerian or African culture at large. Proper sensitization and upgrading of facilities with several side attractions may be the antidote for poor response by certain groups of people.

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Do men and women lead differently in hospitality?

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The aim of this paper is to identify similarities and/or differences in feminine and masculine leadership styles, and to explore whether transformational leadership is feminine and adopted by male managers as well in the context of the Greek hotel industry. The literature suggests that there are two opposing positions in leadership styles. The position that men and women differ fundamentally in how they lead others (Helgesen, 1990; Loden, 1985; Rosener, 1990) and the other hand, the position that men and women lead in similar ways (Dobbins & Platz, 1986). Empirical evidence for both positions accumulated through the years, contributes to the confusion in the field. Nevertheless, examining gender and leadership styles, Yammarino et al. (1997) found a positive relationship between transformational leadership and female leader's effectiveness as well as subordinate commitment and performance. A review of leadership research undertaken in the hospitality field reveals that there is a demand for leaders demonstrating transformational leadership skills (Tracey and Hinkin, 1994) and it has been implicated as a predictor for business success (Howell and Avolio, 1993; Tracey and Hinkin, 1994). This paper presents the findings of the semi-structured interviews among 30 hotel managers in 5* hotels in Greece. The research indicates that female managers have characteristics similar to the transformational leadership style, which is also adopted by male managers. A model of leadership style evolves from the findings, which seems to be representative in the Greek hotel industry.

Key Words: Greek hotel Industry, leadership style, feminine, masculine

INTRODUCTION

At the beginning of the 21st century the number of women in the most senior global leadership positions is increasing and at the same time, the style of global leadership is increasingly incorporating approaches most frequently labeled as feminine (Adler, 1997). However, women's scarcity in leading major corporations does not mean that they are absent as leaders of global companies. Unlike their male counterparts, most women chief executives have either created their own businesses or assumed the leadership of a family business (Adler, 1997). This paper aims at presenting the leadership style that has been adopted in the Greek hospitality industry.

GENDER AND LEADERSHIP

The feminisation of businesses (Reskin & Roos, 1990) and the different socialisation of men and women may explain women's attainment of positions of leadership. Leadership is about how some individuals or cliques have disproportionate power and influence to set agenda, define identity and mobilise people to achieve collective goals. Leadership has been advocated as a solution to particular personal, social and organisational problems (Barker, 1997). Leadership also provides for the development and definition of roles and role expectations where none may have existed, and they include ways that people have an effect upon each other apart from their usual ideas about relationships (Barker, 1997). Women's socialisation, their shared experiences and their feminine attributes all predispose them to lead in ways which are more effective and humane. Essentialist notions of "woman" and feminine values are turned into an ideology about female management. This argument seeks to persuade male managers, who are currently dominant in organisations that it may be in their best interests to learn to lead and to be led in a more feminine way (Fondas, 1997). This strategy far from enabling women to become more powerful has merely locked them into behaving in stereotypical gendered ways to boost the profits of the male power elite as discussed in the following paragraphs.

Prejudice against female leaders arises because of the incongruity between the predominantly communal qualities that perceivers associate with women and the predominantly agentic qualities that they believe are required to succeed as a leader. Thus, gender roles continue to convey meaning about leaders, albeit in conjunction with organisational roles; however, before providing a discussion on gender influences on leadership it is important to present some issues concerning gender in general.

Gender is taking on a much broader and more diffuse set of meanings. It has become a general label for talking about women, men and the relationships between them, related aspects of organising, processes through which gender differentiated behaviour patterns are enacted, and associated issues of power in various guises (Marshall, 1995). Gender is one of the most powerful of symbols; indeed the very word "gender" encapsulates all the symbols that a culture elaborates to account for biological difference (Gherardi, 1994). Acker (1992, p. 566) defined gender as a:

> process by which human activities, practices and social structures are ordered in terms of differentiations between women and men, then an understanding of institutions as “gendered” becomes defined as gender being present within processes, practices, images, ideologies, and distributions of power in the institution.

Gherardi (1994, p. 595) states that “in other words, gender is something we think, something we do, and something we make accountable to others”.

The performative process of gender identity formation may seem to produce essential and immutable biological differences between men and women, but these are illusory (Barker, 1997). Rather than there being a singular femininity or masculinity fixed to the female or male body respectively, there are a range of femininities and masculinities that are historically, socially and culturally specific, fluid and changing. There are however, according to Pini (2005) dominant, privileged and hegemonic ways of doing gender in specific sites and times and that explains the necessity to study gender and leadership styles in the hospitality context.

The two classes of attributes associated with masculinity and femininity are agenticism and communalism respectively. Agenticism includes being assertive, controlling, aggressive, ambitious, dominant, forceful, independent, self-confident, and competitive. Communalism includes being concerned with the welfare of others, caring, nurturing, emotional, empathetic, supportive and selfless. Female managers are likely to have a more people-oriented, participative, and supportive leadership style while men are more task-oriented and commanding (Toren et al., 1997; Eagly & Johnson, 1990).

For Hines (1992, p. 314) femininity is “a matter of the prioritizing of feelings… the importance of the imaginative and creative”. Female values or the female principle are characterised by interdependence, cooperation, receptivity, merging, acceptance, awareness of patterns, wholes and contexts, emotional tone, personalistic perception, being, intuition, and synthesizing (Marshall, 1993). Feminine traits and behaviours according to Kolb (1999, p. 307) include: “affectionate, compassionate, and cheerful, does not use harsh language, is loyal, sensitive to the needs of others, sympathetic, gentle, and understanding, loves children and is tender and warm”. Feminine is a word that refers to the characteristics of females (Fondas, 1997). Although theorists debate whether the feminine attributes are biologically given or socially constructed, most researchers credit women with some or all of the following qualities: empathy, helpfulness, caring and nurturance; interpersonal sensitivity, attentiveness to and acceptance of others, responsiveness to their needs and motivations; an orientation toward the collective interest and toward integrative goals such as group cohesiveness and stability; a preference for open, egalitarian, and cooperative relationships, rather than hierarchical ones; and an interest in actualising values and relationships of great importance to community.

Fondas (1997) summarises that traits ascribed to men – masculinity - include an ability to be impersonal, self-interested, efficient, hierarchical, tough minded and assertive; an interest in taking charge, control and domination; a capacity to ignore personal, emotional considerations in order to succeed; a proclivity to rely on standardised or "objective" codes for judgment and evaluation of others; and a heroic orientation toward task accomplishment and a continual effort to act on the world and become something new. Kolb (1999, p. 307) additionally included to masculine characteristics "self-reliant, independent and assertive, makes decisions easily, is dominant, is athletic and ambitious and sefl-sufficient".

Masculinity and femininity are symbolic universes of meaning which derive from an implicit and explicit opposition. Affirming the one entails denying the other, imagined to be antithetical to it. The gender identity is constructed by a comparison activity in which male and female are perceived and positioned as alternative categories, so that belonging to one necessarily entails a discourse which highlights nonbelonging to the other (Gherardi & Poggio, 2001). Masculinity and femininity are treated as distinct and complementary (Bem, 1981; Bakan, 1966; Vecchio, 2002).

Gender is a key organising principle, keeping some people (mostly women) in their place, constraining the behaviour of both men and women and thus limiting a diversity of contribution to their perspective organisations (Wilson & Iles, 1996). Organisation scholars reject claims that gender is irrelevant at work or that workers have no gender, that jobs are de-embodied, gender free empty slots and that people leave their gender at the door when entering the workplace (Martin, 2006). This suggests that even if people could leave gender at the door, gender would still be present because it is already there.

Studying gender cultures means focusing attention on how the members of an organisation acquire and then produce and reproduce symbols, beliefs and patterns of behaviour connected with gender membership (Gherardi and Poggio, 2001). Organisational cultures contain specific rules, values, meanings expressed in social situations in which gender-positioning processes are realised as interpersonal relations in a public process whereby gender meanings are progressively and dynamically achieved, transformed and institutionalised. Women who enter traditional male organisational cultures are faced by consolidated rules, which define the explicit and implicit gender contents of their role and of the surrounding organisational context, and express a symbolic order of gender merely by entering these organisations and assuming a traditional male position. The gender composition of individuals is an interaction; the influence agents' competence, dominance and communality; and the gender-typing of the task all moderate gender differences in social influence (Carli, 2001).

In this paper, gender is conceptualised as socially constructed, produced and reproduced through daily practices, discoursed and interactions (Alvesson & Due Billing, 1997). Gender will be used to refer to the social-psychological categories of masculinity and femininity, but which may be ascribed to traits of either biological sex, and sex will be used to refer to the biological categories of male and female. Biological sex is not an important factor in determining leadership style (Korabik, 1990) which is the main issue in this research.

This blending of gender and leader roles in thinking about female leaders suggests that people would combine two divergent sets of expectations – those about leaders and those about women. Men have been perceived as being better suited to become leaders than women. Traditional gender stereotypes are a major reason for the negative perception of female leaders. Studies have shown that traditional masculine characteristics generally are considered to be more positively valued than traditionally feminine characteristics (Bass, 1990). Miner (1965) reflected the accepted stereotype that there are parallel role requirements for being a manager and being a man. Both a manager and a man need to be able to take charge, to make decisions, to be assertive, and to take disciplinary action, but women managers in hierarchical organisations must follow masculine behaviour patterns. During the early years of their managerial experience, women tend to identify with the masculine stereotype of a successful manager to overcome their perceived female inadequacies (Hennig, 1971). Gender stereotypes have frequently been used to explain why women are not hired into positions leading to organisational power and prestige. The cultural stereotype of leaders is male and presents a formidable barrier to any woman who aspires to a leadership position (Oakley, 2000).

Early studies on women in management often set out to establish women's similarities to men in terms of leadership behaviour, motivation and the like, to earn them acceptance against unquestioned norms of the successful good manager. Rosener (1990) found in her studies that women more often than men adopted an interactive management style closely aligned with the then perceived model for the future – transformational leadership. Various authors point to the dangers of emphasising gender categories, but the author believes that it is sometimes appropriate to think of men and women as the same and sometimes appropriate to think of them as different. If the male as norm persists comparisons between groups – male and female – and the use of frames of differences or similarities will have to be researched and studied.

GENDER AND TRANSFORMATIONAL LEADERSHIP

The presence of feminine and masculine characteristics in leadership styles is related to the construct of gender (Trinidad &Normore, 2005). As discussed in the above paragraphs, the relationship between gender role and leadership style is the association of masculinity with task-oriented leadership styles and femininity with relationship-oriented ones. Senior managers perceive differences between women and men leaders that may not exist. In an analysis of more than 40 studies, leadership researchers find very little difference between women's and men's leadership. Yet, Catalyst (2005) finds that misleading perceptions about gender differences in leadership exist and are even held by corporate executives. The greatest concern is that even though women are flooding the managerial pipeline, there is still lack of progress. Common gender differences in work experiences, family responsibilities, and career interruptions have failed to explain the poorer progression of women in management (Kirchmeyer, 2002). So, why do perceptions of differences in leadership style still persist?

Many studies have indicated no major differences between men and women, they found that many of the leadership behaviours and styles did not vary across gender (Thompson, 2000; Hollander, 1985; Butterfield & Bartol, 1977 cited in Powell, 1999). According to Thompson (2000) although men placed greater emphasis on goal setting, while women placed greater emphasis on interaction facilitation, neither differentiated significantly on any other dimensional aspect of leadership. Both men and women performed a variety of leadership functions that overlapped stereotypical gender usage, forming a balance of leadership traits used to achieve organisational goals. Kolb (1999) and Shimanoff & Jenkins (1991) demonstrate in their research that there are far more similarities than differences in the leadership behaviours of men and women, and they are equally effective. Early research that explored gender disparities found a lack of support for the notion that women utilise different leadership styles than do men (Eagly & Johnson, 1990; Powell, 1990; Eagly & Karau, 1991). Manning (2002) found that there are no significant differences in the transformational style of leadership between women and men. The differences between the sexes blur if one contrasts women and men who already have achieved status as leaders (Bass, 1990). However, research suggests that the above findings are based on a limited number of studies, and the differences, although statistically significant, are small.

In contrast, there have been studies supporting gender differences in leadership style (Helgeson, 1991; Rosener, 1990; Kabacoff & Peters, 1998). Leadership itself is gendered (Eagly & Johannessen-Schmidt, 2001; Schein, 2001). Secondly, leadership is a process that occurs within a social context that itself is gendered (Yoder, 2001) as discussed earlier. The idea that women are subjected to incompatible expectations from the managerial and the female role thus presumes that gender roles are important within organisations and leadership styles. Leadership has traditionally been construed as a masculine enterprise with special challenges and pitfalls for women. Although, male and female leaders are quite similar in a number of ways, on average they do behave somewhat differently.

Rosener (1990) and Bass et al. (1996) provide support that gender differences in leadership styles exist and that females are more transformational than males. Helgesen (1990) agreed, noting that women leaders are more likely to structure flat organisations and more likely than men to emphasise frequent contact and sharing of information in “webs of inclusion”. Eagly (1991) provided empirical evidence of consistent differences between males and females in leadership styles, particularly in that women leaders tend to be more democratic and participative than their male counterparts. Druskat (1994) and Carless (1998) found that female subordinates rated female leaders as displaying significantly more transformational behaviours and significantly less transactional behaviour than male leaders who were rated by male subordinates. Bass et al. (1996) and Bass & Avolio (1994) found that female leaders were rated by both female and male subordinates as displaying transformational leadership behaviours more frequently than male leaders.

Transformational leaders connect with their followers in a way that can account for extraordinary performance and accomplishments of individuals, work groups, units and organisations. This relationship is personal and not based on formal, institutional rules, regulations, rewards, or punishments. Transformational leaders gain respect, trust and confidence of others and transmit a strong sense of mission to them. They communicate a vision with fluency and confidence, increasing optimism and enthusiasm, and set high expectations for themselves and followers. According to Burns (1978) transforming leadership occurs when a leader engages with a follower in such a way that both parties are raised to higher levels of motivation and morality with a common purpose. Bass (1990) claims that transformational leadership raises the levels of awareness about the importance and value of designated outcomes, and promotes development and vision in subordinates. Bass & Avolio (1994) claim that transformational leaders exhibit charisma, use symbols to focus employee efforts, encourage followers to question their own way of doing things and treat followers differently but equitably based on follower needs. Women's management style is often described as transformational based on personal respect, mutual trust, regard for the contribution, which each team member can bring, and the development of individual and often diverse talent.

Rosener (1990) found that getting subordinates to transform the leader's self-interest into the interest of group through concern for a broader goal is a transformational leadership style. Women encourage participation, share power and information, enhance people's self-worth, and get others excited about their work. Women share information and solicit input from others. Some may see negatively or criticise or even challenge the fact that women allow participation in decision-making as lack of power. But women share willingly this power rather than guard it and they make apparent their reasoning behind their decisions. Sharing power creates loyalty and enhances communication flow, and makes employees feel important. As Trinidad & Normore (2005) and Eagly & Johnson (1990) claim feminine leadership styles are described in general terms as interpersonal-oriented, charismatic and democratic and related to gender.

Studies focusing on women managers document their orientation toward more participative, interactional, and relational styles of leading (Fondas, 1997; Helgesen, 1990; Rosener, 1990; Oshagbemi & Gill, 2003). Females are often credited with greater sensitivity and responsiveness to other people's needs and motivations, which enables them to forge social alliances by managing interpersonal relationships (Fondas, 1997). Multifactor Leadership Questionnaire (MLQ) data from four separate investigations gathered between 1986 and 1992 support the conclusion that women display more transformational than transactional leadership (Bass et al., 1996). In all four studies women leaders attained higher scores for all four components of leadership: charisma, inspirational motivation, intellectual stimulation, and individualized consideration. For management-by-exception and laissez-faire leadership, no differences emerged between male and female leaders. The results favouring women as transformational leaders were confirmed by Druskat (1994 cited in Bass, 1998) who also conducted an MLQ survey. An explanation for the male-female differences in transformational leadership may be due the well-known tendency for women to be more nurturing (Eagly, 1991). Women leaders appear to display qualities more in line with transformational leadership.

Women leaders are more transformational in the component of moral value in transformational leadership (Kuhnert & Lewis, 1987) and when reasoning morally, women highlight responsibility and care; men highlight rights and justice. Again, women may be more transformational as they tend to be less self-serving authoritarians than men in leadership style (Eagly & Johnson, 1990). Statham (1987) and Druskat (1994) found that women were more likely to use styles involving the completion of tasks and interpersonal competencies with subordinates, while men were more like to utilise a “hands-off” approach, keeping a distance from subordinates and using their power as authority. Female subordinates expect women to exhibit transformational leadership because it is more relationship-oriented, and perhaps more consistent with feminine values.

Female leaders favour an “interpersonally oriented” leadership style, that others expect them to display such a style, and that female leaders are successful and effective when they do so (Loden, 1985; Eagly, 1991; Eagly et al., 1995). Deaux (1976b) suggested that women were more likely to seek interpersonal success in groups, in contrast to men’s greater concern for being successful in the task. Women develop a feminine style of leadership, which is characterised by caring and nurturance, and men adopt a masculine style of leadership, which is dominating and task-oriented (Eagly et al., 1995; Korabik, 1990). The female gender role prescribes supporting as the most appropriate helping response for women. Female leaders are more likely than male leaders to provide support to poor performing employees (Bowes-Sperry et al., 1997). Similarly, the social role theory (Eagly, 1991) proposes that individuals behave in accordance with societal expectations about their gender role. Through the socialisation process, people learn to conform to cultural expectations about their gender role. The feminine model of leadership includes typical transformational leadership behaviours, for example, participatory decision-making, collaboration and quality interpersonal relationships between leader and subordinate (Helgesen, 1990; Loden, 1985). Hence, it could be expected that females and males may differ in their use of certain transformational leadership behaviours.

The gender-stereotypic feminine leadership style is one in which women display high levels of communal (rather than agentic) attributes (Eagly et al., 1995). Such leadership is collaborative, democratic, and interpersonal; such leaders help subordinates, do favours for them, and look out for them. Informality, warmth, cooperativeness, low leader control, a participative decision-making style, and problem solving based on intuition and empathy as well as rationality characterise female-stereotypic leadership.

Eagly & Johnson (1990), Eagly et al. (1995) and Rosener (1990) also found that leadership style tended to be gender-stereotypic. Women were more likely to adopt a democratic or participative leadership style attributed to women’s skills in interpersonal behaviour; while men were more likely to adopt a more autocratic or directive style. According to Yammarino et al. (1997) some female leaders may be able to display the transformational qualities and behaviours admired by male subordinates when working with them as well as the participative, democratic behaviours and characteristics evaluated favourably by female subordinates when engaging them.

Masculine styles which emphasise competition, have been found to be self-delegating in problem solving situations which require group cooperation whereas a feminine concern with the equity of an outcome rather than individual gain has been found to be advantageous in many situations including negotiation (Korabik, 1990). Additionally, masculinity is detrimental and femininity is beneficial for subordinate job satisfaction. According to Alimo-Metcalfe (1995) women as leaders believe that people perform best when they feel good about themselves and their work, and they try to create situations that contribute to that feeling. Transformational leadership involves the important distinguishing feature of encouraging the empowerment of staff.

Leaders constantly need to balance their emotional needs and health with the needs of the organisation. This increased sensitivity to the emotional needs of their employees enables transformational leaders to effectively communicate the essence of their vision and create a need for followers to accomplish that vision. According to Callahan et al. (2005) and Kabacoff (2000) a high level of ability in emotional management is consistent with a leader's ability to be inspirationally motivating and intellectually motivating to their followers. This in turn leads to higher leader and organisational effectiveness. Emotional expression in particular increases perceived effectiveness of individuals as transformational leaders (Groves, 2005). Transformational leaders use emotions in forming the culture of an organisation by establishing a common vision, exhorting employees to a higher purpose, and motivating members of the organisation to embrace the change visualised by the leader (Schein, 2001). Women are more expressive than men and they are better at decoding emotions (Gallois, 1993; Hatcher, 2003); even though research shows that there is a difference between male and female executive perceptions of their emotions expressiveness. Female leaders have higher degrees of emotion expressiveness which has become female characteristic found in leaders (Callahan et al., 2005). As organisations become more accepting of emotional expression as an important trait for effective leaders, emotion-based constructs may be employed more by leaders.

The possession of feminine characteristics does not decrease an individual's chances of emerging as a leader as long as the individual also possesses masculine characteristics (Appelbaum et al., 2003). There has been an increased call for "feminine leadership" that takes advantage of the personal characteristics associated with women (Helgesen, 1995; Rosener, 1990). Some authors have suggested that "all managers today need to incorporate a more feminine leadership style" (Fondas, 1997, p. 259). He observes that when businesses must improve their competitiveness by transforming themselves into learning, self-managing, empowering, and continuously improving organisations – transformations that rely upon more interactional, relational, and participative management styles – lead some writers to conclude that women are well-suited for managerial roles in contemporary organisations and that male managers need to cultivate feminine leadership traits. The current implication is that both female and male leaders also need to cultivate such feminine characteristics in their styles of leadership.

Female leaders have been found to be more innovative (Bass et al., 1996) better at getting the job done and setting priorities than their male counterparts. Women tend to be more task and results focused than men. Women work towards setting high standards of performance and the attainment of results and organise work in a structured way to follow-up to ensure objectives are met, and to push for results (Kabacoff & Peters, 1998). They are also stronger team builders and developers and their staff (Bass et al., 1996; Rosener, 1990). The feminine attributes of collaboration, open communication, sensitivity to feelings and development of support and trust are the basis for human resources management and hence contribute significantly to managerial effectiveness (Korabik, 1990).

Gender differences in influence and leadership occur because people presume that men are more competent and legitimate as leaders than women are. Transformational leadership is not the exclusive domain of women, nor does it create an uncongenial context for men because if its seemingly feminine or communal undertones. Transformational leadership establishes a congenial context for the expression of women's effective leadership. Transformational leadership should prove just as effective for women as it does for men. For both women and men is to determine when, and when not, to rely on transformational leadership (Yoder, 2001). A man or a woman may possess either masculine or feminine characteristics or both (Bem, 1974) an issued explored in this study.

TRANSFORMATIONAL LEADERSHIP AND THE HOSPITALITY INDUSTRY, THE GREEK CONTEXT

The hospitality industry has steadily changed over the past few decades, and that change has been dramatic in the past few years. The external environment will remain turbulent and transformational leadership will be important for enhancing individual and organisational effectiveness (Tracey & Hinkin, 1996). Transformational leadership is considered to be in line with organisational changes and management (Fondas, 1997; Rosener, 1995). A review of leadership research undertaken in the hospitality field reveals that there is a demand for leaders demonstrating transformational leadership skills and that in turn, transformational leadership has been implicated as a predictor for business success (Howell & Avolio, 1993; Tracey & Hinkin, 1994), where patterns of discrimination and stereotype may also account for the historically low count of women leaders. Traits consistent with transformational leadership appear to be highly valued in the hospitality industry (Tracey & Hinkin, 1994). CEOs in the lodging industry perceived effective leadership as being future oriented, innovative, visionary and able to communicate their vision to employees. In addition, they maintained a positive organisational culture (Greger & Peterson, 2000). These traits are consistent with the four dimensions of transformational leadership developed by Bass (1990), the idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Additionally, Gore & Szivas (2003) have argued that transformational leadership in the hospitality industry has led to greater employee commitment, team performance and a more positive work culture.

In hotel and catering women make up nearly 50% of managers and the female share of those training to be managers is now over 75% however, management in this sector is feminised it is becoming a low pay ghetto for women whose earnings as managers is below even average female earnings (Coyle, 1993). Nevertheless, hospitality organisations have started realising the importance and the effectiveness of female leaders, therefore organisations support women by encouraging mentoring and networking and establishing more family-friendly policies, issues that have been part of the glass-ceiling. However, there has been an interest in the position of women in management and those women in male-dominated professions such as hospitality and tourism since traditionally the hotel industry belongs to that group of industries classically segregated by gender. Male-dominated environments can be difficult for women where increased men's chances of promotions exist (Maume, 1999). Tourism and hospitality are sectors which are dominated by women and managed by men (Hicks, 1990; Wood, 1992). However, few women have risen to the highest positions and those who have express confidence that the industry will place women in top jobs (Knutson & Schmidgall, 1999). In terms of everyday organisational behaviours, discrimination in male-dominated settings occurs through blatant and subtle stereotyping questioning of women's competence, sexual harassment and social isolation (Eagly & Carli, 2003). Over the past few decades working women appear to have made great slides in moving beyond these stereotypes. In the UK revealed that leisure services were "masculine" in nature (Aitchison et al., 1999). However, research shows that in order to face the competitive and difficult hospitality environment women should "feminine" their behaviour and display increased warmth or cooperativeness characteristics that are related to transformational leadership. The construct of "service orientation" by Hogan et al. (1984 cited in Lockyer & Scholarios, 2004) identifies several personality characteristics useful for service work in the hospitality industry, such as courtesy, consideration, tact, perceptiveness, and good communication skills, qualities which are also thought to be critical in the hospitality industry (Kitching, 1994 cited in Lockyer & Scholarios, 2004). It appears that nothing replaces hard work as a key to success in the hospitality industry; however, a positive "can do" attitude, excellent communication skills, and problem solving ability are also essential ingredients for those who aspire to upper management positions (Brownell, 1994). The most critical factors are hard work, patience and perseverance (Knutson & Schmidgall, 1999). This influence of gender roles on organisational behaviour occurs not only because people react to leaders in terms of gendered expectancies and leaders respond in turn, but also because most people have internalised gender roles to some extent. Finally, the management skills possessed by females are increasingly the very management skills sought by hospitality organisations (Maxwell, 1997).

Gender-based stereotypes toward women in power positions are deeply rooted in the patriarchal society of modern Greece. To my knowledge there is no an institutional arrangement or a concerted action in place to eradicate negative stereotypes in managerial jobs, at least in the private sector. On the other hand, it is economically imperative for the country to allow an ever increasing number of female graduates to pursue their career advancement in the business world. As a practical matter, Greek firms need to recognise explicitly that ultimately they cannot be competitive in the unified European market, and in a global economy for that matter, if they deny, through gender stereotyping the skills, talents and input of women managers (Mihail 2006, p. 688).

Regarding the Greek case, gender stereotyping of women as managers seems to persist in Greek culture, and may explain, at least partially, the well-documented fact that women are still under-represented in the Greek business community (European Commission, 2005; Papalexandris & Bourantas, 1991; Kottis, 1996).

Papalexandris & Bourantas (1991) identified differences in attitudes toward women as managers in Greece and tried to correlate them with various personal and organisational characteristics of the participants. They found that working women are more favourably disposed toward women managers. Among personal characteristics, gender, age, and interaction with women managers were found to be significantly correlated to attitudes toward women as managers. Still, education and managerial experience were found to be insignificant characteristics. Production departments and the manufacturing sector covaried negatively with attitudes toward women as managers since these job positions, mostly manual, are sex typed. Interestingly enough, they found that state sector covaried positively to attitudes,

Considering that women are under-represented in corporate Greece, along with the fact that there is a lack of updated empirical research on this issue for the Greek case and the relative impact of stereotypes on managerial careers, sufficient evidence exists to legitimise the need for measuring and analysing gender-based attitudes of people in the workplace. Unfortunately, the present findings according to Pettraki-Kottis (1996), reveal a very troubling situation for career-driven women in corporate Greece: gender stereotyping is still prevalent within Greek culture and thus in the Greek workplace. The impact of gender in forming attitudes toward women as managers was found to be dominant without however, any existing evidence from the Greek hospitality industry.

METHODOLOGY

This study employed quantitative and qualitative modes of data collection. However, for this paper the results of the qualitative research will be presented. A qualitative approach to the study of leadership may be fruitful, not simply because it takes the actor’s viewpoint as a central focus, but because, in so doing, it may bring to the surface issues and topics which are important yet which are omitted by relying on the researcher and the source of what is relevant. Though, this study explored the above issues within the interpretivistic paradigm with semi-structured interviews, which were conducted to generate information around the issue of gender without explicitly inviting the interviewee to talk solely of gender or leadership, but also to bring forward their thoughts about the hospitality industry. Therefore, a dialogue between the researcher and a representative sample of the population was done in order for data to emerge which would then be tested against the results of the quantitative research.

An examination of organisational cultures enables a focus on the hidden barriers that inhibit the achievement of women workers and impact on the gendered nature of organisational experience, which influences the adopted leadership styles. Biswas & Cassell (1999) argue that sexual discrimination is not only evidenced in a number of overt organisational practices but, more significantly, is embedded in the cultural values that permeate both organisations and the concept of organisation itself. Therefore, the interviews included as an essential requirement the hotel managers to express, in their own way, the beliefs and attitudes that they held with the minimum of preconceived structure. A list of general themes and questions to be covered was prepared, allowing sufficient flexibility in the approach for participants to elaborate on particular points. Almost all the interviewees were provided in advance with the list of the topics to be discussed.

The objective was to study manager's opinions, emotions and feelings, to understand how they make sense of leadership within the context of their particular work environment, how they reacted to and managed the impact of leadership on them and how leaders, in turn, reacted to behaviours, emotions and attitudes of organisational subordinates. Additionally, questions were focused on what women and men perceive as qualities and behaviours of leadership; their perceptions of gender as a variable with regard to supervisory relationships; their perceptions and personal experiences with regard to open-ended questions on the subject of women and men in management. Respondents among others were asked to indicate their past experiences both with male and with female supervisors and gender preferences with regard to supervisory relationships. Evidently, male managers were also interviewed to ensure that no potentially significant items were omitted.

In the study of gender in organisations, it is imperative that study participants who have work experience are used, to obtain more accurate and generalisable results (Cooper & Bosco, 1999, p.490). The organisations were selected for this study randomly by geographic location. The researcher conducted interviews with 15 male and 15 female general managers who indicated willingness to participate in an interview. The number was chosen based on research on the existing number of female general managers in 5* hotels in Greece. Unfortunately, there is no official record to provide these data, therefore the researcher relied on data obtained from the organisation "Women in tourism in Greece". The interviewees work full-time, are highly educated with degrees in hospitality and tourism management as well as postgraduate diplomas, they have a long experience working in the industry.

FINDINGS OF THE INTERVIEWS

The study supports the claim that there are differences between female and male leaders. Interview data were classified into themes and the interpretations were linked to evidence from the literature. The first topic included the question about how they are doing in this male-dominated industry. The female respondents stated that they have not had any specific difficulties on their way up even though sometimes they had to work harder to prove their skills and support the choices of the management to give them the position they currently hold. One female respondent who works closely with the staff in the kitchen which is male-dominated said that she found it difficult to show power and to enforce her opinion. Nevertheless, she tries to lead the group by example to turn the whole situation to her benefit and bring them around. On the other hand the male managers said that they have been well adapted as well as that they do not have any issues with women managers.

One respondent clearly stated that she has faced a few incidents of bias toward her as a woman during her career. Nevertheless, it has not been very difficult to deal with and she managed to prove her skill which stopped the negative perceptions of the employees towards her. Another said that she faced many problems when she firstly undertook this position. All the previous managers were male and it was difficult for the employees in her department to accept her. The environment in the beginning was hostile but it improved as she came closer to them, she proved her knowledge and skills. “The environment is not perfect yet but we are getting there” she said. It is surprising that the majority of employees in the department are women. In another case the female manager faced problems with one particular employee mainly because she was aspiring at getting a promotion which was finally assigned to the interviewee. The communications skills helped her deal with her and progress.

Respondents were asked how they would define effective leadership and poor leadership. At this point they were asked to provide a description of the ideal leader and the bad leader. A female manager said “In spite of the budget cuts that I had to impose, it was the climate of trust that I created”. All the female managers said that effective leadership includes “the notion that the leader is one who motivates his/her employees to perform better or do more in their jobs”. “I would expect an effective leader to lead by example. If somebody is going to tell you to do something, I think you’ve got to have confidence in them to believe that they’d do it if they expect you to do it”.

A male leader said “Effective leadership was at an acid party in one of the suites last month…and to do with the dispersal of drunk people. The correct actions were taken regarding the way to convince the people to stop the party and leave the premises. All the decisions were carefully made, quickly and effectively”. Other stated: “The leader is the one who takes charge of situations, who direct personnel and resources in a clear way, and who ensure that their officers know what they are supposed to be doing”. “I think that effective leadership is probably demonstrated…when someone speaks and directs the others what to do in a particular situation”. “Effective leadership, leading by example, identifying with the men or women under your orders and not asking of them anything that you wouldn’t or haven’t done yourself in the past”.

When asked to reflect upon a situation in which ineffective leadership was exercised it was difficult for all to provide some situations were ineffective leadership was employed. Nevertheless one replied that “poor leadership would be one where there is a lack of confidence in the person that is your leader or supervisor. A poor leader is someone who has no confidence in the people he’s working with. Unable to make the correct decision as to how to deal with the situation and act on it”. Perhaps because of the service industry culture and the interaction with customers that does not allow them to make mistakes or not take the proper decisions in everyday situations.

At the same time some more comments provided by female managers included the following: “I know my job well, but I also appreciate the problems the employees have. I give them support to follow my will and I actually show an interest in what they are doing and how they do it”. “I am trying to get people to see through my behaviours a better a way of doing things…though my active encouragement of people to look at, analyse and ultimately change their behaviours”. “An ability to communicate with the people with whom you work. To further their objectives. To give them objectives. To provide them the means by which they can fulfil their tasks because there is nothing worse than working in an area where you know you’ve got a job to do and you’ve not got the means to do it. To be able to fight for those people in terms of furthering their career and to get them through everyday life in the hotel”.

At the same time some more comments provided by male managers included the following: “A leader as far as I’m concerned is an individual that can get a man or a body of men to do a particular job or go in a direction even when they’re not always convinced that’s the right direction but they will follow the leader that is leading them”. “The use at maximum of the resources that is given and available to an individual at whatever position”. “Giving them the support and guidance as is necessary at any particular time”. “It is important to make clear what one can expect to receive when performance goals are achieved”. “I pay attention to mistakes and I try to deal with them, however, I try to discuss them with people and provide them with assistance”. Surprisingly enough though all the male respondents said that even though they are not supposed to be affectionate and compassionate they try to be caring and nurturing, to be close to their staff and they prefer openness in the working community.

In the question of the future of women managers in hotel management both the female and male respondents said that despite the fact that women managers are underrepresented in the sector there is sufficient evidence of their skills in management and leadership which places them in a very good position. One female manager stated that “encouraging more women to obtain training in subjects related to hotel management, preparing them to for higher positions is a prerequisite for any other action for removing the bias against women, if there is any”.

All the respondents said that they progressed and build up their career in the sector relying heavily on credentials leaving little space for discrimination based on gender stereotyping. They had to build up the necessary networks for acquiring informal power. “A woman’s ability to cope and communicate effectively with the challenges of acquiring managerial roles is a characteristics that all managers should demonstrate” a male manager stated.

It is very interesting that among the 15 female managers only 3 have a family and children, there are 2 who are divorced and have children and the rest are single. On the contrary among the 15 male managers 8 are married with children, 1 is divorced without children and the rest are single. The female managers also claimed that "personal life and interpersonal relationships are difficult to maintain if you want to have a successful career". Male managers however, either did not refer to this issue or those that brought this up said that they manage to balance personal relationships with obligations at work.

All the respondents said that they do not see any stereotypes employed in their organisations. They feel that with the proper recruitment and selections process that are implemented talented people are hired. Opportunities are provided for advancement to both female and male managers. One very distinctively said that "it would be a serious waste of resources if the hotel did not use measures and strategies to utilise the full capabilities of female managers and get the maximum possible return from their investment".

One male manager said that in a difficult situation with a customer in the Food and Beverage department he had to put effort to raise the employees' consciousness and convince them about the necessity of changing the situation. Nevertheless, he usually uses other motives or the threat of punishment to convince people to do the job right, effectively and on time.

The following are some interesting comments that came from male managers: "The family responsibilities constitute an obstacle to women's participation in management, however many now advance to leading posititions". "Women in management have help from various sources and can thus work as hard and show similar dedication to their careers as men". "Men can very well balance a career with family responsibilities. I believe that women can similarly make the same balance". "In general, even though the Greek society is run by men women are progressing as well in the professional ladder. They are gaining the respect and manage to go higher in the organisational ladder".

DISCUSSION AND CONCLUSION

The results from this study support that the women leaders do lead in hotels differently than men do, even though female and male leaders' personal characteristics are very similar. Openness of communication, the ability to effectively communicate with the staff, the fulfillment the overall ogranisational goals and objectives are required in leadership in the hospitality context, that exhibits "highly personal nature" (Wood, 1994, p. 127). Summarising the above transformational leaders articulate their vision and clarify individual roles in accomplishing desired objectives. Similarly, female leaders do the same, while male leaders vary in their leadership behaviour. The findings suggest that there are small gender differences in the adopted leadership style. Female managers are more likely to practice transformational leadership style which is consistent with other studies such as the one by Bass et al. (1996). They serve as positive role model, they inspire employees to believe in and serve for a common purpose, encourage followers to be problem solving and they spend time coaching them. Organisations with authority dispersed throughout levels require different types of leadership that are not particular of women but seen as having feminine characteristics (Bass & Avolio, 1994; Van der Boon, 2003). Female managers are able to behave in both agentic as well as communal ways, men on the other hand, are limited in their ability to operate in a collectivistic culture with communal norms. Female leaders showed internalised gender-stereotypic reservations about their leadership skills, but they gained confidence by making collaborative decisions. Male leaders view their job performance as a series of transactions with subordinates; they use more power and formal authority. Nevertheless, men may adopt this women's style and they do depending on the occasion. The integration of these characteristics into leadership models will create unlimited opportunities for women to play a definite role in leading the transformational change hospitality organisations require. Guerrier & Lockwood (1989 in Wood, 1994) discovered that many hotel managers saw the development of staff and their care and nurturing as part of their role, but did little to convert this belief into action.

It seems reasonable to conclude, as Rosener (1990) did, that women have a leadership style that differs from men. According to Eagly & Jonhnson (1990, p. 248) "the view widely accepted by social scientists, experts on leadership, that women and men lead in the same way should be very substantially revised". The values associated with leadership such as inclusion, relationship building, and caring are generally considered "feminine" values which are considered valuable for both male and female leaders. Generally, women leaders are somewhat more transformational and as a consequence are likely to be judged more effective and satisfactory as leaders in their male counterparts. Male and female leaders may be evaluated differently; male and female leaders may differ in the conditions that prove a good fit for their leadership style which may be explored in another study.

The above ideas and related findings may facilitate the entrance of women into senior management positions and may encourage more women to consider managerial careers in hospitality management, knowing that they can practice leadership styles that are different than the traditional ones. Hospitality organisations today face an alarming gender gap in leadership (Maxwell, 1997). To reduce this gender gap in leadership, they must take on a daunting challenge; they must change how women leaders in their organisations are perceived. To help advance women leaders in masculine occupations, organisations need to be especially vigilant against stereotypes. Simply hiring or promoting more women leaders may not be enough to curb stereotyping and ensure that women's talent is fully leveraged. Unless steps are taken to address stereotypical bias, organisations will not be able to reap the full benefit of women's leadership talent.

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Security Issues of Hotel Information Systems for Proper Management of a Hotel Unit

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Abstract In this paper the security issues of a hotel unit information system are thoroughly examined. The creation, design and the wise management activities of an information system are of critical importance for the proper hotel unit administration and management. Apart from the regular services that a hotel unit provides to its customers, all the management functions and their corresponding controls as well, should be registered in the unit's information system. It is definitely the administrator's responsibility to make sure that the working conditions and the environment of the information system are absolutely safe. The various kinds of information system security types are examined, as well as the corresponding controls that must be taken into consideration for the proper error detection, prevention and correction, defined as divergence from the proper functioning of the information system. A high security level of the hotel unit system indicates a high management level of the unit itself, as well. It is proposed for the first time in Greek hotels, the potential and the implementation of preserving a high security level for the hotel unit, including its information system safety as well, via a combination of modern technologies, such as the CRM and the RFID.

Key words: UPS, Cryptography, Network Management System, Authentication, Backup files.

1. Introduction

There is no doubt that the management of a hotel unit is a very demanding task that requires many skills and knowledge. In order to manage properly a hotel unit, one should have set a priori, some goals to achieve, such as the management of incomings, human resources and expenses of the business, the provision of safety and protection of the unit in the occasion of damages or malicious activities, and the measurement of the performance and effectiveness of the management of the unit (divergence from the initial goals, metrics, statistics etc). Hence it would be wise for a manager to apply some modern management strategies, and to give priority on building and enhancing the relationships of the unit's staff, so that the efficiency of the human resource to be as good as it gets, without breaking the administration hierarchy of the hotel unit. Usually the traditional, old fashioned management strategies put much effort on making profit without investing on the employees relationships, thus resulting in unhealthy working conditions under pressure and anxiety.

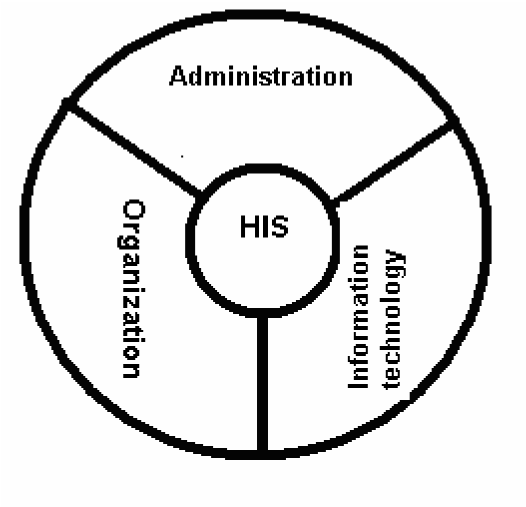
The 'tool' required for the achievement and implementation of the initial goals of the management of the hotel unit, is the information system and the functions related to it, such as the creation, design, management and control of the information system, which should include not only the services and information of the profile of its customers, but also the director's orders and functioning as well. The management and the security issues of the information system is responsibility of the director of the unit, so as to totally control the unit, via a software platform, and to maximize the advantages and simultaneously minimize the disadvantages of it.

It is also feasible, as long as we take advantage of the new technologies, to get to know beforehand the individual preferences that characterize each customer, and to create his profile in the database of the information system, in order to earn more time so as to be prepared to serve him by the time he enters the hotel. Critical technologies that can support the hotel's information system are mostly the interactive technology CRM (customer relationship management) and the RFID technology (radio frequency identity detection). The former is, applicable in the internet sites that advertise a hotel unit, where the individual customer preferences can be saved and sent directly to the database of the hotel information system. The latter is responsible for the wireless private communication of each customer with the resources of the hotel unit, resulting in the tracing of the customer's moves, accompanied with saving that information and updating it in the information system database accordingly. To our knowledge, the combination of these two abovementioned technologies hasn't been applied in Greek hotel units so far, but it is quite certain, that as the technology grows up and becomes more and more mature, bringing down the implementation cost, it could be a breakthrough innovation to the management and security of the customers of a hotel unit.

This paper is structured as follows: it starts with an investigation of the term hotel unit information system, it continues with the report of a typical case study, and follows up with the main subject which is a thorough study of the security issues of the information system, including all the required actions that must be taken in order to maintain a safe working environment.

2. Hotel unit information system

2.1 Definition



Picture 1 Structure of hotel unit information system

A system is generally a set, consisted of uncommon individual elements, organised and interacting with each other, in such a way, so as to implement a specific function. Generally, from the business point of view, the information system of an enterprise is defined as an organised and integrated solution coming out from the manager, in order to meet the requirements and needs of the enterprise. It co-ordinates and directs in a unique way the organisation and management of the unit, via a software platform, in order to face the challenges of a healthy competitive business environment. The organisation (structure) of the business, the administration along with its hierarchy of the business, and the adoption of the technology in order to run a business, can be considered as subsystems of the whole system, and each of them is processing, producing and controlling different parameters. Specifically:

The organisation subsystem is responsible for creating an hierarchical, multilevel organisation architecture, for the various sectors of the business (marketing, production, management, finance, human resource etc), in the form of a pyramid. At the top of the pyramid there is the strategic layer (strategic decisions for the unit), which is followed downstairs by the executive layer (separation of responsibilities and assignments), continues with the educational layer (expertise per business sector), and finally ends up with the functional layer (final decision and order carrying out per business sector).

The administration subsystem receives data and information from the software platform and produces instructions and orders accordingly, so as to be executed by the various unit departments, in order to achieve the goals of the unit.

The technology subsystem which is actually the software platform of the information system of the business, connects all the other subsystems with each other, as concerns the activities and order carrying out, and along with the data input processing, that come from the client requirements, prepares the information system for accepting the dynamic, rapid changes of customer preferences. Each software platform interacts with five co-ordinates-parameters, in order to process the data input, and extract the appropriate information for the customer service. These five co-ordinates are the human factor (people, either employees of the unit or the clients), the data coming out from the clients requirements and administration's directions, the software (the platform itself), the hardware (main server and the whole network), and the procedures (productive and functional) that take place in the unit.

A case study of a typical hotel unit information system is referred in the next paragraph.

2.2 Case study of a typical hotel unit information system

A typical case study is shown in picture 2, which is based on a database and includes various fields that correspond to the services or the products of a hotel unit, provided to the customers[1]. Specifically, picture 2 shows the initial page of the typical information system of a hotel unit, the buttons of which, correspond to the fields of the database, and contain all the filtered information required by the hotel unit, in order to satisfy a priori, the customer needs.

By selecting the button 'CLIENT'S DATA' one can have access on the personal data of any client of the unit. These include the client's personal- but not private- information, such as the account number, the first and the last name, the town, the country, the nationality, or some of his preferences concerning the hotel services, such as the number and the type of his room, price list (for breakfast, main meals etc), code of the type of one individual or group of customers, remaining charge, code of travel agency office, phone number, fax and email, date and time of customer arrival or departure, customer's taxation data, comments, and reservation data (arrival, departure, duration of client staying in the hotel etc), to name but a few. All the abovementioned data are transported via the local network of the hotel, to each terminal of the network, where the appropriate employee can have access, and hence to be aware of each individual customer needs, so as to offer them the right services, on the right time.

The form 'TRAVEL AGENCY OFFICE' contains all the information related to the travel agency office, such as the name and label of the office, the taxation data and the address of the office, the contact person, the category of the office and some comments.

The form 'ALLOTMENT' concerns a kind of group contract between the agency office and the hotel unit, and includes data in its form, such as the code number of the agency office, the code of the price list, the arrival date and time, and the corresponding departure date and time, the number and the kind of rooms (single, two-bed room etc), the number of the individuals in the group contract, and some comments.

The form 'PRICE LIST' includes the code of the pricelist, the item description, and various suggested total charges for aggregated types of services to one or more clients (two rooms for four persons including breakfast, or one room for a couple including meals etc).

The form 'EXCHANGE EQUIVALENCY' contains the description currency unit of each country, along with the corresponding equivalency with other country currencies.

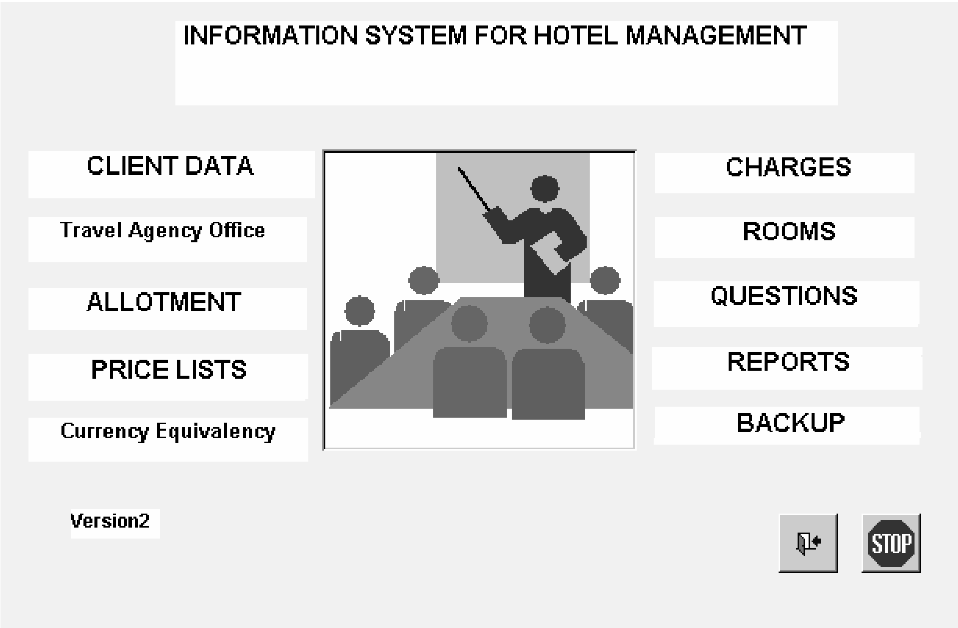
The form 'CHARGES' contains the code for a specific charge, the client's account number, the number of the room, the department code (bar, restaurant, gym etc), the discount, the amount of charge, the customer's code number, comments for the way of payment and some information related to the customer's credit card.

The form 'ROOMS' contains the number, the type, the status of the room (clean, out of service, free of customer's baggage), the date/time of arrival/departure of the customer, and some comments.

The form 'QUESTIONS' is a set of data that can be extracted from a database when one sets some searching criteria to the database's fields. The results of the search are actually saved in a table and contain a combination of extracted filtered information data, according to the criteria that characterise the targets of a query. These results are critical for the quality level of service provision to the customer, cause such a satisfactory service level could well mean that the hotel staff is quite efficient, as they would already know a priori and provide on time, everything that the customer desires, and that makes their work valuable enough. The query of the information system's database, includes data related to the customer, such as the analytical status of rooms, status of customer's nationalities, pricelist, the contract agreement, daily, weekly, monthly and annual incomings and profit, or on a 3-month or 6-month basis data respectively, number of occupants, number of daily reservations, expected reservations of the following day, cancellations, daily charges and type of payment, fullness per room, or type of room (single, two bed etc), as well as other statistical data.

The form 'REPORTS' is actually an output product extracted and printed from the database. Reports are usually extracted from the queries mentioned above, and these are data that the hotel staff can be based on, in order to have a clear picture of the customer personal profile, so that, by time to time, they could offer the customers more and more quality services. The data usually included in a report are related to the clients, their nationality, the room status, pricelists, list of contracts, reservation on time basis (daily, weekly etc), cancellations, currency transactions, currency equivalency status and updates, bill receipts, and labels related to offers to the customers.

The form 'BACKUP' activates a procedure for back up file creation, from the information system of the hotel information center, so that they can be stored later on, in a CD or in a floopy disk etc. The importance of these back up files is critical, and it is concerned with the security issues of the information system, which are going to be analysed below.



Picture 2 A typical hotel unit information system

The sorting of the extracted information from the hotel database, as well as the addition of new information, are both feasible in a dynamically evolvable information system. Hence in a modern information system, one could simply add a new form, such as the form 'CREDITS', in order all the relevant information to be stored separated in the database and not as a subset in the form 'CLIENTS'. Moreover, as the technology evolves, the interconnection of the hotel information system on the internet and the internet search engines makes the remote, online reservation of new customers feasible, when storing it in the system. The platform design, the connection and interaction of the information system with the internet and the related promotion sites of a hotel chain, would mean the upgrading of the hotel service quality level, and this is strictly a hotel management issue.

2.3 Web based information systems

It is strictly required for a hotel unit, its information system to be able to be connected to the internet, as a means for the hotel promotion and advertisement, and as a means of exchange information between the hotel offered services and the individual customer preferences, resulting in on line reservations [2]. In nowadays, the current promotion status of Greek hotel chains via the internet, is not as satisfactory as it could be. However, concerning their advertisement, all the hotel units that have already invested on internet promotion via detailed webpages, they seem to have earned the bet, as they have increased their customer number, not only within Greece but also to abroad, as well. All these enterprises have followed a typical promotion procedure, based on search engines such as google, or on exclusive internet sites related to tourism[3], or even on individual businesses webpages [4].

Research has shown much interest in new generation web based tourist information systems[5], in which each user can have access to a combined filtered data stream, matched exactly to his requests, such as the 3D mapping of the city or the place of his interest, and this would require interconnection of any area to geographical database systems, which in turn they are linked with the appropriate internet sites [6].

The main challenge for a web based tourist information system is the feasibility to offer a combined, precise and adjustable to customers queries, amount of information and not just generalised, and sometimes useless feedback that misguide the customers to false choices[7].

Moreover, as long as the web based tourist information systems databases are equipped with a VQS-vague query system, an alternative feedback information could be provided to customer queries, whenever there is no direct feedback information according to their initial requests. Let us consider an example of a tourist searching in the internet in order to book a single room, in any category hotel of Vienna, at a specific time period, and unfortunately finds every single room occupied. In such a case, according to these new intelligent information systems, the feedback would be an alternative set of choices provided, such as a list of single rooms in hotels nearby Vienna[8]. This is how the VQS-vague query information systems respond to customers queries, providing always a choice to pick.

At the same time there are also some other types of information systems based on enterprise resource planning (ERP) and customer relationship management(CRM). In the first case the information system is based on new technologies and network services, targeted to unify the surveillance of unit departments along with its functions, thus being more competitive to the market. A characteristic example could well be an enterprise which has its every department connected to a local network, and the corresponding information system which is hosted to a terminal of the network, is supplied by the data coming out from the communication of the departments. Such information could be reports from the supply department, statistics from the reservations, finance predictions etc. In the second case the enterprises by taking advantage of new technologies such as the e-commerce, are able to provide to the customers integrated services and products, thus giving them any service, whenever they wish. An example could be the communication of the hotel unit with the customers via email, or the on line reservation provision, via the unit's webpage, or the publication of a pricelist for hotel services to future customers, also included in the webpage.

2.4 RFID and CRM technology combination for the hotel management and security enhancement

CRM technology is a mature technology concerning its application to tourism business, and especially to its advantage of getting to know beforehand, the individual preferences of each customer. Tourists in nowadays wish to participate into the process of making a product or a service provided by the hotel that fully characterises them, rather than to wait and accept an already made offer by the enterprise. Hence, whenever a client makes a reservation via the webpage of a specific hotel unit, he can also define as well his personal preferences concerning for example the kind of pillow he would like to have in his bedroom, or the bath soaps, or the newspaper provision etc. These individual choices can be saved on the database of the hotel information system thus making the profile of each customer. Now the hotel unit can have all the required information so as to be prepared to serve its customers according to their preferences. CRM can be considered as an efficient tool for the display of the profile of each individual client (who is he, what does he need, what does he want, when does he want, and what the unit can do for them), in order to provide a satisfactory level of service and quality. CRM is thus an organised method for developing strong and faithful relationships between the clients and the administration of the unit. The strong key feature of CRM technology is the development of an individual, dynamic package, named customisation. Concerning the services provided by the hotel, customisation is directly related to the way that information and services can be adjusted, so as to satisfy the client either individual or as a group, via the ability provided to the latter, of making their own dynamic package with all the relevant information required (which hotel, airline company, etc). The choices included within the package are not static and can be modified at any time, justifying the term dynamic. The price of this dynamic package is dynamic as well and can be modified at any time according to what it is included.

Dynamic package is a novel tourist product and service at the same time, that makes the tourist market even more competitive, and forces the old traditional tourist units to reconsider their strategies, in order to remain still at the game of competition. Dynamic package is considered nowadays one of the most important technological strategies ever adopted by any business so far, included the suppliers (hotels, airline companies), the middle-persons, and of course the client which demands to be served, while paying for his tourist package.

On the other side, RFID technology, is a mature technology as well, that is required for the control, the tracing and the surveillance of the product during the various phases of production. This technology is based on radio waves and it is responsible for identifying, tracking and capturing the data of the ‘object’. In the field of tourism the object is defined to be the client. The implementation of this technology used to be expensive, however, as the technology is evolving more and more, the cost is decreasing, making thus feasible the implementation of the new technologies to applications of various areas, such as tourism.

A typical case would be an RFID label, attached to an object (eg an input card for a hotel room), which includes specific information, varying according to the purpose of RFID system usage (unique code number specifying the room number and the customer’s ID). The customer as he approaches the door of his room, activates the opening from a remote distance within RFID range, simply by holding the RFID card, via the microwave communication of the card (transmitter) and the receiver attached to the door. Moreover, the right software is also required to be installed in the information system of the hotel, in order to receive and process the communication data of all the RFID communication channels taking place in the hotel. Hence, the administrator of the hotel would be able to know when each client has access to his room, or to the salad bar, or the restaurant etc. It is quite obvious that the RFID technology contributes to feeding the system of the hotel, with all the required information in order for the hotel administrator and the staff consequently, to have all the required knowledge and offer the customers a quality of service.

The combination of these two abovementioned technologies is another option, so that the quality of service and the security level of the hotel unit will be more improved. On abroad, great hotel chain enterprises have already invested on the combined solution technology. In Greece, such a movement would be a novel, which would launch the competition standards very high. The combination of CRM and RFID technologies is clear: The CRM technology makes the first step by preparing and accumulating all the data coming from the on line reservations and filling forms that specify the preferences and the profile of each individual customer, via the webpage of the hotel unit. All these data are input to the information system of the hotel. The next step is made by the RFID technology which also provides the system with all the necessary data, that describe and trace the moves and the preferences of the clients that are already inhabitants of the hotel, via the microwave communication each one has with the resources of the hotel. This technology could be used also for security issues as well. Greek hotel units must be encouraged to move on to investments on such kind of technologies. Now that the cost of technology implementation is decreasing, it is the right time for the Greek businessmen to invest and apply the combined technology of CRM and RFID to their hotels in order to raise the level of quality and security services.

3. Hotel unit information system security

3.1 Overview

The security of information systems of hotel enterprises is strictly related to the ability of the unit to provide the customers reliable information concerning the services offered by the hotel, and to provide the employees of the unit with all the necessary information about their customer preferences that will guide them to improve their services. The information system security framework also includes mostly all the required means and actions in order to make sure that the hotel security level is high enough. This include all the necessary actions for ensuring information data integrity, and confidentiality and the proper, non false operation of the information system of the unit.

The investment of a considerable amount of money for the implementation of a safe information system is required and this is included in the operational cost of unit. There is always a dilemma that the administration directors of the unit have to face, whether they should invest a great deal of money, as long as the investment would ensure a high level security system, or take the chance and risk by not investing any money at all, to have a system susceptible to a possible danger of hardware breakdown. Hence it is a matter of management politics, depended on various parameters (low budget unit, or low competition levels etc), and this may not be a static situation but dynamic instead, which is reformed and depended on the current needs of the unit which interact with their customer needs, varied by time to time.

3.2 Security types

In order to apply an integrated security to the information system of the hotel unit, there are various security types that should be taken under consideration[9]. There is the type of security against natural causes, based on intended or unintended purposes. There is also the logical type of security against malfunctions based on intended or unintended purposes as well. Finally there is the type of network equipment security, which includes the security of every terminal and server station of the hotel unit network.

The protection against natural causes is related to the protection of the surroundings of the information system, the protection of the hardware of the system against any kind of threat (fault or human irresponsibility cause), and the protection of the system back up files, or any kind of programs, applications and files. This type of protection is also concerned with the UPS system and fire fighting system installation as well. Hence, all kinds of danger happenings such as the data loss, the hardware breakdown, the peripheral and network device tuning off, and the output display of wrong results, reports and printouts can be faced by adopting that kind of security. The actions for the security of the system, include the restriction of access the system by non authorised users, the creation of a user right table, which would define individually each user access rights, the statistical intrusion results printouts, the surveillance of the unit's human resources, the maintenance of the defined basic specifications, and the establishment of a proper working condition environment.

The logical type of security is related to the software protection, and includes the protection of every software application and program or routine (kitchen management subroutine, hotel bar storage subroutine etc), the protection of any data information, the protection of the memory chip and the central processing unit of the system, and the protection of the system files and the system libraries. Logical security is strictly related to the access controls as well. Hence, possible dangerous events such as the system configuration parameters changing, of file and hard disk losses, of viruses activation, of data damage and system parameter changing, and user password piracy, can be completely avoided. The actions required for the abovementioned security levels, include the creation of memory protection mechanisms, file protection mechanisms, user access rights mechanisms, back up files, UPS operation, creation of antivirus software, and the usage of log files for the recording of the events when the system operation and security level changes. Hence, there will be no chance at all, for any user piracy or malicious intrusion. Much effort must be put mostly on identification and authentication framing of the system, by using access rights tables, smart cards, secret and unique usernames and passwords per employee, which must be changed regularly, cryptography application and digital signatures, and of course creation of back up files.

Network security is responsible for protection of the system against any network damage, network line traps, authentication piracy, data misrouting, noise occurrence (crosstalk, electromagnetic interactions), and peripherals breakdown. In order to avoid the abovementioned events, proper actions must be taken, such as the data cryptography as they are transferred across the network, creation of alternative network connections, restart and recovery processes, and remote access control procedures.

3.3 Types of controls for information system security

In every information system as far as its security issues are concerned, there must be some specific targets and operation specifications. The definition and the design of the default operation of the system is a metric of its performance. When the operation of the system deviates from its default levels, in this case there are some kinds of controls that must initiate in order to bring the system back to its initial performance [10]. These controls help the system to recover after the fault detection that have caused the deviation from the default system performance. The next step would be the design and definition of some actions that must been followed in order to restrict the future appearance of various types of faults and failures. There are many kinds of controls, some of them are directly related with the security of the information system, such as the management controls, the operation controls, the software controls and the hardware controls [11].

i) Management controls

Management controls are responsible for the maintenance of management specifications related to every functional sector of a hotel unit. Such a sector is considered to be the main administration unit of the hotel's information center. Management controls examine whether there are any kinds of organisation charts or plans, and if so, their ability to be updated and evolved according to the rapid changes that the hotel unit faces. Moreover, management controls also examine whether there are any specifications and indications for job offers that accurately reflect the profile of the employee, required by the hotel unit. Finally, management controls are responsible for the structure and configuration of the information system, and they ensure the appearance of the necessary communication channels between the administration, the staff and the system.

Another sector considered to be the management controls of data and the way they are organised in the corresponding database of the system. Controls here are mainly focused on data adequacy and reliability, on database adequacy and consistency, on data input, data variation, data availability procedures, on maintenance of data integrity, on back up data files availability, and on preservation of a quality information provision and services offered to the users.

The management of the security of the information system is another sector that the management controls are held responsible for. As mentioned above, information system security is related to the prevention of natural threats (environmental events, electricity cut off, human factor carelessness etc), and requires a security plan and a damage restoration plan to be designed, and possibly some insurance indication of the system.

Management controls are also concerned with the management required for the proper functioning of the system, including all the daily actions that are responsible for it. Such kind of actions are usually related to the proper operation of the hotel unit terminals and PC's and generally of the whole network, and the maintenance of library files and documentation.

The duty assignment has been defined for each one of the abovementioned sectors, and also the responsibility matrix as well. Moreover, a highly qualified staff supply is required for the system, the authentication subsystem, the file system adequacy, the surveillance of the administration, and the writing down of the system resources.

ii) Hardware-Software controls

Hardware controls of the information system are aimed to define and measure the efficiency ratio of the hardware, by using performance monitoring procedures. Performance monitors are composed of sensors for the detection of any activity, a selector for selecting the performance tests, or measurements that later on will be processed by the processor, a recorder that saves the processed measurements in memory chips, and the reporter that provides reports to the output of this control system. Correspondingly, there are software monitors as well, and actually they are some event-driven monitoring programs and some sampling monitoring programs that take samples of the currently running processes, at a specific time period.

Software controls foresee on a typical control procedure that is responsible for the software sharing into units, according to the hierarchical structure of the information system, the testing of each unit (paths, interfaces, debugging), the integration of each unit to a unified system, and the validation testing of each unit.

iii) Operation controls

The most important kind of control in an information system, is considered to be the operation control, which is specified to the subsystem operation controls, and more specifically to interdomain controls, input-output controls, communication controls, process controls, system database controls, cryptography controls, and specified operation controls.

Specified operation controls include the authenticity controls, which are concerned with the verification of the user access ID, the accuracy controls, which are concerned with the validity of the data, the completeness controls which are concerned with the adequacy of the input-output data, the redundancy controls which are concerned with the redundant processes, the privacy controls, which are concerned with the discard of non authorised user access, the recursive controls, which are concerned with the generation of audit trail, and the existence controls which are concerned with system resource adequacy and whether they are good enough for the endurance of the system safety.

Interdomain controls are related to user access and specifically to ensuring a proper access and communication in between the user and the system. The procedure of user access to the system consists of three phases: the identification phase, in which the user is referred to his identity in order to access the system, the authentication phase, in which the user is asked for more authentication information, and the authorisation phase, in which the system is offering the user access to its resources according to the confirmed data of him. These confirmed data are also known as access keys or identity matching keys, and they may be a user's phrase, or a plastic card, or a unique feature of him (voice, fingerprints, blink of his eyes etc). Authentication keys considered to be the passwords, the PINs, and the digital signatures.

Interdomain controls prevent events such is the masquerade, when the non authorised user has the password of an authorised user, or the passive and active tapping of data from the system network lines, or the repudation (denial of responsibility from authorised user that he has sent or received data), or denial of service from the system. Operation controls are also focused on system protection against viruses, which are going to be described in next section.

Cryptography controls are based on cryptography, which is the process of coding and decoding the data, in a such a unique exclusive way, that they need the same encryption-decryption key in order to restore the communication between two end users. In fact there might be more than two users, however the system is called secrecy system, or cryptosystem, and each user outside of it, is considered non authorised, and thus he cannot decrypt or access the data.

Input controls are responsible for the input of the correct data in the system. The control procedure consists of the data collection, the data preparation and input in the network, the data correction checking, and their restoration procedure, whenever is necessary. Output controls are responsible for the integrated processed data provision to the final end users.

Communication controls are responsible for data circulation via the information system network of the hotel. This type of control protects the system against various network problems, such as the terminal damage, the central equipment damage or cable fault, the line attenuation, the existence of a noisy channel, the signal distortion, the network line overload, and even the human carelessness factor. The appropriate actions for prevention of the problems mentioned above, include the choice of the proper devices (modem, hub, multiplexers), and communication software, or the input of error correction and detection codes, or the check in of user's ID, or the thorough surveillance of the information system NMS(network management system) by technically expertise staff.

Process control is responsible for the logical data process (calculations, comparisons, sorting etc). It is concerned with hardware and software restoration and surveillance(CPU, memory. OS, commercial applications).

Finally database control is responsible for the data input and processing, the database update (overwriting avoidance), the management of database configuration, the OS control and the set up of various security policies and complementary software.

3.4 Viruses-worms-trojans

Viruses are considered to be a certain threat for the security of the information system, especially when the latter is connected to the network. There are three kinds of threats, the viruses, the worms and the trojan [12].

Viruses are harmful programs, which they can be reproduced themselves and they infect the files and programs of a PC and sometimes the operating system as well. Viruses can be evolved as well. They may partly or completely damage other files, or cause the display of some popup menus and messages that prevent the access of the user on the information. Except for the usual types of viruses, there are also polymorphic viruses that can be changed during their transition from PC to PC, invisible viruses that cannot be detected by any means, and the cryptographic viruses that can be hardly detected, on condition that the appropriate decryption key has been applied.

The worms during execution of their code, reproduce themselves and destroy the memory positions they occupy.

Finally trojans have also consequences on file deletion or they destroy memory positions, and intrude the PC, whenever the user starts an application without intention, or knowledge of the trojan existence.

The most common way for virus treatment is the antivirus program. In addition antivirus program protects the user whenever he's interconnected to the internet, or opens his email against spyware software, adware software, dialers (phone call diversion software), spam mail, popup internet messages and keyloggers (code break software). Moreover a user may use cryptography in order to encode his data, especially if it is about something important or top secret. Many of these programs are freeware in the internet sites. Additionally one may use firewalls, which offer extra protection to the abovementioned dangers of intrusion. Antivirus programs scan periodically the PC for virus detection. Scanning procedure influences the processing speed of the PC since they occupy a great percentage of PC resources.

4. Conclusion

The information system of a hotel unit is a tool of vital importance, that is responsible for the provision, storage and update of all the relevant information related to the customer, resulting in the proper functioning and management of the unit, and the reliable and high quality services offered to the customers. Consequently, hotel information system management is strictly a duty of the administration directors of the unit. Moreover the security of the information system and hence of the safe functioning of the hotel unit, is also responsibility of the administration directors of the enterprise. The system should be non stop working, and detecting every possible fault and recovering it in real time without affecting the operation of the system. It should be taken for granted that the security of an information system is a matter that is required. The various types of security along with its corresponding controls have been studied and analysed in this paper, as well as the actions that must be taken afterwards. The various types of controls have been categorised in prevention controls, fault detection and correction controls, diverging from the default operation controls, and the following up of all the necessary actions, as a means of system recovery from a faulty situation.

Taken for granted also that the investment of a company and especially that of a hotel unit, is strongly affecting the operational cost of the enterprise, it is a choice of the administrator, whether to move on strong investment actions for security issues, or not. There will always be a dilemma if it is worthy for one to invest in the security of the information system of the hotel or not, and what will be the amount of such an investment, since all these decisions are depended on many parameters that affect the business and that makes it a complex matter.

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The Evolution Capacity of Small and Medium Enterprises Sector through the Model of Sustainability

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Abstract

The sector of small and medium enterprises is growing fastly, having direct impact on the communities development, being so, a crucial tool for achieving sustainability. This is the philosophy of Albanian communities and SME-s management strategies. The survey of accommodation managers in a part of south of Albania as a major tourism destination assessed the interest, understanding, and perceived opportunities and barriers to the adoption of "sustainable development" within a range of tourist units. The results show that this process will have implications for future strategies attempting to promote sustainable practices within the service industries. And lastly, the main findings show that in Albania, the introduction of sustainable management in accommodation businesses remains largely unsupported by both public and private sector infrastructure and is of little concern to the paying guest. The translation of the concept of sustainable development from theory into practice in tourism remains a long-term commitment, as in other areas of the economy.

KEY WORDS: sustainable development, tourism units, small and medium enterprises, tourism policies.

Background theory

The development of sustainable tourism in the 1990s represents a major paradigm shift in the role of the industry in economic and community development, and as we enter a new millennium, we can learn from that shift. With some millions and more international arrivals (World Tourism Organization [WTO] 1999) and an uncountable number of shorter, recreation-- in the global economy. The rapidly growing size and significance of the industry has also given rise to increased critical review of its social and environmental consequences, and secondly in the evolution and construction of the whole process of capacity of Small and Medium Enterprises Sector.These reviews often question the legitimacy of tourism as an economic development tool and frequently dispute its image as being environmentally benign. With so much at stake, the long-term survival of the small and medium enterprises sector within travel and tourism industry is the most fundamental question confronting it today.

Maintenance of the industry over the long run and its role in the larger social, economic, and environmental context are issues of sustainability. These issues, however, exist within a dynamic social-political context that could only be characterized as one of apparent chaos, uncertainty, and change. With the future increasingly uncertain, tourism as an economic activity takes on new meanings. Many authors have proposed that sustainable tourism (alternatively green tourism and ecotourism) be developed to address the social, environmental, and economic issues associated with the tourism industry (e.g., Butler 1991; Pigram 1990).

One of the central questions in developing a sustainable tourism industry in a world that is at once both turbulent and evolving is: “What should the industry sustain?”

- The communities?
- The destinations?
- The capacity building of SME?

Although several authors have noted that this question is critical to development of appropriate government policy and strategies for private business, the definition of sustainability and its goals remain important challenges in the sustainable tourism literature (Hunter 1995).

The meanings of sustainability can be articulated through the indicators that organizations and governments develop to monitor its achievement, especially in the evolution capacity of Small and Medium Enterprises Sector.

Indicators are the quantitative variables measured periodically that reflect the condition of socially important issues. They also suggest the efficacy of particular actions designed to achieve attainment of specific goals. Such indicators reflect a definition of what it is that should be sustained.

Constructing a model of sustainable development in Albania will provide a huge help in formulation of locally-based and sector specific strategies for transferring sustainable development into practice. Because of this fact, I should say that ***tourism is one sector of the Albanian economy that has endorsed the notion of sustainability, at least in policy statements and within some initiatives.*** This interest reflects a realization that the viability of the industry is dependent on the quality of the resource base, whether in the natural, built or cultural environment. As with other sectors, the translation of the theory into practice has been problematic as awareness, understanding, interpretation, interest and implementation within the sector have been highly variable. Tourism-related industries present additional problems for the interpretation of sustainability because the sector is diverse in terms of type and size of businesses and the range of possible environmental impacts. This is the reasons why at the beginning I show that the results of the paper will have implications for future strategies attempting to promote sustainable tourism.

Some application of STD in Albania

Albania government, Albanian NGO-s, Albanian institutions, all actors involve in the process of development know and recognize the sustainability. So, as example, in this article, in collaboration with international NGO-s sustain and communities through holding the management of coastal area project on purpose its protection and the promotion of a sustainable tourism. In this case, will sustain the study for the tourism development in the south of the country, with all elements of the project including legacy custody, environment protection.

In Albania, the public sector has taken a lead over the introduction of projects promoting “sustainable tourism”. It has since been promoted at a national level. Despite the growing international recognition of the importance of environmental sustainability across many economic sectors, the main issue remains the translation of the concept into effective workable and practical strategies. In tourism, the range of tourism businesses, the diversity of environmental impacts and the essentially commercial nature of the business have resulted in various interpretations of the term as well as many real and perceived barriers to its adoption. The main barriers identified in previous research appear to be a lack of understanding and awareness of environmental issues related to tourism, the fear of extra costs, and skepticism of what is perceived to be an impractical and overly theoretical concept.

There are **four features for Albanian tourism** to be truly sustainable:

1. *First, tourism must respect the economic well-being and social and cultural concerns of host communities. Consequently, tourism development in an area must involve consultation and participation as well as a degree of local control.*
2. *Second, tourism must respect the character of the local environment and operate within its capability to regenerate itself.*

3. *Third, tourism should reduce its impact on the wider global environment in terms of depletion of natural resources and pollution.*
4. *Fourth, tourism should provide a meaningful and satisfying experience for the visitor.*

Tourist accommodation owned and operated by small, family businesses, which is the backbone of the sector, are often more difficult to regulate and influence because of limitations or scale and availability of time and expertise. Non-economic motives, such as a wish “to get out of the rat race”, family and personal reasons, and semi- or early retirement are also usually more dominant in such businesses .The emphasis on personal rather than business objectives have, in the past, been indications that many small hotels are not run on a highly commercial basis. The dominance of such motivations might mean that the receptiveness of operators to initiatives attempting to encourage sustainability might be low. However, the very fact that some operators have dropped “out of the rat race” and sought an “alternative lifestyle” might make them more interested in environmental sustainability. The adoption of sustainable practices would then depend on levels of interest, expertise and supporting infrastructure.

Research into the environmental awareness, action and performance of the tourist accommodation sector has produced predictable results. Our study of the hospitality sector on this region amply demonstrated the disposition of businesses to sustainable tourism. Hoteliers possessed a general knowledge of environmental problems but had limited or no understanding of tourism-environmental interactions. Only about 18 per cent of the respondents were aware of, and could explain, “Sustainable tourism”. Of the one-fifth who claimed knowledge of environmental auditing, less than half actually understood its use. About one-third had introduced sustainable practices since 1990, although these activities were relatively low-key and conventional, being dominated by paper, tin and bottle recycling (33 per cent), low energy lighting and heating (28 per cent), using diesel/lead free vehicles (27 per cent) and introducing double glazing (24 per cent). The reasons given for inaction pointed to a high degree of complacency amongst the business, with satisfactory current environmental performance (19 per cent), low priority to environmental matters within their business (16 per cent) and potential increased costs (14 per cent) acting as disincentives.

The survey of managers from large and medium-sized hotel groups in our region indicated that the main reason for introducing environmental initiatives was on the basis of cost-savings rather than the benefits for the environment. Indeed, care of the environment was not as important as health and safety, quality, cost or customer care in the decision to introduce such changes. The introduction of environmental initiatives was often hindered by controls and procedures operated by head office. Other research has indicated that many large hotel groups believe some “sustainable” practices, such as water and energy conservation, to be in conflict with the principle of luxury accommodation and might adversely affect the enjoyment of a guest’s stay.

Accommodation Structures	Number of all beds	Percentage
A. Private rooms	16500	34%
B.Hotels Category.1and2stars	7300	15%
Category.3 stars	12100	25%
Category.4stars	9700	20%
Category.5stars	2900	6%
Total	**48500**	**100%**
C.Tourist villages/clubs	4 stars	

The study has involve issues of the perception and implementation of sustainable tourism by tourism enterprises in the region of Vlore-Sarande, derived from focus group research, revealed a slightly different perspective on the issue. As with previous research, respondents could provide no clear definition of the concept of sustainable tourism, and were consequently very wary of those who sought to encourage adoption of theoretical concepts with no practical definition.

Regional growth of hotels

Regions	**Long-term objective**
Adriatic Coast	50
Ionian Coast	80
Mountain Areas	5
Lakes	15
Total	150

Nevertheless, the groups were receptive to new ideas and were able to identify workable practices that they felt would contribute to local sustainability, namely the alleviation of traffic congestion through public transport initiatives; directing visitors to resilient destinations by effective marketing; encouraging local purchasing and environmental education; and by energy conservation. Whether all suggestions were thoroughly thought through is open to question, especially as one suggestion to alleviate traffic congestion was to undertake road improvements. The main obstacles to developing and implementing sustainable tourism were the perceived extra costs and the mistrust of local government.

CASE STUDY

- The coastal region Vlore-Sarande was chosen for the focus of this study for a number of reasons. First, the city has an established tourism industry with a range of tourist accommodations that is not dissimilar to many resorts, towns and cities in the Albania. Much of the stock dates back to the nineteenth century, when the location's agreeable climate and coastal location made Albania a popular destination. The provision of tourist accommodation in the city developed to cater for visitors arriving by rail, by sea, or by car. In more recent times, the city has also had a considerable degree of success in attract6ing large-scale new investment in the accommodation base. In total, it is estimated that direct and indirect tourism spending supports 60% of tourism budget expenditures.

- The second justification for focusing on the accommodation sector in coastal region Vlore-Sarande is that the public sector in the city has developed an important role in the development of tourism in the local economy. In May 1994, the Prefecture Marketing Bureau was established as collaboration between the City Council and the private sector to market and develop region's potential as a tourist destination. These objectives, however, have evolved as the tourism industry in the city has expanded and progressed and the Bureau aims to play a vital role in the future development of the industry, including the protection of the city's environmental resource base for tourism.

- Third, the Prefecture have been involved Tourism Initiative and in the production and implementation of an environmental audit manual. Businesses in the region were too slow in their motions in this group, probably because of the absence of direct representation their project officer was invited to make although it was noted that those businesses which did sustainable tourism have been promoted to accommodation providers in this region, although the concept also lies within the broader operational remit of public sector agencies.

METODOLOGY

A questionnaire survey of accommodation establishments in the city was undertaken to assess the understanding and the level of implementation of sustainable tourism in coastal region Vlore-Sarande. The questionnaire obtained information relating to the understanding of sustainable tourism, the adoption of sustainable practices, the awareness and use of the Environmental Monitoring Agency and the characteristics of the respondents (size of accommodation, price range, and type of business, age and length of ownership). The sampling strategy was based on the "Region Guide", which detailed accommodation united registered. The sample was stratified according to the size of business based on the number of rooms (i.e. small, 1-10 bedrooms; medium 11-50 bedrooms; large, more than 50 bedrooms). Initially, the hotels and guesthouses listed were contacted by telephone in order to ascertain their willingness to take part in the survey. On the 100 businesses listed in the guide, 74 per cent agreed to participate. The survey took place on a face-to-face basis over the period 10 March to 17 March 2007. This period proved to be advantageous because it was low season and hoteliers could afford the time to answer questions. The sample included over three-fifths of each size category.

Understanding of the concept by rural areas chosen as case studues

Operators were presented with an open-ended question asking for their understanding of the term “sustainable development”. Significantly, no operator interpreted the term in its environmental context. Only 11 per cent of the respondents came close by recognizing the maintenance of the cosmetic appearance of the resource base as being important for the continued viability of the industry (eight businesses). Over one quarter (28 per cent) had no understanding of the term (21 businesses), and further nine per cent had never heard of the phrase before (seven businesses). The largest group of responses (36 per cent) equated the term with the maintenance of the customer base (27 businesses). The lack of awareness shown by accommodation operators over the meaning of the term “sustainable development” is disappointing, although perhaps not necessarily a serious concern. The level of understanding of erudite terminology is less important than general attitudes held toward the environment and the implementation of “sustainable” practices.

Generally, the respondents to the survey demonstrated a strong awareness of the importance of the environmental resource base to the tourism industry. Only one business (1 per cent) thought that the natural environment was unimportant to tourism, whereas 68 per cent (50 businesses) considered it to be “important” or “very important”. Furthermore, 9 per cent (7 businesses) were of the opinion that the tourism had a beneficial impact on the environment, whilst 45 per cent (33 businesses) decided that, on balance, tourism had a damaging impact. These results indicate that there is some sympathy with, and recognition of, environmental issues that involve and affect tourism. Such awareness might be the basis for future action. However, many businesses felt that the responsibility for any potential damage to the environment lay outside the accommodation sector cannot therefore be assumed, despite some favorable and sympathetic attitudes.

While these results represent the general picture, levels of implementation of sustainable practices were higher in the “managed” and larger establishments than in the smaller, family run businesses. Participation levels of larger hotels exceeded those of the privately run hotels in 11 of the 17 activities assessed presumably stimulated by initiatives from head office rather than encouragement from the public sector. The largest size group of hotels was more likely to install water saving devices, encourage the use of public transport and purchase organic products, whereas the smaller and medium sized businesses were more likely to monitor energy, water and waste consumption, recycle cans, glass and paper and use environmentally friendly cleaning products.

Understanding from Albanian communities the perceived Benefits from adapting some models of sustainable Tourism

Sustainability can be viewed as an appropriate goal in an era of change and uncertainty, for if questions about what should be sustained and the role of tourism in this quest could be addressed, then strategies and actions to achieve this goal could be adapted for different situations over time. Essentially, sustainability provides a desired end state (state of equilibrium) for identifying strategies that may vary with circumstance. Thus, sustainability as a goal of economic development is more of a social judgment than a function of technical analysis. As such, the definitions and meanings of sustainability are paramount in any tourism policy that looks to the future.

Rather surprisingly, the benefits of “sustainable tourism” as perceived by the accommodation owners and managers in the sample were related to non economic factors. Over two-thirds of respondent’s potential improvements in customer perceptions. The benefits of expenditure savings (42 per cent), improved image (42 per cent), improved business prospects (33 per cent) and generation of new clientele and markets (20 per cent) were perceived to be much less important. Indeed, about 50 per cent of the majority of businesses thought that sustainable practices would offer no financial reward. Therefore, it appeared that the majority of businesses recognized the potential contribution of sustainable management practices to the protection of the resource base but, on the other hand, did not feel that the approach would benefit their business in a way that would be worthwhile commercially.

Operators were also asked to consider potential problems and barriers to the introduction of sustainable management practices in their business. The most common responses highlighted the importance of interest, time and cost as barriers to implementation. Two third of respondents expressed a lack of interest in environmental sustainability as a reason for their inaction (66 per cent). A further 64 per cent of respondents stated that they did not have the time or energy to spend on the introduction of such practices, with 59 per cent stressing their concerns over initial financial costs. Staff and customer opposition together with external restrictions were not significant issues. However, just over half of respondents (53 per cent) recognized a lack of information as a barrier to their consideration of this issue.

FINDINGS

- Sustainable development has **become *a powerful and controversial theme***, creating seemingly impossible goals for policy makers and development practitioners in Albania. Although there is a growing conviction that sustainable development may be an idea whose time has come, it will not be readily accepted, for it challenges the hegemonic self-interest of the wealthy minority.
- The concern for sustainability has become ***global, reflecting the widespread fear of the deterioration in the quality of life***. Existing productive systems and consumption patterns threaten the continuity of the existing social organization. The inequitable and undemocratic nature of current patterns of development raises the specter of the

unraveling of present systems-social, political, productive, and even those of personal wealth. A different structure more attuned to the earth's possibilities for supporting and reproducing life, must replace them.

- On the other hand, ***a sustainable development strategy must contribute to the forging of a new social pact,*** cemented in the recognition that the eradication of poverty and the democratic incorporation of the disenfranchised into a more diverse productive structure are essential. Sustainability is not simply a matter of the environment, economic justice, and development. It is also about people and our survival as individuals and cultures. It is, most significantly, a question of whether and the way in which diverse groups of people will continue to survive. In fact, the burgeoning literature about the move toward sustainability celebrates the many groups who have successfully adapted their cultural heritages, unique forms of social and productive organization, and specific ways of relating to their natural environments.
- ***Sustainability is a process rather than a set of well-specified goals***. It involves modifying processes in nature, the economy, and society. It has become more fashionable as people have discovered that increasing production or even national wealth does not guarantee improving living standards and a higher quality of life; but the challenges of environmental protection are perhaps the most immediate force making the discussion so important. These overall questions go far beyond the scope of this article, which addresses strategies to promote a greater degree of sustainability in rural development. But for an effort to be successful it will also contribute to modifications in national development programs conducive to greater popular participation in their design and implementation.
- ***A strategy to promote sustainability must focus on the importance of local participation and control over the way in which people live and work.*** The question of local or regional autonomy and autarchy is an important part of any discussion of national and international integration.
- Sustainability is ***about direct participation*.** If there is one constant in the diverse literature in the area, it is the recognition that the movement has emerged from the grassroots to participate in and support intermediate-level NGOs that claim to speak for the extraordinary proliferation of community groups and civic organizations that are beginning to demand an increasing role in the national policy debate.
- In this formulation, ***sustainability is not simply about environmental preservation*.** It is about the active participation of people in the understanding of the dynamics of natural systems and the redesign of productive systems that will allow them to thrive while conserving the planet's ability to host uncounted future generations. It is an approach to empowerment-another concept that has become popular.
- In the final analysis, a program focusing on sustainability must also deal ***with poverty*.** There is a widespread recognition that poverty and environmental destruction go hand in hand, although less thought has

been directed toward the enormous environmental problems occasioned by the present consumption standards of the affluent throughout the world.

DISCUSSION

Today's dual economy is an anachronism. Although internationalization promises higher profits for capital than ever before, the contradictions bred by impoverishment are provoking a worldwide rebellion.

The expansion has created vast extensions of land that have been denuded of their primary cover and that can no longer be profitably cultivated, along with large hoards of people living in precarious conditions in rural areas or urban slums; this waste of natural and human resources imposes a huge burden on society, not only in terms of opportunities foregone but also for the costs of managing the social control and welfare tasks.

Because the resources encompass not just inherited natural capital, including raw materials (such as soil, subsoil products, good quality air and water, forests, oceans and wetlands) but also the earth's capacity to absorb the wastes produced by our productive systems; of course, the analysis of resources also includes considerations about the quality of the built environments in which we live and work.

To address questions of sustainability, then**, is *to confront the fundamental dilemmas facing the development community today.*** Although the trickle-down approaches to economic progress enrich a few and stimulate growth in modern economies and sectors within traditional societies, they do not address most people's needs; moreover, they contributed to depleting the world's store of natural wealth and to deterioration in the quality of our natural environment.

Today, the discussion is more complex, for there is general agreement on two contradictory factors in the debate:

1. On one hand, local production of basic commodities that can be produced equally well but more efficiently elsewhere is a luxury societies can afford if and only if the resources not dedicated to the production of these traded goods can find productive employment elsewhere.

2. On the other hand, there are probably few exceptions to the observation that greater local production of such commodities contributes to higher nutritional standards and better health indexes. In the context of today's societies, in which inequality is the rule and the forces discriminating against the rural poor legion, a greater degree of autonomy in the provision of the material basis for an adequate standard of living is likely to be an important part of any program of

regional sustainability. It will contribute to creating more productive jobs and an interest in better stewardship over natural resources.

1. POPULAR PARTICIPATION,
2. FOOD SELF-SUFFICIENCY, AND
3. ENVIRONMENTAL REGENERATION

CONCLUSIONS

The survey has indicated that, despite the understanding of the concepts behind sustainable tourism remains at a low level amongst tourist accommodation operators in the city. In this respect, the survey supports the findings of previous research where operators' awareness and appreciation of the concept were limited. In the present survey, the term "sustainable tourism" was interpreted by most businesses as the short-term preservation of the tourist industry in terms adoption of sustainable practices within the sample population was also relatively modest, being dominated by activities that might be established priorities, such as energy conservation.

The survey showed that the benefits of adopting sustainable management practices appear to have been realized by the large, managed hotels perhaps related to encouragement and financial support of the parent company or headquarters. The potential of sustainable management to produce savings in expenditure or improve business prospects appears influential in these decisions to implement such practices, although personal interest in the environment was also an important motivator. Such interest might be targeted, at least in the first instance, in future strategies to establish working examples of sustainability and the associated costs and benefits. Positivism towards sustainability appeared to increase with unit size. In general, small businesses do not have the interest, resources or time required to introduce environmental management practices.

Another key factor in the adoption of sustainable practices is the potential of customer requirements to influence the operation of the industry. Operators suggested that very few guests show any regard for environmental practices carried out in the hotels, and usually only require a "clean, comfortable bed" and a "good breakfast". I suggest that guests may be willing to pay higher prices for environmentally less damaging products, although a survey carried out in the region indicated that, whilst 71 per cent of those interviewed said that they would prefer to stay in hotels that show concern for the environment, they were not willing to pay extra to fund these green policies. Therefore, it seems that from the point of view of running a business, there is very little incentive for those who are making an effort to continue to do so.

In Albania, the introduction of sustainable management in accommodation businesses remains largely unsupported by both public and private sector infrastructure and is of little concern to the paying guest. The translation of the concept of sustainable development from theory into practice in tourism remains a long-term commitment, as in other areas of the economy.

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The development of the Kyllini resort Complex: Lessons Learned from the perspective of foreign co - Investor

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TUI AG

ABSTRACT

In 1998 a joint venture consisting of the Greek Daskalantonakis family (Grecotel) and TUI AG, a leading international tourism company, leased from the Greek state a large beachfront property near Kyllini / Western Pelepones in order to develop a new resort. Until 2005, four hotels (with a capacity of 1,521 beds), a conference and a spa centre were built. In terms of turnover by 2006 the Kyllini complex ranked as No. 21 under all Greek hotel companies showing that this project of national importance.

The project is analysed as a public-private partnership (PPP) venture. In recent years, a number of large infrastructure projects have been developed under the PPP concept in Greece. The Kyllini resort is one of the earliest public-private partnerships in tourism.

Overall, the project can be regarded as a success. However, the frontrunner status in the PPP development meant that the project experienced considerable delays and problems. It is concluded that the regulatory framework under which such a project is developed should be more flexible and responsive to allow from the beginning a smoother project implementation and operation..

Key words

public-private partnership (PPP), Tourism, Greece, Resort Project, Regularly framework

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* Opinions expressed in this paper are those of the author and do not necessarily represent TUI' AG s standpoint

INTRODUCTION

In this paper the experiences with a major tourism development in Greece will be presented. About 10 years ago, a private consortium entered into a long term lease agreement with the Greek State to develop an extensive piece of real estate close to Kyllini at the shores of the Western Peloponnese. This project can be regarded as one of the first major Public - Private - Partnership (PPP) ventures in Greek tourism.

The private developer is a JV of the large Greek hotel chain Grecotel and the German TUI AG, a leading international integrated tourism concern. After considerable delays, the project was finalized gradually 2004 to 2006. After almost four years of operation, it is now time for a first assessment. The perspective of the analysis is that of a German co- investor, who is also in the position to compare this project to similar international ones.

The paper will examine the history, structure and performance of the project. Although it is certainly too early for a final assessment, at this stage it is possible to speak about preliminary lessons learned and to give hints how to improve future cooperative efforts.

1. PIBLIC-PRIVATE-PARTNERSHIP (PPP) AND TOURISM

A Public-Private Partnership (PPP) describes a cooperative effort in which a capital investment is made by a private sector company based on a contract with a Government entity to provide agreed upon services, driven by the motivation to mobilise private funds and to reduce public debt. Governments often provide their part in kind (e.g. by providing real estate). Typically, a private sector consortium forms a dedicated firm called a “Special Purpose Company” (SPC) to build and maintain the asset. The SPC signs a contract with the government and often cooperates with subcontractors to build the facilities and then operate them.

Starting in the 1980s, in the UK and North America Governments sought to encourage private investments in infrastructure through PPPs. Initially, most partnerships were negotiated individually between Government entities and private investors. As long as there was no adequate competition among the private contenders, some of the PPP projects provided goods and services at higher than anticipated prices. As a consequence, discussions evolved how to create an improved framework for the development of such partnerships. Governemts wanted to achive better “value for money” . One way to accomplish this goal was the development of formal procedures (e.g. PPP legislation and standards) for the assessment of public-private-partnerships. The underlying theoretical assumption was that through this regualation an appropriate allocation of risks and opportunities between the partners could be obtained.

Internationally, there are ongoing discsussions whether the guidelines designed to achieve these goals are appropriate, and whether they have been correctly applied in particular cases.

A Although PPPs have been developed primarily to provide infarstructure and service to the puböic this approach has been adopted also for the development and implementation of tourism projects. International agencies like the WTO advocate PPPs as possible vehicles to carry out new projects requiring a close co-operation between public and private interests.

In emerging travel destinations like South Afrika, a comprehenive legislation was passed to promote PPPs in tourism. Even tool kits how to implement public-private partnerships in tourism were developed.[29]

In other more established markets like Croatia and Turkey, PPPs are used for privatisation and modernisation of tourism facilities.[30],[31]

Also in Greece, PPPs became a popular instrument to implement major infrastructure works since the 1990's. Greece's recent experiences with three highly visible projects have provided reasons for optimism that PPPs will be an alternative way how to provide goods and services. Within the last several years, Greece has built

- the Athens International Airport,
- the Rio-Antirio Bridge, and
- the Attiki Odos (Athens ring road)

using the PPP concept. In all of these projects - with a total investment of almost 5 € billion- foreign companies participated showing the vast potential for foreign direct investment in the development of Greece's infrastructure.

In September of 2005, Parliament passed Greece's first PPP law. The new legal framework allows for the establishment of SPCs for each partnership to create the infrastructure and provision of services. The law simplifies the procedures for the issuance of permits, the protection of the environment, the protection of archaeological treasures and sites, expropriation issues, and the involvement of public authorities and State owned enterprises and entities.

In Greece the authorities are confident that a number of projects will benefit from the PPP model, including schools, hospitals, tourism development, transport infrastructure, marinas, and others.[32]

The former Minister of Finance George Alogoskoufis presented six reasons for PPPs:

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[29] National Treasury (2005); Department of Trade and Industry (2005) pp. 30

[30] "PPP for Croatia's Tourism Industry", 9 June 2004, Online Magazine TOG

[31] Turkey see Varleir (2ßß6) http://www.tol.cz/look/TOLrus/article.tpl/; for Turkey see Varlier (2006)

[32] Public Private Partnerships – The Way to Go. ELKE Newsletter, Dec. 2005

- The prompt and effective completion of the project
- The more effective supervision due to the interest of the Private sector
- The transference (postponement) of payment of contractual returns to a later date and in installments
- The shifting of the greatest part of involved risks to the private sector
- The avoidance of burdening the public debt
- The acquisition of know-how

The Greek private sector is generally in favor of the PPP model. Ulysses Kyriakopoulos, Chairman of the Federation of Greek Industries, stated; "PPP is the way to go. The government cannot maintain the public investment levels it has had for the past two years. We need to reduce public debt. We need a smaller and more effective government that is less bureaucratic and more cost effective. PPP legislation is moving in the right direction." [33]

As in Greece travel and tourism is of considerable importance, in recent years the implementation of PPP projects in the hospitality and leisure sector has been advocated by the Government and investment promoting agencies.[34]

2. PRPJECT PARTNERS AND PROJECT RATIONAL

2.1. The Greek Tourism Market

Greece is among Europe's top holiday destinations in Europe. In 2007, over 17 million tourists spent their vacations in Greece. According to the WTTC, the sector will continue to rise. The contribution of travel and tourism to Gross Domestic Product (GDP) is expected to rise from 17.2% (EUR37.3 billion) in 2008 to 18.0% (EUR69.6 billion) by 2018. The real growth rate of travel and tourism is envisaged to be 3.7% in 2008 and to average 3.9% per annum over the coming 10 years. The contribution of the leisure industry to employment is expected to increase from 963,000 jobs in 2008, (20.9% of total employment) or to 1,349,000 jobs, (21.9% of total employment) by 2018**.** [35]

The most attractive destinations within Greece are the islands, of which Crete, Rhodes and Corfu are the most popular. In recent years, some new hotel projects have started to be developed on the mainland. Apart from Spain, other

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[33] Public Private Partnerships – The Way to Go. ELKE Newsletter, Dec. 2005

[34] Public Private Partnerships – The Way to Go. ELKE Newsletter, Dec. 2005

[35]WTTC(www.wttc.travel/eng/Tourism_Research/Tourism_Satellite_Accounting/TSA_Country_Reports/Greece)

main competitors for Greece are Turkey, Egypt and to a lesser degree, Croatia and Bulgaria. Contrary to some of those countries, Greece has maintained political and economic stability, mainly as a result of its integration into the European Community. In 2004, Greece hosted the Olympic Games giving a further boost to the country's economy and infrastructure.

2.2. Project Partners

2.2.1. TUI

TUI AG is Europe's largest tourism company. In 2007, TUI's tourism activities were merged with the British-based First Choice group to form TUI Travel PLC, a new holding company in which TUI AG holds a 51% stake. Most hotel assets were not affected and remained with TUI AG.

In 2007, more than 18 million clients travelled with TUI companies resulting in a group turnover of more than 13 € billion.[36] TUI has vested interests in all stages of the value creating chain in tourism consisting of own travel agencies (more than 3,200), tour operators (79 brands), airlines (app.150 planes), destination services (in 24 markets) and 278 hotels in 28 destinations.

TUI' s oldest hotel partner in Greece is Grecotel The Grecotel-chain accounts for approximately one fifth of TUI's bed requirements in Greece. At the end of 2007 TUI companies had an interest in 36 hotels and clubs in Greece with a total of 9.121.rooms and 20.231 beds. [37]

These establishments belong to the following TUI brands in Greece: Grecotel (20), Atlantica (6), Riu (2) Paladien (2) Robinson Club (4) and Magic Life (2). With regard to hotel standards, 29% were classified as 5-star, 62% as 4-star und the remaining 9% as 3-star.

TUI's Greek hotel portfolio is operated by different modes of operation. In 2007, TUI AG had in 18% of its local hotel capacities an equity stake of at least 50%; in some 22 % the equity interest of less than 50 %. Both categories were managed by TUI management companies. The other hotels were bound to TUI through contractual arrangements. Some 44% of the hotel capacities were operated by management contracts; about 6% by franchise agreements and the remaining 10% fell under long term leases.

2.2.2. Grecotel

Grecotel comprises 20 resort hotels in the 4 and 5 star categories with a total of approx. 11,000 beds[38]:

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[36] For the present structure of TUI AG and actual business results seee www.tui. com

[37] For a complete list of TUI Hotels in Greece see annex

[38] For a brief history of Grecotel see www.grecotel.com

Grecotel is the leading hotel company in Greece. The hotels belong to various owning companies, the majority of which are controlled by members of the family Daskalantonakis, who are also shareholders in Grecotel S.A. (management company). The Daskalantonakis family is among the biggest hotelier in Greece owning and operating 38 resort and city hotels. In 2007, the Grecotel Resorts recorded 1.5 million overnight stays. The resort hotels of Grecotel are located on the major tourist islands of the country as well as on the main land. Grecotel has a market share of over 5% of the 4 and 5 star hotel markets in Greece.

Apart from Grecotel S.A., TUI AG and the Daskalantonakis family each are 50% shareholders in the companies Phaiax A.E.T.A. and Loutra Kyllinis S.A., which own a total of eight resort and leisure hotels.

Phaiax A.E.T.A. started in 1993 and now owns four hotels with more than 2,300 beds. Phaiax also holds 100% of the shares in Loutra Kyllinis S.A., a company founded in 1998, when it signed a lease agreement with the Greek Tourism Organization (GNTO), for a plot of land in Kyllini, Western Peloponnese.

2.2.3. Greek National Tourism Organisation (GNTO)

The Greek National Tourism Organisation (GNTO) is a public entity under the Ministry of Tourism. GNTO is the leading state agency for the tourism sector

A specialist service company to deal with the development of publicly-owned properties is the **Tourism Development Co. (TDC).** TDC´s **main scope of activity** is to manage and administrate the state-owned tourism property while securing optimal development through modern financial techniques that promote the synergies between the State and the private sector. [39]

The state owned tourism property portfolio numbers over 350 assets scattered throughout Greece that covers a total area of about 70 million m². The ultimate objective of TDC is to become a tourist-infrastructure development company that will not only administer property rights but also participate in their development. [40]

2.3. Reasons for selecting the Kyllini site

When mass tourism started in Greece in the early 1970s, priority was given to the development of island destinations. Although there have always been aspirations to develop the Peloponnese, which is the home of numerous ancient sites like “Olympia” and “Epidavros”, it only became realistic when Greece joined the European Union and considerable funds became available to improve the infrastructure.

[39] http://www.tourism-development.gr/

[40] http://www.tourism-development.gr/

In the late 1990's there was a need to develop new destinations in Greece, in addition to the established island ones. As TUI had already two hotels in the Kyllini area, namely the four star hotel "Lakopetra" and "Robinson Club" at Kyllini, the consortium between Grecotel and TUI AG was interested in expanding its activities in the region.

Moreover, a comparative analysis indicated that the Western Peloponnese offered attractive new tourism locations. In this study, it was concluded that tourism was generally underdeveloped in the region

Compared to other tourism destinations in Greece, the Western Peloponnese was undersupplied with accommodation facilities (then 24 beds per 1000 residents, as against 60 beds in the country as a total).[41]

In the late 1990s, the tourism infrastructure of the Western Peloponnese was still not very well developed. Any major investment in the hospitality sector required simultaneous development of infrastructure such as roads, airports and other public facilities.

The selection of Athens as the location for the Olympic Games in 2004 accelerated the construction of major infrastructure works. The following major road and other projects were carried out improving considerably the access to the region:

- the National Road from Athens to Patras
- Construction of a ring road to circumvent the City of Patras on the way to Kyllini and Olympia
- In 2004, the "Rio Antirio" Bridge was opened to connect Mainland Greece with the Peloponnese
- The bridge was also a pre-condition for the construction of the so called "Ionian Road", for which tenders have already been submitted and which will connect the North of Greece with the Southern Peloponnese
- A new terminal at the Araxos Airport opened in 2007

Kyllini offers some outstanding natural features. The seaside health resort with beautiful sandy beaches, is located at a distance of 43 km, to the north of Pyrgos, the capital of the prefecture of Elia. Because of the special characteristics of the area, one can easily combine health with seaside tourism. One particular asset of the Kyllini location is that there are seven natural springs. The water is traditionally used to heal disorders of the respiratory system, asthma, chronic bronchitis, pulmonary emphysema, laryngitis and skin disorders. On the property there were some treatment facilities, however at a poor and run down standard.

The Greek Tourism authorities were very much interested in developing spa tourism and offered special terms and conditions for investments in this sector.[42]

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[41] Source Semmelroth

Apart from the initial lack of adequate infrastructure, it was also difficult in the 1990s to find investors prepared to enter this new destination without additional support from the administration. This changed when the Greek Government voted the so-called “Development Law”, regulating state subsidies for projects in the tourism sector in designated areas. Eventually, investment in the Kyllini region did qualify for state subsidies at a maximum rate of 30 % of the investment cost.

3. PROJECT IMPLEMENTATION

3.1. Lease Agreement

On 21.05.1998, Loutra Kylllinis S.A. signed a 46-years lease contract for a plot of land comprising 190-hectare in Kyllini. According to the agreement, this lease period can be extended at the end of the first period.

By entering this agreement, the company acquired all rights to build hotels with a total capacity of 1,500 beds, sport and leisure facilities and a golf course. Furthermore, the agreement foresees the erection and operation of conference facilities by the investor in order to diversify the use of the location. Apart from the development of the hospitality sector, the agreement stipulates the renovation of the health and hydrotherapy facilities which have to be kept open to the general public.

Within the framework of the contract, GNTO promised to support the investor in securing the financing of the resort and promoting the conference facilities.

The investor promised total investments of 13.8 billion drachmas (appr. € 40.5 million). The initial annual lease was set at 200 million drachmas (appr. € 587,000). There was only a limited number of bidders for the project.

At the occasion of the signing of the lease documents, the GNOT head Nikos Skoulas expressed his satisfaction with the deal, saying "the contract constitutes the largest to date agreement in the framework of exploiting EOT's real estate holdings." [43]

3.2. Project Construction

Although the lease agreement was already signed in May 1998, the planning process and time to obtain all the necessary permits took much longer than expected. One reason was that the work of the various Government offices and agencies involved was not well coordinated. In addition, the construction boom prior to the Olympic Games was responsible for delays and difficulties to get

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[42] See Investment Opportunities - Thermal Springs and Spas

[43] See Athens News Agency:(1998)

competitive bids from construction companies and caused also temporary bottlenecks in the supply with certain construction materials and labor. All this resulted in time constraints and consequently, cost overruns.

Finally, construction at the Kyllini site commenced in September 2002. In 2003, Loutra Kyllinis S.A. and Grecotel S.A. signed a Management Agreement for the Kyllini Resort.

In May and June 2004, the hotels Olympia Oasis and Olympia Riviera Thalasso opened respectively. In order not to disturb the guests during the ongoing season, the completion of the Mandola Rosa was postponed until 2005 whereas the Ilia Palms was opened following its complete renovation in 2006.

Picture 1 : The Mandola Rosa

Tab.1 : The Loutra Kyllinis S.A. Hotels

Owning Cimpany	Hotel	Start od peration	Careg-gory	Nimber of Rooms	Nimber of beds
Loutra Kyllinis	Olympia Oasis	01.05.04	4 *	313	862
Loutra Kyllinis	Olympia Riviera Thalasso	01.06.04	5 *	211	415
Loutra Kyllinis	Mandola Rosa	01.03.05	5 *	43	84
Loutra Kyllinis	Ilia Palms	01.05.06	4 *	80	160
				647	1.521

In addition a Conference Centre with a capacity to host 800 delegates and a Spa Centre were erected. The complex also contains a great variety of sport facilities, such as tennis courts, multi-purpose courts etc.

Picture 2 : Areal View of the Kyllinis Resort

Total project cost of the Kyllini complex was more than € 80 million.

3.3. Project Financing

Initially, the project construction was financed out of the cash flow and short term credit lines. In 2004, a long term bond financing was arranged under the leadership of the Athens branch of the HypoVereinsbank (HVB) The project was partially re-financed with a loan of the European Investment Bank (EIB) under its private sector support programme.

One obvious problem for obtaining a long term project financing was that the Joint Venture as the lessee could not offer mortgages as security. Therefore, alternative means to secure the bond loan financing had to be adopted. The package finally arranged included a combination of corporate guarantees, access to the cash flow of Kyllini's hotels and mortgages on other group hotels.

4. PROJECT PERFORMANCE

Project performance is affected by many aspects. The ownership of a project is only one indicator to be considered. In a recently published study, the impact of foreign vs. national ownership in Greece's hospitality sector is analysed. It is concluded, that overall projects owned by foreign interests tend to outperform their domestic competitors. One reason could be that they are normally larger in size. In addition, the involvement of local partners doing the day-to-day operation has proven to be an important aspect in contributing to the success of the project, in particular with regard to relations with local authorities and Government institutions. [44]

If these results are accepted, the Killini Resort has a comparative advantage as it is jointly developed by a very experienced Greek partner and a strong

international tourism company.

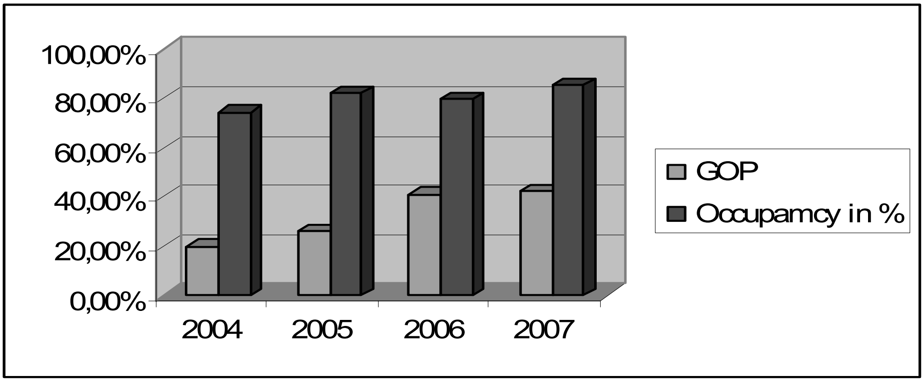
4.1. Business Results

In 2007, the Kyllini complex recorded over 244,000 overnight stays generating total revenue of 20,7 € million.

With the gradual openings of the Kyllini hotels, revenues grew from € 8.9 million in 2004 to 20,7 million in 2007. Based on turnover, already in 2006 the Loutra Kyllinis S.A. ranked as number 21 in the fragmented Greek hospitality sector. [45]

The operational ratios developed accordingly. Occupancy and GOP improved over the years. By the year 2007, occupancy levels have reached 81%.

Fig 1 : Development of GOP and Occupancy, 2004 to 2007

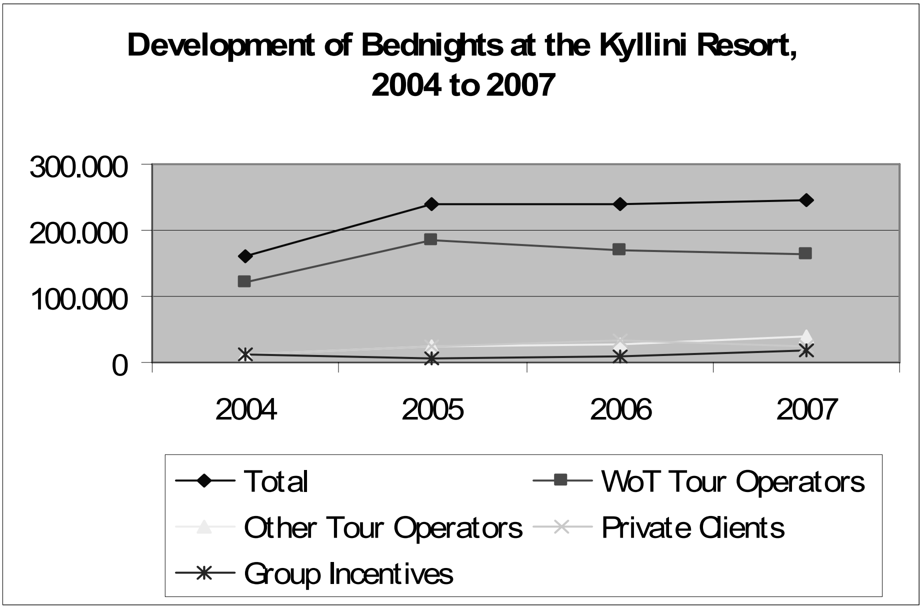


Of the 244.000 overnight stays in 2007, over 66% were booked through various tour operators belonging to the World of TUI, 16% by other tour operator, 10% were private clients and 7% incentive tours. For the development of occupancy for the period 2004 to 2007 see the following table:

[44] Anastassopoulos G., Filippaios, F, and Phillips, P. (2007)

[45] 50 largest hospitality companies by turnover (2007),www.heallastat.eu

Fig. 2 Development of Bed-night at the Kyllini Resort., 2004 to 2007



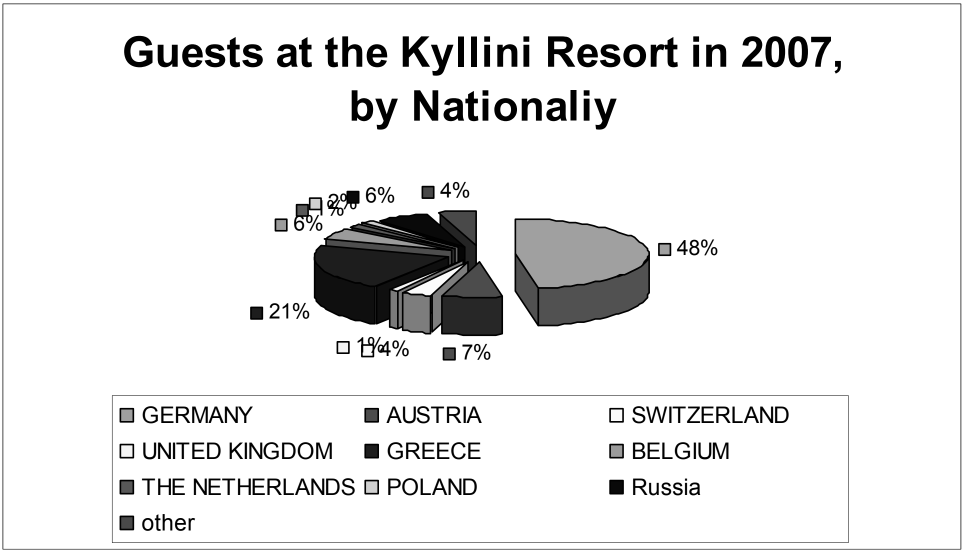
During the first four years of operation, the composition of guests by source markets changed. In the beginning, the resort relied mainly on TUI guests, over the years the numbers of private clients and incentive groups increased. This moderate shift resulted in better averaged rates for the resort.

When analysing the Kyllini clientele by source market, the composition of visitors does not differ significantly from other Greek resorts. The Germans are by far the largest group followed by the Greeks. The relatively high percentage of Greek guest shows that the resort is well received by the national market and that the number of conference and incentive travellers is growing gradually.

4.2. Assessment of economic and other impact

During the construction phase an equivalent of 550 full time workers were employed for an average period of 30 months. At the peak more than 900 workers were directly and indirectly involved in the construction.In 2007, when all hotels and facilities were in full operation, some 520 people were employed full time.The resulting annual payroll cost is approx. € 5.5 million. As most staff lives in local communities, it can be assumed these earnings are mainly spent in the region. Thus, the Kyllini resort is not only the key employer in the region but also stimulates the regional economy through the generated direct and indirect demand.

Fig. 3: Guests at the Kyllini Resort – by Nationality, 2004 to 2007



GERMANY	47,16%	BELGIUM	5,51%
AUSTRIA	7,42%	THE NETHERLANDS	1,46%
SWITZERLAND	3,57%	POLAND	1,70%
UNITED KINGDOM	1,05%	RUSSIA	6,50%
GREECE	21,17%	OTHER	4,46%

The Kyllini resort also has a positive effect on training and skill upgrading. The resort offers on-the-job training to most rank-and-file workers. In addition, professionals find job opportunities in a rural area including the possibilities to develop and enhance their skills. The exposure to the international market demands high service standards and an ongoing investment in the development of human resources.

The State typically benefits from the increase of tourism activities at several levels.

- Firstly, the State collects the annual lease payments.
- Secondly, there are direct taxes linked to the resort operation .These are typically the corporate taxes and direct payroll taxes.
- Thirdly there are numerous indirect taxes and dues. Spending of tourists in and outside the hotels and restaurants and for miscellaneous for services is taxed with VAT ands sometimes other specific taxes. In

addition the state benefits from secondary tax effects such as VAT revenues resulting from the consumption of hotel employees and tax income linked to economic growth induced by tourism.

Based on issues of confidentiality of data and the difficulties to measure secondary effects, no estimate has been made to quantify these benefits in monetary terms.

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5. THE PPP CONCEPT - LESSONS LEARNED

The above analysis has shown that overall, the Kyllini Resort Project can be considered as a success. However, the long implementation period has also demonstrated that there is room for improvement. One reason for such delay was that the private investor has underestimated the volume and complexity of the project. When the project is analysed as a PPP venture, there are certain lessons to be learned.

It turned out that the originally signed lease agreement is not flexible enough to adapt to a changing environment. Although the project was launched as a PPP, such a partnership was not very well reflected in the stipulations of the lease.

One obvious observation in this regard is that the State initially agreed to support the operator in securing adequate financing. However, this pledge was only vaguely formulated and did not materialize when the operator actually asked for assistance. In particular, for the long term financing support would have been welcomed as the lessee could not provide traditional mortgages under the lease structure.

Project implementation was considerably delayed by the often lengthy process of obtaining all necessary permits, concessions and government clearances. In contrast to some other countries, where investors have the support and ease of a “one stop shop”, in Greece necessary procedures are quite complex and time consuming. In the case of the Kyllini resort, the situation was aggravated by the simultaneous implementation of major infrastructure works for the Athens Olympics which demanded much Government attention. On the other hand, it must be acknowledged, that the project also benefited from the improved infrastructure enabling a better access to the site.

Another factor complicating a smooth project implementation was the lengthy and often in-transparent process for a foreign investor to apply for and obtain State subsidies. Without major efforts made by our co-investor’s staff dealing with local authorities, it would not have been possible to collect the promised subsidies within a reasonable time frame.

Although the risk allocation between the public and private partners in general can be considered as fair, a stronger public support during the resort’s initial years would have been helpful. For example, in an effort to developed Kyllilni as a new destination for MICE and related activities, the Government demanded the construction/operation of a conference centre. Particularly, in the first years a better utilization of the facilities by Government agencies and parastatals would have been helpful in establishing this new conference facilities in the local market. In addition, Government could have been more active in marketing this facility both nationally and internationally.

Likewise, a more coordinated approach how to better utilize the spa and health facilities would have been beneficial to all partners. Although in the lease agreement there are certain declarations of intend with regard to the development of health tourism, there has been no active inter-sectoral co-ordination and support.

Overall, it can be concluded that the project has been lacking a proper co-ordination between the public and private sectors. It is therefore recommended that there should be one State agency responsible for coordinating all relevant activities throughout the planning, implementation and early operating stages of such a project

The importance of a functioning regulatory framework and a smooth cooperation are also emphasized by recent evaluations of international PPP ventures. An assessment of Scottish PPPs revealed that although most projects achieved their overall objectives, one obvious problem was that often the initial project documents were not flexible enough to cope with changing conditions during the course of the project life.[46]

A recent intermediate assessment of some 1,500 German PPPs, mainly in the infrastructure sector, showed that the ability to adapt to altering conditions often is a critical success factor. In addition, it was concluded that for the success of PPP projects

- a clear project focus,
- the ability to increase project efficiency and acceleration
- and the tight control of operation costs

In recent years, international discussion focuses on the proper role of a regulatory framework and its ability to adapt. For example, one top issue for advanced training courses for key PPP staff in an appropriate regulatory impact analysis.[47]

As mentioned before, Greece sets high aspirations into the development of PPPs. It is hoped that in future, there will be also a great ability to learn from previous projects and to incorporate effectively these “lessons learned” into the PPP project life cycle and environment.

[46] Piblic Private Partnerships in Scotland - Evaluation of Performance (2005)

[47] See for examüle the Trinining Porgramme of the http://www.ip3.org/t2008/t_workshops_1819.htm

CONCLUSION

The paper has presented the case study of the Kyllini resort. The project was the first major PPP venture in Greece*s tourism sector. Due to this frontrunner status the project experienced some “teething problems” which should be avoided in subsequent ventures.

When the Kyllini project started, there was no proper regulatory framework for PPPs in place. This fact eventually caused irritations and delays in the project implementation. Particularly, the co-operation between the public and the private sector left room for improvement.

In addition, the Kyllini venture suffered from the fact that its development coincided with the construction works for the 2004 Olympic Games. The preparation for this major event consumed much Government attention which made the simultaneous development of a new tourism project not easier.

As a structural problem it turned out that the project agreement did not foresee a proper coordination unit The private investor feels that a kind of steering committee would have been helpful to better coordinate public - private interactions.

Nevertheless, the overall project can be regarded as a success. It is hoped that in future, a better regulatory framework will facilitate an improved co-operation between the public and private sector.

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Appendics:

Map 1 : Location Map Grecotels

Tab:1 List of TUI related Hotels Hotels in Greece.by mode of operation - 31.12.2007

Cimpany	Hotel	Start of	Airp ort	Mo de	Category	Number of	Nimber of
		operation		of. Operation *)		rooms	beds
Grecotel	Cape Sounio	01.05.04	ATH	M	5 *	154	350
Grecotel	Eva Palace	01.04.05	CFU	M	5 *	225	405
Grecotel	Corfu Imperial	01.05.03	CFU	E	5 *	310	590
Grecotel	Olympia Riviera Thalasso	01.06.04	GPA	E	5 *	211	415
Grecotel	Mandola Rosa	01.03.05	GPA	E	5 *	43	84
Grecotel	Amirandes	01.05.03	HER	M	5 *	339	638
Grecotel	Kalliston	01.05.07	HER	M	5 *	127	254
Grecotel	Creta Palace	01.03.07	HER	M	5 *	355	710
Grecotel	Mykonos Blu	01.05.03	JMK	M	5 *	102	200
Grecotel	Kos Imperial	01.05.03	KGS	M	5 *	384	987
Atlantica Hotels	Caldera Blue	01.01.08	HER	E	5 *	370	740
Atlantica Hotels	Porto Bello Royal	01.01.08	KGS	M	5 *	300	600
Grecotel	Lakopetra Beach	01.05.03	GPA	E	4 *	193	365
Grecotel	Olympia Oasis	01.05.04	GPA	E	4 *	313	862
Grecotel	El Greco	01.05.03	HER	M	4 *	333	652
Grecotel	Ilia Palms	01.05.05	GPA	E	4 *	80	160
Grecotel	Club Marine Palace	01.05.03	HER	M	4 *	278	844
Grecotel	Rhodos	01.05.03	RHO	E	4 *	353	760

	Royal						
Grecotel	Pella Beach	01.05.03	SKG	E	4 *	179	413
Grecotel	Marine Palace Suites	01.05.03	HER	M	4 *	59	180
Grecotel	Daphnila Bay	01.05.03	CFU	E	4 *	260	520
Grecotel	Royal Park	01.05.03	KGS	M	4 *	236	450
Atlantica Hotels	Porto Bello	01.01.08	KGS	M	4 *	300	600
Atlantica Hotels	Princess	01.01.98	RHO	E	4 *	230	604
Atlantica Hotels	Imperial	01.05.02	RHO	E	4 *	320	671
Atlantica Hotels	Aegean Blue RHO	05.07.03	RHO	E	4 *	300	846
MAGIC LIFE	Kiotari	01.05.07	RHO	M	4 *	289	830
Riu	LUCA Blue Lagoon Resort	01.05.07	KGS	F	4 *	410	820
ROBINS ON	Kyllini Beach	01.01.85	GPA	L	4 *	312	656
ROBINS ON	Lyttos Beach	01.01.85	HER	M	4 *	344	701
ROBINS ON	Soma Bay	01.07.98	HRG	M	4 *	300	600
ROBINS ON	Daidalos	01.01.91	KGS	E	4 *	268	606
Paladien	Le Lena Mary	01.01.00	ATH	E	4 *	161	402
MAGIC LIFE	Kos	01.01.00	KGS	L	3+ *	320	876
Riu	LUCA Faliraki	01.04.03	RHO	F	3+ *	235	434
Paladien	Le Moklos	01.11.02	HER	L	3+ *	168	406
* Mode od operation						9161	20.231

E	**Equity Stake**						
M	**Manageme nt Contract**						
L	**Lease**						
F	**Franchise**						

Strategic Knowledge and Organization For a Hotel Business

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Abstract—This project aims at recording the knowledge derived from the strategic process of designing the organization. To do this, a framework is proposed in order to capture the changing organizational architecture and acquire strategic knowledge. A software prototype is designed to support the proposed framework. The framework and software prototype is applied in a Hotel Chain.

Key words: Knowledge Representation, Strategic Knowledge Management, Hotel Management

INTRODUCTION

INCREASED complexity in the contemporary environment has resulted in a shift of the organization's design from a bureaucratic and hierarchical form more so to a flexible and modular form.

Daft and Lewin [1] identify the "modular organization" as a new paradigm that has as its premise "the need for flexible, learning organizations that continuously change and solve problems, through interconnected coordinated self-organizing processes".

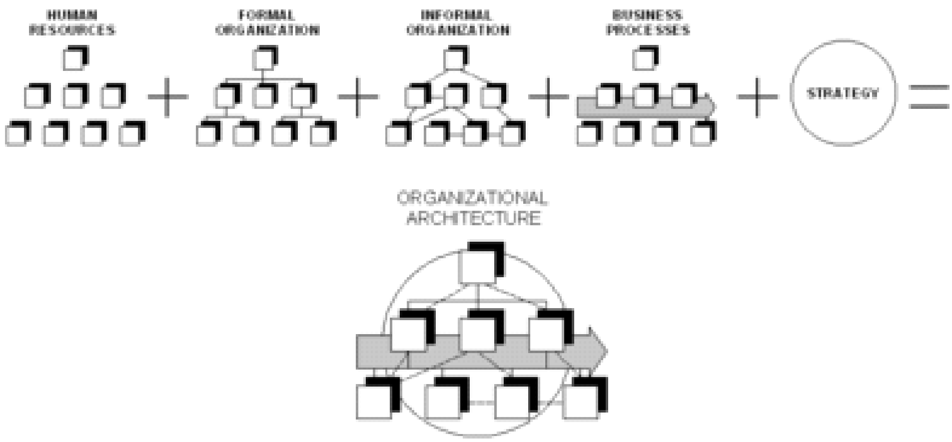
In contrast to the conventional approach, the modular approach intentionally tries to create an organizational design that permits the "substitution" of its functional components. In effect, the objective of the modular approach is to create a flexible architecture that can adjust to changing requirements.

A modular organization consists of a set of "modules" which are also referred as sub-units. In the modular organization the sub-units of the organization operate with a significant level of autonomy and adjust to the environment by continuous redesign. They are self-managed and self-repaired as they have the freedom to develop strategies in order to conform to the changes occurring in the external environment. Through the passage of time, the sub-units become "knowledge domains" and obtain know-how and knowledge by learning through their continuous attempts of adjustment and fit with the environment. This introduces us to the main concept of this project which is the representation of strategic knowledge.

With the term strategic knowledge we suggest the expertise" and "intelligence" derived from the actions taken for the design or re-design of the organization.

In this paper, we emphasize the need of incorporating the architecture of an organization as part of its strategic knowledge.

Fig. 1. Scheme of organizational architecture.



The architecture of the organization is defined by the IEEE 1471-2000 standard [2] as: “the fundamental organization of a system embodied in its components, their relationships to each other and to the environment and the principles guiding its design and evolution”

Organizational architecture shapes the organizational space where life will take place. The simplified scheme of organizational architecture can be depicted in Figure 1 [3].

Various frameworks for organizational architecture have been proposed. According to Galdbraith’s [4] Star Model of organizational design, organizational architecture consists of:

a) Organizational structure
b) Strategy
c) Rewarding systems
d) Processes and lateral links
e) Human resources

Galdbraith’s Star model is depicted in figure 2:

Fig. 2. Galdbraith’s Star model.

Any decision taken which may affect the above core elements of the organizational architecture can be considered as an act of organizational design.

Aim of This Paper

In an era in which change reshapes the organizational architecture continuously the rationale behind the chosen organizational design and the effects of the new design are often not recorded and therefore cannot be easily tracked or reused within the organization.

The increased decentralisation of the organization is an important factor leading to ineffective knowledge sharing. In the globalized economy, business units are dispersed all over the world. Their diversity, the language and cultural differences but more so the lack of common meeting ground creates obstacles for effective communication and sharing of strategic knowledge related to organizational design.

In an era in which the job market is flexible and changes in the workplace are a common practice, the loss of valuable strategic knowledge is frequent. When people that have obtained strategic knowledge-especially those high in the corporate hierarchy-leave the organization, they carry with them valuable experiences, the loss of which may sometimes have detrimental consequences for the organization. The loss of key people that have been in an organization for many years and thus, have been involved in various organizational design actions may be accompanied with a loss of valuable strategic knowledge, if this expertise is not recorded explicitly. In such a case, new personnel shall have to comprehend the design of the organization from “scratch” and shall unavoidably over-depend on the experiences of other people in the organization.

Successful organizational patterns contain useful knowledge which usually remains “isolated” within the sub-unit. If such knowledge remains “isolated”, subsequent redesigns will not benefit from the use of this knowledge. Therefore, similar units within the network may not learn from the experiences and patterns adopted by other units. Also, the strategic knowledge obtained during the process of change and during the collaborative activity, is usually left unrecorded and remains solely the “experience” carried unconsciously only by the people involved with the act of design.

In general, there is a lack of support for recording the holistic view of the organization: the organizational architecture, its changing form, the rationale behind an organizational re-design action, the effects of the change and the evaluation of the final outcome of change. This support can be provided by a clear theoretical framework or by a software tool.

Practical examples:

Some simple examples of organizational problems that can occur when there is no recording of the organizational architecture and its evolution are presented below:

A new hired manager wonders about the rationale of several issues that were handled and that related to the organizational design.

-What is the purpose of a specific control mechanism which had been introduced in the past?

-Which actions were chosen for improving sales? Why were they chosen among other alternatives and what results were achieved?

-How were the responsibilities of a specific unit altered and which units have space for new additions of workload or responsibilities? What obstacles were faced during the implementation of the change?

-Which rewarding systems have been implemented in the past and how did they affect financial results?

-What conclusions were drawn in the past from the allocated budget of a certain unit? What was the result obtained from such allocated budget? How was the money used?

The above analysis brings us to the main research question of this project:

“Do current tools (frameworks and ICT) effectively support the recording of organizational design and the strategic knowledge sharing that takes place between the components of the distributed organization?”

Related Work

Theoretical Frameworks for Strategic Knowledge Management

In the case of well-organized enterprises, someone may find a documented blueprint of the organization and its rationale in the form of a quality management system such as the ISO 9001:2000 quality management system [5]. Nevertheless, quality manuals and documents may often be found to be out of date, bureaucratic or impractical for use.

Also, the rationale behind a strategy, its plan and evaluation may be found recorded within the organization in various spreadsheets or minutes of management meetings. However, the lack of a systemic approach for organizing the rationale of such strategic decisions and their effects frequently makes the retrieval of valuable information difficult.

Various approaches for modelling organizational architecture have been proposed by the software domain too. Typical examples are the Zachman framework [6] and the TOGAF framework [7].

Nevertheless, the majority of these approaches describe the organization from a technical perspective which cannot be easily understood by the people in the Management field. These approaches usually focus solely on the formal organization thus disregard important aspects of the informal organization such as human resources and rewarding systems. In addition, they do not take into account the recording of the rationale of an action and its implementation plan.

Software Tools for Strategic Knowledge Management

The ICT domain has developed a number of solutions which support the recording of the organizational knowledge or decision making process and nowadays offers possibilities that did not exist before.

On the one hand, one can easily find supporting tools for the decision making process (decision supporting systems) or groupware tools for the collaboration between members of a unit. These tools however usually do not structure effectively the strategic knowledge derived.

On the other hand, various sophisticated project management tools exist to record the changing process of a certain project. In most cases, however, the process of change is not linked with the rationale behind the decision for action, or to the evaluation of its effectiveness.

Knowledge management tools typically record useful knowledge for the operational and not the strategic level, while ERP tools such as SAP do not view organizational architecture from a holistic perspective. “Bits” of strategic knowledge can be tracked among various modules of the system. This usually requires significant effort as knowledge is not organized and structured adequately and therefore is not easily traceable.

Consequently, from the research performed we came up with a conclusion that there is limited support for organizing and sharing actions related to organizational (re)design, their rationale, their course of implementation as well as their evaluation.

Our Approach

When starting to consider a framework for strategic knowledge sharing, we realised that in practice the actual status of the design of an enterprise is often not recorded. A significant percentage of companies nowadays lack a formal architecture, similar in concept to the blueprint of a house or office building. Nevertheless, enterprises are consistently built, merged, reorganized and run without a set of equivalent blueprints or architectures. Most organizational design elements are being unconsciously put together over the lifespan of the organization. And this is realized usually when investigating the cause of an organizational problem or conflict which has arisen.

Consequently, we cannot discuss about recording organizational design of the “to-be” organization, when there is often a lack of a clear model of the “as-is” organizational architecture.

Various frameworks have been proposed in an attempt to “capture” organizational architecture. In this project we considered several and came up with a framework which incorporates the main characteristics of the existing approaches but we also ventured and incorporated a cybernetic and structural perspective.

We have identified two aspects of strategic knowledge. The knowledge derived from the process of decision making and the knowledge derived from the process of organizational change.

i) Strategic knowledge derived from the process of decision making

Organizational design is an ongoing process which can be performed by an individual or by a group of people. The increased complexity of organizations nowadays however, usually requires the collaboration of a number of persons during the decision making and reviewing process in order to achieve the best result. This means that organizational design is usually a collaborative action.

A collaborative activity has various phases. The last phase is about choosing the best course of action. The previous phases, before choosing the most appropriate action captures strategic knowledge too.

Typically, a collaborative activity for a design action has the following phases: [7]

- Understand the problem
- Develop Alternatives
- Evaluate Alternatives
- Choose an alternative
- Make a plan
- Take action

The recording of each phase captures strategic knowledge as it provides justification for the chosen action of re-design. In the case for example of an unsuccessful action, the designer can review and choose another alternative that had been proposed.

ii) Strategic knowledge derived from the process of organizational change

The action of re-design at the same time brings forth an organizational change. The process of change also incorporates strategic knowledge such as the monitoring of the course of action, the milestones, obstacles and delays faced during the implementation of the action, the effects of change in the system as a whole and the evaluation of the final outcome.

In addition, in the proposed framework two novel elements are introduced:

i) Concepts found in the field of Object Technology which have been expressed for designing modular software systems are re-applied in the Management field. More specifically, concepts such as Design By Contract, Separation of Concerns and Information Hiding are correlated with the organization of a business system are discussed.

ii) The learning process of a unit is captured. A repository of knowledge that refers to every unit of the organization is acknowledged.

The scheme of the proposed framework can be split into two phases:

The first phase of the project identifies the main elements that constitute an organizational architecture. Several theories were visited and their core elements were identified. The first phase include two stages of design:

i) The strategic grouping stage which establishes the overall structure of the organization, its main sub-units and their relationships

ii) The operational design which defines the more detailed aspects of operation such as roles, processes, controls and incentives.

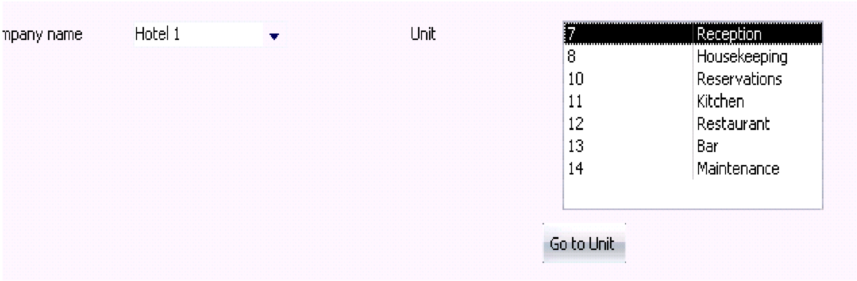


Fig. 3. Strategic Grouping Stage.

The first phase is significantly influenced by the area of Cybernetics, the science of effective organization, and especially from the Viable Systems Model (VSM) of Stafford Beer (1974, 1978, 1979, 1981). The levels of recursion of the organization and the interrelationships between the sub-units of the system are identified.

An interrelationship between two units is recorded in the form of a “Contract” as suggested by the Design By Contract concept found in Object-Technology. Additional elements such as the identification of processes, detailed procedures, roles as well as control and rewarding systems are also considered.

The second phase of the project is the study of the change of organizational architecture through time. Most of the approaches for organizational architecture have a “static” character and therefore this led to further exploration in the field of Change Management. The stages of change and the effect of change on the architecture of an organization are considered. By recording the changes occurring on the organizational architecture, we obtain a “dynamic” representation of architecture and the possibility to understand its previous states.

The last phase of the project is the creation a prototype to act as a supporting tool for capturing the architecture of an organization. This tool will facilitate the understanding of the proposed framework and constitutes a realistic and practical tool for organizational architects, managers or CEO’s. The supporting tool promises to provide a valuable repository for strategic knowledge which shall “capture” both tradition and experience. Thus, organizational intelligence can be shared or reused easily. Ideally, such a tool would present to the ICT domain a thorough blueprint of the organizational architecture as well as its previous states.

Case study

The theoretical framework developed has been applied in a chain of hotels. The hotel chain consists of 9 hotels which are located in four different countries. Every hotel consists of the same departments: Reservations, Reception, Restaurant, Bar, Housekeeping, Kitchen and Maintenance.

Each hotel needs to comply with the goals that have been set by the headquarters but has the freedom to develop its own strategies. Failure to achieve the specified goals often leads to the replacement of the manager in charge. Therefore, change in Management is something common.

It has been noticed that there is a lack of a clear blueprint of every hotel and more importantly, there is no recording of the strategies developed by every manager, as well as their results. Newly employed managers or employees in general spend significant time in grasping the architecture of the organization. They often repeat actions that have been taken in the past and which have been proved unsuccessful. Also, when they quit the organization, certain important actions are left uncompleted.

Moreover, strategies that have been introduced in a specific hotel and were proven successful are not easily reapplied in other units, as the strategic knowledge is not recorded effectively and consequently cannot be reused.

In Figure 3 we show at first the decomposition of the hotel chain into hotel units and sub-units. From the drop-down menu, the user of the strategic knowledge management system which has been designed for the purpose of this research project can choose the hotel in focus and then proceed to the details of its sub-unit.

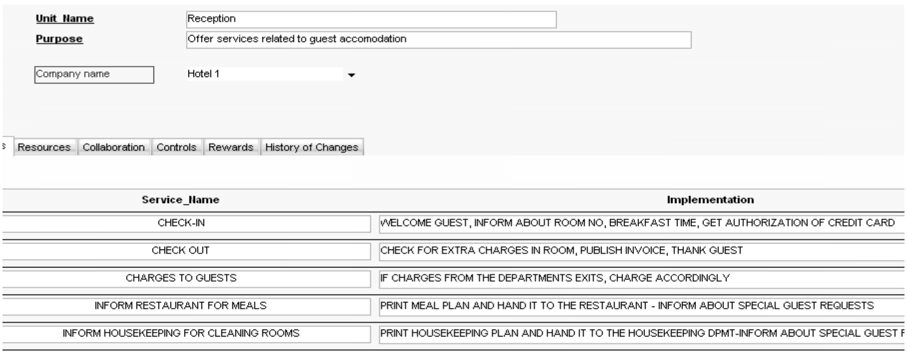


Fig. 4. Operational Design Stage.

After choosing the sub-unit in focus, the system provides detailed information about the services offered by the unit, the resources it requires, the units with which it collaborates as well as the control mechanisms and rewarding systems that exist (Figure 4). In the last tab “History of Changes”, a historical projection of the changes that have been taken in the past in the sub-unit in focus is provided.

The strategies/actions for change that are taking place by the management of “Hotel 1” are recorded in the following form (Figure 5). In the example below, the manager decides to introduce and executive type of room in the hotel. This change shall affect the Reception and Housekeeping units.

Fig. 5. Recording the Strategy process.

Figure 6 depicts the recording of the strategy in the history of one of the two sub-units that has been affected (i.e. Reception).

By having such a tool in an organization, the headquarters can obtain a more systemic and systematic view of their organization and benefit from the recording and sharing of strategic knowledge. The projects for change that take place within the hotel chain can be easily monitored. Furthermore, the proposed framework/system shall be able to identify non-conformities to the goals that have been specified by the headquarters and create “alerts” that shall keep the organization vigilant and competitive.

Fig. 6. Strategy implementation recorded in the history of every unit.

Conclusions

The proposed framework aims at specifying the design of an organization, its rationale and its evolution through time. Every action taken by every unit distributed in the organization which affects its design, the implementation plan followed and the evaluation of the results brought by every action is recorded. A strategic knowledge repository is created which aids at organizing the organizational intelligence and facilitate its traceability and reusability.

This can be particularly useful for organizations with increased complexity. Organizations that incorporate a significant number of sub-units which can be dispersed in various regions but also organizations that have frequent changes in the high ranking of their corporate hierarchy, including governmental bodies (i.e. a ministry).

By recording valuable knowledge and experience of key persons who have designed and charted the organization they work in, new “designers” (CEO’s, managers or business consultants) can get the “big” picture of the organization more easily. They can learn from previous organizational design attempts and avoid mistakes that have been made in the past.

A clear and recorded organizational design specifies the role of every unit and individual within the organization. This results in increased understanding and involvement in the organization. In addition to this, the detailed specification of the responsibilities and role played by every unit, standardizes the business processes and their coordination. Therefore, the need for management to intervene is significantly reduced.

Furthermore, the explicit recording of the architecture of an organization can provide a sound foundation for business continuity, growth and emergence. The successful patterns that constitute the business model are recorded and can be easily reapplied by new business units that may be built in new regions.

At the same time, the clear and modular view and recording of organizational architecture, facilitates the "translation" of business requirements into the ICT domain, which in turn can now obtain a concrete and systemic view of the organization and its evolution.

During the requirements engineering phase of the software development, significant effort and resources are required in order to understand and model the architecture of the organization in focus. However, the continuous changing requirements often lead to a misalignment between the business and software domain. By having recorded an explicit and actual model, business requirements can be easily transmitted to the software domain. This may diminish the misalignment between the business and software domain and consequently reduce the rate of IT failures.

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GLOBALISATION AND SUSTAINABLE TOURISM DEVELOPMENT: A CRITICAL REVIEW.

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ABSTRACT

In this paper we discuss the implications of globalisation on sustainable tourism development.

The ability of tourism to generate foreign exchange revenue, create employment, and absorb unemployment has provided it with a political and social legitimacy. The economic benefits of tourism are however, the results of a fundamental process by which expressions and forms of environmental and cultural capital are traded. Environmental heritage, in terms of natural resources and more intangible aesthetic constructs of landscape and built heritage is clearly recognized as a platform for tourism development. The conflicts over the exploitation, over-usage, and contested use of the environment for tourism purposes will be further pronounced by the introduction of globalisation with its transcontinental flows, patterns of social interaction, and so-called global mass.

The concept of globalisation is examined identifying key positions in favour of, and against sustainable tourism. Basic concepts of sustainability are reviewed as an attempt to outline a critical approach of the potential effective “cooperation“ of sustainable tourism development and the globalisation.

Sustainability implies permanence, so sustainable tourism includes optimum use of resources, minimization of ecological, cultural and social impacts; and maximization of benefits to conservation and local communities.

In conclusion, globalization with its transcontinental flow patterns of global mass has given to the tourism industry free reign to develop throughout the world undermining the environmental and socio-cultural resources of local cultures. We summarize that in a globalised world, the potential dimension to make tourism a form of Sustainable Development, in a few years should be viewed as a part of larger policy framework designed, to be achieved a sustainable society.

Key Words: Globalisation, Sustainable Tourism Development, Sustainability’s Indicators, liberalisation of tourism development, Economic Perspectives, “Limits to Acceptable Change” system (LAC), Positive and Negative Impacts of sustainable tourism development, Strategies for sustainable development.

1. Introduction

The last few decades, tourism phenomenon has developed rapidly. Nowadays tourism is one of the world’s largest industries and one of its fastest growing economic sectors. It has a multitude of impacts, both positive and negative on socio-cultural issues, economic and environment as well.(McCool, Moisey, 2002) Clearly, tourism has become a global financial power, achieving a planetary presence unequalled by many other economic sectors, and as it has grown, have the criticism of its environmental, economic, socio-cultural and political consequences (Cater & Goodall, 1992; McLaren, 1997). Tourism is no longer the benign economic development tool that the boosterism of the past purported it to be.

At nowadays, tourism plays an important role in a globalised world by bringing people and cultures closer together. With increasing accessibility and ease of movement across continents and cultures, the tourism market has expanded to meet the burgeoning number of visitors, and expanded in range to respond to wider interests of travellers. This is manifested in bigger and better accommodation, and the expansion of tourism to lesser known regions of the world. As the range of destinations grows, and people become more discriminating, the urge to find and experience the unique and different and one-of-a-kind, is placing a greater demand on tourist destinations to fulfil these special interests.

Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing the opportunity for the future. It is envisaged as leading to a management of all resources in such a way that economic, social and aesthetic needs can be fulfilled, while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.(McCool, Moisey,2002)

In this paper, at the first part, we analyse the notions of globalisation, sustainability, and sustainable tourism development in attempting to define these subjects and to understand the meaning and the benefits of compromising them.

The main subject of this paper is the critical analysis of globalisation and its implications to sustainable tourism development which will be provided by reviewing the contribution of tourism in globalisation and the liberalisation of tourism and sustainable tourism development.

The measures and the indicators of monitoring sustainability's effectiveness, the positive and negative impacts of sustainable tourism will provide the incentives to grow sustainable tourism development and its benefits.

In conclusion the strategies to achieve sustainable tourism development will be analysed to enhance the importance of practicing sustainable tourism development models in a globalised society.

2. Concepts of Globalisation

Globalisation denotes the expanding scale, growing magnitude, speeding up and deepening impact of transcontinental flows and patterns of social interaction (Mc Grew, 2002). The term relates to the process in which technology, economics, business, communications, and even politics dissolve the barriers of time and space that differentiate people (Eckes, 1999). The notion of globalisation is a source of great controversy, competing theories for dominance.

Proponents of globalisation often tend to associate it with perpetual prosperity and peace. Many even envisage an economic utopia in which money, capital, and skilled employees move rapidly across national borders in response to private sector decisions. According to the "Washington Consensus", the triumph of market-driven economics is both inevitable and irreversible. American President's Deputy Secretary of State once wrote in the Time magazine: "I will bet that within the next hundred years, nationhood as we know it will be obsolete; all states will recognize a single, global authority" (Eckes, 1999). By aggressively pressing their vision for an open and unregulated system, zealous proponents of globalisation and deregulation may have successfully ignited nationalistic reactions and traditional appeals of localism, regionalism, and nationalism.

Critics however, are continuing to define their criticisms and disagreement, claiming that globalisation encroaches on national sovereignty, and endangers cultural diversity and environmental and labour standards. Activists and ordinary citizens around the world - particularly in developing countries - question whether communities, cultures, and nations should be subordinated to the sense of an unregulated, market-driven system, or to a system regulated by international authorities (Eckes, 1999). Regarding the Asian financial crisis, critics argued that giving limited attention to the local underlying conditions constitutes a recipe for disaster. Principal international financial institutions including the International Monetary Fund (I.M.F.) reaffirmed this opinion in their annual report, indicating that pushing developing countries to open their economies prematurely to liberalise flows of capital, constitutes “an accident waiting to happen" (Eckes, 1999).

3. Defining the sustainable tourism

An intertwined overview of several definitions and notional approaches will provide clearly, the conception of sustainability and its aspects which will be analyzed furthermore, in this paper.

Mass Tourism is the model of tourism where the influence of the tourist flow has negative effects to the environment, the economy, the social and the cultural values of the society. Unfortunately nowadays the symptom of the Mass Tourism is very common because of the enormous rise in Tourist Packages sales which Travel Agents use to try to decrease the cost of the tourist package and to increase the beneficial aspects (Holden, 1996).

This phenomenon provides mass economical profits to the wholesalers and at the meantime the natural, cultural and social environment is “hurt” by the massive tourist attack. Where there is no concern for the physical implementations of the tourist flow (Cater, 1995).

A brief indication by Vincent (1991:112-118) of the problems of Mass Tourism follows, to show the extension of the catastrophe and the possible dangers which threaten the ecosystem:

- Environmental pollution effects (air, water, sites, noise).
- The destruction of flora and fauna (disappearance of several species plants and animals).
- Loss of Natural Landscape.
- Degradation of landscape and of historic sites and monuments (aesthetic degradation).
- Effects of congestion (traffic, time and space of tourists on holidays).
- Effects of conflict at the resident population.
- Effects of competition (is bound to occur to the detriment of traditional activities).

A few definitions are quoted to provide a balanced approach for the subject of the notion of sustainability.

Sustainable Tourism, “is the ideal model of Tourism which is able to operate the system, by creating a profitable and ‘healthy’ environment from the Tourism industry, during the time” (Harrison L., 1996:35-41).

Sustainable Development, is the development which “meets the needs of the present without compromising the ability of future generations to meet their own needs” (Eber, 1992:1). Thus some researchers suggest that there may be a symbiotic relation between Tourism and the environment (Mathieson and Wall, 1989:102).

Sustainable Tourism Development, is the complex of the above definitions means “that tourism development is both in volume and in direction of development evolving in such a way that the pressure on the natural environment remains below the level of the carrying capacity for both the present and the future generation”

(Janssen, Kiers, & Nijkamp, 1995:65.). This also indicates the importance of creating and supporting the Sustainable Development of Tourism. The matter of fact is that Tourism relies on conserving the natural environment.

4. Dimensions of Sustainable Tourism Development

Sustainable Tourism is a phenomenon of the 1990s, however its origins lying in the wider concept of sustainable development (Swarbrooke, 1998). Sustainable tourism operates in harmony with the local environment, community and culture, so it can become create permanently benefits and minimise the negative effects of development. Achieving sustainability depends on a balance of private initiative, economic instruments and regulation, translating global principles into focused local action, and new public-private sector delivery mechanisms. This may bear a new and necessary tourism culture that focuses on the environment as a valid raw subject for sustainable tourism development.

According to the World Tourism Organization (WTO) sustainable tourism development meets the needs of present tourists and hosts regions while protecting and enhancing opportunity for the future. Sustainable tourism development can thus be envisaged as leading to management of all resources in such a way that we can fulfil economic, social, and aesthetic needs while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (Murphy, 1994).

The 7 dimensions incorporated within this definition provide an excellent example of the general multi-dimensionality and interdisciplinary concerns. The need for resource management reaffirms that tourism is an economic activity, which must be capable of making a profit in order to survive and benefit the community.

The fulfilment of social obligations, means more than inter-generational equity, it means respect for other livelihoods and customs. Such variety and heritage is a major resource for tourism in a world that is fast becoming homogenized into a global economy.

A major component of environment and culture is their aesthetic appeal. While the focus has often been on international markers, such as world-renowned sites, the aesthetic qualities of regular townscapes and general landscapes should not be overlooked.

These needs should be addressed within ecological parameters to sustain both the physical and human environments. In addition to the real concerns about the natural environment, conservation of cultural legacies should not be ignored. The ecological process needs to be understood so that tourism intrusions will have the minimal impact.

The concern over maintaining our biological diversity is particularly germane to tourism, which thrives on the appeal of different flora and fauna along a distinctive sense of place.

5. Compromise Globalisation and Sustainable Tourism

Globalisation with its transcontinental flows, patterns of social interaction, and so, called global mass and has given the tourism industry free reign to develop throughout the world. In fact, tourism has led the globalisation process in the areas of transportation, communications, and financial systems (McLaren, 1999).

The tourism industry has become a major sector for the global economy since the second half of the 20th century and is rapidly growing at a tremendous annual rate. The ability of tourism to generate foreign exchange revenue, create employment, and absorb unemployment has been provided by a political and social legitimacy. Tourism has been promoted as a panacea for "sustainable" development. Its potential to earn billions of dollars easily has resulted in being viewed as a cure for debt-ridden countries. Furthermore, tourism has become a part of multilateral financial institutions' package for financial bailouts for countries in distress (Gonsalves, 2003). Tourism is now being pursued as a serious development strategy for the Developing World.

However, the economic benefits of tourism are: the results of a fundamental process by which expressions and the forms of environmental and cultural capital are traded. On the one hand, environmental capital, in terms of natural resources and more intangible aesthetic constructs of landscape and built heritage is clearly recognized as a platform for tourism development. On the other hand, cultural capital, in its artificial form and mosaic of local cultures, together with its way of life and tradition dimensions, is also recognized to be at the root of tourism phenomenon.

Consequently, conflicts over the exploitation, over-usage and contested use of the environment for tourism purposes have over recent years attracted a great deal of attention.

The rapid expansion of tourism is responsible for adverse environmental and socio-cultural impacts. Although the tourism industry is regarded as being kinder to the environment in general than most other industries, its size and wide spread has created negative environmental impacts, both for the natural environment and the cultural as well. Natural resource depletion and environmental degradation associated with tourism activities undermine the important ecological systems and pose severe problems to many tourism destinations. With globalisation, these threats will be exacerbated. International agreements that open up access to the local tourism industry by travel and tourism international cooperation's (TNCs) will only speed up exploitation of the natural resources, culture, and way of life of indigenous peoples (Gonsalves, 2003).

Tourism should thus be involved in sustainable development, because it is a resource-based industry, which is dependant on nature's endowment and society's heritage. It can be ascertained that sustainable development in tourism is premised on the notion that the economy and the environment - physical as well as socio-cultural, are but two sides of the same coin, in other words, the two are intimately linked.

The continuation of tourism as a dynamic and viable industry is thus dependent upon the adoption of a strategic approach to planning and marketing. The hallmark of such an approach is the inclusion of systematic and structured analysis of broader environmental and socio-economic factors affecting tourism demand as an integral part of planning process (Faulkner, 1994).

5.1. Tourism and its contribution to globalisation

The strengths of the multinational corporations of tourism, the difficulties of direct access to the consumers of the developing economies, the weaknesses of the quality certification systems, the minimization of environmental impact of tourism, the limited satisfaction of the tourist demand, minimise the implementation of a complete sustainable development (CAIRO, Roullet- Cairo, 2001).

Aspects of tourism exemplary nature within the globalisation:

1- History: the economy world of "Braudel" theory

- The centre (the developed economies), the second regions (the developing countries) and the peripheral areas

2- Global markets

- Liberalisation of exchanges world-wide
- The extension of the multinational corporations of the travel and tourism

3- Fall of the Communism

- The collapse of directed tourism of the Comecon
- China's and Cuban growing economies

4- E-tourism

5- Culture

- Cultural Conservation
- Tourist packages
- The principal source of human migrations
- The ideal consumer: "to be served and satisfied"
- The individualistic corporation of mass

6- Liberal Economical Messianism

- The "Big Turn" of Adam Smith (1762-1766)
- Ricardo and the "friendly relations" between the nations
- Tourism liberalisation
- Tourism a flexible and adaptable sector of exemplary
- The self-regulation for the voluntary certification

7- American Imperialism,

- United States the country receiver and transmitter

8- Alternative tourism

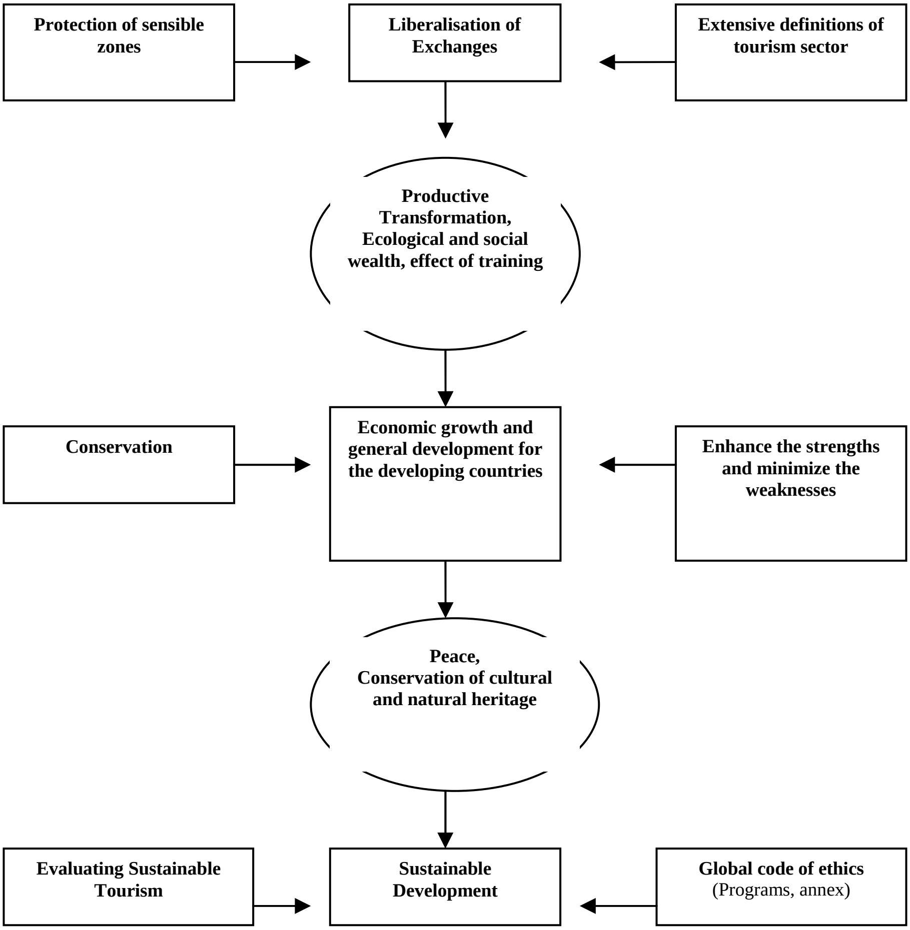
- Ecotourism.
- Alternative tourism forms

5.2. The project of Liberalisation of tourism and sustainable tourism development by the World Tourism Organisation

The below diagram is a part of a project by WTO which focuses on four points (on the diagram below): Productive Transformation, Economic growth and general development for the developing countries, socio-cultural conservation and Sustainable Development, that are contributing to liberalisation of tourism and sustainable tourism development.

This project asserts that a sector of dynamic tourism is essential to the development of most of the countries, in particular the developing countries, and that it is essential to increase the participation of the developing countries to the world-wide services of trade, and declares objectively the will of "elaborating more before the disposals of the Agreement, in order to assure equitable commercial conditions for the trade and the consumer needs regarding sustainable development" (GATS, 2003).

Diagram 1: Liberalisation of tourism and sustainable tourism development



Source: WTO. 2003

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5.3. The factors of employment, transportation and tourism as a dynamic of development

- **Tourism's contribution to Employment**

The rapid expansion of international tourism has led to significant employment creation. For example, the hospitality sector provided around 11.3 million jobs world wide in 1995 and in 20.1 million jobs in 2005. (WTO, 2006) Tourism can generate jobs directly through hotels, restaurants, nightclubs, taxis and souvenir sales, and indirectly through the supply of goods and services needed by tourism – related businesses. According to the WTO tourism supports more than 7% of the works workers.

- **Tourism's contribution to Transportations**

The development of vast infrastructures such as roads and other transportation routes goes hand in hand with tourism development. As more tourists seek out hard-to-reach “frontier” destinations, those areas become popularized, and soon private industry takes over. Once an area is targeted for tourism development, the process begins with road building and displacement of the local population. Tourism development can cost the local government and local taxpayers a great deal of money. Developers may want the government to improve the airport, roads and other infrastructure, and possibly to provide tax breaks and other financial advantages, which are costly activities for the governments, but consequently:

- Tourism can induce the local government to make infrastructure improvements such as better roads, airports, marines, and public transport networks to improve the service quality of transportations.
- By developing the infrastructure the quality of life for the residents can be improved, and tourism can be facilitated by investing.
- Tourism can boost incoming revenues from the transportations development

- **Tourism's contribution to development**

Diversification in an economy is a sign of health, however if a country or region becomes dependent for its economic survival upon one industry, it can put major stress upon this industry as well as the people involved to perform well. Many countries, especially developing countries with limited ability to explore other resources, have embraced tourism as a way to boost the economy.

Tourism can be a significant, even essential part of the local communities and can be considered as an important factor to development by contributing positively to:

- World peace
- Strengthening communities
- Encouraging civic involvement and pride
- Revaluation of culture and traditions
- Foreign exchange earnings
- Economic revenues
- Employment generation
- Stimulation of infrastructure investment
- Enhance the local economies
- Environmental awareness raising
- Cultural and rural conservation

6. Measures of Sustainability

While it is easy to conceptualise about the need for sustainable tourism development, it is more challenging to develop an effective, even practical measurement process. The literature in this subject shows carrying capacity techniques being applied in a variety of circumstances, often clarifying and confirming levels of suspected environment or social stress, but they leave open to discussion what it all signifies and what policy should be undertaken.

A major difficulty is that carrying capacity implies the existence of fixed and determinable limits to development and that if one were to stay below threshold levels no changes or determination will occur. However, it is known for a fact that all changes and modifications to the environment have an incremental effect, so some degree of change must be acknowledged and accounted for at all development stages. This is the philosophy behind the “Limits to Acceptable Change” (LAC) a process of measurement proposed by Stankey.

The LAC system is a framework for establishing acceptable and appropriate resource use with the primary emphasis being the conditions desired rather than the tolerance of a specific site. The process however, is a combined measurement and planning system not a policy.

Both the carrying capacity and LAC processes examine sustainable tourism from the supply side of the host community, but if tourism is to be sustainable it cannot ignore the tourist demand. Thought should be given to the demand implications of sustainable tourism development, specifically the benefits the visitors are seeking and the marketing strategies that can be applied to service both the visitors and the host societies.

Market research should identify which tourism niche is most appropriate from a business and environmental point of view. This kind of marketing analysis and strategy is being practiced in some Canadian national parks, moving away from the traditional promotional and operational focus to one which attempts to manage visitor opportunities and encourage public understanding in order to contribute to the conservation and recreation. The process uses market research to select target markets, especially the most appropriate public and private mix of opportunities and to guide the design of programs, services, and facilities. This however, requires an annual and seasonal monitoring system of visitor patterns and satisfactions to provide a visitor profile and strategy guide to the destination and the individual business members.

7. Indicators for evaluating sustainability's effectiveness

The youngest of all tools of sustainability are those now described as sustainability indicators, the development of which arose from the Rio Summit of 1992 (Lea,1993, (4):120-134). It is now commonly accepted that conventional indicators of 'well-being' (such as Gross national product- GNP) give a restricted, partial and one-sided view of development. It is the search for indicators which show linkages between economic social and environmental issues and the power relationships behind them which has given rise to the development of so called sustainability indicators. Thus far, such indicators have been developed as trials and are currently applied only at local authority level.

One important aspect that has been built into these indicators from their inception has been the participation of local community members in their formulation. There is no doubting here the genuine and different attempt to promote such participation as part of the development of sustainability indicators. (Cater, 1995). There is also no doubting that it is precisely this participation which has led to the use of indicators which are much less remote and much more comprehensible to people than are nationally and internationally derived measures such as GNP, gross domestic investment, and the like.

But their acceptance will face an uphill struggle. The measures most frequently used as the level of national economy relate precisely to that: the economy. Other relevant factors are externalised (that is ignored). Moreover, their use is well entrenched and perpetuated by conservative media which accept new ideas with reluctance unless they are forced to do so by a public that has already moved ahead (Lea, 1993; McCool, Moisey, 2002) The need to include the social, cultural, environmental and aesthetic factors which our commercial world and controllers normally externalise has not led to a quick redress for such factors, despite public debate of issue.

We summarize with some indicators for achieving and monitoring sustainability aspects in tourism destinations, as are defined by J. Lea.

1. Area protection
2. Visitor management techniques
3. Environmental impact assessment
4. Carrying capacity calculations

5. Consultation/participation techniques
6. Codes of conduct
7. Sustainable indicators

8. Positive and negative impacts from sustainable tourism development

Although the growth of Mass tourism has negative effects on the environment, cultural and social ethics, the balanced growth can bring positive impacts on the above and could be the source of economic integration, not only in a particular destination but for the general society, in all social, cultural, economical and environmental issues (McKercher, 1993, 14(2):131-136).

Briefly, sustainable tourism:

Table 1. Negative and positive impacts of sustainable tourism development

Negative Impacts	**Positive impacts**
Economic frame	
Leakage - **import** - **export**	**Foreign exchange earnings**
Enclave tourism	**Contribution to government revenues**
Infrastructure cost	**Employment generation**
Increase in prices	**Stimulation of infrastructure investment**
Economic dependence of the local community on tourism	**Contribution to local economies**
Seasonal character of jobs	
Socio-cultural frame	
Change or loss of indigenous identity and values - **commodification** - **standardization** - **loss of authenticity** - **adaptation to tourist demands**	**Tourism as a form for peace**

Culture clashes - economic inequality - irritation due to tourist behaviour - job level friction	**Strengthening communities**
Physical influences causing social stress - resource use conflicts - cultural deterioration - conflicts with traditional land-uses	**Facilities developed for tourism can benefit residents**
Ethical issues - crime generation - child labour - prostitution and sex tourism	**Revaluation of culture and traditions**
	Tourism encourages civic involvement and pride
<u>Environmental frame</u>	
Depletion of natural resources - water resources - local resources - land degradation	**Financial contribution** - direct financial contributions - contribution to government revenues
Pollution - air pollution and noise - solid waste and littering - sewage - aesthetic pollution	**Improved environment management and planning** - cleaner production techniques - pollution prevention and waste minimization techniques
Physical impacts - construction activities and infrastructure development (land deterioration) - deforestation and intensified or unsustainable use of land	**Environmental awareness raising** - sustainable consumption

- **trampling on vegetation-soil** - **anchoring and other marine activities** - **alteration of ecosystems by tourist activities**	
Loss of biological diversity	**Protection and preservation**
Depletion of ozone layer	**Alternative employment** **(mainly agricultural)**
Climate change	**Regulatory measures help offset negative impacts**

Source: W.T.O., 2002.

9. Economic impacts of growing Sustainable Tourism in a globalised economy

Tourism can be considered as a tool for social and economic development, as a method to enhance economic opportunity, not as an end itself. Gale and Cordray's (1994) investigated the query "What should be sustained?" in a natural resource management context, to which they gave various answers, primarily focusing on various ecosystem characteristics. In this sense, tourism is integrated into boarder economic and development programmes (Hunter, 1995; McCool, 2001) and can be viewed as a method – similar to many definitions of ecotourism- to protect the natural and social capital upon which the industry is built.

By this query, tourism can be viewed as a tool, which at times, may be important to a community and other times not so important. In this sense, there is no any case of protecting cultures for their value to the tourism industry, but because of their value to their people (Robinson, 1999). It may be possible under this view that tourism is not sustained over a long period, but is used as a method to accumulate income and government revenue that can be used later for other development tools. Tourism would be viewed as a part of larger policy framework designed to achieve a sustainable society.

These alternative views of sustainable tourism carry significantly different implications for social economic policy, selection of indicators, public participation and the processes of planning should have encouraged the growth of tourism in private sector. They reflect different perspectives on the concept of sustainability. It seems that it more properly places tourism as a means and not an end to economic development. It allows tourism to be considered as one of the several alternatives that can help a community overcome its weaknesses and preserve its strengths. It views tourism as a tool and not as an end.

According to the World Tourism Organization, 698 million people travelled to a foreign country in 2000, spending more US$ 478 billion. International tourism receipts combined with passenger transport currently total more than US$ 575 billion- making tourism the world's number one export earner, ahead of automotive products, chemicals, petroleum and food (WTTC, 2001). “The sector is growing faster than the economy as a whole. WTTC/ WTO (2002) reports shows that in 1998, the Travel & Tourism economy is expected to generate, directly and indirectly, 11,6% of GDP (Gross Domestic Product) and nearly 231 million jobs in the world-wide economy. These figures are forecast to grow to 12,5% and 328 million respectively by 2010.

There were about 698 million international tourist arrivals worldwide in 2000, nearly 50 million (7.3%) more arrivals than in 1999 - the highest growth rate in nearly a decade. All regions in the world grew, and the fastest developing region continued to be East Asia and the Pacific with 14.6% growth, and 16% of the total market.

Europe saw an increase of 25 million international tourists (5.9% growth rate), and had 57.7% of the market share - by far the largest among the world's regions. The Americas are the second-biggest region, with 18.5% of arrivals.(WTTC, 2002)

The WTO statistic resources (2002) refers, that international tourist receipts grew by 5%, totalling US$ 478 billion in 2000, with an additional US$ 97 billion from international transport carriers earned outside the country of origin. Receipts per arrival averaged US$ 700 in 1999. Air transport increased its share against road in international holidays; together these two account for 85% of all international trips. Rail and sea transport remain below 8% each.

There are many hidden costs to tourism, which can have unfavourable economic effects on the host community. Often rich countries are better able to profit from tourism than poor ones. Whereas the least developed countries have the most urgent need for income, employment and general rise of the standard of living by means of tourism, they are least able to realize these benefits. Among the reasons for this are large-scale transfer of tourism revenues out of the host country and exclusion of local businesses and products. (WTO, 2002)

The tourism industry generates substantial economic benefits to both host countries and tourists' home countries. Especially in developing countries, one of the primary motivations for a region to promote itself as a tourism destination is the expected economic improvement. As with other impacts, this massive economic development brings along both positive and negative consequences. Jobs generated by Travel and Tourism are spread across the economy - in retail, construction manufacturing and telecommunications, as well in travel companies. They have a high proportion of women, minorities and youth, are predominantly in small and medium sized enterprises and offer good training and transferability. This pattern applies to developed and emerging economies alike”(WTTC / Green globe reports, 2002).

10. Strategies to achieve sustainable tourism development

In conclusion we summarize some of the action points, which should be practised to achieve sustainability in growing global tourism assumption. The strategies to practise sustainable development, the role of governmental legislation and local participation, are issues which need further investigation in each case. Also some key ideas provided to enhance the notion of sustainability, globalisation and its implications to a cluster of economic sufficiency, social equity and environmental conservation factors.

Common national strategies to achieve sustainability aspects provided below, by the WTO and U.N.E.P. (United Nations Environment Program) boards (ed. 2005). The assumption of sustainable tourism development, should be balanced with broader economic, social and environmental objectives at national and local level by setting out a national tourism strategy that is based on knowledge of environmental and biodiversity resources, and is integrated with national and regional sustainable development.

Action issues:

- establishment of a national tourism strategy that is updated periodically and master plan for tourism development and management
- development of coherent policy to reflect tourism's challenges
- work with the tourism industry to learn about the realities shaping available choices, while helping create an environment in which higher standards can be delivered
- integration of conservation of environmental and biodiversity resources into all strategies and plans
- enhancement prospects of economic development and employment while maintaining protection of the environment sustainability in tourism and related activities
- strengthening of the coordination of tourism policy, planning development and management at both national and local levels

In conclusion, we summarize to some key actions should be taken by the stakeholders for the benefit of sustainable tourism development, considering its positive implications in a socio-cultural, economic, environmental, development and conservation scheme:

- The hopes for changes should be replaced from realistic agendas for action
- An assessment of tourism potential should be included in each national development perspectives and plans.
- An identification of suitable types of development should be investigated.
- Local control over the tourism industry should involve governmental intervention.

11. Conclusion

To conclude, it is an evident that globalization with its transcontinental flow patterns of global mass has given the tourism industry free reign to develop throughout the world undermining the environmental and socio-cultural resources of local cultures. However, for globalization to be sustainable it should not be read as a universal process of global integration in which there is a growing convergence of cultures and civilizations. For the unevenness of globalization ensures it is far from a universal process experienced uniformly across the entire planet (Mc Grew, 2002). Instead, it should be interpreted as a process by which a new sense of global belonging is created which transcends loyalties to the nation-state and by which transnational social movements with clear regional or global objectives are developed, such as the “green movement” for preserving the environment.

Sustainable tourism development thus requires the realisation and active exercise of ecological and social responsibility at the global, national, and local level. In addition, the successful implementation of sustainable tourism development principles would require integrated policy, planning, and social learning processes. Its viability would depend on the full support of the people it affects through their governments, their social institutions and their private activities.

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"CHARACTERISTICS AND PREFERENCES OF THE GREEK YOUTH TRAVEL MARKET: THE CASE OF LARISSA."

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ABSTRACT

This paper explores the youth travel market in Greece and records its characteristics and preferences. Youth travel is considered as a separate segment of the tourist industry in terms of financial benefits. However, there has been a paucity of work, in the past, by researchers, especially in Greece. This article constitutes a preliminary study of the Greek youth tourists, showing that they have every right to be viewed as a separate segment, as their preferences do not differ as much to those of the more independent older travelers. Therefore, it is pointed out that it is of great importance for a separate marketing policy to be developed that will specifically aim for this group of tourists.

Key Words: Youth Travel Market, Touristic Preferences, Greece, market segment, marketing policy

INTRODUCTION

Tourism is inextricably linked with tourism demand. It is people who travel from their usual place of residence to a different place or places and, after a limited time period, return to their usual place of residence. Hence, without tourist or tourist demand there would be no tourism. The reasons why people embark on a journey are varied and probably differ as much over time and between generations as between different countries. And many people have multiple reasons for travel. For example, they may combine a visit to friends or relatives with a visit to some tourist sites. Even among people travelling together, such as a family on their holiday vacation, travel motives are likely to differ. While the parents may prefer to visit cultural sites, the children would perhaps rather spend the whole day on the beach or in a theme park. Even the travel destination chosen is likely to be a reflection of the varying interests within the family in order to accommodate these.

YOUTH TOURISM

The growth of the mass young-persons' tourist industry may be traced back to the end of the Second World War. It has, according to Aramberri (1991, p. 7), `grown at the same time as mainstream tourism and for the same reasons', namely an increase in economic welfare and prosperity. This originated with young people travelling as dependants within families and, subsequently, evolved into an independent travel market. (Carr, 1998)

Student and youth tourism is a growing market which is becoming increasingly important for many countries. However, there is still relatively little information available on the development of student and youth tourism worldwide. (Tourism Market Trends, 2005) Amongst the few studies that exist include those of Vogt (1976) and Aramberri (1991) who investigated whether independent travelers between the ages of 15 and 25 travel together or alone; Clarke (1992) found that the young traveler is typically looking for a novel experience; and Ravon (1991) pointed out that the young traveler is usually looking for a low cost, easy access to culture, entertainment, and places of historic interest. (Frost and Shanka, 1999) Kreul (1991) also agrees and states that young tourists are commonly identifed as very `price conscious' individuals who prefer low cost and budget travel. According to Theuns (1991, p. 13), this assumption has `misled casual observers in the West to conclude that unlike standard mass tourism, youth tourism does not have much value for the host population in terms of money'. However, Loker-Murphy and Pearce (1995, p. 836) argue that although young backpackers tend to spend less per day than adult, institutionalised tourists, this is `more than compensated for by their extended length of stay and the fact that they distribute their spending throughout the country they are visiting'. (Carr, 1998)

According to figures published by national tourism organizations around the world, youth and student tourism accounted in the past years for a total of around 140 million international arrivals, or just over 20 per cent of the global tourism market for international travel in 2002. (Tourism Market Trends, 2005) Although many industry experts have believed for some time that student and youth travel is an important market segment, serious research to identify and understand the characteristics of the modern young traveller has been very limited. (d'Anjou, 2004)

Moreover, in spite of the size of the market and the growth in student and youth tourism, relatively few countries have a specific policy for this market. The relative lack of attention for this market is underlined by National Tourism Organization (NTO) activities in this area:

• Just over a third of countries have a student or youth tourism policy

• Less than a third collect statistics on the market

• Only a quarter have policies for product development

• Less than a third have a marketing policy

(Richards G, 2005)

Although many countries do not have an umbrella policy for student and youth tourism, increasing attention is being paid to specific niches within the overall market, such as student travel, volunteer tourism, language tourism and cultural exchanges. (Richards G, 2005)

One of the problems hampering the development of policy is the lack of clear definitions for student and youth tourism. (Richards G, 2005)

At present, therefore, there is a wide range of definitions related to student and youth tourism in use, with little consistency in terms of age ranges. This diversity is partly related to the different ways in which student and youth tourism is characterised:

1) As an age group, generally covering young people between the ages of 15 and 26, but with widely varying limits.

2) As a niche market related to a particular product or style of travel, such as independent travel, backpacking, adventure travel, language study and work exchange.

3) Student travel for the specific purpose of study (e.g. Australia, New Zealand, Kuwait).

4) As a vehicle for international exchange, peace and understanding. This is particularly important in a number of Asian countries, such as Japan, Philippines and Taiwan (pr. of China). (Richards G, 2005)

The World Tourism Organization (WTO) defines the "young" tourism market as travellers 16-25 years old, who take a trip of at least one night's stay. The Youth Tourism Consortium of Canada (YTCC) expands on this definition to include young adults between the ages of 26 and 30. This expanded definition is supported by recent statistics, and the experience of YTCC member-organizations, which indicate that these young adults tend to follow similar travel and tourism patterns as their slightly younger cohorts. (d'Anjou, 2004) To date there is no widely accepted definition of the youth travel market segment. This lack of clarity contributes to the difficulty in measuring its size and characteristics. (d'Anjou, 2004)

METHODOLOGY

Youth Tourism is the tourism of young people between the age of 22-39 years. In this range, different types of people can be included, as is university/college students (until the age of 25) and master year students that conduct their postgraduate degree between a further one to six years. In between this age range, could also be included young married couples. In Greece, amongst these two different groups of people there is one common issue that characterizes them quite often, which is the fact that most are likely not to be fully independent.

Drawing on data from 120 survey responses, this report provides insight into various dimensions and characteristics of youth and student travel from the point of view of those who participate in it: young people and students themselves in the age group of 18-30 years. The focus lies on the preferences of young travelers in Greece. The survey was conducted in 2007, in the city of Larissa.

The questionnaire was divided into two (2) main parts, which aim to record the characteristics of youth travelers in Greece and also explore their vacation preferences. The first part, which is concerned with the travelers' characteristics, focuses on: their age range, their sex, the occupation, their family and/or personal income and their educational level. On the other hand, the second part of the questionnaire, which is focuses on youth tourists preferences, focuses on two different areas:

1. General information on their vacation such as: how many times they go on holiday per year, which season they prefer, who they go on vacation with and who plans their holiday.
2. More specific information regarding their vacation in Greece, such as: which areas they prefer to travel to, what lodging and transportation they prefer, how they spend their time while on holiday, which activities they prefer, and how much money they usually spend.

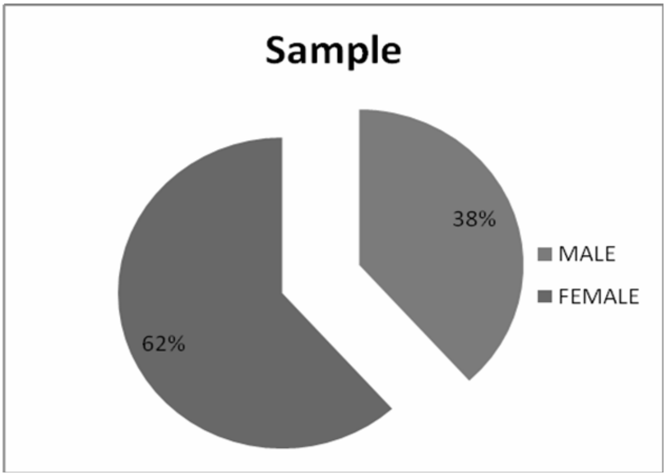
RESEARCH FINDINGS AND DISCUSSIONS

As it has mentioned previously, the aim of the present paper is to provide a preliminary recording of the characteristics of Greek youth travelers and also to present their holiday preferences, so as to have a clear view of the particular touristic market segment.

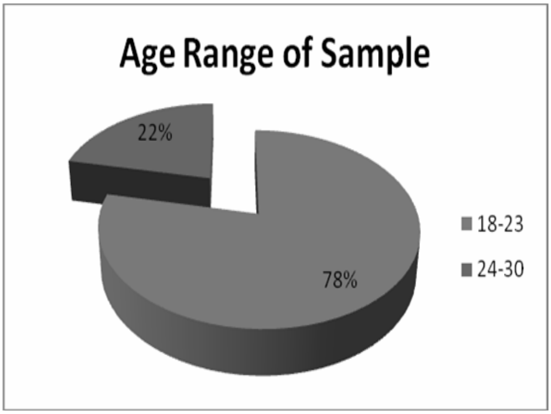
Characteristics of Youth Travelers

The respondents had the following characteristics:

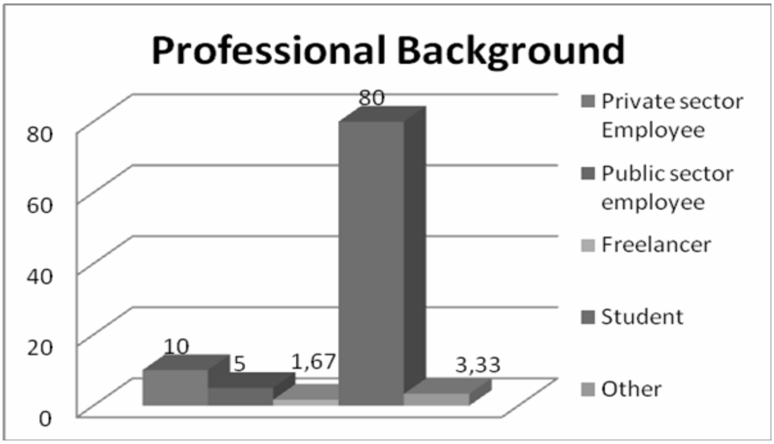
The 74 of the 120 respondents were female (61.67%), whereas 46 were male (38.33%)



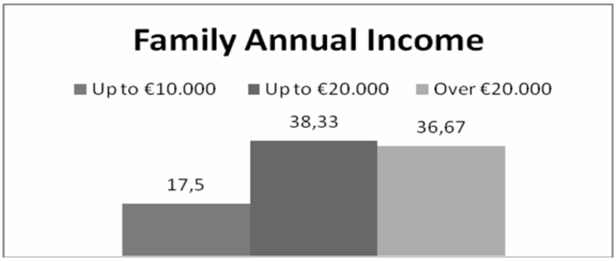
As far as the age range is concerned, 94 of the respondents are between 18-23 years (78.33%), whereas 26 are between 24-30 years of age (21.67%)



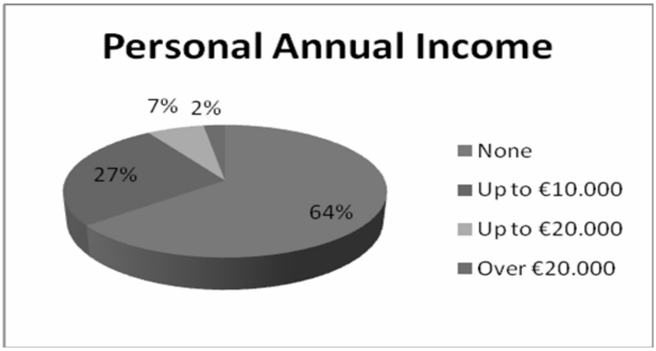
The majority of the respondents (80%) are students, and 20% are in active labor (in the private or public sector or freelancers)



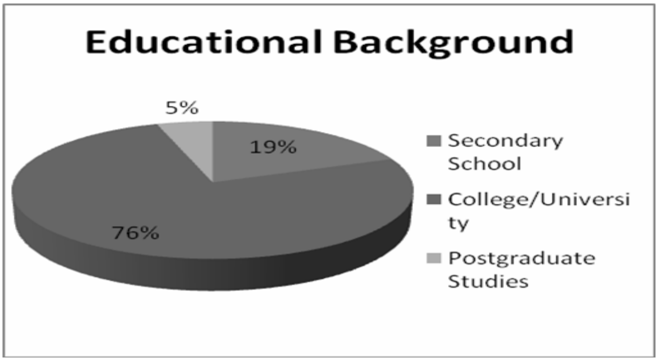
The family annual income is up to €20.000 for 38.33%, over €20.000 for 36.67% and 17.5% has up to €10.000 family income.



As far as the personal income is concerned, the majority of the respondents stated that they have no personal income (64.17%). The 26.67% stated that their income is up to €10.000, 6.67% has up to €20.000, whereas only 2.50% have over €20.000 income.

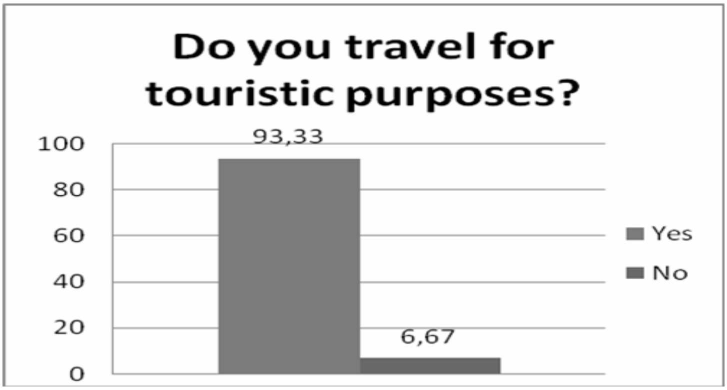


The educational background of the of the sample under investigation is formed as follows: the vast majority of the respondents (75,83%) are University/College graduates. The 19,17% are Secondary School graduates and only 5% of the respondents hold a post-graduate degree

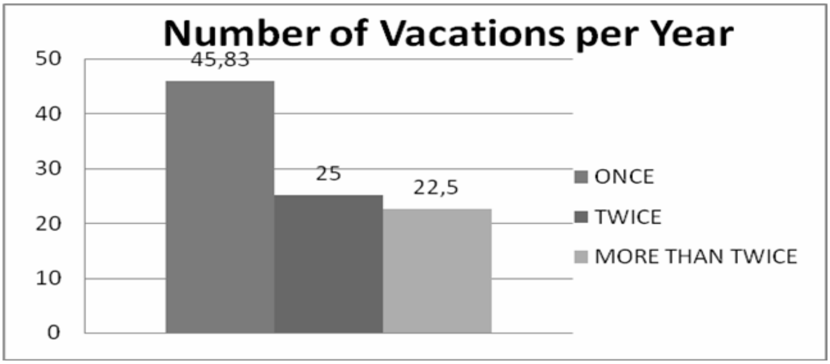


Travel Preferences of Young Travelers

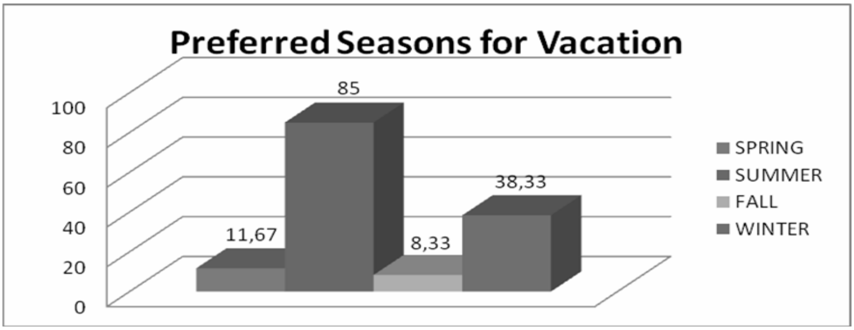
1. As can be seen from the diagram below, of the 120 respondents, the vast majority, 93,33% stated that the travel for touristic purposes, whereas 6,67% claimed that they do not go on vacation.



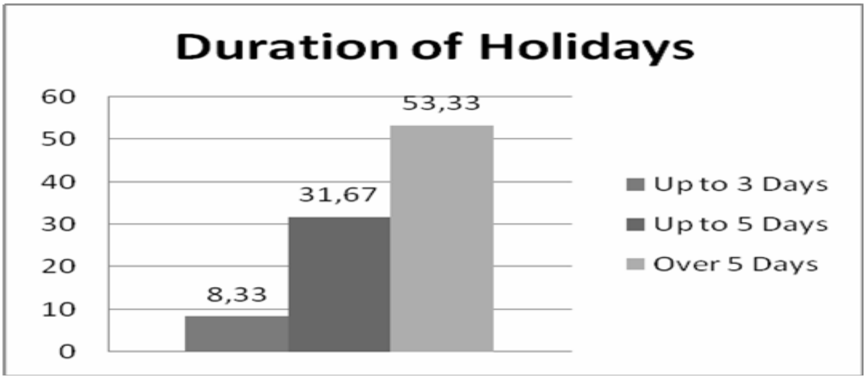
2. A 45,83% of the respondents stated that they go on vacation once a year, whereas 25% go twice and 22,5% travel for touristic purposes more than two times per year.

3. 

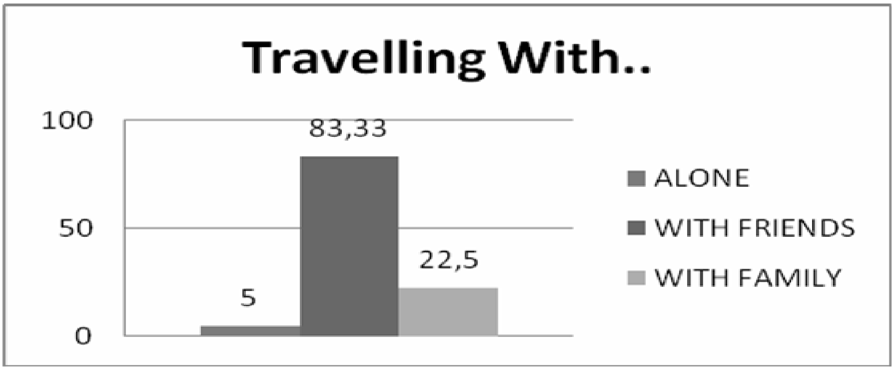
4. Youth travelers prefer going on vacation mainly during the summer (85%), followed by 38,33% that travel during the winter, 11,67% in spring and only 8,33% in the fall. At this point it is important to note that nearly half the respondents (43,33%) chose not just one, but two different seasons to go on vacation.



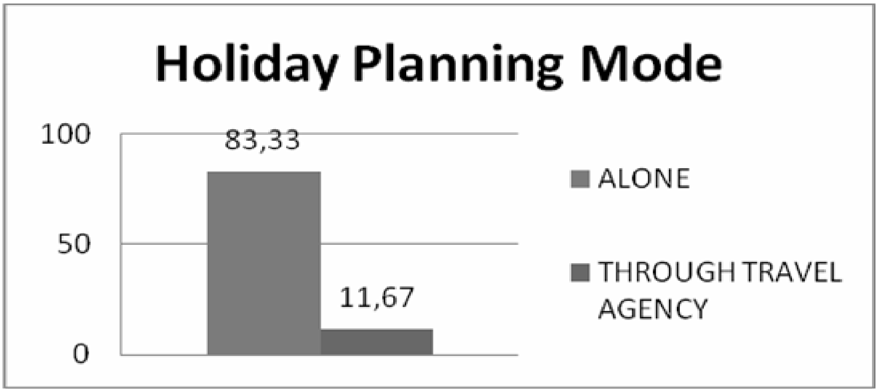
5. In the questions regarding the duration of the holiday, a large percentage stated that 53,33% their vacation last for 'over 5 days', for the 31,67% 'up to 5 days' and for the 8,33% 'up to 3 days'.



6. The vast majority of the sample (83,33%) choose to travel with friends, whereas 25,5% go on vacation with family and only 5% travel alone.

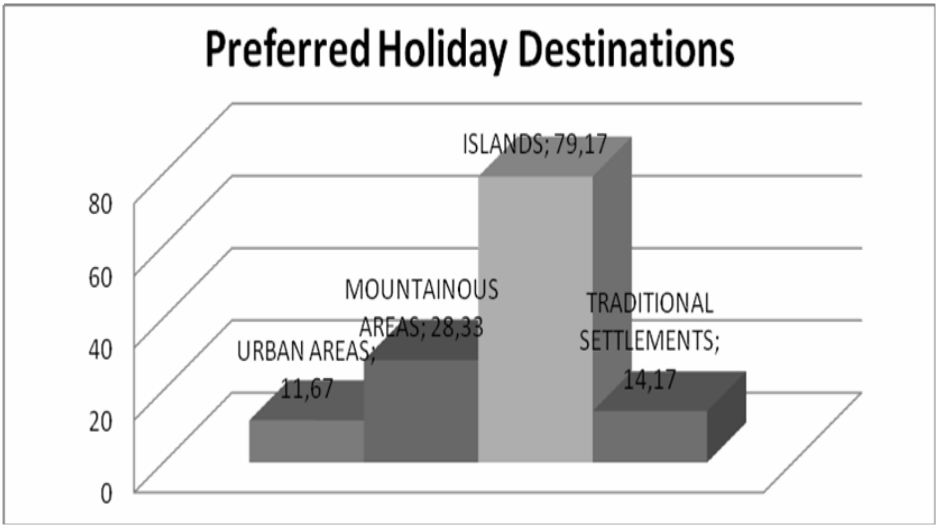


7. Most youth holiday makers plan their holidays on their own (83,33%), and only 11,67% seek the services of a travel agency.

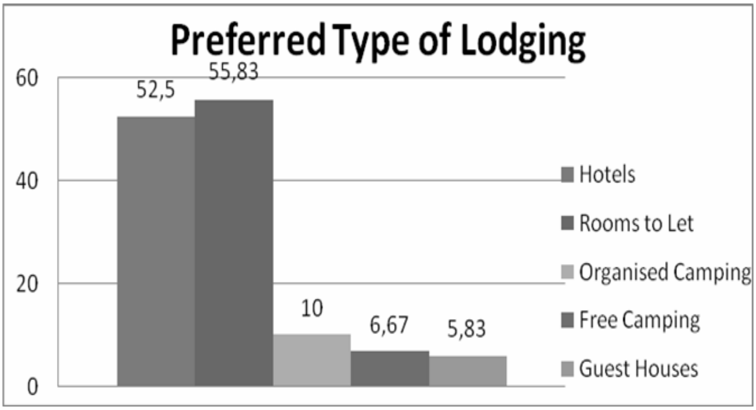


Holidays in Greece

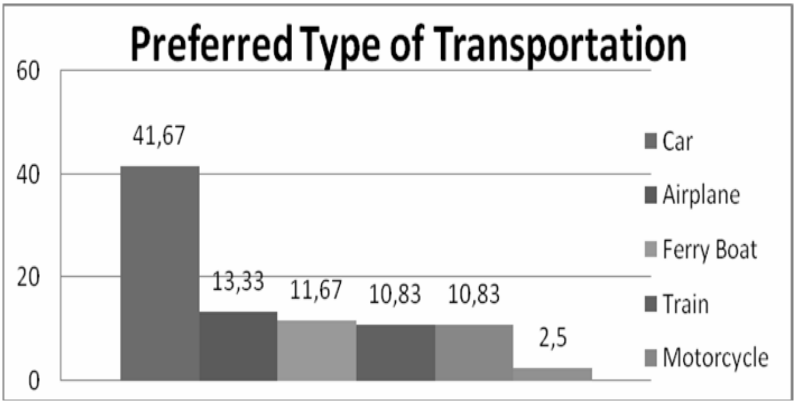
1. As far as the preferred holiday destinations are concerned, the majority of the sample stated that “islands” are their favorite, followed by the 28,33% which prefer “mountainous regions”, and finally 11,67% claim that they would rather travel to “urban areas”. A 33,33% of the sample chose more than one answers, which leads to the conclusion that they would rather travel to more than one holiday destinations.



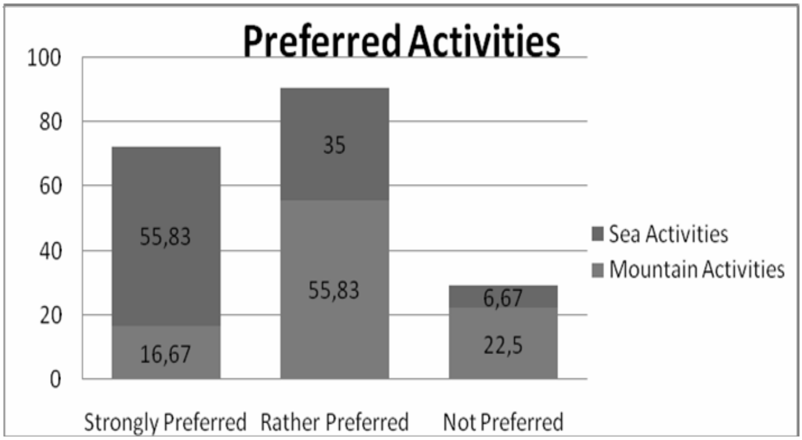
2. The sample's preferred type of lodging is as follows: 55,83% prefer "rooms to let", 52,50% would rather stay at a "hotel", 10% go on a "organized camping", 6,67% prefer "free camping" and only 5,83% would rather stay in a "guest house".



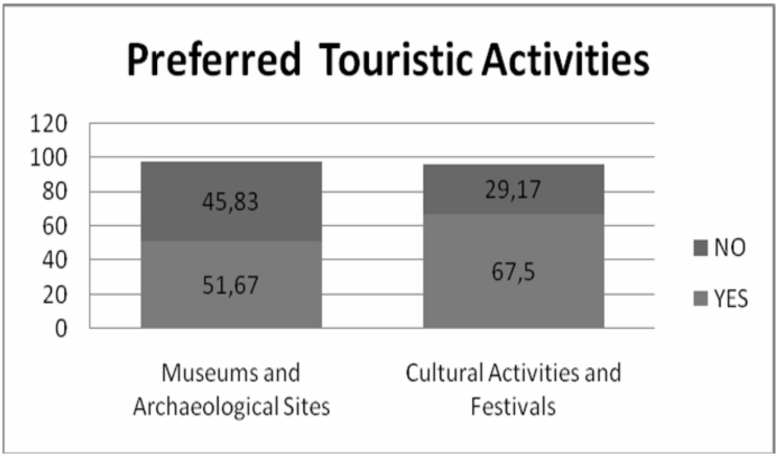
3. According to the survey, 41,67% of young travelers prefer to travel by car to their holiday destinations, 13,33% by airplane, 11,67% by ferry boat, 10,83% by train and motorcycle and 2,5% by bus.



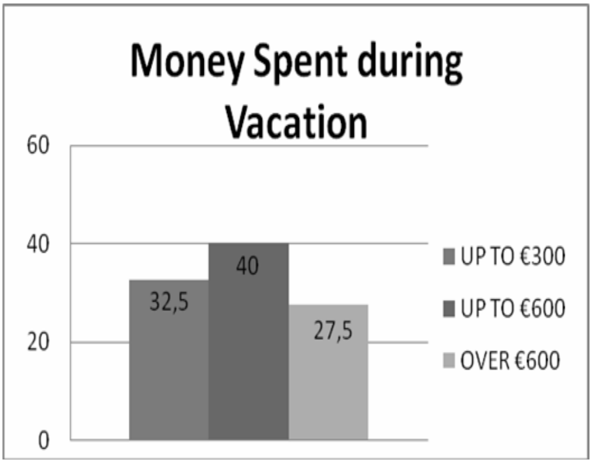
4. In the section with regard to "holiday activities", results are as follows:
    a. "Mountain Activities": they are strongly preferred by 16,67%, rather preferred by 55,83%, and not preferred at all by 22,5%
    b. "Sea Activities": they are strongly preferred by over half the sample (55,83%), rather preferred by 35%, and not preferred at all by 6,67%



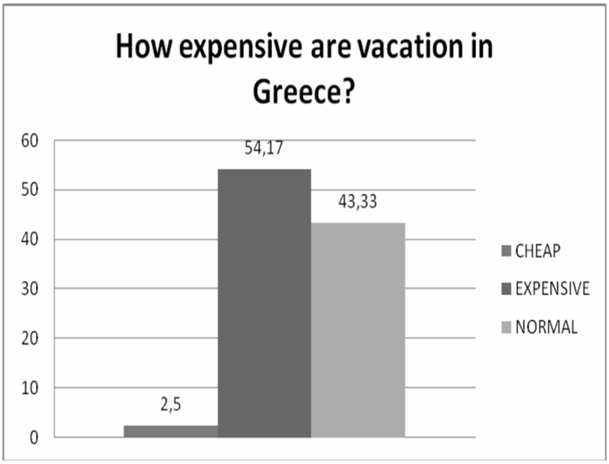
5. In the question as to whether the young travelers visit museums, archaeological sites etc, in their holiday destination area, 51,67% answered "Yes", whereas 45,83% replied negatively. Moreover, in the question as to whether they attend cultural activities, festivals and concerts, the positive replies rose to 67,50%, whereas the negative responses decreased to 29,17%.



6. As far as the amount of money spent on holidays, the youth travelers stated: 40% spend “up to €600”, 32,5% “up to €300”, and finally 27,5% spend “over €600” on their vacation. In the question regarding the evaluation of the holidays in Greece from an economic perspective, 54,17% considers they are expensive, 43,33% thinks that they are decently priced, whereas only 2,5% claims that holidays in Greece are cheap.
7.



8. Lastly, in the question regarding the young travelers degree of satisfaction from the touristic services provided in Greece, 35% are very satisfied, 61,67% are adequately satisfied, and there were no responses claiming that they were not satisfied at all.



CONCLUSIONS

This paper explores the youth travel market in Greece and records its characteristics and preferences. Youth travel is considered as a separate segment of the tourist industry in terms of financial benefits. It is of great interest to point out that even though over half the sample considers vacation in Greece expensive, yet still, all 120 respondents go on vacation and over half of them travel more than once per year.

The above results show that 79,17% of young tourists prefers the islands as a holiday destination, and their preferred type of lodging is rooms to let. At this point, the observation that can be made is that youth travelers, even though the majority is not financial independent, choose as holiday lodging “rooms to let” or hotels and not organized or “frees” camping. This leads to the conclusion that holidays are considered very important in Greece and Greek parents help their children financially to go on vacation.

Youth travelers preferred means of transport is the car. This shows the willingness of the youth to act independently while on vacation. It also supports the previously expressed view that Greek parents provide all necessary financial means to their children in order for them to have a comfortable vacation.

The preferred activities of the youth travelers during their holiday are sea and not mountain activities. This is understandable if one considers the main characteristics of Greece, which are the sun and the sea.

What shows an interest is the fact that one of two young tourists state that they visit archaeological sites, whereas two out of three young people participate in various cultural activities and attend festivals and concerts. These results are rather encouraging and the relevant state organizations should develop certain marketing policies in order to promote cultural activities and attract the youth.

The above results prove that youth travelers are a different and independent touristic market segment which financially contributes to the touristic industry. Therefore, it is of great importance for a separate marketing policy to be developed that will specifically aim for this group of tourists. Such policies could be the following:

1. Special offers and organized trips for the youth tourists
2. Travel programs focusing on various athletic activities, which provide the best means for helping the young tourists 'stay away' from addictions that are bad for their health (e.g. alcohol)
3. Special travel programs of educational and cultural interest for both Greek young tourists to travel abroad and also European and non-European young tourists to visit Greece. (e.g. Youth Travel Cultural Exchange Programs)

Organized policies and activities as far as youth tourism is concerned, will have not only have financial benefits but they will also help in promoting the Greek culture, and will have benefits such as creating lifelong experiences for the youth, develop the young persons' way of thinking, familiarizing them with other cultures (e.g. via the Youth Travel Cultural Exchange Programs), educate them (e.g. via educational exchange programs), and also develop their social skills.

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Disabled people and tourism: Thoughts and considerations for the tourist industry.

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Introduction

It is true that, even in the very recent past, disabled people were a forgotten social group, doomed to reside a world full of restrictions, surrounded by high walls (even literally) that did not allow access (physical and otherwise) to the "outsiders" and to the "insiders". Overprotection, stigma, ideology of "personal tragedy" (Haller et al. 2006, French & Swain 2004, Tregaskis 2004, Barnes & Mercer 2003, Mulvany 2000, Drake 1999, Fawcett 1998, Bury 1996, Stainton 1994, Oliver 1996a, Oliver 1996b, Oliver 1990), learned helplessness, constraints and barriers were making up a reality that noone wished to disturb.

This situation has not altered dramatically, nowadays, in Greece. Especially in some aspects of everyday – "normal" life such as education and employment, the problems disabled people are encountering are numerous, variable and are stretching widely from access to built environment, to the acquisition of knowledge, to the labour market, to books and tools that facilitate job performance (offices, computers, etc.) (Μπούμπουκα 2007, Σκορδίλης 2007).

Despite the fact that the legal framework is in place (ar. 21 para 3 and 6 of the Greek constitution after its ammendment in 2001, Ministerial Decrees 52487, 52488, Law 2430/96, Law 2643/98, Law 2831/00, Presidential Decree 43/02), we are far from reaching a satisfactor state of affairs for this specific social group. This bleek picture is somewhat improved in the tourism sector where some steps towards the right direction have been made. These include improvements on basic physical access to accommodation in most regions of the country by the Organisation of the Worker's House [OEE] (OEE 2007), other social insurance funds (Organisation for the Insurance of Farmers [OGA]), or the private sector. This positive development, however, does not minimise the sad conclusion that the disabled tourist is – more or less – "invisible" for the Greek tourist industry (Βάντσης 2006a) as well as for the scientific community as shown by a recent review of the research (Galani-Moutafi 2004). In addition to that, there has not been a systematic exploitation of the experience and lessons learned by the Olympic and Paraolympic Games of 2004 in Athens. Most of the improvements in the so called "olympic municipalities" were focused on city centres, were rife with conservation problems exacerbated – at times – by construction materials. As a result, it cannot be said that easy access and unimpeded movement to the built environment and public areas and spaces of tousit, cultural and archaeological interest was achieved (Βάντσης 2006a, 2006b).

Hotels and the disabled tourist

The disabled tourist does not make up one the tourism industry's target groups as a number of facts are neglected. More to the point, the numbers of disabled citizens are expected to rise considerably during the following years; in the US alone, the numbers are quite indicative of this trend: almost 50 million US citizens will be included in this group in the beginning of this decade, with a view for this number to double very soon. The majority of those people is expected to be over 65 years of age (Kwai-sang Yau et al. 2004, Burnett & Bender Baker 2001).

Furthermore, the representatives of the Greek tourist steam-engine do not usually take into account the rise of the "baby boomer" (born between 1946-1965) category (Quine & Carter 2006, Gladwell & Bedini 2004), a portion of which fits the description of the "elderly" cohort. Apart from that, those representatives adopt – wholly or in part – distorted and stereotypical views for the disabled as "unable to take control of their own lives" (Βάντσης 2005: 117). It is not uncommon to think of them as "not having the financial resources to cover their holiday expenses due to their low income that is derived solely by benefits" (Βάντσης 2007). The fact that this social group is considered to be small, along with worries regarding cost of modifications do not provide a ground susceptible to undertaking inititatives in order to achieve the necessary spatial and other alterations and to offer the much needed facilities for those customers (Goodall et al. 2004, Burnett & Bender Baker 2001, Upchurch & Won Seo 1996). Lastly, the existence of a large number of elderly people with the willingness and the means to travel (Kwai-sang Yau, και συν. 2004, Burnett & Bender Baker, 2001, Μπαλούρδος & Τζωρτζοπούλου 1996) in spite of their impairments or the obstacles they face in their effort to enjoy the experience of vacations (Smith et al., Dattilo 1994) is not readily recognised.

Tourist industry objectives regarding the disabled tourist

If we accept that "correct service and impeccable customer support, elaborate sales abilities, crisis management skills, psychological support for the staff and the ability to deal with unexpected needs" (Χρυσικόπουλος 2007:15) comprise of the core of the goals of businesspeople in general and the hotel unit in particular, it becomes obvious that the disabled category should become a target group for every business and in a variety of levels and activities. This necessity is compounded by the fact that "the presence of the consumer means that attention must be paid to the surrounding space and the characteristics of the facilities within which the service is provided" (Mullins 1998:19).

Apart from the above, the belief that a successful career in the tourist industry demands contact with the client, considerable social skills, knowledge of the importance and recognition of verbal and non-verbal methods of communication that affect customers' everyday life and that of the service provider (Dittmer & Griffin 1997) adds another level of complexity in dealing with this specific category of hotel clients.

Starting, therefore, the construction of an accessible environment enhances the optimisation of the tourism experience for this group that consists of a considerable number of individuals and not just the generally accepted 10% of the population that literature indicates as well as various national population surveys. This is due to the fact that we have to take into account the elderly customers of tourism and leisure services, who are showing a rising tendency year by year, as well as other cases such as families with small children etc.

More to the point, every unit should conform with the legal framework that has already been mentioned in order to meet the standards that ensure easy access both to various hotel areas (rooms, reception area, other inside and outside spaces) and to services it provides to customers such as swimming pools, play rooms, other sports facilities, use of computer amenities.

Achieving those technical prerequisites is not without cost, on the one hand, but the price is not so high to actually discourage hotel businesses (Nelson & Kleiner, 2001) – especially those characterised as middle-level – from taking immediate action to meet the needs of disabled tourists. The necessary modifications do not pose an unbearable financial burden, as some hotel owners claim, (Goodall et al. 2004, Burnett & Bender Baker 2001, Upchurch & Won Seo 1996). In addition, the introduction of new technologies (Roulstone 1998, Prabhu 1996, Smith et al. 1996) along with cooperation with disabled people's organisations (Ormerod & Newton, 2005, Imrie 1998) and specialists of the specific sector during planning (e.g. architects), can offer an environment that assists and enhances the enjoyment of the leisure and holiday experience as well as leading to increased profits for a hotel business.

Needless to say, what is expected is not – solely – compliance with the technical standards required and imposed by the existing national legal framework, but the creation of an environment that justifies the time and money spent for vacation purposes by the client. This consists not only of the accommodation and acitivity areas within the hotel, but also of the connections between the hotel and the community in which it stands. In addition to that, hotel staff plays a crucial, even critical, role in the client's experience and, therefore, its significance is central both to the businessperson and to the customer alike.

Disabled tourists and the tourist business

A hotel unit does not "stand alone" but is an integral part of a grid of communities – real or ideal – within which it operates and produces its services. As member of a network of businesses that comprise the so-called "tourist industry", it cooperates with other – similar or otherwise – units and travel agents and/or travel offices. With regard the latter and the disabled customers, we must point out the need for correct and full disclosure of information about the existing units and the clients' specific demands for them and their travelling companions (Richter & Richter 1999, Gladwell & Bedini 2004, Kwai-sang Yau et al. 2004).

Specific mention must be made regarding the time a disabled person may need both to communicate (Dattilo 1994, Barnes et al. 2005) and to make up his/her mind regarding his/her decision for vacations (Gladwell & Bedini, 2004) due to a plethora of internal and external barriers and obstacles (Daniels et al. 2005, Kwai-sang Yau et al. 2004, McKercher et al. 2003) that must be dealt with so as to achieve a pleasurable, satisfactory and creative travel experience. The meaning and essence of time – especially as regards communication – is crucial and it appears that it usually does not occupy the minds of travel agents and, sometimes, of hotel owners. It is probable that a disabled person may need more time in the communication process. This fact is widely ignored or goes unrecognised by professionals in the field of tourism and leisure. As a result, the disabled may lose whatever control s/he enjoys over a conversation and the professional may – in the end - impose his/her will on the client and not vice versa (Dattilo 1994). This, in effect, undermines the customer's freedom of choice which constitutes the cornerstone of the holiday and tourist experience for every one of us.

On another level, the interaction of the hotel unit with the host community is of great importance. The positive and negative reprecussions notwithstanding (Καραγιάννης & Έξαρχος 2006), the unit needs not only be aware of the available services within the community and the means of access to them, but, also, to assist in improving the ways, the frequency and the quality of access to it. All of the above are not new to unit managers, but they do need to adapt to the reality of the increase of customer volume of disabled customers. This, in turn, means a series of demands regarding accessibility so that the disabled tourists are satisfied by their experience and, in the long run, function as a "mobile advertisement" in their host country through their positive portrayal of the specific hotel unit and the amenities it offers to all its clients.

Education and training of staff

Apart from all the aforementioned prerequisites, the hotel business should plan and execute a training programme for the staff on evey level. Such a programme should aim at, as is the case in most such endeavours, a) improving performance; b) reducing training time; c) ensuring knowledge acquisition and retainment by the employees and; d) facilitating change (Riley 1997, Λαλούμης & Ρούπας 1996).

Using the above as a compass, or a guiding stick, special attention should be placed in planning training programmes for the staff (newly recruited and otherwise) with respect to issues of impairments and disability. Through such a procedure a twofold goal can be acieved; on the one hand, the description and analysis of the significance and abilities of disabled people and tourists and, on the other, the psychological preparation to receive and accommodate members of this specific social group (Περατσάκης 2006). As a result, we can avoid racist behaviour and deal with erroneous perceptions that can also be observed in the field of provision of leisure and holiday services (Carr 2004). Staff training can also lead to the acceptance of the disabled as clients with equal rights and to imporved service provision by the hotel employees on every level.

Epilogue

Tourism and holiday experience constitutes a socially accepted and personally sought out activity targeted by the entirety of individuals in Western societies. The aims of personal enjoyment and of financial performance for the tourist sector businesses are not mutually exclusive or prohibitive in the case of disabled tourists.

Having said that, a disabled tourist in Greece is expected face barriers (different in significance, size and ability to cope) both before and during his/her voyage. Prohibiting him/her from enjoying the journey, from meeting new people and visiting new places in a safe environment, from means of transportation that enhance acceptance by the rest of the community, from ensuring full accessibility to buildings, tourist locations and leisure facilities is not only socially and statutorily unacceptable, but it also strengthens the already high walls of social exclusion s/he has to face.

As for the businesses themselves, they have to wake up to the reality of the rising in numbers of disabled tourists and to the fact that the latter do not comprise a marginalised portion of the population. They do have the necessary income to engage in vacation and travel. At the same time, the continuous rise in life expectancy steadily increases the number of elderly tourists the majority of who have to deal with from some kind of impairment in their everyday lives. Hotel owners' associations can find significant assistance and guidelines in existing good practices – in Europe – in the field of tourist services, to begin with. Necessary changes should: a) confront the existing distorted notions and perceptions of disability; b) aim at a positive portrayal of disabled people in advertisments and; c) lead to the recognition that its crucial for this large social group (which is not homogeneous by any means) to comprise an important part of marketing and advertisement departments.

Lastly, it is a duty of hotel businesses to direct themselves towards this undervalued group of tourists that be proven profitable – in the narrower and wider sense of the term – for each unit. In addition to that, targeting disabled customers could help in dealing, on the one hand, with social exclusion as experienced by this group and, on the other, with the emergence of new markets and products for an industry that does show signs of decline and endeavours to remain in the epicentre of this country’s financial activity and economic growth.

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Service Quality Perceptions of the Tourists Participating Wine Tourism: A Research at Capadoccia Region

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Abstract

Recently, it's observed that demand on alternative tourism types are growing. Wine tourism, one of the alternative tourism types, spesifically gained importance in the 1990's. Wines that made in different countries from different types of grapes are among the reasons to visit that place for the wine tourists. Besides, tourists visiting vineyards, wineries and wine festivals at the well-known wine reigons with organized tours or alone. Scarcely, determining the perceptions of wine tourists about service quality is important for wineries. In this study, wine tourists' perceptions about service quality for wine tasting is determined with the SERVQUAL scale. Research carried at Capadoccia region ended with 296 valid questionnaire forms. By analyzing the data t-test, chi-square, Mann-Whitney U and Kruskal Wallis are utilized. After analyzing the data there is no significant difference revealed between the tourists perceptions about service quality and wine tasting experience. Besides, it's determined that some relations and differences between the tourists demographic variables and service quality perceptions. Within this research results, an important contribution is made not also to the related literature but also to the wine tourism sector.

Keywords: Wine tourism, service quality, Capadoccia, Turkey.

INTRODUCTION

Human beings always wonder about the world they live in. Many want to learn more about other people, cultures, animals, plants and geographical forms. Nowadays, due to the fact that the education level has increased and the fact that the ways and chances of communication are increasingly developing, people could also inform themselves much better about the whole world and also widen the information they already had. It is literally a "global" world we are living in. People are mobile and are always traveling in this global world we always talk about. People may travel due to many different reasons. However, it is not an ignorable fact that many are traveling in the tourism sector. According to the statistics of the WTO for 2006, 842 million tourists have taken part in the global tourism mobilization and were registered in the international tourism sector. (http://www.unwto.org/facts/eng/pdf/barometer/ barometer_february_07_e.pdf). It is also a fact that the tourism movements do change according to the common practiced mentality at that certain period of time. Even though the mass tourism makes the huge portion of the whole tourism industry, the interest for the alternative tourism as well as the individual tourism is increasing day by day. One of the new sectors in the tourism industry is the "Wine Tourism". Even though the roots of this new tourism sector fall back to earlier times, it got started professionally during the 1990s.

Many different regions of the world are producing many different tastes of wines. The curiosity to experience more is one of the instinctive reasons why people to take part in the tourism and travel as well as why different wine experiences take place. The resources about the wine tourism is mainly from the countries which produce, export and consume wine at the peak levels such as USA, France, Italy, Canada, New Zealand, Australia. Additionally one also comes across with such resources in Chile, Israel and South Africa. Turkey on the other hand, is one of the most important grape producers of the whole world, but is lacking resources about the wine production and about the wine tourism totally. This is why this study on these subjects is entitled to be only successful, leading and unique.

Wine Tourism

First records about the wine tourism are indicating France as the country of origin. In 1855 the French managers have developed the system of dividing France geographically and giving names to their wines accordingly in order to be undertaking better quality controls all over the country. This system was developed after the recommendation of the Syndicate of Bordeaux Wine Brokers. As they started practicing this system, the Bordeaux wine was clearly differentiated from the other wines. Additionally new wine cellars in form of big chateaus were started to be built (Hall et. al., 2000). The fact that these wine cellars were selling the wine they produce, is considered to be the first steps of wine tourism.

Different definitions were recommended in order to define the wine tourism. According to Getz, an important number of definitions about the wine tourism depend on the touristic visits. According to Getz,: “The wine tourism depends on the attractively of the producing wine cellars and the wine regions, niche marketing and the system of destination development; which is very advantageous to the wine industry in terms of selling and marketing”. (2000). One may say that Getz has the view of consumer behavior. The accepted wine tourism definition is: “Visitation to vineyards, wineries, wine festivals and wine shows for which grape wine tasting and/or experiencing the attributes of grape wine region are the prime motivating factors for visitors” (Hall, Sharples, Cambourne and Macionis, 2000). This is a definition which evaluates the wine tourism from the consumers visit aspect and the reasons for this visit. Even though this definition cannot specify the characteristics of the tourist, they are also used in many studies because it is considered to be the most detailed definition ever. The motives of traveling to the wine regions are visiting producing wine-cellars, taking a look in the environment and the nature, taking part in the festivals, visiting other attractions, socializing, visiting relatives and friends. (Reid, 1990; Maddern and Golledge, 1996).

Researches about the wine tourism have developed themselves by the time in their structure and in their quality. A general investigation in to the literature is enough to see that the studies done so far by the regions and by the countries are only at the level of general evaluations. The most important of these studies are: Australia (Macionis, 1997; Dowling and Carlsen, 1999), Canada (Hackett, 1998; Telfer, 2001; Williams and Kelly, 2001; Williams and Dosa, 2003; Hashimoto and Telfer, 2003), Chile (Sharples, 2002), France (Frochot, 2000), Hungary (Szivas, 1999), New Zealand (Beverland, 1998; Johnson, 1998; Mitchel and Hall, 2003), Spain (Gilbert, 1992), South Africa (Preston-Whyte, 2000; Bruwer, 2003; Demhardt, 2003), USA (Dodd, 1995; Peters, 1997; Skinner, 2000) and England (Howley and van Westering, 2000). An evaluation into these studies show that the wine tourism in these countries are high developed.

Situation in Turkey

According to the historical information, the grape production has started 7000 years ago in Anatolian and had an important impact on the development of Turkish culture over the years. During centuries Anatolia was the center of wine production. Wine was used in religious precessions or as medical treatments. Later on this customs was not practiced because the wine was considered as a western habit. Therefore the wine production was held at the minimum. (Ergenekon, 2004)

Wine grapes and the wine culture were introduced by the Phoenicians 5000-2000 BC on the Aegean Coast. In the ancient times the wine culture has reached its peak. Homeros (800 BC) was talking about his affiliation to the Anatolian and Greek wines in the Iliad and Odyssey legends (Aktan and Kalkan, 2000). Wine became by the time the most important drink for the Greeks and the Romans.

The Christian and the Jewish minorities could only produced under controls and under limited amounts until the Muslims received the permission to produce wine during the Ottoman Empire times. As the taxes were playing an important role in the income of the Ottoman Empire, it is not surprising to learn that the laws were kept “flexible” from time to time. There is not doubt that the wine production was at the minimum as the wine was forbidden. However, as the laws were getting “flexible” the wine fields were kept and were given to the non-Muslim minorities for the wine production. Therefore the production level was showing an increase (Özay, Akyol and Azabağaoğlu, 2005).

By the foundation of the Republic, it was no longer forbidden to produce wine and it was actually accepted that alcohol brings regular income. As the Turkish Monopoly, Tekel, was established, it was also a very acceptable occupation for the Muslims to produce wine (Aktan and Kalkan, 2000). The first wine factory was established in Tekirdağ in the year of 1931. İzmir (1935), Tokat, Ürgüp, Gaziantep and Ankara (1943)followed respectively. In 1962 wine and cognac production started in Çanakkale (the region of Troia) and continued in Şarköy and Uçmakdere (1966), Şanlıurfa (1970), Hoşköy (1971), Kırcasalih (1973) and Bor (1974). New wine production factories are still opening. (Özay, Akyol and Azabağaoğlu, 2005). All these factories supply their wine from the wine producers. There is, however, a rising trend that the factories grow as well their own grapes and try to make quality wines through that, as grapes are used in many other sectors besides the wine production. (Ergenekon, 2004). This is an important step for the wine sector, because it would be much easier for the factories to produce quality wine.

Service Quality Concept

One can say that service is an unavoidable result of people living together. Should we define it this way, then we come across with the fact that the service quality was existing for a long time ago. However, there is a trend to find a better technical definition for the service quality (Erkut, 1995). Grönross (1990) defines the service as “An activity or a group of activities that takes place as a reply to the customer problems, which has-even though not obligatory–but naturally untouchable structure, which occurs between the customer and the service personal and/or the server over their physical resources, goods and/or systems”. According to Kotler and Armstrong (1997) however, the service is “an activity or an advantage offered by one party to the other, which does not end with the ownership of anything”. There are a number of characteristics that make the difference between the service and the physical goods. According to these differences the physical differences, one cannot touch the services, cannot have any types of the same service, cannot produce and consume them at the same time – on the contrary to the physical goods. It is just a facility or a period of time, consisting of main values which occur during the communication of the seller and buyer and whose production cycle the consumer also takes place. Services cannot be stocked and cannot be transferred (Grönroos, 1990). Services usually occur according to the performances of the human beings. Even though the visitors who are taking part in the wine tourism by tasting and seeing a concrete product, they need to be serves so that the wine tourism can exist. Therefore, it is possible to group the wine tourism into the services.

According to the researches done in the service quality literature, there are two basic approaches as: customer-based and value-based. Should one is for the approach based on the value, then he or she is also for the highest quality, perfection and for certain standards. One of the earliest theorists to consider quality in terms of excellence was Peters (1987). Wyckoff (1992) also defined service quality by suggesting that it is the degree of excellence intended that meets customer requirements. This is recognized by the practitioner panels of the quality awards schemes, such as European Quality Award as being a valid approach (Williams and Buswell, 2003). The customer based approach, which is also known as customer-oriented quality, defends that the customers are central not only to the organization but also to all aspects of the operational procedures. Customer needs are paramount to the continuous improvement of a service, a factor that, if ignored by the tourism and leisure industry, could see customers moving to an organization's competitors (Williams and Buswell, 47). This is not a new approach and was developed before by Brown and Swartz (1989), Zeithaml et. al., (1990), Bitner and Hubbet (1994) and Becker (1996). It is an important step to be able to meet the customer needs. By doing so, modifications and amendments in order to get the service quality level to the required point will be easy.

The Dimensions of the Service Quality

There are different approaches and opinions about the definition of the service quality. The first developed systematic studies about the service quality model were performed by Sasser, Olsen and Wyckoff; Lehtinen and Lehtinen and Normann. In addition to these studies the study of the Scandinavian school Grönross and the SERVQUAL developed by the American school Parasuraman, Zeithaml and Berry are also non-ignorable important. A lot of interest were shown to the models of Grönross and the SERVQUAL. According to Grönross the services consist of technical (process) and functional dimension (result). Technical dimension is the perception of the customers after the service they purchased. Production on the other hand is the result reached by the customer after the changes between the buyer and the seller is finished. Customers may define this dimension in an objective way due to the technical characteristics they have. The second dimension consists of the service that takes place and the interaction between the buyer and the seller.

The service quality is made of the perception of these two dimensions by the customers. (Grönroos, 1984). The SERVQUAL model created by Parasuraman, Zeithaml and Berry consists at the first stage of tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer (Parasuraman, Zeithaml and Berry, 1985). However, due to the fact that some of these ten terms are very similar to each other, they were decreased to five. By doing so, tangibles, reliability and responsiveness were kept. Competence, courtesy and credibility were grouped under assurance and access, communication and understanding the customer were grouped under empathy (Zeithaml and Bitner, 2000). Tangibles are made up of physical possibilities and the appearance of the employees as well as of communication material. Reliability means being able to provide the promised service truly. Responsiveness is the will to help customers and to give the right service. Assurance is the knowledge of the personnel, their politeness and ability to make the customers feel secure. Empathy is serving the customers individually. The researchers have found out 22 suggestions in order to define the customer expectations and perception. (Parasuraman, Zeithaml and Berry, 1988).

In the following years, many other researches were done by using the SERVQUAL scale. In these researches the scale was applied in different fields. Some of these fields are: Tyre retailing (Carman, 1990), dental services (Carman, 1990), hotels and the travel agencies (Saleh and Ryan, 1992; Fick and Ritchie, 1991; Johns, 1993), car servicing (Bouman and van der Wiele, 1992), business schools (Rigotti and Pitt, 1992), higher education (Ford et. al., 1993; McElwee and Redman, 1993), accounting firms (Freeman and Dart, 1993), architectural services (Baker and Lamb, 1993), recreational services (Taylor et. al., 1993), hospitals (Babakus and Mangold, 1992; Mangold and Babakus, 1991; Reidenbach and Sandifer-Smallwood, 1990; Soliman, 1992; Vandamme and Leunis, 1993; Walbridge and Delene, 1993), airlines catering (Babakus et. al., 1993), banking (Kwon and Lee, 1994; Wong and Perry, 1991) and local government (Scott and Shieff, 1993). By the evaluations of the tourism establishment, it was seen that the SERVQUAL model was basically used in different characteristic of the establishments. For example Raajpoot (2002) has developed the TANGSERV model and researched about the service quality of the food and beverage establishments in terms tangibles. Khan (2003) has found the ECOSERV scale in order to evaluate in the eco-tourism sector. Frochot and Hughes (2001) have developed HISTOQUAL scale in order to evaluate the usage of the historical constructions in the tourism sector. Knutson et. al., (1990) found the LODGSERV scale for the accommodation establishments and Stevens et. al. (1995) found the DINESERV scale for the food and beverage services.

Quality is a complex and undefined area for the service establishments to be understood, practiced and controlled. As services are rather performances then objects, it is difficult for the establishments to create “define production characteristics” for the quality. The service quality cannot be made in a production circumstance and to deliver it completely to the customer. Especially in the services where high efforts need to be spend, the service performance may vary day by day and also according to the servers and the customers. In many services the quality is already reached as the service is given and as a certain interaction between the server and the customer has taken place. Therefore, the service quality depends mostly on the performance of the personal, and the personal is an organizational resource, which are as uncontrollable as the inputs of a physical good (Zeithaml, Berry and Parasuraman, 1988). As a matter of fact, we need to concentrate on the attitudes and the attributes of the personal that are serving, during his/her one-to-one relation with the customer, when we talk about the service quality. This is the reason why ten of 22 suggestions of SERVQUAL and SERVPERF scales are about the personal.

As the dimensions and the importance of the service sector rises day by day, the service quality has gained in importance at the same time. The establishments need to define the quality of their services as a report on the provided services. By doing so, a new direction may be given to the services after evaluating the positive and the negative sides of the services. At this point, we can underline that the comprehension of the customers is a good way of evaluating the service quality. Due to the importance of this subject, the customer comprehensions are also defined in this research according to the services of the producing wine-cellars.

The Importance and the Aim of the Research

It is an important factor for the development of the practices of wine tourism that the wine and the tourism industries have a close relationship in terms of inputs and outputs. In countries where the wine culture is developed, such as France, Italy, Spain, USA and Australia, the wine sector is also gaining in importance. Unfortunately Turkey is not using its potential neither in wine consumption, nor in wine sales or in wine tourism even though there is a high number of grape fields and a large variety of grape sorts in the country. Due to the fact that the wine tourism is grouped under the service industry because of its structure, the same circumstances that are applicable for the service industry are also applicable for the wine tourism. This is why the importance of the properties and the quality of the service is underlined. As already known, the customers are evaluating the service quality in establishments where the service quality is produced; so that they can see how far and in how many aspects they can fulfill the customer needs. This would make it easier for them to plan their services so that the customer would compensate easily and so that the customers would be satisfied.

The main reason of these researches, which aim to increase the interest in this sector, is that the customers, who are taking part in this wine tourism, should help us in defining the service quality. At this point, it’s also tried to find out what effect it would have to have a customer defining the service quality, even though this specific customer have joined tasting wine before. Some demographic factors are also been taken into consideration such as age, gender, nationality and the education level, in order to see the relationships and the differences of their perceptions.

Sample

The research has taken place in Cappadocia between 28th of July and the 5th of August. 350 questionnaires in various languages have been prepared, and 299 of them returned back to us filled. 3 of these returned questionnaires were not applicable, therefore there were 296 valid forms in the hand. It can be concluded that the return ratio is 84%. This was an acceptable ratio, so the analysis got started. As the volume of the universe was not known for sure, the $n = t^2pq/d^2$ formula was applied. (Yazıcıoğlu and Erdoğan, 2004). On the base of $\alpha = 0.05$, the found values according to the t chart was 1.96. The repetitions frequency was taken as %20. The value of p is then 0.20. The repetition frequency is called as q and is calculated as 1-q; therefore as 0.80. The results are considered to be 0.95 % reliability and therefore d is 0.05. Therefore the size of the sample is:

$(1.96)^2 \times 0.20 \times 0.80/(0.05)^2 = 256$

The size of the sample must be, according to this formula, 256. As 296 questionnaires were returned in the research, we can say that the samples are equal to the principal mass.

Sampling technique was the simple random sampling. This is about choosing different and independent samples of n volume from the whole N universe. This means that samples are chosen randomly from the universe without dividing the principal mass into groups. (Serper, 2000). The tourists have the chance then to be chosen equally.

Methodology

Questionnaire technique is being used in this research for data gathering. Wine cellars were visited one by one and the tourists inside these cellars were made to fill in the forms. After the period of gathering data, the data are being analyzed b using the percentage and the frequency analysis. For this purpose demographic data are analyzed. At a later stage the research hypothesis are being tested. During the analysis the SPSS 15.0 for Windows software is being used. The main hypothesis of the research can be called as: "There are no differences / there are differences between the customers' perceptions of service quality who have experienced wine tourism before and the customers who have not".

The five defined dimensions that are ruling the service quality according to the main hypothesis of the research, are formed as related to the wine tourism which has been experienced before. The formed hypotheses are H_0/H_1, H_0/H_2, H_0/H_3, H_0/H_4 and H_0/H_5 according to the service quality dimensions. "There are no differences / there are differences between the customers' perceptions about **tangibles, reliability, responsiveness, assurance and the empathy** dimensions of service quality who have experienced wine tourism before and the customer who have not". During the testing of these parameters the Mann-Whitney U test is being used, which is the most powerful non-parametric test ever. This is the reason why particularly this test is being used frequently. This test is utilized to determine if the two independent samples are actually from the universe. Should they be originating from the same universe, then the variation of x_i and y_i values are to be similar (Canküyer and Aşan, 2001). The significance level of this test is defined as α = 0.05.

The secondary hypotheses are also being defined and evaluating from the main hypothesis. In these hypotheses, it has been tasted if there are any relation between the demographic characteristics such as age, gender, nationality and the education level and the perception of the service quality. The formed hypotheses are H_0/H_6, H_0/H_7, H_0/H_8, H_0/H_9 and H_0/H_{10} according to the service quality dimensions. "There are no differences / there are differences between the customer's **age, gender, nationality and education level** and their perceptions about service quality". During the testing the chi-square independent test is being used, which tests the independency of the X and Y variables (Özdamar, 2004). This is the reason why the ki-square test is being used in these researches. The significance level of this test is defined as α = 0.05.

The chi-square test, which is used to measure the secondary hypotheses in the research, gives the relation between the demographic variables and the perceptions of the service quality. In order to explain better which variable effects the perception of the service quality, its needed to do variance analysis. However, when evaluating the data belonging to the variables of age, gender, nationality and the educational level, we reach values which are n<30, so it is much better to utilize non parametric tests. For this reason it's preferred to utilize the Kruskal-Wallis Test as there were three different groups in the age variables. The Kruskal-Wallis Test is also known as the one-way variance analysis. By performing this test, two or more groups can be compared to each other (Yazıcıoğlu and Erdoğan, 2004). This test is also called as "The variance analysis according to the ranking numbers", as queue numbers were given" (Canküyer and Aşan, 2001). The significance level of this test is defined as α ≤ 0.05. The differences between the perception of the service quality and the gender are measured by one of the parametric statistical tests called "t-test". For utilizing this test, the data need to be measured at least with gaps. Two samples are chosen here form the universe need to be independent from each other. According to the fact that these two groups having different variances or not, the t values are to be calculated (Altunışık et. al., 2004). The significance level of this test is defined as α ≤ 0.05.

The Questionnaire Form

The dimensions related to the service quality as mentioned in the SERVQUAL are applied in the wine tasting experiences. There were two parts of the form. In the first part there were 23 suggestions used for determining the perceptions of the tourists about service quality. 22 of these 23 suggestions are about the wine tasting and the last one is a question about the possibility to take part in wine tasting again. The answer alternatives were used in 5 different scales, in order to evaluate the perceptions of the tourists better from "Strongly Agree" and "Strongly Disagree", which is also called the Likert Scale. Nine of these suggestions were negative expressions. By analyzing these data, the inverse analyzing system is being used. At the other part of the form there are general information and questions about demographical information. There are questions about the age, gender, nationality and the educational level about the customers. This general information received about the tourists were used to make a general profile about the tourists and to test the hypotheses which are presented before. There is also a question in this part in order to identify if the tourist have taken part in wine tasting before. By doing so, the main hypothesis of this research is also being tested.

Table-1 Distribution of Participants Demographic Data According to Percentage and Frequency

	Values	**n**	**%**
Age	15-34	133	44.9
	35-64	160	54.1
	65-69	3	1
Gender	Women	109	36,8
	Men	187	63,2
Nationality	Turkish	177	59,8
	Spanish	32	10,8
	English	23	7,8
	Italian	20	6,8
	USA	14	4,7
	German	11	3,7
	Other	19	6,4
Education Level	Primary School	18	5.2
	High School	65	22
	College	126	42,6
	Graduate	56	18,9
	Doctorate	29	9,8
	Not Known	2	7
	Total	**296**	**100**

To define the reliability level of the questionnaire used in this research, the cronbach alpha coefficient is calculated as 0.78. For reliability the ratio of $0.60 \leq \alpha < 0.80$ is accepted (Özdamar, 2004). According to this, the ratio is also reliable.

Evaluating the Data

At the end of this research, the demographical data of the tourist who have taken part in this research have been investigated; and afterwards the relation between the effect of wine tasting experience to the service quality dimensions and the relation between the demographic variables and the perception of the service quality have been investigated. Demographic data of the participants is shown on Table-1.

According to data, 54.1 % of the participants are between 35-64 years old and 44.9 % are between 15-34 years old. There are also participants over 65 %, who are making only 1%of the whole participants. We may say that, almost all of the participants are among the young and adult tourists. Evaluating the participants according to their gender we have: 36.8 % female, and 63.2 % male. Therefore, it may be concluded that males prefer more wine tasting compared with the females. Having a look at the nationality of the tourist we have: 59.5 % Turkish, 10.8 % Spanish, 7.8 % British and 6.8 % Italian Citizens as well as 6.6 % citizens of other countries such as Poland, Japan, Korea, France, Canada, Australia and Hungary. These countries were grouped under "other countries" as their each percentage was too low to make a healthy presentation then the other nationalities. One surprising result of this research is the high number of Turkish participants. Therefore the expectations of the Turkish participants need to be identified and at a later stage as well fulfilled. According to the data the 70 % of the participants were university graduates. Therefore it can be concluded that wine is mainly preferred by the persons who are university graduates.

Table-2 Distribution of Tourists According to Wine Tasting Experience Before

Wine Tasting Experience	**n**	%
Yes	209	70,6
No	87	29,4
Total	**296**	**100**

It has been observed that the 70.6 % of the participants have already tasted wine before. Therefore it can be concluded that the participants are already experienced in this matter and evaluate the dimensions of the service quality according to their experience. As a result the experience about the wine tasting has a great importance in evaluating the service quality in the right way and manner.

72.6% of the participants mentioned that they would like to take part in wine testing again soon. This is a clear indication for the satisfied customers that are pleased of their experience and who are willing to repeat it again.

Table-3 Distribution of Tourists According to Participate Wine Tasting Again

Wine Tasting Again	n	%
Strongly Agree	87	29,4
Agree	128	43,2
Have No Idea	31	10,5
Disagree	45	15,2
Strongly Disagree	5	1,7
Total	**296**	**100**

The Mann-Whitney U test has been used in the testing of the main hypothesis. The results of this test are shown in Table-4.

Table-4 The Perception of Service Quality of the Tourists Depending On Their Wine Tasting Experiences

Service Quality Dimensions and Suggestions		Mann-Whitney U Values	p Values
Tangibles	Winery has up-to-date equipment	8359.500	0.219
	Winery's physical facilities are visually appealing	8815.500	0.653
	Winery's employees are well dressed and appear neat	9083.500	0.990
	The appearance of the physical facilities of the winery is in keeping with the type of services provided	8973.500	0.840
Reliability	When winery promises to do something by a certain time, it does so	9061.500	0.962
	When you have problems, winery is sympathetic and reassuring	8791.000	0.629
	Winery is dependable	8633.500	0.460
	Winery provides its services at the time it promises to do so	8821.000	0.633
	Winery keeps its records accurately	8780.000	0.616
Resp	Winery does not tell customers exactly when	8516.000	0.331

onsi vene ss	services will be performed		
	You do not receive prompt service from winery's employees	8595.500	0.379
	Employees of the winery are not always willing to help customers	8619.500	0.445
	Employees of the winery are too busy to respond to customer requests promptly	8669.500	0.495
Assu ranc e	You can trust employees of the winery	8599.000	0.420
	You feel safe in your transactions with employees	8598.500	0.412
	Employees are polite	8541.500	0.367
	Employees get adequate support from winery to do their jobs well	8884.000	0.741
Emp athy	Winery does not give you individual attention	8616.500	0.425
	Employees do not give you personal attention	8504.500	0.328
	Employees do not know what your needs are	8544.000	0.379
	Winery does not have your best interests at heart	8843.000	0.688
	Winery does not have operating hours convenient to all their customers	8609.000	0.449

*$p \leq \alpha = 0.05$

According to the Mann-Whitney U test result shown in Table-4 all of the values are more then 0.05 for the significance level of $\alpha = 0.05$. Therefore only H_0 hypothesis is being accepted as H_1, H_2, H_3, H_4 and H_5 hypotheses are being rejected. In other words, there are no differences between the perceptions of the participants who have experienced the wine tasting before and the participants who did not. This results show that these two different groups of tourists have similar perceptions.

Table-5 Results of the χ^2 Analysis of Tourists' Perceptions Depending on Their Demographic Characteristics

Service Quality Dimensions and Suggestions		Age			Gender			Nationality			Education Level		
		χ^2	SD	p	χ^2	SD	p	χ^2	SD	p	χ^2	SD	p
Tangibles	Winery has up-to-date equipment	71.326	40	0.002*	10.063	4	0.039*	104.829	48	0.000*	76.773	24	0.000*
	Winery's physical facilities are visually appealing	84.023	40	0.000*	3.285	4	0.511	70.951	48	0.017	47.310	24	0.003*
	Winery's employees are well dressed and appear neat	78.408	40	0.000*	16.402	4	0.003*	96.247	48	0.000*	28.281	24	0.248
	The appearance of the physical facilities of the winery is in keeping with the type of services provided	85.423	40	0.000*	23.929	4	0.000*	83.415	48	0.001*	70.240	24	0.000*
Reliability	When winery promises to do something by a certain time, it does so	67.336	40	0.004*	11.919	4	0.018*	104.927	48	0.000*	62.949	24	0.000*
	When you have problems, winery is sympathetic and reassuring	57.314	40	0.037*	5.112	4	0.276	72.271	48	0.013*	47.153	24	0.003*
	Winery is dependable	51.298	40	0.109	1.575	4	0.813	169.445	48	0.000*	34.321	24	0.079
	Winery provides its services at the time it promises to do so	71.616	40	0.002*	15.369	4	0.004*	70.776	48	0.018*	47.101	24	0.003*
	Winery keeps its records accurately	49.496	40	0.144	7.325	4	0.120	67.713	48	0.032*	20.138	24	0.689
Responsiveness	Winery does not tell customers exactly when services will be performed	31.075	40	0.843	1.795	4	0.773	36.555	48	0.886	45.718	24	0.005*
	You do not receive prompt service from winery's employees	58.142	30	0.002*	1.747	3	0.627	62.503	36	0.004*	35.948	18	0.007*
	Employees of the winery are not always willing to help customers	63.605	40	0.010*	24.302	4	0.000*	139.438	48	0.000*	39.248	24	0.024*
	Employees of the winery are too busy to respond to customer requests promptly	129.380	40	0.000*	10.749	4	0.030*	178.932	48	0.000*	58.033	24	0.000*
Assurance	You can trust employees of the winery	88.914	40	0.000*	5.788	4	0.216	97.537	48	0.000*	28.124	24	0.255
	You feel safe in your transactions with employees	99.578	40	0.000*	6.867	4	0.143	63.621	48	0.065	136.262	24	0.000*
	Employees are polite	68.737	40	0.003*	11.056	4	0.026*	96.230	48	0.000*	47.740	24	0.003*
	Employees get adequate support from winery to do their jobs well	65.651	40	0.006*	15.494	4	0.004*	108.052	48	0.000*	57.363	24	0.000*
Empathy	Winery does not give you individual attention	141.429	40	0.000*	4.319	4	0.365	116.950	48	0.000*	50.327	24	0.001*
	Employees do not give you personal attention	101.455	40	0.000*	9.154	4	0.057	196.217	48	0.000*	51.299	24	0.001*
	Employees do not know what your needs are	78.297	40	0.000*	8.853	4	0.065	168.832	48	0.000*	43.236	24	0.009*
	Winery does not have your best interests at heart	73.655	40	0.001*	21.659	4	0.000*	102.231	48	0.000*	108.922	24	0.000*
	Winery does not have operating hours convenient to all their customers	73.357	40	0.001*	4.287	4	0.369	80.975	48	0.002*	52.141	24	0.001*

*$p \leq \alpha = 0.05$

According to the test results, about the age of the tourists it has been analyzed that the questions 6, 7 and 8 about the reliability and the question number 10 about the responsiveness dimension have absolute no effect on the perception of the service quality. In other words, the age variable does not have an effect on the behavior of the wine producer towards the tourists, in case of any occurring problems and on the fact that the customer information are kept recorded in the wine producer. Therefore, the questions mentioned above for the service quality and the reliability and responsiveness dimensions, the hypothesis of H_0 is being accepted and the H_6 hypothesis is being rejected. For the other questions and other dimensions of the service quality, meaningful relations have been found out by the age of the tourists and service quality, the H_6 is being accepted and the hypothesis H_0 is being rejected. According to the related analysis the suggestions 1, 3, 4, 5, 8, 12, 13, 16, 17 and 21 which have the value of $p \leq 0.05$, show an important relation between the customers age and the service quality. Therefore it has been understood that the gender of the tourist has an important relation to the following: the wineries having a modern equipment, the personnel being clean and having clean clothing, the harmony of the physical possibilities with the service offered, fulfilling the promised service on time and in the promised location, presenting the promised service on time, the willingness of the personal to work and to serve, the ability of the personnel to reply to the customer needs and wishes, the politeness and the manners of the personnel, the necessary support given to the personnel by the administration in order to serve properly and correctly, and the friendly attitude of the personnel towards the customers. According to all these factors mentioned above the H_0 hypothesis has been accepted as the H_7 hypothesis is being rejected. This is a clear indication that the perception of the service quality depends on different factors at different dimensions. According to the replies given by the tourists, it’s seen that there is no meaningful relation between the nationality and the question number 10 about the responsiveness and the question number 15 about the assurance dimension. However, between the other suggestions and nationality, there is a clear relation. Therefore, besides these two suggestions mentioned H_0 hypothesis was rejected and H_8 hypothesis was accepted. According to this, there is no relation between the nationality variable and the explanation when the wineries are going to serve the tourist and that the tourists feel secure in interactions with the personnel. However, in all other perceptions of service quality there is a clear relation between the nationality of the of the tourists and the perception of service quality. As the data of the research was analyzed, it has been realized that there is no relation between the education level of the tourists and the perception of the suggestion number 3 about the tangibles of service quality, suggestions 7 and 9 about reliability, and suggestion number 14 about assurance. There is a clear relation between all other service quality perceptions and the education level. This indicates that the tourists with different education levels have different levels of perception. The differences between the age, nationality and the educational level of the tourists who have taken part in the wine tasting with the perception of service quality are indicated clearly in Table-6.

Table-6 Results of Kruskal –Wallis Test of the Demographical Variables

Service Quality Dimensions and Suggestions		Age p	Nationality p	Education Level p
Tangibles	Winery has up-to-date equipment	0.042*	0.029*	0.000*
	Winery's physical facilities are visually appealing	0.083	0.063	0.531
	Winery's employees are well dressed and appear neat	0.068	0.005*	0.060
	The appearance of the physical facilities of the winery is in keeping with the type of services provided	0.873	0.172	0.030*
Reliability	When winery promises to do something by a certain time, it does so	0.994	0.001*	0.000*
	When you have problems, winery is sympathetic and reassuring	0.005*	0.056	0.006*
	Winery is dependable	0.033*	0.000*	0.026*
	Winery provides its services at the time it promises to do so	0.164	0.003*	0.002*
	Winery keeps its records accurately	0.792	0.474	0.593
Responsiveness	Winery does not tell customers exactly when services will be performed	0.066	0.670	0.081
	You do not receive prompt service from winery's employees	0.178	0.018*	0.049*
	Employees of the winery are not always willing to help customers	0.107	0.000*	0.010*
	Employees of the winery are too busy to respond to customer requests promptly	0.054	0.000*	0.012*
Assurance	You can trust employees of the winery	0.011*	0.001*	0.118
	You feel safe in your transactions with employees	0.803	0.217	0.166
	Employees are polite	0.547	0.694	0.001*
	Employees get adequate support from winery to do their jobs well	0.062	0.001*	0.007*
Empathy	Winery does not give you individual attention	0.001*	0.000*	0.038*

	Employees do not give you personal attention	0.003*	0.000*	0.623
	Employees do not know what your needs are	0.002*	0.000*	0.000*
	Winery does not have your best interests at heart	0.003*	0.000*	0.068
	Winery does not have operating hours convenient to all their customers	0.008*	0.007*	0.000*

*$p \leq \alpha = 0.05$

Some differences have been noticed in some suggestions between the age of the customers and the service quality dimensions besides the responsiveness. The main difference is due to the high perceptions of the third group of tourists, as resulted from the investigations of the perception of service quality according to the age groups. The third group, consisting of 65 and plus years old tourist have shown very positive perceptions about all suggestions besides the assurance dimensions. This group only had more negative perceptions compared with the other groups about the trustworthiness of the personal. This must be due to reason that the tourists of this age group are seeking for more security then any other groups. There are no meaningful differences between the perceptions of young and adult tourists. Concerning the nationality variable, all service quality dimensions have shown differences besides the empathy dimension. There are some clear differences between the nationally and the perception of the tourists concerning the empathy. It was indicated before that the perceptions of the service quality were varying according to the nationality dimension. On these variations can be commented as follows: the USA, Turkish and other countries' citizens are the tourists with the highest perception of service quality with tangibles dimension. Any other citizens of the countries then mentioned above have lower perceptions and they score closer rates to each other concerning this matter. About reliability dimension, the Turkish tourists' perceptions have the highest average. One important point here to mention is that the USA citizens score the lowest reliability average even though they scored the highest average about tangibles dimension. About the responsiveness dimension, it's seen that British and Italian tourists have closer perception levels to each other. The lowest level concerning this dimension belongs to the Turkish tourists. Therefore, the Turkish tourists perceptions about the responsiveness of the wineries personnel much lower and more negatively then any other tourist groups. The Italians are showing here the highest perception levels. The empathy dimension about the service quality has been percept by the British tourist at the highest level. The Turkish tourists however, found it not successful when the personnel try to build some empathy with them. It was also seen generally that the education level of the tourist have an effect on the perception of all of the service quality dimensions. As the level of education increases, the perceptions of tangibles dimension decreases.

However, the tourists with a magistrate of a doctorate degree have different levels of perceptions then the other groups.

Table-7 The Results of the t-Test About the Relationship Between Gender and the Perception of Service Quality

Table-7 The Results of the t-Test About the Relationship Between Gender and the Perception of Service Quality

		Independent Sample Test								
		Levene Test		t Test Results						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Differ-ence	Std. Err. Differ-ence	95 % Confidence Interval of the Diffefence	
		Low	High	Low	High	Low	High	Low	High	Low
Tangibles	Equal Variance Assumed	8.276	0.004*	-1.586	294	0.114	-0.11632	0.07336	-0.26071	0.02806
	Equal Variances Not Assumed			-1.744	286.181	0.082	-0.11632	0.06670	-0.24760	0.01495
Reliability	Equal Variance Assumed	1.105	0.294	-1.269	294	0.206	-0.09082	0.07160	-0.23173	0.05008
	Equal Variances Not Assumed			-1.245	213.137	0.215	-0.09082	0.07296	-0.23463	0.05299
Responsivene ss	Equal Variance Assumed	10.274	0.001*	1.750	294	0.081	0.12832	0.07332	-0.01597	0.27261
	Equal Variances Not Assumed			1.672	195.835	0.096	0.12832	0.07675	-0.02304	0.27967
Assurance	Equal Variance Assumed	7.429	0.007*	0.644	294	0.520	0.04790	0.07434	-0.09841	0.19420
	Equal Variances Not Assumed			0.687	270.237	0.492	0.04790	0.06968	-0.08930	0.18509
Empathy	Equal Variance Assumed	14.443	0.000*	2.455	294	0.015	0.24776	0.10091	0.04916	0.44635
	Equal Variances Not Assumed			2.348	196.466	0.020*	0.24776	0.10552	0.03966	0.45586

According to this, the tourists with the doctorate degree have evaluated the reliability dimension more positively compared to the tourists with the magistrate degree. The evaluations in the responsiveness, assurance and empathy dimensions indicate that education level causes differences on the perceptions. Even though this indicates that the perception of service quality and the education level is connected, this connection has nothing to do with being higher or lower education. The results of the t-test done in order to measure the differences between the gender and the perception of the service quality are explained below:

The results of the Levene Test were evaluated at the first stage by comparing the two independent groups to each other. On the base of 0.05 meaning value, it was seen that the variables are different besides the reliability dimension. This was the reason why the variables equal to the reliability dimension have been valuated as well as other variables of the other four dimensions on the level of their meaning. Due to the results, it has been observed that there are only differences in the empathy dimension due to the gender variable. There are no big differences in the other dimensions. Therefore, the people who took part in wine tasting as male and female tourists show no difference in service quality by the perception of physical properties, trust and willingness dimensions.

CONCLUSION

The fact that the expectations of the human beings change day by day, is a reason of development of new tourism areas. One of the alternative tourism areas which gain in importance in the last 20 years is wine tourism. This new area has developed rapidly in the countries that have a certain wine culture. The Republic of Turkey on the other hand, is one of the most important grape producers of the whole world, but is lacking to use its full potential about the wine production and about the wine tourism totally. There is no doubt that the developments in the wine production and the wine industry will result in a leading role in the wine sector. The provided services in the wine sector need to be developed well so that the wine tourism may continue its development. Therefore, the service quality has a great importance for the wineries.

With this research it’s aimed to evaluate the perceptions about the service quality of the tourists, which makes a part of the wine tourism. The main purpose of this research is to evaluate if it has an impact on the service quality when the tourists who are taking part in this wine tasting have already taken part in such before or not. This is the reason why a questionnaire technique was preferred to use. Capadoccia region was chosen to apply these questionnaires. By preparing these questionnaires the SERVQUAL dimensions for the service quality measure (tangibles, reliability, responsiveness, assurance and empathy) were used and 22 suggestions were applied to the wineries that are offering wine tasting. The demographic information of the participants were also reached due to this questionnaires. The majority of the participants were young and middle aged, Turkish citizens and had high levels of educations. The participants took already part in a wine tasting before and were willing to do it again some time later on. This can be an important data for the marketing of the wine producers.

By the evaluations of the research results, it was known that there are no difference in the perception of service quality between the tourists who have taken part in the wine tasting before and the ones who have not. The relation between the demographic characteristics and the perception of service quality has also been analyzed in this research. According to these tests, a relation between reliability and responsiveness and the age variable was seen. Between the empathy dimension and the age variable, there is also a meaningful difference. Especially the tourists besides the third group have positive perceptions about the assurance dimension. Even though some differences between the male and female perception of service quality has been recorded, it was not that important to take into consideration. However, the gender has an impact on the quality perception. Nationality is the variable that has the highest impact on the perception of quality. This impact is almost as high as the relation between the education level and the level of perception of the service quality.

There is a demand to the customers that would buy the services provided by the wineries providing wine tourism services. In order to fulfill the developing customer needs and wishes, the wine producers need to define the service quality clearly at the first stage and then organize the developments and the modifications they need to make. The best resource to define the service quality and to increase the own service quality is the evaluation of the perceptions of the tourists and what kind of variables do have effects on the perception. By doing so, the level of service quality can be increased. This research will create a new approach for the wine producers about perception of the customers of the service quality. Additionally it would be a new approach for filling the present gap in the wine literature. It would be the right decision to repeat such researches and do more detailed researches in general. Also, it’s recommended to undertake more comparing researches between the regions and between the wineries.

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BATH CULTURE AND SUBSIDIZATION POLICY IN HUNGARY

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Abstract: Our research was intend to discover the impacts of the non-refundable subsidies provided for the thermal bath establishing projects carried out within the framework of the 10-year Tourism Developmental Strategy, which was based on Hungary's extremely rich natural conditions and remarkable historical traditions. According to the findings of our research, it can be stated that, although the return on the investments might take several years, these investments still have had a remarkable effect on Hungary's employment, regional and tourism developmental strategy. Our hypothesis was that, but for the sizeable subsidies, these investment projects, which also mobilized considerable private capital as well, could not have been carried out. The experience obtained has significantly contributed to the success of the developments in the program period of 2007-2013 of the National Development Plan II offering excellent opportunities for development and improvement for nearly every player of the economy of Hungary. The experience gained in the course of the research supports the view that sticking to the rules of cost-effective management is inevitable to efficient and successful operation. It would be advisable for companies to employ controlling experts, as they could guarantee the observation of the principles of cost-efficiency and the high quality standards of operation.

Key words: Hungary, tourism, baths, subsidies

1. THE HISTORY OF HUNGARY’S BATHS: MAJOR MOMENTS

1.1. Ancient times

At the time of the Roman Empire, Aquincum[48] was made the capital of the Province of Pannonia, and its hot springs were utilized immediately. So far the ruins of 19 public and private baths have been explored on the territory of Budapest (the capital of Hungary).

2.2. The Middle Ages

During the time of the Turkish occupation (1541 – 1699 AD) of the country, Hungary’s bath culture became more colourful and exotic. Turkish baths in operation by today have only remained in Budapest and Eger. Of these the most important are as follows:

- ”Mustafa” or ”Jesil direkli ilidzsaszi” (bath with green pillars), the contemporary predecessor of today’s Rudas bath, which was one of the most popular baths of the time.
- Today’s Király bath, the then ”Horoszkapu ilidzsé”, the only bath that does not have its own water spring. Water is brought here from the vicinity of the Császár bath. The probable reason for building the bath was that the Turks did not want to be left without the pleasure of bathing even in the event of a possible siege of Buda, therefore they built a bath to which water was brought through a wall surrounding the Lower city.
- The predecessor of the Császár bath was named” Kaplia” and was destroyed in the great fire of Buda in 1699. The Császár bath was built in its place. In our day this bath has the richest reserves of thermal water in Budapest, its 8 thermal springs extracting a maximum of 11,700,000 litres a day.

2.3. The 20th century

The outstanding medicinal bath culture of Budapest was acknowledged internationally in 1934, when it was awarded the title ”the City of Baths”, for having the highest number of medicinal and thermal water wells among the world’s capitals. Upon this occasion, the International Association of Climatology and Balneology was founded in Budapest, in 1937[49].

[48] The origin of the city’s name is likely to go back to the name of the Celtic settlement found in the place, whose meaning, by all probability, was water, river etc.

[49] Currently it is headquartered in Switzerland, while in the meantime the name of the organization has also been changed to Federation Mondiale du Thermalisme et du Climatisme, or FEMTEC for short.

Like several other countries of the European Union, Hungary also pays particular attention to the development of different areas of the tourist sector. The prospective dynamic development of tourism in the future is expected to improve the country's employment rate, and thus contribute to closing the gap between the Hungarian rate of employment and the EU average, which has been one of the top priorities of the Hungarian convergence process. Recently in Hungary the direct contribution of tourism to GDP has been 4.6 %, while the indirect contribution has been 7.8 % (Central Statistics Authority 2006, 47), which underlines the importance of paying special attention to it in the National Development Plan II[50].

3. THE NATURAL CONDITIONS OF HUNGARY

Hungary's water resources, including medicinal waters[51], are abundant. On a world scale, Hungary has the 5th largest reserve of thermal water following Japan, Iceland, Italy and France. In European comparison, more thermal springs can only be found in Iceland, but Hungary boasts the Lake of Hévíz, the largest thermal lake on the continent (Magyar Kormány 2001).

In Hungary the average geothermal gradient[52] is one and a half times higher than the world average, as in the Pannon Basin the earth's crust is relatively thin, only about 24-26 kms, and the materials it consists of are stone and sand, both of which are excellent heat insulators. Thus the value of the average heat power in the Pannon Basin is 80-100 mW/m2, considerably higher than that of the surrounding mountains. Underground temperature conditions are determined jointly by the earthly heat power and the heat conductive capacity of the rocks. In Hungary this value is 50 degrees C/km on average (Vida 1992).

Today in Hungary there are 222 acknowledged mineral springs and 199 medicinal springs. Several organizations have been set up for the utilization of this natural wealth. At the moment there are 13 health resorts, 28 medicinal hotels and 65 thermal baths nationwide. Besides there, Hungary can also boast of 5 medicinal caves, 5 quarries of medicinal mud and 1 spring of medicinal gas (OGYFI 2006).

3. SUBSIDIZATION POLICY

In the financing policy of the European Union special funds have been allocated for supporting sustainable tourism. This support creates an opportunity for those

[50] The National Development Plan II comprises the program period 2007-2013.

[51] Medicinal waters are mineral waters breaking out from under the ground or brought to the surface artificially, whose therapeutic effects for certain diseases have been proven through strictly regulated medical testing.

[52] The geothermal gradient is the thickness of the earth's crust at which the temperature of water increases by 1 degree C. Across most of Europe this value is 30-33 metres, while in Hungary it is 20 metres.

less developed countries, often favourite tourist destinations, to which only revenues from tourism can provide a chance to catch up. From this it follows that, at the time of the accession, Hungary had to make its domestic development plan for the planning cycle of 2000-2006. The development of tourism featured as an independent priority in the Regional Operative Program[53], within the National Development Plan. Within the priority ”Strengthening the Tourist Potential”, the development of the sector was directly supported as part of the program for the development of tourism-related services. In the second seven-year cycle, as laid down in the National Development Plan II, the tourist sector can expect state subsidies worth 235 billion Hungarian forints[54]. This amount, that allows the utilization of an average of 31 bn forints annually, combined with domestic co-financing, might mobilize over 660 bn forints of private investment over the seven year planning period. In this way, in the tourist sector the strategic plan[55] of a total of 1.100 bn forints, combined with other, domestic sources, may be achieved (Kovács and Soproni 2006, 53-56).

It must not be forgotten that the support will only create the opportunity for development, and all the conditions of successful subsidization and the methods of selection must first be established. The harmony between planning and implementation necessitates the timely application of feedbacks. Special attention must be paid to exploring the effective mechanisms of the developments, it is also necessary to apply the different methods of performance measurement, that might help detect and eliminate the so-called bottlenecks. The aim must not be drawing the funds at any rate, they should be utilized effectively and spent on developments harmonized with goals of the economic policy. The recent years have seen the implementation of large-scale investments, whose efficiency can be proved only by the years to come. This study restricts its subject to discussing the experience of the impact study of the investments using government subsidies in the area of health tourism in the period between 2002 – 2004.

[53] The Regional Operative Development Program and the Regional Operative Development Program Supplement of 2004-2006 include the details of the activities chosen for support related to the goals and targets to be financed by the Structural Funds.

[54] HUF/EUR exchange rate on 2002 average: 1 EUR = 242.96; on 2003 average: 1 EUR = 253.51; on 2004 average: 1 EUR = 251.68; on 2005 average: 1 EUR = 248.05; on 2006 average: 1 EUR = 263.23. Source: Hungarian National Bank official foreign currency exchange rates.

[55] The National Tourist Development Strategy (NTS) was approved by the government on 28 September, 2005. As for its goals and priorities, it entirely complies with the concepts of the developmental policy, therefore what was laid down in the NTS serves as the basis for the tourist developments of the period of 2007-2013. In terms of central budgetary funding, the implementation of NTS is primarily based on the subsidies arriving from the European Union’s Structural Funds.

4. DEVELOPMENT OF THE TOURIST SECTOR IN THE REFLECTION OF THE SZÉCHENYI PLAN

In Hungary, the ”Ten-year Development Program for Health Tourism” elaborated as part of the Széchenyi Plan was meant to facilitate the development of the tourist sector. The aim of the support was to encourage the establishment of high quality centers of health tourism providing competitive services. The concrete targets included that, based on the unique medicinal and thermal water treasure of the country, by the end of the decade, Hungary should take the lead on Europe’s health tourism market. On the tender announced within the Ten-year Program for Developing Health Tourism, the total value of the subsidies won exceeded 30 bn forints. 52 out of the 90 applicants achieved non-refundable subsidies, while 38 applicants received interest support. From the 52 applicants having won non-refundable subsidies, 44 referred to bath construction or reconstruction, while in 8 cases the support was granted for building, enlarging or reconstructing hotels. From the 44 bath construction non-refundable supports 17 were new bath constructions, these included 5 thermal baths, 1 medicinal bath, 4 wellness and health centres, 5 lidos, 1 medicinal gas quarry and 1 spa-related infrastructural investment. The present paper is aiming to release the experience of the impact study of the non-refundable subsidies won for building new baths.

In the initial phase of the research, two hypotheses were set up:

1. The return on investments in tourism is a matter of decades, due to the high investment cost requirements.
2. Subsidies play an indispensable part in developing health tourism.

5. THE RESEARCH METHODOLOGY

Primary research began in the year 2005[56], and the goals to be achieved included that it should contribute to measuring the efficiency of the currently running as well as the future EU subsidies granted within the framework of the Széchenyi Plan tenders, thus promoting the realistic assessment of tenders in tourism. The assessment was rendered by the fact that in several cases our questionnaires arrived back empty. It was a further difficulty that the tender announcements ”only” referred to the time of break-even, which should have been not later than in 10 years time.

Due to the special nature of tourism, all three levels of economic effects, the direct effect, the indirect effect, and the induced effect, must be taken into consideration. Further on, it might lead to faulty conclusions to judge the investments exclusively from the figures of the surplus performance. It is especially true if we can work with estimated data concerning the indirect and the induced effects.

[56] The research was completed on 30th July 2006. The research was conducted by the authors led by Elvira Böcskei.

As for the baths examined, the impact study questionnaire[57] sent out comprised four areas:

- Economic data and indicators,
- Data referring to the investment,
- Data on health tourism services,
- Data on future prospects.

Besides the information obtained from the questionnaires sent back, the material gained from the in-depth interviews was also utilized in analyzing the economic effects[58]. Works on the bath constructions were completed in 2002-2004, so, for the sake of the comparability of data, the year of putting into operation (the basic time data) and the data of the subsequent years were analyzed.

6. IMPACT STUDY OF PROJECTS IMPLEMENTED FROM NON-REFUNDABLE SUBSIDIES WON FOR THE BUILDING OF NEW BATHS

The main requirements of the program also included that, besides the development of the baths, provision should be made for the availability of accommodation in the neighbourhood, thus promoting the efficient operation of the baths and hotels. In 3 of the newly built baths examined, the related hotel construction and reconstruction was also financed within the Széchenyi Plan.

6.1. The financing of investments

The investments had four main sources: non-refundable development subsidies, bank loans, internal sources and other sources. The present study is restricted by the fact that several baths did not return the questionnaire, so, unfortunately, we can only examine 9 out of the 17 newly built baths.

The average amount of the subsidy accounts for 30 % of the total investment costs. In 2001, the amount of the claimable support could be 50 % of the total investment costs, maximum 1 bn forints. The total value of the subsidies exceeded 3.8 bn forints, which mobilized 12.6 bn forints invested capital. The planned amount of support was 5.1 bn forints, while the amount that was actually paid out was 3.8 bn forints. Out of the 9 competitors examined, 5 projects had to take bank loans in order to accomplish the investment. The value of the planned bank loans was near 1.5 bn forints, but in reality 2.5 bn forints worth of bank loans were made to the projects. With the exception of two applicants, all the others had to take bank loans a lot larger than they had planned. In the case showing the greatest difference, the applicant was only able to draw a lower-than-planned subsidy, therefore they were forced to take a

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[57] The impact study questionnaire was made by the authors of the paper.

[58] The present study only discusses the direct impacts. The research of the indirect and the induced effects is underway.

larger bank loan. The loans accounted for 20 % of the total investment costs, which can be considered a relatively high rate. It was due to this that the running time of the loans was between 80-191 months. The 10-year average maturity of the bank loans seems rather long, but it must not be forgotten that, with the loans being so large, it is rather difficult to assess the return on investments. The principal repayments are usually due every quarter, with annually increasing amounts, with the remaining balloon amount added at the end.

Table 1. Resources required by the investments

Type of project	Proj ects	Support/ Subsidy	%	Bank loan	%	Internal sources	%	Other sources	%	Total
Building of new thermal bath	5	2,171,077	27	1,707,256	21	3,342,991	41	910,560	11	8,131,884
Building new well- ness/health center	2	1,264,614	35	748,640	21	1,611,112	44	22,461	1	3,646,827
Building new pool, lido	1	175,000	41	0	0	248,817	59	0	0	423,817
Building new med gas bath	1	185,375	48	54,000	14	101,163	26	43,000	11	383,538
Total:	**9**	**3,796,066**	**30**	**2,509,896**	**20**	**5,304,083**	**42**	**976,021**	**8**	**12,586,06 6**

Source: Impact study questionnaire (2006)

6.2. Distribution of the revenues and costs of baths

The economic opportunity of these baths arises from their sales revenue, while it is limited by their costs.

6.2.1. Distribution of the revenues of baths

When examining the revenues of baths, the average monthly revenues of the baths must be examined in the year of starting operation, and in the subsequent one year. In the year following the start of operation, the revenue rose by almost 70 % on average.

In the year of starting operation, as well as in the subsequent year, the highest average monthly sales revenue was achieved by the 02 K-D, 07 K-M and 08 NY-D baths, which is a growth of over 40 % respectively. It is noteworthy that the revenues of two applicants from West Transdanubia and one applicant from the Middle Danuba area were close to the average of Budapest, the capital. One of the two applicants from West Transdanubia, 08 NY-D, is located on the side of the Lake Balaton. As a summary, it can be stated that the sales revenues of the baths increased considerably. The case of 02 K-D deserves special attention as this applicant had previously claimed a lower subsidy, while significantly increasing its bank loans and internal sources for the accomplishment of the project. Despite all this, it seems that the investment turned out to be worthwhile, as the sales figures prove that the bath had earned great popularity and its guest turnover maintains a dynamic growth.

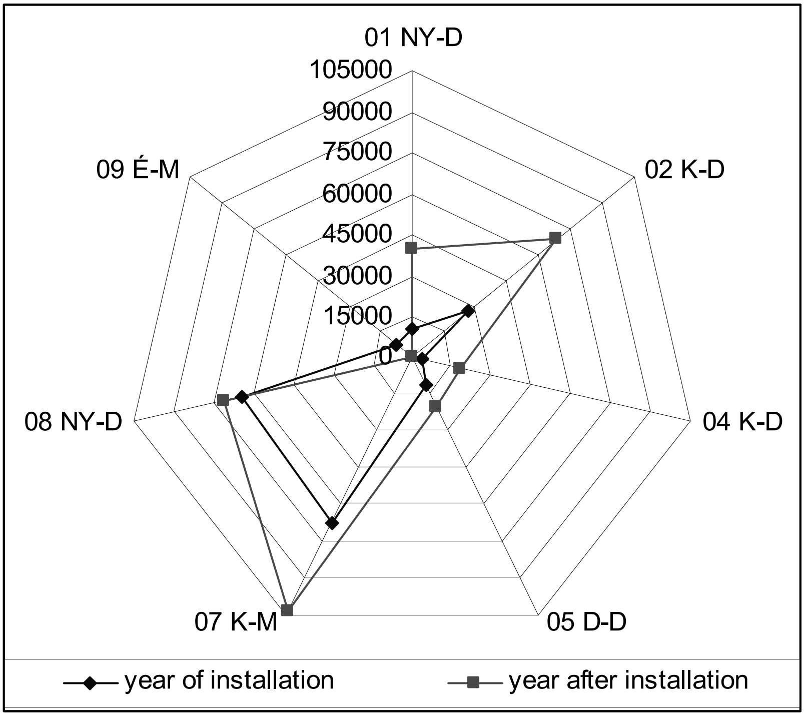

Figure 1. Distribution of average monthly sales revenues[59] [60]

(data in HUF 1,000)

Source: Impact study questionnaire (2006)

[59] The baths are identified with code numbers, however, the analysis made it necessary to name the given region of Hungary (according to EU's NUTS-2 nomenclature) as well. NY-D = West Transdanubia, K-D = Middle Danuba area, D-D = South Transdanubia, K-M = Middle Hungary, É-M = North Hungary.

[60] 03 D-D and 06 K-M provided irrelevant data, so their data were not included in the figure.

6.2.2. Distribution of the costs of baths

From all types of costs, the value of material costs[61] increased by 50 % on average in the year following the investment. The highest values were shown by 07 K-M and 02 K-D, both in the year of investment and the year after. The results are somewhat distorted by the fact that 06 K-M and 03 D-D provided insufficient data. The highest values were given by baths located in West Transdanubia and the Middle Danube region. It should be added, however, that these baths have the highest sales revenues and the largest capacities as well. The case of 08 NY-D is favourable as in the year after starting operation it managed to reduce the amount of material costs, while its revenues grew considerably.

The average monthly personnel cost increased in the first years after starting operation. The reasons for this increase included added expenses arising from the increased staff number, and wage increases given to offset inflation. The 9 new baths offered job opportunities for 607 people in the year of starting operation. In view of the planned head count numbers, in the year of starting the operation, the largest fluctuation was shown by 01 NY-D, 04 K-D and 03 D-D. It is remarkable that with 01 NY-D and 03 D-D the staff numbers showed a slight decrease, with a considerable simultaneous increase of costs. In the case of 01 NY-D the decrease was 9 staff, 11 % of their own staff number, while for 03 D-D the decrease accounted for 6 staff, 4 % of their own manpower. Among the applicants showing the three most outstanding values, staff increase could only be experienced with 04 K-D. From the employees' point of view the case of 07 K-M is more unfavourable as here the headcount increased by 27 people (24%), maintaining practically unchanged cost levels.

Most of the newly built baths are faced with a negative profit and loss account, which means that the baths are in red. Among the reasons of the deficitous operation mention must be made of the high tax burden. Its reduction at the moment seems illusory as it would significantly cut the revenues of the state budget. The payroll taxes to be paid after the staff remuneration (employer's national insurance contribution, social security contribution, pension contribution and other contributions) as well as the tax liabilities are considerable. Examining the tax liabilities (corporate tax liability, the dividend withholding tax liability, the VAT (the balance of VAT to be paid and VAT deductible) and the local tax liabilities (business tax, tourist tax, other municipal taxes), one can find that the payback period of the investment costs of newly built baths is over 24 years, provided that the current conditions do not change. At the same time, the subsidy that accounts for over 30 % of the investment is expected to show a return in 7 years, based on the above tax liabilities.

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[61] Value of material costs without ELÁBÉ (Purchasing cost of goods sold) and Indirect Services Sold.

Table 2. Time of return

Denomination	Year after starting operation
Payroll taxes	393,693,000
Central tax liabilities	29,728,000
Local tax liabilities	90,584,000
Total tax and contribution liabilities	514,006,000
Time of return (investment/budget revenues)	12,586,000/514,006,000 = 24,49 years

Source: Impact study questionnaire 2006

The forecasts are only based on data referring to direct impacts, they do not take into account either the favourable effects of additional employment, or the tax revenue resulting from the added income of suppliers and subcontracting enterprises, or any other influence facilitating the development of the given region.

7. CONCLUSION, PROPOSALS

The hypothesis must undoubtedly be declared justified: subsidies play an indispensable part in the development of health tourism. Beyond job creation, it mainly played an important part in increasing the tourist trade of the region and in the infrastructural development of the given settlement. 440 million forints worth of infrastructural development was carried out related to the investments, as a quantifiable impacts of the development include the positive effects of the investments on the environment of the settlement.. Through building the baths and the services they offer, not only one particular town, but also the neighbouring settlements have reached general customer satisfaction, which also leads to the enlargement of their clientele. The development of the given region and the quality of the programs organized by the micro-region have become decisive factors. All this can only be achieved through joining forces, while easing, or eliminating, regional as well as micro-regional inequalities poses a great challenge for regional development specialists. Reducing inequalities should be dealt with as national interest. It requires cautious and structured state intervention and subsidization policy, considering the opportunities and expectations inherent in the EU's community policy. The 2007-2013 program period of the National Development Plan II offers an excellent opportunity for all that.

The experience gained in the course of the research supports the view that sticking to the rules of cost-effective management is inevitable to efficient and successful operation. It would be advisable for companies to employ controlling experts, as they could guarantee the observation of the principles of cost-efficiency and the high quality standards of operation.

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"Studying the Possibility of Designing & Developing a Strategy for Marketing the Libyan Touristic Product and Its Impact on the Effectiveness of the Tourism Sector in Libya"

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1.1 Research Background:

Tourism is the world's most important and largest industries which regarded as one of the key sectors of national economies. It generates a major part of the national income as an important source of foreign currencies, necessary for local development. Tourism is also a major job generating industry characterized by its multiple effects on a number of other industries such as traditional and food industries, building infrastructure services such as hotels, restaurants, cafes, roads, airports and ports as well as other basic elements of tourism infrastructure.

In fact, the main interest in international tourism started actually in the early sixties of the 20th century, especially in international organizations and constitutions. (The UN Conference on Travel and Tourism held in Russia in 1963 considered Tourism as an extremely desired human activity that deserves encouragement by people all over the world. The conference also urged all countries to give utmost and high priority to tourism industry through providing necessary technical assistance, due to its expected importance in consolidating economic development and earning hard currencies). (1) (Four years later, the United Nations declared 1967 as the International Year for Tourism) (2)

International Tourism has flourished in recent years. The growth rate of international tourism reached 12 per cent per year. [3] This rate outpaced the growth rate of world trade movement, and made tourism a key economic element in the economical and social development process in moderan socities.

Tourism has recently become more important in people's life after it was limited to the wealthy classes of societies. Accordingly, the number of tourists in the world has increased over the years from 14 million tourists in 1948 [4] to 190 million in1984 [5] and rose to 34 million in 1986[6] In 1990, the number was 454.9 million [7] and was 691 million in the year 2000. [8]

International tourism revenues amounted to us $ 118 billion as a direct income in 1985 apart from indirect income, and rose to us $ 455 billion in 1999 as a direct income. [9], which means that tourism was no longer a social luxury, but has become an essensial enconimical factor in the enhancing the GDP of any country.

According to World Tourism Organization, the number of world tourists would be 1.006.4 billion in 2010 and 1.561.1 in 2020. The organization also affirmed that the growth rate of tourists' arrivals to the Middle East and Africa would grow between 5.5 percent to 7.1 percent from 1995 to 2020. [10]

It is time now that the Libya should take its share in the international tourism receipts and activate its tourism industry, especially as it possesses a huge and great touristic attractions sites , some are natural and some are man-made in modern and ancient history. What is needed now is that all authorities concerned should exert utmost efforts to develop a plan or a strategy for tourism marketing in Libya, taking into consideration all economic, social and political facts and circumstances, as well as the possibility of getting advantage of all sources of touristic attractions it has got, according to world recognized scientific standards marketing known world-wide.

1.2 Reseasrch Problem:

The problem of the current research study, as seen by the researcher, is that despite the fact that the Libya possesses varied touristic natural resources which form the necessary raw material for the Libyan touristic product (such as remedial, ecological and desert tourism), and a huge cultural heritage which makes up a large part of tourism industry and which should bring up benefits and welfare for the people of Libya and contribute to enhance the economic development process. Inspite of this, Libya hasn't got its share of the worldwide receipts for international tourism, which, according to World Tourism Organization 2000 report, ranks first on top of other industries. This is evident in the obvious difference in the number of tourists visiting Libya and other neighboring countries in the year 2000, whereby Each of Egypt and Tunisia attracted over 5 million tourists, Morocco attracted four millions and Libya attracted only 137,000 tourists. Table (1) shows the big difference between tourist numbers visiting Libya and neighboring countries. [11]

Table (1): Tourists – arrivals – by thousands

Year / Country	1995	1996	1997	1998	1999	2000
Egypt	2.871	3.528	3.656	3.213	4.49	5.116
Tunisia	4.12	3.885	4.263	4.718	4.832	5.075
Libya	56	88	50	32	40	173
Morocco	2.206	2.693	3.072	3.242	3.817	4.1

Tourism revenues in the above-mentioned countries ranged between U.S. $ 1.5 billion in Tunisia, U.S. $4 billion in Egypt, while it was only U.S.$ 97 million in Libya. Table (2) shows the big difference between Libya's revenues and other neighboring countries. (12)

Table (2): Tourism revenues- in US$ million

Year / Country	1995	1996	1997	1998	1999	2000
Egypt	2.684	3.204	3.727	2.565	3.903	4.354
Tunisia	1.393	14.11	1.361	1.557	1.56	
Libya		6	6	18	28	97
Morocco	1.304	1.674	1.449	1.712	1.808	2.037

However the research poblem could be summarized as follows:

1 – lack of interest on the part of various tourism organizations, at both public and private sectors, to study (local and foreign) tourist needs amd demands, which could identify precisely the desired types of tourism. Such study would help design and develop a new tourism marketing strategy, which would satisfy the desired needs of the both the tourist and the tourism market locally, regionally or internationally.

2 – Inability to target the most important and relevant tourism market sectors, which could be achieved only by devising suitable characteristics for the evaluation of areas of investment and touristic attraction and determine their targeting priorities.

3 – Lack of effective and efficient touristic development plan due to mis-direction of available physical and human resources. This could be due to the fact that people or officials working at the various tourism sectors are lacking marketing techniques or skills and are unaware of the importance of the use of the suitable marketing tools in order to effectively influence the tourism market and gain competative adge.

1.3 Research Hypothesis:

I. Developing a sound marketing strategy to promot the Libyan touristic product would enhance the effectiveness of the tourism activities carreid out by both the public and private organisations working in Libyan tourism sector.

II. Ineffectiveness of tourism marketing activities carreid out by both the public and private tourism organisations based on a will-designed marketing strategy could have a negative impact on the tourism sector in Libya.

1.4 Research Aim & Objectives:

Tourism is considered one of the biggest industries in the world and is expected to be very important at least in view of capital invested and volume of manpower. Like other countries, Libya seeks to get into tourism industry since it is something inevitable and complementary to the economic development program, beside the benefits that may be earned from its share of the local, regional and international tourism market. However, this may require a deep insight and a strategy that can envisage a good use of time, effort and money. This is exactly the main aim of the research which can be summed in the following research objectives:

1-Introducing Libya as a new tourist destination through focusing on the its cultural and other tourism resources which could attract tourists world-wide.

2 – Giving emphasis to the importance of using universal marketing tools and techniques. This can be done by adopting a new strategy for marketing the Libyan touristic product and the fulfillment of the strategic objectives of the tourism sector in order to help provide an alternative source of income beside petroleum and strengthen the Libyan economy and be the market leader.

3 – Presenting a true image of the actual situation of the Libyan touristic market showing how far travel and tourism companies are prepared to conduct market researches and studies inorder to adopt a successful strategy for marketing the Libyan tourism attractions and attract large numbers of tourists to the country and allure businessmen to invest their money in this sector.

1.5 Significant of the Research Study:

Tourism is an economical activity that gains great importance in countries that possess touristic and archeological sites visited by individuals as tourists and those who are interested in tourism affairs and projects. Therefore the presence of purposeful strategies based on sound marketing standards represent the starting point in launching and the success of any tourism plan aimed at attracting tourists and revenues. Accordingly, not effort or activity whatsoever would succeed unless linked to suitable strategies especially in terms of marketing. Reliable planning for tourism marketing with all its elements is the true guarantee to ensure that tourism would succeed as a human activity on one hand and as an economical motivator on the other.

Adopting a new strategy for tourism marketing symbolizes an important step towards determining the markets which commodity and service corporations existing in continuously changing unprecdictable environments are targeting. Such strategy should also be capable of meeting tourists' needs & desires. To ensure success to such strategy, sufficient and accurate data on all aspects of the entire market should be available to tourism marketing planner, through conducting field studies on touristic regions in a country like Libya. This process aims at determining the features and value of each site separately and identifying the characteristics and nature of the users of the touristic market. The study derive its importance from the fact that it is the leading studies in the North African region which deals with (studying the possibility of designing and developing strategy for marketing the Libyan touristic product and its impact of the effectiveness & efficiency of the Libyan tourism sector)

1.6 Research Methodology:

The study depends on the following research methods in the field study:

1) the descriptive approach: This method was chosen as " an effort to collect accurate and detailed knowledge of the elements of an existing problem or phenomenon to have a better and precise understanding in order to draw up future relative policies and procedures for the Libyan tourism sector. (13)

2) The analytical Approach: This method is used to analyze data and information through questionnaires and personal semi-structured interviews.

1.7 Research Procedures & Framework

The current research study's procedures comprises devising a questionnaire form to be distributed among random sample representing the study's main society. The researcher then will conduct personal interviews with a number of representatives of tourism companies, tourist operations managers or with tourism marketing or promotion departments to obtain data and information needed to accomplish the study in a better way and in the limited time-frame.

However, the study's framework is outlined in the following:

1 – The location framework:

These comprise a number of travel and tourism companies working within the Libyan tourism sector nationalwide and which are authorized by (The General Board of Tourism), as a sample for conducting the current research study.

2 –The human framework:

This comprises distribution of questionnaire among representatives of tourism companies and tourism operations managers or with tourism departments at these companies, besides seeking the opinion of a random sample of foreign tourists and visitors who will be coming from abroad.

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NURTURING INDIAN TOURISM FROM THE ROOTS

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Abstract

Indian Tourism has catapulted into the limelight in recent years for all the right reasons. From being voted the No. 1 destination in the world by Conde' Nast Traveler Readers' Survey to being the partner country at the ITB Berlin last year to its most famous monument the Taj Mahal topping the 'Seven Wonders of the World' poll, India has garnered enough attention thereby increasing its chances of featuring on the itinerary of every tourist. Leading tourism organizations including the World Tourism Organization (WTO) and the World Travel and Tourism Council (WTTC) have forecasts' India to be one of the most dynamically growing countries within the tourism world in the next 10-15 years. The question now is –what is India doing to sustain and capitalize on this newly acquired attention and opportunity? With a plethora of tourism products varied enough to make the tourist experience something new everyday, attraction-wise the country is in a league of its own. But the popularity of a destination does not depend solely on the attractions it offers. A multitude of factors governs its ascent or descent on the popularity chart.

Having identified the service providers at the grass root level (unorganized sector) like the taxi drivers, railway porters, tourist guides etc., to be one of the major wheel on which Indian tourism operates, this paper discusses the need for organizing Capacity building programmes for enhancing their servicing skills. The capacity building programmes conducted by the Indian Institute of Tourism and Travel Management (IITTM) as part of the main 'Capacity Building for Service Providers (CBSP)' Scheme of the Indian Ministry of Tourism is being discussed in detail.

Key words: Service Providers, Capacity building, CBSP Scheme, IITTM

INTRODUCTION

From 'Where India?' a decade ago to 'Wow India!!' today, the country has undergone a great image makeover in recent years. The most profound impact of this change-in-perception is the growing popularity of India as a tourist destination. While the boom in the economic stride and information technology proficiency initiated this sea change, the mantle of sustaining this 'wow' factor till date can be attributed largely to the variety and diversified offerings that India as a destination has been able to showcase. Tourism is a very tricky business; every ingredient in the recipe has to be perfect enough to dish up a competitive unique destination. However firm the basic parameter of a developed nation be, it does not necessarily translate into a guaranteed slot in the 'popular tourist destinations' list. With every country exploring the opportunity that tourism offers, the competition level is at an all–time high and therefore, a destination should be adjustable and innovative enough to tune itself to the changing trends and taste of the market demands. India, with its plethora of tourism products, in the form of geographical, cultural and ethnic diversity has been able to enthrall the increasing foray of tourists' movement into her domain. From just 16,829 international tourists' arrivals in 1951 to playing host to over 5 million plus tourists in 2007, the journey has been quite incredible- definitely slow by world standard but nevertheless steady and still growing. The World Travel and Tourism Council (WTTC) have named Indian and Chinese tourism sectors (interestingly, the two most populous countries in the world) as the fastest growing tourism industries for the next 10 to 15 years. Its estimates' for India over the next decade is an annual growth rate of 8.8%, the highest growth rate in the world. In recent years, Indian Tourism has been in the news periodically, that too for all the right reasons. Last year, the country topped the annual Conde Nast Traveler Readers' Survey as the most popular destination in the world while its most famous monument the Taj Mahal ranked high up in the list of the 'Seven Wonders of the World' polls. 'Incredible India' advertisement also got the much-needed global coverage courtesy being the partner country of ITB, Berlin in its last edition. The future is definitely bright but just being jubilant with the forecasts and resting with the laurels of the present status will not be progressive. India needs to consolidate on her gains and capitalize on the attention it enjoys at present.

As the Indian Tourism industry emerges as one of the most dynamic markets; the stage is set for newer, more competitive innings in the coming years, both at the home turf and in the global tourism playing field. Against this backdrop, it becomes imperative that tourism policy makers, planners and think-tanks in the country should focus primararily on prioritizing and nurturing all basic elements which keeps the wheels of Indian tourism industry in motion. A tree can endure its full weight and bear fruits only when its roots are well nourished and planted firmly in the ground.

Identification of primary elements intrinsic to Indian tourism development

While 4A's, i.e. Accommodation, Accessibility, Attraction and Amenities are often considered primary components inherent for the development of a tourist destination; a less emphasized area yet equally important element (in fact more important if we consider the service oriented angle of the tourism industry) is the availability of quality human resources or service providers. However, more emphasis is being stressed on upgrading the physical aspect (hard powers) rather than on developing these 'soft powers' of tourism development. Soft powers encompass a wide range of elements, from service providers and their way of operations, mannerism and behaviour to the various ethical considerations that the tourism business entertains. Even within the realm of these soft powers, the limelight is focused on the principal suppliers like airlines and hotels and on service providers in the organized (and recognized) sector like the travel agents and tour operators. Relegated into the background or sidelined are the service providers at the grass root levels (unorganized sector) like the taxi drivers, the porters at the railway platforms, the policemen on traffic management duty, the lady at the immigration window, the bellboy who secretly guess the amount of tips he is likely to get, the salesman at the souvenir shop or the tour guides taking the tourists on a revelation journey. They are the ones who constitute the first line of direct interactions with the tourists themselves and yet ironically the ones, most underestimated. It is often said, 'the first impression is the last impression' and in the field of tourism where the concerned-look on the face of a receptionist at the check-in counter can be interpreted/misinterpreted in a dozen odd ways, creating the right impression at the first encounter is often half the battle won.

Identification of service providers on the basis of maximum/minimum interaction level with the tourists is an important step for planning training programmes that will benefit them and enhance their personality.

The manner in which the primary service providers interact with the tourists is an important decisive factor that enriches or mar the overall experience of the tourist's for the entire tour programme. Human emotions are subject to rapid fluctuations depending on how it react or respond to a particular display of behaviour. The anticipation of an experience of a lifetime at the Taj Mahal can turn into an uneventful episode if the expectant mood of the tourist is disturbed. The cause of disturbance can be anything-an irritating driver, the indifferent bossy attitude of the person at the ticket counter, the endless number of touts pestering you to buy their ware (thus making your movement uncomfortable) and so on. On the other hand, a customary half-hearted visit to the Taj Mahal can turn out to be memorable one if the tourist experiences pleasant interactions. A smiling appreciative comment about one's country made by the person issuing the entrance ticket can really make a difference and at times, though unrelated it can magnify the value and the beauty of the Taj innumerable times.

PRIMARY SERVICE PROVIDERS (Interaction level with the tourists)	
Direct interaction	**Indirect/Optional/Minimum/No interaction**
Staff/Management of Transportation companies. E.g. Personnel manning the check-in counters, airhostess, Coach drivers, Railway Ticket Examiner, Bus Conductors etc →	**[If having access to personal transportation means. For Example tourists traveling by own car]**
Taxi drivers/ *Auto rickshaw drivers/ **Rickshaw drivers etc →	**[Private transportation arrangement]**
Staff /Management of Accommodation Units →	**[Stay with friends or relatives]**
Travel Agents and Tour Operators →	**[Free Individual Traveler (FIT)/ own travel and tour arrangement]**
Tourist guides →	**[If one does not avail their services]**
Shopkeepers, Sovenier sellers →	**[If no shopping is done]**
Personnel manning the ticket counters at the entrance of monuments, museums, etc →	**[If one's tour itiniery does not include visits to such sites]**
Security Personnels stationed at airports/ railway stations/ sea-ports, entrance of mounuments/ amusement parks/ museums etc. →	
←	**Police personnel [If one approaches them for assistance]**
←	**Local population [Opportunity to mingle with them]**

Fig I: Primary Service Providers intrinsic to Indian Tourism development (The list is only illustrative and not exhaustive)

* Three-wheeler vehicle plying on Indian roads.
** A mode of human-powered transport

A satisfied tourist is a walking-talking free advertisement for a destination and ensuring that the tourist forms a positive opinion, a lot of parameters have to be identified and their functioning synchronized to produce the desired satisfaction level. One of the major contributing factor towards a higher tourists'satisfaction level is the manner in which tourists are received and treated at the most primary level of interaction with the service providers at the host destination. This calls for an urgent need to polish and upgrade the servicing skills of these service providers. Capacity Building programmes are proficient means of accomplishing the same.

CAPACITY BUILDING

Recognizing the importance of trained human resources and the need for imparting formal training and certification mechanism for service providers in tourism and hospitality related sectors, the Government of India have already established a number of training institutes. At present, there is the Indian Institute of Tourism and Travel management (IITTM), 21 Institutes of Hotel Managements (IHM's) and 8 Food Crafts Institute (FCI's) all over the country, which have been entrusted with the responsibility of imparting capacity-building program with the basic aim of assisting the service providers with skills and knowledge required to service the tourists efficiently.

Capacity Building refers to assistance given to individuals for general upgradation of performance ability.there are a variety of definitionfor capacity building but the most comprehensive one has been given by Ann Philbin, wherein she describes it as a "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world" (quoted in the report on 'Capacity Building Work with Social Justice Organizations:Views from the Field', which she compiled for the Ford Foundation, 1996).

The need for capacity building is being felt in almost all organization and is increasingly being used to minimize the difference between need and supply. Its importance especially in the developing countries is illustrated by its presence as a separate budget line in the formal costing of the Millennium Development Goals (MDGs) presented to the 2005 UN "Millennium +5" summit in New York. The tourism and hospitality industry being service-based and infused with a host of intangible and immeasurable components and moreover operating in a dynamic environment requires capacity enhancing measures to be taken up on a regular basis.

Capacity Building for Service Providers (CBSP) Scheme

Realizing the fact that the regular programmes offered by IHMs, IFCs and other institutes in the private sector cater mainly to the organized sector, the Human Resource Development (HRD) Division of the Indian Ministry of Tourism embarked upon formulating and implementing the 'Capacity Building for Service Providers' (CBSP) Scheme from the year 2002-2003 with the aim to provide basic training to the service providers in the unorganized sector (and also several other categories in the organized sector). These programmes were intended to provide certain inputs that will improve their behaviour and service levels.

The CBSP scheme was designed to include the development of a system of certification and covered the following training programmes:

i) Skill development in general for fresh candidates

ii) Specialised skill development, including language courses for fresh as

well as existing service providers

iii) Basic Skill upgradation in general for existing service providers

iv) Training of Trainers programmes

v) Awareness Programmes

vi) Awareness of tourism benefits/knowledge in the rural areas

A separate guideline for the scheme was prepared. Some of the important points highlighted in the 'Guidelines for the CBSP scheme '(revised version, 2006) are:

Definition of Service Providers: Persons engaged in providing services to a tourist will be termed as Service Providers.

Implementing Agencies:

- Indian Institute of Tourism and Travel Management (IITTM),
- Institutes of Hotel Management,
- Food Craft Institutes,
- India Tourism Offices,
- National Council for Hotel Management and Catering Technology (NCHMCT),
- Tourism Departments of State/ Union Territories Governments
- State Tourism Development Corporations
- India Tourism Development Corporation (ITDC)
- State/Centre Training/Academic Institutions
- Specialized Academic Training Institutes in the private sector engaged in giving training in the hospitality sector.

Nature of training (Area to be emphasized): Health and Personal Hygiene, Cleanliness, Basic Service Techniques, Garbage Disposal, Etiquette and Basic manners, Basic nutrition values, Energy saving and nutrition saving techniques, Basic tourism awareness, Presentation and Communication skills, Behaviour

Skills, First Aid, Client Handling & Behavioural skills, Skill development in general for fresh candidates, Specialized skill development, including language courses for fresh as well as existing service providers, Awareness programmes, Developing skills in product presentation in rural tourism etc

Service providers (to be covered under the scheme): Bartender, Cooks, Stewards, Receptionists, Information Providers, Drivers, Government Staff who come in contact with tourists, Supervisors, Guides, Travel Assistants, Manager for small Hotels, Bakers and Confectioners, Catering Staff, Meal providers, Tour Escort/Assistant, Reservation and ticketing Assistant, House keeper, Event Management supervisor, Hospital House keeper, Interior Designer, Florist, Tourism Staff of Central and State departments, Tourism facility Planners and management staff, Tourism facilitator/Runner, Foreign language interpreters, Naturalists, Rural Artisans/ Craftsmen/ Entertainers etc.

[Note: Since the financial considerations and instructions for Implementing Institutions are beyond the scope of this paper, they are not mentioned here]

CBSP PROGRAMMES OF IITTM

About the Institute: The Indian Institute of Tourism and Travel Management (IITTM), an autonomous organization of the Ministry of Tourism, Government of India, is one of the premier institutes in the country offering education, training, research and consultancy in sustainable management of tourism, travel and other allied sectors. Committed to developing quality human resources for tourism and allied services, the target groups of its educational/ training programmes extend much beyond the organized sectors of the economy. Established in the year 1983, the Institute operates from its main campus at Gwalior, three regional centers at Bhubaneshwar, New Delhi and Goa and several other Chapters scattered all over the country. Being directly under the Central Ministry of Tourism and with its vast resource pool and enormous experience in the field of tourism education, IITTM was an obvious choice to function as an implementing agency of the CBSP Scheme.

Under this Scheme, IITTM conducts training programmes by using its own infrastructure or providing training at the work place of the service providers itself (whichever is conducive). The extensive network and nationalized character of IITTM enables the institute to implement the scheme and conduct the training programmes at various locations thereby benefiting the service providers in many parts of the country. Examples can be sited of capacity building programmes conducted by IITTM at Port Blair, Jammu, Shimla, Nainital, Bhimtal, Khajuraho, Jaipur, Udaipur, Panaji, Satkosia, Sakhigopal, Nandankanan, Chilika, Gurukul etc. IITTM has also been actively implementing the UNDP project related to community and rural based tourism. Outlined below is a list of the courses conducted by IITTM between April 2006 and January 2008.

Sl. No.	Course Title	Venue	Number of Participants	Period
01	Taxi/Hotel Staff	Nainital	40	22-23.04.2006
02	Taxi Drivers	Shimla	40	03-04.05.2006
03	Hotel Staff	Shimla	40	03-04.05.2006
04	Taxi Drivers	Jammu	33	13.05.2006
05	Railway Porter	Jammu	40	14.05.2006
06	Taxi Drivers	Gwalior	40	22.08.2006
07	Tonga Drivers	Gwalior	41	23.09.2006
08	Taxi Drivers	Orchha	115	02.10.2006
09	Hostel Staff			
10	Taxi Drivers	Khajuraho	108	03.10.2006
11	Hotel Staff			
12	Taxi Drivers	Agra	87	04.10.2006
13	Hotel Staff			
14	Taxi Drivers	Jaipur	40	05.10.2006
15	Hotel Staff	Jaipur	40	06.11.2006
16	Hotel Staff	Gwalior	40	05.11.2006
17	Tonga Drivers	Agra	25	16.12.2006
18	Taxi/Auto Driver	Agra	26	16.12.2006
19	Unemployed	Andaman & Nocobar		03-08.01.2007
20	Porters	Bhopal	25	22.03.2007
21	Auto/Coach Drivers		26	23.03.2007
22	Taxi/Coach Drivers	Khajuraho	40	13-15.05.2007
23	Taxi/Coach Drivers	Agra	60	21.05.2007
24	Hotel Staff/Dhaba	Nainital	30	11-13.06.2007
25	Hotel Staff/Dhaba		30	

26	Hotel Staff/Dhaba	Bhimtal	30	11-13.06.2007
27	Tourism Awareness programme	Stakosia Tikarapara	25	12-14.11.2006
28	Tourism Awareness programme	Hirapur	20	26.11.2007
29	Tourism Awareness programme for the Service Providers of Nandankanan Biological Park	Nandankan an	26	17.12.2006
30	Tourism Awareness for Guides of Nandankanan Biological Park	Nandankan an	23	18.12.2006
31	Sebayats of Sakhigopal Temple, Sakhigopal	Puri	30	24.12.2006
32	Tourism Awareness for Eco-Guides of Bhitarkanika National Park	Bhitarkanika	32	08-10.01.2007
33	State Level Tourist Guide Training Programme	Sponsored by Deptt. of Tourism	24	22-24.10.2007
34	Artisans of Konark	Konark	30	01.05.07 to 27.07.07
35	Orientation for Eco-Guides of Gahimatha Marine Sanctuary	Sponsored by DFO, Rajnagar	20	06.01.08 to 10.01.08

Fig II: Details of CBSP Programmes conducted by IITTM between April 2006 and January 2008.

The duration of each course ranges from 1 to 3 days and a token stipend (monetary benefit) as per the norms of Ministry of Tourism, is being given to the participants to ensure and encourage maximum participation.

While formulating the Capacity building programmes for service providers in the unrecognized sector, staffs of the 'CBSP Implementation Cell' at IITTM had to first answer a number of questions to ensure that the objectives of the training programmes were met. Some of the questions and problematic area and their solutions are reproduced here, in the chart below.

QUESTIONS	PROBLEM AREA	SOLUTIONS
WHY WOULD THEY ATTEND THE TRAINING PROGRAMME?	They will be losing 2-3 hours of their working time. [This problem is more prominent in cases of daily wage earners]	Stipend for the participants
WHERE WOULD THE TRAINING PROGRAMME BE HELD?	Sometime 'Time and transportation' costs that will be incurred in bringing the participants to the Institute campus not practical	In such cases, Training programmes taken to the participants. Conducted at their work-site.
WHO WOULD BE THE TRAINERS?	When training programmes are conducted at places where IITTM does not have its direct Network resource	Teaching Staff of the Tourism/ Management department of Colleges /University in the area where the programme is being conducted or local experts in related field.

Getting the service providers to agree to attend the programme was a major hurdle. It was something new to them and their skepticism were justified. Making them first aware about the purpose of the programme and how it will benefit them was a challenging task. It was challenging, not because it was hard to convince them but challenging, because it was hard to get the opportunity to talk to them in an organized grouping. The Management/Office-bearers or influential members of the Association or Grouping of the 'target' service providers are first contacted and convinced about the usefulness of organizing such a training programme for its members. Once this hurdle is crossed, the rest of the plan runs smoothly. In all the cases, the key members were found to be cooperative, often volunteering for any assistance in implementing the programme.

The mode of operation of conducting a CBSP programme is being illustrated with the help of a specific example.

Example: Railway Porter's training programme

Venue: Platform No.1, First class travelers' Waiting Room, Habibganj Railway Station, Bhopal, India

Number of Participants: 25

Procedure

Step 1. IITTM, as the nodal agency for implementing the CBSP Scheme (of the Ministry of Tourism, Government of India) approaches the Madhya Pradesh Tourism Development Corporation (MPTDC) with the proposal to jointly conduct a training programme for the railway porters.

Step 2. Chief Coordinator of the CBSP Scheme, IITTM and the General Manager of MPTDC in consultation with the Station Manager of Habibganj Railway Station chalk out a schedule for the proposed training session. The opinion of the Head of the Porter's Association, referred to as the 'Mukaddam' (in local parlance) is taken into account. This is an important aspect considering the fact that the Mukaddam commands great respect and influence among the Association members, a crucial criterion for convincing the members to take part in the training programme.

3. Date and timing: The Training was scheduled for the 22nd of March 2007 for two hours from 10 am to 12 noon (local time). Certain factors were kept in mind while deciding the timing of the programme, such as the frequency of trains arrival and departure (in general and maximum tourist-boarding trains in particular) so that disturbance/break in the working hours of the porters are kept to the minimum. On an average, 300 odd trains pass through this particular station per day. Just imagine the volume of business they will be losing if they spend the 2-3 hours attending the training programme? The timetable of these trains was studied and the peak and lean arrival-departure times and correspondingly the peak and lean business hours of the porters were identified. Based on this, 10 am to 12 noon was found to be a lean slot and therefore the most appropriate time for the training programme to be conducted.
4. Training Programme: The trainers were seated on chairs arranged in a single file

while the porters sat on the carpeted area. Writing materials to note down points were distributed followed by a short Introduction session. It is human nature to be curious about one's benefit and opportunity. The trainers started the programme by emphasizing on the benefits of the trainees (porters) and the role they play in the overall tourism development of the destination. Addressing this core issues at the outset caught their immediate attention and the rest of the programme were all taken in the right spirit. Issues deliberated upon in the programme includes

- Basic tourism awareness concepts
- Personal hygiene
- Mannerism and right etiquette

- Professional ethics
- First Aid
- Multiplier Effect of Tourism
- Knowledge and information of important local tourist destination etc

After the training concluded, the participants were given certificates and stickers and a stipend of Rs. 100. Tea and snacks were also provided during a 20-minute break, which was planned and timed to coincide with the arrival of an important tourist train (Shatabdi Express) arriving at that platform.

Another important programme which the Ministry of Tourism has conceptualized is the

"Earn While You Learn-Sensitizing Youth to Tourism- A Training Programme". This is a unique sub-scheme under the main CBSP Scheme, which IITTM have been entrusted with, to organize five programmes (full time) in a year, each of 21 days duration. As the name suggest, this is a programme for the students (college-going) and the first of its kind being introduced in the country. This programme was designed keeping in mind the number of trained personals that will be required for the numerous events that India is likely to host in the coming years, especially the forthcoming Commonwealth Games in 2010.

Objective of the Programme: To inculcate appropriate tourism traits and knowledge amongst the trainees, which will enable them to act/work as student volunteers.

Course contents: Emphasis on three aspects,

i) Indian Society and Culture,

ii) An overview of Tourism Travel and Hospitality Industry,

iii) Managerial and Behavioral skills

Who can apply?

A college-going student who is pursing a graduation course or is a graduate and who has attained an age of 18 years but is not more than age of 25 years.

To test its feasibility and the response level, IITTM organized the first programme on a pilot basis at its Delhi center. An advertisement format for the said programme is shown here.

A written entrance examination was conducted and a total of 62 candidates were selected and provided the training. The trainees were made to appear in an end-of-the-programme test, which also included a 10-minute presentation on any of the monument located in the country. Each successful candidate was given a certificate and a sum of Rs.1000 as honorarium and their names put up on the Institute and also on the Ministry of Tourism website. While on a professional engagement, they will be assigned the designation, 'Student Volunteer'.

Conclusion

Tourists come in contact with various service providers and the experience of their interaction with them governs their perception of India as a tourist destination. In India, the often-neglected service providers in the unorganized sector (those at the grass root level) are usually the ones who have maximum direct interactions with the tourists. It is therefore their style of servicing upon which the opinion of the tourist about the country will be based. Realizing that strengthening the work force at the grass root level is often the best possible strategy for the further development and branching out of Indian Tourism industry, the Ministry of Tourism, Government of India initiated the Capacity for Service Providers (CBSP)' Scheme. Any attempt to estabish rapport between the tourist and the environs of the host destination adds to the credibility of the destination and the CBSP scheme is one such sincere attempt.

Whether the scheme has made certain positive impact upon the servicing skills of these service providers can be evaluated by analyzing the feedbacks of the participants collected by the training institutes (IITTM, in this case) from time to time. Though an important area to judge the practicability and the usefulness of the said scheme, exploring this aspect in this paper will not be justified. It is an area, which calls for more in-depth discussion.

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Exploration Of Quality Benchmarks In Higher Education In The Realm Of Tourism

A theoretical assessment

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Introduction

Modern educational programmes have emerged in answer to the developing demands for human resources, which will be able to cope in a globalized environment constantly evolving and changing. (Amoah & Baum, 1997).

The intentions of the present publication concentrate on the following issues:

A. Conceptual approach of the philosophy of the principles of the holistic quality administration, in the context of human resources management with the main advantage of creating suitable pre-requisites for the rendering of upgraded educational services.

B. The application of a method of benchmarking as a basic standard of comparative assessment of the best educational achievements of departments of similar cognitive objectives, so as to specialize the mission, vision and aims through the acquisition of an advantage over rivals.

C. Expressing Conclusions\Suggestions with the view to encouraging initiatives and taking quality measures within the context of higher tourist education activities as a whole.

Conceptual approach of the formation of the holistic quality administration, in the context of human resources management

The application of the philosophy of the holistic quality administration to Higher Tourist Education demands self control, autonomy and creativity which develop in an environment of cooperation to the effect of a consistent effort towards a constant improvement of the quality of three key parameters: a) Product b) Process c) Personnel. At the same time, Higher Tourist Education as well as other educational sectors should provide high quality educational services so as to develop "specified competitive quality and to have a clear perception of their mission" (Mathews, William, 1993: 102-108). Furthermore, their governing values should be supported so that all parties involved in the shaping of the educational policy can perceive the aims and commitments through the expression of appropriate standards of performance so as to evaluate the outcome and justly apportion the benefits.

The effective assessment of performance as a monitoring technique requires models, information and corrective movements. The models indicate the acceptable levels of performance for each position. The information is a countable standard of true performance in work in comparison with the models. The corrective movements concern measures to restore any inconsistency between the true performance and the model. (Terzidis & Tzortzakis, 2004 : 135)

This requires that all the members of the educational system play a multipurpose role through the updating of their intellectual skills and achieve the ultimate in the sense of perfecting culture aided by the experiences in the field of administration (Tsiotras, 2002:141). In practice, this means that, according to Bechard & Harris (1987) and Bush & Bell (2002:56-57), the executives of educational organizations ought to:

- Set goals and be fully aware of the direction in which they are heading.
- Define the organizational structure according to the demands of the goals set and not to the administrative authority or the need to comply.
- Co-ordinate the educational work and contribute to the shaping of a flexible, creative and directly effective workplace.
- Make decisions with a spirit of cooperation, based on the accurate approach of information and common interest.
- Manage human resources with respect and appreciation of their identity, stature and contribution, thus facilitating their work and a more objective assessment (Varvaressos S.,Sotiriadis M., 2003:143-162).

Formation of a Handbook of Quality in Education

The necessity for the formation of a handbook for the study of the assessment of the holistic quality of Tertiary Tourist Education, according to the standards of the Quality Assurance Agency For Higher Education (**QAA**) is concerned with the establishment of suitable standards, the updating as well as the encouragement for constant improvement of quality, the recognition of strengths and weaknesses, the independent and valid information concerning higher education services. (Prinianaki E. & Loupa P. 2007).

Taking into consideration contemporary tendencies concerning the degree of effectiveness of the Education in relation to modern work market demands we deem the need for an in-depth assessment urgent, the need for a procedure which will emphasize self- evaluation, a method to collect data from inspections conducted, an approach which will comprehend the special needs of the educational organizations and their operating environment (Kaplanis, 2007).

This approach could be based on the continuous utilization of dialogue and feedback with the Department under evaluation, on the exploitation of the experience acquired by the students, on the conduct of thorough research with clear target, on coordinated action of the groups conducting and composing the assessment, judgment or recommendation for the standard of the services provided by the departments, on the recognition of the best practices for the assurance of quality (Stavrakis & Karageorgou, 2007).

According to James (2003), the primary target of those involved in the shaping of the Model Of Holistic Quality is their commitment to the comprehension of the organizing processes of estimating and back feeding of the results quality and quantity wise. The awareness of quality must be part of an established programme whereas the improvement is accompanied by the concept of corrective action and its application (James, 2003: 81).

According to the actions of the Quality Assurance Agency For Higher Education in Great Britain (**QAA**), the report is written in such a way as to ensure its objectivity, its accuracy and its usefulness for the educational organization. It contains the assessors' conclusions and recommendations, but no judgments, it is concerned with the presentation of the optimum practices for dissemination and is conducted on three levels www.qaa.ac.uk/reviews/IQER/handbook/IQERPilotHandbook.pdf: a) The desirable recommendations which refer to issues able to enhance the quality and the institution's capability to maintain the standards. b) The advisory recommendations which refer to issues able to jeopardize the quality in the future and require particular attention. c) The essential recommendations which refer to issues already jeopardizing the quality and require immediate attention. The aim of the above is optimum publicity of the assessments which promotes a form of benchmarking in which all the educational institutions will be involved in a process of emulation.

Comparative Assessment of Performance in Tertiary Tourist Education

The comparative benchmarking is a method of enhancing the functioning of the enterprise\institution through the definition and adoption of the best tried "optimum" practices (Bourantas & Papalexandri, 2003). The term "comparative assessment" is used in order to define the level of performance of each educational organization, with concrete targets, so as to allow the evaluation of the progress. Comparison with rivals enables the organization to mark its boundaries in relation to other institutions which offer similar educational services.

Therefore, benchmarking is a process through which educational organizations (Dervitsiotis, 2001: 429) select sectors to enhance their educational work and answer the question: how is our performance judged in relation to that of the leaders' of the educational field who have achieved the best performances? The best practices of other educational organizations are studied and also answer the question: where must we focus our efforts in order to bridge the gap and become more effective as against our rivals? By applying new methods and systems to enhance productivity and quality, they answer the question: where are our weaknesses, which are the targets set, and which are the performances of our rivals especially those who have utilized effective practices? (Karagiannis, 1992: 48).

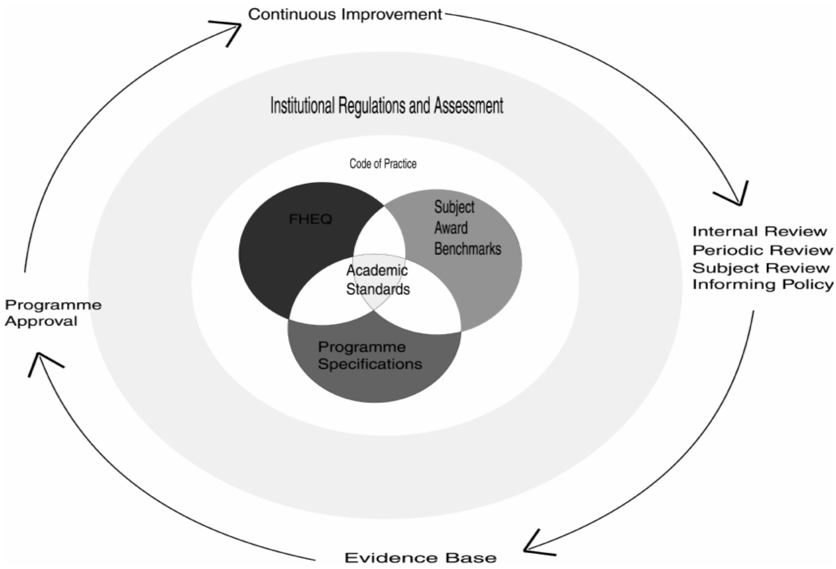
Benchmarking in Tertiary Tourist Education

Benchmarking is one of the most widely applied methods of drawing conclusions and comparing data of organizations of the same kind (Athanasopoulos, 2007). The importance of benchmarking in the management of the international tourist phenomenon, is evident from the creation of the benchmarking committee under the auspices of the Organization of Economic Cooperation and Development (OECD), which supports the shaping of a strategic for tourism, awakens the cooperating parties for the discovery of viable solutions, helps to pinpoint deficiencies and shortcomings, estimates potential achievements of optimum practices, aiming at the solution of the problems which arise in OECD countries. (2007 www.oecd.org)

Nonetheless, which are the methodological process and the main points of comparison that form the basis upon which the success of an educational programme will be evaluated holistically so as to develop future quality initiatives targeting at reinforcing and enriching the competitive position of the educational organization in general?

The diagram depicts the commitments of the educational organization which it ought to abide by with the basic data from the Optimum Practice Code (Self-evaluation – Assessment of Programmes), the academic standards, assisted by the systems and the quality assurance and management mechanisms, after having related the academic infrastructure to the students experience as well as to the evaluation of performance between the organization under observation and the optimum performance model (Bank,2000: 42-43).

Diagram 1



Quality Assurance Agency For Higher Education 2006

At this stage we can define the Critical Success Factors (CSFs) (Evans, Campbell, Stonehouse, 2003) such as devotion to the educational work, expansion of higher tourist education into the international market by seeking executives even in multinational educational organizations with high performance criteria (Gratton, 2003). Furthermore, the constant research on models of procedures and standards will result in the relocation and redefinition of the services provided, fund seeking, development of excellent skills (best in class) and reinforcement of competitiveness, conditions which are essential to every 21st century educational organization (Johnson, Scholes, Whittington, 2006).

Access to information is undertaken by a group of experts who communicate with key-contacts in specific reference organizations (Xiggi, 2000) fact which assists all the educational organizations involved (David, 2007). Consequently, the effectiveness of the programmes of studies, the professional development of the graduates, the structure of the syllabus, the steps towards professional cooperations on a national and international level, the assessment of teaching staff, the contribution and the results of the examination procedure, the standards of performance of the research work of academic staff and the standards of excellence and quality of the administrative organization of services are the main factors of educational strategy. It ought to be noted that devotion, motivation and performance of the staff cannot be assessed by means of a checklist alone (Wheelen, Hunger, 2006).

However, to fully understand the model, the measurement and comparative analysis of performance are materialized in four consecutive stages: "Plan-Do-Check-Act" (Evans, Lindsay, 2002: 587-588):

- Stage 1 includes the design and the choice of the key factors, adapted to performance. In this case members of the educational organization are committed to "supporting the assessment as operational philosophy which contributes to the perfection of quality and innovative adjustment" (Airey & Tribe, 2005: 501-506). Assessment , on the other hand, is not limited to administrative procedures only, but takes into account the human factor as well as the use of technology (Bogan, English, 2007).

- Stage 2 refers to the collection of information during which the parties involved are informed of the results of the study\research in progress, (Ladkin, 2005: 437-447) in relation to the measurements of the performance of rivals. The fact that enhancements are constant and the comparative measurements are soon rendered obsolete is a parameter that ought to be taken into consideration. It is possible that the performance of rivals will continue to improve at a faster pace. The following sectors of skills, knowledge and experience are considered: the development of institutional infrastructure, clear comprehension of the basic issues related to learning and the possibility of its development within the broader statutory goals or missions. (Lewis, Smith, 1994: 85-104).

- In Stage 3 the educational procedures must be reviewed and enhanced. Evaluation is useful only when it is applied and part of a structured programme which leads to detailed analysis. "It covers procedures administratively as well as academically and the methodology ought to go beyond superficial issues and allow flexibility as to the way of its guidance, through study\research of the most significant operational procedures for the achievement of the holistic quality" (2007, www.apqc.org).

  No communicational tool is stronger than the actions of the leadership when it comes to the enhancement of performance. Consequently, many organizations call upon their senior members of staff to form behaviours, adopt views, and acquire skills and take actions which support the organization. Assessment must be a common practice amongst the group of the leadership of every organization (Liston, 1999). Borrowing the best practices from the pioneers in the market and the international quality is an effective means of regulating change and exercising pressure for constant enhancement.

- In Stage 4 , according to Liston 1999: 98-120 & Bogan C.E., English M.J. (2007) "The schemes of action determine the ranked interventions of the administration for the achievement of goals with time escalation of the appropriate actions and noting of the necessary means and corresponding expenses. While applying measures aiming at the achievement of the goals of enhancement of the quality, the team in charge detects opportunities or obstacles which make reviewing imperative at regular intervals" (Vellas, Becherel, 1999: 56-57) of the goals of enhancement which emerged from interuniversity comparisons of competitive performances.

When the educational institution pinpoints the best practices it must successfully share and expand the knowledge. (Bogan, English, 2007). At the same time reliable answers are offered to questions like: In what ways can the organization invest in the training of its human resources who are willing to adopt innovative ideas and practices from external sources so as to encourage the exchange of ideas and better distribution of practice through the use of the existing systems? Although answers are not easy, we believe that areas of work must be designed, the practices of rivals must be evaluated, libraries and notice boards must be created, innovations and practices which show true results must be announced. "Even when the ideas of another educational organization are not truly adopted, the stereotype examination of innovative practices is a challenge in the frame of the forming strategic schemes of the organization" (Middaugh, 2001: 157-158). The reports almost always suggest that comparative assessment:

- Broadens the functional prospect of the organization, creating a cultural environment open to new ideas. It increases the sense of job satisfaction in first rate employees through their participation and the strengthening of the sense of proprietorial professional prospect (Varvaressos S., Sotiriadis M., 2005:35-54).
- It contributes to the creation of a workforce of pioneering achievement, encouraging initiative and creative thought while performing their duties (Thompson, Strickland, Gamble, 2007).
- It overcomes the natural doubtfulness of the employees using techniques of motivation and reward so that the result is oriented towards a broader working atmosphere, in order to achieve the standards of higher performance (Thompson, Strickland, Gamble, 2007).

The process of benchmarking is considered especially suitable for higher educational institutions because it does not focus only on detailed mechanisms of comparison, but mainly on the effect of these comparisons/evaluations on the behaviour of the workforce (Johnson, Scholes, Whittington, 2006). They discover that it helps to overcome resistance to change, it offers a structure for external evaluation and it creates new networks of communication between departments of the same cognitive objectives where the valuable information and experiences can be shared.

Conclusions/Suggestions

The department of education in the tourist industry, includes accommodation, recreation, sport and tourism enterprises, it demands the analysis of the particularities of each programme for every cognitive unit, showing a great degree of flexibility in order to facilitate designing, delving into syllabuses of the cognitive units and seeking the desirable results (Dale, Robinson, 2001). Contemporary educational tendencies reflect the existence of tourist programmes which incorporate notions and ideas from other scientific domains, such as: sociology, anthropology, civilization (Athanasiou, 2004).

Qualifications in the particular cognitive fields refer to:

- Consideration of the ideology and the characteristics of Tourism as an academic as well as applied scientific subject.
- Examination of the nature and the characteristics of the domain studied.
- Research on the products, the structures, the functions, the transactions of the tourist industry.
- Analysis of the social dimensions of the tourist phenomenon.

Although the majority of the programmes constitute an overview of the fore mentioned points, each programme focuses on a different area. They are multi-disciplinary and the majority presents an applied and inter-disciplinary goal.

Furthermore, a vital role is undertaken by the realization of research projects as well as the acquisition of specific skills, among which are:

<u>Knowledge</u>, that is to say comprehension of the subject, multi-disciplinary and inter-disciplinary approach of the studies drawing data from the field of services, research projects, acquisition of problem-solving abilities.

<u>Mental Powers</u> such as approach, evaluation and the ability to think critically upon theories, principles, notions. Synthesis – analysis – interpretation. Application of knowledge through elaboration of logical arguments so as to resolve pressing issues.

<u>Key skills</u> such as communication – presentation of written and spoken language, participation in teams and solidary cooperation, problem solving, crisis management, ability for self-assessment and its application to practice, programming of learning procedures.

<u>General Skills</u> such as designing, programming, execution of practices using appropriate techniques, ability to convey part of one’s intellectual product, recognition, response to moral and security issues, legal matters in direct relation to the cognitive subject.

The designers of the programme of studies, according to the proposed actions of Quality Assurance Agency For Higher Education in Great Britain (2007) www.qaa.ac.uk/academicinfrastructure/benchmark/honours/hospitality.pdf , should ensure that " general" knowledge form the basis of all programmes. However, skills may vary and will always be put in specific and specialized frames in conjunction with the rudiments defined by the guidelines of each cognitive subject.

According to the above when the qualification contains the term "administration", the students should show professional administrative abilities and knowledge through professional practice, they should evaluate and apply notions relevant to the functional and strategic administration of funds, human and natural resources, they should comprehend the necessity of conserving resources in society.

When the programme contains the term "science", the students should comprehend the philosophical basis of the scientific examples, they should show ability to conduct research, to interpret and analyse relevant data and technologies.

When the programme contains the term "studies", the students should be able to critically approach the contribution of the various academic fields to the development of a specific scientific subject, they should show a satisfactory degree of development in their domain, they should possess a substantial knowledge of their discipline.

To sum up, a graduate of a programme of tourist education ought to comprehend and appreciate the contribution of various disciplines to the interpretation of the nature and development of tourism, to interpret but also question theories and notions, to comprehend the local as well as the international nature of the dimensions of the tourist phenomenon, to exploit, investigate, realize the dynamic nature of tourism in contemporary societies, to comprehend the structure, function, organization of the public and private factors as well as their activities, to analyse the relationship between consumers of tourism and those who offer tourist services, to evaluate the effect and consequences of tourism on a social, political, cultural, environmental level, to interpret the characteristics of the demands of tourism as well as the factors which formulate them, to perceive the cultural value of tourism and to understand the behaviour of tourists in their various destinations.

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Management of change by hospitality sector

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Abstract

In a rapidly changing world, enterprises around the globe are forced to synchronize their operation in order to retain their advantages or even overcome any miss functions and become more competitive. Thus, they have to permanently examine the environment in which they operate and the sooner they are aware of the changes that happen, the better they will customize their operation in terms of productivity, allocation of available resources and profitability. In this report we shall analyze how the tourism sector manages change both in the internal and the external environment and we will pay attention to the impact that political, economic, social and technological changes have in the specific industry.

Key words : PEST analysis, Swot analysis, tourism characteristics

Purpose

The purpose of the specific article is to examine the impact that political, economic, social and technological factors have in the way a company operates in today's continuously changing environment.

Information search

The basic resource was Kotler's & Keller's Marketing Management book. Additionally I have used some articles that were publicized in scientific journals such as International Journal of Contemporary Hospitality Management and that I have found in web sites like Emerald, SAGE and Sciencedirect.

Theory

Marketers are the professionals in each organization that are engaged in exploring and identifying significant marketplace changes[1] that may affect the way a company operates. This is so because marketers on the one hand gather information for their company and on the other are closer than anyone else to company's customers and competitors.

In to days changing world, companies should be in a position to be aware of the changes that take place so as to organise their future plans not based to their managers' estimations but in facts. Therefore it is useful to possess up to date information on micro and macro trends. The information has to do with the internal and the external environment of an enterprise. To be more specific as far as the internal environment it is necessary to have data about orders, sales, prices, costs, inventory levels, receivables, payables and so on[1]. Regarding the external environment emphasis should be given to the impact of changes[1] of the following parameters to the operation of a company,

1. political factors
2. economic factors
3. social – cultural factors
4. technological factors

In the marketing science these are known as PEST analysis and are together with SWOT analysis, necessary tools to everybody that takes marketing decisions. The above mentioned factors are further divided to sub categories and should be examined with regard to today's business of an enterprise but also as a starting point for exploiting points that may cause problems in the future or may lead to new products or services that cover unmet needs and trends.

Analysis and reflection

Generally speaking tourism is the activity that is influenced most than any other sector of the economy by changes that happen in the internal and the external environment. This is so due to the characteristics[2] of tourism such as,

- inseparability of production and consumption
- intangibility
- perishability
- Seasonality
- High fixed costs
- Interdependence

In this report we are going to analyze environmental changes that have happened the last decade and influence hospitality sector together with issues that arise from political, social, economic or technological changes. The company that I have selected is a hotel chain that operates in Greece and is known with the brand name Aldemar.

According to the strategic marketing process it is obvious that organizations do not exist in abundance. On the contrary their operation depends on the micro and macro environment. Lately there have been important changes in both environments and only those companies that adopted a new approach have managed to develop. In the next few lines we will present in bullets some of these external changes and we will explain how these changes affect business organizations in tourism sector. Although the macro environment is out of the immediate control of a company's decisions it affects significantly how this company operates.

Hoteliers have faced the following changes as far as political, economic, social and technological factors are concerned.

As far as the tourist in concerned (social factors) nowadays he/she

- Is socially and economically independent
- Has more free time
- Demands services of high quality
- Is more sensitive in the protection of the environment
- Makes more than one journeys per year (short breaks)
- Uses the Internet and other electronic devices with ease
- Seeks for new experiences
- Tourism brings together different cultures and habits
- Life expectancy is increasing and as a consequence more and more people are in a position to travel even at the age of retirement (e.g. baby boomers[5])

The economic development of the last 30 years on a par with an increase in expenditures for social purposes in western societies has turned out to a large number of people that are in a position to seek for holidays annually. Besides, the structure of society has changed and a permanently increasing number of people prefers to grow up alone instead of getting married and this has an effect in tourism. Thus, today it is common to see people travelling more frequently than in the past together with friends or colleagues instead of family members that was the rule in the past. Apart from that, today people have many experiences as they have travelled many times to different countries and they are in a position to evaluate the level of services they get. Therefore they can compare the level of service they gain in several cases and they request for high quality services.

Life in urban areas is becoming more complex and demanding for residents in those areas. For those people it is common nowadays to live in anxiety and they tend to seek short breaks just to overlap the problems they face in everyday life. So it is common for people to travel especially on weekends.

Apart from that, a continuously growing number of people are concerned with the protection of the environment and they require from tourism enterprises to sustain the natural resources of the places that they visit. Since the 1970s the term sustainable tourism has been adopted by tourists and tourism professionals as a prerequisite for future tourism development. Basic rules of sustainability are a viable economic development with respect to the natural resources of destinations that tourists visit and the balance between the carrying capacity and the number of visitors of a destination[6]. So, enterprises that are especially interested in protecting the environment are preferred by potential tourists.

Another element that companies in the hospitality industry have to bear in mind is the fact that population in most developed countries is ageing. On the contrary in least developed countries people at the bottom of the ageing pyramid are the majority with those in the ages above 55 the minority. This demographic change has an effect to issues like the amenities that tourists seek at destinations, the facilities that accommodation schemes should provide and many others.

Regarding the political / legal elements the changes that have happened are the following

- There are no restrictions in the transportation between different countries
- In western countries the political system has remained stable for several years
- Many countries push tourism as the activity that can eliminate their deficits and at the same time increase their GNP
- Elimination of bureaucracy due to a transition to a more liberal system in western countries
- Development of laws for the protection of consumer from unfair business practices and the protection of society in general

- State intervention in legal issues such as product quality and safety, false and deceptive promotion techniques and the like

Nowadays that liberalization and globalization have dominated at least to developed economies, the tourism industry has to adapt to this situation. Therefore, as a result of the absence of restrictions in transportation between different countries, there has been an increase in the number of companies that operate in the tourism industry (e.g. no frills airliners) and the number of travellers. The former face more flexible situations concerning investments in the tourism sector whereas the latter take advantage of the intense competition and low prices. Besides, the stable political situation in many countries on a par with the economic development have contributed to an increase in the per capita income and furthermore to the expenditure for tourism purposes. Moreover, baby boomers are willing to travel more during their retirement and that will cause an increase in the demand for tourism services throughout the year.

Policy making process comprises policy formulation and policy implementation. These two steps are not separate but are closely correlated[8] and it is the duty of governments and other bodies (e.g. European Union) to make regulations and policies that cover every aspect of tourism activities. Therefore, the last 30 years governments have used laws that protect consumers from deceptive techniques that are common in the tourism industry due to the characteristic of inseparability of production and consumption of the final product. For example the Council Directive 90/314EEC[7] of 13 June 1990 on package travel, package holidays and package tours contains decisions of the European Community for the protection of tourist interests. On the other hand, policies have been developed and are in force in an attempt to eliminate below the line movements between competitors that will blame both tourists and enterprises that operate in the industry.

The changes that have appeared recently in the economic level are the following

- More and more people are more affluent in western societies
- Low and stable inflation in the majority of countries
- Economic integration of many countries (e.g. across Europe the majority of the 15 member countries have adopted the Euro as their currency)
- Mergers between old rivalries (e.g. TUI and First Choice)
- Huge investments in the tourism sector for the development of infrastructure both from the public and the private sector
- Minimization of custom controls
- Services have appeared to be the dominant sector of the economy in most countries

The importance of tourism to economies is well recognized nowadays. A general consensus has emerged as tourism not only contributes in the creation of employment opportunities[9] in host countries but also is a vital part of the equity in the foreign exchange ratio. Therefore it is not surprising that tourism development has become first priority for many countries and especially these that are under developed. According to the estimates by 2020 the number of tourists will develop to 1602 million[10] while tourism receipts will reach around 200 billion $. This explains the investments that are in progress from governmental bodies (e.g. National Tourism Organizations) and individuals.

Apart from that, tourism sector is dominated by small and medium sized enterprises that in general are operated by families. This is the case in the hospitality industry although there is a tendency lately for the formation of larger organizations and it is common for well known enterprises to acquire smaller firms or to merge with others. However, acquisitions are not usual between hotel chains because other practices such as management contracts and joint ventures are more prevalent.

Last but not least the changes that have arisen in the technological level are

- Heavy usage of the Internet for promotion of services, communication between hoteliers and tourists,
- Global accessibility all year round at a negligible price through the internet
- Information dissemination
- Electronic commerce has gained a dominant role
- Travelling by airplane is cheaper nowadays and long haul journeys are possible due to new airplanes with extra features
- Development of Global Distribution Systems /Computerized Reservation Systems (GDS/CRS) and yield management applications
- New electronic payment systems are available
- Tourists took more control with ability to compare prices and products without the intervention of third parties (e.g. travel agencies)

Tourism incorporates many of the features of the information society that we live nowadays such as globalization, mobility and information richness. Moreover, tourism characteristics such as inseparability of production and consumption have driven tourist enterprises at the forefront of technology. For example, Global Distribution Systems have been developed 30 years ago at a time when at other sectors of global economy the penetration of IT was minimal. The first decade of the new century, tourism businesses have discovered the privileges of Internet concerning promotion methods (e.g. public relation activities) and communication with potential tourists in general. Thus, it is not surprising that although the majority of hospitality enterprises are small[3] even the smallest have developed their own web site or an electronic reservation system.

Apart from that technology made possible data mining from tourists and therefore assisted the designation of tourism services that fit to those needs. From a marketing perspective, this was revolutionary as promotion is done to those segments of customers that are interested for a specific product and not to all tourists. This improves the efficiency of promotion from the scope of hoteliers and rewards tourists with special prices and discounts.

The role of culture in business

Culture constitutes the influence on many dimensions of human behaviour. Therefore it is not surprising the difficulty in defining culture. According to Tylor culture is “the

complex whole which includes knowledge, belief, art, morals, custom and any other capabilities and habit acquired by man as a member of society”[11]. The majority of the definitions that are expressed after Tylor’s share ‘the all inclusive nature of culture as affecting aspects of human life in a society’[11]. Furthermore, culture is the ability that people have for adapting to unstable situations and gives people a sense of who they are, where they belong, of how they should behave etc. As a consequence culture has an impact to people’s attitudes, performance, morale, values and actions. It is prominent to say that culture occurs in every aspect of people’s lives (e.g. from religion and politics to education and business issues).

Businesses around the world have discovered that delivering the core values to their employees is of strategic importance to them. Culture according to Harris[12] influences people’s perceptions and attitudes. Therefore it is not surprising that culture provides a context of whatever occurs in people’s lives from working to relaxing on free time[12] and it influences the way business is done. Among the issues that enterprises around the world examine from time to time is ‘the impact that culture has upon rules, regulations, directives and strategies within the specific organization’[12].

Harris[12] denotes some factors that might affect how culture is delivered and accepted by employees such as

- People’s diversity as employees of various nations are supposed to understand the values of an enterprise although they do not necessarily have the same background
- Mergers, acquisitions and strategic alliances that are met very often nowadays and the difficulty that arises from the connection of different cultures
- Lack of cultural training

On the other hand each enterprise and necessarily internationals should cast a shadow on these questions and must provide distinct answers for they want to win in the market

- Is there a culture lag within the enterprise? In other words are business rules and regulations updated or they are obsolete?
- Do business leaders seek to understand the culture of customers and suppliers?

- Do businesses as organizations accept cultural diversity between their employees and encourage dialogue and understanding of different dimensions?
- Are companies resilient to change?
- Are business leaders ready to adapt new dimensions of culture in replacement of old and obsolete?
- Are cultural differences considered as opportunities for growth through cultural synergy?

Generally speaking, if an enterprise manages to build up common culture between its employees and to disseminate the meaning of culture to them, it has a high propensity to become a synergistic organization. This may lead from people's perspective according to Harris[12] to

1. an open system of people who tend to be benevolent
2. employees that tend to be cooperative and focusing to mutual advantage
3. develop a non aggressive working environment especially as far as the perception of employees about changes in the business environment
4. utilize the usage of available resources and talents for the sake of common good and development of the organization

From the business perspective cultural synergy is vital for a successful organization because 'it enhances individuals and enterprise efforts'[12]. This is so if some of the following happen

1. Fostering a workplace that enables and encourages employees participation in the decision process especially for issues that influence them
2. Encouraging a work environment that is informal, relaxed and comfortable
3. Business goals and individual's goals are balanced where it is possible
4. Tolerance of differences, uncertainties and ambiguities
5. Creation of a communication competence organization that has as a priority to accomplish business goals through employees that work as a team and not as individuals

Technological elements in the case of hotels in Greece

The hotel industry worldwide is accepting the use of new technologies and especially the web for e commerce purposes and many hotels have established their own web sites. Buhalis describes in detail[13] the technological shift that technological developments have brought to Greece's tourism. Tourism has been playing a significant role for the Greek economy since the 1960s. We have described previously the major changes that have happened in the tourism industry lately. These changes have emerged as a global phenomenon and therefore Greece had to follow up in all sectors and especially in hospitality. However, although statistics show that the penetration of new technologies in the hospitality sector is rather poor with regard to that of the rest of Europe it seems lately that a turn around has emerged. The pace is given by the Greek National Tourism Organization that started at 2004 an offensive strategy as far as the adjustment of Greek hospitality sector in the new era. Apart from the appearance of new web sites such as www.grhotels.gr that provide information to potential tourists, nowadays Greece's presence is evident at many tourist portals and search engines.

However, the fact that the majority of Greek hotels are small firms operated by individuals is reflected on the small number of internet sites. According to the research that Buhalis done only 11,4% of hotels have developed internet sites[13]. This explains why the great proportion of Greek hotels is not in a position to apply distribution channels and on line booking systems like GDS/CRM and therefore they lack competitiveness in technology. However, lately the situation has changed and many tourism enterprises have developed ICT solutions.

Government intervention and economic issues for hotels in Greece

Hardly can somebody estimate the exact contribution of Greek tourism in the Greek economy basically due to the absence of a common technique for measuring tourism consumption[4]. The introduction of Tourism Satellite Accounts will provide valuable assistance in this future. However, nobody argues that Greek tourism and especially hospitality sector contribute both to Gross National product and balance of payments[14]. This is extremely important because tourism activities are spread around the country and has assisted in the development of many areas especially those that are underdeveloped via the redistribution of income[4].

Apart from that, the Greek government has undertaken on the one hand a public investment program and on the other set motives for private investments (e.g. the implementation of training programs for hotel employees, the designation and implementation of new infrastructure in several areas and the establishment of economic measures for the attraction of private investments in the hospitality industry).

Last but not least, government intervenes in many issues in the Greek hospitality industry in order to reassure consumers and enterprises that competition is working properly and that tourism legislation is enabled. For instance, Hellenic Chamber of Hotels has classified all hotels to one of the five categories that the Greek law has with the criterion of amenities and quality of service they provide to tourists[14]. In addition the same organization intervenes in the declaration of room rates each year in an attempt to avoid below the line competition between hoteliers.

Political elements of tourism in Greece

Generally speaking tourism is vulnerable to crises. This is the case for the Greek tourism industry too, that has faced until recently many threats and problems that jeopardised its ability to provide suitable tourism products to customers. Until recently political interventions have allowed a plethora of exception policies in the hospitality industry. For example, the government allowed small hotels to operate even without satisfying some policies (e.g. regarding hygiene and safety issues) with the excuse that if they were forced to downsize these hotels, unemployment will increase. However, since 2000 political intervention is more distinct and has set guidelines for the hotel industry such as the provision of quality services to tourists and the development of modern hotels in places of special interest.

Transition of Aldemar to the changing environment

Aldemar has been in the Greek hospitality industry since 1977 and it was always at the forefront of the developments. From its early beginning the core values of the company were[15]

- The provision of high quality hospitality services to its customers
- The continuous development of new products that fit customers needs
- The accomplishment of business goals through people
- The creation of luxury hotels

As one of the leading hotel chains it is necessary to adjust its operation to the permanently changing environment. Therefore, Aldemar has developed

- A program for the protection of environment called Mare Verde[16] that is in force since 1997
- Training programs for it's employees that guarantee the provision of high quality services to it's customers on the one hand and implementation of companies policies
- Mystery quest programmes and quality audits that reassure smooth operation of our hotels
- Cooperation with travel agencies and independent tour operators in order to minimize the dependence on major tour operators for distribution and promotion
- Web site in five languages (Greek, English, French, German and Russian) for immediate approach of tourists
- On line booking system
- Wellness centres in our hotels with emphasis in Spa's as affluent tourists seek such services

- Participation in tourism organizations such as SETE that are responsible for tourism policy locally and regionally
- Market research, market segmentation and establishment of marketing plans

Recommend

'Tourism is a world wide phenomenon stemming from the human need for leisure, contact with nature and the desire to visit new places and cultures'[17]. As a world wide phenomenon it has positive and negative impacts to the economy, society, the natural, built and cultural environment at host countries. Moreover, tourism development depends on

- The protection of natural sources that attract tourists
- The ability to analyze current trends and adjust to political, economic, social and technological changes

The critical issues for hotels globally and in Greece are

1. To enhance tourists satisfaction
2. To strengthen profitability, competitiveness and capacity
3. To differentiate their range of products
4. To increase customer loyalty

It is out of question that the examination of the internal and external environment should be an ongoing procedure for enterprises in all sectors of economy and especially those that have expanded their operations in various countries. The objective of reviewing and analyzing both environments and the changes that they generate, is to prepare enterprises for the things that are coming in the near future.

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Industrial heritage, key of a new urban development in Tourism, case of Thessaloniki (Greece)

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Introduction

Greece is a country with unique comparative advantages. Its great cultural treasures and natural beauty make Greece one of the most appealing countries in the world ideal for developing tourism activities. This is why tourism is one of the strongest sectors of the Greek economy, an integral part of business culture and a way of life for most inhabitants.

The aim of this report is to sensitize and mobilize the local populations concerning the safeguard of a series of heritage elements which are singular, fragile and original. This target could be success with a reuse of them from a tourism perspective. Many wars have been made in reason of heritage, even that time. In last years, we note that the governments empower their strategies with innovative operations in urban regions. Lots of buildings from the past conserve their prestige and they become an attraction for the tourists.

Think Green,
Think Greece

Key words
Urban tourism: professional, educational and cultural – spatial area, industrial heritage, Thessaloniki, Greece.

Importance of safeguard the heritage reuse them for tourism reasons

The new heritage, stands prestigious certainly in the urban tissue, wants to improve their sustantiveness of today. Which are these subjects of new heritage in the urban tissue? The answer is around us. All these buildings and spaces used in the industry during the last 150 years are of great importance for this report. A reusing of them, with another use, means a new begging for them. This reuse's objectives are to gather collections of historic items as well as to set up a new product within the tourism sector. The new reconstructions will pave the way to people, of all ages, condition (remember handicaps) who desire to understand where are they living and how their life may develop in an urban environment. Therefore this results in installing a new relationship, more comfortable, to that environment with the citizens or visitors, while drawing from the experiences of their past possible orientations for starting new developments in the aid of new technologies.

In an effort to establish Greece as one of the leading tourist destinations. Protecting the environment is the greatest responsibility for all because environment is the raw material of tourism.

In order to explain the question *Why we chose a tourist model for a development*, we note that the economy tourist model of Greece was influed by many reasons and consequences of others activities in the middle of XXth century (Cazes, 1995).: evolution of work time, immigration for commercial reasons and recherche of a quality life. Krapf add that the consumption and the spare time are synonym with the tourism phenomenon (Krapf, K.1964).

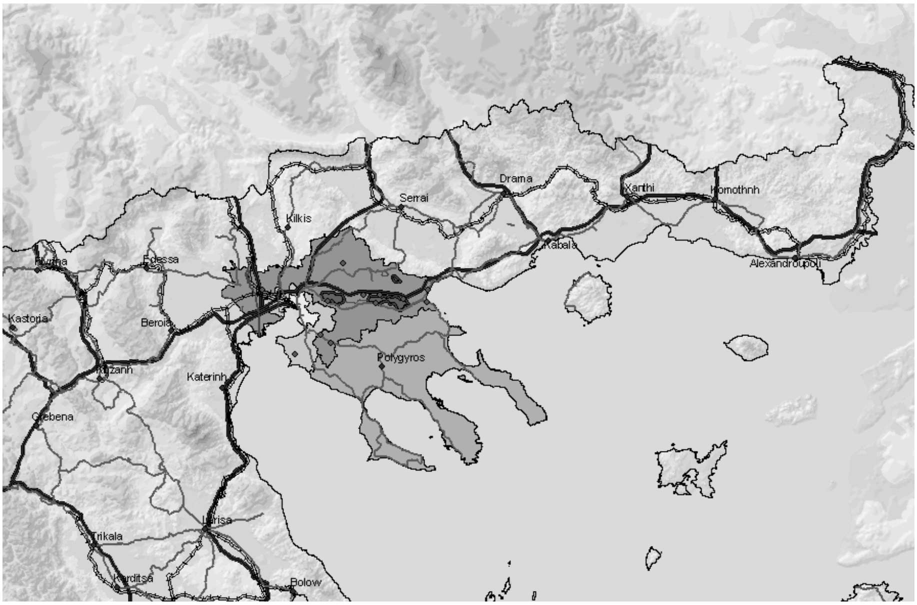
Thessaloniki, un urban spatial with an important industrial heritage

The development of tourism represents a financial challenge for Thessaloniki, capital of Central Macedonia. More than one million of habitants, only 814 579 habitants in the town (inventory on 2001[62]), Thessaloniki aspires to be the leader of Balkans[63] and the carrefour of East Europe, Occidental Europe and Central Asia (map *Spatial Area, Morphology of North Greece*). All victors of human history passed from Thessaloniki, Romans, Byzantines, Normans, Francs, Lombards, Venetians and Ottomans, until 1821. This multiple occupations gave to the town a very important diversity (Lampe et Mark Mazower, 2004 ; Darques, 2000). During the Byzantine's empire Thessaloniki became her capital because of the strategic spatial area (map Spatial area, *Morphology of Thessaloniki and Chalkidiki department*).

[62] Source: Secrétariat Général des services Statistiques en Grèce, site officiel: www.statistics.gr

[63] More 500 greek entreprises and 700 agents of banks in Sud-east Europe, certainly in Balkans[63], with a total investissement more than 12 billions d'euros.

Spatial Area, Morphology of North Greece



railway	
National	
Autoroute	
Lac and bords	
Rivers	
Village of alternatif tourism	
Capitales of departements	

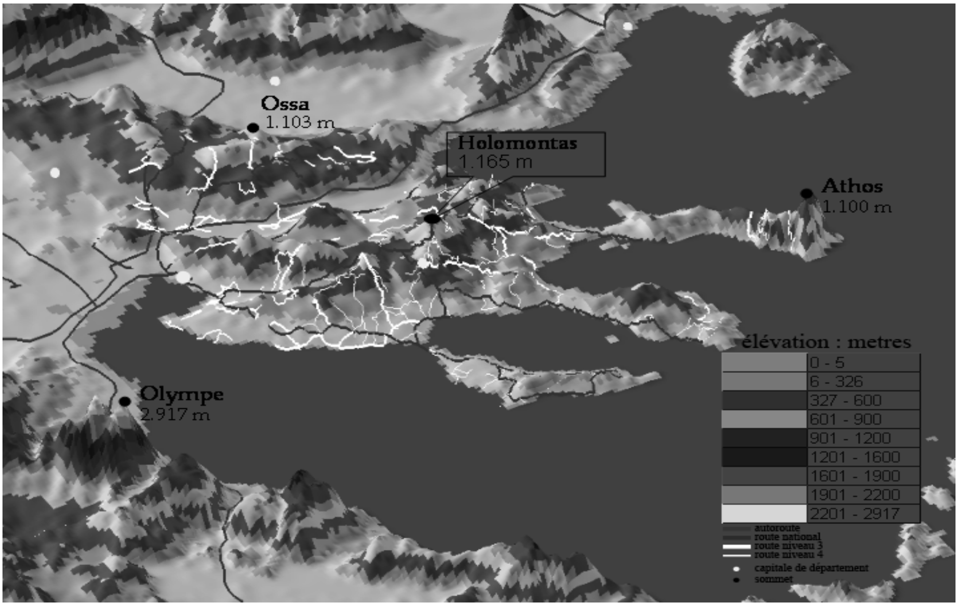
ZONES DEMOGRAPHIQUES
1er : < 100.000 habitants
2e : > 300.000 habitants
3e : > 900.000 habitants

Infrastructures, news and operations to ameliorate, are in progress,like metro, port, airport as well as a big ring road and an underwater road etc. in an attempt to minimize pollution and distances. The beauty of this town is usually commended by important personalities like François Gorgeon, Director of recherche au CNRS[64], who characterise Thessaloniki like “La ville lumière des Balkans”. We should note that the arrivals of Balkans citizens to Greece row up with an average of 2,69% (2.511.723 on 2005 and 3.189.600 on 2006) with an

[64] Avis de François Gorgeon, Directeur de recherche au CNRS, titre d’article: « Plus de deux mille ans d’histoire » dans le journal « Le Monde Diplomatique » en 1997 p.2, source: www.monde-diplomatique.fr/1997/07/GORGEON/

augmentation of 8,44% for the total external arrivals in Greece[65] (board *Statistical elements of Balkans visitors about arrivals in Greece*) .

Spatial area, Morphology of Thessaloniki and Chalkidiki depertement



This town could be playing a role about the encouragement of spatial distribution of tourism in Europe. The geopolitical situation, gives to the city an important role of the carrefour of culture and business. This is the question this report attempts to answer. **Is it possible to upgrade the step of competitivity of Thessaloniki, used the unexploited industrial area for tourism reasons?**

It is real that the town with an important number of commercials and energies roads has the conditions to be leaders. After the destruction of Berlin Wall (9 November 1989), Europe and Thessaloniki change her profile (map *Spatial area, Cultural Tourism in Thessaloniki*). The affairs among the countries became stronger. Greece, member of EU until 1981, participe for the development of Europe. The development of Thessaloniki became number one priority for Europeans governments, like Barcelona, Bologna, Lyon, Helsinki, and recently Riga, Valence (en Spain), Dublin, St Petersburg, or countries like Cyprus and Croatia[66].

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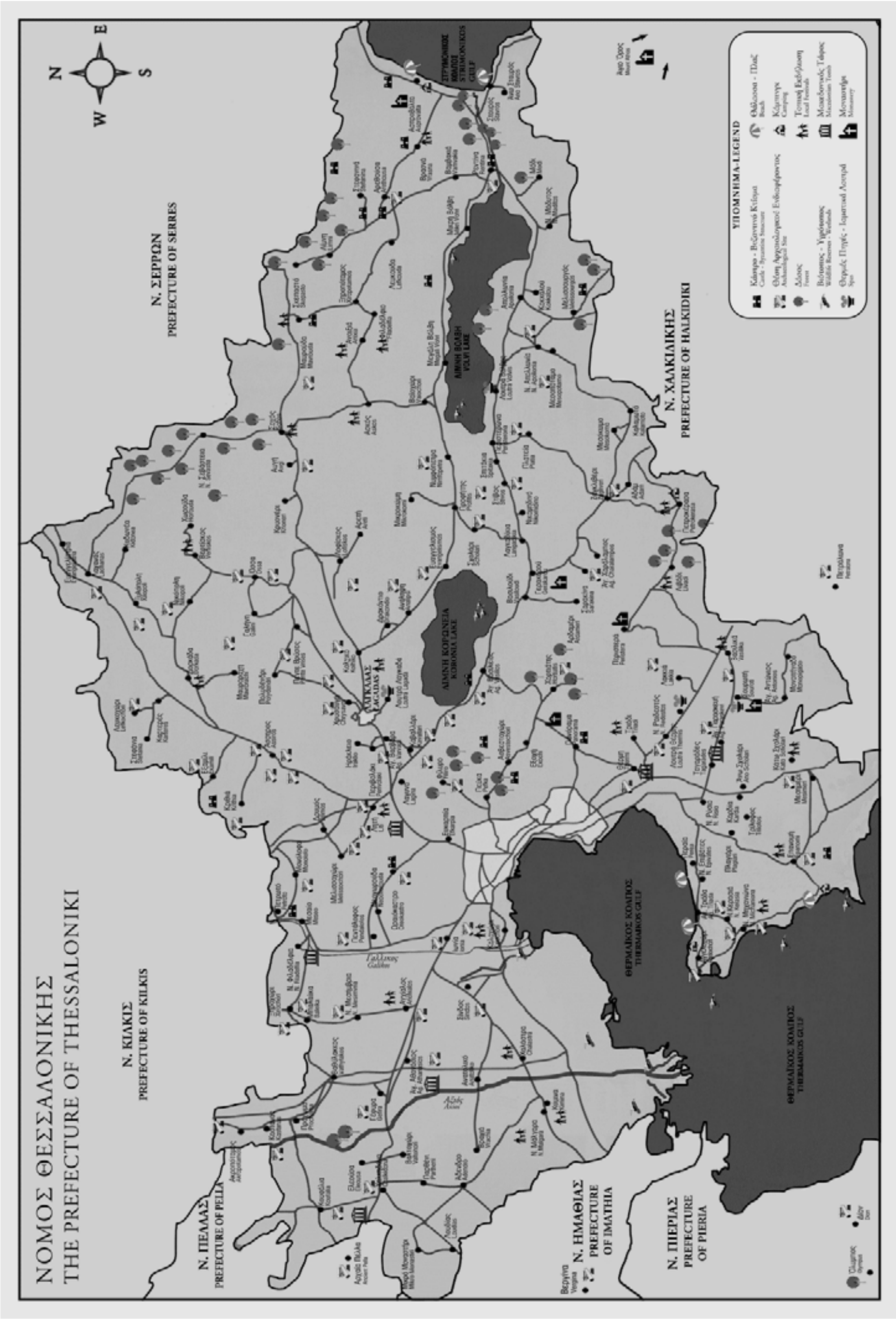
[65] Source: National Statistical Service of Greece (NSSG) / General Secretariat of the Ministry of Economy and Finance.
[66] Le tourisme représente 15% du RIB avec 8,9 millions de touristes en 2004, presque deux fois plus que l'année de 2000 (5 338 millions). Source: site officiel d'ambassade de Croatie en France, http://www.amb-croatie.fr/croatie/tourisme.htm

Statisticals elements of Balkans visitors about arrivals in Greece

	BALKANS	Year 2005	TOTAL GENERAL ARRIVALS IN GREECE, 2005	Year 2006	TOTAL GENERAL ARRIVALS IN GREECE, 2006	DIFFERENCE 2005-06	Analogie Total of arrivals 2005	Analogie sur Total of arrivals 2006
1	Albania	1.478.197	15.938.131	1.591.688	17.283.910	7,68%	9,27%	9,21%
2	Bulgarie	599.872	15.938.131	677.368	17.283.910	12,92%	3,76%	3,92%
3	Roumanie	225.570	15.938.131	285.049	17.283.910	26,37%	1,42%	1,65%
4	Serbie & Monténégro	208.084	15.938.131	285.452	17.283.910	37,18%	1,31%	1,65%
5	F.Y.R.O.M. (no numbers)	-	15.938.131	350.043	17.283.910	-	-	2,03%
	BALKANS VISITORS ABOUT ARRIVALS IN GREECE	**2.511.723**		**130 3.189.600**		**21,04%**	**15,76%**	**18,45%**
	TOTAL *Balkans visitors about arrivals in Greece*	14.765.463		16.039.216				
	CRUISES	1.172.668		1.244.694				
	TOTAL *Balkans visitors about arrivals in Greece*	15.938.131		17.283.910		8,44%		

Spatial area, Cultural Tourism in Thessaloniki

Source: Prefecture of Thessaloniki, official site:
http://www.nath.gr/Photos/xartis_Nomou_Thessalonikis.gif

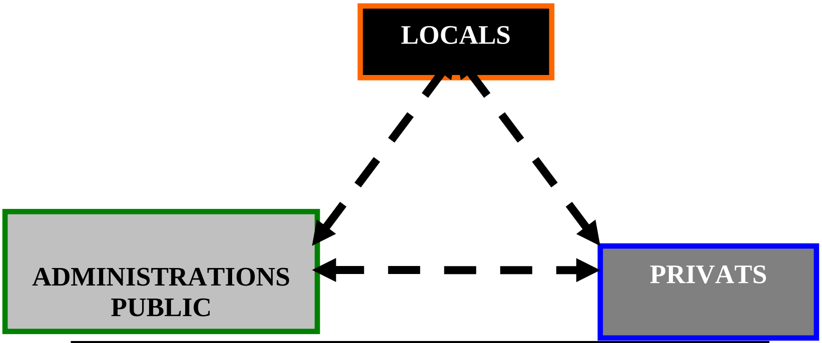


Our hypothesis is that the citizens could adopt a tourist product to our living places in addition to which are the more performer tourist products for industrials buildings.

Industrial's buildings and spaces in Thessaloniki

Actors of these operations should be EVERYBODY, like the draft "Triangle of actors". All of them, local citizens, private enterprises and administrations of public should understand the importance of heritage and safeguard it with an acceptable and useful way, for locals and for visitors and tourists.

Triangle of actors



Source: Raport « La Côte d'Azur un territoire d'élection », d'après le Directeur de l'observatoire du tourisme Riviera Côte d'Azur, Patrick Vece, magasine "ESPACES Tourisme & Loisirs", No 213 le Mars 2004 "Tourisme de Luxe", 2^{e} partie, p. 29.

According to the 4th Ephorate for Modern Monuments of Central Macedonia, department of Ministry of Culture, the industrial buildings are located in the east of Thessaloniki, begging the coast line with an extension to the north. Under their supervision are the following.

	BUILDING	OWNER	LOW
1	Tobacco warehouse	Gavriiloglou Georgios & Voreadi Sofia	1165/b/23.8.05
2	Gallery of Commerce	4th Ephorate for Modern Monuments	1071b//4.12.97
3	Mill Chatzigianni-Altinalmazi	Envoroment Act S.A.	DNSAK/106979/2725 /27.12.05
4	Silk workshop HELIOS	Konstantinidis	1001/B/9.122.91
5	Commercials Buildins of train	Hellenic Railways Organisation	671/b/22.10.90

6	Commercial Building-Fridge “Charilaou SA”	Pireos Developer SA	862/b/16.11.89 734/b/22.11.90
7	Pump room of water system	Company of water	347/b/31.5.85 317/b/17.3.03
8	Wagon of Hellenic Railways Organisation	Hellenic Railways Organisation	40/b/24.1.95
9	Factory of tannage	Charalambidis / Nousias	423/b/6.6.94
10	Factory of tannage	Georgiou / Mamada	438/b/9.6.94
11	Manufactory of beer FIX	Atlantiki Technodomiki Zafiridis brothers	479/b/24.6.94 421/b/10.4.03
12	Abattoir of Minicipality	Minicipality of Thessloniki	446/b/14.6.94
13	Factory of tannage and Stock area	Benis brothers	268/b/18.3.98

Apart from them, there are also some, certainly privates properties, which have been transformed and offer tourist products with an important activity during the years as it is presented in the following table.

	Name of building or space	Date of creation	Old use	Actual usage
1	Mylos		Mill	Centre cultural
2	Vilka		Storage area	Restaurants, club, café
3	Quartier de «Ladadika»		Storage area	Restaurants, club, café
4	Alissida			Club
5	Château de Hahmet Kapantzi	1900		Building used by NATO and now by Municipality
6	Villa Mordauche	1905	Army	Atelier of painting
7	Villa Allatini	1888	Army	Prefecture of Thessaloniki
8	Moulin « Allatini »			
9	Tabac d’Ioannou		Storage area	Private school (educational tourism)
10	Organisation des Eaux		Storage area	Museum of pump room of water system
11	Marché ouvert « Allatini – Modiano »		Market	Merchants et restaurants
12	Galerie de St Mina		Market	No one
13	Galerie Pelasof		Post	Shops and bureau
14	Faïencerie de …		Faïencerie	Hotel (Porto Palace, 5*, 110 rooms, salles de conférence fro 2.000 persons)
15	Tabac			Hotel (Hotel Tobacco, 4*, 57 rooms)
16	Port de Thessalonique			Exposition of art, Bar-restaurant, film Festival

Allatini

Hotel Tobacco

Modernising the transporting infrastructure should regard the evaluation and fix of the related heritage. For instance, all the old steam engines and wagons could be restored and conserved for the next generations. Certainly, they can be used on occasions like leisure and tourism. They can become an attraction for everybody due to their originality. Some initiatives show that could be possible to valorise this heritage like the Steam Engine repaired by the association of railway friends.

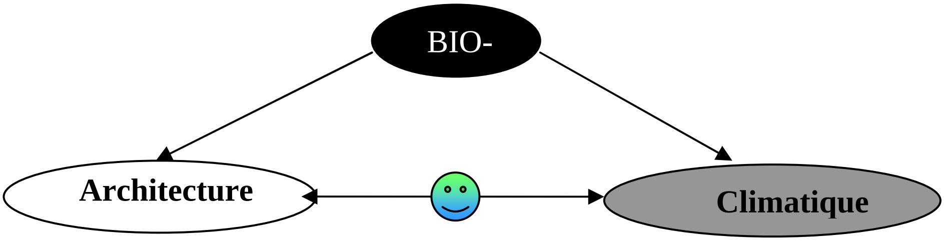
Suggests for a rural development with a sustainable way

In Thessaloniki, there is a famous Thessaloniki Convention and Visitors Bureau[67] that counts 73 infrastructures of congress services in an average of 280 persons. The demand is really big and the rhythms of growth in infrastructures of hotels give the answer to our second hypothesis. The kind of tourism, profitable product, is the Professional Tourism with parallel products that combine the prestige of an industrial area with soft activities. The museum is a quite sufficient choice but not the ideal. Their responsibility is to develop a strategy providing the visitor the motivation of the different, the rare and the useful. The two first elements are depending on the creator and the installer of the building. The third depends on the activities, like creativity, ability to refresh and to relive the visitors or tourists.

[67] Source: www.tcvb.gr

The architecture of the industrial building should consider the fact that this is a place with lots of irons effects, so as a consequence the transformation needs materials more friendly, more “warm” for human, like wood, gley, glass. As we know, the industrial buildings have usually big surfaces. Last months, we witnessed environmental sequences due to pollution by human. So, the constructions which we propose are with sustainable aspects like bio-architecture and bio-climate. These methods are not new but in need of time and a big investment to transform an old building to a bio-building.

PLAN OF BIO-INFRASTRUCTURE



These suggestions are based on sustainable development aiming to augment the number of tourism visitors internal and external with originals products and friendly to all, mainly to handicaps (board wit “Types of our innovation”. **We should not forget that everybody was or will be handicaps during his life!** Sustainable tourism is a concept of development and planning of tourism in order to protect and to preserve the environment in all its aspects and to respect the way of life of local residents. While it is tempting to attract tourists using local heritage and culture, over-commercialisation is one of the issues local authorities have to deal with. Both short-term and long-term profitability and sustainability of tourism development depend on the natural resources and the way they are managed. Therefore sustainable tourism models are a solution when both, tourists and local communities may benefit with a network of industrial conventional tourism.

As tourists become more demanding and their holiday expectations are higher, there will be accommodation units that no longer meet with these standards. The tour operators will choose the hotels/apartments which offer the better facilities and services.

The development strategy requires an environment-friendly character, a model that does not disrespect the environment, the place we live and the next generations will live. In these terms of sustainable tourism each visitor should apply ecological awareness, respect and preserve the nature wealth for us, our children and ours children children.

<table>
<tr><td colspan="2" rowspan="2"><u>Types of our innovation</u></td><td colspan="2">PRODUCT</td></tr>
<tr><td>ACTUAL</td><td>NEW</td></tr>
<tr><td rowspan="2">NEEDS</td><td>ACTUAL</td><td>Nothing</td><td>Convention services, museum with activities certainly for kids, galleries, restaurants, parks with theme. All friendly to handicaps.</td></tr>
<tr><td>NEW</td><td>Developmen t of tourism market</td><td>1. Use spatial area in a compressed region
2. Diversification of the competitive</td></tr>
</table>

Finally, ecological awareness is a sign of education. For that O.T.E.K. within the last 3 years (Organisation of Tourism Education and Training /Ministry of Tourism) guided by the President Mr Kouskoukis Konstantinos,education programms for environnment and handicaps.

Conclusion

Many scientists, certainly geographers, study Thessaloniki as an urban area that is in need of solutions to safeguard her heritage (Darques, 2000 ; Molyvdis, 2000) in an aim to give new life to that industrial heritage with a perspective of potential tourism development.

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FROM “HOMO TURISTICUS CATASTROPHICUS” TO “HOMO OECOLOGICUS SOCIALIS”;

Katsoulis Xaris
Proffessor University of Ionio, Greece

ΤΟΥΡΙΣΜΟΛΟΓΙΕΣ
ή
Από τον “homo turisticus catastrophicus” στον “homo oecologicus socialis”;

Χάρης Κατσούλης
Καθηγητής
Ιόνιο Πανεπιστήμιο

ΚΡΙΤΙΚΕΣ ΔΙΕΠΙΣΤΗΜΟΝΙΚΕΣ ΣΗΜΕΙΩΣΕΙΣ
ΓΙΑ ΤΗΝ ΠΡΟΒΛΗΜΑΤΙΚΗ
ΤΟΥ ΔΙΕΘΝΟΥΣ ΤΟΥΡΙΣΜΟΥ

Θέσεις, υποθέσεις, αντιθέσεις, συνθέσεις
Γνώσεις, απο-γνώσεις, διαγνώσεις, προγνώσεις

Θέλουμε συνάλλαγμα
και μας έρχονται άνθρωποι [1]

--

Άνθρωποι, που προσπαθούν να δραπετεύσουν
απ'τον "Πολιτισμό"
των "αναπτυγμένων" τους χωρών

--

Άνθρωποι, που, μέσα στις λίγες μέρες
των διακοπών τους, θέλουν να γευτούν
όλα αυτά που ολόκληρο τον άλλο χρόνο
δεν μπόρεσαν να απολαύσουν

--

Άνθρωποι, που κουβαλούν στην πλάτη τους
από χώρα σε χώρα
τους καημούς και τους πόθους τους

--

Η ανάγκη τους κάνει να ταξιδεύουν·
όχι όμως η οικονομική, όπως τους μετανάστες,
που, ζητώντας δουλειά, αναγκάζονται
να ξενιτευτούν απ'το Νότο στο Βορρά
ή όπως γίνεται τελευταία κι απ'την Ανατολή στη Δύση,
αλλά η πολιτισμική, η κοινωνική, η οικολογική
ή ό,τι άλλο μπορεί κανείς να φανταστεί ...

--

Κανονικά θάλεγε κανείς ότι στον τουρισμό
τα κίνητρα που θάπρεπε να προσελκύουν
τους τουρίστες στις χώρες διακοπών τους
θάπρεπε να υπερτερούν

--

Κι όμως αν ψάξει κανείς σήμερα πιο βαθιά
θα διαπιστώσει ότι τις περισσότερες φορές

οι παράγοντες που ωθούν, που διώχνουν
τους τουρίστες απ'τις χώρες τους
βαρύνουν περισσότερο

--

Κάτι που τους τουριστικούς μετανάστες
τους κάνει ιδιαίτερα να αφήνουν, έστω και προσωρινά,
τις κοινωνίες της αφθονίας του Βορρά για το Νότο
είναι το αίσθημα ενός επικοινωνιακού τέλματος
και η αφθονία της φτώχειας των διανθρώπινων σχέσεων

--

Παλιά, αυτοί που συνήθως ταξίδευαν ήταν
πολεμιστές, έμποροι, προσκυνητές ή ευγενείς,
σήμερα, αυτοί που ταξιδεύουν ως μετανάστες ή τουρίστες
είναι κυρίως φυγάδες μιας οικονομικής, περιβαλλοντικής
ή μιας κοινωνικο-πολιτισμικής ανέχειας

--

Οι παλιές ή σημερινές χώρες-εξαγωγής-εργατών
γίνονται όλο και πιο πολύ χώρες-εισαγωγής-τουριστών.
Στην παλιά ή σημερινή μετανάστευση των αναζητητών εργασίας
απ'το Νότο στο Βορρά ή απ'την Ανατολή στη Δύση
έρχεται να προστεθεί ένα τεράστιο αντίστροφο μεταναστευτικό ρεύμα
αναζητητών ξεκούρασης και αναψυχής

--

Σήμερα: όλοι θέλουν να κάνουν τουρισμό,
όλο περισσότεροι πράγματι ταξιδεύουν,
κι όμως οικονομικοί λόγοι
δεν επιτρέπουν ακόμη σε πολλούς
να κάνουν τ'όνειρά τους πραγματικότητα

--

Εγώ ταξιδεύω,
εσύ ταξιδεύεις,
αυτός, αυτή, αυτό δεν ταξιδεύει

εμείς ταξιδεύουμε
εσείς ταξιδεύετε
αυτοί, αυτές, αυτά θέλουν, αλλά δεν μπορούν να ταξιδεύσουν
--
Αυτό που συχνά θέλουν οι τουρίστες στις διακοπές τους
είναι να ζήσουν σ'ένα είδος αντι-κόσμου
σε σχέση μ'αυτόν που ζουν καθημερινά στις πατρίδες τους,
αυτό όμως που, με το πέρασμα του χρόνου, συναντούν εκεί
είναι ακριβώς το είδωλο του δικού τους γνωστού κόσμου,
ενός κόσμου που είναι αυτή η ίδια η αιτία
που τους "αναγκάζει" κάθε φορά να ταξιδεύουν
--
Μερικοί ψάχνουν στον τουρισμό
τα λεγόμενα 3S του,
Sea, Sun, Sex (θάλασσα, ήλιος, σεξ),
άλλοι πάλι την ελευθερία, την περιπέτεια, την παρθένα φύση,
την αυτοπραγμάτωση, τις σχέσεις και την ανθρώπινη ζεστασιά
--
Αυτόν όμως τον "αντι-κόσμο"
που ψάχνει ο τουρίστας να βρει, πολλές φορές απελπισμένα,
κάθε φορά σε κάποιο άλλο μέρος,
δεν θα ήταν ίσως προτιμότερο προσπαθήσει μαζί με άλλους
να τον φτιάξει σ'αυτόν τον ίδιο του τον τόπο;
--
Τότε θα μπορούσε ίσως να γίνει κάποτε
στα πλαίσια ενός άλλου τουρισμού, το ταξίδι στο εξωτερικό
μια επιπρόσθετη, θεληματική και ωφέλιμη εμπειρία
και όχι όπως είναι σήμερα ένα ζωτικής σημασίας
αναγκαστικό υποκατάστατο μιας ολόχρονης ανούσιας ζωής
ή μια ετήσια συμπεπυκνωμένη ένεση ζωής
με αμφιλεγόμενο αποτέλεσμα
--

Όταν ο τουρισμός δημιουργήσει εξάρτηση
καταντά ο τουρίστας ναρκομανής,
που απλά χρειάζεται την ετήσια δόση του
για να μπορέσει να αντέξει την υπόλοιπη
επώδυνη περίοδο των μη-διακοπών
--

Η εξάρτηση από ένα τέτοιο ναρκωτικό
μετατρέπει όλη τη ζωή του τουρισμομανούς
απλά σ'ένα είδος προ- ή μεταταξιδιωτικού σταδίου
με αποτέλεσμα να τον κάνει να ζει τελικά μόνο
από και για το ταξίδι των διακοπών
--
Δεν είναι λοιπόν παράξενο όταν οι τουρισμοπαθείς
με την επιδείνωση της αρρώστειας τους,
αρχίσουν σιγά-σιγά αλλά σίγουρα να συνηθίζουν το φάρμακο,
κάνοντας έτσι αναγκαία τη λήψη όλο και μεγαλύτερων δόσεων
σε όλο και μικρότερα χρονικά διαστήματα
--
Τούτο αποτελεί μεταξύ άλλων μια επιπρόσθετη
διάσταση στην εξήγηση του συνεχώς αυξανόμενου φαινομένου
των δεύτερων, τρίτων ή και πολλαπλών
ετήσιων διακοπών
--
Αρκετοί τουρίστες πιστεύουν πολλές φορές
πως οι ντόπιοι θα έπρεπε να τους είναι ευγνώμονες
επειδή τους φέρνουν συνάλλαγμα και πρόοδο.
Λίγοι όμως θέλουν να συνειδητοποιήσουν
ότι με τη σημερινή σκληρή μορφή του τουρισμού,
οι ίδιοι συμβάλλουν στη δημιουργία ευπαθέστατων μονοκαλλιεργειών
και μονόπλευρων εξαρτήσεων καθώς και στη γενικότερη
ανα- και αποδιάρθρωση των εκεί οικονομιών και κοινωνιών

--

Το αποτέλεσμα: αντί να εισάγουν ανάπτυξη,
βοηθούν στο να εξάγουν και να μεταφυτεύουν
τα δικά τους αναπτυγμένα προβλήματα
στις χώρες αυτές που τους υποδέχονται ως τουρίστες

--

Στο σημερινό αδυσώπητο τουριστικό αλισβερίσι,
οι επαφές ανάμεσα σε τουρίστες και ντόπιους
διακρίνονται κατά κανόνα από μία σχέση-μίσους-αγάπης,
η οποία, βασιζόμενη πάνω σε αμοιβαίες εθνικές
προκαταλήψεις και στερεότυπα, τροφοδοτείται από
μια καθαρά αμοιβαία περιφρόνηση

--

Κάτι τέτοια παραδείγματα
καθώς επίσης και η ξενομανία αλλά και η ξενοφοβία
κάνουν το δρόμο προς την περίφημη αλληλοκατανόηση των λαών
να φαντάζει ακόμη πιο μακρύς και δύσβατος

--

Σήμερα όλα αξιοποιούνται τουριστικά,
δηλαδή εμπορευματοποιούνται:
ο ήλιος, η θάλασσα, η φύση,
τα οικόπεδα, τα νησιά και οι βραχονησίδες,
ο πολιτισμός, τα πανηγύρια, εμείς οι ίδιοι,
μέχρι κι αυτή η φιλοξενία
και το χαμόγελό μας

--

Τα κύρια αίτια που τις περισσότερες φορές κάνουν τους τουρίστες
να ταξιδεύουν είναι ακριβώς οι ίδιοι λόγοι,
οι οποίοι δημιουργούν μακροπρόθεσμα στις τουριστικές
χώρες υποδοχής
τέτοιες κοινωνικο-οικονομικές και οικολογικές συνθήκες,

οι οποίες τελικά μπορούν να καταστρέψουν
αυτόν τον ίδιο τον τουρισμό
Το αποτέλεσμα είναι, τα πάλαι ποτέ ελκυστικά τουριστικά θέρετρα,
πολλά των οπίων φυσιολογικά (;) ερημώνονταν μόνο το χειμώνα,
να αρχίσουν να εξελίσσονται αργά ή γρήγορα,
και κατά τη διάρκεια του καλοκαιριού,
σε αποτρόπαια τουριστικά φέρετρα
και οι μεγάλες τουριστικές μητροπόλεις σε τουριστικές νεκροπόλεις
--
Με την τωρινή μορφή του τουρισμού μιας χρήσης,
ο οποίος με την τεράστια μπουλντόζα της τουριστικής αξιοποίησης
ισοπεδώνει τα πάντα, θα έλθει κάποια στιγμή,
κατά την οποία οι ίδιοι οι ντόπιοι
θα αναγκαστούν να ταξιδεύουν, αναγκάζοντας έτσι με τη σειρά τους
άλλους να υποστούν τον τουρισμό τους
--
Η τάση αυτή φαίνεται ότι θα συνεχιστεί και στο μέλλον
μέχρι να γίνουν όλες οι χώρες-εισαγωγής-τουριστών
τελικά χώρες-εξαγωγής-τουριστών
--
Με τον τρόπο αυτό θα κλείσει κάποτε
από μόνος του
ο φαύλος κύκλος του τουρισμού.
Το ερώτημα που τότε γεννιέται είναι:
Προς τα πού θα πάει όλος αυτός ο τουρισμός,
όταν δεν θα υπάρχουν πλέον χώρες
στις οποίες θα άξιζε τον κόπο να ταξιδεύσει κανείς;
--
Και κάτι άλλο: Ο τουρισμός ως ένα είδος μετανάστευσης παίζει,
όπως είναι γνωστό, το ρόλο του μέσου φυγής και αντιστάθμισης
καθώς επίσης και το ρόλο βαλβίδας εκτόνωσης και δικλείδας ασφαλείας,
γιατί μ’ αυτόν επιτυγχάνεται, και πολλές φορές επιδιώκεται συστηματικά,

η - έστω και για ένα χρονικό διάστημα - “εξαγωγή”
ενός δυσαρεστημένου κοινωνικού δυναμικού,
το οποίο θα μπορούσε, ως κοινωνική εκρηκτική ύλη, να δημιουργήσει
σοβαρές κοινωνικές αναταραχές και ανακατατάξεις

--

Παίρνοντας λοιπόν το ρόλο αυτό του τουρισμού υπόψη,
θα μπορούσε κανείς να διατυπώσει επίσης το ερώτημα:
τι θα συνέβαινε, αν ξαφνικά οι χώρες προέλευσης τουριστών,
για έναν οποιοδήποτε λόγο, δεν επέτρεπαν στους πολίτες τους
να κάνουν πλέον τουρισμό;!-

--

Στην περίπτωση αυτή θα εμφανίζονταν στους μέχρι τώρα
τουρισμομανείς μόνο συμπτώματα στέρησης
ή με τον τρόπο αυτό θα τιναζόταν ίσως
ολόκληρος ο κοινωνικός ατμολέβητας στον αέρα;

--

Η συνέχιση αυτού του τελείως υποθετικού συλλογισμού
θα ήταν πράγματι πολύ διαφωτιστική γιατί, με τον τρόπο αυτό,
εκτός από τα διάφορα σενάρια και τις απαντήσεις
που θα μπορούσε κανείς να φανταστεί, θα γινόταν επίσης κατανοητό,
ότι η μέχρι τώρα από πολλούς μονόπλευρα τονιζόμενη εξάρτηση
των χωρών υποδοχής απ’ τις χώρες αποστολής τουριστών
απέκρυπτε την άλλη όψη του νομίσματος,
που είναι η αντίστροφη εξάρτηση

--

Μια νέα εξέλιξη που μπορεί κανείς να επισημάνει
είναι και η ακόλουθη:
Μετά την καταστροφή των κοντινών και μακρινών
φυσικών τουριστικών παραδείσων σε εσωτερικό και εξωτερικό,
βλέπουμε το ευέλικτο σύστημα των βιομηχανιών του ελεύθερου χρόνου

να προσαρμόζεται εύκολα στη νέα κατάσταση πραγμάτων,

δημιουργώντας τώρα στις ίδιες τις αναπτυγμένες κοινωνίες

“ τεχνητούς παράδεισους”

με τη μορφή τεράστιων εξωτικών πάρκων αναψυχής και διακοπών

ή παραμυθένιων κόσμων α λα Ευρω-Ντίσνεϋλαντ

--

Κάτι τέτοιο δεν είναι παράξενο.

Είναι απλώς το επακόλουθο μιας γενικότερης αρχής

της καταναλωτικής κοινωνίας: της εμπορευματοποίησης των πάντων,

άρα και των διακοπών και του ελεύθερου χρόνου γενικότερα

--

Η εμπορευματοποίηση αυτή, για να μπορεί τελικά

να μετατραπεί σε σκληρό νόμισμα,

χρειάζεται μια τέτοια πολιτική πωλήσεων και μάρκετινγκ,

η οποία θα πρέπει να “ονειροποιεί” τα πάντα,

με άλλα λόγια να “πουλάει παραμύθια”

--

Αυτό επιτυγχάνεται συγκεκριμένα με τη δημιουργία

μιας ευχάριστης, φανταστικής ατμόσφαιρας πωλήσεων,

στην οποία η αγορά εμπορευμάτων εμφανίζεται

όχι μόνο ως αναψυχή και διασκέδαση

αλλά μάλιστα και ως “ηδονή” και “ποιότητα ζωής”,

με άλλα λόγια ως “shopping therapy”,

δηλαδή ως ένα είδος πανάκειας, που σε κάνει να ξεχνάς

ή ακόμα και να θεραπεύεις όλα τα κακά του κόσμου

--

Το σύνθημα που τελικά προβάλλεται

είναι το “αγοράζω, άρα υπάρχω”,

κάτι που κατ’ επέκταση εφαρμόζεται

και στα ταξίδια και στην κατανάλωση γενικότερα

--

Με την έννοια αυτή παρατηρούμε:

όχι μόνο τα μεγάλα κέντρα διακοπών, αναψυχής και ελεύθερου χρόνου

να επεκτείνονται σε εμπορικά (πολυ)κέντρα

- **κάτι που συμβαίνει για παράδειγμα από παλιά με τα μεγάλα ξενοδοχεία-**

αλλά αντίστροφα, όπως γίνεται τον τελευταίο καιρό,

και τα μεγάλα εμπορικά κέντρα

-με τη βοήθεια μάλιστα σημαντικών επενδύσεων-

να επεκτείνονται σε εντυπωσιακά (πολυ)κέντρα "αναψυχής και διασκέδασης"

--

Ο στόχος τους είναι φυσικά ο ίδιος:

να μπορούν να συνεχίσουν να προσελκύουν τους πελάτες τους

-πουλώντας τους κατά βάση τα ίδια ή παρεμφερή εμπορεύματα-

αλλάζοντας συνεχώς απλά και μόνο τα επουσιώδη στοιχεία,

με την βοήθεια των οποίων τους τα πλασάρουν,

δηλαδή το φόντο, τη σκηνοθεσία, το περιτύλιγμα,

τη συσκευασία και ίσως και την εξωτερική του μορφή

όχι όμως αυτή την ίδια του την ουσία

--

Γιατί αυτή καθαυτή η ιδεολογία του καταναλωτισμού

Και των μεγάλων βιομηχανιών των διακοπών και του ελεύθερου χρόνου

είναι και παραμένει μια και μοναδική:

Η παραγωγή και η πώληση προϊόντων με βάση μόνο το κέρδος

και όχι τις πραγματικές ανάγκες των ανθρώπων και της φύσης

--

Έτσι ο φόβος που τους διακατέχει

είναι ότι το καταναλωτικό τους κοινό

έχει ήδη αρχίσει να παρουσιάζει

έντονα δείγματα κορεσμού, σε τέτοιο μάλιστα βαθμό,

ώστε να παρουσιάζεται ως “κίνδυνος” χειραφέτησης και απεξάρτησής του,

όχι μόνο από τα προβαλλόμενα “πρότυπα” και τις καταναλωτικές “ανάγκες”

αλλά και από αυτό το ίδιο το σύστημα και τη “λογική” του

--

Κι αυτό γιατί παρόλη την τελειοποίηση

των κοινωνικο-ψυχολογικά υπερεκλεπτυσμένων

μεθόδων διαφήμισης και πώλησης,

υπάρχει πράγματι πάντα ο “κίνδυνος”

οι καταναλωτές “τουριστικών πακέτων”

και άλλων καταναλωτικών “αγαθών”

να αναγνωρίσουν ότι τελικά το σύστημα

προσπαθεί συνεχώς να τους “ζαχαρώσει το χάπι”,

“πουλώντας τους φύκια για μεταξωτές κορδέλες”,

για να μην αποκαλυφθεί η ταυτότητά του,

που είναι, όπως λέει ο λαός μας,

“έξω κούκλα και μέσα πανούκλα”

--

Όσο για τις επιπτώσεις που παρουσιάζουν

τα υπάρχοντα σημερινά μοντέλα ανάπτυξης

-τόσο στον τουρισμό όσο και γενικότερα

του πρωτο-, δευτερο- και τριτογενούς τομέα-

πάνω στο φυσικό και ανθρωπογενές περιβάλλον,

είναι πλέον γνωστό σε όλους,

ότι αυτό κακοποιείται και θυσιάζεται καθημερινά

στο βωμό του εύκολου κέρδους και της λεγόμενης ανάπτυξης

--

Το αποτέλεσμα αυτής της πρακτικής είναι,

οι ακτές να τσιμεντοποιούνται

με μεγαθήρια και τερατουργήματα “πάνω στο κύμα”,

ευαίσθητα οικοσυστήματα να διαταράσσονται,

η άναρχη δόμηση να οργιάζει,

το νερό να κατασπαταλιέται ή να μολύνεται,

οι γεωργικές εκτάσεις να οικοπεδοποιούνται,

να εγκαταλείπονται ή να καταστρέφονται απ' την υπερεκμετάλλευση

της "σκληρής" γεωργίας των χημικών λιπασμάτων και φυτοφαρμάκων,

οι θάλασσες, οι λίμνες και τα ποτάμια να βοθροποιούνται

Ήδη η κάθε είδους ρύπανση, μόλυνση και υποβάθμιση του περιβάλλοντος

έχει κάνει όχι μόνο σε τουρίστες και ντόπιους το βίο αβίωτο,

αλλά τείνει να μετατρέψει ολόκληρη τη Μεσόγειο,

που δέχεται πάνω από το ένα τρίτο της παγκόσμιας τουριστικής "παλίρροιας"

από "Mare Nostrum" (θάλασσά μας) σε "Mare Monstrum" (θάλασσα τέρας)

--

Παρά τις όποιες απαισιόδοξες αναλύσεις

των πολυποίκιλων κοινωνικο-οικονομικών, πολιτικών,

περιβαλλοντικών και πολιτιστικών επιπτώσεων του σκληρού τουρισμού,

παρά τις προειδοποιήσεις και τις ζοφερές προγνώσεις,

η αύξηση του αριθμού των διεθνών τουριστών

φαίνεται πως θα συνεχισθεί και στο μέλλον

--

Απ' την άλλη μεριά θα έπρεπε κανείς να πάρει υπόψη του

ότι ιδιαίτερα τα τελευταία χρόνια

– μαζί με την συνεχή παγκόσμια αύξηση της οικολογικής ευαισθητοποίησης και του ήπιου τουρισμού, ενός τουρισμού δηλαδή

που προσπαθεί να σέβεται τη φύση και τον άνθρωπο –

κάνουν την εμφάνιση τους και άλλες τάσεις,

οι οποίες μιλούν μεταξύ άλλων και για μποϊκοτάρισμα του τουρισμού,

για εξεγέρσεις ντόπιων, για ακούσια αποχή από ταξίδια στο εξωτερικό

ή για διακοπές στην “Μπαλκονία”!

--

Η ανάλυση αυτή για το υπάρχον τουριστικό δυναμικό στην Ελλάδα,

το οποίο στη συντριπτική του πλειοψηφία

είναι “μικρο-μεσαίες” επιχειρήσεις οικογενειακού χαρακτήρα,

θα σήμαινε ότι αυτό θα έπρεπε,

αν δεν θέλει φυσικά να χάσει το “τρένο της οικολογίας”,

τουλάχιστον να προσαρμοστεί γρήγορα στις νέες απαιτήσεις

--

Κάτι τέτοιο όμως, για να γίνει σωστά, προϋποθέτει

όχι μόνο αλλαγή “νοοτροπίας”

αλλά και ένα ανάλογο “ολοκληρωμένο πρόγραμμα” στον τομέα αυτό,

τόσο σε τοπικό όσο και σε πανελλαδικό επίπεδο

--

Ελπίδες ντόπιων απ’ τη μια

όνειρα τουριστών απ’ την άλλη,

το μόνο όμως που δεν λέει να φύγει

είναι μια ανεκπλήρωτη νοσταλγία,

μια παράξενη λαχτάρα που μένει και πολλαπλασιάζεται

--

Ταξίδια εδώ,

ταξίδια εκεί,

γαλήνη όμως και ηρεμία

ποιος και πού θα βρει;

--

“Δεν μπορώ χωρίς ταξίδια!” “Ο τουρισμός μου τη δίνει!”

Τα ταξίδια είναι “in” ή “out”;

“Τουρισμό και τίποτα άλλο” ή “Ποτέ πια τουρισμό” ;

Διακοπές και ξεκούραση με ή χωρίς ταξίδια ;

Να κάνεις ή να μην κάνεις τουρισμό – ιδού η απορία!

Καλά, αυτή είναι πράγματι η απορία;

--

Ο τουρισμός είναι καλός, η ξεκούραση όμως καλύτερη.

Ναι στα ταξίδια, όχι όμως στη φυγή

Να κάνεις διακοπές, αλλά πώς ;

Ξεκούραση και αναψυχή ναι, αλλά όχι μόνο κατά τη διάρκεια των διακοπων

--

Κι άλλη μια σκέψη, απλή και γενική,

που ισχύει τόσο για τουρίστες και "υποδοχείς"

όσο και για απολογητές και κριτικούς του τουρισμού:

Όχι στην τουρισμο- και τουριστομανία

αλλά όχι και στην τουρισμο- και τουριστοφοβία !

--

Η πίεση κι η διόγκωση της ανάγκης για διακοπές και αναψυχή

θα μπορούσε να μειωθεί σημαντικά

με μια δημιουργική και αναζωογονητική δραστηριότητα

και με περισσότερη ποιότητα ζωής στο σπίτι

κατά τη διάρκεια όλου του χρόνου

--

Με την ποσοτική μείωση μπορεί να επιτευχθεί

μια ποιοτική άνοδος, με την έννοια

της βελτίωσης της ποιότητας τόσο της ζήτησης

όσο και της προσφοράς των διακοπών

--

Όπως κάθε υπεύθυνη ανθρώπινη πράξη

θα πρέπει να γίνεται θεληματικά,

αν είναι να επιφέρει θετικά αποτελέσματα

ή ακόμη και να χαροποιήσει κάποιον,

έτσι θα πρέπει και κάθε μετακίνηση, ταξίδι ή μετανάστευση,

ανεξάρτητα για ποιο λόγο γίνεται,

να είναι απελευθερωμένη από έναν απροκάλυπτο

ή καλυμμένο καταναγκαστικό χαρακτήρα

--

Αλλιώτικες διακοπές θα σήμαινε κάτι διαφορετικό

απ' ό,τι συνήθως εννοούν και προπαγανδίζουν

διάφοροι κρατικοί παράγοντες

ή ορισμένοι εκφραστές της τουριστικής οικονομίας

με τον όρο «εναλλακτικές μορφές τουρισμού»

--

Αυτές οι μορφές δεν αποτελούν τίποτα το «εναλλακτικό»,

είναι απλώς «συμπληρωματικές»,

δηλαδή υποδιαιρέσεις και αναπόσπαστα στοιχεία

ενός και του ίδιου πράγματος:

του υπάρχοντος μοντέλου

του «σκληρού» και συναλλαγματοκεντρικού τουρισμού

--

Το ίδιο ισχύει και με τον όρο «ποιοτικός» τουρισμός,

που συχνά χρησιμοποιείται τον τελευταίο καιρό,

όχι φυσικά με την έννοια της ανθρώπινης ποιότητας,

αλλά αποκλειστικά με αυτήν της συναλλαγματικής ποσότητας,

δηλαδή του περιεχομένου της τσέπης των τουριστών

--

Ένας άλλος ήπιος και πραγματικά εναλλακτικός τουρισμός

δεν θα ήταν μόνο γενικά και λεκτικά,

περιβαλλοντικά και κοινωνικά υπεύθυνος,

αλλά θα προσπαθούσε ειδικά να μειώσει σταδιακά

τον ανώνυμο τουρισμό των εμπορικών τουριστικών μονοπωλίων,

ενισχύοντας ποικιλοτρόπως όχι τον τουρισμό των "επώνυμων"

αλλά τον – μέχρι τώρα αυθόρμητο, απρογραμμάτιστο και αβοήθητο – επώνυμο,

δηλαδή προσωπικό, τουρισμό αλληλοπροσκλήσεων και αλληλοεπισκέψεων,

ο οποίος βασίζεται στις ανθρώπινες γνωριμίες και σχέσεις
που δημιουργούνται στη χώρα μας ή στο εξωτερικό,
ανάμεσα σ' άλλα και μέσα από τον ίδιο τον τουρισμό

--

Μπορεί κανείς να φανταστεί, τι είδος τουρισμού θα είχαμε,
αν για παράδειγμα ο καθένας από τα αρκετά εκατομμύρια Ελλήνων,
όχι μόνο του εξωτερικού αλλά και του εσωτερικού,
που ζουν, εργάζονται η σπουδάζουν στη Γερμανία, την Ευρώπη
και τον άλλο κόσμο ή σε άλλα μέρη της ίδιας της Ελλάδας,
προσκαλούσαν να φιλοξενήσουν,
όχι σε κάποιο ανώνυμο ξενοδοχείο κάποιου τουριστικού γκέτο,
αλλά στο ίδιο το 'πατρικό' τους σπίτι,
έστω και έναν μόνο συνάδελφο, συμφοιτητή, φίλο ή γνωστό τους;

--

Το ίδιο θα μπορούσε κανείς να φανταστεί
όχι μόνο για τους εξωτερικούς ή εσωτερικούς μετανάστες
άλλων εθνοτήτων αλλά με τους ανθρώπους του κόσμου ολόκληρου,
ανεξάρτητα από το αν είναι μετανάστες ή όχι

--

Ένας τέτοιος ποιοτικός και αποκεντρωμένος τουρισμός,
που θα πρόσφερε Φιλία, Φύση και Φιλοξενία,
-τα '3Φ' δηλαδή ενός αλλού, ανθρώπινου τουρισμού-
θα έφερνε και υλικό αλλά και πνευματικό συνάλλαγμα
και θα οδηγούσε όχι μόνο στην αύξηση ενός αλλού
εξωτερικού και εσωτερικού κοινωνικού οικο-τουρισμού,
αλλά και στην ισότιμη κοινωνική ενσωμάτωση
αλλοδαπών και ντόπιων στις εκάστοτε κοινωνίες

--

Με το δικό του ανθρώπινο τρόπο
θα συνέβαλλε επίσης και στην καταπολέμηση της ξενοφοβίας,
του εθνικισμού και του ρατσισμού,
που ιδιαίτερα τον τελευταίο καιρό αναζωπυρώνονται επικίνδυνα,

δημιουργώντας ή ενισχύοντας τα κοινωνικά

και οικολογικά μας αντισώματα

που είναι αναγκαία για την πραγματική

και διεθνή αλληλοκατανόηση και αλληλεγγύη

--

Κι όμως δεν είναι παράξενο,

να μιλάμε συχνά με τα πιο επαινετικά λόγια για τις χώρες των διακοπών μας

και –κάτι που δεν ισχύει μόνο για πολλούς υπηκόους αναπτυγμένων χωρών,

αλλά σιγά-σιγά και για αρκετούς Έλληνες-

απ' την άλλη πλευρά να προσπαθούμε να αγνοήσουμε

την ύπαρξη πολυάριθμων αλλοδαπών στην ίδια μας τη χώρα;

--

Δείγμα για μια τέτοια στάση ξενοφοβίας,

εθνικής υπεροψίας και νεοαποικιοκρατικής νοοτροπίας

είναι ορισμένα αστεία, που κυκλοφορούν

ανάμεσα σε μερικούς τουρίστες «αναπτυγμένων» συνήθως χωρών

που ειρωνεύονται τους «υποανάπτυκτους» ιθαγενείς,

λέγοντας, όπως για παράδειγμα ορισμένοι Γερμανοί,

ότι το μόνο δυσάρεστο στο εξωτερικό

… είναι οι «πολλοί ξένοι» που συναντά κανείς εκεί

--

Παρόλα όμως αυτά, στις διακοπές μας, σε εξωτερικό ή εσωτερικό,

μας προσφέρεται, περισσότερο ίσως απ' άλλες φορές,

η ευκαιρία να σπάσουμε τα τείχη της εθνικής ή ιδιωτικής μας απομόνωσης,

να αρχίσουμε να ξεπερνούμε φόβους και επιφυλάξεις

και να μάθουμε να είμαστε πιο αυθόρμητοι

στις διανθρώπινες σχέσεις μας. Κι αυτό όχι μόνο

με τους ντόπιους ή τους άλλους ξένους που συναντούμε

αλλά και με τους ίδιους τους συμπατριώτες ή συνταξιδιώτες μας

--

Το εμπόδιο της ξένης γλώσσας δεν είναι οπωσδήποτε
ο λόγος για τις δυσκολίες μας
στις κοινωνικές μας επαφές με αλλοδαπούς,
γιατί αυτές τις δυσκολίες τις έχουμε έτσι κι αλλιώς,
παρά το γεγονός ότι είμαστε της ίδιας εθνικότητας
και μιλάμε την ίδια γλώσσα,
και με τους ίδιους τους συμπατριώτες μας
--
Ξεκούραση και αναψυχή δεν μετριέται
με το μήκος της τουριστικής διαδρομής ή με το βαθμό του μαυρίσματος,
ούτε με το ύψος των τουριστικών δαπανών
ή με την πληθώρα των τουριστικών τροπαίων που φέραμε απ' το ταξίδι.
Είναι αποτέλεσμα φιλίας, απλότητας και ζεστασιάς,
ιδιοτήτων όμως που χρειάζονται συνήθως επιπρόσθετα
και την ποιότητα εργασίας, περιβάλλοντος και ζωής,
για να μπορούν όχι μόνο να φυτρώσουν, αλλά και να ριζώσουν
--
Δείγμα ενός σωστού τουρισμού
όπως και γενικότερα κάθε υγιούς μετανάστευσης
θάπρεπε να είναι η υπεροχή
των λεγόμενων παραγόντων-έλξης (pull-factors)
σε σχέση με τους παράγοντες-απώθησης (push-factors)
και ποτέ το αντίστροφο
--
Τα ταξίδια και οι διακοπές θάπρεπε κανονικά, κατά παρόμοιο τρόπο
όπως και για την ικανοποίηση όλων των βασικών αναγκών,
να γίνονται, κατά το δυνατό,
σύμφωνα με ένα είδος ελεύθερης αρχής
σταδιακής γεωγραφικής ικανοποίησης
--
Δηλαδή αυτό θα σήμαινε ότι κάποιος, κρίνοντας ελεύθερα,
θάπρεπε σε γενικές γραμμές μόνο τότε να κάνει μεγαλύτερα ταξίδια,

αν ο ουσιαστικός στόχος των διακοπών του
δεν μπορεί να επιτευχθεί
σε όσο το δυνατό κοντινότερες περιοχές
--
Τούτο, έχοντας ως σημείο εκκίνησης,
και γιατί όχι και ως πιθανό τόπο διακοπών
-κάτω φυσικά από ορισμένες συνθήκες-
αυτό το ίδιο του το σπίτι
--
Γιατί κανονικά, όπως είναι γνωστό,
δεν αρχίζει κανείς, έτσι στα καλά καθούμενα,
να περιπλανιέται ανά τας οδούς και τας ηπείρους,
αν αυτό το καλό που ψάχνει εκεί μακριά
θα μπορούσε να το έβρισκε και κοντά του
--
Το πρόβλημα και το ζητούμενο λοιπόν
είναι να φέρουμε αυτό «το καλό» που ψάχνουμε
-εξαιρώντας φυσικά τον ήλιο και τη θάλασσα-
όσο το δυνατό πιο κοντά,
έτσι ώστε να μην είμαστε αναγκασμένοι
να παίρνουμε τους δρόμους, τους αιθέρες και τις θάλασσες,
δηλαδή «τα όρη και τα βουνά»
για να το βρούμε
--
«Το καλό» αυτό σημαίνει συνθήκες διακοπών και διαβίωσης
περιβαλλοντικά και κοινωνικά υπεύθυνες,
συνθήκες δηλαδή που ούτε στις χώρες προέλευσης
ούτε στις χώρες υποδοχής τουριστών δωρίζονται
--
Τέτοιες συνθήκες θα πρέπει, εκεί και εδώ,
να δημιουργηθούν και να διατηρηθούν
μετά από μια μεγάλη, πολύπλευρη, κοπιαστική και καθημερινή

διαδικασία ευαισθητοποίησης και συνειδητοποίησης

καθώς και μέσα από έναν υπομονετικό, αλληλέγγυο και γεμάτο φαντασία

κοινό αγώνα τουριστών και ντόπιων

--

Στη σημερινή εποχή

τις διεθνοποίησης των τομέων παραγωγής και αναπαραγωγής

η όλη φιλοσοφία τις σχέσης

μεταξύ των διακοπών και γενικότερα του ελεύθερου χρόνου απ' τη μία

και τις εργασίας απ' την άλλη

δεν μπορεί να εξαντλείται απλά

στο να κάνει κανείς διακοπές, για να μπορεί να δουλεύει,

ή να δουλεύει, για να μπορεί να κάνει διακοπές,

αλλά –υπερβάλλοντας κάπως στη διατύπωση-

στο να προσπαθεί μακροπρόθεσμα

τις διακοπές να τις κάνει «εργασία»

και την εργασία «διακοπές»!

--

Με λίγα λόγια απλά: Στόχος θα πρέπει να είναι

να ξεκουράζεται κανείς εργαζόμενος

και να εργάζεται ξεκουραζόμενος

ή διατυπώνοντάς το διαφορετικά, να προσπαθεί κανείς

να κάνει το χόμπυ δουλειά

και τη δουλειά χόμπυ

--

Μέσα από έναν συνεχή εξανθρωπισμό των συνθηκών εργασίας και αργίας,

θα ήταν τελικά δυνατό να επιτευχθεί,

μια, θα μπορούσαμε να πούμε, ξεκούραστη,

αναρρωτική δουλειά, όχι δουλεία,

και μια σχόλη ή αργία, που δεν θα είναι «μήτηρ πάσης κακίας»,

όπως μας μαθαίνουνε στο σχολείο, αλλά «μήτηρ πάσης δημιουργίας»

--

Με τον τρόπο αυτό ίσως κάποτε να καταλήγαμε στην υπέρβαση
του διαβόητου διαχωρισμού μεταξύ εργασίας και ελεύθερου χρόνου,
πράγμα που σε τελική ανάλυση θα αντιστοιχούσε
σε μια κατάργηση του διαχωρισμού μεταξύ
πράξης και θεωρίας,
χειρωνακτικής και πνευματικής εργασίας,
μάθησης και διδασκαλίας,
δράσης και σκέψης,
σώματος και πνεύματος!

--

Πάντως, το δικαίωμα για τουρισμό
δεν πρέπει να θίγει τα δικαιώματα
των ντόπιων ή άλλων «τουρισμόπληκτων»,
γιατί το πάθος των διακοπών
μπορεί εύκολα να εξελιχθεί
για κάποιους σε εποχή παθών

--

“Ήπιος” τουρισμός
κατά τη διάρκεια των λιγοστών εβδομάδων των διακοπών
είναι κάτι το επιθυμητό: απ’ την άλλη μεριά όμως,
πώς μπορεί κάτι τέτοιο να συμβιβασθεί με την πραγματικότητα,
η οποία απαιτεί από εμάς “σκληρή” εργασία
κατά τη διάρκεια ολόκληρου του χρόνου;

-

Οι όροι ήπιος, αειφόρος, βιώσιμος ή πράσινος τουρισμός κινδυνεύουν,
όπως και οι έννοιες ήπια εργασία και ζωή,
να γίνουν «της μόδας», ως νέα, «μεταμοντέρνα» συνθήματα.
Απ’ την άλλη πλευρά, τέτοιες έννοιες
μπορεί να χτυπούν στα αυτιά μερικών
σαν κάτι το ουτοπικό. Όμως, είναι πιο ρεαλιστικό,
όπως είναι τα πράγματα σήμερα,
να μη διατυπώνουμε και να μη ζητάμε

το υποτιθέμενο αδύνατο;

-

Το αν τελικά αυτοί οι νέοι αφηρημένοι όροι,
όπως μέχρι τώρα και πολλοί άλλοι,
θα δυσφημισθούν ή διασυρθούν
ή αν θα αποκτήσουν κάποτε το πραγματικό τους νόημα
θα εξαρτηθεί από σένα και μένα,
από όλους μας

Πάντως, στο τέλος θα πρέπει να επαναλάβω ακόμη κάτι
που θα πρέπει πάντα να παίρνουμε υπόψη:
ήπια ή αειφόρος ανάπτυξη είναι
μία περιβαλλοντικά και κοινωνικά υπεύθυνη ανάπτυξη,
που θα σέβεται δηλαδή πραγματικά τον άνθρωπο και το περιβάλλον
και όχι, όπως θα ‘θελαν μερικοί,
μία ανάπτυξη που θα είναι «εσαεί κερδοφόρος»
και κάτι άλλο:
ένας ήπιος τουρισμός είναι δυνατόν να υπάρξει
μόνο σε μία ήπια κοινωνία
και αντίστροφα, μία ήπια κοινωνία
είναι αδιανόητη χωρίς την ύπαρξη
ενός ήπιου τουρισμού.

#

THE CONTRIBUTION OF SCHOOL IN THE GROWTH OF TOURIST CONSCIENCE

MPOURDI MARINA

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Η ΣΥΜΒΟΛΗ ΤΟΥ ΣΧΟΛΕΙΟΥ ΣΤΗΝ ΑΝΑΠΤΥΞΗ ΤΗΣ ΤΟΥΡΙΣΤΙΚΗΣ ΣΥΝΕΙΔΗΣΗΣ

ΜΠΟΥΡΔΗ ΜΑΡΙΝΑ

Εκπαιδευτικός Τουριστικών Επιχειρήσεων Δευτεροβάθμιας Εκπαίδευσης
Πρόεδρος Επιστημονικής Ένωσης Πανελληνίου Συλλόγου
Εκπαιδευτικών Τουριστικών Επιχειρήσεων Δευτεροβάθμιας Εκπαίδευσης

Εισαγωγή

Ο τουρισμός αποτελεί μια οικονομική, κοινωνική και πολιτιστική δραστηριότητα, η οποία κινείται σε τοπικό, εθνικό και διεθνές επίπεδο, παρουσιάζοντας τα τελευταία έτη αυξητικές τάσεις[68], ιδιαίτερα στα κράτη - μέλη της Ευρωπαϊκής Ένωσης, λόγω της βελτίωσης του οικονομικού επιπέδου και της αύξησης του μέσου όρου ζωής των ατόμων. Συγχρόνως, κάτω από όρους, λειτουργεί ως ένας από τους κύριους παραγωγικούς μοχλούς ανάπτυξης των χωρών, τονώνοντας την Εθνική τους Οικονομία.

[68] Ο Υπουργός Τουριστικής Ανάπτυξης Άρης Σπηλιωτόπουλος στην προγραμματισμένη (18-12-2007) ομιλία του στη Βουλή για τον Προϋπολογισμό τόνισε ότι: «Το 2020, ο παγκόσμιος τουρισμός σε αριθμό αφίξεων θα είναι διπλάσιος από τον σημερινό. Το 2020, 1,5 δισεκατομμύριο άνθρωποι θα επισκεφτούν κάποια άλλη χώρα ως τουρίστες».

Τα κοινωνικά δεδομένα της εποχής μας και οι προεκτάσεις αυτών, έχουν θέσει την τουριστική μετακίνηση ανάμεσα στις βασικές ανθρώπινες ανάγκες κι ενέργειες. Ακόμη και σε περιόδους οικονομικής ύφεσης ή σταθερότητας, οι δαπάνες των ατόμων για τουριστική μετακίνηση παραμένουν σταθερές. Αυτό σημαίνει ότι, η τουριστική δραστηριότητα διαδραματίζει ιδιαίτερα σημαντικό ρόλο ως κοινωνική λειτουργία, γι' αυτό και προσεγγίζεται σε διεθνές επίπεδο με μεγάλη προσοχή.

Εκπρόσωποι Κυβερνήσεων, επιχειρήσεων και ειδικών των Ηνωμένων Εθνών, σε θέματα τα οποία αφορούν τον τουριστικό τομέα, εξέδωσαν[69] ανακοίνωση με τίτλο: «Συνδυάζοντας τον τουρισμό με τους στόχους ανάπτυξης της χιλιετίας», στην οποία επισημαίνεται ότι: ο τουριστικός τομέας μπορεί να επιδράσει περισσότερο στην μείωση της φτώχειας, στην οικονομική και αειφόρο ανάπτυξη, στην διατήρηση του Περιβάλλοντος, στην διαπολιτισμική κατανόηση και την ειρήνη μεταξύ των Εθνών. Γι' αυτούς τους λόγους, καλούν τους Οργανισμούς, τα Κράτη και κάθε ενδιαφερόμενο σε συγκεκριμένες δράσεις. Μεταξύ των άλλων προτείνουν στα άτομα ότι θα πρέπει να:

- δείξουν μεγαλύτερη προσοχή στην πολιτιστική και κοινωνική διάσταση του τουρισμού
- επικεντρώσουν την προσοχή τους στον κρίσιμο ρόλο που μπορεί να διαδραματίσει ο τουρισμός στις μικρές νησιωτικές αναπτυσσόμενες περιοχές και στις άλλες περιοχές οι οποίες εξαρτούν την οικονομία τους από τον τουρισμό, σφυρηλατώντας τις κατάλληλες συνεργασίες με τις υπόλοιπες οικονομικές δραστηριότητες
- αναπτύξουν τις ικανότητες του ανθρώπινου δυναμικού, ιδιαίτερα των φτωχών στρωμάτων, στην παροχή ποιοτικών υπηρεσιών σε όλη την αλυσίδα παραγωγής των τουριστικών υπηρεσιών.

Στην Χώρα μας, ο τουριστικός τομέας αποτελεί ίσως τη σπουδαιότερη οικονομική δραστηριότητα, καθώς καταλαμβάνει σχεδόν το 19% του Α.Ε.Π., δημιουργώντας σε ετήσια βάση 840.000 θέσεις εργασίας[70]. Άμεσα απασχολεί το 7,1% του ενεργού ανθρώπινου δυναμικού, παρουσιάζοντας συνεχή αύξηση τα τελευταία χρόνια (6,3% το 1998). Σε αυτό το ποσοστό θα πρέπει να προστεθεί ένας ιδιαίτερα μεγάλος αριθμός ατόμων οι οποίοι απασχολούνται περιστασιακά και ανεβάζουν το συνολικό αριθμό του εργατικού δυναμικού των τουριστικών υπηρεσιών, σε ποσοστό που αγγίζει σχεδόν το 18%. Έμμεσα ο τουριστικός τομέας, επιδρά καθοριστικά σε πολλούς άλλους κλάδους της οικονομίας όπως είναι οι κατασκευές, ο εξοπλισμός, η παραγωγή τροφίμων και ποτών, οι χρηματοοικονομικές υπηρεσίες, η συντήρηση εγκαταστάσεων, η πολιτιστική βιομηχανία κλπ.

[69] 13 Σεπτεμβρίου 2005.
[70] Από την ομιλία του Πρωθυπουργού κ. Κωνσταντίνου Καραμανλή στη 15η Τακτική Γενική Συνέλευση του Συνδέσμου Ελληνικών Τουριστικών Επιχειρήσεων (Σ.Ε.Τ.Ε.), 8 Μαΐου 2007.

Ποιότητα Παρεχομένων Υπηρεσιών και Τουριστική Συνείδηση

Στην ποιοτική ανάπτυξη του τουρισμού συντελούν παράγοντες όπως είναι η περιβαλλοντική διαχείριση φυσικών και ανθρωπογενών πόρων, η ανάδειξη της πολιτιστικής κληρονομιάς και τέλος οι προσφερόμενες υπηρεσίες, οι οποίες σχετίζονται με τη μεταφορά, τη διαμονή, τη διατροφή, τη ψυχαγωγία αλλά και με καινοτόμες δραστηριότητες που έγκεινται στην διεύρυνση του τουρισμού διακοπών και του ελεύθερου χρόνου των ατόμων.

Η ποιότητα των υπηρεσιών, η οποία εξαρτάται κύρια από το ανθρώπινο δυναμικό, αποτελεί τη σπουδαιότερη συνιστώσα της ανταγωνιστικότητας του τουριστικού προϊόντος και του τουριστικού προορισμού, καθώς βασίζεται πρωτίστως στον επαγγελματισμό και στην προσωπική συμπεριφορά. Επιβεβαιώνεται δε, από τον βαθμό κάλυψης των άμεσων και έμμεσων αναγκών των μετακινούμενων ατόμων. Γι' αυτό, έχει επισημανθεί κατ' επανάληψη, από όλους τους σχετικούς φορείς η αναγκαιότητα για την περαιτέρω ανάπτυξή της[71].

Βασική στρατηγική όμως της ανόδου ενός τουριστικού προορισμού, δεν αποτελεί μόνον η παροχή ποιοτικών υπηρεσιών και ο επαγγελματισμός των ατόμων του τουριστικού κυκλώματος, αλλά και η συνολική εικόνα του επιπέδου πολιτισμού των κατοίκων, ιδιαιτέρως δε των εμπλεκόμενων στις διάφορες τουριστικές δραστηριότητες. Γι' αυτό το σκοπό άλλωστε, οι διεθνείς φορείς που ασχολούνται με τη βελτίωση της ποιότητας του τουρισμού επισημαίνουν την ανάγκη για ολική κοινωνική προσέγγιση και σχεδιασμό του τουριστικού προϊόντος από το σύνολο των επαγγελματιών μιας περιοχής[72].

Το αναφερθέν εξαρτάται από την εν γένει Τουριστική Παιδεία, η οποία θα πρέπει να διαπερνά το σύνολο του δυναμικού των τοπικών κοινωνιών, ώστε να είναι σε θέση να εκτιμήσουν τις τουριστικές δυνατότητες του τόπου τους, να τις αξιοποιήσουν αποδοτικά με βάση τις αρχές της αειφορίας, να αξιολογήσουν τις καλές και κακές πρακτικές και εν τέλει να συμβάλουν συλλογικά στην τουριστική ανάπτυξη της Χώρας. Φανερά δείγματα έλλειψης αυτών αποτελούν τα κατά καιρούς εμφανιζόμενα κρούσματα κερδοσκοπίας ή ακόμη και ρατσισμού.

Βάσει όλων των προλεγομένων, η ανάδειξη της ποιότητας των υπηρεσιών και της τουριστικής εικόνας του τόπου προορισμού, αποτελεί βασικό προσόν του λαού της χώρας υποδοχής τουριστών και ταυτόχρονη επένδυση, ενώ παράλληλα ενισχύει την ανατγωνιστικότητα του τουριστικού προϊόντος.[73] Στηρίζεται στο επίπεδο ούτως ή άλλως της τουριστικής εκπαίδευσης, αλλά και

[71] Ο τέως Υπουργός Τουριστικής Ανάπτυξης κ. Δημήτρης Αβραμόπουλος, είχε δηλώσει μεταξύ άλλων στο Συμπόσιο της «Herald Tribune» την 11η Οκτωβρίου 2004, ότι η νέα στρατηγική του τουριστικού τομέα τίθεται πλέον σε βάση δεκαετίας και στηρίζεται σ' ένα νέο τουριστικό πλαίσιο στο οποίο θα κυριαρχούν: η ποιοτική αναβάθμιση των τουριστικών υποδομών και ο εκσυγχρονισμός των τουριστικών υπηρεσιών, η οποία και θα καθορίσει πλέον το μέλλον του Ελληνικού τουρισμού καθώς και την αναβάθμιση της τουριστικής εκπαίδευσης και κατάρτισης.

[72] *Towards Quality Rural Tourism,* Office for Official Publications of the European Communities, 1999.

[73] Στο Συνέδριο «Τουρισμός και Ανάπτυξη», του Συνδέσμου Ελληνικών Τουριστικών Επιχειρήσεων (Σ.Ε.Τ.Ε.), το οποίο πραγματοποιήθηκε στις 17 & 18-10-2005 με θέμα: «Η ανταγωνιστικότητα και η πρόκληση της επανατοποθέτησης του Ελληνικού τουριστικού προϊόντος», αναφέρθηκε από ξένους ομιλητές μεταξύ άλλων ότι το τουριστικό προϊόν διαφοροποιείται και μόνον με ικανό εκπαιδευμένο προσωπικό θα αντιμετωπισθεί η Ελλάδα ως τουριστικός προορισμός.

της Τουριστικής Συνείδησης[74], η οποία αποτελεί προέκταση της Τουριστικής Παιδείας. Πρέπει να χαρακτηρίζει δε, όλους τους πολίτες με τους οποίους έρχονται σε επαφή καθημερινά τα μετακινούμενα άτομα.

Σύμφωνα με τη μελέτη του Παγκόσμιου Συμβουλίου Ταξιδιών και Τουρισμού (W.T.T.C.) [75], οφέλη από τον τουρισμό θα αποκομίσουν οι κοινωνίες οι οποίες μεταξύ άλλων, θα λάβουν μέτρα για …την απασχόληση και κάλυψη εκπαιδευτικών αναγκών…, την αξιοποίηση του ανθρώπινου κεφαλαίου που απαιτείται για την ανάπτυξη του τουριστικού τομέα, επενδύοντας στον ανθρώπινο παράγοντα…

Γενικότερα, υποστηρίζεται ότι: η αξιοποίηση των τουριστικών ειδικοτήτων, σε συνδυασμό με τη μέριμνα για ανάπτυξη της Τουριστικής Συνείδησης, κυρίως των επαγγελματιών κάθε είδους αλλά και της κοινωνίας συνολικά, δεν βοηθάνε μόνο στην προώθηση του τουριστικού προϊόντος, αλλά μπορεί να αποτελέσουν εφαλτήριο για την ανάπτυξη της ποιότητας των υπηρεσιών της Χώρας. Με αυτόν τον τρόπο, η βελτίωση της ποιότητας του ανθρώπινου δυναμικού το οποίο απασχολείται στον τουρισμό, συμβάλει, στο να γνωρίσει ολικά η κοινωνία τον Ελληνικό πολιτισμό, την αξία του φυσικού πλούτου και την πλούσια λαογραφική παράδοση, ώστε εν συνεχεία να εκτιμώνται, να διαφυλάσσονται και να αναδεικνύονται αυτά τα μοναδικά ανταγωνιστικά πλεονεκτήματα.

Τα άτομα λοιπόν, τα οποία βρίσκονται σε ανεπτυγμένες ή σε υπό ανάπτυξη τουριστικές περιοχές θα πρέπει να διαθέτουν μια γενικότερη κουλτούρα και να είναι γνώστες ενός ευρύτατου φάσματος τουριστικών θεμάτων, βασικό στοιχείο της οποίας θα είναι η Τουριστική Συνείδηση. Αυτό απλά σημαίνει ότι όλοι οι επαγγελματίες, οι επιχειρηματίες, αλλά και οι εργαζόμενοι στον δημόσιο και στον ιδιωτικό τομέα, καθώς και οι απλοί κάτοικοι θα πρέπει να προσαρμόσουν την πλημμελή τουριστική συμπεριφορά τους, η οποία εμπεριέχει και την ευσυνειδησία, στις ανάγκες της τοπικής τουριστικής αγοράς, όπως ακριβώς θα απαιτούσαν οι ίδιοι στον οποιοδήποτε τόπο μετακίνησής τους.

Ιδιαίτερο πρόβλημα δε, υφίσταται σε αρκετά εποχιακώς απασχολούμενα άτομα, τα οποία είναι εκτός τουριστικού πλαισίου, αφού παρατηρείται το φαινόμενο της σχεδόν ανύπαρκτης ή ελλιπούς τουριστικής εκπαίδευσής τους, θέμα το οποίο, όσο κι αν «καλύπτεται» από την υποστήριξη ενός καλά εκπαιδευμένου ανθρώπινου δυναμικού, που αποτελεί τον πυρήνα των εργαζομένων και ουσιαστικά καθορίζει τη συνολική ποιότητα των τουριστικών υπηρεσιών, δεν παύει να προκαλεί αρνητικές αντιδράσεις.

Το προαναφερθέν επιβεβαιώνεται και από την έρευνα της «ΚΑΠΑ RESEARCH», η οποία πραγματοποιήθηκε σε δείγμα ατόμων από το λεκανοπέδιο Αττικής και τη Θεσσαλονίκη και δημοσιεύθηκε τον Απρίλιο του 2007, με τίτλο «Τάσεις Τουριστικής Συμπεριφοράς των Ελλήνων»[76]. Οι ερωτηθέντες για τις τρείς βασικές προτεραιότητες του Υπουργείου Τουριστικής

[74] Ως Τουριστική Συνείδηση (Κολτσιδόπουλος, 2001, σσ. 25) νοείται το σύνολο των ενεργειών οι οποίες συμβάλλουν στην καλύτερη δυνατή εξυπηρέτηση των τουριστών αλλά και στην δημιουργία ευχάριστης εντύπωσης του τόπου επίσκεψής τους.
[75] Ναυτεμπορική, 13-12-2004.
[76] Ηλεκτρονική Σελίδα Συνδέσμου Ελληνικών Τουριστικών Επιχειρήσεων: www.sete.gr.

Ανάπτυξης, έθεσαν στις πρώτες θέσεις την αναβάθμιση της ποιότητας των τουριστικών υπηρεσιών σε ποσοστό 55,1% και την βελτίωση της συμπεριφοράς απέναντι στους τουρίστες σε ποσοστό 48,4%. Δυστυχώς και τα δύο αποτελέσματα παραπέμπουν στην ανυπαρξία Τουριστικής Συνείδησης.

Διεθνείς έρευνες κρούουν επίσης τον «κώδωνα του κινδύνου» όσον αφορά στη διεθνή ανταγωνιστικότητα της Χώρας στον τομέα του Τουρισμού. Ενδεικτικά αναφέρουμε ότι, η τελευταία έρευνα του Παγκόσμιου Οικονομικού Φόρουμ[77] κατατάσσει την Ελλάδα στην 22η θέση στο γενικό πίνακα ανταγωνιστικότητας κυρίως λόγω της αναγνωρισμένης προτεραιότητας του τομέα (1η θέση), των τουριστικών υποδομών (9η θέση) των πολιτιστικών πόρων (16η θέση). Ωστόσο, σύμφωνα με το δείκτη «ανθρώπινο δυναμικό» η χώρα μας κατατάσσεται στην 43η θέση!

Ο Ρόλος της Εκπαίδευσης στην Απόκτηση της Τουριστικής Συνείδησης

Όπως ήδη έγινε αντιληπτό, υπάρχει ιδιαίτερη ανάγκη το σύνολο των τοπικών κοινωνιών να εκλαμβάνει και να χρησιμοποιεί θέματα του τουρισμού με διττό σκοπό: αφ' ενός με την προσέλκυση του ενδιαφέροντος των ατόμων γύρω από τα τουριστικά δρώμενα ενός τόπου και αφ' ετέρου με τη δημιουργία Τουριστικού Πνεύματος και Τουριστικής Αγωγής, τα οποία τελειοποιούν την Τουριστική Συνείδηση. Τα αναφερόμενα δεδομένα, κατ' επέκταση, διαφοροποιούν την εικόνα της Χώρας και αυξάνουν την ανταγωνιστικότητά της.

Η Διακήρυξη για τον Παγκόσμιο Τουρισμό, η οποία πραγματοποιήθηκε στην Μανίλα το 1980, διαπιστώνει μεταξύ των άλλων ότι[78]:

- Η Επαγγελματική εκπαίδευση και ο συνεχής εκσυγχρονισμός των τεχνικών ειδικοτήτων στον τομέα του τουρισμού, είναι βασικές αρχές όχι μόνον για τους αποδέκτες αλλά και για την κοινωνία στο σύνολό της.
- Η Επαγγελματική ικανότητα εξαρτάται κατά πολύ από την ποιότητα της βασικής Γενικής όπως και της Τεχνικής εκπαίδευσης.
- Ο άνθρωπος είναι το κέντρο της διαδικασίας ανάπτυξης στον τουρισμό.
- Η ποιότητα του τουριστικού προϊόντος είναι αποφασιστικός παράγοντας στον προσδιορισμό τής τουριστικής εικόνας μίας χώρας.

Για τα παραπάνω η διάσκεψη επιμένει στην σπουδαιότητα προγραμματισμού της εκπαίδευσης του ανθρώπινου δυναμικού και προτρέπει να καταβληθούν προσπάθειες για την ανάπτυξη της Τουριστικής Συνείδησης, έτσι ώστε να διευκολύνει και να ενθαρρύνει την επικοινωνία μεταξύ των επισκεπτών, των κατοίκων των περιοχών υποδοχής και του προσωπικού των τουριστικών επιχειρήσεων.

[77] *The Travel and Tourism Competitiveness* Report, World Economic Forum, 2008.
[78] Περί «Ανθρώπινου Δυναμικού», Διακήρυξη II, Παράγραφος 2.

Σήμερα, στην Χώρα μας, η γνώση θεμάτων τουρισμού έχει περιορισθεί σε συγκεκριμένες ειδικότητες της Επαγγελματικής Εκπαίδευσης[79], σχολικές μονάδες της οποίας σε περιορισμένο αριθμό, εδρεύουν σε περιοχές κυρίως τουριστικά ανεπτυγμένες. Αποτέλεσμα είναι η Τουριστική Παιδεία να μην διαπερνά όλα τα άτομα και τα κοινωνικά στρώματα, δηλαδή το σύνολο της εκπαίδευσης. Επειδή δε, ως τουριστικοί προορισμοί δεν θεωρούνται μόνον οι ενδεικτικά αναφερόμενοι: Αθήνα, Ρόδος, Κρήτη ή Μύκονος, αλλά και απομακρυσμένες περιοχές μη «προνομιούχες τουριστικά», με τεράστια ανταγωνιστικά πλεονεκτήματα ανάπτυξης, θα πρέπει να εξεταστεί σε βάθος ο τρόπος με τον οποίο θέματα του τουρισμού θα εισαχθούν στις τοπικές κοινωνίες, με τρόπο ώστε, η διάχυση της γνώσης να καλύπτει όλο το εύρος της επικράτειας. Σημειώνεται εδώ δε, ότι οι μη ανεπτυγμένες τουριστικά περιοχές αντιμετωπίζουν και το μεγαλύτερο πρόβλημα όσον αφορά στην ποιότητα των προσφερόμενων υπηρεσιών, αλλά και στο ανθρώπινο δυναμικό, το οποίο είναι σαφές ότι δεν μπορεί να αναπτυχθεί με βάση τις μεθόδους μαθητείας.

Αν σε αυτά συνυπολογίσουμε ότι, κάθε σχολική κοινότητα αποτελεί μία μικρή κοινωνία η οποία διαπλάθει χαρακτήρες και διαμορφώνει συνειδήσεις στους αυριανούς πολίτες, το σχολείο ως άμεσος φορέας διάχυσης γνώσεων και συμπεριφορών, είναι δυνατόν να συμβάλλει αποφασιστικά στην προσπάθεια εμφάνισης, ανάδειξης και τελειοποίησης των προαναφερθέντων.

Επιπλέον, όλοι οι μαθητές θα ωφεληθούν τα μέγιστα από τη γνώση και την εμπειρία θεμάτων του τουρισμού, που ενδεχομένως να κληθούν να υποστηρίξουν έμμεσα, ως υπάλληλοι οι οποίοι από διαφορετικό επαγγελματικό τομέα, θα προσφέρουν υπηρεσίες στους μετακινούμενους τουρίστες, όπως είναι π.χ. μεταφορές, χρηματοοικονομικές υπηρεσίες, επικοινωνίες, Δημόσιος τομέας, κ.λπ.

Άλλωστε όπως ήδη υποστήριξε σε συνέντευξη τύπου ο Υπουργός Τουριστικής Ανάπτυξης, κ. Άρης Σπηλιοτόπουλος[80]: «Η Τουριστική Συνείδηση μπορεί να καλύπτει και τομείς της Παιδείας. Μόνο εάν μπούμε στα σχολεία με συγκεκριμένα προγράμματα εκπαίδευσης σε πολύ μικρή ηλικία και δημιουργήσουμε Τουριστική Συνείδηση, μπορούμε ως Χώρα να έχουμε μέλλον και προοπτική, προσφέροντας πράγματι ποιοτικές υπηρεσίες, κυρίως όμως δημιουργώντας γέφυρες πολιτισμού και επικοινωνίας μεταξύ των λαών. Γιατί ο τουρισμός δεν είναι τίποτα περισσότερο από τη συμβολική, αν θέλετε, οικονομική κορύφωση δύο άλλων διαδικασιών: της Παιδείας και του πολιτισμού. Όσο υψηλότερο επίπεδο Παιδείας και πολιτισμού έχεις, τόσο υψηλότερο δείκτη τουρισμού και υπηρεσιών μπορείς να προσφέρεις».

Στο ίδιο μήκος είχαν κυμανθεί εκπρόσωποι φορέων του τουρισμού, αλλά και οι τέως Υπουργοί Εθνικής Παιδείας και Θρησκευμάτων κ. Μαριέττα Γιαννάκου και κ. Φάνη Πάλλη - Πετραλιά, οι οποίες προσανατολίζονταν στην έκδοση λευκώματος το οποίο θα διανέμετο στα σχολεία με στόχο την δημιουργία Τουριστικής Συνείδησης. Ο δε κ. Αλέξανδρος Αγγελόπουλος, Πρόεδρος της

[79] Νόμος 3475/2006.

[80] Στο πλαίσιο της Διεθνούς Έκθεσης Τουρισμού I.T.B. στο Βερολίνο, στις 6 Μαρτίου 2008, επισκέφθηκε την Υπουργό Παιδείας και Έρευνας, Dr. Annete Shavan. Μετά τη συνάντηση οι δύο Υπουργοί απάντησαν σε ερωτήσεις δημοσιογράφων.

Συντονιστικής Επιτροπής του Συμβουλίου Ιδεών και Δράσης του Συνδέσμου Ελληνικών Τουριστικών Επιχειρήσεων, όπως έχει δηλώσει[81]: «η προώθηση του τρίπτυχου Τουριστικής Εκπαίδευσης - Τουριστικής Γνώσης - Τουριστικής Συνείδησης αποτελεί βασική προϋπόθεση για την αναβάθμιση της ποιότητας του ελληνικού τουρισμού, αλλά και την υγιή λειτουργία της τουριστικής επιχειρηματικής αλυσίδας».

Προτάσεις για την Δημιουργία Τουριστικής Συνείδησης

Στην παρούσα, επιχειρείται σε πρώτο επίπεδο μία πρόταση, η οποία περιλαμβάνει ένταξη τουριστικών γνώσεων σε ορίζοντες δράσης ή μαθήματα -τουλάχιστον- σε όλες τις μονάδες της Δευτεροβάθμιας Εκπαίδευσης.

Οι ορίζοντες δράσεις έχουν συνάφεια είτε με συνδυασμό θεμάτων με τα μαθήματα Γενικής παιδείας, όπως είναι η Ιστορία, η Γεωγραφία, τα Φιλολογικά, η Τεχνολογία κ.ά, είτε με συσχέτιση θεμάτων συναφών με το τουριστικό αντικείμενο ή με μελέτη διεπιστημονικών θεμάτων, μέσα από τις συνθετικές εργασίες που προβλέπονται πλέον από το θεσμικό πλαίσιο των σχολείων.

Τα δε μαθήματα θα αφορούν βασικά στοιχεία και αρχές τουρισμού, τουριστικής μετακίνησης, λειτουργίας τουριστικής αγοράς κ.λπ. και επεκτάσεις αυτών, για να μπορέσει ο μαθητής να εμπλουτίσει τις γνώσεις του στην τουριστική διαδικασία. Μέσα από τα συγκεκριμένα μαθήματα θα προβάλλονται οι έννοιες της Τουριστικής Αγωγής, της Τουριστικής Συνείδησης και εν γένει της Τουριστικής Παιδείας, ενώ συγχρόνως θα διευκολύνεται και η βιωματική γνώση των φυσικών και πολιτιστικών πόρων του κάθε τόπου.

Οι ορίζοντες δράσεις και τα μαθήματα θα είναι εντεταγμένα στο Αναλυτικό Πρόγραμμα Σπουδών και θα διδάσκονται από έμπειρους εξειδικευμένους στον τουρισμό εκπαιδευτικούς, οι οποίοι μεταξύ άλλων, θα είναι σε θέση να προσεγγίσουν στις αίθουσες διδασκαλίας θέματα τα οποία άπτονται της Τουριστικής Επιστήμης, ώστε να αναπτύξουν την Τουριστική Συνείδηση των αυριανών Ελλήνων πολιτών.

Εδώ σκόπιμο είναι να λεχθεί ότι τα αναφερόμενα στην παρούσα εισήγηση, προϋποθέτουν συζήτηση και ενδελεχή επεξεργασία με όλους τους εμπλεκόμενους φορείς.

Εν κατακλείδι, σήμερα τα ανταγωνιστικά περιβάλλοντα και οι σύγχρονες τουριστικές απαιτήσεις, θέτουν σε πρώτη προτεραιότητα οι απόφοιτοι της εκπαίδευσης να κατέχουν ευρείες γνώσεις μέσα από ένα εκπαιδευτικό σύστημα άμεσα συνδεδεμένο με τις τουριστικές ανάγκες, ώστε να μπορεί να συμβάλει στην ζητούμενη ποιοτική αναβάθμιση. Ενδεικτικά αναφέρουμε ότι ο απαράμιλλος φυσικός πλούτος και η πολιτιστική κληρονομιά της χώρας μας δεν μπορούν να αποτιμηθούν και να λειτουργήσουν ως οικονομικό εφαλτήριο και μοχλός αναπτυξιακής πορείας, εάν δεν υπάρξει η κατάλληλη Παιδεία και η

[81] Εφημερίδα «Καθημερινή», 03-02-2007.

προώθηση της Τουριστικής Συνείδησης, βασικό προσόν του λαού της χώρας υποδοχής τουριστών από εξειδικευμένους εκπαιδευτικούς σ' έναν από τους μεγαλύτερους οικονομικούς τομείς μας.

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THE USEFULNESS OF STRATEGIC ANALYSIS OF N. LAKONIA AS BASIC FUTURE TOURIST DESTINATION

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ΓΕΝΙΚΑ

Ο τουρισμός επιφέρει οικονομική ανάπτυξη στις περιοχές που αναπτύσσεται, εξαιτίας της επιχειρηματικής δραστηριότητας που ακολουθεί. Πολλοί κάτοικοι αυξάνουν τα εισοδήματά τους με επαγγέλματα που συνδέονται άμεσα ή έμμεσα με τον τουρισμό, ενώ δημιουργούνται θέσεις εργασίας στις οποίες απασχολείται μεγάλος αριθμός από τον ντόπιο πληθυσμό.

Στον Ν. Λακωνίας ο τουρισμός ενεργοποιεί πολλούς ακόμη κλάδους της οικονομίας. Εξαιτίας του φαινομένου αυξάνεται η εμπορική δραστηριότητα σε επιμέρους κλάδους του πρωτογενούς και δευτερογενούς τομέα και κατά συνέπεια ο κύκλος εργασιών διαφόρων επιχειρήσεων. Ακόμα επιφέρει οικονομική ανάπτυξη στις περιοχές του Νομού που αναπτύσσεται, εξαιτίας της επιχειρηματικής δραστηριότητας που ακολουθεί. Πολλοί κάτοικοι αυξάνουν τα εισοδήματά τους με επαγγέλματα που συνδέονται άμεσα ή έμμεσα με τον τουρισμό, ενώ δημιουργούνται θέσεις εργασίας στις οποίες απασχολείται μεγάλος αριθμός από τον ντόπιο πληθυσμό.

Γενικά ο τουρισμός σήμερα είναι ένας κλάδος, που συνεχώς επεκτείνεται, ενώ η τουριστική βιομηχανία απαιτεί σχετικά χαμηλές επενδύσεις κεφαλαίων, σε σχέση με την ροή εισοδήματος που επιτυγχάνει. Στην Λακωνία την συγκεκριμένη χρονική περίοδο διαμορφώνει μια ειδική μορφή αγοράς "εξαγωγών", στην οποία ο καταναλωτής έρχεται σε αναζήτηση του προϊόντος, ενώ το προϊόν που πωλείται, είναι κύρια υπηρεσίες κι άυλα αγαθά (καλός καιρός, φυσικές καλλονές, υπάρχουσες ιστορικές τοποθεσίες), που προφανώς έχουν απεριόριστες δυνατότητες, η δε απόδοσή του εξαρτάται από τη συμπληρωματική υποδομή και την προώθηση πωλήσεων.

Βέβαια αντίστοιχα παραδείγματα στην χώρα μας δείχνουν και τα αρνητικά σημεία στο θέμα της ευρύτατης έννοιας της ανάπτυξης εξαιτίας του τουρισμού, διότι συχνά η αυξημένη ζήτηση ανεβάζει τις τιμές σε πολύ υψηλά επίπεδα, ενώ τα εισοδήματα που προκύπτουν από τον τουρισμό δεν είναι σταθερά, δεδομένου ότι τον χειμώνα ο τουρισμός κάμπτεται. Ταυτόχρονα πρέπει να ληφθεί υπόψη – και τυγχάνει ιδιαίτερης προσοχής ότι κάθε τουριστικός προορισμός έχει ένα κύκλο ζωής, που μετά από το στάδιο της ανάπτυξης ακολουθεί αντίστοιχα το στάδιο της ωρίμανσης και της παρακμής ,με αποτέλεσμα την διαστρέβλωση των παρεχομένων υπηρεσιών και προϊόντων οπότε τα έσοδα από τον τουρισμό μειώνονται σημαντικά.

1.ΑΝΑΛΥΣΗ ΤΟΥ ΣΧΕΔΙΑΣΜΟΥ ΚΑΙ ΤΗΣ ΔΗΜΙΟΥΡΓΙΑΣ ΠΡΟΪΟΝΤΟΣ ΣΤΟΝ ΚΛΑΔΟ ΤΟΥ ΤΟΥΡΙΣΜΟΥ.

Προϊόν είναι οτιδήποτε μπορεί να προσφερθεί σε μία αγορά για να ικανοποιήσει μια επιθυμία η ανάγκη.

Η ποιότητα ενός προϊόντος καθορίζει - σε μεγάλο βαθμό - την εικόνα της εταιρείας και την ιδέα για την εμπορική επωνυμία που ένας οργανισμός μπορεί να δημιουργήσει στη συνείδηση του καταναλωτικού κοινού. Επίσης οι αποφάσεις που αφορούν στο προϊόν ανάλογα με τις επιπτώσεις που έχουν στη διαχείριση των διαδικασιών εξυπηρέτησης και στην μεγιστοποίηση του κέρδους, επηρεάζουν ιδιαίτερα την μακροπρόθεσμη στρατηγική ανάπτυξη της εταιρείας, την πολιτική επενδύσεων και τη διαχείριση των ανθρώπινων πόρων.

1.1Τουριστικό προϊόν

Το τουριστικό προϊόν είναι ένα ιδιόμορφο προϊόν, που διαφέρει σημαντικά από άλλα προϊόντα. Αποτελείται από διάφορα επί μέρους προϊόντα, όπως εξάλλου τα περισσότερα προϊόντα. Τα κομμάτια που δημιουργούν τον τουριστικό προϊόν, σε αντίθεση με άλλα προϊόντα καταναλώνονται χωριστά, σε διαφορετικούς χώρους και σε διαφορετικές χρονικές στιγμές. Αυτό το φαινόμενο εμφανίζεται και στα επιμέρους στοιχεία που αποτελούν τα τμήματα του τουριστικού προϊόντος. Το πολυσύνθετο του τουριστικού προϊόντος εξηγεί και ένα μέρος από τις δυσκολίες για την τυποποίησή του. Τα διάφορα κομμάτια του καλύπτονται από τις υπηρεσίες που προσφέρουν διαφορετικές επιχειρήσεις, με διαφορετικό αντικείμενο, οι οποίες βρίσκονται πολλές φορές σε διαφορετικές χώρες και είναι πολύ δύσκολο να εξασφαλιστεί ένα κοινό επίπεδο ποιότητας των υπηρεσιών. Το τουριστικό προϊόν όμως δεν εξαρτάται μόνο από την ποιότητα των υπηρεσιών των τουριστικών επιχειρήσεων, αλλά επηρεάζεται κι από άλλους παράγοντες, όπως η τουριστική υποδομή, η φιλόξενη ή όχι συμπεριφορά των μονίμων κατοίκων, οι εκάστοτε κλιματολογικές συνθήκες κλπ.

Είναι πολυδιάστατο, δηλ. περιλαμβάνει διάφορα ενδογενή χαρακτηριστικά και επηρεάζεται από παράγοντες που σχετίζονται με τις προσδοκίες του τουρίστα καταναλωτή. Εδώ πρέπει να αναφερθεί ότι η εικόνα του τουριστικού προϊόντος εξαρτάται σε σημαντικό βαθμό και από τη στάση που τηρούν οι εθνικοί, περιφερειακοί και τοπικοί τουριστικοί οργανισμοί, όπου το κάθε σχέδιο τουριστικού μάρκετινγκ ανάλογα με την κατηγορία στην οποία ανήκει εμφανίζει διαφορετικά χαρακτηριστικά και απαιτήσεις σχεδιασμού.

1.2Συστατικά μέρη του τουριστικού προϊόντος

Τα συστατικά μέρη του τουριστικού προϊόντος περιλαμβάνουν:

- Το βασικό σχεδιασμό όλων των στοιχείων που διαμορφώνουν την προσφορά προς τους πελάτες, και αφορούν στο ταξίδι, τη διαμονή, τη διατροφή και άλλες υπηρεσίες φιλοξενίας.
- Το στυλ και το περιβάλλον της προσφοράς γνωστού ως η «σωματική ένδειξη», η διακόσμηση ενός ξενοδοχείου και η δημιουργούμενη ατμόσφαιρα η οποία συμβάλλει στην διαμόρφωση εικόνας και της τιμής.
- Η εξυπηρέτηση που αφορά στον αριθμό των υπαλλήλων και τις στάσεις συμπεριφοράς ιδιαίτερα του προσωπικού επαφής.
- Σήμανση που αποτελεί επίκεντρο επικοινωνίας και προσδίδει στο προϊόν πρόσθετη αξία μέσω της δημιουργίας ενός μοναδικού ονόματος και εικόνας η οποία ενισχύει την προσδοκία της εμπειρίας που θα δοθεί.

1.3 Ιδιαιτερότητες Τουριστικού προϊόντος

Το τουριστικό προϊόν είναι ευαίσθητο λόγω της μεγάλης ποικιλίας της σύνθεσής του και παρουσιάζει τις εξής ιδιαιτερότητες:

- Είναι πολύμορφο και πολυσύνθετο. Είναι δηλαδή ένα προϊόν το οποίο αποτελείται από διάφορα προϊόντα τα οποία είναι διαφορετικά μεταξύ τους. Τα προϊόντα αυτά προσφέρονται σε διαφορετικές στιγμές, σε διαφορετικούς χώρους και από διαφορετικούς ανθρώπους.
- Καταναλώνεται επί ημέρες και η γνώμη του πελάτη για την συνολική του ποιότητα, ολοκληρώνεται μετά την αναχώρηση.
- Δεν αποθηκεύεται. Το δωμάτιο του ξενοδοχείου για παράδειγμα που δεν νοικιάστηκε τη μία μέρα, δεν μπορεί να νοικιαστεί την επόμενη, καλύπτοντας έτσι την απώλεια εσόδου της προηγούμενης.
- Δεν μεταφέρεται και δεν διανέμεται στις διάφορες αγορές, αλλά υποχρεώνει τον καταναλωτή να μεταφερθεί αυτός στο χώρο που προσφέρεται.

1.4 Επίπεδα Τουριστικού προϊόντος

Το τουριστικό προϊόν μπορεί να αναλυθεί σε πέντε επίπεδα. Στο κεντρικό, επίσημο, προσδοκώμενο, το επαυξημένο και το συμπληρωματικό προϊόν. Οι τουριστικές επιχειρήσεις, εξαιτίας της υποκειμενικότητας εκτίμησης του προϊόντος , μπορεί να αυξήσουν την προσφορά τους, με σκοπό να υπερκαλύψουν την προσδοκώμενη ποιότητα, προσφέροντας επαυξημένο προϊόν. Για το λόγο αυτό η διοίκηση των ως άνω επιχειρήσεων η οργανισμών μπορεί να χρησιμοποιήσουν την παροχή επιπλέον, μη αναμενόμενων υπηρεσιών και προσφορών, οι οποίες αναβαθμίζουν το τουριστικό προϊόν. Στο Ν. Λακωνίας παράγοντες όπως το φυσικό περιβάλλον: πόροι υψηλής ποιότητας και αξίας , παραλίες, τα σπήλαια, οι ορεινοί όγκοι, η χλωρίδα και η πανίδα, ο υποθαλάσσιος πλούτος σε συνδυασμό με το πολιτιστικό απόθεμα και τα τοπικά προϊόντα διαδραματίζουν καθοριστικό ρόλο στην τουριστική κίνηση, αναβάθμιση και τον εμπλουτισμό της ποιότητας του διαθέσιμου τουριστικού προϊόντος με αποτέλεσμα να δημιουργείται ένα φάσμα συνδυασμών ως συμπληρωματικό προϊόν.

1.5 Κύκλος ζωής προϊόντων τουριστικών προορισμών.

Οι επιπτώσεις του τουρισμού δεν είναι σταθερές αλλά αλλάζουν με το πέρασμα των χρόνων. Μπορούμε να διακρίνουμε τέσσερις φάσεις στην ανάπτυξη μίας περιοχής.

1. Εισαγωγή: Αρχικά ένας αριθμός τολμηρών τουριστών, επιζητώντας νέες εμπειρίες προσεγγίζουν τον προορισμό και γίνονται αιτία για να αναπτυχθούν ορισμένες υπηρεσίες που καλύπτουν τουριστικές ανάγκες, όπως καταλύματα, εστιατόρια κλπ. Η ανωδομή αυτή προκαλεί αύξηση της τουριστικής κίνησης. Οι σχέσεις τουριστών και ντόπιων κατοίκων είναι άριστες και ζεστές ενώ οι τουριστικές επιχειρήσεις ανήκουν στους κατοίκους της περιοχής.

2. Ανάπτυξη: Στη συνέχεια - και όταν η περιοχή αρχίσει να γίνεται γνωστή, καταφθάνουν μεγάλες ομάδες τουριστών, με αποτέλεσμα η επικοινωνία με τους κατοίκους να μειώνεται και η τοπική κοινωνία να πιέζεται από τα τουριστικά πλήθη. Ταυτόχρονα αρχίζει να φαίνεται ότι οι επιχειρηματικές δραστηριότητες των ντόπιων πρέπει να επεκταθούν σε επίπεδα που είναι δύσκολο να διαχειριστούν οι ίδιοι. Εδώ πρέπει να επισημανθεί ότι το συγκεκριμένο στάδιο αφορά την περίπτωση του Ν. Λακωνίας την συγκεκριμένη χρονική περίοδο.

3. Ωρίμανση: Τα πλήθη των τουριστών είναι πλέον μεγάλα και η τοπική κοινωνία επηρεάζεται από αυτά χωρίς να μπορεί να διαχειριστεί την κατάσταση. Πολλές επιχειρήσεις ανήκουν σε ξένους επιχειρηματίες, πολλές δε από αυτές είναι διεθνείς. Η οικονομία της περιοχής εξαρτάται πλέον καθοριστικά από τον τουρισμό και η απασχόληση από την απορροφητικότητα των τουριστικών επιχειρήσεων. Εκτός από τις πιέσεις στην τοπική κοινωνία, τα πλήθη των τουριστών υποβαθμίζουν επίσης το

φυσικό περιβάλλον της περιοχής ενώ προκαλείται δυσανάλογη εξάντληση των φυσικών πόρων όπως υδάτων κλπ.

4. Παρακμή: Η πολιτιστική και φυσική υποβάθμιση μειώνει την τουριστική αξία της περιοχής. Η υπερεκμετάλλευση των τουριστών και η έλλειψη επικοινωνίας με τους κατοίκους, η μειωμένης ποιότητας φιλοξενία και οι αρνητικές επιπτώσεις του πλήθους μειώνουν την εισροή τουριστών, μέχρις ότου ισορροπήσει σε νέα επίπεδα, όπου οι συνθήκες είναι εκ νέου ανεκτές.

2.ΤΟΠΙΚΑ ΣΧΕΔΙΑ ΑΝΑΠΤΥΞΗΣ ΤΟΥΡΙΣΤΙΚΩΝ ΠΡΟΟΡΙΣΜΩΝ.Η ΠΕΡΙΠΤΩΣΗ ΤΗΣ ΛΑΚΩΝΙΑΣ

Ο τουρισμός λοιπόν μπορεί να προσφέρει πολλά στους τουριστικούς προορισμούς, αλλά η άναρχη ανάπτυξή του, μας έχει δείξει ότι πολλές φορές οδηγεί αργά αλλά σταθερά, στην άσκηση αρνητικών πιέσεων στο φυσικό περιβάλλον και την τοπική κουλτούρα, με αποτέλεσμα να δημιουργείται κίνδυνος αυτοκαταστροφής των τουριστικών περιοχών.

Ο βασικός στόχος του Επιμελητηρίου Λακωνίας είναι να τεθεί σε εφαρμογή ο απαραίτητος τουριστικός σχεδιασμός (πίνακας 1.) για τον Νομό από όλους τους εμπλεκόμενους φορείς ώστε να ελαχιστοποιηθούν οι αρνητικές επιπτώσεις του τουρισμού στα επόμενα στάδια ανάπτυξης του τουριστικού προϊόντος και να μπορεί να οδηγήσει σε ισχυρή τοπική οικονομία, συνδυαζόμενη με ποιοτικό τρόπο ζωής των κατοίκων. Ορισμένοι τύποι τουρισμού, έχει αποδειχθεί ότι μπορούν άριστα να συνδεθούν με ήπια ανάπτυξη. Οι κυριότεροι εξ αυτών είναι ο οικοτουρισμός, ο πολιτιστικός τουρισμός, ο αγροτουρισμός και οι διακοπές δράσης. Κάθε μία από τις παραπάνω μορφές τουρισμού, προσφέρει ένα σύνολο δραστηριοτήτων, που μπορούν να γεμίσουν δημιουργικά και ευχάριστα το χρόνο των τουριστών.

Στην φιλοσοφία αυτή -όπως διατυπώνεται- έχει ληφθεί υπόψη, ότι η ποιότητα των τουριστικών προϊόντων συνδέεται τόσο με την αύξηση της τουριστικής ζήτησης όσο και με το προφίλ των τουριστών που τα προτιμούν. Μπορούμε εδώ λοιπόν να υποστηρίξουμε ότι η υψηλή ποιότητα της τουριστικής προσφοράς (περιβάλλον, καταλύματα, εστιατόρια, μπαρ, συμπεριφορά των επαγγελματιών και των κατοίκων, τουριστικές ,καθημερινές δραστηριότητες κλπ) συνεπάγεται τουρισμό υψηλού πολιτιστικού επιπέδου που σέβεται το φυσικό περιβάλλον και την πολιτιστική παράδοση του τόπου, με αποτέλεσμα την υψηλή ποιότητα ζωής των κατοίκων της περιοχής.

1. ΑΝΑΛΥΣΗ ΣΤΡΑΤΗΓΙΚΟΥ ΣΧΕΔΙΑΣΜΟΥ ΤΟΥΡΙΣΤΙΚΗΣ ΑΝΑΠΤΥΞΗΣ Ν.ΛΑΚΩΝΙΑΣ		
Προγράμματα	**Ρυθμιστικά σχέδια**	**Επενδυτικά μέτρα**
- Υποστήριξης της αλλαγής από τον ντόπιο πληθυσμό **- Υποστήριξης και προστασίας της πολιτιστικής παράδοσης** **- Προστασίας φυσικών πόρων** **- Υποδομής και ανωδομής** **- Προστασίας τουριστικών καταναλώσεων** **-Οργάνωσης πολιτιστικών δραστηριοτήτων** **- Προβολής και προώθησης**	**Χωροταξικά** **- Καθορισμός ζωνών χρήσης** **Περιβαλλοντικά** **- Μέτρα προστασίας περιβαλλοντικών πόρων**	**- Αναπτυξιακοί φορείς** **- Νομοθετικές ρυθμίσεις**

3.ΣΤΡΑΤΗΓΙΚΟΣ ΣΧΕΔΙΑΣΜΟΣ

Σύμφωνα με διάφορες έρευνες, θεωρείται ότι τα κυριότερα στοιχεία που σε μέσο όρο επιζητούν οι επισκέπτες από τις περιοχές του Νομού Λακωνίας είναι:

- Κλίμα
- Αρχαιολογικοί χώροι
- Πολιτιστικές εκδηλώσεις
- Φιλική συμπεριφορά κατοίκων
- Παραδοσιακά καταλύματα
- Ενδιαφέρουσα κουλτούρα και τρόπο ζωής
- Παραδοσιακά προιόντα
- Ασφάλεια

Πρέπει να αναφερθεί ότι η συμμετοχή του τουρισμού στην απασχόληση και στο εισόδημα του Νομού τα τελευταία χρόνια κυμαίνεται στο 16-18% σε σύγκριση με το 12% που είναι ο μέσος όρος της Περιφέρειας Πελοποννήσου αλλά και ολόκληρης της επικράτειας, παρουσιάζοντας σταθερή πορεία προς αύξηση των ποσοστών αυτών.

Τα τελευταία χρόνια με την βοήθεια των επιχειρησιακών προγραμμάτων έχει γίνει μία σημαντική βελτίωση των υποδομών και των ανωδομών που ενίσχυσαν την τουριστική δραστηριότητα του Νομού αλλά θα πρέπει αυτό να συνδυαστεί με την συνεχιζόμενη στήριξη όλων των εμπλεκόμενων φορέων ώστε να αναπτυχθούν από κοινού νέα προγράμματα δράσης με θέμα την ενίσχυση της επιχειρηματικότητας και της καινοτομίας. Ο βασικός στόχος πρέπει να αποσκοπεί στην καλλιέργεια της τουριστικής συνείδησης που θα βοηθήσει να λυθούν και επιμεριστούν προβλήματα σε θέματα τουριστικής σημασίας για τον Νομό όπως η αφομοίωση της διατήρησης και της ενίσχυσης του προσφερόμενου τουριστικού προϊόντος όπως έχει δομηθεί μέχρι σήμερα με έμφαση σε διάφορα ιστορικά ,πολιτιστικά και κοινωνικοπολιτικά στοιχεία.

Είναι γνωστό ότι στις μέρες μας, η έννοια της παροχής υπηρεσιών βρίσκεται στο μέσο μιας αλλαγής προτύπου. Οι παλαιοί κανόνες και πρότυπα εξυπηρέτησης πελατών γίνονται ολοένα και λιγότερο παραδεκτοί. Από την ικανοποίηση μαζικών αναγκών μετακινούμαστε σε συστήματα ικανοποίησης ατομικών αναγκών προσαρμοσμένα εάν είναι δυνατό σε κάθε πελάτη ξεχωριστά ειδικά στον χώρο της τουριστικής βιομηχανίας. Το νέο υπόδειγμα εξυπηρέτησης πελατών έχει διαφορετικούς κανόνες και προσαρμόζεται σε συνδυαστικές ενέργειες όπως η αειφορική δράση στον τουρισμό με έμφαση στην διατήρηση του δομημένου φυσικού και πολιτιστικού περιβάλλοντος. Αυτό δημιουργεί και την ανάγκη της δημιουργίας και της εκπόνησης παράλληλα ενός τοπικού σχεδίου (με συμμετοχή όλων των εμπλεκόμενων φορέων) για την ανάπτυξη ενός ενιαίου τουριστικού φορέα στον Νομό Λακωνίας ο οποίος θα λειτουργεί σε συνάρτηση με τα εθνικά και τα περιφερειακά σχέδια όπως κρίνεται αναγκαίο αυτήν την στιγμή, καθώς διανύουμε μια περίοδο όπου γίνεται μια προσπάθεια πρόσθετων βελτιώσεων και υποδομών στις περιοχές του Νομού που αναπτύσσουν τουριστική δραστηριότητα και η οποία θα έχει ως αποτέλεσμα την βελτίωση των παρεχόμενων υπηρεσιών και την επιμήκυνση της τουριστικής περιόδου. Επίσης ένα σημαντικό αποτέλεσμα θα είναι η διασύνδεση της αγροτικής παραγωγής, των τοπικών παραδοσιακών προϊόντων ,της τοπικής γαστρονομίας με τον τουρισμό ,ενώ σημαντικές θα είναι οι πρωτοβουλίες ώστε να δημιουργηθεί μια ιδιαίτερη εικόνα (ως σήμανση) στην διατύπωση του τοπικού προσφερόμενου τουριστικού προϊόντος.

Εκτός από τα παραπάνω πλεονεκτήματα που αναφέρθηκαν υπάρχουν και άλλα συγκεκριμένα οφέλη που μπορούν να επιτευχθούν μέσα από τις επιτυχημένες συνέργειες όπως:

- Η μείωση της τρωτότητας σε απρόβλεπτα εξωτερικά η εσωτερικά γεγονότα που τόσο περικυκλώνουν την τουριστική βιομηχανία του Νομού .(πχ τρομοκρατικές ενέργειες η διάφορες φυσικές καταστροφές)
- Η μείωση του κινδύνου για τον καταναλωτή στο σημείο αγοράς προσφέροντας μια σαφή εγγύηση .(ΔΟΜΗΜΈΝΟ ΠΡΟΣΦΕΡΟΜΕΝΟ ΤΟΥΡΙΣΤΙΚΟ ΠΡΟΙΟΝ

- Η ακριβής κατάτμηση της αγοράς προσελκύοντας καταναλωτικά τμήματα που προσδοκά ο Ν. Λακωνίας ως βασικός τουριστικός προορισμός .(ΥΨΗΛΟ ΒΙΟΤΙΚΟ ΚΑΙ ΜΟΡΦΩΤΙΚΟ ΕΠΙΠΕΔΟ
- Η δυνατότητα της παροχής κοινής κατανόησης και σκοπών για το προσωπικό των τουριστικών επιχειρήσεων ,τους ντόπιους κατοίκους και τους φορείς πού δραστηριοποιούνται στην παραγωγική διαδικασία ιδιαίτερα σε περιοχές πρωτογενούς δραστηριότητας.

Βέβαια ορισμένες δυσκολίες που εμφανίζονται κατά την προσφορά και την χρήση των διατιθέμενων υπηρεσιών και προϊόντων πηγάζουν από τις ιδιαιτερότητες των ίδιων των τουριστικών προϊόντων .Σημαντικότερες από αυτές είναι:

- Ο έντονα εποχιακός χαρακτήρας που εμφανίζουν την ζήτηση από το κοινό, ιδιαίτερα στον Ν.Λακωνίας
- Η περίπτωση της συμπληρωματικότητας (το οποίο αποτελεί και το κρισιμότερο σημείο αναφοράς στις περιοχές του Νομού) δηλ η αλληλεξάρτηση διαφόρων παραγωγικών φορέων της τοπικής η περιφερειακής τουριστικής βιομηχανίας όπως τα έργα υποδομών και ανωδομών τα οποία αποτελούν ξεχωριστά προϊόντα αλλά συγχρόνως είναι και συστατικά του ίδιου προσφερόμενου προϊόντος.

3.1Σχεδιασμός και επιλογή στρατηγικής

- Προϋπολογισμός και χρηματοδότηση αναφορικά με τη καθημερινή λειτουργία του οργανισμού, την εκπόνηση ερευνών και μελετών, την εκπαίδευση και επιμόρφωση του προσωπικού, αλλά και τα κατά περίπτωση προγραμματιζόμενα ειδικά έργα, όπως τα έργα χωροταξικής υποδομής που αναφέρθηκαν προηγούμενα.
- Επικοινωνία με τους τουρίστες μέσω γραφείων πληροφοριών που θα ιδρυθούν ανά περιοχή αναφορικά με τα αξιοθέατα, τις ώρες λειτουργίας τους, τις διάφορες εκδηλώσεις, τα διαθέσιμα καταλύματα κλπ.
- Διαφήμιση.. Η αξιοποίηση της διαφημιστικής επένδυσης προϋποθέτει ότι αυτή συνδυάζεται με τη φαντασία και τη δημιουργικότητα. Δεν αρκεί λοιπόν μόνο να δαπανηθούν χρήματα για διαφήμιση. Πρέπει να διοχετευτούν σε κατάλληλα κανάλια με ιδιαίτερη στόχευση.
- Δημόσιες σχέσεις Σημαντικό ρόλο μπορούν να παίξουν οι δημόσιες σχέσεις, τόσο στη βάση διοργάνωσης σημαντικών πολιτιστικών δρώμενων, όσο και στην προσέλκυση επωνύμων πολιτών, οι οποίοι αποτελούν πρότυπα καταναλωτικής συμπεριφοράς
- Συνεχής ενημέρωση των κατοίκων του Ν. Λακωνίας αναφορικά με την πολιτιστική και οικονομική σημασία του τουρισμού για τον τόπο τους και τον τρόπο αντιμετώπισης των καταστάσεων που προκαλεί (αυξημένη κίνηση, ουρές σε καταστήματα, συνωστισμός στα κέντρα διασκέδασης κλπ)

- Διεκπεραίωση διαδοχικών ερευνών αναφορικά με το προφίλ των τουριστών που επισκέπτονται την περιοχή, την ικανοποίηση των επισκεπτών, την επισκεψιμότητα των αξιοθέατων, την εικόνα του προορισμού, τη γνώμη των κατοίκων για τους τουρίστες, κλπ και ανάληψη πρωτοβουλιών για την βελτίωσή τους.

- Εκπαίδευση και επιμόρφωση. Αποτελεί προέκταση της επικοινωνίας με στόχο την εξασφάλιση ευγενικού και πρόθυμου εργατικού δυναμικού στις τουριστικές επιχειρήσεις.

- Προώθηση της περιοχής στους υποψήφιους τουρίστες, με διαφήμιση, δημόσιες σχέσεις, και γενικότερα με τις μεθόδους του marketing.Ο Νομός πρέπει να εξασφαλίσει ανταγωνιστικό πλεονέκτημα απέναντι σε άλλες περιοχές, δίνοντας έμφαση στους μοναδικούς πόρους ή διαμορφώνοντας καινοτομικά τουριστικά προϊόντα ή απευθυνόμενη σε ειδικές πελατειακές ομάδες.

- Έλεγχος και εποπτεία της αγοράς ώστε να προστατεύεται ο τουρίστας και να εξασφαλίζεται η ποιότητα του τουριστικού προϊόντος.

Συμπερασματικά

Είναι σημαντικό πλέον, η τουριστική ανάπτυξη να σχεδιάζεται προσεκτικά, ώστε να αποφευχθούν σφάλματα του παρελθόντος που οδήγησαν σε εξάντληση των τουριστικών πόρων και σημαντική υποβάθμιση της εικόνας ορισμένων τουριστικών προορισμών.

Για το λόγο αυτό ο σχεδιασμός πρέπει να εστιάζει σε ήπιες μορφές ανάπτυξης και σε τύπους τουρισμού που ελαχιστοποιούν τις αρνητικές επιπτώσεις.

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Evaluation of eco-tourism potential and site selection of touristic complexes in the central regions of Iran

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1. Abstract

Having got diversified climates on the one hand and unique historical and cultural places on the other, Iran is of high potential for tourism development. At this time, Esfahan, one of the provinces of Iran, has very high potential, from cultural, artistic and natural viewpoints, for attracting tourism. This paper has evaluated the ecotourism potential of this province on both micro and macro scales and to this end, at first propounded the criteria necessary for choosing appropriate place for tourism development on both micro and macro scales and then measured these criteria in this province. The criteria introduced in this paper are divided into two main groups: 1) the criteria introduced on macro scale including 36 main criteria. 2) The criteria introduced on micro scale including the criteria for measuring ecological capability of this area from the viewpoint of recreation applicability. The tool used for this purpose is GIS. In this paper, macro-scale stands for 1:250000 and micro-scale for 1:50000.

The study scope of the present research includes the three western townships of Esfahan that is Tiran and Karvan, Khansar and Fereidunshahr. These townships were selected for examination due to their mountainous climate in this desert landscape establishing special tourism attractions. The results show that among these three aforementioned townships, Fereidunshahr has the highest potential for tourism investment on macro-scale acquiring the score of 53.254. Also some part of this township, is among the best places for constructing touristic complexes.

Key words: Ecotourism, Criteria, Micro & Macro Scale, Land’s Ecological Capability

2. Introduction

Nowadays, many countries around the world have been able to dramatically improve their own situations thanks to the development of tourist industry. It is noteworthy that in 2003, the income gained from tourist industry was about 6 percent of the world total export and about 30 percent of the world service export (World Tourism Organization, wto.org). In line with the expansion of such industry and the development thereof in many countries around the world, many academic studies have been conducted on tourism in general and sustainable tourism in particular. Among these studies are Nash & Butler, 1990; Weaver, 1991; Cater, 1993; Pigram, 1995; Boyd, et al, 1996; Muller, 1997; Deng, et al, 2002; Nouri et al, 2007.

Iran is among the countries having got much potential for investment in tourism section. Owing to climate diversification on the one hand and thanks to the existence of the unique historical and cultural places on the other hand, this country among the few countries haven't made use of their potential capabilities in this regard yet. The examination of tourist industry in Iran and consideration of the exchange incomes obtained thereof indicate that being among the important ten countries from the viewpoint of historical and ancient monuments notwithstanding, Iran has gained less than a thousandth of the world income of tourism (World Tourism Organization, wto.org). Regarding Iran's economy dependency on export of crude oil and its high vulnerability to the crude oil price fluctuations and other economic and non-economic shocks, the development of tourist industry can be of great help in decreasing such vulnerability. The investment in the Iranian tourism section can be therefore of high return (Musaee , 2004).

From what stated above, one can come to the conclusion that investment in tourism section may be a profitable and stable investment furnishing the arrangements for achieving a sustainable tourism (Ahn, 2000) provided such investment is made in the regions of high tourist potential and that ecological considerations are observed (Hunter, Green, 1995).

This study was made to this end and with regard to the sustainable tourism and development concept. The aim of this study is to choose the appropriate tourism sites in Esfahan Province regarding the ecological considerations from both micro and macro scale (Steiner, 1999)

For this purpose, a township is chosen from among the different townships in a province and the sites appropriate for construction of tourist complexes in such township are then determined considering the tourist threats against the regional ecosystem and the opportunities appropriate for tourists attraction.

3. Materials and methods

This paper was prepared in two parts; sites appropriate for tourism on the macro-scale were examined in the first part and the term "macro scale" stands for 1:2500000 and is intra-provincial, that is, from among three proposed townships of Esfahan, one was chosen as per the criteria described below. The criteria used in the part, were selected as per their relevance to the local situation and in compliance with the global criteria. The sites appropriate for construction of tourist complexes on the micro-scale, means 1:50000 and intra-township were chosen in the second part, that is, after having chosen the appropriate township in the first part, the places appropriate for construction of tourist complexes in such a township were selected. The criteria for this scale were also chosen as per the below items: 1. Ecological capability of an area for concentrated recreation therein (Makhdum , 2005) ; and 2. the layout of touristic attractions such as ancient monuments, natural attractions etc; and these criteria were ultimately integrated and the appropriate place for investment was first intra-provincially and then intra-township chosen.

3.1. The criteria employed for macro-scale

In the table 1, the main and sub-criteria are depicted. It is noteworthy that there are three weights mentioned for each index in the table standing for good, medium and weak respectively, and their weight is also categorized between each stage with the same proportion so that the highest score in each stage is divided by 3 and allocated to the situation "weak". Such score multiplied by 2 is allocated to the situation "medium" and by 3 to the situation "good" (Deng et al, 2002). The score "zero" is allocated to any situation none of the above scores applied thereto.

3.2. The criteria employed for micro-scale

The existing criteria for this scale were employed for selecting places appropriate for construction of tourist complexes therein within a township. Such criteria were selected considering the ecological considerations and the terrain capability for touristic centralized developments (Makhdum, 2005) and the places with ecological capability necessary for construction of tourist complexes were obtained thereof using GIS (McCoy, 2004).

It is noteworthy that only the territory ecological capability for recreational development was considered in this research and the economic and social capabilities for such development require separate studies.

The places of high ecological capability for centralized development were obtained after the substitution of the regional conditions in the above criteria;

3.3. Scope of study

Esfahan Province, located in Iran, in an area of 107044.3 km^2 or 6.6 percent of the total area of Iran, is the scope of study for this paper. This province lies between the tropics of 30 ° and 42' to 34 ° and 30' northern latitude and 49 ° and 37' to 55 ° and 29' eastern longitude in the central part of Iran. As per the latest state divisions, this province has 21 townships, 91 towns, 44 districts and 123 rural districts. Esfahan is so called the cultural and artistic capital of Iran thanks to its cultural and artistic importance. Meanwhile, historians and archeologists call it the star of the Islamic world. Among other reasons for its artistic and cultural importance are handicrafts. Owing to handicrafts such as Embossed tiles, miniatures, exquisite carpets, calico and marquetry works, enamel works, wood inlaying, gilding, filigree etc, this province secures not only the first position from the viewpoint of diversified handicrafts but also the highest rate of Iranian carpet exports.

As per the above reasons, Esfahan was considered as the selected province for this study and the three western townships therein, that is Tiran & Karvan, Khansar and Freidunshahr, were selected as test townships thanks to their high natural attractions and mountainous climate distinguishable from the desert landscape of the province.

4) Results

4.1) the results of selecting township on macro-scale

Freidunshahr with the score of 53.254 was selected from among the three townships for tourist investment. The section below states appropriate places for construction tourist complexes in Freidunshahr.

4.2) the results of site selection on micro-scale:

The final results of making use of the mentioned criteria in such scale in the figure 1.As per the diagram, the sites selected are located in such a distance from tourist center that do not affect the view of such attractions, that is, do not create any visual impacts (MÖller, 2006).

5. Conclusion

Having got diversified climates on the one hand and unique historical and cultural places on the other, Iran is of high potential for tourism development. At this time, Esfahan, one of the provinces of Iran, has very high potential, from cultural, artistic and natural viewpoints, for attracting tourism. This paper selected the three western townships in this province and compared the tourism potentials therein and finally introduced places in the selected township appropriate for constructing tourist complexes.

The results of this study indicate that Freidunshahr from among the three townships Tiran & Karvan, Khansar, Fereidunshahr scores 53.254 and possesses higher potential for investment in eco-tourism industry.

Table 1 : The main Criteria for natural attraction

row	Main Criteria	Total Weight	Sub Criteria				Maximum Score
1	Peripheral Attraction	4	Importance				2.000
			Number				2.000
2	Accessibility	17	Internal	Connectivity			2.125
				Distance			2.125
				Convenience			2.125
				Alternative			2.125
			External	Connectivity			2.125
				Distance			2.125
				Convenience			2.125
				Alternative			2.125
3	Resources	66	Cultural	Architecture			11.000
				Religion			11.000
				Historical			11.000
			Natural	Environmental	Sanitation	Physical	1.833
						Chemical	1.833
						Biological	1.833
					Comfort		5.500
					Security	From Human	2.750
						From Nature	2.750
				Physical	Climate Phenomena		3.300
					Water		3.300
					Mountain		3.300
					Fauna	Scientific value	0.825
						Aesthetic Value	0.825
						Diversity	0.825
						Rarity	0.825
					Flora	Scientific value	0.825
						Aesthetic Value	0.825
						Diversity	0.825
						Rarity	0.825
4	Facilities	8	Educational				2.667
			Recreational				2.667
			Infrastructure				2.666
5	Local Community	5	Cultural				1.667
			Economic				1.667
			Social				1.667

(Main Source: Deng. et al 2002)

Meanwhile in Freidunshahr, some areas possess the capability necessary for constructing tourist complexes thanks to the region ecological capability and the orientation of tourist attractions. Figure 1 shows the final site selection map for recreational landuse in the Fereidunshahr.

The introduction of a method for appraisal of tourist potential and the selection of tourist towns on macro-scale and also the site selection of tourist complexes on micro-scale could be considered as the main conclusions of such research.

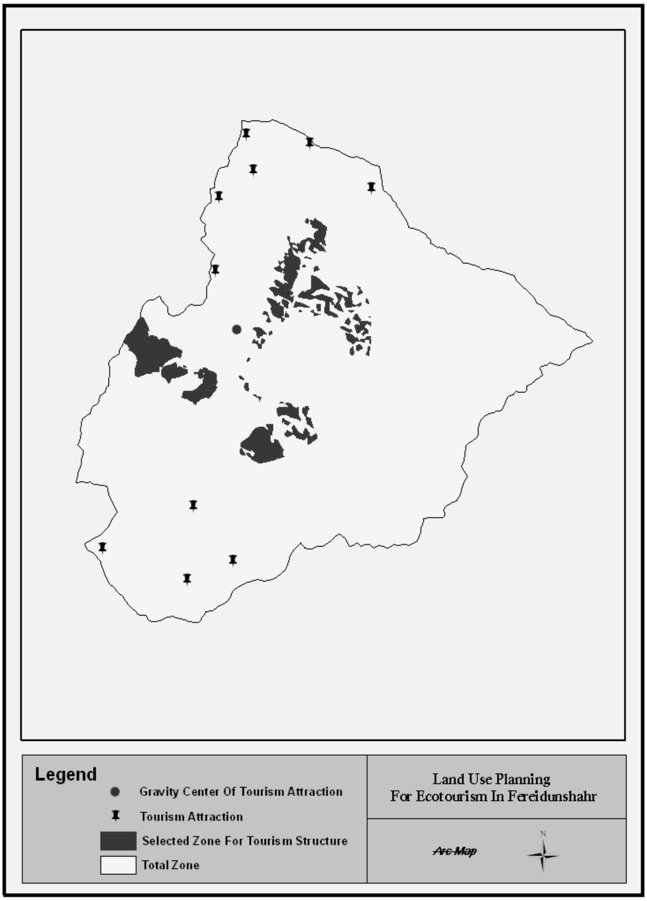

Figure 1: The marginal selected region for constructing tourist complexes therein

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