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Tourism Research Institute

2nd International Conference on Tourism and Hospitality Management

Conference Proceedings

May, 22nd and 23rd, 2010

Athens, Greece

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Tourism Research Institute

INTERNATIONAL CONFERENCE ON TOURISM & HOSPITALITY MANAGEMENT

ATHENS – GREECE 2010

Stratos Vassilikos Hotel

Athens 2010

"2nd International Conference on Tourism and Hospitality Management"

May 22nd to the 23rd of 2010
Athens, Greece

Published by:

Activities for the Development of Tourism and Tourism Education

Tourism Research Institute

2-4 Zoodohou Pigis str, 10678 Athens, Greece
Tel: + 30 210 3806877
Fax: + 30 210 3808302
URL: www.dratte.gr
Email: info@dratte.gr

Proceedings editor: Laloumis Dimitris

ISSN : 1791 – 8685

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CONTENTS

Towards a Sustainable Development of a World Heritage Site: Focus On Idanre Hills in Ondo State, Nigeria

Adebayo Adewunmi EMMANUEL[1]

Olukayode Olawumi ROTOWA[2]

Department of Urban and Regional Planning,

School of Environmental Technology,

Federal University of Technology, Akure, Nigeria.

Abstract

Idanre Hills in south-western Nigeria featured on the tentative list of UNESCO World Heritage Site on October 8, 2007. The site is at times referred to as “Idanre Hill” implying an entity or a cluster of closely knit interlocking hills which envelope the present Idanre town in Ondo State, Nigeria. It is a cluster of intimidating and imposing hills housing a combination of some wonders of nature and fascinating relics of the ancient Idanre town on the hills. This paper reviews the past efforts of governments and the community towards promoting Idanre Hills as a must-visit tourist attraction. It goes ahead to expose the very recent efforts of the state government through ongoing major development in the nearby capital city (which includes the city beautification) and the elaborate and well publicised MARE festival of December, 2009 at Idanre town. Also, several recommendations are made to complement these efforts with the aim of achieving a sustainable development of Idanre Hills as a World Heritage Site.

Key words: Heritage Tourism. Mare Festival. Sustainability. Idanre Hills.

1.0 Introduction

In the face of recent global economic recession, all time existence of poverty among the nations of the world and efforts of nations to harness resources towards increasing productivity, improved earnings and micro-economic growth, tourism has become a veritable tool in the hands of well meaning governments.

In Nigeria, The National Economic Empowerment and Development Strategy (NEEDS) and its variants at both state and local levels have been targeted towards promoting growth and reducing poverty, through a participatory process involving all segments of the society. NEEDS or its variants recognises the inadequacies of past policies and programmes of development and distinguishes itself from earlier programmes by its participatory process, larger scope, coordination and content (more focused, realistic, and reform based).

In Ondo State of Nigeria, the present administration fashioned out a 12-point programme tagged “A CARING HEART” to achieve goals that are similar to those of NEEDS. A CARING HEART is a chain of acronyms which embraces several developmental programmes including those meant to address poverty and promote tourism development bearing in mind the inadequacies of past efforts. This has shifted the focus of the government to the development of Idanre Hills, a major tourist destination (which is also tentatively listed as a World Heritage Site) in Ondo State. This is with the intention of further developing the potentials of this particular site (and other sites) through organising the Mare festival, provision of essential services (around Idanre) and venturing into Public-Private Partnership (PPP) approach.

Efforts of past governments coupled with a present holistic approach which embraces regional development revealed in the overall development of the state (particularly the state capital) manifest in projects such as the city beautification and the ground breaking for The Dome, an International Event Centre. This paper highlights some features of Idanre Hills but focuses more on the need to sustain efforts towards attracting visitors to Idanre Hills through current efforts and implementation of stated recommendations.

2.0 Synopsis of Literature Review

Recreation is refreshment of one's mind or body after work through activity that amuses or stimulates play. Tourism is an advanced form of recreation which involves much travelling.

The benefits of tourism include positive economic and social impact; identity reinforcement; and cultural heritage preservation among others (Richards, 1996). Factors which have been identified to favor tourism include the uniqueness of the place of visit and the resort-like nature of some tourist destinations. The latter is influenced by the standard of accommodation, catering and entertainment provided. Other favoring factors include political stability in the tourism destination and financial power on the part of the tourists.

Tourism demand is driven by potential tourists (in terms of their socio-economic characteristics, income, average leisure and taste), the tourist destination (in terms of its attractiveness, management factors, alternative sites and climate), and the link between the tourist and tourism destination (considering advertisement; travel time, cost and comfort; and cost of access at tourist site).

Generally, tourism has greatly influenced cross-cultural integration, breaking barriers of colour and lifestyle while several benefits have accrued to host communities in form of promotion of the local art and craft industry and other forms of small-scale business. Also, youths are equally engaged in a productive manner and in some cases as tourist guides.

Heritage tourism (or Cultural Heritage Tourism) involves travelling to places which have activities, history and artefacts depicting former and present civilisation, culture and life (QueryCAT, 2010). Relics, which are representations of past civilisation and culture, are major attractions to tourists.

Culture has always been a major object of travel, as the development of the Grand Tour from the sixteenth century onwards attests. In the twentieth century, some people have claimed that culture ceased to be the objective of tourism but rather that tourism is now culture. Cultural attractions play an important role in tourism at all levels, from the global highlights of world culture to attractions that underpin local identities. (Richards, op. cit)

According to the Prof Keith Hollinshead of Texas A&M University, heritage tourism is the fastest growing segment of the tourism industry because there is a trend toward an increased specialization among tourists. This trend is evident in the rise in the volume of tourists who seek adventure, culture, history, archaeology and interaction with local people (Wikipedia, 2010). Heritage tourism brings persons with distant family roots back to their location while many have also gone to Holocaust sites and memorials. It also brings visitors to very interesting historical or industrial sites such as old canals and battlegrounds. The overall purpose is to gain an appreciation of the past. In a way, Heritage tourism is similar to what is referred to as Reality tourism in some quarters. Reality tourism brings tourists face to face with signs or history of political repression and real life situations typifying ancient lifestyles to mention a few.

3.0 Profile of Ondo State and Idanre town.

Ondo state, also known as the "Sunshine State", is located in the southwestern region of Nigeria on longitudes 4^0 30"E - 6^0 00"E and latitudes 5^0 45"N – $8^0$15"N. The state which was created on 3rd February, 1976 has a population of over 3.4 million people according to the 2006 National Population Census Figure. It is a state richly endowed in culture and history. The administrative capital of Ondo State is Akure. The temperature of the state throughout the year ranges between 21 to 29 degrees centigrade, with an annual rainfall of 1500mm and the humidity is relatively high. It has 2 major seasons namely rainy season (April – October) and dry season (November – March). There are 18 Local Government Areas (LGAs) in state covering 14,793 sq.kms. Ondo people are predominantly Yoruba though also largely comprising the Ijaws and Ilajes in the coastal areas. The people are mostly farmers, fishermen and traders and are very resourceful. The economy of the state is basically agrarian with 65% of its population engaged in some form of agriculture, and with large scale production in cash and subsistence crops and fishing. The state is also one of the crude oil producing states in Nigeria.

Several tourist sites exist in Ondo State to include Idanre Hills, Ebomi Lake, Owo Museum and Monument, Coastal creeks and canals, and Igbo-Olodumare. The cultural festivals include Ogun, Olokun, Egungun, Orosun, and Igogo Festivals. There exists a Boat Regatta and Obitun dance too. However, Idanre town has been identified by Governor Carter of the colonial days as a potential international tourist destination (Adeyeye, 2009).

Idanre town is located on N7 06 13.8 and E5 06 05.4 in Idanre LGA of the state. The Old Idanre town was formerly on the hills until 1923 when the inhabitants migrated downhill after having lived on the hills for about 800 years. Idanre town is about 20 minutes drive from Akure, the capital city of the state; 4-5 hour trip by road from Lagos and about 5-6 hour trip from Abuja.. The major occupation is farming while the major festival of the Idanre people is the Orosun festival which usually comes up in the month of May. A hotel is found just about 1 kilometre into the town. Idanre boasts of cocoa, a major cash crop in Nigeria.

4.0 Idanre Hills and its fascinating features

Idanre Hills has several intriguing features which relics the ancient life of the people of Idanre town at the time they lived on the hills. The site got on UNESCO's tentative list of World Heritage Sites on October 8, 2007.

At the foot of the Hills is found the Signpost showing the some of the features on the Hills. Just after this point is a **Natural Gate** of large boulders blending with artificial walls and a metal gate (see Plate 1) immediately after which steps take off. Along these steps to the top of Idanre Hills are five different **Rest Points** (see Plate 2) which were constructed for tourists to relax as they climb to the top of the hills. After the second resting point is found '**Dagunro**' which acts like a gate with big boulders from where the people of ancient Idanre launched attack on their enemies by rolling stones down the hill to crush them (see Plate 3).

An interesting observation is the fact that certain few persons still reside in the old mud buildings at the top the Hill accommodating the ancient Idanre town. This is why during a trip to the top of the hill it is not strange to find persons coming down the hill; not as a returning tourist. A route, which branches off by the right, leads to the top of a hill where old **Guest Chalets** (see plate 4) built by the British some decades ago, still exist.

After getting back on track, as one approaches the top of the hill, a stream called Omi Apaara (thunder water) which was believed to protect from past enemy attacks meets the eye. It was also believed tha if the stream dries up, then the town had lost on battle field.

At the top of the hill is a vast plain with a few ups and downs accommodating the ancient Idanre town which also reveals several other adjoining hills that can be accessed from the town. **Igboore Standard School** remains as a mud block of classrooms founded by the British in 1894 (see Plate 5). A slightly long walk takes the tourist to a Y-junction. The path to the left leads directly to the Ancient Owa's Palace and was exclusively reserved then for the Owa to pass while the left route leads to the centre of the town. Along the left route is found a pit into which enemies are pushed after being killed by boulders hauled at them or transfixed by spiritual powers.

Along the line, the **Customary Court and Prison** are found opposite each other with the court on the left (see Plate 6). Just by the court is found the point where the Idin festival is conducted once in a year in the month of December with different traditional rulers converging at the point. The necessary rituals are performed in the night. Just close-by is the **Mausoleum** (see Plate 7) where late Owas are buried. There exists on the hill, after the wooden bridge, the house of the great herbalist who died with his wife by literally burying himself (using spiritual powers) when he was frustrated by his age and old physique. The **Orosun Hill** is highly respected as an adjoining hill to the ancient Idanre town (see Plate 8). Orosun was the wife of the Olofin Ajasoro the first King of Idanre town. History says she died by entering into the present Orosun Hill. The Orosun festival is marked annually in her memory.

The **Arun River** is a wonderful river on the hill with great clarity and neatness (see Plate 9). It is a very clean river that flows continually on the hill top. The people of Idanre also believe that prayers made at the river are answered as it is seen as a river of good fortune. **The Ancient Palace** is one of the most fascinating features on the Hill (see Plate 10). It is so interesting in such a manner that it is a palace fortified by hills surrounding it. The Palace courtyard can be viewed from the top of hills closely surrounding it. Facing the road to the ancient palace is found the Odan tree (the tree of life) which the people believe its fruits have a rejuvenating effect on eater. Away from the Palace courtyard with a few minutes walk is the **Amin Olofin** (The Pictoglyph), an inscription on a rock which had not been interpreted into any known language (see Plate 11).

The above are some of the fascinating features on Idanre Hills not to mention the Agboogun footprint which is believed to enlarge and contract to fit any foot which steps into it; the **wonderful fruits** and vegetation on the hill with the presence of some animals like monkeys on the hill top (see Plate 12). The aerial view of the ancient town is shown on Plate 13.

5.0 Community's Efforts towards Sustaining Tourists Attraction to Idanre Hills

The community has not been able to do so much as an entity in attracting tourists to Idanre Hills. However, it is very noticeable that members of the community have provided water, confectionery, pastries, and drinks to visitors. Some have also served as tourist guides with a fee attached to such assistance. Some of the guides stipulate what they want while others leave visitors to decide on what they would offer. Definitely, these services which members of the community provide also serve as economic benefits to them.

6.0 Efforts of Governments in harnessing the Potentials at Idanre Hills.

i. Past and Present Local govt's efforts

The local government hitherto has contributed to sustaining visitors' attraction to Idanre Hills. It was reported that the local government pays salary to the Orosun Priest for the service rendered in maintaining the culture of the town and the hills. As mentioned earlier, Orosun Hill is one of Idanre Hills revered for its significance in the history of the town and people. Also, the cleaners who clean up the streets and corners of the town are on the payroll of the local government. The rest points were built by the past government and have been upgraded by the present government. At the last Mare festival, the local government organised an exhibition to showcase the town's cultural heritage at the festival. For the future, the local government was planning to build a Guest House at Idanre town to accommodate more tourists and visitors.

ii. Past State Government's Efforts

The immediate past administration of the state kicked-off a Golf Course project in 2008 between Idanre and Owena towns. The **Golf Course** is about 6 minutes drive from Idanre town (see Plates 14 and 15). However, progress has been slowed down due to lack of finance. The present government has visited the site twice (according to the supervisor on site) to see the extent of work and promised to support the project in the future. The Golf course is still being maintained by the contractor, David Owoyeni Professional Golf Course Designer, Ibadan. The total area is 500 metres by 1kilometre. The project is about 65% completed.

iii. Present State Government's Efforts - MARE festival and other efforts

The present government initiated the Mare festival. It was organised by the State Ministry of Culture and Tourism in collaboration with Motherland Beckons. The Festival was a mountain climbing event blended with cultural display, music, live-drama, exciting adventures and other forms of entertainment organised to hold with some other side attractions at Idanre town (Motherland Beckons, 2009; Sunrise

Ondo State, 2010). It was also intended to further popularise the Idanre Hills and bring economic incentives to the state. It was planned to be an annual festival. Mare festival hoped to establish in the future a Mountain Climbing Adventure Promotion with Outdoor Rock Climbing Training School aimed at providing On-location instruction for specific group sizes of future climbers. This will build up traditional and professional climbers. The word “Mare” in Yoruba language means “don’t fall”. The Mare Festival had two test-runs before the Main festival. The first test run was on 10th of October, 2009 while the second test run was on 29th to 30th October, 2009. The real carnival or event was held on 17th to 20th December, 2009. The Mare festival showcased the cultural heritage of various tribes and groups not only within the state but from the nooks and cranny of Nigeria was also part of the event (Akinkusote & Akinleyilemu, 2009).

The test runs and the real event witnessed some of the renowned climbers in the world such as Di Gilbert (and her team) known to be the first female climber to have led a climbing expedition to the top of Mount Everest. Also, there were more than 50 cultural troupes, musicians and performers from all over Nigeria including the popular Tiv Dancers from Benue State, Atilogun Dancers, Obitun Dancers and Many more. Notable musicians such as the Juju maestro Sir Shina Peters and the rave of the moment Afe Oni Koko also performed at the festival (Okungbowa, 2009). Other attractions that added colour to the event was the 20 minutes helicopter ride at 3,000 feet above sea level for a fee. Large tents were constructed to cater for the people. There was much costuming by the cultural dancers and foreign participants.

Richard and Alan, international climbers also led others to the zenith of Idanre Hills. Interestingly, a 10-year old junior high school boy by the name Akinwunmi, achieved the same feat with his bare hands and feet. After dazzling the crowd, he was given an award by the governor with a promised scholarship on educational and professional training. Though some of the events did not take place, such things as helicopter ride, air-gliding, and paratrooping provided great fun to visitors. Children had lots of fun with The Kamp Africa in art and craft skill development and teachings on home chores and cultural values.

The stage design at the foot of the hills by ZIMRAGE, an event company, was mesmerizing. At the closing ceremony, there was much colour as fireworks lit the air and the amazing hills became decorated in multi colours. The event was graced by the Governor of the state, the Commissioner for Culture and Tourism, the Chief of Staff and Chairman of Idanre LGA. The presence of some foreigners from the Kenya, United Kingdom and United States of America was also noticed. The memory of Mare festival has continued linger in the memories of the people within and outside the state while the government is currently showing a documentary on same on the television. Plates 16-19 show some of the sites at the Mare festival.

On the physical and administrative development at Idanre town, there is a building undergoing construction meant for relaxation at the foot of the hills. It was started-off by the state government. There are two officials and a security man on the payroll of the state government working as staff at the tourist site. Also, an existing structure was renovated for use during the Mare festival.

7.0 Towards Sustaining Visitors' Attraction to Idanre Hills – Ongoing Efforts

7.1 Ongoing Physical Improvement in Akure City

The state government has embarked on several projects in the nearby state capital which will surely attract visitors to the state and to the nearby Idanre Hills. It is very important to say that Akure is very close to the Idanre Hills just as mentioned earlier on. This is a major factor in attracting development and tourists to Idanre Hills.

Presently, **the dualisation** of the Akure – Oba-Ile – Airport road is a major factor in attracting development and tourists to Akure (see Plate 20). This is to aid the commercial opening of the present airport in the city. Hitherto, commercial flight operations into Akure have been at almost zero level. The dualisation is to be complemented by the construction of the new International Event Centre (**The Dome**) at the GRA, Alagbaka (see Plate 21). This Event centre is to host conferences, seminars, entertainment, awards and important occasions.

In addition to the above, the city is undergoing some beautification with the expansion of sidewalks and redecoration of the middle verge of major roads. In some places, **trees have been planted along the road** (see Plate 22) and are just shooting up while street cleaning has been properly organised with and improved upon. Before now, uniforms were not introduced for such activities but this is presently the order of the day. The central market has been relocated to improved and newly built neighbourhood market in other to clean up the city centre and provide sufficient space for parking while traffic control has been greatly improved upon.

7.2 Availability of Standard Hotels in Akure City

Presently, several hotels are coming up in the city of Akure to complement the existing ones. Some of the notable ones in modern time include:

1. Royal Park Lane Hotel, Ijapo Estate.
2. Royal Birds Motel, Ijapo Estate.
3. Bliss World Hotel, Ijapo Estate.
4. Solton Hotel and Suites, Ijapo Estate.
5. Winners Garderns, Ijapo Estate.
6. Sunview Hotel and Suites, Alagbaka.
7. Ade Super Hotel, Oba-Adesida Road.
8. A&T Presidential Hotel, Ilesa-Akure Expressway.
9. Bolton International Hotel, Gbogi Street.
10. Owena International Hotel, Oda Road.
11. Swan Hotel and Suites, Ilesa-Ibadan Expressway.

7.3 The Proximity of Complementary Tourist Site - Igbara Petroglyphs

Igbara-oke is a town that is about 15 minutes drive from Akure town. It has a major tourist attraction in the centre of the town called **The Petroglyphs**. These are incisions which look like ‘telecommunication mast’ on the some boulders which are closely arranged together (see Plate 23). The National Commission for Museums and Monuments declared it a national monument on March 19, 1963. It is being speculated that some foreigners who travelled through the country in the past might have inscribed the writing on the rocks.

8.0 Recommendations

In order to complement the past and present efforts of the government towards sustaining and improving the attraction of visitors to Idanre Hills, there is need to do more. This calls for efforts on all fronts from all stakeholders. This will involve the community, government and related private investors. The following recommendations are made in the light of the above.

8.1 Idanre Beautification

As the government is currently beautifying the city of akure with trees, walkways, road reconstruction and regular street cleaning, there is need to replicate similar initiative in Idanre town. The town has a good road linking it to the capital city. But there is the need to plant more trees and, create small parks with outdoor sitting areas close to the foot of the Hills is important. This should involve a partnership with the private sector which is involved in executing such project.

8.2 Attraction of Tourist Travels Agency

Tourist travel agencies have a way of packaging travels and site-seeing for visitors into a country. Such agencies are needed in Ondo State to organise and conduct travels for tourists coming into the state. Such agencies could also organise excursion and trips for various companies and institutions and advertise such especially on public holidays and festive periods. It is expected that this will go along with arrangement for cultural activities and theatrical performances that are typical of what Mare festival had to offer though it may not be on same scale or involve mountain climbing.

8.3 Infrastructural Provision

Provision of Infrastructure such as good quality health facility, electricity and water supply is very important to both visitors and residents of Idanre town. On the part of the government, the provision of constant electricity goes beyond the state government to the federal government and the need to revisit the national policy on power so as to remove all obstacles against power generation. This will also involve bringing in independent power generating companies which will make electricity available at all times. The pay-as-you-go approach will be applicable. The need for more boreholes with proper channelling to different parts of the town cannot be ignored while street light with Solar Powered panels should be installed not only along the roads but at different points in the town.

8.4 Improvement of Guest Accommodations

Though the local government is planning to build a guest house in Idanre town, for proper management, the private sector could best be brought in to build and maintain such facility. This will complement the services of the existing Rock Valley hotel. The fact that there are several hotels in Akure town does not rule out the necessity of a simple and cheaper accommodation that visitors like students from far distance can afford if they desire to stay overnight.

8.5 Sustained Maintenance

Sustainable development requires proper maintenance practice. All facilities provided and investments made need to be revisited from time to time to ensure functionality. This will involve regular check ups, repairs and replacement. It may involve recruitment of fresh hands to clean up or repair places and facilities in the town.

8.6 Proper Record Keeping

There is lack of proper record of tourist s at Idanre. There will be need for proper record keeping of visitors on daily basis to assist in monitoring the trend of patronage and also to aid planning and implementation.

8.7 Provision of Souvenirs

The people of Idanre town and other settlements across Nigeria should be encouraged to make and provide for sale of different souvenir materials which depict the culture of the people in the town and the country at large. This can be in form of woven or carved materials. Also, drinks and other by-products of cocoa which is a major cash crop in the town should be made available for people to drink at a token amount.

9.0 Conclusion

With the current government's efforts in the area of physical development of the state capital and the organisation of the Mare festival on regular basis coupled with the ongoing golf course construction which was initiated by the immediate past administration of the state, the future looks bright for Idanre hills as a world class tourist destination.

Only Sustainability of these efforts will sustain Idanre Hills as a tourist haven. Greater income for the state is equally expected if the recommendations made in this paper are implemented with other initiatives that seem necessary. It is hoped that Idanre Hills will soon attract more attention that it presently has on the global scene.

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Acknowledgment

The authors wish to acknowledge the contribution of the following persons towards the writing of this paper.

1. Mrs. R.O. Ogundele – Community Department and Head, Culture & Tourism Unit, Idanre LGA.
2. Mr. Leye Ademujimi – Information Officer, Idanre LGA.
3. Mr. Olutayo Akinkusote – Administrative Officer, Idanre LGA.
4. Mr. Ransome Akinleyilemu – Community Development Officer, Community Department.
5. Prince Adekunle Adeyemo – Motherland Beckons and Head of Administration, Mare Festival.
6. Mr. LawrenceAmeme – Ministry of Culture and Tourism, Ondo State.
7. Mr. Ebenezer Owoseni – On-site Officer, Idanre Hills, Ministry of Culture & Tourism Ondo State
8. Mr. Akin Akinnadeju of Eddy Photos, Idanre town.

9. Mr. Tope Akindoyeni – Supervisor, Idanre Golf Course project.

10. The following 500 Level Students (2009/2010 session) of the Department of Urban and Regional Planning, Federal University of Technology, Akure, Nigeria

    i. Bukola Odediran
    ii. Stephen Stephen
    iii. Francis Oyekanmi
    iv. Tope Adegboye
    v. Solomon Onajega

Spirituality, Health, and Architecture: with respect to Stress

Adeleh Nejati
Miami University, OH, USA
Address: 602 Miami Commons, Oxford, OH 45056
Email Address: nejatia@muohio.edu
Cell number: 608-213-1644

ABSTRACT

“We should become fully aware of the Spiritual Presence around us and in us as ‘God present to our spirit;’ Spirit not as a mysterious substance but as God present in communities and personalities, grasping them, inspiring them, transforming them.” Paul Tillich1

Despite the fact that many contemporary wellness approaches are focused on physical and medical assets, there is a deep connection between spirituality and health, healing and general wellbeing.

According to the theory of Rudolf Steiner, the spiritual philosopher, the human being is a fourfold entity which includes material (physical body), life (etheric body), soul (astral body or consciousness), and spirit (ego or self-consciousness). According to his anthroposophical philosophy, understanding the human being as a whole can influence our perception of lifestyle which is essentially interrelated to wellness. Currently, stress, anxiety and physical and mental pressure are the well-documented causes for many severe diseases such as cancer. I pose 'how can spirituality help the human being to manage their everyday stress and how can architecture enhance wellness, health and healing in a spiritual way?'

In developed countries, such as the USA, the complexity of urban lifestyles does not always allow a separation or relief from stressful environments. Living with high stress makes it difficult to find concentrated time to experience the distinct aspects of life beyond everyday issues. Therefore, this paper addresses how environmental qualities can motivate the human spirit in order to deal with and counteract high-pressured environments. In addition, this paper shows how returning to and focusing on inherent aspects of our being through architecture can affect our real wellness, health, healing, and general wellbeing. My approach is based on personal and individual experiences woven with theoretical viewpoints partially guided by Anthroposophy. Examining the English etymological root related to spirituality, health, healing and well-being is one method for finding out how far our general contemporary understanding of terms is from the original concepts behind them.

As a result, the concept will be embodied in a spiritual wellness center in the heart of an urban environment where stress is one of the most relevant issues in all people's everyday lives, ignoring their gender, age and culture. So selecting the site of this project is one my most challenging issues in this process. The program of my spiritual wellness center is different from a hospital or technical healthcare center because my audiences are broader than physical or mental patients. The multifunctional program includes wellness educational practices, for example, libraries and lecture halls, some special wellness methods like yoga, different recreational activities based on historical and traditional concepts, for instance, Roman Thermae, and finally a small hotel.

Keywords: Spirituality, Health, Architecture, Stress

Notes

1 Paul Tillich, “Spiritual presence,” Pastoral Psychology, Vol. 13, Issue 7 (1962): 25.

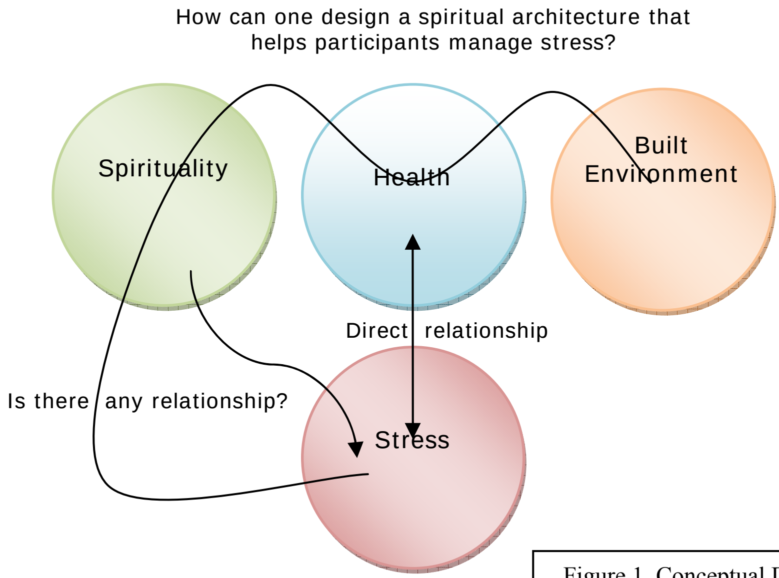

Figure 1. Conceptual Diagram

Nature, as the most powerful, harmonic and systematic architecture, is the best source of inspiration, knowledge and wisdom for architects in designing the built environments. Both the visible and invisible aspects of the universe are created in a very balanced and organized way. All natural elements, including human beings, exist in a healthy situation, and they cooperate with one another in order to achieve maturity and integrity beyond the physical aspects of life. Spirituality is “the breath of life which gives life to the physical organism” and is, therefore, understood to be a vital principle of humankind. Spirituality is one of the most challenging issues that engage all human beings in everyday life. Rudolf Steiner, the spiritual philosopher, discovered the human being to be a fourfold entity which includes “material (physical body), life (etheric body), soul (astral body or consciousness), and spirit (ego or self-consciousness).” Humans can exist in the healthiest and most balanced way if these four elements collaborate as a whole; apparently, weakness in one of these elements influences others.

Despite the fact that many contemporary wellness approaches are focused on physical and medical assets, there is a deep connection between spirituality and health, healing and general well-being. Julie Leibrich, a mental health professional, gathers her patients’ stories about their period of sickness and improvement in the book, A Gift of Stories. Leibrich mentions that illness can be seen as a gift in our lives, because it serves as a step in our lives that brings us in contact with who we really are. Historically, we observe spirituality in connection with wellness from the temples of Asklepios, to the monastic hospitals of the Middle Ages, to the spiritual calling of nurses, such as Florence Nightingale.'

According to Steiner's anthroposophical philosophy, understanding the human being as a whole -- which includes material, life, soul and spirit -- can influence our perception of lifestyle, which is essentially interrelated with wellness. Stress, anxiety and physical and mental pressure are some of the most significant causes for many severe diseases such as cancer. I pose the question: How can spirituality help the human being manage daily stress, and how can architecture enhance wellness, health and healing in a spiritual way? In developed countries, such as the United States, the complexity of urban lifestyles does not always allow a separation or relief from stressful environments. Living with high stress makes it difficult to find time to experience the distinct aspects of life beyond everyday issues. Therefore, this paper addresses how environmental qualities can motivate the human's spirit in order to deal with and counteract high pressure environments. In addition, this paper shows how returning to and focusing on inherent aspects of our being through architecture can affect our health, healing, and general well-being. My approach is based on personal and individual experiences woven with theoretical viewpoints partially guided by Anthroposophy. Examining the English etymological root related to spirituality, health, healing and well-being is one method for finding out how far our general contemporary understanding of terms is from the original concepts behind them.

My exploration of spirituality, well-being and designing the built environments started when I left my home country, and emigrated to the United States. Living in a new environment with new people, new language, and a new lifestyle affected my whole physical and spiritual being. I lost the control of my life, and I could not concentrate on my being with other distinctive aspects of life beyond physical ones. I was surrounded with hectic, everyday environment, and this under pressure situation affects my health, healing and general well-being negatively, and became the major turning point in my life. I decided to observe myself from diverse viewpoints, to liberate my mind and body from the pressured condition, and to go to a simple, clear and spiritual space in order to achieve energy, strength, openness and peace.

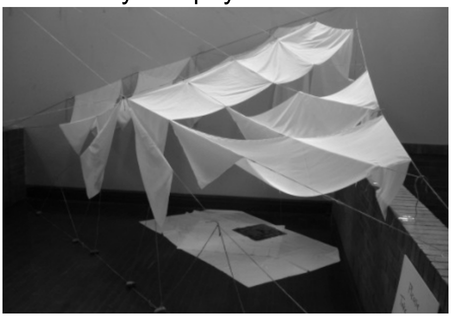

Figure 2. My spiritual space (2008)

I have found out that each of us can identify our own internal space, and can define its physical characteristics regarding our backgrounds. Therefore, one can observe this space as an opportunity of praying, practicing yoga, drinking tea, or enjoying nature in order to enhance one's inner health and healing. One can find as many definitions of such space and its characteristics as the number of human beings in the world. I define it as the spiritual space, and I describe it as my praying space. My spiritual space allowed me to breathe deeply, to inhale and exhale from my most inner body. The space gave me the chance to dedicate few minutes to my spirit, to relax, to release stress and pressure, and to achieve the lost positive energy for continuing my inevitable everyday life. Finally, the spiritual space assisted me to attain a compassionate heart, clear word, open mind and healthy body. My spiritual space led me to discover the relationship between spirituality, health and space-making further discussed in this paper.

Definitions of Spirituality

My main question is: Can spirituality be defined? If yes, what does “spirit” or “spirituality” mean? From the etymological point of view, spirit (v) means: “to make more active or energetic.” Spirit (n) with the definition of “animating or vital principle in man” came from O.Fr. “espirit,” which originated in L. “spiritus” meaning “soul, courage, vigor, breath.” I realize that **Spirituality** is founded on **breathing**, inhaling and exhaling, inside and outside, in and out, internality and externality.

What does breathing mean? Is breathing beyond inhaling and exhaling through the nose? Breathing is a connection between in and out, inside and outside, via the invisible source of life. Spirituality is an experience of walking along an edge between in and out. For me, this experience took place while I was in Cyprus getting my visa. I was transient in Cyprus for two weeks while my visa was processed. I was in between a known and an unknown place. I was on the border of staying and moving. I was on the edge of being and not being. I will never forget my tranquil walk on the edge of the sea for hours and hours, as I concentrated, deliberated, released and prayed. My bare feet felt the space between in and out, sometimes in the water, sometimes out of the water, and some moments neither in nor out, just in between. On those days, walking all along the beautiful seashore, from the north to the south of Larnaca, was the only way of releasing my internal pain. All my senses were aware; I was watching, listening and touching my strange surroundings. Listening to tides, touching the sand and water, watching the beautiful sunset and sunrise and their reflections in water, and finally connecting my inner body to the outer broad environment were the best resources for relieving my internal tension and pressure.

Every person’s spiritual conception is really connected to personal background. Therefore, one has a particular and personal definition for spirituality that might be completely different from others. There is a common spiritual composition in all human beings, but there are numerous spiritual paths that pertain to each individual. All human beings can breathe, so all of them have a level of spiritual awareness from nonexistent to extreme. But how they want to breathe either in a shallow or deep manner, and how much they want to be aware of the spiritual dimension of their lives is a definite individual decision. I interviewed some of my colleagues about their spiritual ideas: Yashar Kenarangui, an engineer, reacted: “Unavoidability of the possibility that the unknown has more relevance and significance than the known leads to spirituality.” Elham Shayegh, a linguist, told me: “It is heart, I believe. It is something inside of us which is very present, and which we live within every moment of our life. It exists whether we notice it or not, we cannot exist without it." Vahid Firouzdor, a doctor, said: "None." And Farzad Rastegar, a physicist, responded differently: "the unspiritual person just pays attention to everything related to the corporal world and doesn't believe anything supernatural."

Julie Leibrich, a mental health professional, points to a different spiritual definition: "Spirituality is a space where I find meaning and peace….. It's the place where I meet myself. It's where I go when I need to cope with the knowledge that I walk alone in this world, or experience the comfort of infinite love….." Also, she clearly distinguishes spirituality from religion: "Spirituality is an experience whereas religion is an interpretation…. Spirituality is beyond doctrine, beyond cultural difference…. Religion shapes our spiritual experiences because it is linked to culture, upbringing, and a sense of history…." Spirituality, with the definition of breathing, is a universal vital principle in all humans' lives. We could not live without breathing, inhaling and exhaling, so we could not dwell without noticing our spiritual body. Spirituality is temperament's reflections of our physical lives. Spirituality is an individual conscience that helps every human being control internal body and ego. Spirituality is experiencing a connection between me and something beyond me that created me as a liberated creature. From my viewpoint, spirituality can always take place in an absolute freedom that allows me to listen to my inner body and allows me to follow where my internal body goes.

Anthroposophy and Rudolf Steiner

Historically, Spirituality was approached by many philosophers, artists, and scientists as one of the most challenging issues in our lives. Rudolf Steiner is a scholar who observed spirituality from a new viewpoint, and founded Anthroposophy as the science of spirit. Roy Wilkinson who has been connected with the work of Rudolf Steiner for over seventy years defines the concept of Anthroposophy. Wilkinson shows us related terms and their translation from German to English in order to introduce the comprehensive meaning of Anthroposophy: "…. Hence Anthroposophy is a body of knowledge concerning the spiritual in man and in the universe … is to consider the human being in a relationship to the rest of the world … explains the evolution of world and man." One of the most important parts of Wilkinson's methodology is a complete explanation upon the base of spiritual science (human being) and its development and evolution in different fields. Wilkinson defines the fourfold human being, which includes physical body, etheric, astral and ego: "… Physical body consists of mineral substances into which it decomposes at death … etheric … is a sort of second body … which imbues the physical substance with the living quality … the astral body receives the impressions (for example, eye reacts to the light) which give rise to feeling … there is in every human being what is in essence an individualized portion of the divine substance and this is termed ego…" and then for better understanding, he divides the natural elements to four groups:

Mineral	Plant	Animal	Human being
Physical body	Physical body	Physical body	Physical body
	Etheric body	Etheric body	Etheric body
		Astral body	Astral body
			Ego

In Rudolf Steiner, Architecture, An introductory Reader, Andrew Beard mentions how Steiner applies forms and analyzes them in a spiritual way. Steiner designed a building called the Goetheanum (Switzerland) for the Anthroposophical society. He designed the sculpted interior and exterior of the building, ceiling murals, colored glass windows, a nine meter high sculpture titled “The Representative of the Human Being,” partially carved by Steiner. In this book, Steiner explains architecture from a very different point of view: “Materialism … is an essential stage in human evolution because of separation from the spiritual world … in this ‘freedom space’’ we have the potential to reconnect with the spiritual world … Architecture has an essential role in this process, by expressing formative spiritual forces in wholly material form.”

Spirituality and Health

From the etymological standpoint, healing is originated in O.E. hælan that means “make whole, sound and well.” “To make whole” is also the source of O.E. hal (health) and O.E. halig (holy). Health is founded in O.E. hælþ “wholeness, a being whole, sound or well.” And holy came from O.E. halig “holy.” The meaning of holy was “that must be preserved whole, that cannot be transgressed,” and connected with O.E. hal and O.H.G. heil “health, happiness, good luck.” Etymology shows that three concepts of 1.cf. O.E. hal “hale, **whole,**” 2.O.E. halig, O.N. helge “**holy**, sacred,” and 3.O.E. hælan “to **heal**” are directly interrelated. Also, health is connected to sound and wellness. “Well” (v) means “to spring, rise, and gush.” Wellness and well-being -- to spring, rise, and gush -- have a tight connection with spirit or spirituality, according to their origin of becoming more active, lively or energetic.

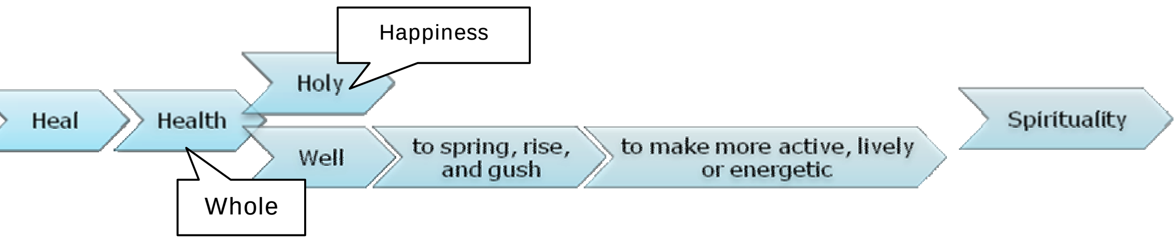

Figure 3. Healing - Spirituality

Now, the questions are: How can spiritual development influence the healing processes? And how can human beings be “spiritual, hopeful, and creative” in order to achieve real healing? Evidently, hope is one of the most important motivators for every human being to continue living in a healthy manner. Many people with severe mental and physical illnesses, like psychosis, inherently feel useless for the rest of their lives. They cannot find any logical reason to be alive, and this can be one of the most important causes of stress, anxiety, and depression that can cause other severe illnesses. Most of the fundamental questions related to life and death, the physical and spiritual world, and the main goal of our creation come to our mind when we are faced with severe sicknesses, and are passing our last days in this world.

At this time, Spirituality, with the definition of a space between a human being and the omnipotent, can help people find an identity and a life goal. The discovered entity can assist them to be hopeful and feel intrinsically happy and satisfied about the given moment. Hope always exists if we believe that, as the temporary substitute in world, we have responsibility to influence our surrounding space in a temperamental way for a limited period of time. Finally, we have to leave here to experience another permanent spiritual world. This stage is like coming into this world after living nine months in our mother’s womb. Hope always brings positive energy and powerful inspiration that creates inherent desire and pleasure to be alive and active. This feeling could completely alter the patients’ healing processes, so that the period of improvement both mentally, and then physically, could decrease considerably.

Spirituality, Health and Architecture: with respect to stress

With regard to etymology, **stress** (n) means “hardship, adversity, force, **pressure**.” Pressure is primarily founded with the definition of “act or fact of **pressing** on the mind or heart.” Pressure, as a synonym for press, leads me to figure out the term impress. Impress means “to apply with pressure, make a permanent image in” or “making an impression on the mind or **senses**.” Finally, sense came from O.Fr. sens, from L. sensus “perception, feeling, undertaking, meaning,” from sentire “perceive, feel, know.” One of the most important meaning of sense is “to find one's way,” from PIE base *sent- “**to go.**” (cf. O.H.G. sinnan “**to go, travel**, strive after, have in mind, perceive,” O.E. sið “**way, journey**”)

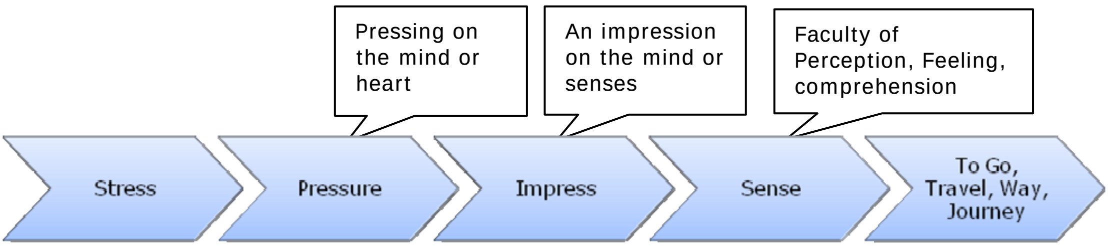

Figure 4. Stress – To Go

Wellness is one of the most contemporary significant concepts that have a powerful cultural history in different regions in diverse periods. From 10000 B.C. to 500 A.D., Europe has one of the most effective histories in introducing wellness as a strong theme in all people’s lives. Culturally, the European combination of wellness, health and healing with leisure, recreation and relaxation began with the early Holy Spring and Roman Thermae. Democratization of wellness concepts in the nineteenth century accentuated the importance of healing space in everyday life. In the twentieth century, the notion of wellness and its significance in quality of life became Global. Whereas, European wellness concepts emphasize medical or physical health-giving properties, other cultures, like Asia or North Africa, focus on wellness that concerns spiritual aspects of being, rather than physical one. Puczkó L. and Smith M., in Health and Wellness Tourism, state that Egyptians believed “they should be clean and beautiful to reach a higher spirituality.” And Asian tradition tries “to identify the root cause of a problem and encouraging the body to heal itself.” In Persia and Turkey, a holistic system of medicine known as “Tibb” was mainly practiced. Tibb is a “lifestyle rather than just diet alone, including breathing, emotions, sleeping patterns, eating patterns; a person’s working life, their ability to relax, and finally their spiritual state.”

Currently, stress is discovered as one of the most significant causes for many severe diseases such as cancer. Clearly, the atmosphere of an environment influences occupants living in the environment. Architecture, as one of the most important parts of our lives, affects our feeling, sense and perception more than our physical aspects. All aspects of a space that people can understand from any of the five faculties of perception (sight, hearing, touch, smell, taste) can change their feeling and their memory of the space. Good memory of a place is usually created when one feels inherently fun, happy, comfortable, calm, tranquil, secure, and relaxed especially after experiencing a stressful situation.

Nature	Form (Diversity) and geometry (direction)
Art, esthetics, and entertainment	Light (natural & artificial) and Color
Privacy and security	Materials (furniture)
Communication	Sound and noise (music)
	Odor, fresh air and ventilation
	Temperature and humidity

Optimistically, the period of both physical and mental weaknesses in every human’s life could be seen as a journey that should be experienced wisely. I believe that the period of therapy provides a situation in which we usually pay more attention to our physical and spiritual body. In all journeys, we need a space to experience; therefore, a wellness center can play the role of hotels for us while we get sick. How architects design the environment has a direct effect on people’s “behavior, action and interaction.” These elements are interconnected to our health. In “Healing

Spaces: Elements of Environmental Design That Make an Impact on Health" authored by Schweitzer, Gilpin, and Frampton, the environmental qualities that affect both our physical and spiritual feeling are divided:[i]

All these environmental elements influence our feeling and perception of a space that makes either good or bad memories. These memories can directly affect our spirituality, which has a relationship with our well-being.

Peter Zumthor's Thermal Vales in Switzerland is one of the best examples of architecture that presents a new healing experience and phenomenon. He invites all our senses to perceive his built environment in order to achieve health and healing. He awakens our feelings and perceptions through experiencing natural elements, for example: natural light, cold and hot spring water, interior and exterior stone façades, and surrounding nature of the Vales. As one contemplate the space through sight. Zumthor implements light to define space. He brings colors to every space through two pure characters: light and water. He celebrates every single sun ray with conscious design of edges and intersections, using colored glass and water. Light brings clarity, sincerity and purity to space. Light becomes a real representation of joy, hope and happiness. Zumthor achieves clarity from water and brightness from light and applies specific colors like red and blue to bring an ultra sensation to space. Also, Zumthor prizes the surrounding nature through all the best mountain views from internal and external spaces.

Hearing has a special interrelation with our vision, insight and intuition. Zumthor's building attracts human contemplation through hearing nature and, specifically, the sound of water. Indeed, water has a specific rhythm of music. Listening to the music of water from a silent situation such as a calm and tranquil lake, to the most clamorous condition similar to the tides of the sea and falling water can present diverse mood and feelings. The music of water's movement promotes the environmental mood because of the specific echo and reflection through the space. Water is one of the holiest elements of nature that can affect all our senses and our general perception. Water can bring a specific dimension to space. Looking at water movement, hearing the music of water, swimming in cold, warm and hot water, smelling and drinking fresh, cold water, could alter our mood completely. Thermal Vales is the building of partial water and partial stone. The different temperature in each unit and the texture of concrete floor and stone covering awaken our perception through the sense of touch. Zumthor makes a delicate relationship between all senses. For example he chose the

Figure 5. Peter Zumthor Thermal Vales

temperature of water relative to color of the space or vice versa. Interestingly, in one of the units, people can taste swirling water, listen to music of stone, use the steam bath or plunge into cold, blue water.

Nature and natural elements play a great role in Zumthor's building in order to heal and to nourish human spiritually. Humans are one part of nature, and architecture should be a way to connect them with their origin in order to achieve positive energy. Nature is one of the environmental elements that deal with all our faculties of perception. A healing space should motivate people to join nature, to breath in and out, to inhale and exhale, and to make their mind and body full of fresh air. A healing space should allow people to be exposed to sun rays, and to absorb every color that their mind and body needs, while rejecting all they do not need. A healing space should make the possibility of listening to natural sound, for example, birds singing or water falling, and the chance of smelling flowers and cherry blossoms in spring. My aim is reconciliation with healing nature that is inherently spiritual.

There are a lot of studies related to the connection of spirituality and health. There have also been many explorations regarding the connection of health and architecture. In this paper, I focused on how these two areas could connect together in order to design a wellness center in the spiritual way. My main goal is to explore environmental qualities that can promote our health, healing and general well being in a spiritual manner. This concept is not limited to architecture and is discussed in the bigger scale such as urban design in cities. Ibn Khaldun, the 14th century historical philosopher, dealt with urban life and the designing of healthy cities. He emphasizes the spiritual aspects of a healthy city more than its physical aspects. The connection of spirituality, health and living environments can be found from a very small scale, in my spiritual room or Zen tea ceremony room, to a bigger scale, in a spa and wellness center, and to the biggest scale, in cities. My concept will help human beings elevate their life viewpoints by becoming aware of and observing other aspects of life more than physical ones, in order to achieve inner health and healing.

Figures citation

Figure 1: Diagram by author

Figure 2: Photo by author from the spiritual space project, 2008

Figure 3: Diagram by author

Figure 4: Diagram by author

Figure 5: Thermal baths in Vales, Switzerland, by Peter Zumthor

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Marketing Strategies for Tourism Development in Religious Destinations: A Case Study of Mashhad

Rana Dadpour

Maziar Institute of Higher Education, Iran

rdadpour@gmail.com, r.dadpour@maziar.ac.ir

PO.Box 511, Noor, Mazandaran Province, Iran

Tel +98 9358411685, Fax +98 122 6228620 7 3

ABSTRACT

This research is concerned with marketing strategies in religious destinations. The religious destination of Mashhad in the eastern province of Khorasan Razavi in Iran where the shrine of a Shiite Imam, Imam Reza, attracts more than 15 millions pilgrims per year has been chosen as the case study.

First it has been tried to reach a clear definition of religious tourism. Secondly, by a review of literatures and other available case studies all over the world, a list of 34 specific applied marketing strategies in religious destinations has been gathered. Using Delphi method and Kendall's coefficient of concordance, 8 of these strategies have been recognized as important or very important to develop tourism industry in religious destination of Mashhad.

KEY WORDS: Religious Tourism, Iran Tourism, Marketing Strategies, Mashhad

INTRODUCTION

Like any other social activity, tourism has its own history and in its development process, many factors, conditions and subsequent influence or some others are created. Vukonic & Matesic (1996) suggest that tourism owes its growth to many social and spiritual elements among them religion has an outstanding place.

Religious Tourism, in general, can be described as tourists' visits of various sacred places which Jafari (2000) recognizes it as very similar to cultural tourism. In Raj and Morpeth (2007), it is suggested that any journey to sacred place can be characterized as religious tourism regarding the fact that those are a combination of travel and religious experience. (Davies and Davies, 1982) Lefebvre, in Vukonic and Matesic (1996), also defines religious tourism as a combination of spiritual sites and associated services which are visited for secular reasons, religious ones or a combination of both.

Most of religious destinations welcome secular tourists who seek educational, cultural or historical aims as well as pilgrims or believers in other religions. Fernandez (2006) believes that all holy destinations need the same range of services and have to consider new trends in demands just like other destinations.

According to United Nations of World Tourism Organization (UNWTO) (2006), an unexpected growth has happened during the last thirty years, especially in 1990s, in this market. Each year between 300 and 330 million tourists visit key religious sites. This number which is about one third of all international tourists, beside a global annual revenue of 18 billion US$ do not let professionals to ignore this religion-oriented market. Here it is necessary to remark that most scientists consider pilgrimage as a part or a special form of religious tourism. (Cohen 2001 cited in Raj and Morpeth, Vukonic and Matesic 1996, Wright 2007)

All these historical backgrounds show how deep religious tourism is rooted and it also make it clear that its present growth is not accidental. This part of market is turning into an industry itself thus the world should look for much more blossoms. Although holiness and sacredness of pilgrimage sites make it hard to consider monetary aspects of religious activities, this billions dollars market has so many financial besides economical affects in such a broad extent which can not be ignored at all.

Cohen (2001) indicates that nowadays, religious tourism can be viewed as a spectrum with pilgrims with thoroughly religious motivations in one end and secular tourists with artistic, historical or even architectural motives in the other end. Nolan and Nolan (1992), in Raj and Morpeth (2007), suggest that while managing a sacred site, it should be always considered that regardless of their motivations, all tourists need a standard level of service in different ranges. They believe that every day in a well-managed religious site, secular tourists who even may not be aware of that attraction's sacred meaning are present along with pious tourists.

Wall and Mathieson (2006, cited in Raj and Morpeth) emphasis on researches done to estimate tourism impacts in religious destinations while indicate many concerns around vanishing holiness because of commercialized tourism activities. They also indicate an upcoming question of how it is possible to retain sacred places for religious worship in the face of increasing globalization. (Raj and Morpeth 2007: 9)

Figure 1. Mashhad in Iran's Map

Source: www.irtat.ir

Although these kinds of concerns can be justified easily, positive impacts of tourism development in religious sites are deniable. Brand new employment opportunities, international investments, tourist and native communications and financial benefits each can be a considerable factor to develop tourism industry in a specific site. Besides, as a religious destination welcome more tourists, its related religion and the message associated with can be more tangible and thus be understood by more and more people. Religious promotions can lonely be a sufficient reason for a decision toward tourism development in a sacred site.

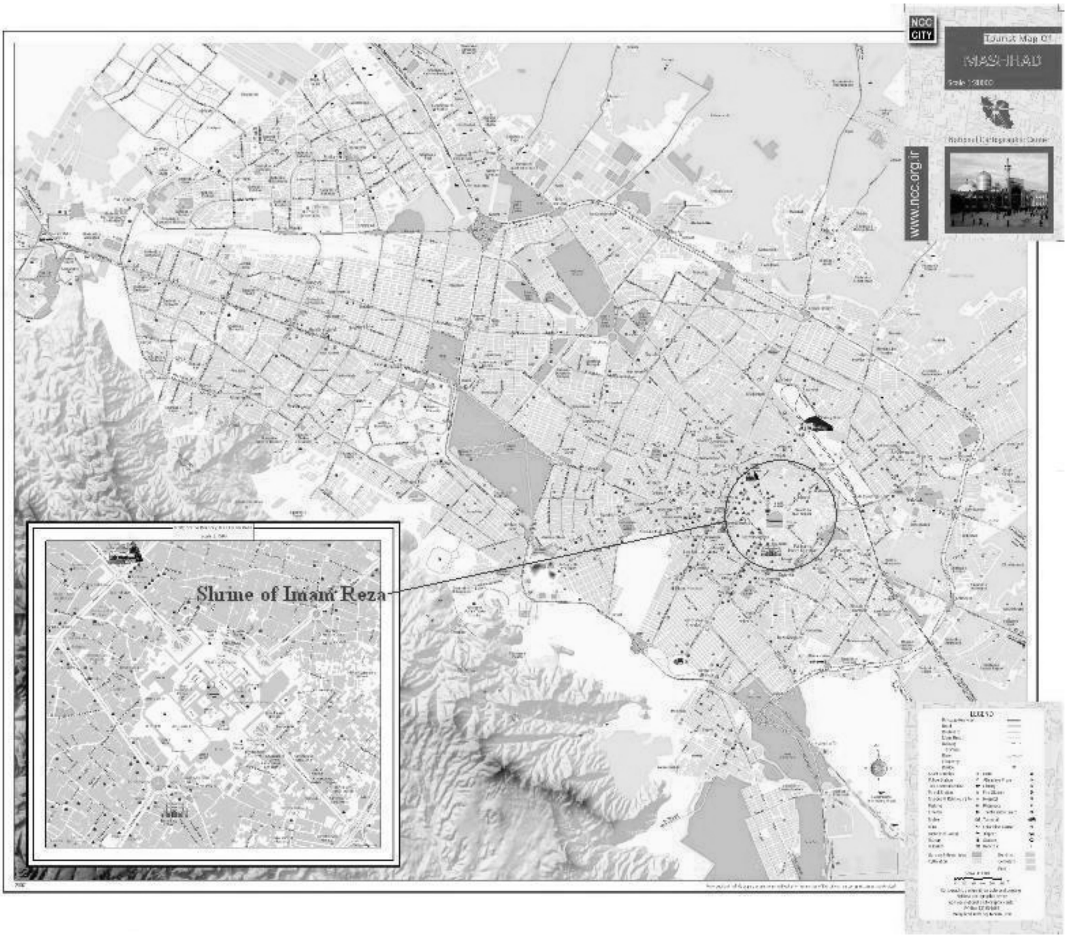

Figure 2. Mashhad Map

Source: www.noc.org.ir

Existing of various religions in Iran, make it a potential destination for followers of different religions. Muslims who are the majority of Iranians, plan for several religious travels during a year. R.Samani (2005) highlights two different kinds of destinations for Iranians. As he suggests some of their destinations are foreign ones such as Iraq, Syria and UAE while the others are national ones like the cities of Mashhad (figure 1 and 2), Qom, Rey and Shiraz. Anyway, he insists that each of all these different travels have their own impacts and subsequent.

Tourism industry experts believe that Iran can experience a huge development in religious tourism, regarding the fact that its cultural and religious position is well known among other countries. (Dinari 2005; R.Samani 2005) Despite having more than 8 thousand and 919 sacred sites, this industry lacks a specialized managing and organizing system. It also worth mentioning that at least 4 thousand and 319 of previously mentioned sites are registered in National Heritage List and all of them have cultural and historical remarks and highlights in addition to religious ones. Unfortunately this chaos can be even seen in major cities and sites such as Mashhad, Qom, Rey and Shiraz. (Dinari 2005)

One of the most discussed conflicts related to religious tourism in Iran is the lack of a responsible organization. Of course, this problem is not only dedicated to Iran, but in the case of Middle East that the issue can be seen in most sites. Although some of world's most important tourist sites are located in this area, none of them have more than 5 million tourists per year, while for example Spain welcome between 60 to 63 million tourists yearly.

Nolan and Nolan (1989, cited in Vukonic and Matesic), believe that there are three different kind of attractions related to religious tourism. One is pilgrimage shrine which are known as specific destinations, second one is religious sites with historical and artistic value and third one is religious festivals. Mashhad, in addition to these three different kind of religious attraction, also has so many other historical, cultural and natural resources. Therefore, efforts to use these resources to attract larger and broader range of tourists will bring prosperity for this city and its tourism industry. Thinking about 300 million Shiites worldwide, it is clear that if only 1% that is about 3 million people travel to this country once a year its tourism economy is considered a victory.

Market analysis along with understanding various kinds of services and products besides available additional services in other religious destinations especially successful ones, can be an essential step in identifying factors that influence the development of religious tourism in Mashhad. Target markets are also an important issue to be considered.

In this research the author tries to reach a basic understanding of status of religious tourism sites throughout the world by a review of literature and available case studies. The author also tries to establish a basic framework to seek their success reasons. Then experts complete various aspects of all suggestions using Delphi method.

MARKETING STRATEGIES FOR RELIGIOUS DESTINATIONS

Designing a successful marketing strategy requires an understanding of four elements called 4C which are suggested versus 4P. Consumer wants and needs (vs. Products), Cost to satisfy (vs. Price), Convenience to buy (vs. Place) and Communication (vs. Promotion) are the elements of 4C Model which is more costumer-oriented and better fit niche marketing. The analysis of these four environmental elements provides an appropriate framework to design a successful marketing strategy. (Walker, Orville C and Boyd, Harper W and Mullins, John and Larreche, Jean-Claude 2007) These four environmental factors which are the main parts of market opportunity analysis for an organization focus on potentialities and internal sources, two social and economical processes plus information technology, three weakness and strength of competitors beside changes in competition environment and four, characteristics and demands customers.

Lovelock and Wright (2003) suggest that in the field of service, marketing strategies can be implemented in six different areas that are positioning, added value, distribution, price and costs, training and education and last but not least promotion. Combined management is a set of mentioned marketing strategies which can reconcile and implemented in a specific market to make a practical plan. (Ketabchi 2004)

Table 1. Marketing Strategies Classification

Researcher	Areas of Marketing Strategies	Source
Kotler	Market segmentation, Target marketing, Positioning	Kotler, 2003
Ansoff	Market penetration, Product development, Market development, Diversification	Islam, 2003
Rumelt	Diversified products/ Diversified Markets, Focused Product/ Focused Market, Diversified product/ Focused Market, Focused Product/ Diversified Market	Rahmanseresht, 2004
Walker et al.	Exploration, Development, Consolidation, Stagnation	Walker et al., 2007
Lovelock and Wright	Positioning, Added value, Distribution, Price and costs, Training and education and Promotion	Lovelock and Wright, 2003

In table 1, Researcher summarizes different kinds of marketing strategies suggested by different experts and selects Lovelock and Wright (2003) theory to analyze key strategies for tourism development in religious destination of Mashhad. In the next step, according to a review of different religious destinations case studies, a variety of marketing strategies to develop tourism industry are chosen and the most important of them are summarized as below.

Lough Derg Island situated in County Donegal in Ireland is a religious site since the second millennium. Its case study is done by Griffin cited in Raj and Morpeth (2007). At least 5 strategies are found when analyzing this research. Defining pilgrimage road and pilgrimage season that is between June and mid August, Special transportation means that are boats, Specific services for elderly and pilgrimage packages for school teenagers are the most remarkable ones.

Knock, a more modern religious destination mentioned in the same research is situated in north-west Ireland. This village has a rest center and other services for elderly and sick pilgrims. According to this study, it also provides people with movies and films in an audio- visual center, folk museum, youth ministry and catering for young pilgrims, guided tours and shopping place for special inexpensive handmade souvenirs which remind people of the shrine. Knock has a website with information about several religious festivals which happen there yearly.

Banneux in eastern Belgium is another selected case study which is done by Ambrosio and Pereira. (cited in Raj and Morpeth 2007) This sanctuary destination enjoys many open-air sites and again a nursing center for sick pilgrimages. Fatima in Portugal is also studied in this research. A nursery center, a conference room, a pastoral center and open-air site for rest, pray and worship are services provided in this holy town. Lourd, another town in south west of France, is mentioned in this study as well. Nursing home and open-air sites are also applied there.

The shrine of the Mother of God situated in Marija Bistrica in Croatia in another case study cited in Raj and Morpeth. (Pavicic, Alfirevic and Baterlo 2007) In this holy destination several strategies are done for tourism development such as welcoming pilgrims and tourists and competitive package tours which include a variety of social, natural and religious activities. Using trained and educated leaders besides establishing a website, a radio channel and shrine newspaper is other chosen strategy. In this shrine multi-media soft wares are also used to attract youths.

Vukonic and Matesic (1996) study Medugorje in the south of Karst situated in Krizevac area in Herzegovina. They mentioned some strategies for tourism development among them offering competitive package tours including various kinds of activities and training local people seem so important to establish a mutual understanding. Religious festivals and celebrations focusing on specific target groups are other strategies there.

Mashhad, a city in northeastern Iran is the capital of Khorasan Razavi province. This city of more than two and a half million people is Iran's second city in terms of area and population. Tomb of the eighth Shiite Imam, Imam Reza, attracts many pilgrims to the city annually (Figure 3). Mashhad geographically, with an approximate area of 204 square kilometers in the North East of Iran is located at 59 degrees of longitude and 35 degrees of latitude, in watershed of Kashaf Rood river between Mountains of Binalud and Hezar Masjed. Its Height is 985 meters above sea level and its distance from Tehran is 966 km. (Mohammad Hoseini Naveh 1999)

Mohammad Hoseini Naveh (1999) categorizes this city's attractions into four various sections which are historical and religious heritages, Bazaars and shopping centers, recreational attractions and outdoor promenades.

Figure 3. Shrine of Imam Reza in Mashhad

Source : Kosar21.blogfa.com

The number of annual tourist arrivals of Mashhad is about 14 to 16 millions recently, although figures and statistics of the provincial branch of Iran Cultural Heritage, Handicrafts and Tourism Organization (ICHHTO or sometimes mentioned as ICHTO) shows that this number dramatically increases in 2007 to more than 33 million tourists. (cited in Ghasemi, Momeni and Sarrafi 2008) Ghasemi et al. (2008) indicate that the reason behind this increase is that before 2007 ICHHTO did not take into consideration the number of tourists who come to Mashhad by their personal means of transportation.

There are some strategies regarding infrastructures of the city which researcher likes to mention. Those strategies are according to researcher's observation and can be listed as assigning more flights and more trains to Mashhad, improving roads leading to this holy city, completion of City-Metro Project, allocating special bus lines in order to let an easy access to the Tomb of Imam Reza from all around the city. Moreover, regarding the principle of attraction and making beautiful and pleasant perspectives (Salehi Fard 2003) beside researcher observations, the following strategies can be also considered. Preventing cars from circulating near the tomb is one of these strategies, although it needs more parking buildings around the area of holy shrine. Al-Ansari (2002) in his suggestions for tourism development in historical Islamic cities mentions car parking facilities too. There are many governmental and non-governmental offices in the area around the holy tomb because it is somehow the heart of the city. Replacing offices irrelevant to pilgrimage and tourism from that area is another suggestion. As in Figure 2, lack of green areas near or around the sacred shrine is obvious. Making green areas and open-air sites around the holy shrine and in streets leading to it, cleanliness of the area around the shrine and management of Bazaars around the tomb are other strategies to improve offering service to tourists.

From the other side, in order to overcome some tourists problems relating to visa, currency conversion and other cumbersome rules and regulations (Dinari 2005) and also in a respect for the principle of free competition (Salehi Fard,2003), perhaps one of the best solutions is to establish a free trade area in the holy city of Mashhad.

Method

Most studies related to religious destinations, often describe attractions only in a course of historical analysis or just provide some figures and statistics related to tourist arrivals. Some studies also mention a range of applied marketing and development strategies and actions but do not make any effort to evaluate these strategies. These points alone can justify the qualitative and exploratory nature of this study. Selecting mentioned destinations in this study is only based on the availability of related research articles and books published on internet or any other dependable source. In the next step, by using Delphi Method, key marketing strategies for tourism development in the holy city of Mashhad are selected.

Considering the extent of tourism experts and professionals community in Mashhad, it seems impossible to access them all, but writer does her best trying to be focused on specific groups and select an appropriate number of them to obtain vital information. So Delphi panel members for this study are selected via non-probability sampling and a combination of judgment and chain sampling.

First 8 people are nominated by researcher to make study's Delphi panel. These nominees are manager of a travel agency, manager of a hotel section or member of ICHHTO in Mashhad. Next step is to satisfy candidates to participate in this research that should be done separately and via face to face contacts. To invite each of the candidates to participate, a phone call is made to each and a separate appointment is set.

In this meeting, the purpose and subject of the research, a definition of religious tourism, marketing strategies for tourism development in other religious destinations in the world and the process of research to are made clear for them and they are invited to participate in the Delphi panel.

Then they were provided with a form including the subject of study, its purpose, definitions and the approximate timing of work. In this form they are asked announce their agreement and willingness to participate in the panel. In addition, all of them are requested to identify and introduce other people who they might know as suitable for participation in this study based on the mentioned criteria.

Among 14 other nominees introduced by first 8 member of panel, 2 are already a part of Delphi panel. For the other 12 the same process as described above repeated but anyway they do not introduce any other suitable candidate. From 20 eligible candidates, 18 announce their readiness to participate in this research and act as a member of Delphi panel. At last, study's panel includes 7 travel agency managers, 10 managers of hotel sections or departments and 2 members of ICHHTO while one of these two is also a manager of a hotel department.

Having selected the panel members, Delphi method is repeated for three rounds while each time questionnaires distributed and collected by researcher. In the first round a list of marketing strategies for tourism development in religious destinations extracted from literature review, are provided the members of Delphi panel in order to determine their importance in tourism development in the holy city of Mashhad as a religious destination. Moreover, researcher asks them to provide any ideas about strategies on this list**.**

In second round, after summarizing collected opinions from the Delphi panel members, they are again requested to determine the importance of each of the strategies in a scale of 1 to 5 and also assign a ranking of importance to all listed strategies. In suggested scale 1 stands for very important, 2 for important, 3 for of average importance, 4 for less important and 5 for not important. Factors which their importance in the first round of Delphi method is determined as less important or not important are omitted for the second round of Delphi. In addition, former ideas of each member along side with others ideas about the importance of collected strategies in the list, are presented to every one.

In the third round, members are again asked to give their idea about the ranking as well as the importance of strategies which are determined as of a high or very high importance in the first and second rounds. Respectively the previous ideas of each member of panel are again presented to themselves beside ideas of other members. Achieving an optimal co ordinance in this stage, Delphi method reaches to an end.

For the determination of consensus among panel members, Kendall's coefficient of concordance is used. This scale is used to determine the degree of coordination and agreement among several categories related to N number of objects or persons. (Benis 2004) In fact, using this measure, the rank correlation among K sets of ranks can be found. Formula mentioned below shows how this scale is calculated.

$$W = \frac{S}{\frac{1}{12} K^2 (N^3 - N)}$$

$$S = \sum \left[Rj - \frac{\Sigma Rj}{N} \right]^2$$

In this formula,

N = Ranked factors

K = Number of panel's member

At the time of total agreement, this scale is equal to 1, while when there is a total disagreement it equals to 0.

Findings

In this section, thanks to available literature a list of the marketing strategies used in religious destinations is produced. These strategies are classified in marketing strategies areas mentioned in the approach of Lovelock and Wright (2003) in Table 1. Also table 2 shows all found applied marketing strategies from previously mentioned selected case studies and researchers observation. Then findings of Delphi method are presented and it is described that how key marketing strategies for tourism development in the holy city of Mashhad are achieved by Delphi method.

Table 2. Marketing Strategies in Religious Destinations in Lovelock and Wright Categories

Strategy's Area of Application	Strategy
Added Value	1. Themed shopping centers 2. Establish a free trade area 3. Competitive package tours including various activities 4. Recognizable and specific transportation means 5. Open-air sites near the shrine 6. Touring shrine surrounding including museums, library and… 7. Services and centers dedicated to youth 8. Cinema for religious films 9. Concert center for religious music 10. Services for sick pilgrims 11. Package tours for school teenagers
Training and Education	12. Local people training 13. Training leaders and guides for religious tourism

	14. Supporting thesis related to religious tourism
Promotion	15. Welcoming pilgrims and tourists in airports and stations 16. Festivals 17. Website and virtual pilgrimage 18. Establishing marketing offices 19. Shrine newspaper and radio channel 20. Multi media soft wares 21. Exhibitions in low seasons 22. Annual competitions in the field of religious tourism 23. Designing maps and brochures
Distribution	24. More secure flights 25. More trains 26. Completion of City-Metro Project 27. Cleanness of shrine surrounding 28. More parking buildings in the area 29. Replacing offices irrelevant to tourism or pilgrimage from the area surrounding holy shrine 30. Re-managing bazaars and shopping centers near shrine 31. Allocating special bus lines from different city areas to shrine 32. Improvement of road leading to Mashhad
Positioning	33. Special tourist/ pilgrim roads 34. Specific tourist/ pilgrim seasons

This categorization suggests that no studied religious destination, apply any pricing approaches for example discounts to attract more tourists. Researcher suggests that it lies on the unique and sacred characteristics of such tourism destinations. On one hand, managers of religious destinations pay little attention to financial interests and economic benefits because of the sacred characteristic of attractions and mostly try to focus on spiritual aspects. Sanctity from the other side leads to travels without much attention to its costs by followers of religions who consider these travels as a duty and try to achieve an inner satisfaction by finding the honor to do it.

In the first round of Delphi method, panel members select 22 of 34 strategies as important, very important or of average importance in the development of religious tourism in Mashhad. At this stage, 12 strategies that are determined by more than 50% of panel members, as les or not important are omitted. In the second round, panel members announced their idea about remaining 22 strategies and more than 50% of them find 6 other strategies as less or not important again. Thus for the third round there are only 16 strategies remained.

In both first and second round, strategies' lists are represented to all panel members along with their own former idea and other member's determinations of the importance of each strategy. At last in the third round, Delphi panel chooses 8 of strategies as the most important and key ones in tourism development of holy Mashhad as a religious destination. In other words, in the third round of Delphi method more than 50% of panel members decide that 8 strategies are very important or important in developing tourism in religious destination of Mashhad.

In this round for four reasons it is obvious that there is an agreement among panel members and there is no need to repeat it for another round. The first reason is that more than 50% of members select first 8 strategies among their top 8 ones. Second reason is that the average Standard Deviation of members' answers about the importance of strategies in tourism development of Mashhad decreases from 0.81 in second round to 0.7 in third round.

The two last reasons are related to Kendall's coefficient of concordance. It equals to 0.739 in third round which is absolutely meaningful for a panel with more than 10 members. (Schmidt R.C. 1997) Besides, the 0.038 increase of Kendall scale in third round comparing to the second one is not significant. (Schmidt R.C. 1997)

CONCLUSION

Strategies are applied for an improvement in a market and in order to stable uncertain conditions in that market. They are chosen according to market analysis and research along with all other related factors. (Ketabchi 2004) Table 3 shows a classification of key strategies selected by panel member for tourism development in religious destination of Mashhad. This classification is done according to Lovelock and Wright (2003) theory of marketing strategies' areas.

Like any other research done using Delphi method, results of this study are based on judgments of panel members. Regarding the fact that members of Delphi panel have chosen by non-probability sampling, one may consider them an improper representative for the population. But characteristics of members show that they make a sufficiently good panel with managerial as well as industrial point of views.

The other limitation of this study is the lack of a theoretical frame to support the research. Literature review does not help enough unless it is directly related to marketing strategy. Anyway, findings of this research can help establishing a theory, even in low levels.

Table 3. Key Marketing Strategies for Tourism Development in Mashhad Classified in Lovelock and Wright Categories

Strategy's Area of Application	**Strategy**
Added Value	1. Themed shopping centers 2. Establish a free trade area 3. Recognizable and specific transportation means 4. Open-air sites near the shrine
Training and Education	5. Local people training 6. Training leaders and guides for religious tourism
Promotion	7. Welcoming pilgrims and tourists in airports and stations 8. Festivals

In today's industrial world with a remarkable revolution in the field of information technology, tourism influences global value systems. It seems that tourism is more fundamental in a world which values emotional relationships. Today, culture and religion substitute ideology and become the major resources to reduce tensions and international conflicts. (Gee 2006) Tourism and one of its oldest forms, pilgrimage, have spiritual dimension which its roots can be found in the collective subconscious of most communities.

Phenomenon that is pictured in pilgrimage has global aspects. Although each pilgrimage has its specific religious requirements, it is not affiliated to the related religion. It is suggested to consider this relationship a symbolic one. Nowadays, people need to rest and travel around more than past to overcome modern mental and emotional pressures. From this perspective, tourism is a sacred internal experience. Imprisoned, tired and sad, people try to grab a moment of freedom, fun, beauty and spirituality. By this mean they want to satisfy their lives' need of sacredness and to achieve this goal religious tourism can be an option.

The fundamental point that must be noted, is that the features in any place has its own unique characteristics thus applying other destinations' experiences do not necessarily lead to similar results. Any marketing strategy applied in any religious destination should be analyzed and evaluated precisely in Mashhad. It is vital to see if environmental factors, stage of development, cultural and social content in selected city is comparable to the Mashhad. Therefore, all strategies presented in this study should be validated empirically and policymakers and investors should be provided by broader knowledge required for optimal allocation of resources to apply a marketing strategy in the religious destination of Mashhad.

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Cruise Tourism VS Hotel Accommodation: a Substitute or Complementary Relationship? A Preliminary Analysis for the City of Heraklion

Irini Dimou

Advanced School of Tourism Education of Agios Nikolaos (ASTEAN)

Latous 25, 72100 Agios Nikolaos, Crete, Greece

Tel: 28410 28565, email: itdimou@yahoo.com

Evangelia Simantiraki

Advanced School of Tourism Education of Agios Nikolaos (ASTEAN)

Latous 25, 72100 Agios Nikolaos, Crete, Greece

Tel: 28410 28565, email: simantiraki@astean.edu.gr

Abstract: The cruise industry has been developing significantly over the last few decades and by the year 2005 almost 14,5 million tourists went on a cruise holiday. Following this trend, several cruise companies constructed “resort” mega-cruise ships, offering all kind of facilities and amenities one could find in luxurious resort hotels. At the same time, tourist destinations, especially insular ones, considered cruises as an additional source of tourist receipts. Cruise industry in Greece has presented an increasing trend over the last decade; however certain legislative obstacles have not allowed cruise tourism to reach the expected growth levels. As far as Heraklion is concerned, the number of cruise ships approaching the port during winter and summer time has experienced a significant growth since 2002, while it has also been chosen as home-port by cruise operators. This article is part of a research designed to examine whether cruises constitute a complementary or a substitute product to accommodation. Substitutability could refer to the fact that tourists stay aboard the cruise ship throughout their vacation, thus competing the land-based vacation complexes. Complementarity, on the other hand, is related to the fact that cruise passengers are likely to spend a few days in the port area before or after their cruise, or might repeat their visit in the future, staying in the local accommodation facilities. The forthcoming research is expected to provide significant conclusions for the strategic development of hoteliers and cruise organizers, as well as tourism policy implications regarding the city of Heraklion and the island of Crete.

Keywords: cruise tourism, Heraklion, complementary or substitute products

1. INTRODUCTION

The cruise industry is one of the major growth areas of international tourism (Cruise Lines International Association, 2009; Dowling, 2006; The European Cruise Council, 2009; Wild and Dearing, 2000). Key cruising areas are the Caribbean, Europe and Alaska (Dowling, 2006), while within Europe, the most popular destinations are to be found in Northern Europe and in the Mediterranean. International demand more than doubled over the last decade, from 7.8 million passengers in 1998 to 16,2 million in 2008 (The European Cruise Council, 2009). Furthermore, the European market has experienced an impressive growth from 1,7 million Europeans that took a cruise in 1998, to 4,5 million in 2008. The cruise lines' and their passengers' spending in 2008 (throughout Europe) exceeded EUR 14 billion. On the supply side, 77 new cruise ships were introduced from 2000 to 2006, increasing the number of ships operating globally to 325 (Soriani, et. al., 2009). By the end of 2008 there were 66 cruise lines operating in the European Cruise market, 42 of which domiciled in Europe (Seatrade, 2009).

Although the cruise industry has evolved considerably over the last ten to fifteen years, academic research is limited and has been focused on the development of the industry (Lekakou & Pallis, 2004; Marti, 2004; Soriani, et.al., 2009; Wild and Dearing, 2000; Wood, 2000), as well as the impacts of cruise tourism, mainly the economic (Braun and Tramell. 2006; Dwyer and Forsyth, 1998; Gabe, et. al.2003; Henthorne, 2000; Kester, 2003; Vina & Ford, 1998) but recently also the social and environmental ones (Gibson and Bentley, 2006; McCarthy, 2003; Sweeting and Wayne, 2006). With respect to the economics of the cruise industry, Klein (2006) presented the sources of profitability of cruise companies, explaining how they shifted their revenue centers from passenger fares to on-board spending and their cost-cutting procedures, while Papatheodorou (2006) provided an industrial organization analysis of the industry, focusing on the nature of the cruise product, the dimensions of competition in the industry and the various barriers to entry.

However, the link between cruising and other tourism products has not yet been examined, while regional development policies that incorporate cruise prospects has not been discussed so far in the academic literature, although there are reports from relevant discussions during industrial bodies' conferences and research commissioned by cruise line associations (ECC, 2009; ICLA, 2008; Papathanassis & Gibson, 2009).

This lack of research is even more apparent when it comes to the development of the cruise industry in Greece, whereas developmental policies have only vaguely been discussed in conferences and meetings organized by Greek tourism-related bodies (HATTA, 2006**)**. One area of concern is whether the development of the cruise industry in Greece would have an effect on the future tourist inflow in the country and more specifically on the demand for accommodation. This paper is part of a research that attempts to fill this void by examining a possible relationship between the cruise product and the demand for accommodation overnights.

In section 2, a more detailed presentation of the development of the cruise industry in Europe, focusing more on the Mediterranean region is provided, whereas cruise tourism in Greece and the case of the city of Heraklion, are the subjects of discussion in Sections 3 and 4 respectively. A theoretical approach on the relationship between cruise and accommodation product is presented in Section 5, followed by a short analysis of the research design. The primary research will be contacted, using questionnaires that will be distributed to cruise tourists visiting the city of Heraklion over the next season. However, preliminary results, that arose from interviewing local travel agencies with a key role in the development of cruise tourism in the area are presented in the last section, in which the anticipated contribution of the study's outcomes on future development policies will also be discussed.

2. THE DEVELOPMENT OF THE CRUISE INDUSTRY IN EUROPE

The cruising industry is growing, expanding and accessing new markets, especially in the European and Asian regions (Soriani, et. al., 2009). The European demand for the cruise product has increased from 1.7 million cruise passengers in 1998 to 4.5 million passengers in 2008. The main source market over the last decade has been the UK, with almost 1.5 million cruise passengers in 2008, followed by Germany and Italy, with 907,000 and 682,000 passengers respectively. According to the Economic Impact Report commissioned by the European Cruise Council, by the end of 2008 42 companies domiciled in Europe, operating 129 cruise ships, while another 24 non-European, mainly North American companies, deployed 63 vessels in the region. With respect to the Mediterranean, 159 cruise ships were active in the region offering a total passenger capacity that exceeded 25 million passenger nights (pax-nights). According to estimations for the year 2009, total passenger capacity in the region has reached 26.3 million pax-nights, and the number is expected to increase further in 2010.

The impressive development of the cruise industry in Europe resulted in a direct and indirect economic impact in the region that exceeded EUR 32 billion in 2008, 44% of which came as a direct spending by cruise lines and their passengers. In particular, when it comes to the economic impact on cruising ports, it is estimated that in 2008 each passenger spent an average of EUR 90 at embarkation port cities and another EUR 60 at each port-of-call. Visitors' spending usually refers to excursions, pre- and post-cruise accommodation, shopping etc. The economic impacts of cruise industry growth are also evident in the labour market: almost 55,000 European residents were employed by the cruise lines receiving EUR 1.15 billion in compensation, while it is estimated that another 257,000 jobs for Europeans and non-Europeans have been directly and indirectly generated as a result of cruise tourism in Europe (The European Cruise Council, 2009).

The most attractive cruising destinations in Europe can be found in the North European region and in the Mediterranean (Soriani, et.al., 2009). During 2008, almost 22 million cruise passengers visited a European port, while 4.7 million passengers started their cruise from a European port. Top three destination counties in 2008 were Italy with approximately 5 million cruise visitors, followed by Greece with 4.3 million and Spain with 3.6 million. However, the leading cruise port in 2008 was Barcelona, which attracted more than 2 million visitors, followed by Civitavecchia (Rome) with 1.8 million visitors and Piraeus with 1.3 million.

3. CRUISE TOURISM IN GREECE

Greece is one of the most popular holiday destinations in the Mediterranean, attracting, more than 15 million incoming tourists annually (http://www.sete.gr/files). However, it has been argued that the Greek tourism product has entered a stagnation phase, since the average number of overnights per trip has slightly decrease over the last decade, while the average tourism spending per trip has dropped from EUR 882 in 2004 to 730 in 2008 (http://www.sete.gr/default.php). In 2009 total overnights by incoming tourists dropped by a significant 7.3% compared to the previous year, followed by a 10,9% decrease of tourism spending. Thus, there has been a continuous debate with respect to the quality of the Greek tourism product and the ways competitiveness of the Greek tourism industry could improve in the future (ΙΤΕΠ, 2009). The introduction of alternative and special forms of tourism has been proposed as a means for facing competition by neighbouring countries, for enhancing the Greek tourism product and for reducing the seasonality problem associated with tourism in summer holiday destinations like Greece. Among the various tourism forms, cruise tourism has been suggested as a form that could contribute significantly not only to tourism spending, but also to employment rates and Greece's GDP in general (The European Cruise Council, 2007).

The development of the cruise in Greece started in 1930. Since then Greece has been regarded as one of the most popular destinations in the Mediterranean (Diakomihakis, 2007). By the end of the 1970's Greece was among the top cruising destinations, equivalent to the Caribbean, with respect to the number of cruises and passengers that used Greek ports as ports of embarkation and disembarkation (home-ports) (Ελληνική Κρουαζιέρα: Ταξίδι στο Άγνωστο, 19.05.2009). Thirty years later, the country's market share in the global cruise industry has been reduced to 3%, while only 10% of passengers that start their cruise from a European port use one of the Greek ports for their embarkation (The European Cruise Council, 2009). The strong consolidation trends that have been characterising the global and European cruise industry (Cruise Line International Association, 2009; Soriani, et.al., 2009) along with the financial difficulties of key market players over the last decade resulted in flagging out practices of companies offering cruises in the Mediterranean region and complains regarding the cost of the Greek registry (Lekakou & Pallis, 2004). Consequently, in 2009, there was only one cruise company, the Cypriot-owned Louis Cruises, which operated Geek-flagged cruise ships in the Aegean (Bardounias & Kousounis, 2009).

With respect to the impacts in the Greek economy, cruise industry direct expenditure in 2008 reached EUR 471 million, representing a 3.3% share of total cruise spending in Europe, The respective amounts in Italy and Spain were EUR 4.32 and EUR 1.08 billion, or a 30.4% and 7.6% share respectively. In regard to employment, it is estimated that almost 11,000 people in Greece are employed to sectors that are directly and indirectly related to the development of cruise tourism, half of which are employed in the transportation sector (The European Cruise Council, 2009).

Although Greek ports generated only 472,000 embarkations in 2008, more than 4,3 million cruise passengers visited a Greek port, rendering Greece the second leading destination in Europe, and indicating that there is an enormous interest for cruising in the region. The most popular Greek destinations include Pireaus (Athens), Mykonos, Santorini, Rhodes and Heraklion (Η Ανάπτυξη του Κλάδου της Κρουαζιέρας σε Αριθμούς, 22.06.2009).

Besides the promising demand levels, there are various obstacles that hinder the development of cruise tourism in Greece, including mainly the legislative environment and the associated bureaucratic procedures, as well as the lack of necessary infrastructure that could support the simultaneous inflow of hundreds, or even thousands of cruise ship passengers, not only in the ports, but also in the surrounding areas. Large cruise ships are reluctant to include Greece in their schedules due to the lack of the appropriate institutional framework as a host state and the poor provision of services to cruise companies and their vessels.

The main issue of debate, however, refers to whether cabotage rights in Greece should be lifted for non-EU-flagged cruise ships. Currently Greek law stops non-EU ships from using Greece for round-trip cruises. As a result, American-owned ships, which dominate the cruise industry (Dowling, 2006; Soriani, et.al., 2009) and operate cruises all around Europe, are allowed to include Greek ports in their itineraries as ports-of-call but not as home-ports, giving away significant amounts of possible revenues to competitors, such as the ports of Istanbul, Venice and Genoa. Greek cruise industry sources are in favour of cabotage abolition, arguing that this change in the legislative framework would allow Greece to enjoy huge financial benefits (Bardounias & Kousounis, 2009). The unionists of the Panhellenic Seamen's Federation (PNO) on the other hand, believe that the liberalization of the cruise ship sector would pose a serious threat to Greek seafarers' jobs.

Finally, it should be noted that, whilst EU-flagged ships can operate round-trip cruises from Greek ports, current Greek law states they have to adhere to Greek flag manning/language scales, increasing the cost of cruising in Greece compared to other Mediterranean destinations (Climate Change on Greek Cabotage, 22.06.2009).

4. HERAKLION AS A HOME AND DESTINATION PORT OF CRUISE SHIPS

The Port of Heraklion is the main and most modern commercial and passenger entrance gate to the island of Crete, and occupies a prominent strategic position in the Eastern Mediterranean region, since it connects three continents. It is the third in passenger traffic in Greece, following Piraeus and Thessaloniki, serving more than 2 million passengers annually (ETAM, 2008).

Over the last years, Heraklion has emerged as a popular port-of-call on cruise itineraries in Greece. Moreover, since 2002, the city has started to attract greater levels of cruise tourism and cruise operators started to use its port as a home port. Specifically, in 2002 the number of cruise ships calling at Heraklion was 203, with a total number of 120,000 passengers, while in 2009 the numbers rose to 287 cruise ships and 317,500 passengers respectively (www.portheraklion.gr). The following graph presents cruise ship arrivals in Heraklion on a monthly basis for the years 2002 to 2009, while table 1 presents the number of cruise ship visits along with cruise passengers, embarkations and disembarkations during the same years.

Graph 1: Cruise Ship visits in the port of Heraklion on a monthly basis (2002 to 2009)

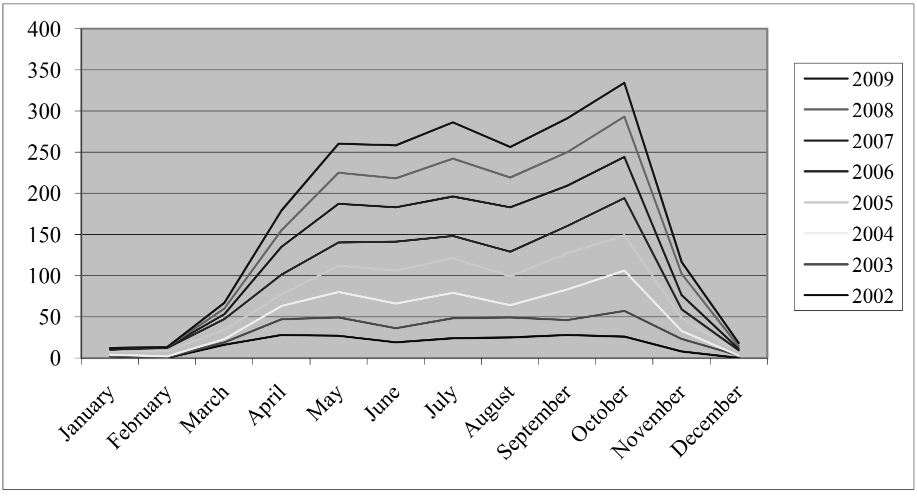

Table 1: Cruise Ship visits in the port of Heraklion and number of passengers,

(2002 to 2009)

Year	No. of Cruise ships	Number of Passengers	Passengers / ship	Embarka-tions	Disembarka-tions
2002	203	119884	590.56	20850	17964
2003	177	109090	616.33	25832	26275
2004	226	127667	564.9	22472	31288
2005	290	193719	668	23863	21993
2006	254	179996	708.65	26190	24988
2007	350	234641	670.4	59422	60275
2008	303	293073	967.24	66492	67243
2009	287	317478	1106.2	83814	83305

Source: The Port of Heraklion, 2010

It can be seen that the number of cruise ship visits increased by 41% from 2002 to 2009, reaching a peak of 350 cruise ships in 2007. Regarding the number of passengers, there was an impressive 165% increase from 2002 to 2009, an average of 23.5% annually, suggesting that there is a continuously increasing demand for the port of Heraklion. In addition, it is worth mentioning that the average number of passengers per cruise ship rose from 590 passengers per cruise ship in 2002 to 1106 passengers in 2009, indicating that higher capacity cruise ships have recently included Heraklion in their itineraries. Finally, relating to the coming season, table 2 presents the cruise ship arrivals on a monthly basis for the year 2010.

Table 2: Cruise Ship visits in the port of Heraklion, 2010

Month	**No. of Cruise ships**	**Month**	**No. of Cruise ships**
January	2	July	35
February	3	August	34
March	13	September	35
April	17	October	39
May	34	November	18
June	33	December	3
TOTAL = 266			

Source: The Port of Heraklion, 2010

A closer examination of the cruise ship arrivals on a monthly basis reveals that cruise tourism could contribute to seasonality mitigation, which is one of the most complex problems Greek tourism has been facing over the last decade. Although July is the month with the most cruise ship arrivals, demand levels are quite high in May, September and October, and cruise arrivals continue even in December.

With respect to the ports infrastructure, significant improvements have taken place over the last decade, starting with the necessary developments required for hosting the 2004 Olympic Games and the subsequent increase in transportation demand (www.portheraklion.gr). The depth of port at Heraklion ranges from 9.5 to 12.5 meters, exceeding by far the average eight meter standard draft for cruise ships (Gibson and Bentley, 2006). The improved ports infrastructure would not be sufficient for rendering Heraklion a home-port for international cruise operators; port services to cruise companies and passengers, along with the existence of attractive tourist areas and activities have been found to be among the top five factor categories for cruise companies when choosing home-ports (Lekakou, et.al., www.porteconomics.eu). Furthermore, according to the CEO of Louis Group, in order for a port to become a operational base for cruise lines, it needs to provide incentives to cruise operators to establish operations, to be cost effective and to provide quality services both to cruise ships and to cruise passengers (Kiliaris, 2006).

Admittedly there have been improvements with respect to services offered by the port of Heraklion: the new passenger station offers state-of-the-art facilities and services, including ticket offices, shops, two spacious lounges, trolley services, scanning x-rays, medical office and luggage storage. However, there is more to be done regarding port efficiency when handling a large amount of passengers simultaneously, as well as with respect to the attractiveness of the surrounding areas, enabling cruise passengers to maximize their free time in the town. Furthermore, its close proximity to the existing International Airport of Heraklion (but also to the new airport that will be constructed further away from the city) facilitates the evolution of the port as a strategic home-port, since it could used as point of departure for European tour operators seeking to develop cruises to Eastern Europe and Mediterranean ports. Indeed, Lekakou et.al. (2009) identified the distance from the international airport as the most important factor for cruise companies when choosing Piraeus as a home-port, thus one could suggest that this would be equally important for choosing Heraklion as a home-port. At the moment, the port is one of the two ports in Greece (along with Piraeus) that operates as a home-port, in co-operation with the city's airport. It is also the only port in Greece that offers check-in services to passengers on those fly-cruise packages. This service allows passengers to take advantage of the spare time at the airport, before their departure. In addition, there is no need for the incoming passengers to wait for their luggage at the airport, since they get them directly in their cabins.

5. CRUISE TOURISM VS HOTEL ACCOMMODATION

The main purpose of the study is to examine the existence of competitive interrelationships between shore based and cruise holidays, i.e. to investigate whether cruises constitute a complementary or a substitute product to the one that is offered by the hospitality industry. In order to do this, we accept the definition of McAlister and Lattin (1983:2) and we consider two products as substitutes "if they meet largely the same need" and complements "if they meet different components of a composite need, and if the consumption of one product stimulates the desire for and consumption of the second product". Furthermore, McAlister and Lattin (1983) suggested that two products act as complements if the consumption of one product at an earlier point in time might ultimately stimulate or enhance the subsequent desire for consumption of the other. This is clearly the notion of complementary that the two products examined by this study may exhibit. Therefore, the question that rises is whether the visit to the city by a cruise ship passenger at some point in time affects his or her intention to revisit the city as an independent traveler in the future, and more precisely whether the choice of a cruise ship visit acts as a substitute or a complement to the choice to spend some days in the city as an independent visitor. Having the above definitions in mind, one can find many arguments supporting both complementarity and substitutability between cruise tourism and hotel accommodation.

Substitutability is apparent, as cruise ship vacation and traditional resort vacation are two different products that both meet one's demand for vacation. Clearly, cruises can be very appealing to many vacationers who seek all-inclusive vacations that also include transportation between port destinations allowing them to visit many different destinations at one shot. Additionally, today's luxury cruise ships offer facilities and amenities that compete the most luxury resorts (swimming pools, health clubs, luxury cabins with TV, telephones, minibars, etc.) Their cuisine usually rivals the best land-based restaurants and they offer continuous entertainment and several organized activities, including elaborate shore excursions (Dowling, 2006). If one adds to the above, today's low prices it becomes evident that land-based vacation complexes reasonably fear the competition. Furthermore, according to a study commissioned by the Municipality of Heraklion regarding the development of the cruise industry in Crete and Cyprus, the increased flight connections between Crete and Cyprus over the last years, (in combination with the recent trend for shorter vacations) have caused a decline in the demand for cruises from Cyprus to Crete, since there is now an easier and shorter way for those who wish to visit the island (ETAM, 2008).

On the other hand, several arguments exist to support complementarity. To start with, one could refer to the fact that in the cases where cruise passengers embark and/or disembark from the city they may decide to spend a few days in the port area before or after their cruise. There is evidence that cruise passengers coming from long-haul trips usually spend a day or two before their cruise departure in order to adjust to the time. This is the case with Americans when they take a cruise in Greece, or in the Mediterranean region in general (Evangellou, 2006). Indeed, according to a report by Αθανασίου (2009), American cruise passengers visiting Athens on Louis Hellenic Cruise ships stay in the city for 4 days on the average.

Cruise passengers might also spend a day in the embarkation port just to make sure that they won't miss their cruise due to possible flight delays. Moreover, many cruise ship companies offer to their customers “cruise and stay” packages, including a week at a luxury resort before or after the cruise. Actually, interview with a travel agent in Heraklion revealed that according to their estimates almost 20% of their cruise passengers select those offers. Another argument in favor of complementarity refers to the desire to return to visited ports in the near future and spend a few days in the city, using the local accommodation facilities. Heraklion is a vibrant city with a rich history and many attractions for the visitor. Most cruise ship visits include organized excursions, thus providing the benefit of showcasing the city to thousands of tourists who may return as independent travelers (potential repeat tourists). Last, but not least, there are indirect effects of cruise tourism development on the level of accommodation demand that could support the complementarity arguments. In particular, cruise companies engage in heavy advertising and promotional activities of their destinations, which could indirectly increase overall demand for holidays in those destinations. In addition, cruise visitors convey their positive experiences from their trips to their friends and relatives, contributing in to the so-called word-of-mount advertising of a destination, which could influence tourist inflow and accommodation demand. Moreover, the redevelopment and regeneration of the water front that is taking place during the last few years in Heraklion in order to attract the cruise line operators, along with the development of new commercial districts are clearly targeted to the expansion of tourism as a whole. Furthermore, it is commonly accepted that even “the sheer presence of a cruise ship in port can enhance the image of modernity, leisure and luxury to a city promoting a city as a whole” (Gibson and Bentley, 2006, p.66).

Yet, there is only limited evidence in the existing literature regarding the relationship between demand for cruise tourism and demand for accommodation services in cruise destinations. A study aimed to examine the likelihood of a cruise ship passenger return to Bar Harbor, Maine after the cruise (Gabe, et. al., 2006) indicated that one third of the respondents planned to return to Bar Harbor in the two years following their cruise ship visit. The research revealed that factors having a positive effect on one’s intention to revisit the city of Bar Harbor were the total number of visits the passenger had made to Bar Harbor before, and the amount of time spent in port during the one day visit, while one the other hand the distance between the respondent’s place of residence and Bar Harbor and the respondent's age had a negative effect on the likelihood of return. In addition, a study commissioned as part of the Tourism Management Planning Process in Barbados revealed that 15% of cruise passengers indicated their intention to revisit Barbados for a stay-over vacation (Erget Communications/ ARA Consulting, 2001). However, a comparison between annual stayover visits and annual cruise visits between 2000 and 2008 in Belize revealed no evidence on cruise passengers-to-stayover conversion (Honey, 2009).

With respect to the Mediterranean, there is no research so far to examine any possible relationship between cruise tourism and the level of accommodation demand in cruise destinations. One could only reach to conclusions by comparing the cruise passenger growth over the years with the accommodation overnights in the most developed destinations of the Mediterranean. Thus, a review of the data on cruise tourism development in Barcelona, indicate that there is a slight correlation between the number of cruise visits/passengers and total overnights in the city, during the 1991 - 2005 period (Sennacheribbo, 2006). More specifically, there was a boost in the number of cruise passengers from 105,00 in 1991 to 1,220,000 in 2005, while in the same period total overnights showed a 220% growth, from approximately 3.9 million to 11.6 million. The increase in the number of overnights is much lower and could also be attributed to other factors besides cruise tourism development, like for example the positive impact of the 1992 Olympic Games.

On the other hand though, a review of the relevant data of Venice port show no correlation between cruise passenger growth and tourist overnights in the region of Veneto: more specifically, although the number of cruise passengers and cruise calls from 2000 to 2008 experienced an enormous growth of 260% and 167.5% respectively (http://www.vtp.it), the level of tourist overnights in Veneto region increased by a modest 9.7% over the same period (http://epp.eurostat.ec.europa.eu). The same is true with respect to the development of cruise tourism and overnights growth in the Balearic islands: cruise passengers between 2000 and 2006 increased by a significant 67%, from 486,000 to 813,500, whereas total overnights in the same period experienced a slight decline, by 4.7%. Overall, a review of the relevant data concerning cruise visits and total overnights in major Mediterranean destination does not lead to a conclusion regarding a possible complementarity relationship between the two products. However, this is an issue that deserves further examination.

6. DESIGN OF THE RESEARCH

In order to study competition among products several methodologies have been developed up to date by economists and marketers. Measuring cross-price elasticity would be very useful but too difficult to obtain for our products. Moreover, the importance of consumer's behavioral characteristics, suggest that using a technique based on behavioral criteria such as the one developed by McAlister and Lattin (1983) would be appropriate. Indisputably, the way that someone chooses vacations is largely affected by what kind of a traveler or a person is and whether he or she would be equally happy at a resort or on a cruise, nevertheless, there is a considerable number of different factors shaping his or her behavioral patterns. Evidently, it is difficult to formally measure product competition in this case making the knowledge that one can obtain by interviewing key stakeholders, (national government, the private sector, the citizens of the city of Heraklion, tourists) particularly important. For the purpose of this study, we designed a survey aiming to record cruise visitors' intentions. The research will be contacted, using questionnaires distributed to tourists visiting the city of Heraklion on a cruise ship over the next season.

In order to organize the interviews we sought the assistance of a major travel agent who has brought to the city the two cruise ship companies that use Heraklion as a home port, namely, AIDA CRUISES acting in the German, Austrian and Swiss market and the British “OCEAN VILLAGE”. AIDA DIVA, a ship able to carry 2050 passengers with a crew complement of 646 will be in the city every other week, while OCEAN VILLAGE, a cruise ship carrying 1708 passengers and 619 crew members, will visit every week during the coming season (May to October 2010). In order to include to the study both high and low season visitors from all the above mentioned origins, we decided to contact the research to passengers of both ships twice, once in July and once in October. According to the schedule, the authors and a research assistant will contact face-to-face interviews using a next-to-pass technique suggested by Brunt (1997) in Gibson and Bentley, 2006, as the passengers return to their ship after having spent the day in port or taken a shore excursion. In order to collect the necessary data this will be done four times in total taking approximately three hours every time and will result in 216 completed questionnaires, assuming a completion rate of six questionnaires per hour.

The Questionnaire

The questionnaire to be used consists of three blocks of questions. The first block intends to record the respondent’s personal characteristics, i.e., the age, the gender, the origin, the occupation and the household’s income. Moreover, in an effort to investigate what type of a vacationer the respondent is, he/she will be asked to state whether this was their first time on a cruise or if they frequently choose cruise vacations. Additionally, they will be asked if this was their first visit to the city and if not, how many times they have visited the city before.

The objective of the second block of questions is to investigate the degree of satisfaction acquired from the experience they had in the city. As it was suggested by Gabe, et. al. (2006) this experience may influence the likelihood of a return visit, which is the issue of interest. Thus, they will be asked how they spent their day, whether they had the chance to see much of the city, if they were engaged in organized shore excursions (visit to Knossos, etc.) or any other self directed activities.

Finally, the third block of questions aims at examining the notion of complementarity. Among the questions included here is whether they had chosen a “cruise and stay offer” that allowed them to spend some days in a resort before the cruise, or if they independently decided to spend a few days in the city before the cruise and/or if they plan to do so after disembarkation. Moreover, they will be asked whether they intend to revisit Heraklion some time in the near future, if they would prefer to do so again on a cruise or individually, as well as to state a few reasons inducing them to revisit the city.

7. PRELIMINARY AND EXPECTED RESULTS - CONCLUSIONS

Preliminary results from interviewing local travel agents revealed some of the characteristics of the tourists that choose cruise ship visits to our city. Specifically, cruise ship tourists, are couples, in their majority (families prefer the summer months of July and August as expected) aged between 45 and 65 years old, with moderate income. During their stay in the port, about half of them choose to participate in one of the organized excursions offered by the operator (visit the city, the archaeological museum and Knossos, or visit Lassithi, e.t.c.) a lower percentage are involved in self directed activities in the vicinity and a few prefer to stay onboard. Moreover, one out of five selects to purchase a package that combines the cruise with a week in a luxury resort in the prefecture of Heraklion, if they are offered the choice by the operator. Remarkably, a significant percentage of around 25% are repeaters, ie., they have visited the city on the same cruise before, indicating that quite a few people systematically prefer cruise vacations.

The results of the primary research to be conducted in the coming season are expected to verify the above as well as to demonstrate other important attributes of the cruise market which can be of significant importance to local policy makers. As a matter of fact, the study will reveal not only the percentage of cruise ship passengers planning to revisit as independent visitors the city in the near future but also several characteristics of those passengers (place of origin, age, gender, income, etc.) that will be very useful when designing promotion strategies for repeat tourism, following the suggestion of Gitelson and Crompton (1984) that strategies used to attract return tourists should be distinct from those used for first time visitors, as the latter may be inappropriate. If the results of the research reveal that a significant percentage of visitors actually intend to revisit the city in the following years, then one can actually suggest that further developing of the cruise tourism could be part of a comprehensive repeat tourism strategy for the city of Heraklion. This is also consistent with the suggestion of Milman and Pizan (1995) that the most effective way to increase the interest in a place to visit is through trial – purchase which is best provided by one-day cruise visit. Furthermore, in order to enhance the prospects of return one could provide cruise ship passengers with local hotel and restaurant coupons redeemable in future visits, as it was suggested by Gabe, et. al. (2006).

On the other hand, if it turns out that developing cruise tourism results in foreign tourists switching from shore based to cruise holidays, as a means of visiting more than one destinations within the same trip, this inevitably will lead to a reduction in spending in the country and thus, the benefits of investing in improving tourism infrastructure in port cities should be re-examined (Dwyer and Forsyth, 1998).

In conclusion, we believe that the results of the study will be useful to both local businesses and tourism policy makers in Greece and the city of Heraklion, and they will offer fruitful material for discussion, especially nowadays that many accomplishments are in stake. Undoubtedly, much of the development and the growth of the cruise industry is due to the efforts of a limited number of local entrepreneurs (Killiaris, 2006), an effort that is not followed by the necessary improvement in the infrastructure and the level of services offered. This has resulted in cruise line operators, one after the other, announcing recently that they consider to abolish the port of Heraklion from being their home port or from their itineraries altogether, due to low quality services and high costs.

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MUSEUM EDUCATION
Case study: The Bibliotheca Alexandrina's Antiquities Museum

Dr.Dina M. Ezz El-Din
Lecturer in Guiding Department
Faculty of Tourism and Hotels
Alexandria University
Dina_ezz2007@yahoo.com

Dr. Samar F. El Kasrawy
Lecturer in Tourism Department
Faculty of Tourism and Hotels
Alexandria University
karimwalid42@yahoo.com

ABSTRACT

Museum education is one of the important roles of museums. There are different aspects through which museums can support education such as special guided tours, educational programs, etc. It is obvious that history, culture as well as art education is agreed to be one of the main duties of the antiquities museums, where they try to provide a continuation of school and university education with a place for study and appreciation of all these fields.

With its ancient and great history, Bibliotheca Alexandrina (BA) is considered as one of the most known libraries in the world; it influences cultural as well as touristic life in Egypt and other countries. Being the key expertise, the Bibliotheca Alexandrina's Antiquities Museum is considered as a valuable case study to investigate its impact on the cultural life as well as tourism.

In order to explore the possibilities and effectiveness of museum education a comparative study has been undertaken between the Bibliotheca Alexandrina's Antiquities Museum and other museums; the National Museum in Alexandria and the Egyptian Museum in Cairo and the Oriental Institute Museum in Chicago.

Recommendations include increasing marketing efforts concerning the museum education programs and extending the age of participants to include elder people and various categories of visitors.

Keywords: Museum education-Bibliotheca Alexandrina-cultural tourism

INTRODUCTION

The number of tourists seeking to discover the past is constantly growing. More and more people are interested in heritage and cultural tourism (Prideaux & Kininmont, 1999). "The growth in tourism is intrinsically linked to a parallel growth in museums and cultural attractions of all kinds" (Lord, 1999).

"Museums are first and foremost educational and scholarly institutions in the broadest sense" (Ambrose, 1993). They are not simply places to display historical artifacts; they are more complex institutions that play interdependent roles. Their collections and associated information can be used for educational purposes for people of all ages. They may also affiliate research, serve as cultural centers and even provide entertainment (Mottner & Ford, 2005).

Every museum should implement its educational policy and market itself effectively to schools as the provision of an education service will help to build support and understanding for the museum's work among them (Ambrose, 1993).

Communities are no longer recipients of culture; they have to play a key part in the understanding of their heritage. On the other hand, museums' collections need interpretation in order to allow visitors to interact with them. This interaction is provided by museum educational programs which allow people to see, touch, and hear, and which attract and develop the interests of public categories with different intellectual and physical needs. Therefore, the staff responsible for the accomplishment of this role must involve museologists and educators who have a good understanding of educational theory and practice (Moffat & Wollard, 2004; Talboys, 2005).

In addition, museum education programs can be used as an effective marketing tool to increase visitor numbers and capture a greater share of the tourist market.

RESEARCH AIM

1. To realize that museum education is one of the most important roles of museums.
2. To explore museum education at Bibliotheca Alexandrina and compare it with other national and international museums.
3. To explore strengths, weaknesses, opportunities and threats of BA's museum educational programs.
4. To put guidelines how to improve the BA's museum educational programs.

RESEARCH METHODOLOGY

This research was conducted with the descriptive-evaluative method. This method is usually used to observe an object condition of a system and is considered useful when making predictions and implementations. In addition, the comparative method was considered valuable to investigate Alexandria's museum education for two aspects:

1. It throws light on the present situation and future trends.
2. It suggests possible solutions to the current problems.

The research was not able to rely upon the web sites of either the BA antiquities museum or Alexandria National Museum. The BA's web site does not have a direct link and very *little information about its antiquities museum education programs, while the Alexandria National Museum's web site is still under construction. Therefore, in order to know and understand the concepts and achievements in museum education, museum staff such as directors as well as participants had been interviewed in these museums.

However, the education programs of both the Egyptian Museum in Cairo and the Oriental Institute Museum in Chicago were discussed through investigating their advanced web site.

Finally, a SWOT analysis was conducted on BA's antiquities museum's education program. It was valuable to look at the strengths and weaknesses of current service, also at the opportunities available and threats before providing guidelines and recommendations.

OVERVIEW OF MUSEUM EDUCATION PROGRAMS IN EGYPT

It is worth mentioning that the Egyptians were probably pioneers in recognizing this educational role of the museum as early as the 1880s. In 1882 the Egyptian Antiquities Organization opened a school attached to the museum at that time to teach ancient languages, scripts, art, history and monuments of Ancient Egypt. Also, in 1869 a private school was established to teach the Ancient Egyptian language. It was unfortunately closed later.

Throughout more than a whole century museums in Egypt were only considered places where objects were exhibited to people who did not really grasp their real significance. The major development occurred in the 1990s. The Hans Seidel Foundation held important activities in Egypt in 1994 which were in the form of special workshops carried out for children in the Luxor Museum. Special six-months training courses were organized for museum curators (October 1995 to march 1996). The first group of Egyptian museum educators graduated at the end of the second International conference on Museum Education held in Cairo in April 1996.

BIBLIOTHECA ALEXANDRINA

The new library of Alexandria, the Bibliotheca Alexandrina, is considered as a landmark building standing in the city's historic eastern harbor. This was probably the location of the ancient library.

The Ancient Library

The ancient library of Alexandria is an example of higher education in African antiquity. It was one of the world's earliest known prototype universities. The construction of the library began in 283 B.C.E. under Ptolemy I Soter and was completed by his son Ptolemy II Phiadelphus. Located near the royal palace in the Greek section of the city known as the *Brucheion*, it was intended to be a religious and secular institution. It was a great complex which included the *Museion;* the place where the Greek goddesses known as the Muses were worshipped. In fact, the modern term museum derives from this Greek word *museion.*

Besides this *museion*, the library comprised living quarters for the community of poets, philosophers and scholars. It also included lectures rooms, a botanical garden, a zoological park, astronomical observatory and above all, the great library which is said to have amassed over a half a million works on papyri rolls.

Hence, this ancient library was a multicultural institution that served as a symbol of the Ptolemys prestige, and also as a vehicle for cultural and intellectual domination of other cultures through appropriation of all written knowledge (Lulat, 2005).

The New Library

It opened in 2002 in an attempt to revive and recapture the spirit of the ancient Alexandria library. Its main mission was to be an essential center in the production and dissemination of knowledge, besides being a place of dialogue, learning and understanding between cultures and people.

Being a great Egyptian library with international dimensions, it has actually shelf space for more than eight million books and a huge reading room occupying place on eleven levels. It also includes a conference center, libraries for children and for the blind, four art galleries, and a planetarium, a museum of sciences, an exhibition of manuscripts, an exhibition of illustration and historical maps, and the antiquities museum. Accordingly, the new library is considered a source of specialized knowledge that emphasizes the social sciences, arts, and humanities (Murray, 2009).

THE MUSEUM OF ANTIQUITIES AT THE BIBLIOTHECA ALEXANDRINA

The idea of establishing a museum of antiquities in the Bibliotheca Alexandrina was a result of the great historical value of the modern library's site.

During the excavations that took place at the site (1993-1995), traces of the ancient palace quarter were found. These included important mosaics, some of which representing unique subjects. Such findings shed the light on the necessity of housing a museum of antiquities within the cultural complex of the Bibliotheca Alexandrina. It is considered as one of the few museums, not only in Egypt but also in the whole world, in which artifacts are exhibited where they were excavated (Hawas, 2002).

In addition to these objects, others were collected from archaeological magazines all over Egypt. There are also underwater antiquities that were hauled up during recent explorations in the Mediterranean seabed near the eastern and western harbors of Alexandria.

In October 2002 the museum was officially inaugurated. It is housed in section B1 of the library complex and includes about 1079 objects which are displayed in a chronological order. The collections reflect the rich, multi-cultural history of Egypt with its Ancient Egyptian, Greco-Roman, Coptic and Islamic heritage, with special emphasis on Alexandria and the Hellenistic period. They consist of papyri, pottery, sculpture, portrait heads, etc.

It is worth mentioning that displaying the ancient artifacts within the modern structure provides the new library with the spirit of the past as a reminder of the glorious history of Alexandria. The great collections of the museum not only show the brilliance of the Egyptian artist, but also reflect the ancient Egyptian heritage particularly during the period when Alexandria reached its zenith (Hawas, 2002).

On the other hand, the mission of the Museum is not only to give its visitors a glimpse of the different eras of Egypt's history, but also to raise the cultural awareness of young people by presenting a variety of educational programs.

Comparison between museum education at Bibliotheca Alexandrina's Antiquities Museum and other museums: National Museum in Alexandria, Egyptian Museum in Cairo, Oriental Institute's Museum in Chicago

1. Museum Education at Bibliotheca Alexandrina's Antiquities Museum (Plate I)

The Antiquities Museum at BA offers its visitors to learn about Egyptian civilization and the masterpieces discovered at the site of the Bibliotheca Alexandrina, the treasures salvaged from the Mediterranean as well as other objects displayed at the Museum. In an effort to expand knowledge and awareness about the different periods of Egyptian history, the Antiquities Museum is organizing education programs and workshops for children and teenagers.

Participated children's age vary between 9 and 17. The education program usually takes place during the summer and mid-year school vacation. This program is available during the whole week except Fridays and Saturdays.

At the end of each yearly program a ceremony is made including an exhibition of the children handcrafts.

The museum's education program has started at Bibliotheca Alexandrina since 2003. At the beginning all children were accepted without any conditions. However, it was noticeable that some children lacked the talent and ability to respond positively during the various activities.

As a result, since 2005, children had to succeed in an advanced technical test in order to be accepted in the museum education program.

Children will, then, be divided into groups according to their ages. Each group is offered different attending days as follows:

15-17 years: 2days/week.

10-14 years: 2days/week.

9 years: one day/week.

The number of participants though still very limited (only 20), it has grown over the years (at the beginning the number of participants varied only 10-12). This might be due to the weak marketing efforts. For example, according to the educator, they have tried only once to announce about their education program at schools. In addition, the library's web site doesn't give enough and eye catching information about its education programs. There is no direct link to museum education programs on the BA's web site; one can only get connected to it when typing '*museum education program*' at the search engine.

Interviewing participants and staff

- When participants were asked how they knew about this program, most of them were informed by a friend or through an advert they incidentally saw when visiting the library. None of them were informed through the BA's web site.

- Most of the participants stated that they participated at the BA's museum education program in order to increase their knowledge about Egyptian history and archeology and also to develop their art talent.
- They all explained how useful it was for them to participate in the various art workshops and history and archeological lectures at this program and that it met their expectations. They liked the team work atmosphere a lot.
- Each Participant convinced some of his friends or members of his family to participate in the BA's museum education program as well.
- Most of them kept participating in this program every year and even some of them joined the faculty of Fine Arts and still join the program but as assistants to the BA's staff. They succeeded in convincing some of their friends and relatives to join this program.
- However, some of them stated that they lacked the flexibility needed to choose the art work they wished to do and that they had to stick to a certain schedule. Some even turned to other museum's education program for this specific reason.

The objectives of BA's museum education program are as follows:

1-To give a general idea about the museum.

2-To increase archeological knowledge of participants.

3-To make participants capable of expressing their archeological knowledge through art by using various ways and materials.

Art workshops on museum education using different materials include the following:

1Drawing using coal, pastel, acrylic, and wood
2. Drawing on papyrus, glass, and foam
3. Engraving on (Plaster and limestone.)
4. Sculpturing different kinds of clay.
5. Hammering (copper and aluminum).
6. Other materials could include leather and speed ball

The program also usually includes various lectures on archeology, for example:

1.How to make papyrus (theoretically and practically).
2. Alexander the Great and the establishment of Alexandria
3. Mosaics in the Hellenistic period.
4. Mosaic, Socrates and the Meaning of Philosophy.
5.Underwater Antiquities, Clothes and Ornaments in Ancient Egypt
6.Hercules.

When BA started its museum education programs it was totally free of charge including the cost and usage of various materials. However, due to limited financial budget (only 600L.E.-700L.E. per semester), participants are informed from the beginning that any shortage of materials, they will be asked to cover it financially.

Though the size of BA's antiquities museum is small, and the number of objects is limited, the museum has much potential to create advanced educational program; it belongs to one of the most important international libraries in the world.

The new trend is to design buildings which act as a complete cultural complex where learning and education have a prominent role. The Bibliotheca Alexandrina is a great example of such cultural complexes, and its antiquities museum must take advantage of being included in this international establishment which is provided with lecture halls, a conference center, a technological museum, a planetarium, and the library itself.

2. Museum Education at Alexandria National Museum

The Alexandria National Museum opened in 2003. Since then it has been giving much attention to museum education. They accept participants of children (starting from 7 years) and young people. Most of the children keep coming each year and even when they grow up and go to college, they still attend but as assistants to the museum staff responsible for museum education.

There is cooperation between the museum and some national organizations in the field of museum education; e.g. the department of education, the faculty of Kindergarten-Alexandria University. They often make visits to schools and offer some lectures with different topics; history, culture, the antiquities at the museum and their museum education program. They distribute flyers to promote their museum education programs at schools and faculties.

Similar to BA, the education program usually takes place during the summer and mid-year school vacation. This program is available during the whole week except *Fridays only*. At the end of each yearly program a celebration is made, where participants are offered a certificate and the children's handcrafts are exhibited.

Children are divided into two groups according to their age; the first group for children above 10 years of age and the second is for those under 10. Each group is offered two different program days and there is always one day for lectures and another for watching films; whether cartoons or educational ones.

Unlike BA, Alexandria national museum doesn't make a technical test before accepting participants. Participants with limited art talent are offered extra help and activities suitable to their capabilities. For example, during leather workshops, participants with high art talent can make their own design on leather while those with limited art talent can use a stencil.

The art workshops and materials used at both museums are very similar. Although their budget is also limited, children can participate in these art workshops without paying any fees. Even when there is a shortage of materials, the museum's staff buys needed ones on their own expenses.

Children can also participate in acting in theater plays, where they can rehearse after finishing their art workshops.

There are also visits from children with special needs who participate in some of the workshops or attend lectures or film shows.

The number of participants has been in constant increase over the years and reached almost 40-50 persons.

The website of Alexandria National Museum is under construction and till now includes only a front page with the title, logo, a running of some antiquities and the word of the minister of culture at the opening of this museum.

3. **Museum Education at the Egyptian Museum in Cairo**

The Egyptian Museum in Cairo is a good example of Egyptian museums which organize developed educational programs such as the Luxor Museum, Port Said Museum, Nubia Museum and the Greco-Roman Museum in Alexandria.

As for the Egyptian Museum in Cairo, it began to implement programs for children in July 2002. Two special halls were designed for this purpose with lower display windows and simple labels. Some replicas were made specifically for children with special needs. In the graduation ceremony (September 2003), the children acted the play of Isis and Osiris. The museum also started a school for teaching adults in the academic year 2002/2003 (Baligh, 2005).

On the other hand, the Egyptian Museum made a great step in 2009 with the opening of the Children's Museum of the Egyptian Museum of Cairo (CMEMC). According to the *Egyptian Museum Newsletter* (2009*),* educational programs of this children's museum use LEGO models alongside antiquities. It organizes workshops about topics from Ancient Egypt such as religion, daily-life and pyramid-building.

Not only is the children's museum equipped to receive youth with special needs, it also includes a library where children can read books covering topics of Ancient Egypt.

Moreover, the Egyptian Museum in Cairo began the "Mobile Museum" scheme which prepares replicas of objects to be taken to schools and children who are unable to come to the Museum.

4. Museum education at the Oriental Institute Museum in Chicago

The Oriental Institute is a research organization and museum devoted to the study of the ancient Near East. It was founded in 1919 by James Henry Breasted as a part of the University of Chicago. It is an internationally recognized pioneer in the archaeology, philology, and history of early Near Eastern civilizations.

The Oriental Institute Museum displays objects recovered by the Institute's excavations in the Middle East. Permanent galleries are devoted to ancient Egypt, Nubia, Persia, Mesopotamia, Syria, Anatolia, and the ancient site of Megiddo, besides some rotating exhibits. The museum's collections serve the public in exhibits and online, as well as being an extremely rich resource for scholars (http://oi.uchicago.edu).

A wealth of exciting programs for all ages is offered, they include courses and symposia for adults, special events and an online Kid's Corner for families, guided tours for schools and community groups, and an online Teacher Resource Center for educators (http://oi.uchicago.edu/museum/education).

The Institute presents a wide variety of educational experiences for adults, including classes, symposia, and distance learning courses by correspondence and online. Other educational opportunities are also available such as field trips and on-campus courses.

Hands-on workshops and free festivals for children and their families are also organized. Comprehensive programs of museum learning are specifically created to attract families who generally do not visit museums.

Throughout the year, a free Sunday afternoon film series presents the best in documentary and feature films on the ancient Near East, with docents available to answer questions in the galleries after the shows. For these family projects a coordinator is assigned to make a research which consists of polling the families to get valuable information that would enable the museum to shape the next projects. The coordinator needs to investigate how the museum visits affect the families' lives, and to determine the activities they enjoyed in the museum and those they suggest to find in future projects (Krucoff, 2002/2003).

Online resources and materials on the ancient Near East are available for middle and high school educators through the link Teacher Resource Center (TRC). Classrooms and museum lesson plans are available for teachers to print them; they give teachers guidelines about the needed plan, its objectives and used materials, the procedures suggested in teaching, and the evaluation system.

Furthermore, the Kids' Corner is another interesting link on the museum's site which includes some online activities that allow a sort of interaction between the kids and the topics presented.

Since museum education aims at expanding the audience of visitors from the University community, the education staff at the museum makes a great effort to attract them through flyers and events featuring food and fun. Those who attend the museum's programs are offered a one-year complimentary membership to the Oriental Institute. They also add their names to the e-mail list to be informed on upcoming events.

SWOT Analysis of BA's museum educational programs.

Any museum wishing to adopt a successful education policy needs to know the base line it is working from and the opportunities available to it. As a result this

SWOT analysis was made in order to provide guidelines and recommendations for BA's museum education programs.

Table 1: SWOT Analysis

STRENGTHS -raises art talent and knowledge of participants (to the extent that some join the faculty of fine arts). -continuity of participation (art students participate as assistants to educators). -replicas of antiquities museum's masterpieces allow blind to touch them to know how they actually look like (also children with special needs). - Participants convince others with educational programs - Antiquities museum is a part of a cultural complex at BA. - Lower display windows and simple labels suitable for children. -location of museum in front of faculty of tourism with its guidance department.	WEAKNESSES -only available during summer and mid-year school vacations. -pre-technical test exclude some interested categories from participating. -weak marketing efforts, e.g.: no site visits to schools and colleges, no direct links and sufficient information on BA's web site. -children are obliged to certain activities and schedules, i.e., education programs lack flexibility. -limited financial resources. -limited space offered for participant's activities and exhibitions (only 2 corners). - Participants are only from children and young people.
OPPORTUNITIES -potentials for increased role of education programs -blind people and children with special needs can become targeted participants (community service). -more people become interested in BA in general, its antiquities museum and educational programs. -involving students of guiding department in education programs to increase professional skills.	THREATS -lack of flexibility, limited space and resources could encourage participants to switch to other museums -negatively affecting mission of educational programs. -pre-test excludes a valuable category of participants.

PLATE I

Figure 1: 0ne of the galleries of the BA Antiquities Museum

Figure 2: Fragment of a tomb wall. Acrylic colors on canvas

Figure3: Mosaic depicting two wrestlers

Figure4: Funerary Stela made by one of the participants- Salt engraving

Figure 5, 6: Two corners displaying children's products located beside museum entrance

CONCLUSION

Museums play an important role in educating people of all ages and all categories. Museum education programs enable them to fulfill their educational mission and to produce work of the best quality. As a result, it will broaden access to collections and will enhance the understanding, use, and enjoyment of museum collections catering for the needs of existing and potential visitors. Through developing successful museum education programs and marketing strategies, the number of participants will increase leading to the enlargement of the total number of visitors. Cultural tourism and museums share a common mission: to encourage personal enrichment through intercultural understanding. Consequently, all above mentioned can be used as an effective promotional tool for cultural tourism.

RECOMMENDATIONS

1. BA antiquities museum should increase its marketing effort concerning museum education programs, mainly through redesigning the web site of BA in a user-friendly way where all information will then be more accessible.
2. Flyers and brochures are also considered as an effective marketing tool for school and university students and should also be placed in tourist information centers and tourism-related business.
3. “Mobile Museum” or a “one year complimentary membership” to BA can be considered as effective marketing tool.
4. BA’s museum education program should aim to make replicas of all the master pieces of the antiquities museum and offer a bigger space to display them (not just the current 2 small corners shown on figure 5, 6). Blind people will then be able to touch them and know how they look in reality. The BA could organize regular visits to blinds as well. Also it is possible to translate the labels in Braille.
5. Sending e-newsletters to inform about upcoming programs, classes and other events offered at the museum.
6. The antiquities museum must be aware of the make-up and size of its audience and to develop the services presented in order to attract new target groups.
7. To establish strong ties with schools, cultural organizations, the media, and NGO’s.
8. To concentrate on all ages and different categories of the Egyptian society. Special programs should be made for seniors as well as family programs.
9. Kids corner online can be a solution to run education programs during the whole year (not just summer and mid-year school vacations)
10. To organize special trips to sites related to the museum’s collections. In this respect, the collection of underwater antiquities in the Bibliotheca Alexandria Antiquities museum can play an important role. Trips to the site where these

objects were hauled up can be accompanied by specialists who can provide information about the site and to tie it to the museum's collections.

11. To show historical movies on large screens (in the conference center).
12. To run training courses and teaching programs for the educational staff in the museum.
13. To carry out visitors' research and evaluation that enables the museum to follow a clear educational policy.
14. To get the audience's opinions and suggestions about future programs.
15. "I hear and forget, I see and remember, I take action and understand" (Baligh, 2005). This is the concept that was adopted by the Children's Museum in Heliopolis, near Cairo, since 1996. It is suggested that the BA antiquities museum might implement this concept according to which the senses of touch, smell, hearing and seeing are used as educational methods.
16. BA's museum education programs should consider students of the guiding department at the faculty of tourism, which is located just in front of BA, one of its main targeted participants in order to raise their guiding and professional skills.

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Cultural diversity in tourism, hospitality and leisure and the role of people

Douvas Loukas

Director of Athens- Attica Hotel Association

Associate of Technological Educational

Institution of Athens,

Department of Tourism Management

director @all-athens-hotels.com

Marantou Asteria

Msc in 'Strategy, Policy and Management of Tourism'-

University of the Aegean

Developmental Executive Ate Bank

asteria.marantou@gmail.com

Abstract

The international tourism, hospitality and leisure sector despite riding the effects of major setbacks during the early years of the twenty-first century continues to be one of the fasted-growing sectors within the global economy. The implications of

providing for demand created as a result of a multinational and varied cultural origins of the international tourism, hospitality and leisure marketplace and then managing human resources that need the skills and knowledge to respond to the customer diversity and that, in itself, reflect heterogeneity in its composition and origins. Of course diversity is not only concerned with ethnicity and culture. Cultural diversity has come in many countries in recent years as a result of high mobility between and across countries impacting upon lives in both an employment and wider social sense.

In the present paper, we are going to focus on the role of people within international tourism, hospitality and leisure in terms of cultural diversity.

Analytically, the main contents of the paper will include:

- A brief introduction and definition of diversity,
- The complex nature of cultural diversity within international tourism, hospitality and leisure in terms of customers, employees, management and ownership,
- The extent to which migration has impacted upon the tourism's workforce
- The consideration of contribution of theory in order to understand the cultural diversity
- The advantages and challenges of multiculturalism in the tourism and hospitality
- Different management issues relating to the management of cultural diversity in tourism

Key words: Tourism, hospitality, human resources, cultural diversity, multiculturalism, management

Introduction

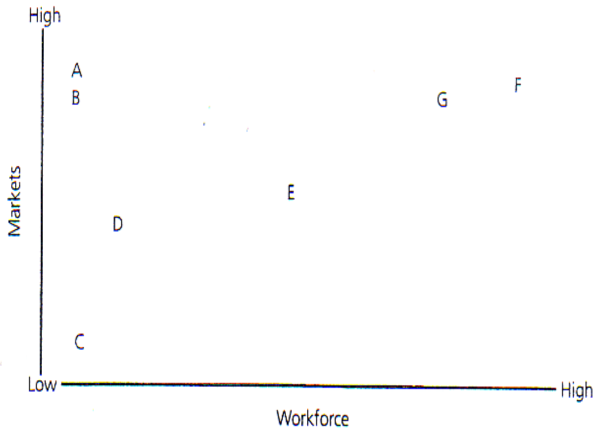
In the present paper we can consider the demand created as a result of multinational diversity in the framework of international tourism, hospitality and leisure marketplaces. Moreover managing a multicultural workforce needs the skills and appropriate knowledge to respond to the customer diversity. It's going without saying that diversity is not only concerned with ethnicity and culture. It's well know that cultural diversity has come to the forefront of awareness in many tourism countries in the recent years as a result of high levels of mobility between continents, impacting upon lives in an employment and wider social sense.

Diversity in the context of the present paper may be defined as the presence of differences among members of a social unit (Jackson, May, Whitney, 1995). Diversity could be seen in terms of visible and non-visible differences and it is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met (Kondola and Fullerton, 1994).

Diversity is an increasingly important factor in working life as tourism, hospitality and leisure organizations, worldwide, become more diverse in terms of gender, race, ethnicity, age, national origin and other personal characteristics of their members (Shaw and Barrett –Power, 1998). As far as management is concerned, working effectively in the diverse environment is particularly important. D' Netto and Sohal (1999) note, management of workforce diversity is only "mediocre". In particular, they underline inadequate diversity management practices in the areas of recruitment and selection workers and managers and training and development them.

Cultural diversity is a driving force of development, not only in respect of economic growth, but also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life. This is providing a solid basis for the promotion of cultural diversity. Cultural diversity is thus an asset that is indispensable for poverty reduction and the achievement of sustainable development.

Multiculturalism in tourism, hospitality and leisure



Key
A – European 'flag carrier' international airline (Olympic, Tarom)
B – Cultural show for tourists – Greece, Ireland or Spain
C – Blackpool guesthouse
D – German internal airline (Deutsche BA)
E – EuroDisney
F – Large four-star hotel in London
G – Middle Eastern Airline (Gulf, Emirates, Royal Jordanian)

Meeting a multicultural marketplace

In addressing of both dimensions of cultural diversity, markets and workforce into tourism, hospitality and leisure economy, it seems important to consider them as in depended variables because they do not operate in isolation of each other. It is the immediacy and directness of interaction between multicultural markets and multicultural workforce which places the tourism, hospitality and leisure economy in a relatively high and unique position and presents managers with different professional challenges that they might not face in other productively economies. These two dimensions could be presented under the form of a matrix and then plot businesses with high and low levels of multiculturalism on both axes.

The above model it's possible to be extended. In this case it operates in three-dimensional level by incorporating the extend of cultural distance between the parent corporation and the local community in which hotels, travel agents, restaurants, other tourism enterprises is located. In this way the model and the three-dimensional extension provide the basis for assessing the extent to which management needs to incorporate the implications of multiculturalism the guests and human resource management policies, practices and systems. It's almost common to understand that the international tourism, hospitality and leisure economy caters for diversity in the clients, whether this variation reflects different circumstances, interests, economic resources and cultural and national traditions. In the daily practice, this variety is reflected in differing tourism products and services, whether for example hotels which range from the budget to the luxury or in the range of sporting, leisure, entertainment, shopping, and culture options that is available to visitors and tourists in tourist destinations. On a larger scale, while the tourism market focus of a region is largely dictated by the range of natural, historical and related resources available, such as sea, monuments, climate, etc, specific destinations have developed and promoted reputations that reflect the management of the main focus of their products, i.e. Greek Islands, as locations for young tourists seeking extensive nigh-life options and opportunities. Such segmentation is almost self-evident and can be identified through a wide range of examples, within tourism, hospitality and leisure economy.

Tourism product and marketing response is important for the diversity, but probably of even greater significance is the ability of different tourism enterprises personnel to respond flexibly and with understanding to the diversity of needs displayed by clients from different cultures and nations. This fact provides a major human resource and in particular, training challenge for tourism, hospitality and leisure enterprises seeking to operate effectively in the multicultural marketplace. It's self-evident that the requirements go beyond language skills, although course these are important, to a close understanding of the cultural and expectations of different groups and an ability to empathize with the perspective of customers, whatever their cultural origins. There is a strong case to be made that all tourism and hospitality staff in Europe would benefit from greater understanding of daily practical implications of cultural and ethnic diversity in the context of the need for greater client sensitivity in general.

Meeting a multicultural workforce

It is important to note that cultural, national and ethnic diversity has long been a feature of the workforce in the international tourism, hospitality and leisure economy.

In Europe general labor mobility has certain features which are widely reproduced within the tourism. hospitality and leisure economy. The key within this consideration is a general movement from the external regions to the centre. On this basis it’s possible to suggest a typology of intra-union labor exchanges, from which five particular migratory situations can be identified, as follows:

- Longer-standing EU member states which, historically, have been preponderantly countries of departure (Ireland, Italy, Portugal, Spain, Greece)
- Longer-standing EU member states which are preponderantly countries of reception (Luxembourg, France, Germany, Belgium, UK)
- EU member states with balanced exchanges (The Netherlands, Denmark, Cyprus, Malta)
- Newer accession states to the EU which are today’s main countries of departure (Estonia, Czech Republic, Hungary, etc)
- Aspirant accession states to the EU, increasingly countries of departure from which people seek economic migration to Western Europe (Romania, Bulgaria, Ukraine, etc).

Additionally to the European migration, a strong significant level of global migration has and continues to take place. This amount of migration is linked to historic and economic ties associated with colonialism. As a result, the populations of major host countries in Europe are increasingly heterogeneous and so diversity is strongly reflected in their tourism, hospitality and leisure sectors. Migrants to EU from outside the Union, excepting those from other industrialized countries, are disproportionately likely to be either unemployed or to work in skilled and unskilled manual occupations. Within these areas of work, there are specifically identified hotels and restaurants as a dominant sector for employment (Munz and Fassmann, 2004). The ILO (2001) report that the labor force in the Swiss hotel and restaurant sector included over 50 per cent who were foreign nationals and that the comparable figure for Germany was in the region of 30 per cent. We can say that the consequence of the various levels of migration between and to developed countries has been the creation of multicultural and multi-ethnic societies, especially in larger urban, industrialized centers. King (1991) notes that the employment impact of tourism and hospitality in Italy is associated to illegally hired hotel and restaurant workers, many from Third World countries such as Ethiopia and Philippines. A similar issue of illegal immigration can be found in other Southern European countries, notably in Spain, Portugal, and Greece. As ILO (2001) note, the hotel, restaurant and catering sector remains an area in which use is frequently made of undeclared labor. In some countries, this may involve the clandestine employment of illegal foreigners who are willing to accept less advantageous conditions of employment than nationals.

An aspect of tourism, hospitality and leisure labor mobility that has not traditionally, been associated with developed countries on a significant scale is that at a management and senior technical level. Using of expatriate labor in tourism, hospitality and leisure is an issue of considerable political, social and economic significance in many parts of the developing world. International daily practice refers that the global tourism, hospitality and leisure economy is by no means unique in operating within a multicultural, multinational and multi-ethnic working environment.

Theory and cultural diversity

Different authors propose a typology of culture clusters for Europe. We will follow their point of view by focusing on three main theoretical models that are used in formulating their typology. Hofstede (2001) was able to identify five major dimensions as the key to cultural differences which are the followings:

- Power distance: defined as the extent to which the members of a society accept that power in institutions and organizations is distributed unequally
- Uncertainty avoidance: is the case that reflects a society's fear of the unknown and the extent to which uncertainty generates comfort or discomfort in its members and is important to avoid.
- Individualism/collectivism: individualistic societies are those in which ties are loose, where all members are expected to care for themselves and their immediate family only and where emphasis is placed on individual achievement, identity and decision making
- Masculinity/ feminity: although the use of these terms is open to criticism in that they appear to assume innate gender characteristics against which to plot national cultures
- Long term orientations: this dimension addresses the business and indeed personal perspective of cultures in terms of their goal achievement.

The second theoretical aspect to be into consideration is that of context and time. Context is a communicational concept, indicating the extent to which the message, given by a person, is explicit, as in the form of specific instructions on a reception desk or computer program (low context) or is coded in the sense that little is actually written down or said but much is implied in what is said (high context). The potential for misunderstanding between high and low context people is considerable at a business and social level. The context framework, which has been tested empirically on a number of occasions, has considerable implications for the management of business and people in the tourism and hospitality economy. The nature of distribution of tourism movements is such that tour operator or travel agents from low context countries in Northern Europe are required to negotiate contracts for services with colleagues from southern countries in Europe and the potential for misunderstanding is considerable. The migratory trends of labor in tourism, hospitality and leisure, have brought peoples from high context countries to work in subservient positions in the tourism and hospitality industries of low-context countries. Therefore, low-context managers are dealing with a higher-context workers and the dichotomy has the potential to create considerable misunderstanding unless both parties, are sensitive to the differences. (Especially management side).

The systematic-organic dimension is another approach to understanding cultural variation and links this to leadership style in order to create a matrix in which to place different cultures. The systematic- organic dimension relates to the extent to which people believe that rational or systematic order should be applied regarding human behavior and organizations. Leeds (1994) refers that in organic societies order and control tends to be based on personal influence and power, the latter coming less from a person's competence or role, but from his position in the hierarchy. Managers have a high standing in society and it's accepted that they might offer advice outside their particular function. People are status conscious, use power for personal ends and compete through outmaneuvering others.

The typologies could be faulted because neglect eastern Europe and this is deficiency that will need to be researched by additional studies. The prime focus is within mainstream, developed-country cultures. However, what the typology as well as the specific theoretical models from which it is derived does allow is assistance in identifying some sense of requirements and sensitivities that are necessary for multicultural market and work force management within tourism, hospitality and leisure economy.

Management and the multicultural environment

Experts recognize that cultural diversity in the tourism workplace is complex and reflects a range of historical, political, economic and practical business factors. Employees from the diverse backgrounds that characterize many tourism, hospitality and leisure sectors are themselves, heterogeneous, both in terms of their backgrounds and their motivations for working in the sector within the host country.

We consider that it's extremely important to emphasize that the generalizations which are derived from any classifications and typologies must be treated with extreme caution in order to avoid the promotion of racist attitudes. Each customer and employee/ colleague is first and foremost, an individual who may or may not fit into the general attributes identified for his or her culture, national or ethnic group. The management of the aforesaid dimensions of diversity in the tourism and hospitality economy must at all times be sensitive to individual behavior and needs as well as to the norms of a group. In this sense, Failte Ireland (2005) identifies the advantages and disadvantages of operating within a multicultural human resource environment. Therefore advantages include:

- Improved innovation based on the concept that differences will provide new and different ideas.
- Different perspectives offered by workers that that are more representative of global demographics.
- Improved staff retention and the ability to attract and recruit the best staff. Employees will give of their best and are more in tune with the client base.
- Drawing from the full talent pool, both domestic and international

Disadvantages include:

- Increaseal training costs. Multicultural workers may require language and cultural awareness training to facilitate integration into the workplace and local society
- Increased incidents of conflict. Conflicts arise when two or more individuals differ or disagree on a particular situation. mismanaged diversity which can cause employee dissatisfaction and affect productivity, leading to lower job performance
- The need to accommodate a variety of religions and cultural expectations such as holy days and dietary needs.
- Reverse discrimination which is a claim by a member of the majority that a member of a minority received preferential treatment because of their minority status and not their ability or qualification

Managers working in an environment of cultural diversity need to be cognizant of both the benefits and challenges of diversity within the workers. There are a number of common situations where practical awareness is important of the influence that an individual or group's origins and background can =have on the way that they perceive a situation and behave in response to it. These dimensions include the following:

- where a business in the tourism, hospitality and leisure sectors receive customers from countries, cultures and ethnic backgrounds that are different from the dominant culture in which business is located
- where clients are from different cultures, nationalities or ethnic origins to those of the workers
- where a varying proportion of the human resource in a business or department are different cultural national or ethnic origins to that of the dominant local culture
- where the management of the tourism, hospitality and leisure business represents a different culture or ethnic background to that of a majority of workers.
- where the corporate culture of tourism, hospitality and leisure sectors is significantly different to that normally prevailing in the country or community in which it's based.

The management of cultural diversity is considered as the application of general human resource management principles and strategies within the context of the ethnic and cultural diversity found in a tourism, hospitality and leisure operation. Managing diversity recognizes that work habits and attitudes are influenced by culture. Therefore, cultural considerations are of importance when seeking to manage a team that is ethnically and culturally diverse.

Conclusion- Discussion

Trying to bring together the cultural, national and ethnic diversity of the global tourism, hospitality and leisure economy, in terms of its specific markets and its workers has the potential to be one of its prime strengths. The daily and systematic intensity of relationship between customers and front-line staff (reception, restaurant, etc) is such that effective management, training and development in the area of multiculturalism could make a significant contribution in the area of relationship marketing and provide a real competitive advantage to companies. Apparently, recognizing and addressing the issue of multiculturalism in the human resource has to enhanced client service quality by improving staff commitment and faciliting real empowerment. In the framework of the present analysis we can consider experienced situations where tourism, hospitality and leisure economy have provided specialist services for particular culture, ethnic or national market segments. We are aware that tourists seek out products and services that are familiar when they are away from home and avoid unfamiliar cultures or destinations. Host countries must respect tourists and take into consideration their expectations in order to better encourage patronage of local and authentic tourism and hospitality products and services.

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The contribution of the entrepreneur-manager of small tourism enterprises to the success of internet marketing activities – the Greek case

Stephanos Economides

MSc, DipM MCIM, Hellenic Management Association

E-mail: noveltymarketing@gmail.com

Spyros Alexiou

MSc, PhD Candidate, TEI of Lamia

ABSTRACT

It is widely accepted that small enterprises constitute a catalyst for creating jobs and generally growing the economy. One industry that is characterized by the proliferation of small enterprises is the tourism industry. A critical factor for this industry reaching its full potential is, however, access to markets. The Internet is seen by many, as having the potential to facilitate small tourism businesses to access their markets, understand them better, expand their market, reach and serve their customers more effectively, regardless of their location.

The focus of this study is to identify those entrepreneur-manager factors that are present in a small tourism enterprise which influence the success with which the Internet can be used to market the business.

These factors are related to the entrepreneur-manager characteristics and not to the technology factors. The identification of those factors and the estimation of their impact on Internet marketing activities will allow small tourism businesses to access markets more readily.

The methodology of this study was based on a quantitative research that was conducted via the Internet. The measuring instrument was a questionnaire that was linked to a 7-point Likert scale. The sample was selected from a database of Greek tourism businesses.

The results of this study indicate that the level of involvement of entrepreneur-managers, their ability to select the suitable internet agency, their ability to brief satisfactory the latter one, their writing skills for communicating effectively their services, their understanding of the web 2.0 technologies as well as their marketing orientation are important to the successful use of the Internet for the marketing of small tourism businesses in Greece.

KEYWORDS: entrepreneur-manager, small tourism enterprises, internet, marketing, Greece

INTRODUCTION

The importance of the SME for the Greek Economy is quite substantial. Voulgaris et al. (2004) write that SMEs create 50,000 new jobs in Greece annually, and represent 60% of the employment in the manufacturing and service sector. Also Zimmerer et al. (2002) point to the high labour absorption capacity of small businesses suggesting that small businesses generate wealth at a faster rate than larger firms would. Also they point out; the growth in numbers of people employed by small businesses is greater than the growth in the contribution of these enterprises to GDP.

An important factor that distinguishes large businesses and the small ones is the substantial impact of the entrepreneur-manager to the day-to-day activity of the latter ones and to their decision making (Gilmore et al., 2001). According to Marcati et al. (2008) "entrepreneurs' innovativeness and personality play a key role in the adoption of innovations in small- and medium-sized Enterprises (SMEs)". Since the Greek tourism sector is particularly characterized by the proliferation of SMEs the study of the contribution of the entrepreneur-manager to the success of internet marketing activities is particularly relevant.

THE SME TOURIST BUSINESSES

The tourism and travel business is consisted of five sectors, which are the accommodation sector, the transport sector, the travel organizers sector, the attractions sectors and the destination organization sector (Middleton, 1993). More specifically each of the aforementioned sectors is analyzed as in Figure 1. The tourism and travel sector is mainly considered as a service industry. As Cooper et al. (1998) have stated "An understanding of the complexity of the service product concept is an essential prerequisite for successful marketing". According to Lovelock et al. (2007) services have distinctive marketing challenges in relation to those of goods.

Figure 1: The five main sectors of the travel and tourism industry

ACCOMMODATION SECTOR
Hotels
Guest Houses
Farmhouses
Apartments/villas/flats
Condominiums/time share
Vacation villages
Conference/exhibition centres
Static and touring caravan/camping sites
Marinas

DESTINATION ORGANIZATION SECTOR
National tourist offices (NTOs)
Regional/State tourist offices
Local tourist offices
Tourist associations

ATTRACTIONS SECTOR
Theme parks
Museums
National parks
Wildlife parks
Gardens
Heritage sites

TRAVEL ORGANIZERS SECTOR
Tour operators
Tour wholesalers/brokers
Retail travel agents
Conference organizers
Booking agencies (e.g. accommodation)
Incentive travel organizers

TRANSPORT SECTOR
Airlines
Shipping lines
Railways
Bus/coach operations
Car rental operators

Source: After Middleton, 1993, p. 8

More specifically:

- Most services cannot be inventoried
- The intangible elements of the service product usually dominate value creation
- Services are usually difficult to visualize and understand
- Customers may be involved in co-production
- People may be part of the service experience
- Operational inputs and outputs tend to vary more widely
- The time factor often assumes great importance

- Distribution may take place through nonphysical channels

Particularly for the tourist services, Middleton (ibid) has identified some additional distinctions, namely:

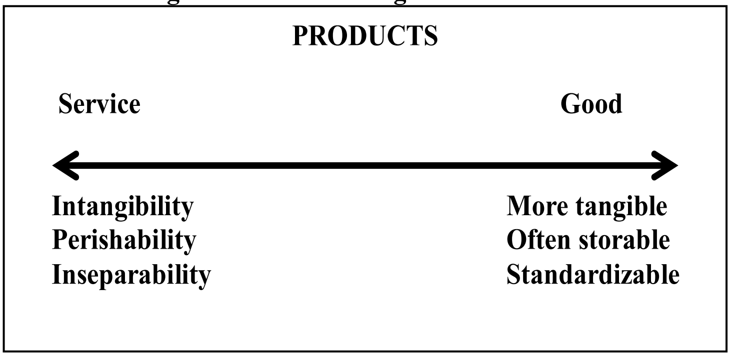
- The seasonality of the tourist services
- The interdependence of the tourist services e.g. staying in a hotel, visiting museums, using transportations.
- The high fixed cost of the tourist services production.

The above elements influence the tourism business performance and viability and “explain why much of the travel and tourism is considered to be a high risk business” (Middleton, ibid, p. 32). In this high risk business, entrepreneurs are asked to react accordingly to the rapidly changing market trends, making difficult, if necessary, adjustments in order to become more competitive. To this direction, the finding of inexpensive production factors and the use of them, in such a way as to render the maximum result, is a very crucial task (Karagiannis, 2004).

The tourist sector is quite important for the Greek economy since in 2004 the tourist income represented the 6.2% of the Greek GDP in relation to 3.5% that was in 1995, according to a study of Sampaniotis & Vorlow (2006).

For the purpose of the present research there will be a focus in the accommodation sector and particularly in the hotels sub-sector, since the latter one is quite important taking into consideration that there are about 10.000 hotels in Greece, according to the Hellenic Chamber of Hotels.

Figure 2: Service and goods continuum



Source: Cooper et al., 1998, p. 354

INTERNET MARKETING ACTIVITIES

The Internet has been widely adopted globally. According to the Vorlow’s study (2008: 9), the Internet penetration in 2004 was 83% in Holland, 79% in

Sweden, 71% in Germany, and 67% in UK. The 57% of internet users conducts searches via search engines. Moreover 2 out of 5 internet users in UK, Finland and Luxemburg make use of online tourist services like reservations, payments, information.

Also the Internet has been proliferated considerably the last ten years and a lot of tools are at the disposal of the entrepreneurs-managers. Anderson (2009) cites that "There are many different ways to use the Internet as a marketing tool, including blogs, social and professional media, and search engine optimization (SEO). More specifically:

- Blogs: It is a kind of website maintained by an individual in order to place regular entries of commentary, or posting videos, photos. Entries are displayed in reverse chronological orders. The creator of the blog has special privileges, for example he can delete comments or even ban the participation of specific individuals if they do not confront to the blog's rules. There are literally millions of blogs written by all kinds of different people. A typical blog combines text, images and links to other blogs. Web pages and other media related to its topic. For an agency, a blog represents a very interesting way to have an ongoing dialogue with both customers and prospects. A distinctive feature of a blog is the ability for the reader to leave comments in an interactive format. This is an important part of many blogs because it allows conversation between the bloggers and their readers. Providing focused information on a particular topic along with the ability to create a conversation with those who read the post is what has made blogs popular.
- Social media and professional media: that includes Facebook, LinkedIn, Twitter, YouTube. More specifically:
    - Facebook: It is the most popular social networking media with over of 300 million users who are networked with their friends and share comments, videos, photos, groups etc. From a marketing perspective there are two aspects of Facebook that a company should pay attention to. First is the social networking aspect. There are an increasing number of companies that have created a Facebook fan page. There are a few companies that are making their Facebook fan pages an integral part of their Web sites and online presence. The second aspect of Facebook marketing is Facebook advertising, one of the most targeted forms of advertising currently available on the Internet. This provides a new way for companies to communicate and connect to new audiences. Because of the information that is provided in a Facebook user's profile, a company can target its ads to a very specific type of person. For example, you can target an ad to display to only those people who have a particular city listed in their profile.
    - LinkedIn: It is the Facebook for professionals. At the last count it had more than 42 million skilled professional users from all over the world, comprising 150 different industries. When someone joins the

site, he creates a personal profile that sums up their professional achievements. These profiles enhance his visibility to prospective clients, current and former colleagues and potential business partners. Members can add connections by inviting business contacts to join LinkedIn, and to connect to other members as a trusted contact.

    - Twitter: Twitter is a "micro-blog." In 140 characters or less you can describe what you are doing, reading, thinking, or whatever else you think others will find of value. For most people Twitter has moved beyond describing what you are having for lunch. And it doesn't really matter whatever you care or not. But it might matter to certain clients. Twitter can represent another communication channel for customers who are inclined to be on the leading edge of technology and communication.
    - YouTube: YouTube is a video sharing site where users can upload view and share video clips. Google acquired the site in November 2006. Before the launch of YouTube in 2005, there were few simple methods available for ordinary computer users who wanted to post videos online. With its easy-to-use interface, YouTube made it possible for anyone who could use a computer to post a video that millions of people could watch within a few minutes. It's hard to find someone who hasn't viewed a video on YouTube. From funny to educational, there are a huge number of videos available for viewing on YouTube. A video represents a great opportunity to create a personal connection with prospects and clients.
- SEO: It is the science and art of getting your company listed on the first search results pages. According to Sharpe (2008) “the Internet community is looking for information relevant to what potential customers are looking for, well-established companies that will provide the products and services that meet their customers' requirements. Search engines are looking for several qualities within each company's Website and beyond, and one major factor is the length of time a company is recognized on the Internet.”

The internet marketing includes on-line advertising, banner ads, pop-up ads, superstitials, interstitials, micro sites, email and rich media banner ads (Fill, 2002). Also recently mobile marketing has been considerably developed in the form of ads and applications (e.g. iPhone applications).

In the field of tourism, hotels see the Internet as an opportunity to cost-effectively, (1) reach out to new customers via cyberspace and (2) enhance business efficiency among business partners. Some of the most common reasons for a hotel to go online may include taking reservations, promoting hotel operations, selling products and services, creating and establishing an identity or brand awareness, providing customer service and product support, generating repeat traffic, and advertising an event, product, or service (Sweeney, 2000).

As the Vorlow study (ibid: 29) notes, the Greek hotel enterprises that use the Internet for advertising their services have higher utilization of their room capacity at 4.8% and higher income at 3.7%. Consequently a study of the factors that influence the successful adoption of internet marketing activities would be particularly relevant.

FACTORS THAT INFLUENCE THE SUCCESSFUL ADOPTION OF INTERNET MARKETING ACTIVITIES

There is limited published quantitative research on the internet marketing that has mainly taken the form of the use of the internet by consumers. This study differs in the sense that an attempt is made to identify and empirically verify the determinants of successful Internet marketing for Greek small tourism businesses. The factors (independent variables) considered in this study are those that are associated with the 'entrepreneur-manager issues' of the use of the Internet as a business/marketing tools relating to the perceived performance of the latter one.

The entrepreneur-manager -related factors are identified and empirically evaluated in this study through fourteen in-depth interviews with entrepreneurs-managers of tourist enterprises and specifically of hotels. These are the:

(a) personal involvement of the entrepreneur

(b) entrepreneur' s ability to select the suitable internet agency

(c) entrepreneur's ability to brief satisfactory the internet agency

(d) entrepreneur's understanding of web 2.0

(e) entrepreneur's writing skills for the web

(f) entrepreneur's marketing orientation.

Entrepreneur's involvement

Elliot & Boshoff (2007) states that the entrepreneur's involvement in the marketing activities of small tourist firms is directly, positively related to the perceived success of internet marketing. This study argues that delegating the day-to-day management of the small tourism businesses' Internet marketing to someone else, either inside or outside the business, is not considered satisfactory for the owner-manager, as this may compromise the success of Internet marketing. The explanation of that relates to the fact, that in small firms only the owner has usually the necessary knowledge to plan a successful internet marketing activity. By the term 'knowledge' the reference is made to the adequate understanding to their business, its products and services, the market, the competition, the pricing policies and the objectives that are to be achieved.

Usually, due to the small size of the firm, no written context exists about the aforementioned knowledge. The approach has a personal characteristic and includes everything that is in the entrepreneur's mind, and thus it is not easy for another person, either inside or outside the company, to have the 'whole picture'.

Blackburn & McClure (1998) argue that the entrepreneurs of the small firms do not possess the same abilities. Based on that, they have identified three types of them:

(a) enthusiasts-high IT skills, positive attitude, IT management focus

(b) pragmatists – low IT skills, pragmatic attitude, IT management focus

(c) artisans – low IT skills, unconvinced attitude, IT operations / administration focus.

Having that in mind, it can be assumed that the impact of entrepreneurs-managers involvement in the perceived performance of the marketing activities in the small firms will not be the same and will differ according to their abilities. In any case, Blackburn & McClure (ibid) have identified that the role of the entrepreneur-manager is central to the small firm innovation, new technology adoption and use.

Selection of the internet agency

According to Barnett (1997), 'while choosing an agency is rarely easy, it is often made more difficult than it needs because of the personalities of the people involved and their sometimes contradicting requirements'. Fill (2002) supports that the process for selecting an agency is relatively straightforward. To start with, a search is undertaken to develop a list of potential candidates. This step is accomplished by referring to the relevant publications resulting in a list where six or seven of them are expected to be included. Next, the client will visit each of the short listed agencies in what is referred to as a credential presentation. This is a crucial stage as it is now that the agency is evaluated for its degree of fitting with the client's expectations and requirements. The agency's track record, resources, areas of expertise and experience can all be made available on the Internet, from which it should be possible to short-list three or four agencies for the next stage in the process: "the pitch". To be able to make a suitable bid the agencies are given a brief and then required to make a formal presentation ("the pitch") to the client some 6-8 weeks later. By this presentation we can evaluate the way and the philosophy the agency approaches the strategic and creative issues of our interest. Finally, the project is awarded to the candidate who produces the most suitable proposal. The immediate selection process is finalized when terms and conditions are agreed and the winner is announced to the contestants and made public.

Figure 3: Steps when selecting the internet agency
(Fill, 2002)

1. Search to develop a list of potential candidates
2. Visits to each candidate-credential presentation
3. Further information about the candidates from the net
4. Brief and formal presentations
5. Final selection of the internet agency
6. Terms and conditions agreed

This formalized process is now being questioned as to its suitability. “Suitability” is a relative term, and a range of factors need to be considered. In fact, the selection process is a bringing together of two organizations who may have different expectations. However, their cooperative behavior is essential for these expectations to have any chance of materializing.

The first reason under question relates to the time of six to eight weeks. Today most companies need to find communication solutions in one than rather eight weeks. The second one relates to the internet agencies who feel that they have to invest a great deal into a pitch with little or no reward if the pitch failed. Their response has been to ask for payments to pitch which has not been received well by clients. The third reason refers to the tension that arises when each agency is required to generate creative ideas over which they have little control once a pitch has been lost. As a solution, companies could invite agencies to discuss mini-briefs (Jardine, 2000).

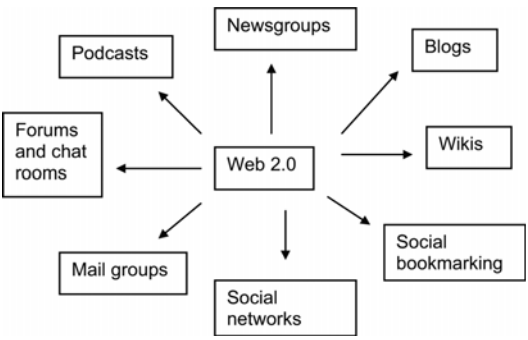
These discussion topics are considered to be essential and focused on related issues rather than being the traditional challenge about how to improve a brand’s performance. By issuing a mini-brief on the day it saves the companies time and money (eliminates weeks of preparation and associated staff costs), while enables the client to see agency teams working together.

Briefing of the internet agency

Triki et al. (2007) point out that the qualitative briefing is an important role that a firm has to play in order to have a successful firm-agency relationship. The agency’s work depends heavily on the quality and the quantity of the information provided by the firm’s brief. Instead of following up the creation process, the agencies think that firms should concentrate on communication objectives so as to help the agency implement the advertising campaign. According to this research the clarity of briefing is the second most important factor for the successful outcome of the firm-agency relationship.

Hill (2006) relates briefing with the satisfaction of the agency’s customers. In order to have a sustainable relationship with an agency, it is important to incorporate multiple measures of what consist a success during the briefing process. Fill (2002: 387) supports that “once an account has been signed a client brief is prepared which provides information about the client organization. It sets out the nature of the industry it operates in together with data about trends, market shares, customers,

Fig. 4: Components of Web 2.0



After Jones & Iredale, 2009

competitors and the problem that the agency is required to address".

Briefing is used so that agency personnel to be well informed. In order the client problem is dealt with, the account planner will undertake research to determine a number of crucial fields such as: (i) market, (ii) media and audience characteristics. By determining that, proposals could be made to the rest of the account team as to how the client problem is to be resolved. Much of this information is translated into creative work for the development of copy and visuals by the appointed creative team. The briefing process provides the mechanism for the agency operation.

Understanding the Web 2.0

Web 2.0 refers to the second generation of web development and design. It is characterized as facilitating communication, information sharing, user-centered design and collaboration, and has fostered web based communities, hosted services, and web applications. "The essence of the social web is communication. The nature of the communication is continuously changed by technology as it becomes more interactive, democratic, participatory, immediate and responsive" (Jones & Iredale, 2009). Businesses have to recognize the need to work with their community of stakeholders as their image, brand, reputation and ultimately the bottom line can be negatively impacted or positively rewarded in the new online Web 2.0 world (Gelles, 2009).

According to Jones & Iredale (ibid) the Web 2.0 includes various tools such as: (i) social networks, (ii) media sharing and (iii) other interactive online tools. People who share similar interests can communicate or discuss, using those sites offered with similar orientation. As far as the entrepreneurship is concerned, education, teaching, learning and assessment can find scope and space with Web 2.0. Flexible online communities can be easily created, as well as an evolution which affects the range of the conventional media impacts.

Using the web, each person, at every level of the social hierarchy, has the opportunity to become the creator of a news story, than be a pathetic "consumer of news", challenging thus "the mainstream media's view of the world". In this sense, the web possesses all the characteristics of the most democratic tool of our times. Today, social networking has become the prevailing phenomenon and its growth has been tremendous as big numbers of the world population, business, state and private organizations, consumers and various interest groups "are increasingly engaging and involving themselves in new online communities of interest" (Jones & Iredale, ibid). YouTube is often mentioned as a market leader in this field.

One of the main differences that Web 2.0 has, in relation to Web 1.0, is that in the context of the former one branding and reputation are open to question, compliment and criticism. Shaping the brand image is "a joint process that requires the active involvement and willing consent of stakeholders, who now have a greater opportunity to make known their views" (Jones & Iredale, ibid). Introducing image, brad and reputation is a process that cannot be imposed from above, from the management side, since the consumers, the citizens and the suppliers are those who have the 'final word'. As the building of a relationship is necessary among the two parts of the market, Web 2.0 can be a useful tool in that direction. As Jones & Iredale (ibid) state, "Shared ownership of brand, information, image and reputation are key features of the social web environment".

Another interesting aspect of Web 2.0 is learning by monitoring other enterprises. Using the social web, a number of skills, behaviors and attributes can be enhanced. Also, it helps the individual to be in touch with the flexible market economy and society, to find employment, to start a business, to participate in a social activity. As a new development, the implications of Web 2.0 "are that businesses, consumers and other stakeholders are more informed and through the acquisition of knowledge they are empowered in new ways" (Jones & Iredale, ibid).

However, no matter how democratic a tool is, some prerequisites are necessary in order for the Web to be operational by customers, citizens or business managers. These prerequisites have to do with the appropriate knowledge of rights, needs and obligations. As citizens and activists enter the field of being active parts of the Web reality, play a part in shaping the new Web 2.0 landscape and this is something businesses should be aware of, alert to and prepared for. The phrase social-casting, as opposed broadcasting, captures the essence of the move brought about by the social web (Jones & Iredale, ibid).

Writing skills

The Wall Street Journal notes that eighty percent of businesses surveyed believe that their employees' biggest problem is written communication (Price, 2007). According to Wise (2005), writing for the web is a different style than other types of writing such as standard press releases. It needs to be shorter, more concise, more conversational, more enticing.

The way of writing for the web needs to comply with the way people read information on the Web. And this way is different than the one people read information in a newspaper or magazine. The visitor of a website has certain characteristics which are related to the specific of the information he is looking for. As a consequence, writing has to fulfill that prerequisite so that people can find information quickly. If the writing is not written for on-line, the reader will be probably lost. Moreover the on-line writing has to be tailored to the visuals on the page. A title and a few lines that will grab the reader's attention are necessary in order to attract the attention of the visitors; otherwise they will just keep browsing the internet. The website visitor's attention have to be captured immediately, it has to be an immediate connection.

Klipstine (2008) suggests five principles for improving online marketing writing: (1) Reading text from a computer screen is different from reading text from paper. People read 25 percent slower from a computer screen. (2) Be succinct.

Write no more than 50 percent of the text you would write for a hardcopy publication. (3) Write for scanability. Users don't read word for word from a computer screen. And they don't like long blocks of text. (4) Use hypertext, headings, highlights and bulleted lists to break the material into chunks of information. (5) Writing for the Web should maintain the standards of solid journalism; writing should be mechanically excellent.

As far as the Greek internet agencies, they usually do not have adequate expertise in writing for websites. To deal with that, they either have to employ a skilled person or to address to a freelance. In fact, the Greek small tourist businesses do not usually have employees with writing skills. Thus, they have to use a freelance service. However, if the entrepreneur-manager would like to outsource this task to a freelance copywriter, he has to overcome two barriers for a successful collaboration. Firstly the cost of a freelance copywriter may be too high for a small firm. Secondly the entrepreneur-manager has to brief the copywriter so that the latter one undertakes the writing for the website or the online marketing activity in a suitable and satisfactory way. But, as has already been mentioned before, the adequate briefing is not always taken for granted.

Marketing orientation

Harding (1998: 35) states that the marketing orientation concept refers to "a set of organizational behaviours and techniques which develop value-added products derived from well-developed market research and consultation processes with loyal, long-term customers". Working in a highly competitive environment, organizations need to be very careful about the way they handle the customer. A company that understands the needs of its customer, and tries hard to develop and provide high-valued products, and market them as a whole across all departments, is considered a market-oriented company. In doing so, it embraces the 'marketing concept' that brings the customer into the center of its attention. The slogan used in this case is "the customer is King". The marketing concept is actually an attitude or a philosophy that characterises the whole management structure of a company.

Singh & Ranchhod (2004) state that there were four latent dimensions underlying this orientation and these are: customer orientation, competitor orientation, departmental responsiveness, and customer satisfaction orientation. From all four dimensions, customer orientation and customer satisfaction orientation have a stronger impact on performance.

Tzokas et al. (2001) mention Jaworski & Kohli's (1993) empirical evidence which suggests that "the adoption of a marketing orientation has a positive effect on business performance and also impacts on employee commitment". And also Deshpande et al. (1993, Tsokas et al., ibid) suggest that "as marketing is an organizational not a departmental function and requires a particular culture in order to adopt such an approach, issues of organizational culture are integral to discussions of marketing orientation". Implementing the idea of 'culture' is not an easy task since "definitions of culture in the literature vary and include ideology, a coherent set of beliefs, shared core values, important understandings, or the ‘collective programming of the human mind’ (Hofstede, 1980, in Tzokas et al., ibid).

Osborne (1996), referring to the role of strategic values writes that these are the rationale for the viability of a business and link the firm to its environment. And all this “because strategic values describe what a business does to win in the marketplace and why, they enable an organization to focus on what is important to success and determine what is irrelevant or counterproductive”. Varey & Lewis (2000: 113) consider these values to be reflected in and be a reflection of “the prevailing culture within the organization”.

Between the academics, there is a tendency “to adopt an interpretavist point of view, with culture being viewed as something an organization ‘has’, as compared with something an organization ‘is ’, or as the ‘glue’ which holds an the organization together” (Tzokas et al., ibid).

Diamantopoulos & Hart (1993: 103) copy Kohli & Jaworski (1990) arguing that “a market-oriented organization is one whose actions are consistent with the marketing concept”. Having that in mind, we can argue that there develops “a positive linkage between the perception of the marketing concept as a business philosophy and the company actions underlying a market orientation” (Diamantopoulos & Hart, ibid).

The very fact that the product is co-produced and co-marketed with the consumer is the main reason why the application to the service sector has been modified (Li & Greenberg, 1997, in Harding, 1998). Harding (ibid: 39) goes on stating “Businesses with a marketing orientation adopt it because they want to exploit the desires of as many of the target market as the law and the competitors will allow –consumers are safe because they can always walk away”. Thus, there has been an emphasis, within the marketing literature, on the importance of a firm attaining a marketing orientation in order to compete in today’s marketplace.

METHODOLOGY

The measuring instrument

In order to ensure validity and reliability, measuring instruments from previous studies were used, where possible, to measure both the independent variables and the dependent variable. All the items in the questionnaire were linked to a 7-point Likert-type scale where 1 was labeled strongly agree and 7 was labeled strongly disagree in order to measure the dependent variable of the Perceived success of Internet marketing activities.

The sample

The sample is drawn by the population of Greek SMEs tourist businesses and specifically from those of the hotel sub-sector. According to the European

Commission (2005), the classification of the European medium, small and micro companies (SMEs) is as follows in Table 1:

Table 1: Classification of the SMEs (European Commission, 2005)			
Enterprise category	**Annual work unit**	**Annual turnover**	**Annual balance sheet total**
Medium sized	<250	<€ 50 million	<€ 43 million
Small	<50	<€ 10 million	<€ 10 million
Micro	<10	<€ 2 million	<€ 2 million

However, since companies in Greece that have not the Société Anonyme legal status, as it is usually the case with the small and micro enterprises, are not obliged to publish financial data, it is not possible to classify them according to the European Commission suggestions. For this reason, Papanikos (2000: 29) has developed a study which contains a combination of the SMEs classification according to the EC standards and the Hellenic Chamber of Hotels data. According to this study, the classification for the Greek hotels is as follows[1]:

Table 2: Classification for the Greek hotels (Papanikos, 2000)					
Hotel size	**Number of rooms**	**Number of hotels**	**% of hotels**	**Employment**	
				Average number of employees	**Highest number of employees**
1. Family	1-20	3,548	43%	1,4	10
2. Small	21-50	3,011	37%	4,8	25
3. Medium	51-100	1.075	13%	15,0	60
4. Big	101 -	610	7%	64,0	210

It seems that the hotel size that corresponds to the SMEs definition is those of Family, Small and Medium ones. Consequently, for the purpose of the present

[1] See also the study of Pavlopoulos P. (2007) Tourism establishment small and medium size: role, perspectives, measures, ΙΤΕΠ, Athens, (in Greek).

research, the yardstick for selecting the SMEs hotels was that of the number of rooms, which, in the particular case, has been less than 101 rooms.

The sample was drawn from the Hellenic Chamber of Hotels database, where data for approximately 10.000 hotels in Greece can be found. A sample of 200 hotels that (i) have websites and (ii) have less than 101 rooms was randomly selected. These 200 hotels were surveyed the period October 2009 to December 2009 using a Web based questionnaire that allowed respondents to complete the questionnaire online. The usable 145 questionnaires received comfortably exceed the minimum guideline for the use of multivariate statistical procedures to analyze the data (Hair et al., 1998).

Statistical procedure

<u>Validity assessment</u>

The initial step in the data analysis was to assess the discriminant validity of the instrument used to measure the variables in the theoretical model. This was done by using the multivariate technique of exploratory factor analysis with the purpose of establishing which of the questionnaire items measure each construct in the theoretical model. The analysis was conducted by using the SPSS 13.0. In Table 3, it is displayed the factor structure that has been emerged by an iterative process, where items were deleted. Those deleted items either did not load higher than 0.45 on any factor or alternatively loaded higher than 0.45 or higher on two or more factors (cross-loading).

<u>Reliability of the measuring instrument</u>

Reliability is the consistency or stability of empirical indicators from measurement to measurement (Parasuraman, 1991). For measuring reliability the Cronbach's alpha coefficient is used, which is based on the average correlation of items within an instrument or scale and is regarded as an indication of internal consistency.

RESULTS

<u>Discriminant validity results</u>

The factor matrix of the exploratory factor analysis is shown in Table 1. It reveals that 27 items loaded on seven distinct factors and there were a total of 49.4 percent of the variance in the data. The seven factors were named Entepreneur Involvement (items EI01-EI04), Internet Agency Selection (items IS01-IS03), Internet Agency Briefing (items IB01-IB03), Understanding of the Web 2.0 (items UW01-UW03), Writing Skills (items WS01-WS03), Marketing Orientation (items MO01-MO04), Perceived Success of Online Marketing (items PM01-PM07). The items that measure each factor are described in Appendix 1.

Table 3: Exploratory factor analysis

Item	Factor one Entepreneur's involvement	Factor two Internet Agency Selection	Factor three Internet Agency Briefing	Factor four Understanding Web 2.0	Factor five Writing Skills	Factor six Marketing Orientation	Factor seven Perceived Success of Online Marketing
EI01	0,885						
EI02	0,823						
EI04	0,765						
EI03	0,654						
IS02		0,832					
IS02		0,689					
IS01		0,578					
IB01			0,743				
IB02			0,656				
IB03			0,576				
UW03				0,678			
UW02				0,574			
UW01				0,498			
WS01					0,862		
WS03					0,754		
WS02					0,672		
MO01						0,812	
MO03						0,796	
MO02						0,686	
MO04						0,578	
PM06							0,765
PM02							0,743
PM04							0,715
PM03							0,654
PM05							0,523
PM01							0,517
PM07							0,497

Reliability results

The internal reliability of the seven factors that emerged from the exploratory factor analysis is shown in Table 4. All seven factors returned a Cronbach alpha coefficient score in excess of 0.70 and are accordingly considered reliable.

Table 4: Cronbach alpha coefficients

Factor	Cronbanch alpha
Factor one: Entepreneur's involvement	0,876
Factor two: Internet Agency Selection	0,734
Factor three: Internet Agency Briefing	0,798
Factor four: Understanding Web 2.0	0,834
Factor five: Writing Skills	0,745
Factor six: Marketing Orientation	0,723
Factor seven: Perceived Success of Online Marketing	0,854

The hypotheses

The following hypotheses were empirically tested:

H1: There is a positive relationship between the entrepreneur's involvement in the internet marketing activities of their hotel and the perceived success of online marketing.

H2: There is a positive relationship between the entrepreneur's ability to select the suitable internet agency and the perceived success of online marketing.

H3: There is a positive relationship between the entrepreneur's ability to brief adequately the internet agency and the perceived success of online marketing.

H4: There is a positive relationship between the entrepreneur's understanding of the Web 2.0 and the perceived success of online marketing.

H5: There is a positive relationship between the entrepreneur's writing skills and the perceived success of online marketing.

H6: There is a positive relationship between the entrepreneur's marketing orientation and the perceived success of online marketing.

Multiple regression analysis results

A multiple regression analysis has been conducted to address the aforementioned six hypotheses. The results, with the five independent variables – entrepreneur's involvement, internet agency selection, internet agency briefing, understanding of web 2.0, writing skills, marketing orientation – and the perceived value on online marketing, as the dependent one, are shown in Table 5.

It is obvious from the Table 5 that the aforementioned independent variables exert a positive influence on the dependent variable; consequently the hypotheses H1, H2, H3, H4, H5, H6 are accepted.

Table 5: Multiple regressions results

Source	df	SS	Mean Square	F	Pr > F
Model	6	196,912	32,81	60,231	0,0001
Error	311	200,563	0,645		
Corected total	317	397,475			
R^2 = 49,5%					
Parameter	**Estimate**	**t-values**	**Exceedance**	**Std error**	
PERSUCINTER	2,754	0,005	0,334		
E_M involvement	0,308	4,834	0,001	0,050	
I_A selection	0,153	2,943	0,005	0,054	
I_A briefing	0,191	2,832	0,005	0,052	
U_W 2.0	0,165	3,187	0,003	0,051	
W_Skills	0,145	2,814	0,005	0,054	
M_Orientation	0,121	2,341	0,030	0,056	

MANAGERIAL IMPLICATIONS

A hotel should use all modern means to promote itself and be known at the public (Karagiannis, 2001). It is widely accepted that the Internet is a medium that allows a targeted and cost-effective way to approach target groups either locally or internationally, especially the latter one. Since the SM Greek hotels can not afford the luxury of using the traditional media, due to budget restraints, the Internet seems to be the ideal media for achieving their objectives. The entrepreneur-manager of a SM Greek hotel is the most suitable person to be involved in the online marketing of his enterprise due to his overall understanding of the business, his high motivation to achieve the corporate objectives and due to the luck of specialized employees.

In order to fully take advantage of the Internet potentialities, the entrepreneur-manager has to be personally involved in the planning and implementation of the online marketing activities. In doing so, he will obtain:

(i) The appropriate know-how to select and brief the Internet agency to collaborate with,

(ii) An adequate understanding of the Web 2.0,

(iii)The adequate writing skills for the web, and

(in) A marketing orientation

Since it is difficult for all these qualities to be found in an SM Greek hotel's entrepreneur-manager, it is highly recommended the development of suitable courses that will address the aforementioned issues. These courses have to be quite practical and focused on "how to" rather on "why" so as to be immediately utilized. Also the SM Greek hotel's entrepreneur-managers are strongly advised to fully use the Internet for personal or professional purposes (e.g. social networking sites, professional sites, email, blogging and mirco-blogging, chatting, cloud computing, publishing electronic material etc.) so as to have an experience at first hand about the potentialities of the latter one as well as to keep pace with its continuous developments.

In any case, since the matter presents specific interest, a deeper research would be more useful. More objective assessments of marketing success and the inclusion of a wider variety of variables that can drive Internet marketing success leave scope for future research.

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Appendix 1

EI01	The entepreneur-manager is the main participant in the planning of their hotel's on-line marketing activities
EI02	The entepreneur-manager is the main participant in the implementation of their hotel's on-line marketing activities
EI03	The entepreneur-manager consistently monitors the results of their hote's on-line marketing activities
EI04	The entepreneur-manager takes corrective action in case the results of their hotel's on-line marketing activities are not the desired ones
IS01	The entepreneur-manager is aware about the process for selecting the internet agency
IS02	The enteprenuer-manager knows what to look for in selecting the internet agency
IS03	The entepreneur-manager is experienced in selecting an internet agency
IB01	The entepreneur-manager knows how to brief the internet agency about their hotel
IB02	The entepreneur-manager knows how to brief the internet agency about what they would like to achieve via the online marketing activities
IB03	The entepreneur-manager knows how to set objectives for the online marketing activities
UW01	The entepreneur-manager uses social media
UW02	The entepreneur-manager participates to bloggs
UW03	The entepreneur-manager uses the Internet to communicate and share electronic material with customers, friends, employees
WS01	The entepreneur-manager is able to be succinct in their writing
WS02	The entepreneur-manager is able to break-down the information into understandable and attractive chuncks of information
WS03	The entepreneur-manager is able to motivote via their writing the propsect to ask for more information or book a room
MO01	The entepreneur-manager is focused on their customer satisfaction
MO02	The entepreneur-manager monitors and takes into consideration their competitors activities
MO03	The entepreneur-manager is focused on profitability
MO04	The entepreneur-manager integrates their marketing activities
PM01	The online marketing activities results in more rooms booking
PM02	The online marketing activities results in increased customer satisfaction
PM03	The online marketing activities results in enhancement of hotel's brand
PM04	The online marketing activities results in increased customer refferals
PM05	The online marketing activities results in increased customer service
PM06	The onlive marketing activities are a value-for-money promotional tool
PM07	The online marketing activities increase hotel's customer loyalty

Global Hospitality Managers: Myth or Reality?

Charalampos Giousmpasoglou

(ASTER, MSc, MA, PgD, PhD candidate)

Strathclyde Business School – Department of HRM

Postal Address: 84 Riga Feraiou Str, 18344, Moschato, Athens

Tel: 210 9412921 (home) & 6977327519 (mob.)

charalambos.giousbasoglou@strath.ac.uk

babisyious@googlemail.com

ABSTRACT

Over the past forty years, the international management studies have expressed considerable interest in what has come to be known as 'best-practices' (Boxall and Purcell, 2000, 2003). The concept of best-practices suggests standardisation and homogenisation of the organisation's human resources through the employment of universally applicable managerial practices. This idea has been extremely appealing for MNCs during the 1980s and 1990s especially in industries like hospitality and tourism where pressures for standardisation due to the rapid global expansion were enormous. There are arguments however that it is difficult to imagine, that a single

practice or set of practices would emerge as 'best' in any sense of the word, particularly in globalised organisations (Thomas, 2008). Moreover, a growing number of IHRM studies argue that 'a best practice is not best unless it incorporates contextual elements in its application' (Von Glinow et al., 2005, p.398). Thus, the dynamic and complex nature of the management function in global business today and the realisation that what works effectively in one country may not be as efficient in another, has led management scholars and practicing managers in continuous efforts to enhance their understanding of this context and its effects on international (hotel) managers. This is sought through the systematic study and exploration of management across cultures (cross cultural management), and international human resource management.

Key Words: Hospitality Industry, Managerial Work, Cross-Cultural Management, ISHRM.

Introduction

> "Until recently the dominance of American management theory led to the belief that 'one size fits all', that a good manager in the US will also be a good manager in other countries and that effective U.S. management practices will be effective anywhere. This view is now being supplanted with the knowledge that managerial attitudes, values, behaviours, and efficacy differ across national cultures. There is no one best way to manage a business. Differences in national cultures call for differences in management practices." (Newman and Nollen, 1996, p.753)

The rise of globalization has triggered a considerable interest in what has come to be known as 'best-practices' (Boxall and Purcell, 2000, 2003) from an international management studies perspective. The concept of best-practices suggests standardisation and homogenisation of the organisation's human resources through the employment of universally applicable managerial practices; this idea has been extremely appealing for hospitality multinational companies (MNCs) during the 1980s and 1990s. The high expatriate failure rates and the scarcity of managerial resources, alongside with the rise of awareness of the local context effects in managerial work, has resulted to a new direction in international managerial work research, largely affected by the 'global-local' question. This paper explores the wider implications of globalisation in hospitality managerial work and the level of convergence in managerial work practices that has been achieved so far.

The international hospitality manager

Hospitality as a modern phenomenon was shaped after World War Two and is closely linked with the development of mass tourism and the rapid growth of the airline industry. The hospitality and tourism industries together are the largest and fastest growing industry in the world (Clarke and Chen, 2007). The World Travel and Tourism Council (WTTC, 2009) estimated that hospitality and tourism as a global economy are directly and indirectly responsible for 11% of gross domestic product, 200 million jobs, 8% of total employment and 5.5 million new jobs per year until 2010.

The early adoption of internationalisation in the hotel industry came initially from U.S. hotel companies, who took the lead and moved across borders for supply and demand reasons; that was to satisfy the needs of American travellers as other trades internationalised (Nickson, 1998; Thompson et al., 1998). Since the early 1980s a growing number of these original American operators were acquired by U.K. based companies, and simultaneously other European and Asian companies began to compete on more broadly international scales (Thompson et al., 1998; Segal-Horn, 2000). The transformation of the sector in a truly globalised industry occurred after a prolonged period of mergers and acquisitions during the 1990s. This brought changes in the adopted growth strategies of many hotel companies who were now competing on a global basis (Price, 1993). While the hotel industry was traditionally dominated by individually and/or family owned properties it can be argued that it is heavily influenced by international/multinational hotel companies defined by Peng and Litteljohn (1997) as:

> "multi-unit service organizations in which units operate under a system of decision-making permitting coherent policies and a common strategy through one or more decision-making centres, and where hotel units and corporate functions are linked to add value to each other by ownership or contractual relationships." (cited in Litteljohn, 2003, p.15)

In this globalised environment, the development of international hospitality managers is seen as being of critical importance for hospitality MNCs. Thus, since the early 1990s, the rapid growth of international hotel chains and its effects on managerial work, have drawn the attention of researchers (i.e. Gilatis and Guerrier, 1994; Nebel et al., 1995; Gilbert and Guerrier, 1997; Ladkin and Juwaheer, 2000). The personality characteristics required of the international hotel managers include people and interpersonal skills, adaptability, flexibility and tolerance, cultural sensitivity and intercultural competence followed by emotional maturity, industry experience, and self-confidence (Gilatis and Guerrier, 1994; Shay and Tracey, 1997; Feng and Pearson, 1999; Kriegl, 2000). International etiquette, demonstrating an understanding of international business matters, the ability to work with limited resources and effectively manage stress were judged to be relatively important, while functional and technical skills were rated as the lowest priority for managers. Research also indicates that in an international hospitality organisation building managers' cross cultural skills may be far harder but more important than developing their functional and technical skills (Gilatis and Guerrier, 1994; Shay and

Tracey, 1997; Kriegl, 2000). This is because of the high level of interpersonal and relational skills required where the host country culture and the needs of a diverse customer base must be understood and catered for. The knowledge and competences of GMs are wide-ranging and include not only the enabling capabilities (Leonard-Barton, 1995) essential for survival within the international hotel industry but also the supplemental and core capabilities specific to companies' market positions and strategies, and competitive advantage. International hospitality managers are seen as change agents who help corporations to cope with the fast changing environment. In addition, international hotel chains such as Starwood, Hilton, Intercontinental and Accor invest in the development of a cohort of international managers by using staff from both the host and parent countries they operate (Nickson, 1998; Jones et al., 1998). The recruitment and selection of this management 'cadre' is conducted in assessment centres and requires a variety of aspects such as a mix of competencies, technical skills, strong personality, cultural sensitivity and adaptability (D'Annunzio-Green, 1997). Teare (1995) provides a wide – ranging set of issues that arise from the internationalisation of the industry; the education training and development of managers, is one of the main six issues reviewed. In addition, Kriegl (2000, p.64) suggests that international hospitality operations' success 'depends largely on the availability of qualified managers who are able to export, translate and maintain their companies' operational standards and service consistency overseas'.

Despite the economic significance and global spread of the international hospitality industry, the majority of hospitality management literature reflects what has happened in the US and the UK since the early 1980s. Only recently have studies focused on what is happening in the rest of the Europe or the world. This was made possible through the contribution of a steadily growing number of overseas students in the U.S. and U.K. business schools who deliver hospitality programs. The most popular forms of research used to study the hospitality industry outside the Anglo-American context, is the use of country case studies (i.e. Kim, 1994; Christou, 1999; Agut et al, 2003) and studies within the context of the international hospitality business (D'Annunzio-Green, 1997). Despite the relatively slow progress, hospitality research persistently reflects the Anglo-American universalist approach to management. Thus, it can be argued that the changes currently taking place in international hospitality management can be better understood under a cross-cultural management perspective.

2. Managing in different Cultural contexts

The extremely high failure of U.S. expatriate managers in non-western countries assignment has driven the creation of research focused on national cultures and its effects in organisational context (i.e. Hofstede, 1980, 1991; Tayeb, 1988, 1994; Trompenaars, 1993). Several attempts have been made to conceptualise and measure differences in cultures among nations, and to relate cultural differences to differences in management practices. This is sought through the systematic study and exploration of management across cultures (cross cultural management);

although cross-cultural management is often regarded as a discipline of international management, is not a clearly demarcated discipline of management (Soderberg and Holden, 2002). Yet for many management scholars the term is meaningful because it implies (a) procedures and policies relating to the management of workforces with different cultural backgrounds, and (b) moderating the impact of cultural differences in the execution of management tasks (ibid, p.103). Adler (1991) argues that cross cultural management studies the behaviour of people and organisations in different countries and cultures around the world; he also suggests that "cross cultural management expands the scope of domestic management and encompass the international and multicultural spheres" (ibid., p.11). The most well known examples include the international survey results reported in Hofstede (1980, 1991), Laurent (1983) and Trompenaars (1993). This body of research clearly indicates that the national culture interpretation and adaptation are a prerequisite to the comparative understanding of national management practice. Triandis (1982) observed that specific management actions could be facilitated or inhibited by culturally determined orientations. He made a distinction between Dionysian cultures, where subordinates are motivated through close interpersonal affiliation and Apollonian cultures, where there the relationship between manager and subordinate is characterised by tasks and formality. For Newman and Nollen (1996) national culture is seen as a central organising principle of employees' understanding of work, their approach to it, and the way in which they expect to be treated. National culture implies that one way of acting or one set of outcomes is preferable to another. Thus, when management practices are inconsistent with these deeply held values, employees are likely to feel dissatisfied, distracted uncomfortable and uncommitted. As a result, they may be less able or willing to perform well. House et al. (2002), in their GLOBE study, separated aspects of culture into its 'etic' and 'emic' qualities. The former are common for all cultures and the latter are culture-specific. The authors believe that these qualities can be used to explain similarities and differences in organisational practices and leadership behaviours. In particular, culture has been shown to shape the individual's perceptions and behaviours towards job design, supervision and rewards (Aycan et al., 2000; Smith et al., 2001). Furthermore, national cultures differ in the degree to which they enable managers to adopt non-homegrown practices (Tayeb, 1995), although recent research suggests that some contingency-type theories may be applicable (Ralston et al., 1999). Empirical evidence indicates that a variety of management practices differ by national culture, including decision making (Schneider and De Meyer, 1991), strategy (Ayoun and Moreo, 2008), leadership style (Dorfman and Howell, 1988; Puffer, 1993), and human resources management (Luthans et al., 1993).

The main obstacle in the effort to understand these management differences across different countries and cultural settings is that researchers and practitioners must often rely on theory originally developed in the United States. This has resulted to the fact that management theory development has been synonymous largely with what happens in this country and its MNCs operating around the globe are responsible for the dissemination of this US-centric management knowledge. Arguably the most vocal proponent of this position, Guest has suggested that HRM is 'American, optimistic, apparently humanistic and also superficially simple' (Guest, 1990, p.379), and has argued that HRM can be seen as a contemporary manifestation of the American dream owing to its emphases on the potential for human growth, the desire to improve opportunities for people at work, and the role of strong leadership reinforced by strong organisational culture (Guest 1990). In that respect, many management scholars argue that international and cross-cultural management studies originate in the individualistic achievement-oriented management culture of the United States (i.e. Doktor et al, 1991; Jackson, 2002; Tayeb, 2005; Thomas, 2008). This body of US-centric literature also suggests (Ruigrok and van Tulder, 1995; Marschan, 1996; Mayrhofer and Brewster, 1996; Ralston et al., 1997; Ferner and Quintanilla, 1998) that where a nation has a strong and distinctive culture this carries over into the nation's organisations, the most cited examples being Japanese, German and United States' organisations. Although MNCs operating independent of national borders continue to have their assets, sales, work-force, ownership and control highly concentrated in the country where their corporate headquarters are located (Ferner and Quintanilla, 1998). Thus, universality in international (hospitality) management theory, research and practice is accepted without question (Kiessling and Harvey, 2005). It can be argued however that attempts to establish a common corporate culture in an international or multi-national firm can be undermined by the strength of national cultures, and research points to the fact that the cultures of individual countries are both more stable and more powerful than those of individual organisations (Newman and Nollen, 1996; Hirst and Thompson, 1996; Pauly and Reich, 1997). Furthermore, the concept that human beings are a resource to further the executive ends of an organisation is a concept that is contrary to the values of many non-Western cultures (Thomas, 2008). Perhaps in its most instrumental conceptualisation, this may also be contrary to the values of many 'Western' cultures. Little thought is given to the implications of the underlying concepts in people management theory, nor to its manifestations in the policies and practices that multinational corporations employ across different countries (Ferner and Quintanilla, 1998). Boyacigiller and Alder (1991) argue that this bias in theory development is the result not of an inherent belief in the superiority of U.S. management but of parochialism – a lack of awareness of alternative contexts, models, research and values. As a result culture is often ignored in management research and universality is assumed (Thomas, 2008). Recently, a number of scholars have challenged the assumption that management theories formulated in one country are applicable universally, and have demonstrated in their research that management theories applicable in one country cannot be generalised directly to other countries (i.e. House et al., 2004; Javidan et al., 2005). Yet, progress in developing new context relevant theory in international management has been slow (Peterson, 2004; Tsui, 2004).

ISHRM and the global-local question in managerial work

The identification of the complexities associated with managing people from different cultural contexts when a company pursues business across national borders, has been a major aspect of IHRM research (Cullen, 1999; Evans et al, 2002; Schneider and Barsoux, 2003; Dowling and Welch, 2004). IHRM is an area of research and practice that is embedded in international management, which is in turn embedded in the broad field of international business (De Cieri et al., 2007). Peltonen (2006, p.523) defines IHRM as ‘a branch of management studies that investigates the design and effects of organizational human resource practices in cross-cultural contexts’, and Welch (1994, p.162) advocates that ‘IHRM involves moving people around the globe’. The core difference between HRM and IHRM is premised in the fact that HRM is relevant within a single country, while IHRM seeks to explore added complexity due to a diversity of national contexts of operation and to the inclusion of different national categories of workers (Dowling, 1999; Evans et al., 2002; Schuler et al., 2002).

Increasing attention has focused on the strategic nature of IHRM and the implications of strategy for organisational performance (De Cieri and Dowling, 2006). Schuler et al, (1993, p.422) define strategic IHRM as ‘human resource management issues, functions, and policies and practices that result from the strategic activities of multinational enterprises and that impact the international concerns and goals of those enterprises’. The present level in the evolutionary process of human resource management, which complicates the human resource functions and systems that much more, is strategic global human resource management (SGHRM). Viewing the human resource functions in an SGHRM context exacerbates the international human resource issues due to the co-ordination efforts required to implement the strategy of the corporation (Kiessling and Harvey, 2005). Thus, from a SGHRM perspective, in today’s global business environment, global organisations must utilise all possible sources of competitive advantage, and human assets are one of these sources (Barney, 1991; Schuler and Rogovsky, 1998). Many of the debates on the strategic nature of international and global HRM have covered similar territory to those in domestic SHRM that is whether organisations should primarily build upon their internal assets or upon assessments of the external environment to develop competitive advantage (Bartlett and Ghoshal, 1989; Prahalad and Hamel, 1990). MNCs typically face the conundrum of ‘the dual imperatives of local responsiveness and global integration’ (Taylor et al., 1996, p.962). While the former strategy allows firms to customise goods and services to better suit local laws, customs and consumer tastes the latter achieves cost reductions through economies of scale and scope (Hill, 2006, pp.395-400). Such policies are tempered by the characteristics of the industrial sector within which the MNC operates and/or the type of product or service that it produces. Similarly, the implementation of new technologies and production practices within international subsidiaries often requires the export of new management and work practices from the parent firm to the host country subsidiary. Managing people consistently within and between subsidiaries across the world suggests that companies will evaluate whether to adopt local practices and simultaneously adopt global practices (Brewster, 2001, 2006; Edwards and Kuruvilla, 2005).

The above management dilemmas and challenges have not been new; since the early 1980s a critical question has been, whether differences among management practices and national cultures matter to managerial performance. The ‘global-local’ question originates from the wider cultural ‘convergence-divergence’ debate, which is premised on the assumption that in given enough time, cultures will converge to the point that no difference in values, attitudes, beliefs and behaviour exist (Kerr et al, 1960; Perlmutter, 1969; Eisenhardt, 1973; Dunphy, 1987; Inglehart and Beker, 2000). As a result, societies and organisations will become similar due to the universal application of management practices (Dowling et al, 1999; Schneider and Barsoux, 1997, 2003; Brewster, 2006). On the other hand, divergent theorists argue that in today's complex globalised business environment, international companies must manage, on a day-to-day basis, the national institutional and cultural differences presented in various localities, and this highlights another form of balance for enterprises where they have to achieve a judicious and effective equilibrium between some local HRM practices and elements of consistency across their subsidiaries (Brewster, 2006). While the adoption of global, 'culture-free' (convergence) or local 'culture-specific' (divergence) managerial practices may represent polar extremes, a third approach appears as a unifying model. In this respect, there are writers who argue that corporate culture can influence, but not eliminate, national culture values (Ricks et al., 1990; Adler, 1997), or who argue for 'crossvergence', which is defined as a combination of organisational culture and national culture values (Ralston et al., 1993). Basically, crossvergence theorists argue that as the global economy grows, countries will influence one another economically as well as culturally; in that respect crossvergence means that different management approaches are expected to converge in the middle (Vance and Paik, 2006). Regardless of whether management is converging, diverging or crossverging, culture can be seen as having an important influence on performance (Fisher and Hartel, 2003).

One problem, three different approaches

The solutions to the culture problem identified in international management literature are respectively to reflect, eliminate or adapt. In that respect, top management is a key factor in determining the overall international strategy and its implementation approach (Hax, 1989; Roth, 1995). Their belief in the generalisability or specificity of policies and practices is a driving force of MNC's choices (Heenan and Perlmutter, 1979; Hedlund, 1986). There are three distinctive practices within SIHRM in relation to this decision: the 'best-practice' approach; the 'best-fit' approach; and the 'resource-based view' (RBV).

The 'best-practice' argues for a universal paradigm, which promotes the idea of convergence across countries, and sees the main aim of SIHRM to improve organisational performance (Delaney and Huselid, 1996). Taylor et al. (1996) have labelled this as 'exportive' SIHRM orientation where the parent firms HRM system is being transferred to its different affiliates. Its arguments are based primarily on surveys of 'leading edge' companies. It appears as the dominant managerial practice within the United States of America but is also widely used in the UK, Ireland, Australia, New Zealand and Northern Europe (Brewster, 2001, 2006). The existing definitions extend from arguments that best practice approaches should ensure that minimum legislative requirements are met (Price, 1994) to those that proffer utopian views of people management approaches achieving increased levels of productivity, performance and profits (Pfeffer, 1998; Huselid, 1995). Boxall and Purcell (2003) argue that there is little overall agreement amongst the proponents of a single best practice vision; instead a range of practices are noted by researchers including participation, empowerment, job rotation, training and skill development, and teams (Osterman, 1994; Pfeffer, 1994). Furthermore, when trying to establish models of best practices it is increasingly difficult to find agreement amongst authors on which practices to deploy (Purcell, 1999; Marchington and Grugulis, 2000). The variety of models has often been classified together as ‘bundles’ of HR practices known as ‘High Performance Work Practices’ (HPWPs), which are particularly popular in the US literature (Harris et al., 2003). They are based upon the idea that to outperform their competitors firms must follow a high commitment management (HCM) ‘recipe’ for people management. The various ‘best-practice’ models have faced forceful critique by many authors on the grounds of the empirical research approach and techniques applied, the absence of consistency on what constitutes ‘best-practice(s)’ and the limits of diffusion of these supposed panaceas (Marchington and Grugulis, 2000; Purcell, 2001). Additional criticism is based on the proposition that there are widespread benefits from the adoption best practice; in reality not everyone gains from this universal approach (Marchington and Grugulis, 2000; Purcell, 2001). The claims made in the name of best practice tend to belie in the U.S. (Boxall and Purcell, 2000), when they take place at the same time as growing income inequalities and further efforts to weaken labour markets through the use of outsourcing, temps and sub-contracting. Where some of the working population no doubt benefit from these best practices, the rest (a majority) are exposed to some of the harsher realities of modern day capitalism (Marchington and Grugulis, 2000). Boxall and Purcell (2000) argue that there is overwhelming evidence against a set of universal HR practices, based on the existence of contextual factors such as national and international variations in culture, market regulation and traditions of management. Thus, it can be argued that the ignorance of the managerial work context poses as one of the main weakness in the adoption of best practices in different cultural contexts.

On the other hand, Morden (1995) argues that international managers and multinational companies may need to take a ‘best-fit’ or ‘contingency’ approach to any issues related with the management function; he also suggests (ibid.) that the style of management must be appropriate to the prevailing local contingencies. Taylor et al. (1996) have labelled this as an adaptive orientation, in which each subsidiary or affiliate firm develops its own HRM system, reflecting the local environment. In short, this approach suggests that firms should be able to take advantage of cultural diversity to help them differentiate their products and services and satisfy customers and workforces, whilst at the same time minimising the effects of cultural diversity where standardisation is prioritised. In terms of the development of key human resources this balance is seen in the use of career structures for talented managers regardless of nationality and the use of host and third country managers in senior positions (Adler and Ghadar, 1990; Paauwe and Dewe, 1995; Scullion and Paauwe, 2004). It can be argued that the notion of ‘fit’ is fundamental to all contingent SHRM models, as Beer et al. (1984 p.13 in Bratton and Gold, 1999, p.48) suggest "there must be a 'fit' between competitive strategy and internal HRM strategy and a fit among the elements of the HRM strategy". Typically these are identified as 'external fit' between the organisation's competitive strategy or stage of development, and its HRM approaches, and 'internal fit' between the individual HRM practices and policies adopted (Schuler and Jackson, 1987; Baird and Meshoulam, 1988; Sanz-Valle et al., 1999). The idea that HR practices should be driven by the organisation's competitive strategy has raised major criticisms (Boxall and Purcell, 2000). Firstly, such a model fails to recognise the need to align employee interests with the organisation or comply with prevailing social norms and legal requirements in the course of this process (i.e. Boxall, 1996, Lees, 1997; Schein, 1997). Despite the employers' definite superior bargaining power, the managers' role in firms (among others) is to meet the baseline needs of employees whose skills are crucial for the organisation's survival (Coff, 1997; Boxall, 1998). This is especially so in highly competitive labour markets such as in hotels and retail, that are based on the economies of replication or 'known organisational routines' (Purcell, 1995). Secondly there is an absence of an effective SHRM fit theory due to the tendency of authors to base their SHRM arguments on implicit assumptions. Wright and Sherman (1999) identify these implicit assumptions as the belief that a particular business strategy requires a particular set of responses from employees and that a specific set of HRM practices produces a specific set of responses from employees. Thirdly, there is the problem of an inconsistent use of 'fit' models (Wright and Sherman, 1999; Boxall and Purcell, 2000). Fourthly, Wright and Sherman (1999) refer to problems associated with inconsistent constructs of HRM that is HRM practices, HR skills and HR behaviours, when describing types of 'fit'. Finally it is apparent that there are methodological and empirical issues associated with investigating 'fit'. Research by Miller (1992) for example, suggests that competitive strategy is often multi-dimensional and subject to important variations across industries. It is suggested that these 'research driven' problems need to be addressed to aid theoretical development of SHRM (Wright and Sherman, 1999). In summary, best-fit or contingency models argue that HR strategy becomes more effective, when it is designed to fit certain critical contingencies in the organisation's specific context. While many criticisms have been levelled at the 'best-fit' SHRM approach it is not completely impotent (Boxall and Purcell, 2000). Instead it is more useful to suggest that the 'best-fit' approach require further embellishments, including the wider consideration of the internal factors and mechanisms, which influence strategy and HRM practices over time.

Finally, the 'resource-based view' (RBV) or 'integrative' SIHRM orientation, attempts to take the 'the best' HRM approaches and use them throughout the organisation in the creation of a worldwide system (Taylor et al., 1996). This suggests that certain groups of human resources (i.e. managers) achieve a privileged status within organisations due to their capacity to transfer tacit knowledge to new markets and provide sustainable competitive advantage (Prahalad and Hamel, 1990; Scullion and Starkey, 2000; Jacob, 2003). Thus, organisations must develop a cadre of managers who have a global mindset as a way of thinking within the global marketplace (Kedia and Mukherji, 1999; Paul, 2000; Begley and Boyd, 2003). These managers must develop a pluralistic management perspective that encourages and maintains multiple perspectives in order to solve complex global problems (Aguirre, 1997; Reynolds, 1997; Harvey et al., 1999). Torrington et al. (2005) argue that this model sits very well with the increasing attention being given to the notion of 'human capital' (i.e. Boxall, 1996; Edvinsson and Malone, 1997) where it is the collective nature and quality of the people in the organisation, which provide the potential for future competitive advantage. The majority of RBV models suggest that a firm's resources should be 'valuable, rare, inimitable and non-substitutable' (VRIN) to achieve a competitive leading edge (Barney, 1991; Chadwick and Cappelli, 1999; Boxall and Purcell, 2003; Morris et al., 2006). In the first instance value is where a resource allows a firm to improve its market position relative to its rivals so human resources can be valuable due to the range of competencies and skills individuals possess (Wright et al., 1994). The capacity of a resource to be rare is associated with the limited availability of a resource relative to demand (Barney, 1991; Hoopes et al., 2003). Consequently the scarcity of people with the requisite skills and behavioural capacities in the labour market, despite wider levels of unemployment, suggest that human resources potentially fulfill the criteria of being rare resources (Marchington and Wilkinson, 2002). The third principle of inimitability is particularly important to the RBV and emerges where resources are difficult or costly to reproduce so competitors will not be able to mimic the company's advantage (Barney, 1991; Boxall and Purcell, 2003; Hoopes, et al., 2003). The potential barriers to imitation are conceived via the combination of 'social complexity, causal ambiguity and unique historical circumstances' (Boxall and Purcell, 2000, p.194). Social complexity may exist where human resources are involved in interdependent relationships, inside and outside the organisation (Boxall and Purcell, 2003). Causal ambiguity is argued to occur because it is often impossible to establish how successful a firm is and what has led to its success (Barney, 1991). The final inimitability barrier – 'unique historical circumstances' – is concerned with the difficulties of learning for new entrants and rivals in the market (Prahalad and Hamel, 1990; Wright et al., 1994; Boxall and Purcell, 2003). The fourth characteristic of non-substitutability identifies a resource cannot be obsolete or traded for another factor (Barney, 1991; Wright et al., 1994; Boxall and Purcell, 2000; Marchington and Wilkinson, 2002). Human resources satisfy this condition, as they cannot become outmoded, and are transferable across a range of markets, products and technologies. A fifth characteristic has also been identified for resources capable of achieving sustained competitive advantage (Grant, 1991; Kamoche, 1996) through the use of the economic term 'rent' (an above average rate of return in competitive markets), where resources and capabilities should also retain the value they have fashioned for their own on-going advantage. The capacity of human resources to do this is easily seen in the importance many organisations attach to retaining particular groups of staff and the opportunities to create additional benefits for human resources where a firm has outperformed its rivals.

Despite the fact that the RBV is much less developed in the literature on SHRM compared with the debate between 'best-practice' and 'best-fit' (Torrington et al., 2005), its attractiveness to the SHRM literature has been widely discussed (Barney et al., 2001; Marchington and Wilkinson, 2002; Morris et al., 2006). For a theory which emphasises the value of people to the strategic success of the organisation it seems unlikely to claim many opponents from the SHRM discipline. However, there are arguments regarding the limitations of RBV, focused on this approach's overemphasis on organisational differentiation and competitive advantage (Oliver, 1997; Kamoche, 2001; Marchington and Wilkinson, 2002; Boxall and Purcell, 2003). Furthermore, Oliver (1997) argues that while forces for differentiation exist, the forces for similarity should not be discounted. Such forces include external coercion from legislation, normative traditions in reaching customers and dealing with suppliers and routes to achieving efficiencies. Probably most prominent are the arguments of the institutional perspective, which identify examples of isomorphism as part of the forces of similarity (Boxall and Purcell, 2003; Bjorkman, 2006; Rosenzweig, 2006). Isomorphism is a process, which constrains one actor (company) in a constituency to resemble the other actors when all are facing the same environmental circumstances (DiMaggio and Powell, 1983; Paauwe and Boselie, 2003). Isomorphism concepts suggest common factors for institutional assimilation should be recognised where the RBV and 'best fit' SHRM approaches (through the strategic models) promote companies' unlimited opportunities to distinguish themselves competitively. According to Warner and Joynt (2002), convergence of management structures and practices in organisations across cultures is likely to be driven by factors such as:

- The fast diffusion of management practices, for example, through international management education and activities by MNCs (Parker, 1998) which could be described with normative and mimetic isomorphism (Di Maggio and Powell, 1983).
- The 'uninversal language' of technology which determines organisational structures and work processes (Hickson and Pugh, 1995).

Discussion

From the above discussion on the 'global-local' question and the different SIHRM orientations ('best-fit', 'best-practice', RBV), it can be argued that the existing models do not fully answer some of the criticisms that have been levelled against the fields of international (hospitality) management and SIHRM (Brewster et al., 2005, De Cieri et al., 2007). It can be argued that hospitality organisations operating in local, national or international level are too complex to be able to establish exactly that one aspect of resource management, however, valuable, rare, inimitable and non-substitutable it might be, provides the definitive route to better financial performance. It is more valuable, from researchers' and practitioners' perspective, to understand how, why and under which conditions organisations develop what they perceive to be 'strategic managerial resources'.

It is also important to acknowledge that management is socially constructed and cannot be separated from context (Dierdorff et al., 2009). Of the various criticisms levelled at studies of managerial work (Mintzberg, 1973; Willmott, 1984; Martinko and Gardner, 1985; Hales and Nightingale, 1986; Stewart, 1989; Hales, 1999), one of the most insistent has been the reluctance to situate either models of managerial work or empirical evidence on managerial activity within a broader contextual (i.e. institutional and/or cultural) framework (Hofstede, 1980; Boyacigiller and Adler, 1991; Doktor et al., 1991; Hales and Tamangani, 1996; Lewis, 2000; Hofstede, 2001). Armstrong's (1986, p.19) observation that 'the orthodox management literature is neutered by its own studied ignorance of the context and purpose of management activity', is also echoed by other writers (i.e. Marples, 1967; Burgoyne and Hodgson, 1984; Hales, 1986; Willmott, 1987; Stewart, 1989; Tsoukas, 1994). Consequently, in much of the SIHRM literature, the political, social, economic, cultural and institutional contexts are treated as simple contingency factors - this despite the fact that it is known that at firm level globalisation is a country specific phenomenon (Ferner and Quintanilla, 1998). Thus, SIHRM appears to be reproducing the flawed universalist assumptions of the broader fields of international management and international business (Westwood, 2006). The narrow focus of studies in this field is best expressed through the persistence of researchers to study expatriates; this fact leads to the question of 'who or what has remained ignored?' (De Cieri et al., 2007). To this extend, there are still more questions to be answered such as 'are expatriates performing better than local managers within the same sector/organisation?' or 'how similar or different managerial work is when comparing expatriates with local managers?'

Moreover, SIHRM models tend to confuse cross-national with cross-cultural differences, which risks confusing what will remain stable and is hard for firms to influence with what terms might be able to standardise with judicious management (Brewster et al., 2005). The issue of cultural relativity has tempted researchers and practitioners to focus on the 'hard' or 'core' HR functional processes (Easterby-Smith et al., 1995). The field tends to ignore the subtle ways in which cultural/national differences influence the experienced reality of HRM (Earley and Singh, 2000). In addition, the inadequate conceptualisation of national effects, results in culture being used as an unsatisfactory 'catch-all' for national differences (Edwards and Kuruvilla, 2005). The wider convergence-divergence debate also tends to assume that the HRM system as a whole has to converge or remain divergent, rather than considering whether some parts of the overall HR system might be converging, in some regions or geographies, while other parts might be diverging (Brewster et al., 2005). Moreover, even within a single HR function there might be convergence at one level but divergence at another. An HR function operates at multiple levels, including philosophy, policy, programme, practice and process (Schuler, 1992). However, by contrast, an over-emphasis on comparative factors risks freezing the discourse in terms of national differences. Any analysis of IHRM must consider the range of distinctive national and local solutions to HRM issues with which the firm has to deal, the strategic pressures that make these national models more receptive to change and development, and the firm-level processes through which such change and development in actual HRM practice is delivered (Sparrow and Hiltrop, 1997).

Finally, Kiessling and Harvey (2005) argue that research into IHRM is increasingly difficult to pursue, and complicated, as culture and its alignment with strategy may be very difficult to research through strictly quantitative methods. Quantitative methods sometimes do not work well in the study of international management due to the complexity and unstructuredness of the problems, with multiple important interactive relationships that cannot be studied in a quick or easy fashion (Wright, 1996). Thus a growing number of researchers (i.e. Boyacigiller and Adler, 1991; Daniels, 1991; Brewer, 1992; Parkhe, 1993; Kiessling and Harvey, 2005) argue that a combination of both quantitative and qualitative research approaches is needed in order to advance the field, and direct such study towards reconstructing the 'how' of IHRM (Pieper, 1990). Moreover, the growing influence of the interpretivist's approach to management studies have led a growing number of scholars to challenge the assumption that management theories formulated in one country are applicable universally, and have demonstrated in their research that management theories applicable in one country cannot be generalised directly to other countries (i.e. House et al., 2004; Javidan et al., 2005). Based on this argument, researchers indicate that managers working in a global context might experience disconnection between international management theory prescriptions and the imperatives of the local context unless international management theory is grounded in the realities of the local context (i.e. Horwitz et al., 2002; Ngambi, 2004). Qualitative methodologies provide researchers with a valuable tool in this regard because they assume a value-laden approach in terms of data that are collected and interpreted within the context in which it is generated (Kriek et al., 2009). Dennis and Garfield (2003, p.297) assert 'quantitative research is theory in search of data while qualitative research is data in search of theory'. Qualitative field studies provide rich data and a strong base on which to build theory; this view is supported by a number of authors (i.e. Eisenhardt, 1989; Strauss and Corbin, 1990; Mendenhall et al., 1993; Miles and Huberman, 1994; Cassel, et al., 2006) who have written extensively on the use of qualitative research methods in building theory. Others assert qualitative research precedes theoretical and empirical research in driving a field to maturity (Weick, 1989; Van de Ven, 1989). The use of qualitative methods, such as case studies (Eisenhardt, 1989), has long been noted to be especially important in the progression of theoretical knowledge in organisational behaviour studies (Gummesson, 2000; Denzin and Lincoln, 2003; Yin, 2003). Werner (2002) found that case studies and other qualitative methodologies have still limited application in international (hospitality) management studies. It is not clear though, whether this is because of the inherent difficulties of qualitative research (Wright et al., 1988), because of the dominant philosophical position of the quantitative method superiority, or because of some other reason (Werner, 2002).

Conclusion

In summary, the above discussion has indicated a clear need for a change in the direction of international hospitality research on managerial work and the HRM interventions used for its managerial resources. Although the question 'is it possible to create a truly global hospitality management cadre?' seems to remain unanswered, there are signs both for convergence and divergence in international hospitality management practices. What needs to be done, is to see more national and cross national 'U.S. and U.K. independent' research that will help us develop a deeper understanding of the interaction between management and the local context. Moreover, integration between cross-cultural management, SIHRM and other international management sub-fields is also needed in order to create a common research language in international management studies.

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Guests Accommodation selection: the view from the reception and room facilities offered by the hotels in India

Gulshan Soni

Faculty Banarasi Das Chandiwala Institute of Hotel Management & Catering technology ,New Delhi ,India

Abstract:

This study examines the relative importance of accommodation factors in relation to selection of the hotel in India . It was discovered that guests rated “easily making reservation”, “ access to internet ”, “ standard fixture and furniture”, are rated highly high when we compared with the cleanliness. This research shows that how these factors are important for the selection of the accommodation. The questionnaire of this research was developed on basic of 10 aspect of SERVQUAL. A holistic approach or one that look at many other factors influencing in accommodation selection has been focused for the accommodation management. Regarding the question , whether accommodation management can understand their guests satisfaction rather than cleanliness, this research indicates that they do not.

Keywords : Accommodation , Selection , cleanliness , SERVQUAL ,India.

Introduction:

As a strong Indian economy guest comes India from all over the world . In this mainly business traveler as well as leisure traveler are come to visits India . Indian hospitality industry is growing very fast as such a result most international chains like Ramada , Leela , Aman , Intercontinental , Hyatt , Four seasons , Shangri-la and so on are represented in India as an management or franchise contracts . Accommodation section play a very vital role for those are coming as frequent travelers from all over the part of the world. An important percentage of guest staying in hotel or motel accommodation is made up of frequent business traveler (Knutson , 1988). In contrasts both the business guests and accommodation managers indicates that cleanliness of the hotel was the most significance factor influencing accommodation selection (T. locker 2002). In addition to that , as discussed by (Power ,1997) accommodation providers need to recognize that there could be a long-term impact on the hotel's rate structure and image with the guests .

There are many research project which have investigate this question , that cleanliness is very important in accommodation selection at that point these project are stopped . This research look at the specific research areas which are also very important for the guest to selected the accommodations such as "first contact with hotel ", "furniture and fixture ", "access to internet facilities " , "easily making reservation " , "size of the televisions ".

Within the Indian accommodation industry there are high demand of rooms because of the upcoming Common Wealth Games 2010 in Delhi . For these games we are shortage of rooms , the games are estimated to results in a large increased in demand for hotel rooms , with one estimate putting the requirements at 30,000 rooms for 2010 in Delhi (CWG ,2010 Delhi).

With the demands of rooms and upcoming challenges of acquiring skilled staff providing a quality product service to the guest in accommodation selection . The aim was to provide a quality product and service offered by the hotel from the point of reservation to guest staying in the hotel . In this research mainly emphasis on reception and room facilities offered by the hotels. This research start form the making of reservation to check out procedure and in this process mainly those product and service which are offered by the hotel and how much importance given by the guest for those product and services for the selection of accommodation . (Weaver and Oh 1993) found through their research that business travellers perceived as 'very important' factors such as: 'clean and comfortable surroundings, convenience to business, a good reputation, friendly staff, safety and security'..

It has been demonstrated in many previous research that there are many gaps between management and guests in many situations , the mainly gap found in the 10 aspect of service quality which was based on SERVQUAL . The gap is always illustrated using SERVQUAL mainly measure the gap between customer expectation and experience . This paper also covers the SERVQUAL aspect

Literature Review

In order of importance , “ Staff service quality ” , “ Room qualities ” and “Value ” were the three most influential factors in determining travelers over all satisfaction level and there likelihood of returning to the same hotels (Tat Y. et al . 2001) . Customer satisfaction can be defined as a guests evaluation of performance on specific attitudes (Marit G. Gundersen 1996) . Technology is found to have affected the ability of hotels to support employees , enhance the quality of service , improve efficiencies , gain competitive advantage , maintain relationships with customer and increase profitability (Shan-Chun Lee et al 2003). This viewpoint is supported by a study done by Walsh, Gilmore and Carson (2004) which finds that little consideration has been paid in banking sector to the management and implementation challenges involved in conducting both transaction and relationship marketing activity concurrently. The authors further suggest that there have been few studies that consider, from a holistic organizational perspective, how transaction and relationship marketing management decision making impact on each other in reality (Walsh et al 2004).

Research conducted into “Predicting Hotel Choice” by McCleary, Weaver, & Lan, (1994) considered the impact of gender to business guest selections. They found that ‘security’, ‘in-room services’ and ‘amenities’ (such as hair dryers and mini bars), and ‘low price’ were more important selection criteria for female business guests than for male business guests. Because of the increase in the number of female business travellers (Stoner, 1988) this market is becoming increasingly important to hotels and motels.

To evaluate the service recovery strategies used by hotels and their effectiveness ; discover whether or not there were difference in attitudes and behavior between business and leisure guests (Barbara R . Lewis et al .. 2004) . It is extreme importance for hotels and others accommodation providers to understand the facts that influence the selection of accommodation (T. locker 2003) . “Service quality in china’s hotel industry a perspective from tourists and hotel managers ” (Tsang & Qu 2000) was focused on service quality .

Methodology:

India is made up of predominantly large accommodation provider, with according to different types of hotels included star categories, heritage and non star categories . As a result different categorized this research reflects the makeup of the hotel industry for the collection of the data sets for this projects . But in this research the data collected form the luxury hotel guests.

The questionnaire was developed after reviewing the various remark from the accommodation comments cards by the guests of the hotels . the questionnaire was developed in kept in mind to get the ten aspects of service quality of SERVQUAL : reliability , responsiveness , competence , access , courtesy , communication , credibility , security , understanding knowing the customers and tangibles . The research involved for the collection of data from the various sources : the business guests , regular guests and leisure guests involved in this survey.

The various establishment used for this research mainly focus on those establishment which was come under the golden tourists triangle of India. The questionnaire contained two parts: the first parts consist of reception and room facilities which contain 15 likert type questions with the division Importance on seven point scale ; 1 extremely unimportant and 7 extremely important and the other division of performance on a seven point scale ; 1 extremely poor and 7 extremely good . This contain items such as 'easily making reservation' , 'size of television screen ' , 'furnishings in the room ' , 'Standard of fixtures and fittings ' , 'access to Internet ' , 'range of complimentary services ' , 'comfort of the bed 'etc.

The second part of the survey asked demographic information including star rating, timely stay in hotel, main reason for stay in hotel, age group, nationality, ethnicity (race).

Four hundred surveys questionnaire were sent out and the response rate is 300(75%).The choice of the persons whom the survey was derived from hotel industry employees from different organization especially from the accommodation department .These questionnaire were analyzed using SPSS, looking at the different aspects and the comparison with different research.

Data Analysis

Reliability Analysis of the data

To determine the validity of the date Cronback's Alpha was first used which resulted in a score of 0.853 in addition Split Half was calculated which resulted in 0.762 for the first half and 0.744 for the second half and Guttman split half coefficient is 0.824 , all these following analysis show that the data is suitable for analysis.

Demographic of the guests

From the data of 312 returned to survey of 306 indicates there are 6 missing and shows that in survey mainly 1.9 percentage age group of 20 or less , 24.8 percentage between 21 and 30 , 36.5 percentage between 31 and 40 , 28.9 percentage between 41 and 50, 6.0 percentage between 51and 60 .

In relation to gender indicates that there are 57.5 percentage of male respondents as we compare to female respondents the percentage was 38.1 percentage and now in relation with the nationality 83 percentage respondent are Indians , 2.2 percentage respondent are Japanese , 6.0 percentage respondent are other Asians, 4.1 percentage respondent are British's, 1.3 percentage respondent are Americans , 1.6 percentage respondent are other Europeans , 0.3 percentage respondent are Canadians and 0.6 percentage respondent are Australians

Table 1: Paired Sample t-test"

In t-test when we comparing all fifteen item of groups with the potential guests , using a paired sample T-test .The result are illustrated in table 1 in which we find that "receiving a prompt confirmation of reservation " and " access to internet " are the two very important factor aspect for the selection of guests accommodation .the result of these two are follow " receiving a prompt confirmation of reservation " the importance mean is 5.90 and the performance mean is 5.01 and in the case of " access to internet "The importance mean is 5.91 and the performance mean is 5.08 .According to this factor analysis we find that there is a great difference between the hotel guest expect and what is deliver to the guests .

Table 2 : Independence sample t-Test

To determine the difference between Male and Female survey participants in relation to the Importance questions and the Reception and room facilities, for this analysis Independent Sample t-test was used, as illustrated in Table 2 just four items has a statistically significant difference which were " Standard fixture and fittings " Male mean = 5.20 and Female mean = 5.27 which indicates that this factor is important for both the gender those are coming to the hotel . and when we compare with " Access to internet " Male mean = 5.97 and female mean =5.74 this also indicates that this factor is also very important for the guest in selection of the accommodation . Now we take the "value for money " Male mean = 5.00 and female mean = 4.63 which indicates that female gave less important to the value for the money as compared to the male guest . But Independence t-Test shows the how important these factors to both the gender in selecting the accommodation.

Table 3 Descriptive statics

Descriptive statics analysis was done in table 3 shows the descending mean related to importance items relating to reception and room facilities .The item with the highest mean was "receiving prompt confirmation of reception'' (means 5.91 Extremely very important) .these were followed by access of internet (means 5.82 extremely important) .The four lowest mean scores were the size of the televisions (means 5.25) ,range of complimentary services and furnishing are on same mean scale (mean 5.09). The following descriptive static analysis shows the how importance given by the guests to following things in the selection of accommodation rather than cleanliness

Table 4 ANOVA Scheffe Post Hoc Test .

In addition one way ANOVA using scheffe post Hoc Test was used to evaluate any difference in reasons for you stay in hotel relating to star categories as shown in table 4 .This shows that in your first impression of the hotel to the guests of different star categories of the hotel gave more importance for 2 star categories (mean 5.25) , 3 star categories (mean 5.70), 4 star categories (mean 5.52) , 5 star categories (mean 5.48) ,Heritage categories (mean 5.48) As in other case when we compare with the furnishing of the room more importance given by the Heritage guest (mean 6.00) as compare to star categories such which was low 2 star (mean 5.75), 3 star (mean 4.60), 4 star (mean 4.67), 5 star (mean 5.13).

Discussion and Implementation:

As we know that the maximum utilization of the rooms in a hotel is an important part of the revenue of an establishment .This research has demonstrated that there is huge difference between the importance and performance of the hotel. We know that mostly research projects stopped from this point " Cleanliness "and this research investigated those points rather than cleanliness which are important for the guests in the selection of the accommodation. This research has also demonstrated and closely shows that in selection of accommodation these points are also very important from the point of the guests view such as " first contact with hotel" , "furniture and fixture ", "access to internet " to relevant this statement Factor analysis shown in Table 1. In table 2 shows that female guests have also same importance to those facilities those are frequent visits to the hotel. This research also shows that how much importance given to the 10 aspect of the SERVQUAL model. This research also analysis that price is not the most important issue for people in the selection of the accommodation and that the over dominance of price in promotion is incorrect (T. Locker 2002).

Now the question naturally arise in our mind why there is such a difference between accommodation management and guest's .So we have to understand some difference point of view for guest satisfaction as shown in this research. We have to think on those point in which guests feel more comfortable and helpful for the guest to the selection of the accommodation. However, management should considered the finding of the research and evaluate their view.

Once again returning to the original question, this research has clearly identified those specific areas which accommodation provider can focus to provide additional comfort level of the guests and so increase the accommodation percentage to satisfy the guests and we have to improve our standards as we are the host of the common wealth games in 2010. It's often said that we have to strictly follow t6he 10 aspect of SERVQUAL model to attain the maximum satisfaction of the guests . Because tourism will expand greatly in future mainly to revolution that is taking place on both demand and supply. We have to increased our performance according to the importance of the guest due to several changes such as changing population structure , strong Indian economy , improvement in living standards, fewer working hours , long leisure time and better educated people and more curious youth in developing the countries , all will fuel the accommodation industry growth.

Table 1: **Paired Sample t-test"**between Importance and Performance Items in the Survey.

	Importance		Performance			
	Mean	Std. Dev.	Mean	Std. Dev.	Mean Diff	t-value
Easily making a reservation	5.82	1.17	4.95	1.19	0.88	11.79**
Receiving prompt confirmation of reservation	5.90	1.08	5.01	1.02	0.89	11.56**
First contact with the hotel staff	5.24	1.16	4.88	1.19	0.36	4.62**
Helpful and friendly staff	5.45	1.17	4.79	1.04	0.66	9.58**
Your first Impressions of the Hotel	5.49	1.15	4.95	1.03	0.54	7.51**
The check in and out procedure of the Hotel	5.74	1.25	5.06	1.06	0.68	8.76**
The furnishings in the room	5.31	1.33	4.91	1.04	0.40	4.69**
Cleanliness of the room	5.72	1.20	4.93	1.23	0.79	8.77**
Cleanliness of the bathroom suite	5.82	1.18	4.84	1.21	0.98	11.00**
Comfort of the bed	5.86	1.15	5.07	1.26	0.79	8.86**
Standard of fixtures and fittings	5.43	1.37	4.83	1.30	0.59	5.81**
Range of complimentary services	5.32	1.37	4.88	1.16	0.43	4.80**
Access to internet	5.91	1.24	5.08	1.15	0.83	10.20**
Size of television screen	5.46	1.24	4.94	1.22	0.52	5.83**
The value for money of the hotel	5.49	1.32	4.88	1.23	0.61	7.45**

Note: * = Two tail Probability < 0.05, ** = Two tail Probability < 0.01 standard deviation are in parentheses; a negative indicates that 'Importance' is rated lower than 'Performance'.

Table 2 : Independence sample t-Test

Comparison by Gender For Importance of Reception and Room Facilities Male Female					
	Mean	Std. Deviation	Mean	Std. Deviation	t-Value
Q11 imp Standard of fixtures and fittings	5.20	1.520	5.27	1.532	.392*
Q13 imp Access to internet	5.97	1.212	5.74	1.380	1.57*
Q14 imp Size of television screen	5.30	1.426	5.18	1.365	.695*
Q15 per The value for money of the hotel	5.00	1.209	4.63	1.253	.480*

Table 3 Descriptive statics

Importance Items Relating to Reception and Room Facilities	Mean	Std. Deviation
Q2. Imp. Receiving prompt confirmation of reservation	5.91	1.08
Q11.Imp. Access to internet	5.86	1.28
Q1 Imp. Easily making a reservation	5.82	1.18
Q10 Imp. Comfort of the bed	5.81	1.22
Q9 Imp. Cleanliness of the bathroom suite	5.81	1.19
Q6 Imp. The check in and out procedure of the Hotel	5.72	1.27
Q8 Imp Cleanliness of the room	5.71	1.22
Q5 Imp Your first Impressions of the Hotel	5.48	1.16
Q15 Imp The value for money of the hotel	5.43	1.35
Q4 Imp Helpful and friendly staff	5.42	1.20
Q12 Imp Standard of fixtures and fittings	5.28	1.52
Q14 Imp Size of television screen	5.25	1.38
Q3 Imp First contact with the hotel staff	5.17	1.21
Q13 Imp Range of complimentary services	5.09	1.49
Q7 Imp The furnishings in the room	5.09	1.54

Table 4 ANOVA Scheffe Post Hoc Test .

			95% Confidence Interval for Mean	
	Categories	Mean	Lower Bound	Upper Bound
Your first Impressions of the Hotel	2 Star	5.25	2.53	7.97
	3 Star	5.70	5.02	6.38
	4 Star	5.52	5.12	5.92
	5 Star	5.48	5.34	5.62
	Heritage	4.00	.	.
	Total	5.49	5.36	5.61
The check in and out procedure of the Hotel	2 Star	4.50	.71	8.29
	3 Star	5.33	3.90	6.77
	4 Star	5.65	5.10	6.19
	5 Star	5.77	5.63	5.92
	Heritage	5.00	.	.
	Total	5.73	5.58	5.87
The furnishings in the room	2 Star	5.75	3.36	8.14
	3 Star	4.60	3.37	5.83
	4 Star	4.67	4.08	5.26
	5 Star	5.13	4.94	5.32
	Heritage	6.00	.	.
	Total	5.08	4.90	5.26

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An Improved Approach of Teaching Islamic Archeology in the Faculties of Tourism

Heba Mahmoud Saad Abdel-Naby (Ph.D.)

Associate Professor of Islamic Archeology

Faculty of Tourism and Hotels, Alexandria University, Egypt

21 al-Amir Gamil St., Zezenia, Alexandria, Egypt.

0119070051- Fax. 034878401

hebamahmoudsaad@yahoo.com

Abstract: As a developing country that depends greatly on tourism, Egypt needs to upgrade the knowledge and skills of its workforce in the field of Tourism. The tour guide is one of the main jobs in that field and thus; the preparation of a tour guide is increasingly important.

The study of archeology plays a central role in the preparation of a successful tour guide. Therefore, the study aims to present an improved approach of teaching archeology in the faculties of tourism. The adopted approach focuses on two main aspects; implementing technology as a tool for a better teaching and learning experience and developing students' skills not just to gain knowledge but to be engaged in the construction of knowledge. The adopted approach was

implemented on one of the courses of Islamic archeology taught in the Faculty of Tourism and Hotels, Alex. University, Egypt and was evaluated to determine its advantages and disadvantages and its efficiency to be applied on other courses of archeology in the faculties of tourism.

Keywords: Islamic archeology, technology, Internet, teaching and learning tools.

INTRODUCTION

The study of archeology plays a central role in the preparation of a successful tour guide. He is expected to be knowledgeable with all the important archeological sites of Egypt throughout its history; which means during the Pharaonic period, the Greco-Roman period and the Islamic Period.

It has always been a challenge to teach the archeology of Egypt which owns an impressive number of monuments and sites. The Islamic monuments alone are 774 monuments distributed in 25 governorates and Cairo, the capital, owns 537 of them. Therefore, the study of these sites, even if throughout two or three courses, is not an easy mission. The difficulty arises from the impossibility of covering all the monuments and more of visiting them especially with the large numbers of students in classes nowadays. Moreover, requiring students to memorize information about each and every site seems impossible, but it's more practical to give them basic information and guide them to search for more whenever they need.

From that situation came the idea of the research which is to use an improved approach of teaching Islamic archeology that is focused on two main aspects; implementing technology as a tool for better teaching and learning and developing students' skills not just to gain knowledge but to be engaged in the construction of knowledge. The suggested use of technology can facilitate the study and create a better teaching and learning experience in which both the teacher and learner have a positive interactive role.

LITERATURE REVIEW

What is technology and why is it important in higher education?

Technology has been defined by the UNESCO as "...the know-how and creative processes that may assist people to utilize tools, resources and systems to solve problems and to enhance control over the natural and made environment in an endeavour to improve the human condition." (UNESCO,1985). Thus, technology in this statement involves the purposeful application of knowledge, experience and resources to create processes and products that meet human needs. The needs and wants of people in particular communities determine the technology that is developed and how it is applied. However, most people think of technology in terms of its artifacts such as computers and software.

In nowadays world, globalization has had a strong impact on higher education in terms of quality, access and diversity of educational provision. Therefore, the use of information and communication technologies (ICTs) in higher education has proven to be a need to develop higher education. Many countries introduced ICTs in higher education and created a positive revolution by the innovative use of audio, video, computer and the Internet for both face-to-face and distance learning (UNESCO report, 2007).

The report of the Economist Intelligence Unit (2009) states that technology is changing today's classrooms and shaping a different learning environment. The report indicates that integrating technology in higher education will improve educational quality and expand access to educational and reference resources. Moreover, it will change the way courses are taught as teaching will become more outcome-based and student-centered.

The use of technology in higher education

Classrooms nowadays are equipped with the basic equipments necessary to display electronic presentations such as a computer, a projection device, dimmable lights and a screen. The computer should be capable of producing various effects needed such as sound, video or Internet access. Some classes are also equipped with white electronic boards or other equipments. These equipments vary according to the needs of the courses taught in class (Brinkley et al., 1999).

The present generation of students is convenient with using technology. They have never known a world without computers, the World Wide Web and cellular phones (Roberts, 2005). They were even called "the Net Generation", referring to the crucial role of the Internet in their lives (Oblinger, 2005). Therefore, integrating technology in classrooms is suitable for the present generation of students.

The Internet in particular could be used as an effective teaching and learning tool in higher education. The Internet could be used as a tool for inquiry, communication and construction of knowledge (Kumar, 2004). It can also provide an efficient way to collaborate with others: teachers can collaborate with other teachers and students with other students (Brege, 1998). The use of the Internet in higher education is the core of e-learning and some researchers define e-learning as "Internet-enabled learning" (Gunasekaran at al., 2002). But the broad sense of e-learning is the use of ICT to support students in achieving their learning outcomes (Usoro and Abid, 2007). Therefore, ICT in general and Internet in particular are used by universities all over the world to enhance and develop higher education and ensure quality of education. These technologies were used separately in the form of

Distance Education (online courses with no face-to-face interaction) or combined with the traditional approach of teaching.

Thus we conclude that the issue nowadays is not to use information and communication technologies in higher education. Rather, the issue is how to effectively employ such technologies and harness fully the new opportunities created by them to promote positive student learning experience.

AIMS AND OBJECTIVES

The aim of the research is to present an improved approach of teaching archeology- Islamic archeology in particular- in which technology is effectively used to create a better educational environment for both the teacher and the learner. The adopted approach also employed various strategies to enhance students' positive role to acquire knowledge and improve practical.

The objectives of the research are:

- To present ideas about how technology could be used as a teaching tool in the field of Islamic archeology
- To present ideas about how technology could be used as a learning tool.
- To present strategies used to develop the students' skills required in the field of tour guiding.
- To assess the suggested approach and evaluate its effectiveness in the field of archeology study.

METHODOLOGY OF RESEARCH

The suggested improved approach was implemented on one of the Islamic archeology courses taught in the Faculty of Tourism and Hotels, Alexandria University, Egypt. The course's title is "Islamic Architecture during the Ottoman period and dynasty of Mohammad Ali". 162 students are registered in this course.

The methodology used by the researcher is based on two aspects: The first aims to develop the face-to-face interaction in lectures by using various types of technologies. The second aims to use the advantages of e-learning to create and enhance an additional environment parallel to lectures that could be used as an additional teaching and learning tool. The whole experience was evaluated by the researcher –also the teacher of the course-, the students and an exterior evaluator. The descriptive analytical approach was used in the research.

Implementing the suggested approach:

1- Preparing the course and curriculum design

The course focuses on the Ottoman architecture of Egypt in addition to the architecture of the Dynasty of Mohammad Ali. The studied era is relatively long (from 1517 to 1952) and the monuments attributed to that era are 228 in Cairo, 40 in Al-Behira governorate and 4 in Alexandria governorate. All the monuments were surveyed to determine their status, architectural and decorative importance, location and accessibility (Dictionary of Islamic monuments, 2000). A total of 48 monuments were chosen from Cairo in addition to the 4 monuments of Alexandria and 10 of al-Behira to be photographed by the researcher and 20 of the Cairene monuments were video recorded. Each of the selected monuments has a certain architectural, historical or decorative importance or has a unique feature that deserves to be highlighted.

Various studies about curricula designing and implementing technology in higher education were reviewed by the researcher before designing the course (Brinkley et al., 1999; Trow, 2000; Cayton-Pedersen and O'Neil, 2005; Usoro and Abid, 2007). The course itself was designed to cover the studied era by focusing on the major important monuments that could best represent the century or the district to which they belong, and to present the various types of monuments built during that era. The lectures were prepared to be delivered by using power point presentations, in which most of the digital photos of the monuments were used (512 photos) and also the videos. The presentations were designed to present the selected monuments by showing a plan of each monument, photos of the facades, exterior and interior parts.

The researcher also made sure that the adequate equipments were available in the classroom. Moreover, a survey was distributed among students to establish an initial baseline of students' prior use of technology and the context in which they have used technology. The survey revealed that 63% of the students use computers to finish their assignments and tasks and they use word software very frequent. They also use the Internet to search for information and communicate with others. And 29% of the students stated that they use the Internet at least once a week. Based on these results the researcher concluded that integrating technology as a learning tool will be generally accepted by the students.

2- The lectures in classroom

The first lecture was intended to give an overview of the studied era and its architectural characteristic features. A movie about the Ottoman Empire was played to give the students an introduction about the era, its architectural style and the great architects that shaped that style (Islam: Empire of Faith, part 3, 2001). The researcher also discussed the outline of the course and the students' participation required.

The following lectures used power point presentations as a teaching tool, not only to deliver data and give description of monuments but also to improve students' skills of guiding. Students were asked to simulate the guiding situation and give short presentations of the monuments. Moreover, Google earth was used to indicate the area in which the monument is located, how it could be accessible, and what the neighboring monuments and buildings are.

In addition to technology, other strategies were used to improve the face-to-face interaction in classroom. A tour guide was invited to one of the lectures to share with the students his experience in the field and to guide them about the skills they need to improve to lead a successful career.

3- The online classroom

The researcher intended to benefit from the advantages of e-learning that has spread all over the world but not yet on a wide scale in Egypt. Various studies about e-learning were reviewed by the researcher to determine how it could be implemented (Berge, 1998, 2006; AFT, 2000; Singh et al, 2003; Mendenhall, 2005). Since the traditional way of teaching; lectures, can't be replaced for the time being in the faculties of Tourism in Egypt, the internet was used to create an additional classroom together with lectures. It isn't in the form of an online course but rather an additional learning environment for both the teacher and the student.

To achieve that; a group was established by the researcher on: www.facebook.com. It was a closed group only for the students registered for the above-mentioned course and the teacher (the researcher) was the admin of the group who confirms their joining it. This precaution was intended to protect the teacher's intellectual property of any material shared on the group only with the targeted students (Storm, 2002). The administration of the group was handled by the researcher. After each lecture, the photos of the discussed monuments were posted in addition to presentations and videos. Students were asked to participate by uploading more photos of the monuments, commenting on the photos and sharing any additional information they have with all the members of the group.

The group was used as a teaching tool by the researcher and a learning tool for the students; therefore, it was intended to fulfill three functions:

a- It was used for inquiry and search:

- Students were given simple tasks such as searching for photos of the studied monuments (before and after restorations, details of the decorations on the monuments or the neighboring monuments in the site). They were also asked to search for websites that could be used in the field of study and they were given examples of good sites and authorized ones in the field of Islamic architecture.

- Students were encouraged to send their inquiries and questions to the teachers and all the students were encouraged to participate in the discussion or give answers to their colleagues.

b- It was used for communication

- The group was used as a communication tool between the teacher and the students and between the students. Moreover, it was used to communicate with other colleagues in the field of Islamic architecture. An associate professor was invited twice to participate in discussion with the teacher of the course and the students.

- All the important events and announcements that were mentioned during lectures were also posted on the wall of the group. Moreover, the students were informed weekly with the required reading by means of messages on the group.

c- It was used for constructing knowledge

The course was designed to guide students to lead a positive role in constructing their knowledge. The tasks given to them throughout the course were gradual in difficulty. Students were given guidance to select the useful resources and websites that they can rely on. Then they were asked to construct their own knowledge about the monuments that were not discussed during lectures. By the end of the course, students were able to write about a large number of monuments and sites, give presentations about them and also publish their knowledge on the internet.

4- The practical skills of the students

Since the course is one of the major courses that prepare the tour guide for work, the practical aspect of the course was paid attention. As mentioned before, the presentations were used to improve students' skills in guiding. A part of each lecture was devoted for that; students were trained to describe the monument, control the group and contact with them. The students were also given the chance to describe the monuments in site as a trip was organized to visit 10 monuments in Cairo and the students themselves handled the guiding in turn. The same was made in Alexandria and its sites were visited and the students were tour guiding.

Also an experienced tour guide was invited to be a guest speaker during one of the lectures. His speech focused on the skills of the tour guide in general and how to improve them. He also focused on Islamic architecture in particular; explaining the frequently-visited sites, the interesting aspects of Islamic architecture that attracts tourists, the frequently asked questions of tourists related to Islamic architecture and the role of a tour guide to present the Islamic Civilization through his work.

Evaluation of the adopted approach

Evaluation is the means by which we try to identify which aspects of our teaching are good and which need to change (Fink, 1999). It was important, therefore, to evaluate the adopted approach to determine its efficiency in teaching Islamic archeology, students' acceptance to such approaches and possibility to apply it on similar courses. Four techniques of evaluations were adopted: the teacher's evaluation, outside observer's evaluation, students' evaluation and students' test results.

1- **The teacher's (researcher's) evaluation**: Part of the evaluation is self-monitoring of the teacher himself which is a mental activity that happens whenever we teach or communicate with the students. It's immediate and frequent and evaluates the interaction of the students. Self-monitoring and teacher's evaluation of the discussed course revealed the following:

- The adopted approach made the lectures more organized starting with an overall view of the site (using: www.googlearth.com) and distributing a map of the whole area and plans of the studied monuments, then a power point presentation was used to explain the monuments in the site. At the end of the lecture, an open discussion with the students was held and they gave simple presentations of similar monuments.

- The students were more engaged with lectures because their interaction with the content was closer through the photos and mini videos. Moreover, their interpersonal interaction during lectures was improved; they participated in discussions and presentation. But still, many of the students were shy to deliver presentations or probably preferred to watch others than being watched and criticized.

- To avoid that lectures being dull because they were planed in the same way, three events were organized to interrupt the ordinary sequence of lectures: a visit to Cairo in the beginning of the course, a meeting with a tour guide in the middle of the course and another visit to the sites of Alexandria near the end of the course. In addition to refreshing the students and taking them away from the ordinary course of lectures, the three events provided more practical interaction with the course content and enhanced students' practical skills. The visits helped the students to apply the theoretical study in the field.

- The students welcomed the idea of creating an online group to be used as an additional teaching and learning tool. In two weeks 139 students out of 162 participated and became members of the group. 101 of them were active members of the group who participated in most of the discussions and completed all the tasks.

- Students had access to a great quantity of information related to the course content; since they were provided with digital photos and resources of the studied monuments and important authorized websites about Islamic architecture in general and Ottoman architecture in particular. The teacher, whose role as the source of knowledge during the face-to-face lectures, had a different role in the online class. The teacher was more like a facilitator who helped the students to select useful resources and navigate different sites about Ottoman architecture. The teacher also organized discussions and led them to the correct path. Moreover, the social role of the teacher was equally important; by encouraging students to participate, praising the good work and correcting the negative participations, in addition to giving students individual care.

- The online class was a perfect environment for shy students who never participated in lectures; they were noticeably active members of the group and encouragement helped them to continue their positive role.

- On the other hand, the online class was very much time-consuming for the teacher. It required increased time commitment to prepare the course, post presentations and photos of each lecture online and to follow up students' participations and achievements.

- Some students were not ready to use technology as a learning tool and that hindered their full benefit of the course.

2- The outside observer's evaluation

A Colleague in the same field of specialization (Islamic archeology) was invited to be an outside observer of the course. The course content, syllabus and adapted teaching strategy were discussed with him. He agreed that the course was well-designed and the teaching techniques were adequate to achieve the intended learning outcomes especially in terms of the practical skills of the tour guide. But he expressed his concern about the online group and stated that he was not sure how the students would receive the idea. He himself depends mainly on the traditional way of teaching with the help of power point presentations.

Also the tour guide was invited to one of the lectures to be an outside observer. He expressed that the power point presentations, videos and Internet are teaching tools that were not available for his generation of students and they make the study of archeology way much easier and help maintain students' interest and motivation to learn.

3- Students' evaluation

A survey was designed to evaluate the teaching and learning methods adopted in the course. The survey consist of two parts; the first about the teaching methods used during lectures (in class) and the second part about the online class and the teaching and learning methods adopted in the group. The survey was distributed among all the students registered in the course (162 students) and 158 complete surveys were used for analysis.

The analysis of the survey revealed that the power point presentations were evaluated by the students as the most useful teaching method. 82 % of the students considered the power point presentations "very useful" and 18% considered them "useful". While the use of Google earth and distributing a map of the site together with a plan of the studied monument was considered the second most useful teaching method for the students. Students commented that those two teaching methods together helped them to form a complete image of the site and its monuments as if they were there.

The mini videos of the monuments were considered "very useful" by 55% of the students, "useful" by 41% and not useful" by 4% of them. It was ranked in the third place of the useful teaching methods. The simulation of guiding situations in class was ranked in the fourth place and considered “very useful” by 52% and “useful” by 42% of them. Moreover, the lecture of the guest speaker who was an experienced tour guide was considered important for the students’ practical skills and therefore, evaluated as “very useful” by 43% and “useful” by 41% of the students. At the end of the teaching methods’ list came the introductory video about the Ottoman Empire that was evaluated as “useful” by 64% of the students.

The second part of the survey contained questions concerning the online group . 139 students were members of the group and 80% of them indicated that this group was a successful teaching and learning method. 62% of the members of the group were active members who participated in discussions, submitted all required tasks, uploaded photos..etc. While 17% of the members checked the group only to see the presentations and photos and 8% of them were members but never used the group.

Students mentioned many advantages of the group and those advantages according to their importance for the students were:

- Providing lectures’ presentations and photos made studying easier (82% of the students)

- Encouraged students to be active learners; to search for data, photos and participate in discussions (80% of the students)

- Provided easy access to recourses (63% of the students)

- Easier to work with tasks at home and submit them online (56% of the students)

- Keeps students updated with the latest news and be connected with each others (44% of the students)

- Keep students connected with the teacher and post questions and inquiries at anytime (34% of the students)

- Benefit from the experience of other professors in the field of study (27% of the students)

- Benefit from each others experiences (25% of the students).

Students also mentioned some disadvantages of that learning tool; since 19% of the students stated that they were not used to use the Internet as a learning too and 3% of them said that it’s time-consuming.

On the other hand, the students who did not join the group (14% of the students) or those who joined it but never used it (8% of the students) mentioned that their reasons were: the lack of computer, the lack of Internet access where they stay or the lack of time due to a part-time job. Only two students mentioned that they didn’t know how to use it and were embarrassed to ask for help.

A concluding question at the end of the survey revealed that 94% students believe that the adopted approach of teaching in this course had a positive impact on their overall understanding of the course content.

5- Students’ test results

Previous studies provide substantial evidence that technology can play a positive role in academic achievement (Foltos, 2002). This was partly proven in the present study; since the final test was not yet held and graded. Therefore, the researcher depended on the results of the mid-term exam. It revealed that the grades of the students were generally higher than their grades of the mid-term exam of the previous course of Islamic archeology. The latter course was taught by the same teacher but using the traditional way of teaching.

Of course, the accumulating experience of the students in the field of Islamic archeology could have its impact on their achievement. Therefore, the relation between the adopted approach of teaching and students’ achievement could be examined after grading the final test and comparing students’ results to their results in a previous course of Islamic archeology taught by the traditional way.

RESULTS AND RECOMMENDATIONS

Many results were concluded from the present study which are:

1-The study provided evidence of the importance of using technology in the field of Islamic archeology in particular and archeology in general. The power point presentations, mini videos of the monuments and the use of Google earth could all coordinate to help the teacher give a closer image of the monument in relation with the whole site. These technologies could facilitate the study of a large number of archeological sites, even inaccessible ones.

2-The study revealed that the present generation of students is using the Internet in their daily life but that doesn’t mean they are all ready to use it as a learning tool. In fact this culture should be spread among both the teachers and the students and they should all know the potentials of using the Internet as a teaching and learning tool. They should also be trained to use it either to improve the traditional lectures or in distance learning.

3-The Internet could be successfully used as a teaching and learning tool. It could provide an additional environment to enhance the traditional lectures. It could be used to encourage students to be positive learners, to facilitate the students learning experience and to create an interactive educational process. It could also be used as a communication tool to keep students connected with the teacher and with each others and moreover, the Internet could facilitate team work.

4-The practical aspect of the study of archeology is essential for the preparation of a tour guide. Therefore, courses of archeology in the faculties of tourism should be designed to meet the needs of the tour guide. The courses should focus on developing the practical skills of the students and create strategies to enhance them. Site visits of the studied monuments are very important and surely useful. The power point presentations with photos or videos of monuments can also overcome the difficulty of regularity of visits and could be used to develop practical skills.

5- The extended access to information altered the role of the teacher as the only source of information. His role nowadays, in addition to provide knowledge, is to help the students to search for additional information and guide them to evaluate the resources and use the useful ones. He also has a social role to create a friendly environment in which learning is promoted.

6- Adopting an interactive approach of teaching, whether in the form of an online group or online course requires increased time commitment of the teacher. Therefore, it should be part of the teaching strategy of the institution and some sort of support, incentives or rewards should be offered to the teachers who adopt that approach. Moreover, equipments and technological support and training should be available for teachers and students. That means, faculties' understanding of the teaching and learning power of technology needs to be increased.

7- Students learn by doing, therefore, adopting an interactive approach of teaching where the learner is positive could develop students learning experience and have a positive impact on their understanding of the course content.

8- Using technology and innovating teaching can maintain students' interest and concentration, encourage them to be more open to change and creates a positive learning experience for them.

To sum up, it's clear that we need to prepare students to an era of change, information and knowledge explosion. Thus, we need to draw on a variety of technologies to deepen students' learning. Such technologies could be very useful and very efficient in the field of archeology.

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The National Park of Prespa: A proposal for ecotourism development in Greece

Stephanos Karagiannis

Assoc Prof.

Dimitrios Apostolou

PhD Cand Department of e-commerce and Advertising in Amfissa. Technological Educational Institute of Lamia, Greece, stephanoskar@yahoo.gr, dimapo73@yahoo.com

Delitheou Wasiliki

Assoc. Prof. University of Central Greece, **Department of Regional Economic** Development, vdelith@hua.gr

Abstract

This study is a brief report written during the Spring Semester of the academic year 2010.The following report "The National Park of Prespa" was compiled by both Prof. Karagiannis Stephanos The target of the present report was to investigate the physical and social characteristics, of Prespa and to analyse the land use patterns, the loss of traditional activities and the dependency on agriculture and modernisation with their consequent environmental impacts. The report investigated the potential of tourism as an alternative to diversify the local economy, by describing the current trends in

tourism putting them into the local perspective and discussing existing and potential impacts.

Keywords:Prespa Lake, park management, tourism development

Introduction

The Prespa National Park was selected by our research group due to the fact that it is one of the many parks of Greece with a distinct character. Its distinctness is attributed to its outstanding wild natural beauty on the one hand, and to the many traditional activities, on the other, which, nonetheless, are currently on the wane. These activities have undergone considerable changes with rather unfavorable effects for this particular habitat. A case in point is the establishment of agricultural exploitation which led 80% of the area's active population to engage exclusively in the cultivation of beans, thus, setting aside stockbreeding and fishing.

Figure of the "Greece: Ecological and cultural reserve. (1995) Data, Actions. Programs for the protection of the environment" Publication of the Ministry of Environment, Land Planning and public Works, Athens, p. 41

From the environmental point of view, this condition generates problems, such as the use of pesticides that eventually impair the quality of the soil, the pollution of the area's lake, the destruction of the environment, the establishment of monoculture, the fading of traditional activities and the decrease of fishing. Lately, tourism development has also entered the picture. According to the group's assessment, a proper ecotourism development in the Prespa National Park could favor changes in the local economy, and simultaneously be conducive to alternative occupations. In addition, provided that the basic infrastructure is ensured, the efforts for the conservation of the Prepsa National Park can yield positive end-results.

The physical characteristics of Greek environment are as follows,43% Mountainous area, 30% Lowland,27% Hilly land.

Greece

Greece ranks among those South European countries wherein industrialization took hold in later times on a limited scale, and where the formation and growth of urban centers were rather loosely associated with industrial development.[1] However, from 1970 onwards, tourism has come to constitute one of the country's most dynamic and fast-growing business sectors. In the year 2000, Greece's pace of development was estimated to near 4,5%, as opposed to 3,4% which was recorded in 1999.

On the basis of data showing tourist arrivals, the number of foreign visitors in Greece was quite satisfactory, taking into consideration the fact that 1999 was an exceptionally good tourist year, posting a 11,2% increase in tourist activity, despite the negative impact that the military operations in Kossovo had on the tourist population. [2]

At present, however, the designation of certain areas as «protected habitats» and the creation of outdoor recreational areas for the general public constitute dire needs, particularly following the impairment sustained by the natural environment and the wider landscape, and considering man's tendency to resort to nature and be in close contact with it.[3]

Institutional framework of National Parks

In Greece, the protection and special management of certain natural resources has been an acknowledged necessity since 1929 (First Forest Code, L.4173/1929). Pursuant to L. 996/71 (article 3, paragraph 1) and L.1650/86 which pertains to the protection of the environment, national parks may be designated as natural woodlands of particular interest as regards the conservation of the wild flora and fauna, the geomorphologic formations, the subsoil, the atmosphere, the waters and the natural environment in general. Furthermore, in the text of the above-mentioned laws the protection and sustainment of the aesthetic element --which by extension is conducive to mental health--, as well as the maintenance of tourist development and the necessity for scientific research are referred to as factors of catalytic importance. L. 1469/1959 has been greatly conducive to the conservation of the natural heritage, for its has come to complement the provisions of L.5351/1932 «On antiquities»; pursuant to L. 1469/1959 more than three hundred areas have been designated as «Historical Sites» and «Landscapes of Natural Beauty». In order to ensure the conservation of woodlands, article 4 of the aforesaid law stipulates that within the core area of the National Park the following actions are prohibited: a) the destruction of geomorphologic formations and natural beauties, b) woodcutting, as well as the collection and transport of forest products and plant species, c) grazing by any type of livestock, d) the hunting of all animal species and e) the excavation and exploitation of quarries.

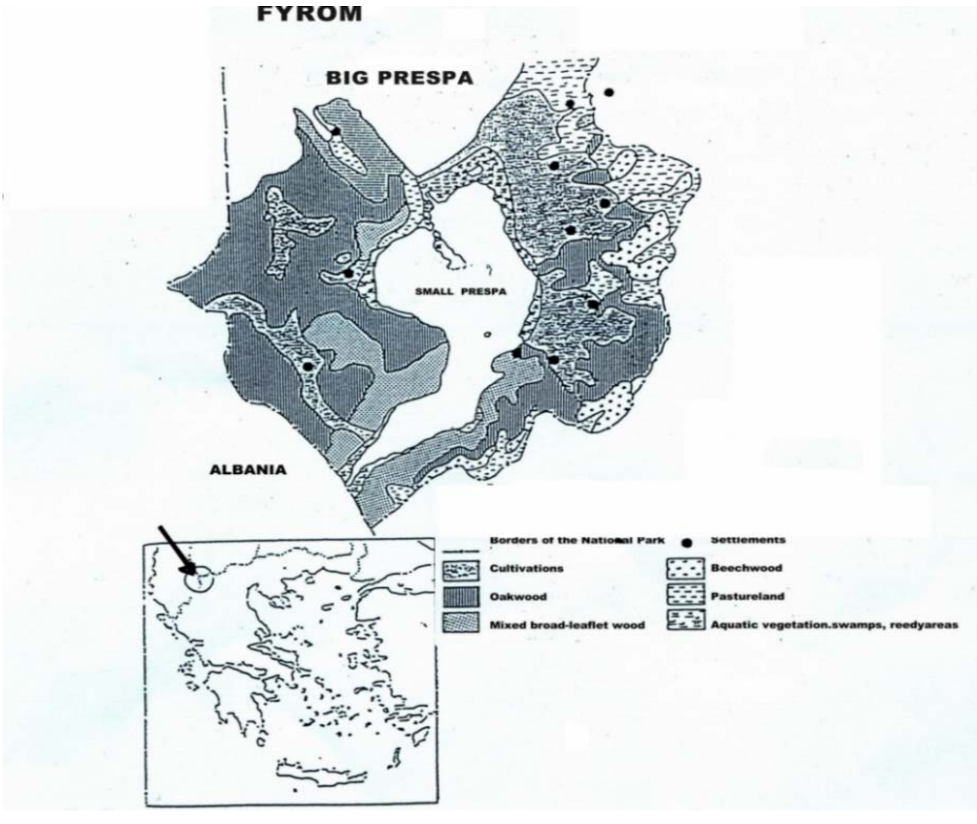
The legal provisions pertaining to national parks were subsequently modified and complemented by Legislative Decree No.86/1969 (Government Gazette No.7/1969 Vol. A'), Legislative Decree No996/1971 (Gov. Gazette No.192/1971, Vol. A'), L.1650/1986 (Gov. Gazette No 160/1986, Vol. A') etc. [4] The pertinent articles of the Hellenic Constitution, such as in force at present, pertain mainly to the protection of the natural environment and to the state's obligation to conserve it and take preventive or corrective measures to this end. Moreover, changes in the role played by public forests and woodlands are prohibited, unless if the exploitation or use of these areas are of primary importance to the national economy and public interest. It should further be pointed out that the relevant legal provisions in force, other than designating the areas which constitute National Parks, also stipulate the publication of a regulation connected with the Parks' operation. The parties responsible for the National Parks, as well as individuals visiting them, should be conversant with the provisions of this regulation which determines the organization and management of such a site. These provisions should be in consonance with the Principles for Tourism in National Parks.

	NAME OF NATIONAL PARK	DEPARTMENT OF:	YEAR	AREA
1	Olympos	Pieria	1938	39880
2	Parnassos	Fokida	1938	35130
3	Parnitha	Attica	1961	38120
4	Enos	Cephallonia	1962	28620
5	Samaria	Chania	1962	48500
6	Iti	Fthiotida	1966	72100
7	Pindos	Grevena	1966	69270
8	Vikos-Aoos	Ioannina	1973	126000
9	Prespa	Florina	1974	194700
10	Sounio	Attica	1974	35000
	TOTAL			342540

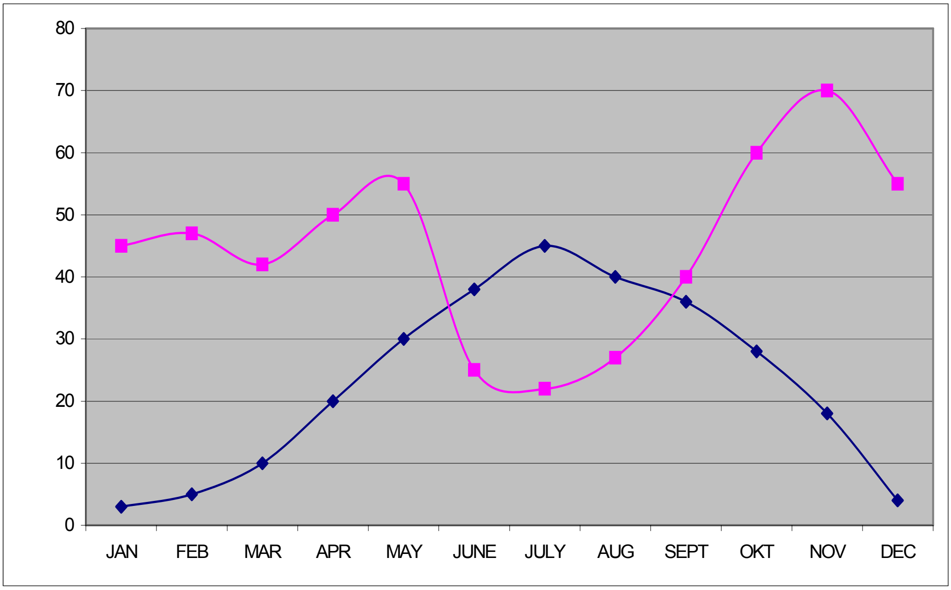
(*) 1 strema = 1 000 meters

The Countryside Commission and the English Tourist Board have drawn up a number of principles that in their view must be adhered to if national parks are to meet tourist needs and if these areas are to be protected at present and in the future: conservation, enjoyment, rural economy, development, design and marketing [5]

According to the national legislation, Greece numbers 10 National Parks comprising other protected areas and covering an area of 687.320 stremata(*). The table below contains information on these National Parks.Finally, publicly or privately owned forests and wooded areas which were destroyed by fire or deforested due to other causes are not to be stripped of the role they played prior to their destruction, but are obligatorily set aside for reforestation and are not destined for any other use, whatsoever.



Our research which aimed at recording the activities undertaken for the conservation, organization and management of Greece's protected areas, in particular of the Prespa National Park, was based on observation and interviews taken from local farmers and fishermen, travel agents, and elderly inhabitants. The purpose of this report is to bring to light the results of a primary and secondary study on the ecological wealth of the Prespa National Park, the efforts for its conservation and the impact of tourism on it.



Dimitriadou-Katsadorakis (1994) " File for Environmental Education" a publication of the SPP, Agios Germanos, p.2

The Prespa casePrespa is the largest national park in Greece and one of the mainland's most beautiful places. Located in the northwest of the country, it borders the former Yugoslavian Democracy of Macedonia in the north and Albania in the southwest. The area took its name form its two lakes, Lake Megali Prespa covering 26,600ha and Lake Mikri Prespa extending over 4,795ha. The total area of the Park equals 24,950ha and comprises of 12 villages (133ha) that number at present 1200 inhabitants.[6] The region experiences mild, dry summers and quite cold winters. The annual temperature ranges from 11 to 11.5 ºC; it reaches its highest point in July (21-22 ºC), while in January it drops to 1-2 ºC. Measurement stations exist in the area, such as the one of Koula, where measurements for the annual rainfall were effected on the basis of data recorded during the last 25 years. The area is extremely important for wildlife. Lake Mikri Prespa and the reed beds that fringe it support large colonies of breeding birds (such as, the endangered white pelicans and Dalmatian pelicans, pygmy cormorants, 6 species of heron, wild ducks, etc.) and 21 species of amphibians, thus, forming a park within a park which is considered as a complete protected area. Overall, the habitat of Prespa shelters 260 species of birds; the latter is a quite impressive figure since the entire country numbers 407 bird species. Additionally, the area is home to 1.400 plant species, 17 species of fish one of which is the endemic Barbus prespensis, 45 species of mammals including bats, moles, hedgehogs, squirrels, badgers, otters, deer, foxes, wolves, bears, etc.[7] The following diagram shows the total amount of the rainfall, snow, hail and frost in milimetre water every month of the year in Celcius mperature (it is called Yetos).

Methodology

The research consist of a literature review on National Park management and the development and promotion of tourism, and an imperative analysis of the various narratives surrounding conservation and development identified during a period of two semesters participant observation and economic prosperity.

Narratives were recorded through semi-structured interviews with a self-selecting sample of representatives of a wide range of people including: local authorities, local farms, livestock farmers, fishermen, tour operators, elderly people, male and female. The interviews covered conservation and development issues and sought to identify the present situation and main problems faced by each group and the potential solutions that were being considered.

Our target was the specific recommendations of how this trend could be used to improve current infrastructure and living standards and how it could result into a better management of the National Park as a whole.

The inhabitants of Prespa

From the outset of the 20th century, the population of Prespa has experienced demographic fluctuations on a constant basis. For instance, in 1940 the area numbered 7000 people whereas at present the local population has shrank to 1,200.

The younger generations had always been keen on moving away to urban centers in search of better education, employment opportunities and hence ameliorated living standards.

The small, old-fashioned patriarchal society could not possibly meet the needs of the younger generations who are still intent today on pursuing a future away from this sparsely populated area and its aging population.

Human activities in Prespa

The Prespa-born people have always engaged in agricultural activities. The State itself has implemented policies aiming to provide the local population with financial incentives that would deter them from leaving the area. The intensification of agriculture, the construction of an irrigation network and the increase in the price of beans, particularly following Greece’s entry in the EC in 1981, led to a surge of interest in the cultivation of beans which has become a most lucrative occupation, thus, prevailing over many previous agricultural and stockbreeding activities.

The abandonment of traditional cultures has resulted in a monoculture-based, market-dependent society. Furthermore, the increased mechanization and use of fertilizers, pesticides, etc. have generated environmental changes and have affected the social structure despite the apparent improvement in local living standards. The early diverse character of this community, largely based on the cooperation and barter among field workers, stockbreeders and fishermen has now faded, overtaken by a new, competitive single-crop economy which does not, however, provide the working population with a feeling of security for the future. It is worth noting that in 1940 local farmers engaged in the culture of corn, wheat and rye, whereas in 1991 they focused exclusively on the cultivation of beans.[8]

Irrigation networks have also generated changes. The construction of an irrigation network has brought about significant land disturbances and alterations to the landscape, since the use of agricultural machinery for this purpose required the performance of earthworks, the removal of hedges and uprooting of trees. These works have additionally caused disruptions to the routes of streams and rivers that serve as spawning grounds for fish populations. A study carried out by the Laboratory of Local and Regional Planning in Lake Dystos, Euboea, comes to attest to this fact.[9]The draining and conversion of water meadows for agricultural use has led to a decrease of certain bird species that were dependent on these wet meadows for food. Moreover, scientists maintain that irrigation networks are likely to alter the lake ecosystems in the foreseeable future, and that the increased use of fertilizers and pesticides will exhaust the soil's nutrients and impair its fertility.[10]

Hunting and fishing can also be detrimental to wildlife when practiced illegally. Mammals, wild ducks, geese, bears, otters, wolves and fish are threatened with extinction because of inadequate state control and lack of measures for the banning of these activities as regards certain endangered species. On the other hand, the ban on the cutting and burning of reeds as a protective measure for bird populations has hindered the carp from reaching its spawning grounds due to the density of the reeds.

Undoubtedly, ecotourism nowadays is a burgeoning business. The efforts that are being channeled in the conservation of the natural systems and wildlife yield economic rewards for the commercial world, as well. Yet, ecotourism threatens to destroy the very sources on which it depends.[11]

Finally, the activities that are undertaken for the management of the National Park's resources and the conservation of the wetland, its flora and fauna need to become one of the State's first priorities.

Management of the National Park

The legal instruments provided by the extensive legislation of national and international agreements derive from L.996/1971 on which the National Park was founded. This law provides the framework for the management and operation of the area, and at the same time assigns responsibility for its implementation to the Authority of Forest Service of the Ministry of Agriculture and to the said Ministry's local department. Notwithstanding the great many efforts undertaken by various governmental and non-governmental bodies --Greek and European ones alike-- for the protection and development of Prespa, only a few of them yielded positive end-results for the region. The absence of an ad hoc body for the management of the National Park continues to be the principal problem. [12]

Furthermore, it should be pointed out that the above-mentioned law was enacted for the protection of forested areas and that its provisions do not pertain to the management of a wetland, such as Prespa which actually encompasses 12 villages and a unique ecosystem that resulted from the co-evolution of human beings and nature.

For instance, certain basic parameters, such as the cutting and burning of reeds that would enable fish populations to reach their spawning grounds, grazing by animals on water meadows that would contribute to the latter's maintenance and provide food for many wild birds are prohibited by the above law. On the other hand, activities, including overfishing, agricultural run-off, hunting of endangered species, as well as tourist interference with the wild flora and fauna are left unchecked, thus, being in sharp contrast with the provisions of said law. Similar situations are encountered elsewhere around the globe, such as on the Galapagos Islands, where organized tourist groups pose a threat to the area's exotic and endemic species which are already vulnerable to extinction. In essence, in the area of Prespa, there are no special procedures that could provide a shield against incoming tourism.[13]

The state is, therefore, under obligation to assume responsibility and enact laws that will ensure the proper management of the Prespa wetland, the protection of its ecological diversity, and the local population's well-being which depends on a large scale on the wise use of natural resources.

State development projects

In 1983, Prespa was selected for the implementation of an EC Integrated Mediterranean Pilot Program (IMPP), the main objective of which was the amelioration of production and local living standards.

The Prespa Pilot Project provided for improvements in the road and irrigation network, the construction of bean packaging facilities, the setting up of a fish-breeding station in Lake Mikri Prespa, rangeland improvement, and the creation of infrastructure for manufacture and tourism. Nevertheless, the Program failed to attain its objective due to a lack of familiarity with the area's problems, an absence of qualified personnel on landscape design, land use planning and management, as well as due to self-serving political purposes and a general failure to take measures so as to minimize the environmental impact of the above works.

The Society for the Protection of Prespa (SPP)

The SPP is a non-profit making organization, founded in 1991 under the initiative of WWF and the Friends of Prespa (NGO as per its Greek initials). It consists of ten national and international NGOs from Greece, France, Denmark and the UK, all of which have united their efforts and set goals in the context of Prespa's conservation and development. SPP is funded by WWF, yet, decisions are made by all its members at annual meetings.

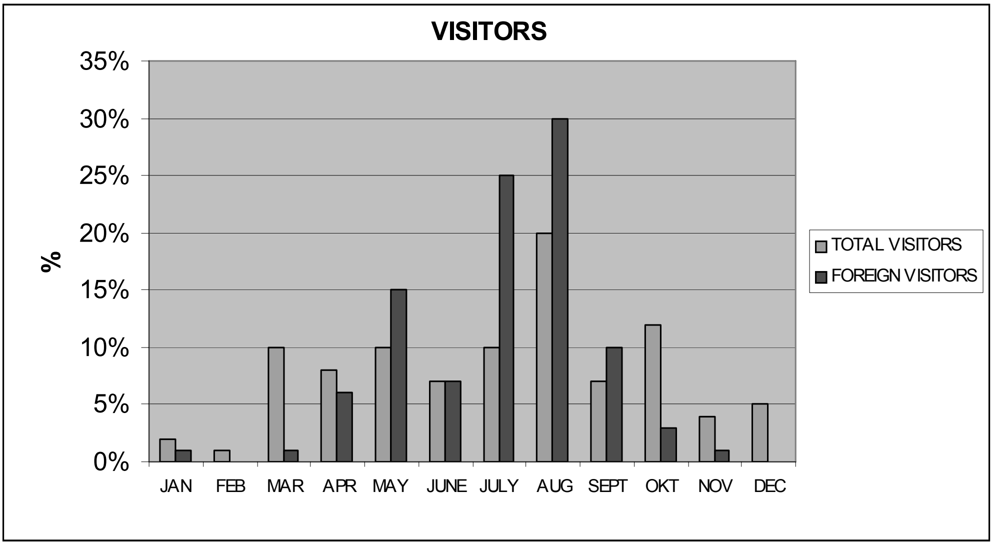
The SPP's contribution to the area has been of great significance. Among the organization's priorities has been the enhancement of people's environmental awareness through the establishment of a special educational center providing information on matters and activities in Western Macedonia. As a result of that, local inhabitants were trained to provide environmental education to schoolchildren visiting Prespa through a special program that was launched by SPP in 1993. Furthermore, following a proposal by the local authorities, the SPP has also undertaken a consulting role, consisting in the organization of projects proposals for development and the offering of professional advice when requested. The organization also promoted the production of local products, mainly traditional ones crafted by women, and encouraged young individuals to engage in the organic cultivation of beans.

Finally, the most recent task in which SPP has been called to participate is the preparation and implementation of an integrated management plan for development. The latter comprises studies on the actual management of the ecosystem, its environmental impact and relevant measures to be adopted for its mitigation and on the potential economic development in respect of tourist infrastructure; it also involves the publication of printed matters with the aim to raise public awareness, as well as educational seminars and the promotion of the National Park in order to attract visitors.

Tourism Development and Park Management

At present, there is a greater need for a more diversified economy that will generate alternative job opportunities and income sources for the area's inhabitants. These opportunities must be economically, socially and environmentally sustainable, and further seek to couple social development with the conservation of natural resources so as to attain healthy and long-term end-results. Such alternatives could be encountered in tourism considering the increasing number of visitors in recent years and the concomitant creation of tourist facilities.

In the course of the last two decades tourism patterns have changed significantly around the globe. A nature-oriented trend has developed, as a result of which more and more tourists seek information on a destination's environmental features, wildlife and species, while they also show a keen interest in complex conservation issues such as, deforestation, land degradation, water pollution, etc. This trend has brought great numbers of visitors to ecotourism destinations worldwide. Yet, as the late Professor Bernecker (Institut fuer F.V. Forshumg, University of Vienna) had once pointed out «the alternative tourist, who differs from other tourists, explores the last untouched corners of the earth, thus, paving the way for mass tourism». Indeed, taking into account that tourism is not devoid of adverse effects, it is essential that it be carefully organized and managed.



In the area of Prespa, the development of tourism, although still at an early stage, is a de facto situation necessitating an integrated tourism plan.

The latter should promote economic development, create better living conditions and favor the construction of basic infrastructure. It should further ensure the protection of natural resources and provide environmental education for local inhabitants.

Therefore, the role of tourism planning will be pivotal, as it involves decision-making on which future development actions and settlement of problems will be predicated. Tourism planning is also the process of selecting objectives and courses of action for their materialization. [14]

The guiding principle for a National Park's tourist development is to manage the natural and human resources in a way so as to enhance local benefits, maximize tourist enjoyment and minimize any arising negative effects. The implementation of this principle requires an objective assessment of the eventual negative impacts and a thorough analysis of how to confront them, particularly as regards environmental degradation on the one hand, and socio-cultural changes, economic instability and inequity on the other.[15] The environmental degradation involves disturbances suffered by specific wild birds, lizards, snakes, turtles, badgers and fish as a result of litter, noise and traffic congestion in areas of major tourist attraction. Changes in the local social culture are also attributed to the number of tourists which is overwhelming in relation to the locals' potential for meeting tourist demand. The outcome is to the detriment of the area's inhabitants, for they acquire an unfavorable reputation in this domain and have to contend with one-day visitors.

Finally, the economic instability of seasonal or weekend tourism should be given serious consideration, since tourist-related activities should not be the sole source of income for a National Park or community but should constitute instead a part of a variety of funding sources in a diversified economy.[16]

Improvement of Park Infrastructure and Management

In order to ameliorate the quality of life and to create basic standards for tourist development priority should be given to certain issues, such as the sewage system, waste collection and disposal, improvement of the water supply system and the provision of social services including transportation. Tourism management should be incorporated in a regional development program that will be coordinated by a special body entrusted with the National Park as a whole. More concretely, the said body should divide the area into zones, monitor all activities, see to the expansion of tourist infrastructure in an effective, equal manner so that more communities will benefit and overcrowding will be avoided. This body should also contribute to the proper education of visitors and promote activities compatible with the character of the Park.

Conclusion

Tourism, if properly developed, can become the incentive for the protection of the area's unique natural heritage. It can propel the authorities to provide extra resources for development purposes and to adopt protection measures. Moreover, tourism can encourage environmental education and conservation, yet, it necessitates management and an ad hoc supervising body.

In the course of the last years, the Society for the Protection of Prespa (SPP) has made progress in its attempt to protect and manage Prespa's outstanding natural characteristics so as to sustain the balance between nature and the human environment. In this context, it has sensitized people --especially the younger individuals of the community-- to ecological matters and has, therefore, enhanced their environmental awareness. More importantly, new interests and questions have arose in respect of values, life and a harmonic coexistence between man and the natural setting. The SPP has further imposed regulations and enforced regulations on the protection of breeding areas for certain bird species; it has promoted organic cultivations, established information centers and most importantly it has motivated the Prespa local population to participate in all projects. For these reasons, the role assumed by the SPP is regarded, in conjunction with tourism, to be pivotal for the revival of this unique place. Recently, numerous studies elaborated on the development of ecological guesthouses and facilities based on the principles of sustainability. Nevertheless, it appears that there is a certain degree of confusion with regard to the magnitude of such a development in these areas, wherein the concept of ecotourism continues to be misused [17].

Despite this reality, this research group is quite optimistic as regards this particular area, provided that the basic problems of the Prespa National Park will be effectively dealt with.

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THE GREEK TOURISM MARKET POLICY AND THE CONTRIBUTION OF CRETE TO THE NATIONAL TOURISM PRODUCT

Stephanos Karagiannis

Assoc Prof.

Dimitrios Apostolou

PhD Cand Department of e-commerce and Advertising in Amfissa. Technological Educational Institute of Lamia, Greece, stephanoskar@yahoo.gr, dimapo73@yahoo.com

Ladias Christos

Assoc. Prof. University of Central Greece, Department of Regional Economic Development caladias@otenet.gr

Abstract

This paper presents a bibliographical study for the Greek tourism characteristics and policy and states the major points that Crete constitutes the key player of the tourism product in Greece. The study goes further and compares European and especially Mediterranean tourism which shows the same characteristics with the Greek one and also tries to identify the R&D efforts in the area in European level.

Showing the tourism infrastructure along with other basic peripheral pointers of development in an island level, we conclude that the aim should be targeted to upgrade the quality of the provided services in all sectors that constitute the tourist product and the maintenance of this quality through a totalistic modernization of the installations and hotel business of Crete.

Key words: tourism product, Crete, tourism characteristics

Introduction

The rapid evolution that has been redounded in the last 30 years in the tourist sector of our country is an undoubted fact and is certified by the positive evolution of a great number of pointers that are directly related to the processes and changes of our national income. The rapid raise in the international demand for tourist travels, however, is only a capable convention for the change in the production terms of the tourist travels outside ones homeland, and not the necessary convention which is something more than the tourist demand rates. [1]

The domination of the spirit of "Hospital Zeus" in our country – with the high spirit of hospitality of our people-, the natural advantages of the greek landscape as opposed to other countries, the rich archaeological, historical and cultural heritage of the greek land and its people, the subtle climate conditions with the "long-lasting greek summer" (for the pleasure of the sea, sand and sun), the interesting flora and fauna of the "greek country" etc, have been the major factors for the development of the greek tourism, for all the post-war season.

One should not be an economist to identify that the basic problem of the Hellenic Finance is exporting and that the most important exported product is tourism [2].

It is characteristic that the basic components of the advantages of the country remain the same. The greater mass of the visitors sustaining tourism comes to Greece for the sun, the sea, the environment, the hospitality and the authenticity of people, moves on for holidays in seaside areas and islands and moves on in an organized manner. This demand dominates to other alternative forms of tourism. As a result, the greatest part of the Greek tourist offer is targeted on satisfying this demand, since the danger of being substituted by other countries is apparent. Therefore, we should concentrate on supporting the main form of tourist product, by engaging actions of differentiation and enrichment of the composition of the tourist product, in order to sustain and levitate the proportionate factors in the global tourist market. This should lead to the evolution of tourism from the dominant form (depicting low yield levels) to the demand of higher level tourism or even to demand for alternative forms of tourism. As a result, the threat of the domination on tourism terms of the neighboring competitive countries is more than apparent. Also, the problem of supporting family business in the mountain areas becomes harder due to fewer chances for people of agriculture for employment apart from their own work [3]. Last but not least, the constant improvement of the quality, which can only be achieved on a limited degree and demands long-term actions and resources, is concentrated on a quicker “improvement of the tourist offer”, so as to satisfy the increased demands of consumer of greater income scale and concurrent “differentiation” of this offer so as to cover the needs of the customers of alternative forms of tourism [4]

1. Tourism Characteristics

Our country in just a few years moved from the edge of the world tourist market to the most influential tourism economies and holds a great position in the global tourism demand ladder. Some areas of the country, as e.g. Rhodes, Corfu, and especially Crete, are considered as great tourist attraction poles, while some may even characterize them as satiate on tourist terms. Despite, however, the fact that they are considered to have “large apothems” of tourist development, something like this has not happened since they were occupied by massive tourism. Consequently, this led to unfortunate effects to the landscape and the people working on Crete’s mass tourism industries; a fact that should not be disregarded. Another factor that affects tourism in Greece, is the change of the terms of tourist flow after globalization and its effects on the Greek tourism, after the inclusion of Greece in the EU. All these demand counter – actions, as changes in the social and economical map of Crete and the search of developing strategic and financial policies in order to achieve viable development. Another approach is the common belief that tourism can become a primary and important lever of development of the Cretan economy, as long as it is orthologically organized on novel base, ignoring from the dominant aspect of “mass tourism” and “tourism industry”.

In the formation of the tourism policy and planning, it is very important to understand the different forms of tourism development and the forms tourism that are connected with the special travel motives that are taken into consideration for the prefecture [5]

We understood this problem and decided to dedicate some hours of fertile conversation and research, in order to conceive the extent of the problem, and through our scientific knowledge to assist in the following direction: to provide a scientifically validated aspect on the route the Cretan tourism should follow during the 21st century in order to be competitive enough and meet the expectations of the local authorities and people, in an era of intense international competition in the global tourist market. This was how “Tourist Crete and its perspective through swot analysis” arise, a deposit of knowledge and faith in Crete’s power.

A great number of factors affected the vast development of tourism globally, and mostly the need for relaxation and escape from the daily routine for the people of financially and industrially developed countries. Curiosity, the joy of change, the attraction of the unknown always appealed to people [6] Other reasons the assisted in tourism’s development is trend, the dominating tendency of touring, and the will to escape the usual in combination to the will of change and acquaintance with the unfamiliar. An important portion of the tourist current, disregards the length of free time ands space, while also is interested in entertainment experiences and actions. The convergence in tourism experiences is intensified by the place ant way with which tourism invades everyday lives and free time. As it has been stated by [7] "...Against the background of unparalleled growth in the latter half of the twentieth century, tourism now finds itself at a crossroads in its development. On the one hand, it is heralded as the word's biggest industry' by a number of global organizations including the World Travel and Tourism Council (WTTC) and the World Tourism Organisation (WTO), which highlights the fact that tourism overtook both crude petroleum and motor vehicles to become the world's number one export earner in 1994. Its economic significance it also illustrated by the fact that tourism receipts were greater than the world's exports of other selected product groups, including electronic equipment, clothing, textiles and raw materials." We indicatively mention that the development of world tourism, in terms of arrivals was the best of the last 30 years. Al the primary tourim destinations featured a rise, that varies from 4% for Europe to 29% for Asia – Pacific [8]

2. European and Mediterranean Tourism

Despite the fact that tourist activity internationally has successfully dealt with, to a certain extent, any problems were inherited by 2001, and managed to depict a raise of 3% in 2002, the incomings were lowered due to the great pressure imposed on the prices of the tourist services. [9] The most tourism development pointers of Europe, however, are positive and will lead in an impressive uprising I n tourism, according to a relative study of the World Tourism Organization (WTO). The arrival of international tourists during 2000 were 224.640.000 tourists, while the same figures for other great regions on the same year were: America 20.080.000, Australia / Japan 7.490.000, Latin America / Caribbean 2.650.000, Asia / Pacific 1.540.000, Africa 2.050.000, Middle East 1.410.000, South Asia 650.000, Eastern and Central Europe 41.920.000, other countries 14.910.000 tourists.

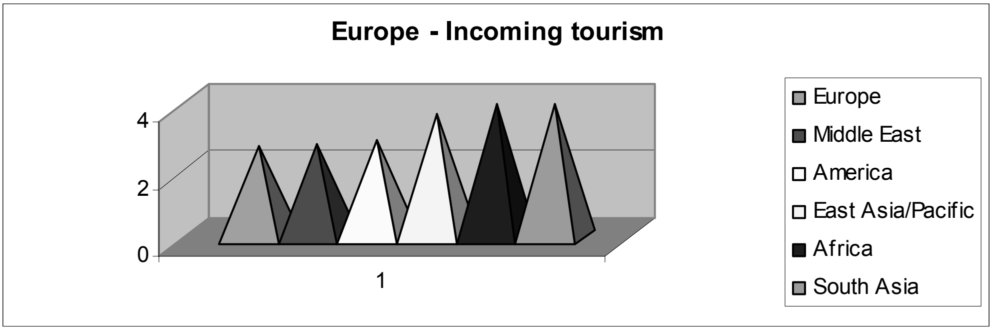

Diagram1 Europe Incoming tourism

The fact that according to WTO, Europe holds 43.6% of the world hotel potential (11.257.000 beds out of a total of 25.640.000 in the end of the 20^{th} century) is indicative. To be more specific, the 15 country-members of the EU (12 of which are included in the 40 most popular destinations) depict 185.000 hotels and other lodging facilities featuring 9.000.000 beds, according to Eurostat. Other studies state that Eurostat provides “short-term statistics for organizations and businesses” targeting mostly on assisting business cycle analysis. These studies-reports use data from EBT (European Business Tendencies) Database. Europe, as it is obvious, still dominates as the most important tourist destination in the world, holding 58.8% of the global arrivals in 1997(360.816.000 arrivals), despite that since 1980 it has lost 6.2% from its portion. Its participation on the global incomings from international tourism is 49.2% (218.046 billion dollars). The portion of tourism as opposed the exportation of goods, has increased in all European countries (from 7.51% in 1988 to 8.80%). Recreation and its variation based on traveling, that is tourism, undoubtedly hold a fundamental social role offering a contradiction to the daily activities. In addition to that, there are a number of factors that lead to the result that the current extension of the entertainment activities will continue. [10]

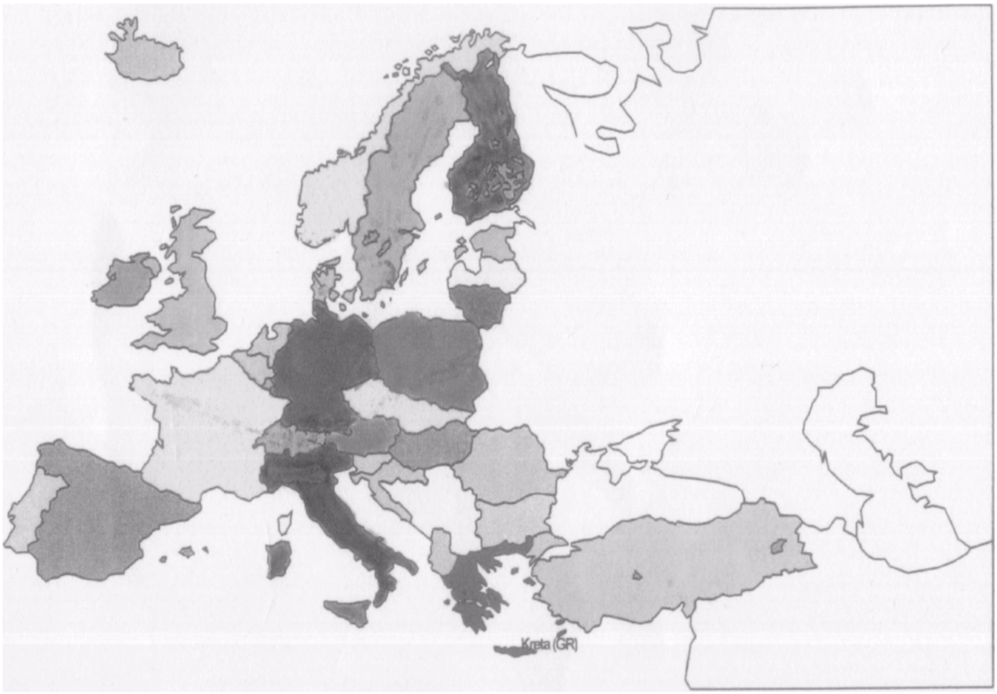

Figure 1. Map of Europe

3. **Research and development in member-countries of the European Union**

From the available information of our laboratories, we conclude that the Greek public expenses for the Development of Research come up to 0.38% of the GNP and are among the lowest among the 15 countries of the European Union (EU). The leader is Finland with 0.95% and is followed by the Netherlands (0.87%) and Sweden (0.86%). The last country is Ireland with (0.35%). The mean value of the Union is 0.66%. In USA this percentage is 0.56% and in Japan 0.70%. The Greek pointer is about 58% of the average value of the EU.

In Greece, the high risk investment capitals in the higher technology represent only 0.04% of the GNP. The first in this category is Great Britain with 0.26% and it is followed by Sweden 0.2% and Belgium 0.17%. Portugal is placed last with 0.01%. The EU's average is about 0.11%. Greece holds only 40% of this average.

This theory urges the research for the sustainable tourism development. It also stands for a great part of the UNESCO projects for the protection of the cultural heritage and tourist evolution (The first declaration was signed in May 2001 in UNESCO headquarters, the 2nd in November 2003 and the 3rd in 2005). It should be outlined that the same ideas are shared by the United Nations that consider the sustainable development as the foundation especially in developing and marine prefectures. [11]**.** In Greece, the new derived capitals for enterprises represent 1.5% of the GNP. The Netherlands are first with 5.6% and is followed by Denmark with 4.5% and Spain with 4.4%. Italy is last with 0.1%, followed by Austria and Finland with 0.3%. The community average is 1.1%. Greece surpasses the average and is around 136% of it.

Only 12% of the Greek houses have Internet access. This is the smallest percentage in the EU. The Netherlands is first with 55% and is followed by Sweden with 54% and Denmark with 52%. In the USA this percentage is 47% and in Japan 28%. The community average is 28%. The Greek value is just the 43% of the average.

In Greece, the expenses for information and communication technologies represent 6% of the GNP. In the first position with 7.4% and is followed by the Netherlands and Portugal with 6.6%. Ireland is in the last position 4.8%. The community average is 6%.

From the aforementioned problems a number of weaknesses arise that should be dealt with especially on the tourism sector, since we are referring to high technology tourism. The EU is aid-giver in the technological convergence attempted by the country – members as it can be shown by the new European framework and its directives for years 2000-2006.

Under this framework the priorities for greek tourist prefectures are set:

1. Increase of arrival in 20m visitors
2. Increase of the overnight stays in 87m

3. Increase in the fullness of the hotels of the developed tourist areas by 10%.
4. Increase in the tourism income to 20b €
5. Increase in the average per head expenses to 1000€
6. Increase in the number of the tourist workforce by at least 20%
7. The regional increase in the participation of tourism in the GNP by at least 2%
8. Promotion of the sustainable tourism [12]

4. The importance of tourism in Greece

From the available statistical information it is verified that the prime role in the Greek economy holds the tourism sector, since during the last 2 decades (1980 – 2000) the participation of the tourist industry in the financial development of the country was 12 times as much as the participation of industry.

In addition to that, during the last 25 years (1980-2005), the increase in employment in the tourist economy was 87.0% against only 9.2% of the total employment and against the decrease by 15.0% in the manufacturing industry. Furthermore, the pointers of the tourism sectors in our national economy, according to the findings of a recent (2003-2004) scientific research regarding the contribution of tourism in the GNP proved that tourism holds 53.0% of the GNP as opposed to 4.6% of the Industry and that the tourism currency was 2.5 times greater than the industrial exports and 1.8 times greater that the total export values. [13]

	Direct	**Indirect**
• Contribution in the GNP	4,5%	14,6 %
• Contribution in Employment	5,0%	16,8 %
• Contribution in Investments		22,5 %

This related research (conducted by the Aegean University and University of Piraeus) predicts that by 2010 tourism will create 150.000 new work positions and that it could absorb 35.0% of today's unemployed people. Of course, the tourism sector of our country is far from being announced the "steamroller of the greek economy", but it seems as though it could play a crucial role. A lot of elements help us conclude that this attempt will succeed and provide results. First of all, tourism employed 808.000 people, which is about 18% of the total workforce. This implies that 1/5 of the Greek workforce is either directly or indirectly related to tourism.

It should be made clear that tourism is not a business activity but a national cause. It is only then, that we can find the solutions to limit the losses and provide the opportunity for future steps; when we prove that we can come out of the crisis reinforced. This, of course, implies that we can deal with the crisis, take the necessary measures imposed by the circumstances, instead of remaining unresponsive to cancellations of reservations in Crete, for example. The Mediterranean basin is the place where the modern phenomenon of recreation traveling was initiated. Nowadays, 1/3 of the annual number of tourism globally is traveling in the Mediterranean. In this tourist area, Crete is justly considered the "air-force of the Mediterranean". Its distance from Asia is 175 km and from Africa 300km, and is naturally considered special as it is Europe's 5th island in size. [14]

Tourism development, as with any other financial activity, is not an end in itself. The target is the development to assist in the financial and social development of the reference area, improving both the income and the living conditions (short-term targets), and the general development perspectives of the area through a process of capital, knowledge, skill and future alternative solutions amassment (long-term targets). [15]

Nowadays, the perspectives for 2007 are auspicious, implying that the development rate will increase and confirm the initial predictions. WTO long-term predictions state that international tourism development will depict an annual development rate of 4.1% until year 2020. The number of tourists traveling around the world in the next 15 years will be 3 times as much as the concurrent. The Organization predicts that the boost in traveling will assist the economies of all the areas around the globe. It is also predicted that the number of people traveling abroad will be around 1b in 2010 and 1.56 b in 2020.

5. General Aspect of the Greek tourist phenomenon

However, modern war conflicts in the Gulf (Afghanistan, Iraq) and Kosovo, or the terrorist actions in Egypt, showed that tourist activity begins with skepticism. This is intensified by Crete's particularity that it is both very close (geographically) to the belligerent countries and the fact that it is an island providing only airplanes and ships as transport means. However, the rapid raise of tourism is not a Cretan phenomenon only. Nowadays, the circumstances are welcoming a global tourist development, as the evolution of the transport means, the validation of extended worker leave. According to the World Travel and Tourism Symposium, the traveling-tourist activity constitutes the greatest production sector on a global level, according to any financial pointer. It is estimated that it represents 12% of the private consumption, 7% of the total global employment and 6% of the global GNP. The same numbers for Greece, despite not being very specific, are probably higher than the global average. [16]

The modern image of the financial aspect of greek tourism and its organic relation to the structure and operation of the greek economy, that is the production and promotion of an annually especially formulated private consumption for the living od about 13m incoming visitors has the following form and measures:

The modern capabilities of the country’s hotels that surpass 8000 units, with more than 312.000 rooms and more than 600.000 beds constitute the most fundamental element of the tourist upper-structure on which the structural development of the global tourist production and promotion level is based upon and defined. [17]

Figure 2. Map of Greece

The lodging, traveling and most of all the consumption of the annual 13m tourists end up in more than 100m overnight stays. In the aforementioned activity of the tourist production, one should include the seasonal goods and services from a number of non-tourist production enterprises as Banks, Road, Sea and Air Transportation enterprises, Mail and Health Services, Gas Stations, Food and Goods Shops, Airport, Port and Station Services, and all the manufacturing consumption goods production, as well as an important part of the capital good productions.

According to this information it may be understood the “error” in defining tourism as just “industry” or “service sector” and not on its real financial size as an annual specifically formulated private consumption. This implies that tourism should be financially and politically defined as the fundamental factor of the complete final demand of the domestic products and consequently the fundamental factor of the viability and competitiveness of the greek economy.

This productive structure for the supply and administrative regulation of the annual consumption of the 13m tourist; that is for an important part of the domestic production, depicts certain characteristics, whose credible approach (see Table 2) and constant observation constitute the fundamental condition for every intervention in the tourist and generally financial policy, targeting on the increase of the competitiveness both of tourism and its participation in the financial competitiveness.

So there is, a financial phenomenon as the so-called tourism industry is operating, while at the same time a social phenomenon is under way as tourism implies the communication of people having different mental aspects and what this leads to. Through our country's global recognition for its tourist attractions, the island of Crete is an especially wanted tourist destination, as it attracts annually a large percentage of the visiting tourists.

Tourism affected sectors	
Part of the income comes from tourism	**The whole income comes from tourism**
Nutrition Restaurants Coffee shops- Pubs Food industry/shops	**Lodging** Hotels Pensions Rooms to let Camping
Staff Public market goods Souvenirs Clothes	Travel Bureaus Domestic tourism Abroad tourism
Entertainment Theatres/ Cinemas Night Clubs Local shows	**Transports** Air companies Recreation yachts Rent-a-car
Transport Public means of transport Taxi KTEL	**Tourist visit areas** Parks Museums Historical monuments Monasteries

Table 1. Tourism affected sectors

6. The importance of tourism for Greece. Tourism in Crete

The last two years tourist flow in Crete has developed, since it holds 20% of the total hotel units of the country and 25% of luxury and A' class hotels [18]. So the overly raised number of tourists formulates a new order. Crete's visitors in their majority come from high technical, scientific and mental development. These people provide the natives with specimens of culture, balanced and lawful behaviors. The same aspects are shared by the United Nations, because they adore the landscape, want to be hosted here, establish enterprises and offer employment to properly-trained natives. [19]

However, not such kinds of tourists visit Crete, and the consequences from tourism tides are not always positive. The negative consequences of the phenomenon are also important:

a) Tourists transfer, as already mentioned, new behaviors, ways of life and foreign habits, fact which causes tendencies for mimicking that leads to the engagement of those of less developed areas, without thought while at the same time relishing traditional values of our culture. E Papanoutsos in [20] wrote that "… I will not agree with those who care about the lack of moral purity of our farmers and especially islanders. Tourism does not bring degradation [...] but it might accelerate and worsen the fact that the living prototype causing mimicking, leads young people to conditions where they would be led on their own, but it now happens a lot quicker with less maturity, and therefore with a greater danger of getting humiliated…". To be more specific, a mimicking of loose morality that is presented by the tourists is observed, resulting in a blooming in short-term love affairs and problems inside the cretan families. A very big percentage of the loss of morality will consider everything traditional as anachronistic so a modernization is observed in dressing, nutrition, and entertainment. We should not omit the raise in drugs, crime rates as well as diseases passed on through sex.

b) The contradiction between the natives and rich tourists, as it may be depicted by our common European Currency, creates the tendency for over-consumption and is responsible for the natives' greed for big and easy earnings, even through the violation of the rules of social behavior, or even worse speculation and illegitimacy. However, the natives seem to disregard the fact that during holidays, tourists are more susceptible to their consumption tendencies, as opposed to their countries where they follow a stricter financial programme.

c) Another unwelcome outcome of tourism is the fact that a lot of native people sell land to foreigners, to such an extent that in some years we may become foreigners in our country. This turn to tourist employment is part of a more general change of employment pattern for the young people of Crete, who unfortunately have been impressed by the immediate earnings of tourism and defy agricultural and other traditional jobs.

d) In addition to that, some profiteers, in order to attract and take advantage of the vast number of tourism, adapt the offered hospitality and entertainment, to the foreigners habits, use foreign means, imitate their language, organize shows and decorate the entertainment rooms and hotels with irrelevant elements, while also engage a number of bad-taste analogous actions. According to the results of a field research that was realized by gathering information from all the interventions of the island, it should be stressed out that they should not alter the characteristics of the island (cultural, environmental or historical) on their attempt to increase their earnings. [21]

Another problem was added to our tourist island regarding the pointers during period 1998-2002. First of all the number of overnight stays in 1998 was 11.830.707 with a change factor of +2.9% as opposed to the previous year. The same figures on 1999 were 13.116.526 overnight stays with a change factor of +10.9%. In the year of 2000 the figures were 12.457.367 overnight stays with a change factor of -5.0%, in year 2001 12.579.897 overnight stays with +1.0 change factor, while in the year of 2002 12.206.133 with a change factor of -3.0%. Despite the increase of overnight stays the occupancyof the hotels have declining rates the last years, despite of the fact that Crete depicts the highest fullness rates in relation to the rest of the Greece the average fullness rates does not surpass 63.46%.

The island character of the prefecture and its geopolitical region define to a great extent its development figures and are taken into account during the planning of the development policy with regards to the workforce. The prefecture presents low unemployment figures with the characteristic of limitation of employment on the primary employment sector and great increase on the tertiary employment sector. The positive populational evolution of the last two decades is strongly affected by the temporal raise of the population due to the tourist flow. [22]

7. Basic peripheral pointers of Crete

7.1 Geographical-morphological information

The region of Crete is made up of Heraklion, Lassithi, Rethymnon and Chania prefectures and is located in Heraklion, which is the capital of the homonym prefecture. The Aegean Sea is on the north of Crete, while The Libyan Sea is on its South. The size of Crete is 8.335 km^2 and covers the 6.3% of the total size of the Country. Gavdos, Dia, Koufonisi, Gaidouronisi or Chrissi, Dionysades, Spinalonga, and Paksimadi, also belong to Crete region. The morphology of Crete is characterized by the existence of three basic zones: the 400m and above zone, the

200-400m zone and the sea level to 200m zone. The first two zones take up the 3/5 of the island and are made up of a constant mountain chain going from west to east, with small valley and canyons. This mountain chain has six tops above 2000m.

7.2 Population

The population of Crete is 601.159 people according to the information of the census of the National Statistical Service of Greece for 2001. 303.871 are male while 297.288 are female. In addition to that, 294.312 people live in Heraklion prefecture, 75.903 in Lassithi prefecture, 81.781 in Rethymnon prefecture and 149.163 in Chania prefecture.

During the last census realized on 1991, Crete's population was of 539.304, meaning that the islands' population was raised by 11.5% in this decade, which is more than satisfactory, if we consider the fact that the total population of Greece was raised by 6.7% (10.939.605 people as opposed to 10.252.580 people in 1991). From these 10.939.605 people, the 5.424.089 are male while 5.515.516 are female. The increase in the number of the male population was 2.4% while the female population was raised by 6%.

According to the same official information, among the 4 prefectures of Crete the greatest raise was in Rethymnon prefecture with 16.7%. The next one is the prefecture of Chania, with a raise of 11.5%, Heraklion with a raise of 11.3% and Lassithi with 7%.

The urban population is 42% of the total population of Crete and has an increasing tendency. The rural population is 46% of the total population with declining tendencies while the semi-urban population is remaining stable with 12% of the total population.

7.3 Regional production

The Region of Crete produces 5.7% of the total GNP f Greece. 31% of the regional GNP is produced on the primary sector, 13% on the secondary and 56% on the tertiary. The respective percentages for the country are 15%, 25% and 60%. The greatest part of the regional GNP is produced in Heraklion prefecture (51.1%), which is followed by Chania prefecture (23.4%), Lassithi prefecture (13.7%) and Rethymnon prefecture (11.8%).

7.4 Productivity

As for the productivity, the region of Crete stands on the same level with the total country, while presents smaller figures than the EU productivity rates. More specifically, in year 1996 Crete's productivity was 72% of the EU average (Greece average = 72% of the EU average), presenting however an increasing tendency during the last years.

7.5 Employment

The financially active population of the region of Crete is around 229.600 people, while the employed ones are 219.100 around. The evolution of the active population and the employment is rising the last years, which goes along with the raise in the total population of the Region. 37.8% of the employed population is working on the primary sector, 12.5% on the secondary, while 49.7% on the tertiary sector, while the national percentages are 19.8%, 22.5% and 57.7% respectively. As for the evolution of sectoral composition of the employment, during the last period, we observe a tendency of intensification of the tertiary and primary sectors, while the secondary sector presents a small decline.

7.6 Unemployment

The unemployment rate in the Region is better than the country's as it is about 4.6% as opposed to the national rate which is 10.3%. Unemployment in the Region of Crete depicts a slight rising tendency during the last years. The situation for the special categories of unemployed is better in the region as opposed to the country.

The unemployment rate for women is 7.3%, while the young unemployed are 20.7% of the total number of unemployed, while the respective national rates are 15.9% and 32.3%. The long-term unemployment in Crete is 49.7%, while the national rate is 57.1%. The intense circularity and temporality of the fundamental actions of the local economy demand increased multi-specialization, targeting on the movement of the workforce.

7.7 Primary work sector

The GNP of the primary sector takes up 12% of the national primary sector GNP and 31% of the total regional GNP, thus implying the importance of this sector for the regional and national economy. Despite its important participation in the macro-economic metrics, the primary work sector is characterized by the long-term structural incompetence resulting from the small and multi-fragmented agricultural land. In addition to that, Crete is lacking of watered areas. The structure of cultivation in the Region leads to the specialization on traditional farming as Olive oil and Grape cultivations. Vegetable cultivation is just 3% of the total cultivated area, but Crete depicts 50% of the total number of greenhouses in Greece. Crete has comparative advantages for the cultivation of vegetables and flowers. Cattle-raising in Crete has a more extensible character, with a small number of organized cattle units. The greatest part of the animal capital is made up of free pasture sheep and goats. The development conditions for the production of hard cheese are important, as the region participates in 25% of the national production. Despite the island character of the Region of Crete, fishing faces problems, stemming mostly from the lack of infrastructure, manipulation and selling of the fishing goods, and modernization and reformation of the fishing fleet and methods. Last but not least, Crete presents advantages in the apiculture due to the climate and apicultural flora. [23]

Secondary sector

The selling businesses are of relatively small sizes except for the associations. Crete has only 1.8% of large-industry shops and only 25 units that present a work cycle greater than 350m €. The selling of the primary sector goods has organization, quality, planning and standardization problems, which are intensified by the lack in the modernization of the infrastructure. The problems are also connected to the lack of commercial networks for the promotion of the local production to the international markets. The selling and services connection, networking, and connection to research centers are on low levels. The land/urban-planning organization of selling is inadequate, resulting in environmental burdens and pressure from the settling extension and the development of other sectors of the local economy. [24]

8. Tourist infrastructure on an island level

On an island level we have 1.244 units with 59.125 rooms and 9.157 apartments and 111.547 beds. The competitiveness of the tourist regions is based on their capability of attracting, creating and sustaining businesses with a constant rising portion of the tourist market and a constant improvement in the living conditions of their workers. The general tourism bureaus in Crete are 411. The local tourism bureaus are 37. The unguided rent-a-car bureaus are 531, while the rent-a-moto bureaus are 137. Nowadays, the movement of charter-based tourists to the airports of Chania and Heraklion was 3.088.013 people.

Crete’s participation in the basic pointers of the research activity is higher than that of other regions of the country. Crete Region holds the second position in the regional ranking according to the percentage distribution of the research institutes in Greece with 14% by 1993.

The research institutes have developed cooperation with industries residing outside Crete but the orientation to the local economy remains on low levels. Moreover, a satisfactory level of synergy has been accomplished between the research and university institutes of the region.

Tourism in Crete is the most dynamically developing branch. The GNP of the sector presents a constant raise for Crete, which is greater than the country’s. The employment on tourism is also raised (the hotels and restaurants of Crete employ 8.5% of the active population) with a percentage which is almost double from the national.

The increased demand of the last years has led to important investments in all hotel units, resulting in the quantitative and qualitative upgrade of the hotel infrastructure. The current spatial distribution of the hotel units having more than 100 beds, per prefecture and category, is depicted on the following Table.

The tourism sector however, despite its dynamics, faces a lot of problems. The seasonality leads to inactivity on capital and workforce terms from November to the beginning of April, despite the actions for extending the tourist period.

Hotel unit category	Heraklion		Lassithi		Rethymnon		Chania		Regional Total	
	Unit number	**Bed number**	**Unit number**	**Bed number**	**Unit number**	**Bed number**	**Unit number**	**Bed number**	**Unit number**	**Bed number**
Luxury	7	4,866 (14,1)	9	2,893 (22,3)	1	318 (0,2)	-	-	17	8,077 (11,7)
A΄ Class	46	17,741 (50,5)	17	5,994 (46,2)	17	7,030 (48,1)	9	2,175 (30,6)	89	32,940 (47,6)
B΄ Class	37	7,900 (22,9)	16	2,710 (20,9)	29	4,861 (33,3)	20	2,907 (40,9)	102	18,378 (26,6)
OTHER	29	3,956 (11,5)	10	1,387 (10,7)	18	2,401 (16,4)	45	2,026 (28,5)	102	9,770 (14,1)
TOTAL	119	34,463	52	12,984	65	14,610	74	7,108	310	69,165
% on the total of the tourist period	38,4%	49,8%	16,8%	18,8%	21,0%	21,1%	23,9%	10,3%	100,0%	100,0%

Table 2. Hotel figures per prefecture

9. Infrastructure – Quality of Life

9.1 Transportation

The ports and airports of Crete are a crucial parameter both on tourism and good transportation and the population transportation needs. The major ports are Kissamos, Souda, Rethymnon, Heraklion, Ag. Nikolaos, Siteia, and Ierapetra, while airports exist in Heraklion , Chania and Siteia.

Through the North Highway Axis the whole northern seaside zone, where 79% of the tourism GNP is produced, is served. Also, this national road serves 74% of the total regional population. It is important to improve and finalize the Southern Highway Axis connecting the spot tourist development and the areas of intensive farming to the transverse vertical roads. [25]

9.2 Mountais/Internal Zones

Three extended mountain zones are identified: the first one that is made up of the Lefka Ori and Idi, the second zone which is made up of Asterousia on the south of

Heraklion prefecture and the third one extended eastern including Lassithiotika Ori. 49.4% of the region is mountainous. From the total of the former municipalities and villages (567) that are in Crete Region, 35.6% belongs to mountainous areas, while 17.1% of the total population lives on mountainous areas. The most important problems are spotted on the improvement of living conditions and the protection and show-off of the natural environment.

9.3 Small Islands

In Crete Region also belongs a number of islands as Gavdos, Dia, Koufonisi, Gaidouronisi or Chrissi, Dionysades, Spinalonga, and Paksimadi, most of which are not inhabited, the most important of which is Gavdos. In these islands a number of actions have been taken in the framework of earlier programme periods. The small size of these islands, the low productivity and their financial dependence, in relation to the lack of adequate transportation connection and low quality and quantity of infrastructure, results in the creation of acute problems, results in a gradual ageing, population shrinking and depopulation.

9.4 Urban Centers

Urban Centers	Development Role	Business and Development Infrastructure	Promotional Activities
Heraklion	National and International Development Pole, Governmental and Commercial Center, Sea transport center for the area of the SE Mediterranean	Port Airport University TEI Industrial Zone Northern Highway Axis	Higher Education Technological Research and Development Health Services Tertiary Industry (international commerce-transports) Tourism
Chania	Center of Prefectural Development	Port Airport University TEI Industrial Zone Northern Highway	Higher Education Technological Research and Development Tertiary Industry (commerce-transports)

		Axis	Tourism
Rethymnon	Center of Prefectural Development	Port University TEI Northern Highway Axis	Tourism Higher Education
Other Cities			
Agios Nikolaos	Center of Prefectural Development	Port TEI Northern Highway Axis	Tourism Higher and Technological Education
Ierapetra	Center of Local Development	Port TEI	Tourism Higher and Technological Education
Siteia	Center of Local Development	Port Airport TEI Northern Highway Axis	Tourism Higher and Technological Education Energy Production

Table 3. Urban centres and possibilities

Conclusions

While the rules of the game that formulate the drastic changes in the outer environment are especially competitive, the basic composition of the tourist products in Crete is altered on very slow ratios. Tourism, as a modern socioeconomic activity, constitutes a post-industrial recreational society and it is foreseen that it can become the steamroller of the development and thus be used as an organic element for the planning of the peripheral tourist development. For that, it is required that the touristically developed regions that receive tourist flow to have the following conditions: natural, climatic, geographical, access, financial, living and cultural. But also in order to assure the stability of the peripheral development it is vital for the following elements to co-exist: numerous small enterprises with a local control, no superspecialization, environmental protection, assurance of constant demand, and appropriate tourist policy. These rates can not assure the maintenance of the peripheral income from tourism and Crete's share on the tourist market, if no upgrade services and enriching of the tourist product actions are taken. To that direction, the strategy for the improvement of the competitiveness of Crete's tourism should be structured. Under this prism the proposals aim to: upgrade the quality of the provided services in all sectors that constitute the tourist product and the maintenance of this quality through a totalistic modernization of the installations and hotel business of Crete. The enrichment of the composition of the Cretan tourist product with the development of special infrastructure that can differentiate the development of new tourist products of higher added value that are based on the exploitation of novelties and technologies that have already been developed in the Region of Crete, with the aid of research institutes of Crete (medicinal tourism, aquatic parks, museum tourism etc), and with the creation of special lodging infrastructure (agricultural tourism lodging etc)

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Social aspects of tourism growth: Mixed marriages between foreign women and locals at Rhodes island

Loupa Patty

Assistant Professor, TEI of Larissa, Greece,

e-mail: loupa@teilar.gr

Kolokotronis Dimitrios

Information Technology Teacher, Larissa, Greece,

e-mail: kolokotr@teilar.gr

Venetsanopoulou Maria

Associate Professor, Panteion University, Athens, Greece,

e-mail: mvenet@panteion.gr

Adamou Adamos

Economy Phd., TEI of Larissa, Larissa, Greece

e-mail: adamou@prd.uth.gr

Abstract

This study describes the results of a research conducted in the island of Rhodes, by interviewing 18 women from North European countries who had been married to Greek men in Rhodes, mainly after having their holidays at the island during the '70s. All the women live in Rhodes more than 20 years and speak Greek very well. The aims of this research was to reveal the conditions that dominated that period as far as the tourism culture of the island is concerned, to explore whether these women have adopted the local culture, how was the process of their adaptation to Rhodes society during all these years and to trace their main problems and changes during this period (from ‘70s up to now). The results of the research showed a rather small degree of interaction between the women and the local society in the beginning of their residence in the island, many problems and stereotypes in the way that the locals treated them and a lot of prejudices that Greeks held about the role of their wives. Although the situation became better in the following years, most of these women declare that they would never marry to a Greek again, but they would stay at the island mainly because of its’ physical beauty.

Keywords: Rhodes Island, foreign wives, stereotypes, culture

Κοινωνικές πλευρές της τουριστικής ανάπτυξης: Μικτοί γάμοι μεταξύ αλλοδαπών γυναικών και ντόπιων στη νήσο της Ρόδου

Περίληψη

Η εργασία αυτή περιγράφει τα αποτελέσματα μιας έρευνας που πραγματοποιήθηκε στη νήσο της Ρόδου, με τη μέθοδο της δομημένης συνέντευξης, σε 18 γυναίκες προερχόμενες από χώρες της Βόρειας Ευρώπης και οι οποίες είχαν παντρευτεί Έλληνες στη Ρόδο, κυρίως μετά από διακοπές στο νησί κατά τη δεκαετία του ’70. Όλες οι γυναίκες του δείγματος ζουν στη Ρόδο περισσότερα από 20 χρόνια και μιλούν πολύ καλά ελληνικά. Οι σκοποί αυτής της έρευνας ήταν να αναδειχθούν οι συνθήκες που επικρατούσαν εκείνη την περίοδο όσον αφορά την τουριστική κουλτούρα των κατοίκων του νησιού, να διερευνηθεί κατά πόσο οι γυναίκες αυτές υιοθέτησαν την τοπική κουλτούρα και πως ήταν η διαδικασία προσαρμογής τους στην τοπική κοινωνία όλα αυτά τα χρόνια και να ανιχνευθούν τα κυριότερα προβλήματά τους και οι αλλαγές που έγιναν σ’ όλη αυτήν την περίοδο (από τη δεκαετία του ’70 μέχρι σήμερα).

Τα αποτελέσματα της έρευνας έδειξαν μάλλον έναν μικρό βαθμό αλληλεπίδρασης μεταξύ αυτών των γυναικών και της τοπικής κοινωνίας στην αρχή της διαμονής τους στο νησί, πολλά προβλήματα και στερεοτυπίες στον τρόπο με τον οποίο τις αντιμετώπισε ο ντόπιος πληθυσμός και πολλές προκαταλήψεις των Ελλήνων σχετικά με το ρόλο και τη θέση των συζύγων τους. Αν και η κατάσταση βελτιώθηκε τα επόμενα χρόνια, οι περισσότερες από τις γυναίκες αυτές δηλώνουν ότι δεν θα ξαναπαντρεύονταν με Έλληνες, αλλά θα ξαναέμεναν στο νησί κυρίως λόγω της φυσικής του ομορφιάς.

Λέξεις κλειδιά: Νήσος Ρόδου, αλλοδαπές σύζυγοι, στερεοτυπίες, κουλτούρα

ΕΙΣΑΓΩΓΗ

Η μετανάστευση προκαλεί μια σειρά κοινωνικών και ψυχολογικών ζητημάτων στον τόπο υποδοχής, αλλά κυρίως στον ίδιο το μετανάστη, που καλείται να αντιμετωπίσει προβλήματα προσαρμογής και ένταξης στο νέο περιβάλλον και θέματα αποδοχής του από την τοπική κοινωνία. Σε κάθε περίπτωση όμως, οι δυσκολίες και η περίοδος προσαρμογής διαφέρουν μεταξύ των εσωτερικών και των προερχόμενων από ξένη χώρα μεταναστών. Το πρόβλημα του μετανάστη, του «οριακού ανθρώπου» όπως τον χαρακτήρισε ο Park (1928) και αργότερα τον ανέλυσε ο Sto*n*equist (1937), είναι ότι συμμετέχει σε περισσότερα από ένα συστήματα παιδείας και πολιτισμού, με αποτέλεσμα να εμφανίζει έντονες συνειδησιακές συγκρούσεις και ενίοτε παρεκκλίνουσες συμπεριφορές από τις κοινωνικά αποδεκτές. Η αποσύνδεση του από το βασικό κοινωνικό του πλαίσιο, τον καθιστά άτομο κοινωνικά μετέωρο. Η κοινωνικοποίηση σε δυο συστήματα (Τσαούση, 2006) μπορεί να οφείλεται στο ότι ο οριακός άνθρωπος προέρχεται από την επιμιξία δύο διαφορετικών πολιτισμών (μικτοί γάμοι) ή από την αλληλοδιάδοχη κοινωνικοποίηση του σε δύο διαφορετικά συστήματα.

Στο νέο περιβάλλον που δημιουργείται συνυπάρχουν οι παραδοσιακές, με τις μοντέρνες και μεταμοντέρνες τάσεις. Οι διαδικασίες διαφοροποίησης (Crook et al., 1992) και εξατομίκευσης που παρατηρούνται σε πολιτικό και κοινωνικό επίπεδο (Δεμερτζής, 1996) οδηγούν σε πολιτισμικές συγκρούσεις και στο σχηματισμό πολλαπλών ταυτοτήτων (Pieterse, 1995). Στο περίπλοκο αυτό περιβάλλον ο μετανάστης υπόκειται σε συνεχείς διαδικασίες αυτοπάθειας (Thompson, 1999), αποκομίζοντας μια διαρκή ένταση μεταξύ της προσωπικής του ευτυχίας και της διασφάλισής του από τους παραγόμενους κινδύνους (Bauman, 1997). Η **«**αστικοποίηση**»** του προϋποθέτει μεταβολή στη σκέψη, τη συμπεριφορά και τις κοινωνικές αξίες. Κατ’ αυτή την έννοια (Μπένος, 1999), προκειμένου ο μετανάστης να ενταχθεί στο κοινωνικό σύνολο, αναγκάζεται συχνά να απαρνηθεί τον παλιό του εαυτό.

Η ΤΑΥΤΟΤΗΤΑ ΤΗΣ ΕΡΕΥΝΑΣ

Το Δείγμα

Το συνολικό δείγμα ήταν 18 γυναίκες διαφορετικών εθνικοτήτων: τέσσερις Αγγλίδες, τρεις Δανέζες, δύο Νορβηγίδες, τέσσερις Ολλανδέζες, δύο Φιλανδέζες και τρεις Σουηδέζες.

Ως προς την ηλικία, η κατανομή ήταν 12 άτομα ηλικίας 40-60 και 6 άτομα ηλικίας 30-40. Ως προς τη μόρφωση, 13 άτομα ήταν απόφοιτοι Γ/θμιας εκπαίδευσης και 5 άτομα απόφοιτοι Β/θμιας εκπαίδευσης. Ως προς το επάγγελμα, 13 άτομα ήταν εργαζόμενες στον τουριστικό τομέα (ξενοδοχεία, τουριστικά γραφεία, ξεναγοί) και οι υπόλοιπες ασχολούνταν με τα οικιακά. Ως προς την οικογενειακή κατάσταση, οι 5 από αυτές ήταν διαζευγμένες και οι υπόλοιπες 13 παντρεμένες. Πρέπει να επισημανθεί ότι το δείγμα αφορά στη 2η και 3η γενιά που παντρεύτηκε στη Ρόδο. Η πρώτη γενιά είναι σήμερα πάνω από 60 ετών και δεν συμμετείχε στην έρευνα. Οι περισσότερες ζουν στη Ρόδο πάνω από 20 χρόνια και μιλούν πολύ καλά τα ελληνικά.

Μεθοδολογία της Έρευνας

Η έρευνα διεξήχθη τον Ιούλιο του 2008 με προκαθορισμένο ραντεβού στο ξενοδοχείο «Agla», στην περιοχή Ψαροπούλα. Η επιλογή του χώρου έγινε με κριτήριο το άνετο και συμπαθητικό περιβάλλον, που θα εξασφάλιζε την καλή υποστήριξη κατά τη διάρκεια των επιμέρους συνεδριών. Αρκετές ημέρες πριν πραγματοποιηθούν οι συναντήσεις, είχε προηγηθεί η επικοινωνία μας με την υπεύθυνη της ομάδας (πρόεδρος του συλλόγου), όπου θέσαμε τους στόχους μας και το σκοπό της έρευνάς μας. Στο διάστημα που μεσολάβησε η υπεύθυνη είχε το χρόνο να επιλέξει τα μέλη της ομάδας και να τα ενημερώσει για την ώρα, το χώρο και το σκοπό της συνάντησης, ώστε να προετοιμαστούν κατάλληλα.

Πριν ξεκινήσει η κάθε συνεδρία εξηγήθηκαν και πάλι οι σκοποί της έρευνάς μας, ώστε να ελαχιστοποιηθεί κάθε πιθανότητα δυσπιστίας για το πρόσωπο και τις προθέσεις του ερευνητή. Σε πρώτη φάση αναπτύχθηκε μια ελεύθερη συζήτηση με την αλλοδαπή σύζυγο, καθοδηγούμενη σε μεγάλο βαθμό από εμάς, με σκοπό να σκιαγραφήσουμε το προφίλ της, την κουλτούρα της χώρας καταγωγής της και τις γενικότερες αντιλήψεις της σχετικά με τον τουρισμό, τους λόγους επιλογής της Ελλάδας και ιδιαίτερα της Ρόδου για διακοπές και τους λόγους που τις οδήγησαν στη λήψη της απόφασης να παντρευτεί και να εγκατασταθεί στη Ρόδο. Η συνέντευξη πραγματοποιήθηκε βάσει ημιδομημένων ερωτήσεων.

ΑΠΟΤΕΛΕΣΜΑΤΑ ΤΗΣ ΕΡΕΥΝΑΣ

Τα στοιχεία που προέκυψαν από τις συνεντεύξεις ήταν ιδιαίτερα αποκαλυπτικά και ως προς τους λόγους που τους οδήγησαν να επιλέξουν τη Ρόδο για μόνιμη κατοικία και ως προς τις αλληλεπιδράσεις που προκλήθηκαν από αυτή την επιλογή. Πιο συγκεκριμένα, μετά την απομαγνητοφώνηση των απαντήσεων των γυναικών στις ερωτήσεις της συνέντευξης και μετά από την επεξεργασία και ομαδοποίηση αυτών των απαντήσεων, προέκυψαν τα ακόλουθα αποτελέσματα ανά ερώτηση:

1. *Ποιος ήταν ο λόγος που αποφασίσατε να έρθετε στη Ρόδο και να παντρευτείτε εδώ;*

Από τη συζήτηση προέκυψε ότι οι περισσότερες από τις γυναίκες του δείγματος ήρθαν για διακοπές στην Ελλάδα τη 10ετία του 1970 και ένας αριθμός από αυτές ήρθαν προκειμένου να εργαστούν στον τουριστικό τομέα, κυρίως ως αρχηγοί τουριστικών γραφείων, εκπροσωπώντας τη χώρα τους. Για την κουλτούρα των χωρών προέλευσής τους και ιδιαίτερα των Σκανδιναβικών, ήταν συνηθισμένο φαινόμενο τα κορίτσια να κάνουν διακοπές μόνα τους από τις ηλικίες των 16-17 ετών. Η σεξουαλική ελευθερία που επικρατούσε στις χώρες αυτές, τους επέτρεπε να συνάπτουν ερωτικές σχέσεις με τους ντόπιους στους τουριστικούς προορισμούς. Επιπλέον, για εκείνες που εργάζονταν, η μεγάλη διάρκεια παραμονής τους (αρκετοί μήνες), δημιουργούσε τις προϋποθέσεις γνωριμιών και ερωτικών σχέσεων με τους ντόπιους. Αποτέλεσμα όλων αυτών, δηλαδή της σεξουαλικής ελευθερίας και του γεγονότος ότι δεν είχαν πρόβλημα να εργαστούν και να ζήσουν σε άλλο μέρος μακριά από την πατρίδα τους, ήταν να προκύψουν αρκετοί γάμοι μεταξύ αυτών των γυναικών και των ντόπιων.

2. *Πως γνωρίσατε τους συζύγους σας;*

Οι περισσότερες, ειδικά οι μεγαλύτερες σε ηλικία που ήρθαν στη Ρόδο για διακοπές, γνώρισαν του άντρες τους από καμάκι. Εκείνες που ήρθαν στη Ρόδο να εργαστούν σε τουριστικό γραφείο ή ξενοδοχείο, τους γνώρισαν κυρίως στον επαγγελματικό τους χώρο.

3. *Ποια είναι η εργασία του συζύγου;*

Από τις απαντήσεις προέκυψε ότι η απασχόληση των συζύγων της πλειοψηφίας των γυναικών, είναι σε χαμηλού κύρους θέσεις, όπως σερβιτόροι, οδηγοί τουριστικού λεωφορείου, μπάρμαν, πωλητές σε τουριστικά καταστήματα και μόνο μία από αυτές δήλωσε ότι ο σύζυγος της είναι τουριστικός επιχειρηματίας.

4. *Σε τι βαθμό υιοθετήσατε την ντόπια κουλτούρα (ήθη, έθιμα, συνήθειες κλπ.);*

Οι συμμετέχοντες έπρεπε να προσδιορίσουν «σε τι βαθμό υιοθέτησαν τη ντόπια κουλτούρα» και «σε τι βαθμό έδωσαν στους ντόπιους τη δική τους κουλτούρα». Ο σκοπός αυτών των ερωτήσεων ήταν να διαπιστώσουμε το βαθμό αλληλεπίδρασης μεταξύ αυτών των γυναικών και του ντόπιου πληθυσμού. Από τις απαντήσεις που δόθηκαν διαπιστώθηκε ότι οι αλλοδαπές υιοθέτησαν σε μεγαλύτερο βαθμό τα ήθη και έθιμα και τον τρόπο ζωής του τόπου, σε αντίθεση με τους ντόπιους οι οποίοι ελάχιστα ακολουθούν τις δικές τους συνήθειες. Αποδεικνύεται λοιπόν, ότι η ντόπια κοινωνία εμφανίζεται ισχυρότερη έναντι των αντιλήψεων των ξένων. Αυτό ενισχύεται και από την επόμενη ερώτηση «σε τι βαθμό ακολουθείτε τις συνήθειες του τόπου», στην οποία όλες απάντησαν «σε πολύ μεγάλο». Μας είπαν ότι συμμετέχουν στις τοπικές γιορτές και τα λαϊκά πανηγύρια, τις μεγάλες γιορτές Χριστούγεννα και Πάσχα τις γιορτάζουν σύμφωνα με την τοπική παράδοση και εκτελούν τα μυστήρια του γάμου και της βάπτισης κατά τον ορθόδοξο τρόπο.

Η συμμετοχή τους σε όλα τα παραπάνω γίνεται με ευχάριστα συναισθήματα. Άλλωστε τα παιδιά τους, όπως δηλώνουν, αισθάνονται περισσότερο Έλληνες. Ωστόσο, όλες αυτές οι γυναίκες φροντίζουν να διατηρούν και τις δικές τους συνήθειες, την παράδοση και τη γλώσσα τους, φροντίζοντας να τα μεταδίδουν και στα παιδιά τους. Για το λόγο αυτό, τις μεγάλες γιορτές Χριστούγεννα και Πάσχα τις γιορτάζουν συγχρόνως και με τα ιδιαίτερα έθιμα της πατρίδας τους, ίδρυσαν το διεθνές σχολείο όπου τα παιδιά τους παρακολουθούν μαθήματα γλώσσας από τη χώρα προέλευσης της μητέρας τους και μια φορά την εβδομάδα κάνουν συναντήσεις (ανά εθνικότητες) στο σύλλογο που έχουν ιδρύσει.

5. *Προσαρμοστήκατε εύκολα στην εδώ κοινωνία;*

Σκοπός της ερώτησης ήταν να ανιχνευθεί πώς αντιλαμβάνονται τις συμπεριφορές των κατοίκων της ντόπιας κοινωνίας και τις αντιλήψεις αυτής της κοινωνίας για τις ξένες. Το αποτέλεσμα της συζήτησης ήταν ότι κατ' αρχήν όλες θεωρούν τους ντόπιους ανοιχτούς και φιλόξενους ανθρώπους. Οι αντιλήψεις των ντόπιων προς τις ξένες φαίνεται να μην ήταν θετικές, τουλάχιστον στην αρχή. Γι' αυτό και προέκυψαν πολλές δυσκολίες τόσο στην προσαρμογή τους στην τοπική κοινωνία, όσο και στην αποδοχή τους από την πλευρά των ντόπιων κατοίκων.

Οι αντιδράσεις της τοπικής κοινωνίας προερχόταν κυρίως από:

α) Το συγγενικό περιβάλλον που τις θεωρούσε απειλή για τη συνοχή της οικογένειας και την αλλοίωση της κουλτούρας.

β) Από τις ανύπαντρες Ελληνίδες, που ένοιωθαν αδικημένες και θεωρούσαν τις ίδιες «επικίνδυνες» διότι αποσπούσαν την προσοχή των ανδρών αλλά και διότι για τις ξένες δεν ίσχυε η προϋπόθεση της προίκας, η οποία ήταν βασική προκειμένου οι ίδιες (οι ντόπιες) να παντρευτούν.

Επιπλέον, οι παντρεμένες Ελληνίδες εκδήλωναν συναισθήματα «φόβου υφαρπαγής» των συζύγων τους και διάρρηξης του οικογενειακού τους ιστού, με αποτέλεσμα να τις απαξιούν και να τις απομονώνουν. Επίσης, στην κοινωνία επικρατούσε η στερεοτυπική αντίληψη (σύμφωνα με τα λεγόμενα των γυναικών του δείγματος) ότι «είσαι πόρνη αρκεί που είσαι ξένη». Ωστόσο, αντιδράσεις υπήρξαν και από την πλευρά των ξένων γυναικών λόγω της δυσκολίας τους να κατανοήσουν αντιλήψεις και νοοτροπίες της τοπικής κοινωνίας, όπως επέμβαση του συζυγικού περιβάλλοντος στην οικογένεια, στην ονοματοθεσία των παιδιών, ακόμα και στην ανατροφή τους. Επίσης, αντέδρασαν και προς την πλευρά των συζύγων τους, οι οποίοι μετά το γάμο επέβαλλαν τρόπους συμπεριφοράς σύμφωνα με τα ταμπού της ντόπιας κοινωνίας, π.χ. οι γυναίκες δεν έπρεπε να κυκλοφορούν μόνες τους σε χώρους όπως μπαρ, καφετέριες κλπ. αλλά έπρεπε να παραμένουν στο σπίτι, κάτι που ερχόταν σε πλήρη αντίθεση με τη νοοτροπία και τις αντιλήψεις αυτών των γυναικών. Ωστόσο, οι ίδιοι εξακολουθούσαν να κυκλοφορούν τη νύχτα και πολλοί από αυτούς συνέχιζαν το παραδοσιακό «καμάκι» στις παραλίες και στα μπαρ καθώς και τις εξωσυζυγικές σχέσεις.

Όλα τα παραπάνω οδήγησαν σε πολλά διαζύγια, με αποτέλεσμα οι περισσότερες γυναίκες να πάρουν τα παιδιά και να επιστρέψουν στην πατρίδα τους. Σήμερα στις σχέσεις μεταξύ αυτών των γυναικών και των ντόπιων έχει επέλθει μια ισορροπία και δεν δημιουργούνται προβλήματα. Οι γυναίκες που εξακολουθούν να παραμένουν στη Ρόδο έχουν αποδεχθεί την τοπική νοοτροπία, όπως τη διάθεση της γιαγιάς για βοήθεια και οι περισσότερες το ανταποδίδουν με τη φροντίδα των γονιών κατά τα γεράματά τους.

6. *Σήμερα παντρεύονται αλλοδαπές με ντόπιους;*

Από τη συζήτηση φάνηκε, ότι σήμερα πλέον δεν προκύπτουν πολλοί μικτοί γάμοι, τουλάχιστον στον ίδιο βαθμό με το παρελθόν.

7. *Θα παντρευόσασταν ξανά στη Ρόδο;*

Οι περισσότερες δηλώνουν ότι δεν θα παντρεύονταν ξανά ντόπιο, αλλά θα παρέμειναν στο νησί για το φυσικό περιβάλλον, την ηρεμία, τον ήλιο, τη θάλασσα αλλά και την ασφάλεια που τους προσφέρει.

8. *Μπορείτε να μας επισημάνετε μερικά από τα σημαντικότερα προβλήματα που αντιμετωπίσατε;*

Από τη συζήτηση προέκυψαν σημαντικά στοιχεία όσον αφορά τα προβλήματα που αντιμετώπισαν, φέρνοντας όχι μόνο προσωπικά παραδείγματα αλλά και άλλων γυναικών που είχαν παντρευτεί ντόπιους. Οι δυσκολίες εντοπίζονταν κυρίως στην αρχή του γάμου. Οι γυναίκες αυτές δεν είχαν κοντά τους γονείς τους, ούτε τα παιδιά τους έχουν κοντά τους συγγενείς από την πλευρά της μητέρας τους. Ακόμη, πολλές από αυτές άφησαν τις δουλειές τους για να παντρευτούν. Επίσης, η Ελλάδα ήταν πολύ πίσω σε σχέση με τις χώρες προέλευσης τους όσον αφορά τη θέση των γυναικών στην κοινωνία. Ο σύζυγος ήταν απαιτητικός και έπρεπε να τα κάνουν όλα με τον ελληνικό τρόπο.

Χαρακτηριστική είναι η αφήγηση μιας από την ομάδα η οποία είπε: *«Ο άντρας μου ζήλευε και με έκλεινε μέσα.. Ήμουν στο σπίτι σκλάβα (δουλειές, φαγητό κλπ.) και εκείνος είχε σχέση με άλλες γυναίκες. Δεν ήθελε παρέα στο σπίτι, ούτε φίλους, δεν μου επέτρεπε καν να βγω με μια φίλη για καφέ. Δεν μου έδινε χρήματα, παρά μόνο για τα ψώνια του σπιτιού.»*. Πολλές γυναίκες ήρθαν σ' αυτήν τη θέση. Πολλές δεν είχαν ούτε σπίτι να μείνουν, όταν μετά από καυγά τις έβγαζαν έξω στο δρόμο. Κάποιες μπόρεσαν να συνηθίσουν και κάποιες δεν μπόρεσαν να αντέξουν.

ΣΥΜΠΕΡΑΣΜΑΤΑ

Από τη συζήτηση προέκυψαν ενδιαφέροντα συμπεράσματα. Οι περισσότερες από τις γυναίκες του δείγματος συμφώνησαν πως η Ρόδος ήταν ένας από τους πλέον κοσμοπολίτικους προορισμούς για καλοκαιρινές διακοπές προς το τέλος της δεκαετίας του ΄60 αλλά και τη δεκαετία του '70 για όλους του Βορειοευρωπαίους. Σ' αυτό συνέτειναν το συγκριτικό πλεονέκτημα του κλίματος και η δυνατότητα της απ' ευθείας αεροπορικής πρόσβασης.

Στη συνέχεια, το φλερτ και η δυνατότητα δημιουργίας σεξουαλικών επαφών με τους ντόπιους, αποτέλεσαν για πολλά χρόνια τον ισχυρότερο ίσως λόγο επιλογής της Ρόδου για καλοκαιρινές διακοπές. Οι Σουηδέζες αποκαλύπτουν, ότι στη δεκαετία του 1970, οι tour operators ναύλωναν charter μόνο με γυναίκες, με προορισμό τη Ρόδο και μοναδικό στόχο το σεξ. Κάποιες δε, ερχόταν μόνο για να κάνουν παιδιά με Έλληνες, χωρίς να απαιτούν τίποτα από αυτούς, δεδομένου ότι στη χώρα τους το κράτος προστάτευε τα εξώγαμα παιδιά. Ωστόσο, όλες συμφωνούν ότι σήμερα ο παραπάνω λόγος έπαψε να ισχύει, εξ' αιτίας του Aids αλλά και της απελευθέρωσης της Ελληνίδας γυναίκας. Όσον αφορά στις γυναίκες που παντρεύτηκαν στη Ρόδο με ντόπιους, η έρευνα έδειξε ότι αντιμετώπισαν πολλές δυσκολίες προσαρμογής που εκπορεύονταν κυρίως από το συντηρητικό τρόπο με τον οποίο τις αντιμετώπισε ο ντόπιος πληθυσμός και από τις προκαταλήψεις των Ελλήνων σχετικά με το ρόλο και τη θέση των συζύγων τους.

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A COMPARISON OF TRADITIONAL VS ELECTRONIC WORD OF MOUTH IN THE GREEK HOTEL MARKET: AN EXPLORATORY STUDY

Aikaterini Manthiou, MS

Dept. of Appeal, Ed. Studies, & Hosp. Mgt, Iowa State University

katerina@iastate.edu

Phone: (515) 572-4989

Thomas Schrier, PhD

Dept. of Appeal, Ed. Studies, & Hosp. Mgt, Iowa State University

5 MacKay Hall, Ames, IA 50011, USA

Phone: (515) 294-3038

Fax: (515) 294-6364

schriert@iastate.edu

Abstract

Electronic word of mouth (eWOM) communication has begun increasing in popularity as a marketing tool. However, research in the area of traditional written forms of WOM communication compared to online travel eWOM review websites is scant. The purpose of this study is to examine international tourists' perceptions of traditional written forms of travel review guidebooks compared to online travel review websites for Greek hotels. This exploratory study utilizes a model developed from previous research to examine the constructs that make up information quality, source credibility, information usefulness, and information adoption. The result indicated that there are different factors which are utilized by consumers in the adoption of information between printed travel guidebooks and online travel reviews.

Keywords: Adoption, Electronic Word of Mouth, Hotel Industry, Information Quality, Source Credibility, Usefulness

Introduction

Word of mouth (WOM) communication is a form of personal communication in which an individual receives information directly from another individual (Arndt, 1967). This type of communication has been recognized as an effective marketing tool with the potential for significant impact on customer behavior. As the world has become more connected through the use of technology and the internet there has been a shift from traditional verbal and written forms of communication to electronic forms of communication. In recent years, electronic word of mouth (eWOM) communication has begun increasing in popularity as a marketing tool (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004). Multiple researchers have examined eWOM from the perspective on the influences eWOM has on consumer loyalty and purchase decisions (Lin, Luarn, & Huang, 2005; Gruen, Osmonbekov, & Czaplewski, 2006). However, research in the area of traditional written forms of WOM communication compared to online travel eWOM review websites is scant. The purpose of this study is to examine international tourists' perceptions of traditional written forms of travel review guidebooks compared to online travel review websites for Greek hotels.

Literature review

E-commerce development in Greece

E-commerce in Greece is in its infancy compared to that of other regions such as the United States and Northern Europe (Buhalis & Kaldis, 2008; Buhalis & Deimezi, 2004). This is most likely due in part to the relatively low propensity to use the Internet in Greece (Buhalis & Deimezi, 2004). In the same vein, Sigala (2003) found that hotels in Greece use their Internet networks and interactive capabilities in a limited fashion and only a few are using the Internet for more enhanced and sophisticated activities. According to Vrana and Zafiropoulos (2006) the main barriers to e-commerce and Internet adoption in Greece are the concerns that the Internet would not lead to more efficiency, would not lower costs, would not bring more revenues as well as the fact that enterprises do not clearly anticipated benefits and in the end they do not feel social pressure to bring e-commerce into their firms. Nevertheless, a recent study showed that hotels in Greece have become increasingly aware of the importance of Internet distribution channels (Buhalis & Kaldis, 2008). This study also pointed out that only organizations that use information and communication technology strategically will be able to develop their electronic distribution channels in a manner which will allow for the achievement a competitive advantages in the future. The Greek hotel industry needs to adopt new technologies and trends for e-commerce as well as to alter hoteliers' attitudes about having an online presence (Zafiropoulos, & Vrana 2006). In 2009 Greece was ranked 24th among 133 countries in the world for competitiveness in travel and tourism markets (WEF, 2009). However, in order to move Greece forward in the global tourism community the country's e-commerce and electronic communication capabilities must be developed.

The emergence of new forms of e-commerce has altered the world economy (Chen & Chang, 2003). The Internet has allowed organizations to simplify business processes, reduce expenditures, create new relationships, and increase efficiencies (Yeh, Leong, Blecher, & Hu, 2005). The Internet has decreased the limitations of conducting business and retailers are able to market products without worrying about geography or time constraints (Chen & Chang, 2003). As such it is time for the Greek hotel industry to step up and embrace these changes before it is left behind.

Comparison of online review information and traditional marketing

Traditional WOM plays a major role in consumer buying decisions (Engel, Blackwell, & Kegerreis, 1969; Richins, 1983). In a study of marketing types Katz and Lazarsfeld (1955) found that WOM ranks as the strongest among traditional marketing formats such as radio advertisements, print ads and personal selling. Likewise, it has been found that consumers consider information obtained through WOM communication to be twice as valuable as information obtained through traditional marketing (Villanueva, Yoo, & Hanssens 2008). Studies on electronic communication have found that, most Internet users evaluate blogs to be more credible than traditional media and that the Internet serves as a supplement to traditional information (Johnson & Kaye, 2003; Johnson & Kaye, 2004). In addition, Chatterjee (2001) argues that eWOM is far more robust in quantity compared to information obtained from traditional contacts. As a result eWOM attracts more readers than traditional media. Parker (2005) reported that both giving and seeking eWOM is pervasive and growing as consumers are approximately 16% more likely to be influenced by eWOM than by traditional advertising media.

Information adoption and usefulness

Information adoption is defined as the extent to which people accept the content of a message and believe it as meaningful, after assessing its validity (Zhang, & Watts 2008). Sussman and Siegal (2003) investigated information adoption in an organizational context with argument quality and credibility source as key propositions. Along with information adoption, information usefulness is considered a key proposition in adoption theories. Cheung, Lee, and Rabjon (2008) found that the information usefulness is a significant factor between the influence processes and information adoption and is strongly related with information quality and accessibility (Kraemer, Danziger, Dunkle, & King, 1993; Saeed & Abdinnour-Helm, 2008). According to Zheng, Youn, and Kincaid (2009) 55% of online review readers find the writers' comments to be useful, and take them into consideration when making purchase decisions. In addition, Jin, Cheung, Lee, and Chen (2009) investigated how to keep members using the information in a computer-supported social network as well as explored the motivations behind information use by integrating the information adoption model with the information continuance. Similarly, Cheung, Lee, & Rabjohn (2008) examined the extent to which people were willing to accept and adopt online consumer reviews and the factors that encouraged information adoption and found that information adoption is highly affected by the significant role of information usefulness.

Based on the previous literature the following hypotheses were developed.

Hypothesis 1a: There is a positive relationship between information usefulness and adoptions for hotel information in printed travel guidebooks.

Hypothesis 1b: There is a positive relationship between information usefulness and adoptions for hotel information in online travel reviews.

Information quality

Information quality is identified as the extent to which users think that information is relevant, timely, accurate, and complete (Lee, Strong, Kahn, & Wang, 2002). Olshavsky (1985) found that when information quality meets the customers' needs and requirements, costumers are willing to criticize the value of each product or service based on their purchase decision criteria. Several studies on information quality have underlined the information quality measures used in e-commerce studies such as accuracy, relevance, understandability, completeness, currency, dynamism, personalization, variety, content usefulness, validity, and adequacy (i.e. Auster and Choo, 1993; Ballou, & Pazer, 1985; Doll & Torkzadeh, 1988; DeLone & McLean 2003; Goodhue, 1995; Miller, 1996; Smith, 1997; Wang, &Strong, 1996; Yang, Cai, Zhou, & Zhou, 2005). Park, Lee, & Han (2007) found the quality of on-line consumer reviews have a positive effect on consumer purchasing intention. Nicolaou, Masoner, and Welker (1995) argued that improvements in information quality increases the usefulness of the decision systems.

In general, information quality refers to the level of the content of the information and the suitability of the information for the users' purposes. Lin and Lu (2000) have investigated how user's acceptance is affected by the feature of information quality. In this study information quality is viewed as having seven aspects 1) relevance, 2) understandability, 3) sufficiency, 4) objectivity, 5) timeliness, 6) accuracy and 7) persuasiveness.

Relevance

Information relevance indicates if the information is applicable and is an important element for the decision maker (Dunk, 2004). Past studies argued that relevance and credibility are two key variables for the attitude change (Hovland, Janis, & Kelley, 1966; Hill, 1963; Choo, 1964). Other researchers suggest that relevance elevates the amount of judgmental confidence that individuals need to have in their own attitudes and/or the confidence they need to have for the validity of the message. (Chen & Chaiken, 1999; Eagly & Chaiken, 1993). Kaakinen, Hyönä, and Keenan, (2003) discussed the time spent reading text and showed that low attention span readers slow down their processing of reading relevant information and they read faster when the information is irrelevant. The more relevant the information is, the higher the perceived information usefulness.

Based on the previous literature the following hypotheses were developed.

Hypothesis 2a: There is a positive relationship between information relevance and usefulness for hotel information in printed travel guidebooks.

Hypothesis 2b: There is a positive relationship between information relevance and usefulness for hotel information in online travel reviews.

Understandability

Understandability of information is related to how much information is clear and conceivable. McKinney, Yoon, and Zahedi (2002) developed a web satisfaction model containing understandability as one of the key dimensions related to the information quality. According to Srinivasan (1985) the ability of a system to help the user, coupled with the accuracy and understandability of the outputs it generates, appear to be strong motivators for system use. The more understandable the information is, the higher the perceived information usefulness.

The following hypotheses have been developed from the previous literature

Hypothesis 3a: There is a positive relationship between the understandability of information and usefulness for hotel information in printed travel guidebooks.

Hypothesis 3b: There is a positive relationship between the understandability of information and usefulness for hotel information in online travel reviews.

Sufficiency

Sufficiency of the information denotes if the information is complete and comprehensive and it is an important element of web information quality (Doll & Torkzadeh, 1988). Griffin, Neuwirth, Dunwoody, and Giese (2004) proposed information sufficiency to be an important component of people's information seeking behaviors, in an effort to better understand the use of information in risky situations. In general, sufficiency represents the degree to which the system provides all necessary information (Wixom & Todd, 2005). The more sufficient the information is, the higher the perceived information usefulness.

The follow hypotheses are proposed.

Hypothesis 4a: There is a positive relationship between information sufficiency and usefulness for hotel information in printed travel guidebooks.

Hypothesis 4b: There is a positive relationship between information sufficiency and usefulness for hotel information in online travel reviews.

Objectivity

Information objectivity indicates the impartiality and fairness of the sender of a message. Petty, and Cacioppo (1984) argued that messages which are objective and understandable, are more effective than weak messages, which are emotional and subjective. West and Williamson (2009) investigated whether Wikipedia can be used and recommended as a credible reference or information tool in different academic disciplines and found that overall the articles were objective clearly presented, reasonably accurate, and complete. However, the objectivity scores were influenced by the presence of subjective language, opinions stated as facts, and the omission of alternative perspectives or mention of existing controversy. The more objective information is, the higher the perceived information usefulness.

Base on the previous literature the following hypotheses have been developed.

Hypothesis 5a: There is a positive relationship between information objectivity and usefulness for hotel information in printed travel guidebooks.

Hypothesis 5a: There is a positive relationship between information objectivity and usefulness for hotel information in online travel reviews.

Timeliness

Timeliness of information indicates currency and continuously updated information. Timeliness is stressed as important factor of web information quality (Bailey & Pearson 1983). In other words, it refers to the degree to which the system offers quicky responses to requests for information or action (Wixom &Todd 2005).

The more up-to-date the information is, the higher the perceived information usefulness.

Based on this literature the following is developed.

Hypothesis 6a: There is a positive relationship between timeliness and information usefulness for hotel information in printed travel guidebooks.

Hypothesis 6b: There is a positive relationship between timeliness and information usefulness for hotel information in online travel reviews.

Accuracy

According to Wixom and Todd (2005) accuracy reflects recipients' perceptions that information is correct. Likewise, accuracy indicates that the information is error-free (Dunk, 2004). The more accurate the hotel information is, the higher the perceived information usefulness.

Hypothesis 7a: There is a positive relationship between information accuracy and usefulness for hotel information in printed travel guidebooks.

Hypothesis 7b: There is a positive relationship between information accuracy and usefulness for hotel information in online travel reviews.

Persuasiveness

Persuasiveness is the level on how convincing the information content is perceived to be. Eagly and Chaiken (1993) found that the persuasiveness of a message depends on the positive attributes of the communicators. Additionally, researchers have supported the idea that a highly credible source is more persuasive than a low credibility source when involvement of the reader is low (Johnson &Schileppi 1969; Rhine &Severance 1970). Uskul, & Oyserman, (2010) examined the persuasive effects of tailored messages and found that European and Asian Americans who read a message that focused on the individual person were more likely to accept the message and find it more persuasive, as they believe they were more at risk and engaged in more message-congruent behavior. The more persuasive information is, the higher the perceived information usefulness.

Based on the previous literature the following hypotheses were developed.

Hypothesis 8a: There is a positive relationship between information persuasiveness and usefulness for hotel information in printed travel guidebooks.

Hypothesis 8b: There is a positive relationship between information persuasiveness and usefulness for hotel information in online travel reviews.

Source Credibility

Credibility is determined as the extent to which an information source is perceived to be believable, competent, and trustworthy by the information recipients

(Petty, & Cacioppo, 1986). Information provided by highly credible sources is considered to be useful and reliable (Ko, Kirsch, & King, 2005).

Extensive research in source credibility has been conducted (i.e. Heesacker, Petty, & Cacioppo, 1983; Petty, Cacioppo, & Goldman, 1981). Much of this research has been related to the extent that users can trust information that is provided by an expert (i.e. Awad & Ragowsky 2008; Dholakia & Sternthal, 1977; Grewal, Gotlieb, & Marmorstein, 1994; Kuan & Bock 2007). Trustworthiness is defined as a well-intentioned, truthful, unbiased concept which captures the perceived goodness or morality of the source (Tseng & Fogg, 1999). Trust has been conceptualized as an attitude, belief, intention, or behavior in the online context (McKnight & Chervany, 2001). Additionally, expertise is defined as a knowledgeable, experienced, and competent concept which captures the perceived knowledge and skill of the source (Tseng & Fogg, 1999).

In the literature it has been investigated that highly trustworthy and/or expert sources induce more immediate attitude change than do sources having less of these attributes. Additionally, recipients' opinions change in the when the material of information is attributed to a high credibility source than when it is attributed to a low credibility source (Hovland, 1951; Hovland, Janis & Kelley, 1953; Hovland and Weiss, 1951; Miller and Baseheart, 1969; Schulman and Worrall, 1970; Warren, 1969). Fogg et al. (2001) compared respondents from Filand and the US and found that the US respondents assign higher credibility to websites that convey expertise and trustworthiness and Finish respondents report lower credibility for websites that convey commercial implications.

Based on the previous literature the following hypotheses were developed.

Hypothesis 9a: There is a positive relationship between trustworthiness and usefulness for hotel information in printed travel guidebooks.

Hypothesis 9b: There is a positive relationship between trustworthiness and usefulness for hotel information in online travel reviews.

Hypothesis 10a: There is a positive relationship between expertise and usefulness for hotel information in printed travel guidebooks.

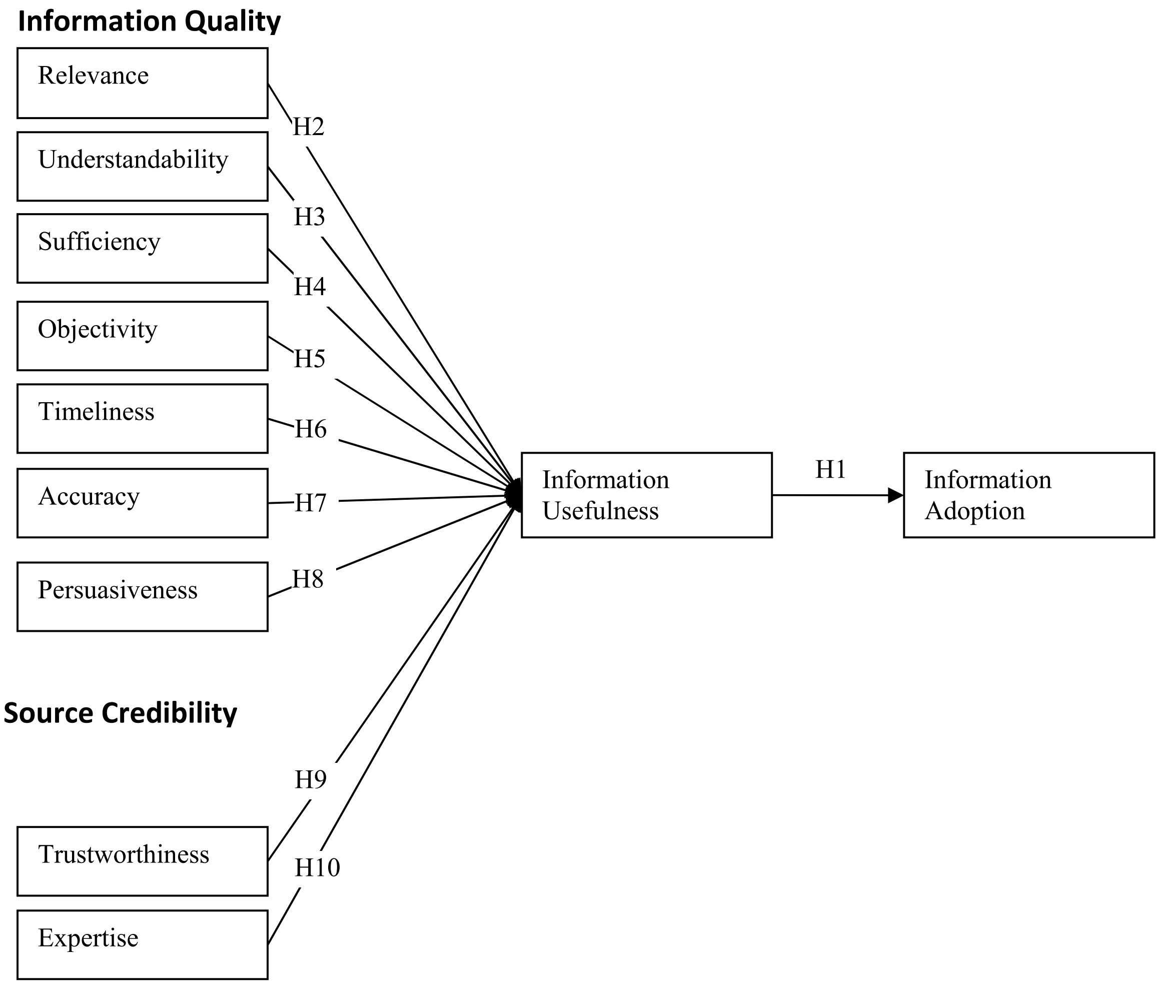
Hypothesis 10b: There is a positive relationship between expertise and usefulness for hotel information in online travel reviews.

Research Model

The theoretical framework of the research model in this study is shown in Figure 1. This model represents the factors of information adoption in terms of information quality, source credibility, information usefulness and information adoption. The constructs of this model are adapted from research conducted by

Cheung, et al. (2008) and modified to fit the context of printed travel guidebooks and online travel reviews.

Figure 1. Theoretical Research Model



Methodology

The focus of the study is international tourists who have traveled to Greece or are planning to travel to this destination in the future. Data was collected via an online survey. The use of an internet survey was chosen since this method has the ability to provide faster data collection than other alternative methods and it offers more geographic flexibility with relatively low costs. Participants were randomly asked to read either a review for a Greek hotel from a travel guidebook or a review from a travel website. The questionnaire was designed to measure the elements of the research model used in this study which are: Understandability, Sufficiency, Objectivity, Timeliness, Accuracy, Persuasiveness, Trustworthiness, Expertise, Usefulness, and Adoption. Questions were adapted from previous literature in order to fit the Greek hotel market. The measurement are carried out by a seven-point Likert scale, ranging from strongly agree (1) to strongly disagree (7). In addition, demographic information was obtained including average yearly income, education, gender, ethnicity and residence.

Results

Demographics

The results of the study indicate that the ratio of male to female respondents was evenly distributed as 45.5% of the respondents indicate their gender as males and 45.5% of the respondents indicate their gender as females while 9.1% of respondents did not indicate their gender. The age of the majority of the respondents ranged from 26 to 35 years old (54.5%). The respondents were relatively well educated with 90.9% having completed a college degree or higher. Average household yearly income levels ranged from under $15,000 to $75,000-$89,999 with the largest income level being under $15,000 (36.4%) followed by $45,000-$59,999 (27.3%). The primary residence of the respondents of the survey were from multiple location across the globe including the United States (54.5%), France (18.2%), Denmark (9.1%), and Sweden (9.1%). Of those that lived in the United States 50.0% lived in the Midwest, 33.3% resided in the Northeast, and 16.7% were from the West. The majority of the participants were familiar with Greece as 63.7% indicated that they had previously visited Greece with 36.4 indicating that they had visited 10 times or more. The results also indicated that the research participants were fairly well traveled as 54.6% indicated that on average they took at least three business trips per year. While 72.8% indicated that they took at least three leisure trips per year. Table 1 shows the full results of the demographic analysis.

When asked about printed travel guidebooks and online travel reviews a large difference in the amount of usage was observed. Over 90% of the respondents stated that they had previously used an online travel review website. This is in contrast to only 55% of the respondents who stated that they had previously used a printed travel guidebook.

Linear Regression Analysis

Linear Regression was performed on each on the relationships of the proposed model. This technique was conducted individually for the measurements of the constructs for the online travel reviews and again for the constructs of the printed travel guidebooks. Tables 2 and 3 show the path coefficients and corresponding variances (R^2) for each on the theoretical models.

Table 1
Sample Demographics

Variable		%
Gender		
	Male	45.5
	Female	45.5
Age		
	18-25	27.3
	26-35	54.5
	36-45	18.2
Education		
	College Degree	9.1
	Graduate Degree	81.9
Income		
	Under $15,000	36.4
	$15,000 - $29,999	9.1
	$30,000 - $44,999	9.1
	$45,000 - $59,999	27.3
	Over $60,000	9.1
Primary Residence		
	Denmark	9.1
	France	18.2
	Sweden	9.1
	United States of America	54.5
Business Trips per Year		
	1 – 2	45.5
	3 – 4	27.3
	5 – 6	9.1
	7 – 9	9.1
	10 or more	9.1
Leisure Trips per Year		
	1 – 2	27.3
	3 – 4	45.5
	5 – 6	18.2
	7 – 9	0.0
	10 or more	9.1

Table 2

Influences on Information Quality and Source Credibility of Printed Travel Guidebooks

Item	Path Coefficient (β)	R^2
Usefulness		
Relevance	0.95*	0.89
Understandability	0.99*	0.99
Sufficiency	0.58*	0.32
Objectivity	0.99	0.99
Timeliness	–0.19	0.02
Accuracy	–0.66*	0.42
Persuasiveness	0.79*	0.61
Trustworthiness	–0.95	0.61
Expertise	0.76	0.56
Adoption		
Usefulness	0.98*	0.96

Note. *p < .05.

The results of the data show that for the printed travel guidebooks there are positive relationships between usefulness and adoption (Hypothesis 1a accepted) as well as between relevance and usefulness (Hypothesis 2a accepted), understandability and usefulness (Hypothesis 3a accepted), sufficiency and usefulness (Hypothesis 4a accepted), persuasiveness and usefulness (Hypothesis 8a accepted), expertise and usefulness (Hypothesis 10a accepted). However, there are negative relationships between accuracy and usefulness (Hypothesis 6a not accepted), and trustworthiness and usefulness (Hypothesis 9a not accepted). In addition to this there are not statistically significant relationships between objectivity and usefulness (Hypothesis 4a not accepted), and timeliness and usefulness (Hypothesis 5a not accepted).

When examining the results for the online travel reviews the findings indicate that there is a positive relationship between all of the constructs of relevance, understandability, sufficiency, objectivity, timeliness, accuracy, persuasiveness, trustworthiness, expertise and usefulness as well as between usefulness and adoption (Hypotheses 1b – 10b accepted).

Table 3

Influences on Information Quality and Source Credibility of Online Travel Reviews

Item	Path Coefficient (β)	R^2
Usefulness		
Relevance	0.73*	0.53
Understandability	0.88*	0.78
Sufficiency	0.82*	0.66
Objectivity	0.24*	0.05
Timeliness	0.41*	0.16
Accuracy	0.92*	0.84
Persuasiveness	0.82*	0.66
Trustworthiness	0.96*	0.92
Expertise	0.75*	0.56
Adoption		
Usefulness	0.52*	0.26

Note. *p < .05.

Discussion

The analysis of online travel reviews show the results to be as expected. This indicates that information relevance, understandability, sufficiency, objectivity, timeliness, accuracy, persuasiveness, trustworthiness, expertise have a positive effect of information usefulness. In other words the great the quality of the information and source creditability the more useful the online review will be. This leads to a great level of adoption of the information.

However, the analysis of the printed travel guidebooks shows some difference between the online travel reviews. While the constructs of information relevance, understandability, sufficiency, persuasiveness, and expertise have a positive influence on information usefulness the constructs of accuracy and trustworthiness are negatively related to information usefulness. This negative relationship is counterintuitive. As such it is difficult to draw any conclusion thus, necessitating the need for further research. In addition the constructs of objectivity and timeliness were found to be not significant.

Implications

The findings of this study can be of benefit to hotel managers in Greece. By reading online reviews and understanding the important attributes of them managers can gain insight into what consumers believe to be important. Additionally, the results will assist managers in obtaining useful information that can be effectively transformed into marketing guidelines. By knowing how potential consumers perceive different forms of communication a manager can determine the most effect method to advertise his business for the hotel's specific target market. Furthermore, the findings of this study will be of benefit to travel review organizations as a guide for examining reviews posted online in order to determine effective methods to utilize eWOM as well as those organization that specialize in printed travel guidebook. Finally, this study is of value to academics as it provides a basis for future research into the changing role of written communication in the hotel industry.

Limitation and Future Research

Due to the unique economic timeframe that this study was conducted the results may be skewed due to travelers' current preferences. If this study were performed during more stability economic times the results may differ.

As with any survey the sample population has a great effect on the results. The majority of the participants of this study were from the United States and were relatively well educated. As such the study may not be generalizable. If this study was conduct with a larger sample size and broader demographics the results may greatly vary.

The theoretical model utilize in this study was found to be a good determinant of information adoption for online travel reviews. However, the same theoretical model failed to explain the relationship between all of the constructs when examining printed travel guides. As such further research should be conducted in the realm of printed travel guidebooks to investigate the attributes specific to this context of information adoption.

This study investigated the opinions of international travelers to Greece. Futher research into other international markets may be of interest. In addition an examination from the perspective of the firm responsible for the publishing of printed travel guidebook as well as the maintenance of online travel review websites may be an area which deserves an extensive research.

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The Learning Styles OF Tourism Management Students

Lia Marinakou

IST COLLEGE – University of Hertfordshire

72 Pireos str, Moschato 18344, Athens, Greece

telephone: 0030 210 4822222

Fax: 0030 210 4821850

e-mail: e.mariankou@ist.edu.gr

ABSTRACT

This paper aims at identifying the learning styles of tourism management programme students in Greece and the investigation of embedding problem-based learning (PBL) via online activities in the assessment. There is need for degrees in tourism management programmes that will enable students to think critically. Tourism education and training is required to adapt to patterns of change which seem certain to exert a profound influence on future roles and behaviours, since the vocational aspect of learning and teaching has been criticised. In order to understand the students' learning style and behaviour it is important to develop learning and teaching strategies that enhance the student experience. The author has used Honey and Mumford's Learning Style Questionnaire (LSQ); even though it has been used widely in management training, very few studies using the LSQ however, have focused on hospitality and tourism. The results suggest that the students have a preferred style that poses challenges to lectures in understanding the students' learning behaviour as well as at developing their teaching strategy. The findings show that students prefer concrete learning styles, active and occasionally reflective. The author suggests that an appropriate teaching method is problem-based learning with the use of online techniques to trigger the students' interest and give them the opportunity to reflect and practice the knowledge gained at the course.

Keywords: learning style, PBL, online learning, online teaching, tourism

INTRODUCTION

Hospitality and tourism are an applied area of study that depends on and draws from a wide range of disciplines. Tourism education and training is required to adapt to patterns of change which seem certain to exert a profound influence on future roles and behaviours (Simpson, 2001; Cooper et al., 1992). The growth in the provision of tourism programmes of study has been extraordinary in the last ten years in the United Kingdom (Stuart, 2002) while the number of students in these programmes has risen by 42% in the period of four years (UCAS, 2005). This paper aims at exploring the learning style of tourism students and their response to the use of problem-based learning via online environments as a means of enhancing the teaching and learning experience.

HOSPITALITY AND TOURISM EDUCATION

Busby & Fiedel (2001 in Inui et al., 2006) state that they have conducted a study on the coursework offered in tourism degrees and they have found that there is a strong vocational focus. This is explained by the fact that tourism education has had the vocational focus since its development in European schools and mainly in Swiss schools. These schools put more emphasis on hotel management skills (Butler, 1999 in Inui et al., 2006; Busby, 2001). Hospitality and tourism are an applied area of study that depends on and draws from a wide range of disciplines. Tourism education and training is required to adapt to patterns of change which seem certain to exert a profound influence on future roles and behaviours (Simpson, 2001; Cooper et al., 1992).

In their study, Silver & Brennan (1988 in Stuart, 2002:11) found that the majority of tourism lecturers appear to have been taking on a form of liberal vocationalism in their approach to delivering their courses. Baum & Nickson (1998) claim that a practical education should develop to the students the skills to cope with employment. In contrast other studies emphasise the importance of balancing the vocational with the academic aspect of tourism studies (Inui et al., 2006) and they claim that this approach prepares students who not only have the operational skills but they also have the knowledge on their field of study.

In addition, lecturers in tourism combine academic and vocational aspects and this has been described as 'an aggregative approach to education, despite the tendency for stated aims to favour the employment preparation focus' (Raffe, 1994; Inui et al., 2006) in counterpoint to the view that tourism students do not learn to reflect upon their body of knowledge (Inui et al., 2006:28). Therefore, Morgan (2004) suggested that there is need for degrees in tourism management programmes that will enable students to think critically. In view to this, a degree in tourism is regarded as a significant qualification in the tourism industry (Moira et al., 2004), moreover, it is required 'in order to provide personnel of high calibre to support the development of the tourism sector in Greece' (Christou, 1999).

The tourism management programme specification in the study focuses mainly on the academic aspects of the subject. Moreover, due to the nature of tourism studies, attention is paid to the vocational aspect as well. Therefore, there is support on behalf of the programme tutor and the teaching staff to the vocational aspect of the content and the delivery of the modules, resulting in an effort to recognising tourism as a discipline of study in higher education. Interestingly the skills and experience the students acquire during their studies result in high employment rates of tourism graduates (Busby, 2001; Inui et al., 2006).

THE LEARNING STYLE OF HOSPITALITY AND TOURISM STUDENTS

According to Keefe (1979 in Huang & Busby, 2007:93) 'learning styles are characteristic cognitive, effective and psychological behaviours that serve as relatively stable indicators of how learners perceive, interact with and respond to the learning environment'. There are however, many different terms used when defining and discussing learning styles and approaches. For example, Tickle (2001:956 in Dale & McCarthy, 2006:49) sees learning style as 'an expression of personality within the academic context and as such it is said to include learning strategy, motivation, attitudes and cognitive style'. According to Hsu (1999:18) 'cognitive styles are information processing habits representing the learner's typical mode of perceiving, thinking, problem solving, and remembering'.

Byrne et al. (2002) and Lashley (1999) and Hsu (1999) suggest that in order to understand the students' learning style and behaviour it is important to develop learning and teaching strategies that enhance the student experience. Therefore, the students' characteristics and learning styles are critical for lecturers to understand and reflect on, since students bring different expectations to learning. In addition, students in hospitality and tourism should be prepared for the changes that occur in the industry and more importantly they need to learn how to learn (Christou, 1999).

There are different approaches to learning one of which is the deep and the surface approach to learning. The deep approach 'arises from a felt need to engage the task appropriately and meaningfully, so the student tries to use the most appropriate cognitive activities for handling it' (Biggs, 2003:16). When using the deep approach in handling the task, students have positive feelings: interest, a sense of importance, challenge, even of exhilaration; they find the material easier to understand (Ramsden, 2005:57). The surface approach to learning is 'typified as an intention to complete the task, memorize information, make no distinction between new ideas and existing knowledge' (Fry et al., 2007:18). The approach to learning depends on the task and the student (Ramsden, 2005) and therefore each may be implemented at different situations. The two approaches have been considered in the design of the online task as it is discussed in the following.

Furthermore, several models and measurement instruments have been developed to classify individual learning preferences, nevertheless Honey and Mumford's Learning Style Questionnaire (LSQ) has been used widely in management training (Huang & Busby, 2007). Very few studies using the LSQ however, have focused on hospitality and tourism (Dale & McCarthy, 2006), despite that the learning preferences of tourism and hospitality management students have been the focus of many recent studies. Despite the suggestion by Berings & Poell (2002:57 in Lashley & Barron, 2006:555) that the 'LSQ has better reliability and better face validity than other instruments, but its construct validity has hardly been investigated' the author has used it to identify the learning styles of the sample. She believes that this tool helps at identifying the students' views and alternative to learning styles. The aim has been to identify the students' learning style so as to stimulate reflection. The LSQ offers a four-fold classification that is presented in the following table.

Table 1: Learning styles

Activists	Respond most positively to learning situations offering challenge, to include new experiences and problems, excitement and freedom in their learning.
Reflectors	Respond most positively to structured learning activities where they are provided with time to observe, reflect and think, and allowed to work in a detailed manner.
Theorists	Respond well to logical, rational structure and clear aims, where they are given time for methodical exploration and opportunities to question and stretch their intellect.
Pragmatists	Respond most positively to practically based, immediately relevant learning activities, which allow scope for practice using theory.

Source: Fry et al. (2007:20)

The above description shows a tendency towards the adoption of different styles based on the task, the time and the allocated effort (McGill & Beaty, 2001). Lashley (1999) and Barron & Arcodia (2002) claim that the hospitality and tourism students favour the vocational and practical aspect of their studies. They are diverse, from different cultures and they bring their own skills and experiences when entering the higher education (Dale &McCarthy, 2006). The existing differences in learning in higher education may be the result of the ability of the individual learner (Wickens et al., 2006). Lashley &Barron (2006:555) suggest that 'there is no one best way, but teaching strategies that are not sensitive to students' learning style preferences can present learners with difficulties'.

Lashley (1999) suggests that hospitality management students prefer to learn from action-based situations and according to Barron & Arcodia (2002) they have the tendency towards activist learning styles; they are challenged by new experiences (Lashley & Barron, 2006). In another study, in contrast, Wong et al. (2000 in Barron & Arcodia, 2002) have found that Asian students show reflector-learning preferences. In addition, research conducted in Greece suggests that the traditional form of teaching and learning should be revised (Christou, 1999) and he proposes that new methods proven successful in other countries should be implemented. Therefore, this research has used the LSQ to explore the learning styles of level 2 tourism management students at IST College-University of Hertfordshire in Greece.

THE PROCESS OF IMPLEMENTING THE LSQ

The sample included the level 2 students (N=20) at the BA (Honours) Tourism Management programme. The students were given the questionnaire to study at home. Then they were required to assess their learning style bearing in mind both their studies at level 1 as well as at level 2. The LSQ comprises of 80 questions that the students should state whether they agree with (v) or not agree (x) and then they had to calculate their result following the instructions they were given.

The findings show that the majority of the students (80%) are activists. These students prefer to engage in practical experiences with hands-on activities (Dale & McCarthy, 2006). Additionally, they prefer the teaching style that is a reflection on their own learning approach. They work well in teams and they enjoy contexts with variety and situations difficult to predict (Lashley & Barron, 2006:564) that matches the hospitality and tourism environment. On the contrast, activists are thought to avoid planning, they rush into things and may leave things to the last minute and occasionally they have poor time management skills (Lashley & Morrison, 2000). Only four students are reflectors and therefore require more instructions in performing a task. The author bearing in mind the learning style of the group designed the assessment of the level 2 module - Tourism Geography Field Research.

PROBLEM-BASED LEARNING

Lashley (1999) suggests that hospitality management students prefer to learn from action-based situations and according to Barron & Arcodia (2002) they have the tendency towards activist learning styles; they are challenged by new experiences

(Lashley & Barron, 2006). Students in this case take responsibility of their own learning by exploring the available resources to solve the problem posed to them; they construct their knowledge and they make connections between prior knowledge, experiences and newly acquired knowledge (Martin et al., 2008). Sivan et al. (2000:382) propose that in active learning 'students acquire knowledge, skills and attitudes while being actively involved in the process of inquiry', therefore the activists (the students in the sample) may reflect what they have experienced via PBL and active learning. According to Loughran (2002:37) 'effective reflective practice involves careful consideration of both "seing" and "action" to enhance the possibilities of learning through experience'. He continues that reflection has been recognised as a valuable cognitive process and helps to conceptualise the practice setting. Reflection is recognised as a higher-order learning activity (Schon, 1983 in Biggs, 2003). Similarly, Kivela & Kivela (2005) advocate that PBL helps the students develop their critical and analytical thinking. Nevertheless, they claim that PBL requires prior knowledge, motivation and skills for self-directed learning.

Martin et al. (2008:19) state 'PBL has been used, with great success, in a range of vocational curricula'. Research in the field of PBL has shown that students develop an improved attitude towards learning and higher level thinking skills is used for example critical analysis, problem solving and reflection (Heliker, 1994). Duncan & Al-Nakeeb (2006) claim that students demonstrated higher motivation, wider reading and critical thinking with PBL approaches. Kivela & Kivela (2005:440) state that PBL makes that students curious and 'stimulates them to search for information'. The learner autonomy has been linked closely to motivation and self-esteem that allows the students to feel valued and urge them to contribute to their group's exploration of the problem presented (Martin et al., 2008). On the one hand, research has shown that PBL results in intrinsic motivation, nevertheless the 'degree of autonomy demonstrated by a student relies on the prior learning experience, attitude and knowledge of learning' (Dickinson, 1997 in Martin et al., 2008:20; Kivela & Kivela, 2005). On the other hand, there is also evidence that extrinsic motivation is still high with PBL, students were outcome-oriented since there is emphasis on performance rather than learning in education (Luddy, 1998). He claims that the individual focuses on extrinsic motivation in order to cope with the time and the effort to perform tasks in PBL. On the contrast, Miller & Peterson (2003) claim that students may show frustration in managing and coping with group dynamics, as well as in managing the time and work required at PBL.

According to McGill & Beaty (2001:12) 'action learning is based on individuals learning from experience through reflection and action'. They support the view that PBL is not dissimilar from action learning, and reflective learning in higher education is similar to action learning. They continue that action learning may blend with new technology in making more effective use virtual learning environments.

ONLINE LEARNING AND TEACHING

Education is changing with the development of wider interest in the internet and the use of new technologies. The traditional teaching methods in higher education have been face-to-face delivery and paper-based distance learning (Dale & Lane, 2004), these methods have been criticised as poor learning methods (Keegan, 2007). Even though lectures are thought to be popular in higher education and the basic learning foundation for students they are also considered to have passive students participation and lack of feedback regarding the understanding of the lecture (Keegan, 2007). The development in technology has also penetrated higher education with the increasing use of virtual learning environments (VLES) (Dale & Lane, 2004; Dale & Lane, 2007; Biscomb et al., 2008). The Joint Information Systems Committee (JISC) defined VLE as 'the components in which learners and tutors participate in online interactions of various kinds, including online learning' (Weller et al., 2005:253 in Dale & Lane, 2007:101).

VLEs usually enhance student learning by encouraging discussion and online tasks (Dale & Lane, 2004) and they 'offer more stimulating learner experience' (Dale & Lane, 2007:101). This approach has benefited higher education institutions especially since the increase in numbers and class sizes. This increased number of students, the work overload as well as other elements such as the inadequate resources and funding create high levels of work-related stress to lecturers in higher education. This stress may be addressed with the use of technology (Biscomb et al., 2008). Nevertheless, Dale & Lane (2007) claim that the use of technology and VLEs should be under rigorous evaluation.

The Internet has benefited a lot the teaching and learning (Zheng et al., 2008). The main benefit from the use of technology is a saving of marking time, since the system may assess each answer and provide the students with a score. The technology allows the lecturer to analyse student progression and achievement in relation to each question or task separately. It also allows the use of digital images that are a better way for the human brain to store and recall them as opposed to text (Keegan, 2007). According to Williams et al. (1996 in Keegan, 2007) they are triggering a wide range of associations and they enhance creative thinking. Besides that the cognitive theory proposes that learning occurs when the learner processes selected material and integrates that with knowledge (Keegan, 2007), therefore images that are relevant to the content of the module may promote or even enhance effective learning. In contrast, other authors suggest that surfing the net or uploading notes do not lead to learning (Zheng et al., 2008). They suggest that a systematic approach in the design of the tasks must be adopted. Additionally, students may feel isolated, frustrated, anxious and confused (Chou & Liu, 2005).

The level of students' knowledge and skills on the use of IT is an issue to be considered, even though most of the students are computer literate. The design and functionality of the VLE influences the engagement of the students (Dale & Lane, 2007). They continue that the students' engagement can be considered as a 'content plus support model'.

On the one hand, Biscomb et al. (2008) claim that the use of online learning helps with testing theories and knowledge rather than for deeper forms of learning. On the other hand Gibbs (1999) and Chou & Liu (2005) claim that they may encourage deep learning with the provision of feedback. Johnson (2005 in Dale & Lane, 2007:101) claims that reflective skills can be developed in VLEs as there is more time for the student to interact.

Lashley & Rowson (2005) claim that information technology is an important element in hospitality and tourism studies. Other studies (Sigala & Baum, 2003) suggest that a challenge posed to hospitality and tourism graduates highlights the need of information literacy, knowledge management and interaction at VLEs. This has led to a change in the use of pedagogical models that are now used to foster collaborative learning communities. They propose that virtual hospitality and tourism universities will be established in the near future.

For the purpose of this study the environment that is used at the IST College – University of Hertfordshire is StudyNet. There are a variety of functions of this system such as uploading lecture notes, podcasts or assessment such as multiple choice questions, and discussion forums. Students may also upload information themselves. Some students engage with the VLE but others decide to just download information and lecture notes. Williams (1996 in Chou & Liu, 2005) suggests that the students in VLEs should have the opportunity to self-monitor their progress that may be done through practice assignments and discussions. Additionally, they should show self-efficacy to judge their capabilities after they have evaluated the programme and the assessment.

Having identified the main students' learning style (Activist), the lecturer adopted the PBL concept and active learning through the use of the VLE. She has designed the assessment of the module following the results of her study. A set of teaching procedures and guidelines are provided to the students for the module in the module guide. The content has been consistent with the university's programme and the assessment has been both formative and summative. She acted as the facilitator (McGill & Beaty, 2001) and encouraged the students to take responsibility for action in overcoming a problem. In the formative assessment as part of their final coursework the students are given a set of statistics on their chosen tourism destination and are asked to perform some statistical analysis which then they had to compare with the other members of the group and upload a draft report on the findings. The deep approach to learning (Biggs, 2003) was encouraged by asking them to search and use the main concepts on the module and comment on them. Each group should also access the rest of the reports and they should put their comments online for discussion. The comments made by the teams and the lecturer, are used as constructive feedback towards their final assignment. The lecturer has been monitoring the procedure and the interactions both in the VLE and in the classroom and has provided suggestions and directions when necessary. Additionally, the students could control the content, their pace of learning and towards the end a self-assessment marking framework was provided to give them the opportunity to evaluate their own work, knowledge and learning. The above agrees with Sigala & Baum (2003) who claim that online teaching should facilitate online learning and knowledge building. Therefore, students moved from being passive recipients of knowledge to participants in activities that encompass analysis, synthesis and evaluation. They have been encouraged to be active learners, that ‘involves students in doing things and thinking about the things they are doing’ (Sivan et al., 2000:381).

FINDINGS - CONCLUSION

The findings of this practice paper suggest that hospitality and tourism students learn more effectively in VLEs even though it has been a novelty within the department. With appropriate guidelines the particular group developed the necessary learning strategies in order to perform well at the particular task, and they showed enthusiasm in the interaction and the discussion. Interestingly, those students expressed their satisfaction on the module evaluation and the positive affects this activity had on their learning. They also commented positively on the quality of the VLE, the easy access and use of the system. The above affirms the suggestion made by Hara & Kling (2000 in Chou & Liu, 2005:74) that ‘technological proficiency and the ability to rely on the community of learners through learning tools have a positive effect on satisfaction’.

It is evident from this study that active learning with use of technology in hospitality and tourism programmes contributes to the development of critical thinking and problem solving and they give the opportunity to students to develop themselves as learners and it may be an effective path to help the students respond to the changes in the industry. Online collaborative learning has been widely used allows the instructor to use the tool in facilitating insight and understanding (Du et al., 2007:95) rather that as ‘one way dispenser of knowledge’. Nonetheless, concluding it is suggested that a blending approach of both online learning and teaching as well as with traditional practices may be the most effective approach in the hospitality and tourism educcation.

LIMITATIONS

The significant limitation of this study is that the sample is small and not representative of the population. The learning style of as many as possible students should be investigated in order to reach generalisations. There is great diversity among the students in hospitality and tourism programmes.

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Consequences of environmental degradation in modern Tourism enterprise

NTANOS ANASTASTIOS

TEI of Piraeus, Associate Professor of Law & Humanities

P. Ralli & Thivon 250, Egaleo 12244, Tel: 210-53 81 197, Fax: 210-5381126, Email: anntanos@yahoo.gr

BOULOUTA KONSTANTINA

TEI of Piraeus, Political Scientist, MBA

P. Ralli & Thivon 250, Egaleo 12244

Tel: 210-53 81 221, Fax: 210-5381220, Email: boulouta@teipir.gr, bouconsta@yahoo.gr

Abstract

The earth's climate is changing and the impacts are already being felt all over the world. Global temperatures are predicted to continue rising bringing changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather events. Such climatic events can have a major impact on households, businesses, critical infrastructure (transport, energy and water supply) and vulnerable sections of society (elderly, disabled, poor income households) as well as having a major economic impact. We must therefore prepare to cope with living in a

changing climate. One of the economic sectors which will most likely be affected by, and which also may have impact upon global warming and climate change, is the tourism industry. This may have dramatic effects on income redistribution, employment and community development.

Decisions on how best to adapt to climate change, must be based on solid scientific and economic analysis. It is therefore important to increase the understanding of climate change and the impacts it will have. Information on climate change risks, impacts and best practices would be exchanged between governments, agencies, and organisations working on adaptation policies. Since the impacts of climate change will vary by region -with coastal and mountain areas and flood plains particularly vulnerable- many of the adaptation measures will need to be carried out nationally or regionally.

This paper discusses the profound and rapid climatic changes that have taken place in the world in the past two decades, giving their implications and effects upon tourism.

Key words: Global warming, Climatic changes, heat waves, ski tourism, extreme weather events, financial crisis.

1. Introduction

Tourism enterprise has become one of the largest industries in the world and has an economic and social activity of vital importance for many countries worldwide covering all social classes. Its link with the development of modern society is straightforward and aims to satisfy all needs for every person contributing to the acquaintance and reconciliation of mankind for a better future.

The climate influences the way the image of a destination is formed in the mind of a tourist, particularly when seeking to undertake leisure activities outdoors. Many climatic variables affect tourist activities, namely air and water temperature, sunshine duration and intensity, long wave radiation, rainfall and wind speed. Climate and weather are factors that may increase or decrease the attractiveness of a specific tourism destination. Weather and climate may also constitute risk factors, through air pollution, extreme temperatures, storms, etc. (Matzarakis, 2006).

All over the world, a large number of all catastrophic events since 1980 are attributable to weather and climate extremes: floods, storms droughts/heatwaves and cyclones. Economic losses resulting from weather and climate related events have increased significantly during the past 20 years. Climate change projections show an increasing likelihood of extreme weather events. Thus, a further increase in damage is very likely.

Indeed the impacts of climate variability affect the tourism sector, particularly in sensitive areas such as coastal zones, small islands and mountains. Climate is a principal resource for tourism, as it codetermines the suitability of locations for a wide range of tourist activities, is a principal driver of global seasonality in tourism demand, and has an important influence on operating costs, such as heating-cooling, snowmaking, irrigation, food and water supply, and insurance costs. Thus, changes in the length and quality of climate-dependent tourism seasons (e.g., sun-and-sea or winter sports holidays) could have considerable implications for competitive relationships between destinations and therefore the profitability of tourism enterprises. Studies indicate that a shift of attractive climatic conditions for tourism towards higher latitudes and altitudes is very likely. Uncertainties related to tourist climate preference and destination loyalty require attention if the implications for the geographic and seasonal redistribution of visitor flows are to be projected (UNWTO-UNEP-WMO 2008).

As it is assumed by scientists that global climate change leads to an increase in the frequency of extreme events, it is becoming more important to understand how tourism enterprise is affected by extreme weather phenomena and how tourist destinations and tourist enterprises are able to react to such events. Extreme weather events include droughts, floods and associated landslides, storms, cyclones and tornadoes, ocean and coastal surges, heatwaves and cold snaps.

2. International developments and perspectives

Governments worldwide have recognised the important role of tourism in economic growth and social progress. Many countries are attempting to develop their tourism potential as quickly and effective as possible.

The tourism industry seems to be ambivalent about adaptation to climate change. A survey of tourism experts at the International Tourism Trade (ITB) fair Berlin in 2007, shows that the tourism sector is aware of the challenge posed by climate change. Around 90 % of the interviewees believe that tourism will be affected by climate change. Yet there are few constructive ideas as to what could be done about it. When asked about responses to climate change, 34 % have no answer, and 56 % did not respond when asked if they had already developed adaptive strategies in their own area of business (Lund-Durlacher et al., 2007).

Perhaps the tourism industry is ambivalent about adaptation to climate change, because the question of adapting tourism to climate change is ambivalent in itself. On the one hand, it is evident that the tourism industry today plays a leading role in the international economy. With 25 per cent growth in the past years (UNEP and WTO, 2005), it is one of the largest industries in the world, and provides, furthermore, enormous revenues and employment opportunities. In 2008, 922 million international tourist arrivals were recorded, contributing US$944 billion in international tourism receipts. In 2009, the Travel & Tourism Economy was expected to account for 9.3% of global GDP and to generate over 210 million jobs, or 7.4% of global employment (The Travel & Tourism Industry sets the standard on climate change, Travel daily news).

Since there are few countries that do not function as a significant source and destination of tourism, the tourism industry pledges income for every region, even in developing countries.

On the other hand, it is also evident that the tourism industry does not make any indispensable contribution to humanity's survival. Hence, in the light of the man-made problem of climate change the tourist industry comes under increased pressure to account for its ecological consequences. Several studies have pointed out that tourism is a source of negative ecological impact (Buttler, 1991, Gössling, 1999, 2000, Gössling et al., 2003, 2005, Neto, 2003, Shah etal., 2002, Welford et al., 1999). Tourism accounts for approximately 5 per cent of the total CO2 emissions (Davos Declaration, 2007). Especially air travel is detrimental to the global climate, since planes emit mostly in strata of the atmosphere most vulnerable to pollution (Gössling, 2000).

Environmental degradation can occur naturally (extreme weather events), or through human processes. The largest areas of concern at present are the loss of rain forests, air pollution and smog, ozone depletion, the destruction of the marine environment and various natural disasters.

Research on the tourism industry's ecological effects has been a marginal issue for a long time. This is especially true for climate impact research. The relationship between tourism and climate change did not become an issue of concern to the international community until 2003, when it was addressed at the "First International Conference on Climate Change and Tourism" on Djerba in Tunesia. The discussion triggered at this conference has since focused on adapting international tourism to the possible consequences of climate change (WTO, 2007).

Research on adaptive strategies in tourism has focused on maintaining economic structures. Some studies are concerned with adaptation strategies of different countries or regions, for example, Fiji, the Caribbean and the Mediterranean. Regions of snow tourism are of special concern. In general, adaptive strategies tend to focus on adapting buildings and infrastructure to extreme weather, developing weather-independent tourist attractions, and, of course, petitioning the government for support.

Given the detrimental influence of the tourist industry on the environment, especially on the climate, it is striking that the discussion on adapting tourism to climate change is not automatically interwoven with mitigation strategies. As a consequence, it could be concluded that, at the moment, changing mass tourism into more sustainable forms (which would include mitigation strategies for climate change and ecological risks) seems rather a pipe dream.

"Climate change as well as poverty alleviation will remain central issues for the world community. Tourism is an important element in both. Governments and the private sector must place increased importance on these factors in tourism development strategies and in climate and poverty strategies. They are interdependent and must be dealt with in a holistic fashion." UNWTO Secretary-General Francesco Frangialli – 2007.

In 2006, the World Meteorological Organization (WMO) established an Expert Team on Climate and Tourism in collaboration with the UNWTO, with the broad mandate to advance the application of weather and climate information in the tourism sector and understanding of the implications of climate change.

The Copenhagen accord, which emerged from the summit held in Copenhagen in December 2009, was again the latest effort of the organized international community to plan, by adopting immediate measures, the reverse of the long-awaited global environmental degradation. After weeks of wrangling, the meeting closed with a motion that took note of the accord, but stopped short of formally adopting it. It was far from unanimous support for the deal, with many poorer nations furious at the manner in which it had been negotiated in private, the absence of emission targets, the vagueness of funding commitments, and the goal of limiting temperature rises to 2.0 degrees rather than the 1.5 degrees they had been campaigning for. Eventually, the African Union and the Alliance of Small Island States joined with industrialised nations and the large emerging economies of China, India, Brazil and South Africa in urging delegates to accept the accord. But a number of countries, led by Venezuela, Sudan and Nicaragua, continued to express vehement opposition to the proposals.

UN Secretary General Ban Ki-Moon accepted that the deal fell well short of expectations, but insisted that it represented an "essential beginning" towards a legally binding agreement. The final document dropped an earlier commitment to deliver a legally binding agreement before the end of 2010, but world leaders insisted that they were aiming to finalise a treaty during 2010 and that they expected negotiations to now accelerate.

The final text of the Copenhagen accord also stated that, "parties commit to implement individually or jointly the quantified economy-wide emissions targets for 2020 as listed in appendix 1 of the accord" - signalling that a flurry of national emissions targets and climate change strategies will be formally adopted by the end of 2010. In addition, the accord paves the way for negotiators to work on individual detailed agreements on specific areas, such as forests, technology, and climate funding. There were also reports that German Chancellor Angela Merkel is already preparing to host a summit on the contentious issue of how to verify countries' efforts to curb greenhouse gas emissions. “I would like to stretch your attention during the current year, when individual countries will have to decide whether to sign up the accord”.

Overall, the accord was a "step forward", noting progress on a consensus to limit global warming within 2^{o}C, progress on the funding by rich nations of climate change adaptation measures in poorer nations and a "last minute" compromise by developing nations on the verification of their carbon pledges.

But what is missing is the most important: how these objectives will be achieved through contractual commitments for the related initiatives outlined in the agreement? Meanwhile, all responsibility for reducing emissions and generally for taking measures against climate change goes to national governments. This is not very comforting, given the international economic downturn-which by no means obsolete, but the policies and interactions and the various lobbies developed world that does not favour a legally binding treaty.

President Obama stated: "This progress is not enough." and also added "We have come a long way, but we have much further to go". Prime Minister Gordon Brown hailed “the accord is a success on five out of six measures”. He also admitted that the agreement was a "vital first step" and accepted there was a lot more work to do to get assurances it would become a legally binding agreement. He declined to call it a "historic" conference: "This is the first step we are taking towards a green and low carbon future for the world, steps we are taking together. But like all first steps, the steps are difficult and they are hard.", "I know what we really need is a legally binding treaty as quickly as possible."

3. The challenge of global tourism sector and the climate change

Earth's history has been characterised by many changes in climate conditions. But the extent and the rate of current climate change most likely exceeds all natural variation in the last thousand years and possibly further back in history. It is more than obvious that climate changes are not just an internal affair for a country or a multinational one, but a global issue. It is a worrying subject for the scientific community on a global scale but has not been widely considered by common people.

Our lifestyles, economies, health and social well-being are all affected by climate change, and although the consequences of climate change will vary on a regional basis, all nations and economic sectors will have to contend with the challenges of climate change through adaptation and mitigation. Tourism is no exception and in the decades ahead, climate change will become an increasingly pivotal issue affecting tourism development and management.

There is strong evidence that most of the observed recent warming is attributable to human activities, in particular to emissions of greenhouse gases (GHGs) from burning fossil fuels and land-use changes. Due to ongoing emissions of GHGs, the observed rise in global temperature is expected to continue and increase during the twenty-first century. Climate change already has considerable impacts on the environment, human health and society which are expected to become more severe in future.

Changes in temperatures and other climatic features will vary globally. It is very likely that hot extremes, heat waves and heavy precipitation events will continue to become more frequent. Tropical cyclones (the famous El Nino) will likely become more intense, with larger peak wind speeds and more heavy precipitation associated with ongoing increases of tropical sea surface temperatures in countries like U.S.A., Australia, Perou and lots more, paying a high price of these common events even in the countries of the developing and developed world. Decreases in snow cover, already observed in some regions, are projected to continue. The regions affected by these extreme events, including many major tourism destinations, will expand. These predicted changes highlight the need for awareness and preparedness for natural hazards at the local level through systematic capacity building and strategies for disaster risk management.

As a response to climate change, the United Nations Framework Convention on Climate Change (UNFCCC) has been established. It aims to reduce greenhouse gas emissions and mitigate the effects. Also established are the Kyoto Protocol emission targets for 2008–2012. In addition, EU and national indicative policy targets have been set for future substantial reductions of GHG emissions and for a tolerable projected rise in temperature. To reach such targets, further strategies and policies are needed to achieve more sustainable development in relevant sectors of society (energy, transport, industry, households, agriculture). In addition, strategies will increasingly be required for adapting to the impacts of climate change.

The Intergovernmental Panel on Climate Change (IPCC) has concluded that increases in the frequency or magnitude of certain weather and climate extremes (e.g. heat waves, droughts, floods, tropical cyclones) are likely as a result of projected climate change (IPCC 2007a). Such changes will affect the tourism industry through increased infrastructure damage, additional emergency preparedness requirements, higher operating expenses (e.g., insurance, backup water and power systems, and evacuations), and business interruptions.

3.1 Global temperature

One of the most important parameters that affect the temperature of the planet is the rising tendency in the accumulation of carbon dioxide (CO2) (Sahsamanogloy H.&Mploytsos A., 1998, 217-242).

Climate change is one of the greatest environmental, social and economic threats. The warming of the climate system is unequivocal, says the Intergovernmental Panel on Climate Change (IPCC). Observations show increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global mean sea level. It is very likely that most of the warming can be attributed to the emissions of greenhouse gases by human activities.

Over the past 150 years, mean temperature has increased by almost 0.8 ºC globally and by about 1 ºC in Europe. The 1990s were the warmest decade in the observational record; 1998 was the warmest year, followed by 2002 and 2003. From 1990 to 2100, the global average temperature is projected to increase by 1.4–5.8 °C and 2.0–6.3 °C for Europe (without policy measures). The 'sustainable' EU target of limiting global temperature increase to no more than 2.0°C above pre-industrial levels is likely to be exceeded around 2050.

Eleven of the twelve years 1995–2006 rank among the 12 warmest years in the instrumental record of global surface temperature (since 1850). Without global action to limit emissions, the IPCC expects that global temperatures may increase further by 1.8 to 4.0 ºC by 2100. This means that temperature increase since pre-industrial times would exceed 2°C. Beyond this threshold irreversible and possibly catastrophic changes become far more likely.

In the middle of the 19th century, along with commercial industry development and the technology in general, another phenomenon was present only in the areas around the poles. This, however, is not the case today. Ozone layer hole, during the summer, is present even in areas near the Equator, while the greenhouse effect is the daily subject one the United Nations and the large ecological organizations (Karagiannis S.,2007,49-66).

The impacts of climate change are already being observed and are projected to become more pronounced. The biological response to this continued warming and sea level rise would continue for several centuries. Extreme weather events, including heat waves, droughts and floods, storms, cyclones and tornadoes are expected to become more frequent and intense. In Europe the largest temperature increases are in southern Europe and the Arctic region. Precipitation decreases in southern Europe and increases in the north/north-west. This leads to impacts on natural ecosystems, human health and water resources. Economic sectors, such as forestry, agriculture, tourism and buildings will suffer mostly adverse consequences. To halt climate change, global greenhouse gas emissions must be reduced significantly, and policies are put in place to do so.

3.2. Glaciers, snow and ski tourism

One of the most identifiable visual impacts of climate change in Europe can be observed in the cryosphere through the retreat of glaciers, snow cover and Arctic sea ice. Eight out of nine glaciated regions show a significant retreat; the only advancing glaciers are in Norway. From 1850 to 1980, glaciers in the European Alps lost approximately one third of their area and one half of their mass, a trend that is continuing. Since 1980, another 20–30 % of the remaining ice has been lost. The hot dry summer of 2003 led to a loss of 10 % of the remaining glacier mass in the Alps. Current glacier retreat in the Alps is reaching levels exceeding those of the past 5.000 years. It is very likely that the glacier retreat will continue. By 2050, about 75 % of the glaciers in the Swiss Alps are likely to have disappeared. Even the advances of Norwegian glaciers can be attributed to climate change by increasing winter snowfall. The extent and duration of snow cover across Europe has decreased since 1960. In the Arctic regions of Europe, sea ice has been in decline.

Ski tourism is among those sectors of tourism that are affected the most by climate change. The first consequences will initially become visible to the highly climate-sensitive winter-tourism. A lot of skiing centres will face serious problems, resulting from the rise in global temperature. On the 18th August 2003, the closing of Mont Blanc was announced, for the first time after 1786 when the humans first conquered its top. The overheating transmuted the highest top of Europe, in a dangerous place for mountaineering. The conditions were so extreme, according to ice and climatic changes specialists, and the subsidence of ice so intense that its former form-and with it the billions of the tourist industry-would never recover to its ordinary state. “The extreme weather conditions for the area (it has not snowed from the beginning of February) result in the following danger: the pylons of the ski elevators are now very dangerous for human life, if they are to be used next year” (Edwards D., 2003).

The artificial snow production seems to be one good introducing adaptation strategy, but we must mention the disadvantage of the reduced revenues and the increased operating costs, (due to energy and water cost), having important implications for the economic sustainability of ski winter-tourism businesses.

In the winter of 1996, König (1998) carried out a survey in the three biggest ski centres in Australia. The results showed that climate change will have a significant influence on the structure of tourist demand and the frequency of visits to Australian ski centres.

Another survey was carried out in the winter of 1996/97, in ski centres in the cantons Obwalden and Nidwalden in Switzerland (Bürki, 2000). The results showed that in Switzerland climate changes will also lead to dramatic changes in tourist demand regarding winter tourism (A. Matzarakis, C. R. de Freitas, D. Scott, 2007). Also the results of a survey carried out in four winter sport recreation centres in Slovenia in the winter 2004/05 showed again that climate change would have a great influence on the structure of tourist demand and the frequency of visits. If, in the future, the so called ‘green winters’ continued, or if they occurred more frequently, Slovene ski centres would loose almost half (46,3 %) of the visitors (42,2 % would ski elsewhere and 2,9 % would stop skiing). Only 28,2 % of the questioned skiers would still keep on skiing in Slovenia as often as they do now and 25,4 % would still ski in Slovenia but less frequently. Nevertheless, the loss of half of the present skiers would mean a huge loss of profit and the majority of ski centres (especially smaller and the middle-size ones) would stop operating, since the lack of snow results in a lack of profits.

3.3 Water pollution and water scarcity

Since the Industrial Revolution, most of the rivers (including Europe's rivers) have been treated unwisely as a convenient way of transporting waste to the sea, affecting the biodiversity of thousands of kilometers of waterways, harming human health, and in the end polluting coastal and marine waters.

The past decades have seen significant progress in treating the sewage and industrial wastes which are being pumped into Europe's river systems, resulting in lower levels of most pollutants and a measurable improvement in water quality. The agricultural sector, on the other hand, has not made as much progress. Nitrate levels in Europe's rivers are still as high as they were at the beginning of the last decade.

While we have been successful in combating pollution, society has due to increasing populations and economies experienced an ever increasing demand for water of good quality and the result is that several regions across Europe nowadays are facing water scarcity.

The first European bathing water legislation, the 'Bathing Water Directive'[2] came into force in 1975. Its main objectives are to safeguard public health and protect the aquatic environment in coastal and inland areas from pollution. Bathing waters can be coastal waters or inland waters (rivers, lakes).

To be covered by the Directive, including its mandatory quality standards as well as its monitoring and information obligations, bathing must either be explicitly authorised, or not prohibited and traditionally practiced by a large number of people. Swimming pools and waters for therapeutic purposes are not covered. The period during which bathers can be expected depends largely on local bathing rules and weather conditions. A bathing season can also vary within a Member State. In the European Union it generally runs from the end of May until the end of September.

New European legislation on bathing water was adopted in 2006[3] The 'New Bathing Water Directive' updates the measures of the 1975 legislation and simplifies its management and surveillance methods. It also provides a more proactive approach to informing the public about water quality using four quality categories for bathing waters — 'poor', 'sufficient', 'good' and 'excellent'. The new European legislation was transposed into national law in 2008 but Member States have until December 2014 to implement it.

There is a huge diversity of beautiful beaches and bathing areas all over the world and many will be looking forward to long summer days cooling down by the water so the quality of the bathing water at your favorite beach or holiday destination seems to be a key factor in deciding where to go.

To allow Europeans to make an informed choice on which beach to choose, an annual report on the quality of coastal and freshwater bathing areas, as reported by EU Member States is prepared. For 2009,2010 the report has been prepared by the European Environment Agency (EEA) in cooperation with the European Commission DG Environment. The report assesses the bathing water quality in all 27 EU Member States in the 2008 bathing water season and thereby gives an indication of the areas where the quality of bathing is expected to be good in 2009,2010.

3.4 Rising Sea temperatures and coastal tourism

All over the world the seas, and especially the European ones, are warming up. More likely than not, the Arctic will have ice-free summers well before the end of this century. Fish and plankton are already expanding their geographical distribution further north, and the seasonal cycles of certain species are changing.

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[2] Directive 76/160/EEC concerning the quality of bathing water.
[3] Directive 2006/7/EC concerning the management of bathing water quality and repealing Directive 76/160/EEC.

Global sea surface temperature is approximately 1° C higher now than 140 years ago. Projections show the temperature increases will persist throughout this century. Ice-free summers are expected in the Arctic by the end of this century, if not earlier.

In European seas, the sea surface temperature is increasing more rapidly than in the global oceans. Over the past 25 years the rate of increase in sea surface temperature in all European seas has been about 10 times faster than the average rate of increase during the past century. In five European seas the warming occurs even more rapidly. In the North and Baltic Seas temperature rose five to six times faster than the global average over the past 25 years, and three times faster in the Black and Mediterranean Seas.

Until recently several international assessments concluded that mostly ice-free late-summers could occur by the end of this century. However, the actual melting has been faster than the average trends simulated by the climate models used for these assessments. New model studies suggest that ice-free summers may occur much sooner. Exactly when is impossible to predict with confidence, due both to the limited understanding of the processes involved and the large variability of the system.

Indeed, virtually all coastal and ocean issue areas affect coastal tourism and recreation either directly or indirectly. Clean water, healthy coastal habitats, and a safe, secure, and enjoyable environment are clearly fundamental to successful coastal tourism. The main threats to coastal areas are: water pollution and eutrophication, loss of biological diversity, land use and landscape deterioration, and coastal erosion. As ocean and coastal tourism is widely regarded to be one of the fastest growing areas of contemporary tourism, security from risks associated with natural coastal hazards (such as storms, hurricanes, tsunamis), is vital and necessary.

3.5 Human Health

The impact of the climate change on human health is evaluated with respect to heatwave-related health problems, flooding and the consequences of the earthquakes. An increase in these impacts has been observed in recent decades and they are projected to escalate further due to projected rises in temperature and seismic activity.

More than 20.000 excess deaths attributable to heat, particularly among the aged population, occurred in western and southern Europe during the summer of 2003. Heat waves are projected to become more frequent and more intense during the twenty-first century and hence the number of excess deaths due to heat is projected to increase in the future. On the other hand, fewer cold spells will likely reduce the number of excess deaths in winter.

Heatwaves are a serious problem. During the period 6-12th August 2003, a heat wave with very high temperatures (records in many cities) stroke Western Europe and especially France, where about 15.000 people lost there life due to the sultry conditions owed to this weather phenomenon.

A study by researchers at King's College London (KCL) and the Met Office predicts the number of heat-related deaths will quadruple in cities such as London by 2080. This is based on global temperature rises of between one and four degrees celsius by the end of the century. 'On average, about 120 deaths occur each summer due to high temperatures in London,' Simon Gosling, formerly at KCL said. 'Our study shows that by the 2080s this could increase to nearly 500 as a result of climate change, even allowing for some acclimatisation to higher temperatures. The study also considers other cities around the world including Sydney, Lisbon, Budapest, Boston and Dallas. Dr Glenn McGregor, formerly Professor of Physical Geography at King's College London and now at the University of Auckland says: “Cities need to be prepared for periods of very high temperatures, the probability of which is likely to increase in a warmer world”(mail on line, 2009).

The impacts of extreme high temperature are both severe and widespread. These include significant loss of life, economic cost of transportation, agriculture, energy production and cancelling of programming arrivals of tourist groups. (A. Matzarakis, C. R. de Freitas, D. Scott, 2007).

The spread of infectious diseases through human mobility in no new phenomenon. The most recent example is the pandemic influenza H1N1 2009 which caused nearly 5.000 deaths reported to World Health Organization (WHO). Tourists are both at risk of acquiring new diseases and they also aid as vectors in the global dispersal of microbes, a process that has been reduced to a matter of hours with the rise of air travel.

4. Tourism and the current financial crisis

Tourism is a phenomenon of the post-war-societies. It represents the need of the modern human to rest and revive his psychological and body strength, to entertain, to change location and to escape routine in search for new and different thing. Tourism as a modern financial and social phenomenon depicts nowadays a massive character. The factors that have contributed in its rapid development were the rise in income and spare time on the developed countries, the development in transportation, and the organization of mass-and therefore-cheap tourism. It stands for one of the basic financial activities, nowadays, for a lot of countries. For many years, European countries, and more specifically the Mediterranean ones, were the centre of the global tourism.

The contribution of tourism to countries’ economies which are growing from foreign exchange revenues is widely recognized. Tourism is an economic activity of primary importance and significance for many countries. It represents around 35 per cent of the world’s export of services and over 70 per cent in Least Developed Countries (LDCs). In fact the 846 million international tourist arrivals in 2006 represent a 6.5 percent growth per annum between 1950 and 2006. According to the 2020 UNWTO's Tourism 2020 Vision Forecasts, this will generate about 1.6 billion international tourist arrival world wide by the year 2020. The recent financial crisis will have a deep affect in all tourism enterprises. Through our past experience (the Gulf War, 9 / 11 terror attacks in the USA, SARS, tsunami, mad cow disease, etc.) the industry of hospitality and tourism proved to be very resilient and will continue to grow in the future.

Tourism certainly is a highly sensitive and vulnerable activity and it is not without reason that tourists are described as "shy birds" who can be scared off by any number of real or perceived threats to safety, health and property or financial wellbeing. Tourism shares with recreation generally, attributes of voluntary behaviour. People are free to choose to become tourists and to decide location timing, duration mode of travel, activities and costs to be incurred. Anyone of these attributes can be modified with by unforeseen or uncontrollable factors. Changes impinging upon the nature and scale of tourism in the modern world will be categorised as geopolitical, socioeconomic, technological and environmental. It is not necessary to go further than the most recent global recession to trace the impact which an economic downturn can have on tourism.

We have to highlight that if there is a decline in tourism numbers and spend, a destination will fall into decline. Shops will close; transport services contract and unemployment will increase. For example can you think of what will happen if international tourists were to fail to arrive in London? Then for sure more than half of the hotels and theaters would have to close, making the city a poorer place for the residences and far less attractive to the domestic tourist.

As the tourism enterprise has become one of the largest industries in the world, the impact of tourism is extremely varied. On one hand, tourism plays an important and certainly also positive role in the socio-economic and political development in destination countries, for instance by offering new employment opportunities. Tourism may also in certain instances contribute to a broader cultural understanding by creating an awareness respecting the diversity of cultures and ways of life. On the other hand, tourism as a tool to create jobs has not fulfilled its expectations. At the same time, complaints from tourist destinations concerning massive negative impacts upon environment, culture and ways of life of the residents have given rise to a demand for a more sustainable development in tourism. Different parties will have to be involved in the process of developing sustainable tourism.

5. Conclusions

Tourism is one of the world's biggest industries and also the fastest growing. It is an important source of income for several countries. Changes in global and regional climate are beyond the control of the tourism industry, which means negative consequences for many current tourist destinations. Tourist destinations will be forced to respond and adapt the infrastructure and programs, and the duty of experts is to improve the accessibility of climate information tailored to the specific needs of the tourism sector. Diversification of tourism activities is inevitable. Some destinations are already adapting their own offer; ski resorts are forced to make the artificial snow, but also to develop alternative programs. Snow making is not among the sustainable adaptation measures, but it is widely taking place in spite of high energy and water consumption, and also higher prices in ski resorts.

From the past experience tourism seems to be a continuously adapting industry, responding to changing demographic and economic conditions, as well as to new demands, technologies and fashion. Due to its fragmented structure, adaptation is likely to be gradual, with new investment in tune with other strategic decision. For tourism, adaptation is vital. In costal regions more valuable water will be used to prevent the summer water deficit in the future. Sultriness is becoming more and more frequent in the lowlands; therefore, some health resorts will have to develop alternative programs during summer.

At the moment there seems to be very optimistic about signing a binding agreement on the United Nations Climate Change Conference that will be held in Cancún, Mexico, from 29 November 2010 to 10 December 2010. It is particularly critical today and to the Congress in Mexico to be escalating international pressure on all bodies to governments with a request to sign a binding agreement with legal penalties for non-implementation of emission reduction targets under an agreed timetable.

The tourism industry needs to realize that global environmental change is a serious threat to medium and long-term business opportunities. To predict the impact of regional global warming and regional climate change on tourism, more qualitative behavioural research is needed: we have to know more about the tourists, at least about their divers and complex behaviours and multimotivated decision making in the tourism markets.

Not only is tourism fundamentally dependent on unspoilt nature or high quality environments, but these environments also depend on tourism for their future existence.

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Electronic Distribution: The role of intermediaries

Peistikou Magda

Technological Education Institute of Athens

Summary:

Electronic distribution is reality and all the members of the distribution chain, principals, intermediaries and customers have different aims and objectives while using them. The purpose of this paper is to examine and evaluate the use and effectiveness of the different distribution channels from a customer's perspective, by using websites examples to illustrate. The channels chosen for the process are Expedia as a travel integrator, orbitz as a travel aggregator and the websites of Alitalia, Essential travel, Best Western hotels, Alamo car hire, Select Italy and Cultural Italy for principals.

Key words: e-Tourism, e-distribution, e-commerce, intermediary

Introduction

According to Buhalis (2001), distribution is considered to be one of the most critical managerial decisions which can determine the competitiveness and profitability of organizations. The development of the airlines' inventory systems, which begun in 1950's, was the starting point for electronic distribution to commence (Bowie&Buttle, 2004). From then on, the development of e-commerce was rapid and it has shaken up the distribution channels as the majority of hotel chains, GDS systems and third party reservation systems providers now compete with each other through consumer orientated websites where they can find information in addition to booking facilities comparing to the past when these distribution channels were co-operating with each other (O'Connor, 2001).

Electronic distribution is reality and all the members of the distribution chain, principals, intermediaries and customers have different aims and objectives while using them. The purpose of this paper is to examine and evaluate the use and effectiveness of the different distribution channels from both a customer and an organisation's perspective by using websites examples to illustrate. The channels chosen for the process are Expedia as a travel integrator, Orbitz as a travel aggregator and finally the websites of Alitalia, Essential travel, Best Western hotels, Alamo car hire, Select Italy and Cultural Italy for principals.

More specifically, a fictionary travel package was attempted to be constructed in three different ways: via principals, via a tour operator and a travel agency. After managing to create the exact same package through various "channels", they were evaluated in the help of the aid 10 framework (a list that is used for evaluation of websites in terms of effectiveness and use) (Bowie, Paraskevas, Mitchell, 2005).

A.1. Electronic distribution-Travel and tourism distribution channels:

Efficient and effective distribution is particularly important to the hotel industry due to the perishable nature of the hotel industry. Distribution is defined as a" two stage process involving the provision of sufficient information to the right people at the right time and in the right place to allow a purchase decision to be made and providing a mechanism where the consumer can make a reservation and pay for the required product" (O'Connor, 2001).

Middleton (2001), suggested that distribution can be either direct or indirect. In direct distribution the supplier is dealing directly with the customer whereas in indirect distribution the sales are achieved through a third party, usually an intermediary (Middleton, 2001).

According to the above, in order the products to reach the customers a need of distribution channels has come up. Middleton (2001) stated that a distribution channel is "any organised and serviced system paid for, out of marketing budgets and created or utilized to provide convenient points of sale and/or access to consumers away from the location of production and consumption". However, as Buhalis (1999) noted, this definition ignores the promotional and marketing research activities undertaken by tourism distribution channels and does not include the local distribution channels.

Also a definition given by the World Tourism Organisation (1975) proposed that a distribution channel can be described as a given combination of intermediaries who cooperate in the sale of a product (Buhalis et al, 2001). The role of intermediaries, such as travel agents and tour operators, is to provide customers all the necessary information concerning their request in order to make a selection of the hospitality and travel products (Bowie&Buttle, 2004).

There are many types of intermediaries like alliances, integrators and aggregators. Tour operators are the ones that act as travel aggregators. Moreover, they aim at the average consumer due to the fact that they put together packages that appeal to specific market segments. By contrast, the travel integrator is putting together packages that appeal to individual travellers. Lastly, the alliances are mainly principals that have joined together with their competitors to compete against intermediaries (Bowie et al, 2005).

Apart from the intermediaries, one other distribution channel is the principal like airlines, hotels and attractions that have a basic choice whether to sell directly to the customer or to distribute their products through the intermediaries. Also important in the whole distribution chain is the role of infomediaries, one other type of intermediary. The main difference between intermediaries and infomediaries is the fact that the last provide only information to the customer and a reservation cannot be accomplished (Middleton, 2001).

A.2.Effects of the Internet on distribution from a customer perspective,

Consumers are increasingly seeking out information in an attempt to minimize the gap between their expectations and their actual travel experience. Also customers when entering a website expect to experience something superior than the one that actual corporations are already offering (Dalgleish, 2000). As a result, according to O'Connor (2001), as far as tourism products are concerned, the fast exchange of information has become essential for effective distribution. Information technology facilitates the process of customers being informed of their potential travel package and then booking it.

In the past, in order customers to make a complete booking they were obliged to make use of two or more different distribution channels, one for collecting all the necessary information and one to complete their transactions. At present, in the help of IT-based systems the previous process was transformed into a new, all-in-one process where the customer can be informed as well as complete the booking in the aid of only one distribution channel. And all this can be completed in few minutes, no cost and conveniently for the customer (O'Connor, 2002). Communication technologies have advanced so quickly that customers now are not only able to find the prices, availability and location of their desired destination and accommodation but also they can have a virtual tour of the hotel's location, rooms and facilities. Also, they can obtain information and cheaper vacations through "late availability" information from suppliers (Poon, 1993).

Moreover, from a customer's perspective, the potential traveller in order to actually make a complete booking must be persuaded by the supplier, either it's a principle or an intermediary. The common perception of customers that transactions through Internet are insecure, forced many companies, in an effort to minimize these fears, to make use of various technology solutions like firewalls, anti-virus software and the one of the most known digital certificates SET (Secure Electronic Transactions) (O'Connor,1999).

Furthermore, the growth of Internet and the development of global distribution systems enabled customers to have access to a large number of sellers and vendors to choose from. However, individuals adopt a different behaviour towards online information seeking and online transactions. One can choose to be informed online but not to make a complete transaction too. This may be due to the consumers' high fear of technology or fear of engaging commerce on-line (Susskind et al, 2003). Finally, as Gounaris and Dimitriadis (2003) mention, due to the intangible nature of the product online and the lack of human interaction, the dimensions of reliability, responsiveness and assurance take a different content. On a website, the customers' participation is bigger in the development and their involvement in the procedure is greater as well (Gounaris&Dimitriadis, 2003).

A3.Effects of the Internet on distribution from an organisation's perspective (Intermediaries):

The proliferation of Internet has strengthened the role of electronic intermediaries and developed their position to a strategic one for tourism suppliers. Electronic intermediaries have developed to a degree that they can potentially threaten traditional distributors. They determine the price, by assessing real time demand and supply. They also manipulate and formulate tourism industry products by combining and specializing products according to customers' needs. They also facilitate promotion, by targeting specific markets and establishing communication. And what is more, they transform the business model for several organizations by introducing new distribution strategies like auctions. ICT's changed the function of distribution from facilitation of information exchange and reservations to a much more sophisticated mechanism of adding value and providing service.

Buhalis (2003) mentions that many different types of intermediaries are used, such as the travel agencies and the tour operators, that provide value-added activities and services to buyers and sellers in addition to the intermediaries that control information flow, most known as infomediaries (Turban, 2004). Small-scale intermediaries usually aim at a particular business or leisure sector, whereas large-scale intermediaries focus both on business and leisure services (Bowie&Buttle, 2004). However, in some occasions, intermediaries are taken out of the distribution process and the supplier deals directly with the customer. This action is defined as disintermediation (Middleton, 2001). On the other hand, some already disintermediated organizations can return to the distribution process by taking on a new intermediary role. This action is usually named reintermediation (Turban, 2004).

A.4 Effects of the Internet on distribution from a principal's perspective:

One of the major potential avenues of Internet development for business users, is the incorporation of electronic commerce. The integration of e-commerce with the information systems within an organisation will become an important factor to gain competitiveness in the Internet (Bell, 1998). Occasionally, hospitality organizations choose to communicate directly with their customers through their own distribution channels. As already mentioned before, this method is defined as direct marketing, a really cost effective one as there are no intermediaries used either for booking or purchasing (Bowie&Buttle, 2004).

However, the distribution cost can not only decrease but also increase. As Lal and Sarvary (1999) mention, the suppliers without having to deal with the costs of expensive personnel and retail outlets, decrease their distribution costs but face new costs like these of shipping and handling.

Also Marcussen (1999) suggests especially for airlines, one type of principals, that they are saving costs per transaction when customers are using their websites for bookings. This can be attributed to the fact that the company is no longer obliged to pay commission fees to GDS systems or travel agents. Thus, the whole range of principals like hotels, airlines and car hire brands make attempts to reach the customer by using different methods. Each method has advantages and disadvantages. Apart from distributing their product through their own website which is more cost effective, they can also use travel agents, tour operators and e-partners. The channel of travel agents is not so useful for the principal, mainly because of the commission fee paid to travel agents. The conventional tour operators sign contracts with the principals which provide them lower contract rates. Finally the e-partners, like Expedia and Opodo, usually lead in creating price transparency issues and this is the reason for why principals' brands need to control the pricing and distribution of their inventory to avoid being commoditised (Bowie, Paraskevas, Mitchell, 2005).

B. Customer Perspective:

B1.Customer profile:

(It should be noted that the customer profile was created for the purposes of this paper)

Jason and Mary a newly married couple in their late twenties expressed their desire of spending their honeymoon in Venice. Mary, 26, works independently in her own office in London and Jason, 27 is the financial manager of one of the biggest banks in London as well. Although money is not a problem for them as it's their honeymoon their budget is approximately 2000£ for both of them. Due to their jobs of high responsibility they have only 7 days at their disposal.

Their preferred dates are from the 3rd of February to the 10th and as it is their honeymoon they want a descent accommodation in near distance of Venice's city centre. Mary who is in fond of arts and history of other countries wants to attend the Carnival parade in Venice that occurs during their time of stay. Also they both required costumes for the parade to be booked in advance. Jason mentioned that he would like to visit Venice's historical centre escorted by a professional tour guide. Finally, they both want to attend opera or have dinner in a traditional gondola.

This couple, belongs to the category of the "Educated Urbanites". They are young people, highly educated, in professional and managerial roles with high incomes and they spend significant amounts on travel (Acorn, 2005). Young professionals constitute a major travel market in developed countries where existing attitudes have made the two income house-hold, an accepted practice. Typically in the 25-44 age group this segment tends to be better educated and more widely travelled than previous generations and they place a high priority on travel as a means of broadening the personal experience. This category of traveller is affluent, status conscious and brand loyal though time constraints will tend to shorten trip duration and increase trip frequencies (Go, F&Pine.R, 1995).

B2. Travel package

A seven day package to Venice departing on the 3rd of February at 6.00 from London Heathrow to Venice and returning back on the 10th of February at 12.10 by Al'Italia.The accommodation provided is a double room in "Best Western Hotel Bisanzio" in the city centre of Venice. On February the 5th there is a visit in the theatre of Venice in order to attend the opera "La Valchiria". The package also includes two costumes for the carnival parade, full breakfast at the hotel and travel insurance.

B3. Evaluation of the websites from a customer perspective:

(*For the detailed ranking please see appendix 1)*

Access to the Web sites: The overall picture of the websites' accessibility could be characterised as good, based on the fact that the search results list all the seven of them on the first page and more specifically on the first place of the organic search. Also their download times vary from 10 to 40 seconds. The travel aggregator and integrator can be accessed quickly with download times under 20 seconds. The principals' accessibility varies from poor to excellent as the Cultural Italy and the Select Italy websites even though the search results list them on the first page their download times are between 35 and 42 seconds whereas the Essential travel, which is the most easily accessible for the customer appears first both in organic search and in sponsor link and its download time is under 10 seconds. Finally, apart from Essential travel website, the Alitalia and Best Western websites appear first in organic search and have a sponsored link, but their download times are more than 10 seconds and this is the reason for these not being excellent but good.

Web site content: The Expedia content is absolutely rich, contains relevant and updated information for the customer that desires to learn more about flights, accommodation and particular events that occur in specific dates and places. It is also updated because of the constantly changing content. The potential customer is offered a wide range of options to choose from various suppliers and that is the reason for the Expedia site to be also an objective website. For the principals' web site content Select Italy, Alitalia and Best Western are excellent as they provide relevant information for the customer. The Select Italy customers can book from one ticket to an entire travel package. Alitalias' content is excellent because it enables the customers to be informed accurately for every query they may possibly have and it serves the main purpose of the site's existence, which is the flight tickets. So is Essential Travel's website. The Cultural Italy web site is average as it provides no information about the owner of the company, the "about us" link mentions general aims of the company. The travel aggregator's website content, could also be considered average because of the poor information. For instance, the customers can get good knowledge of flights, hotels or car hire, but when they attempt to add some attractions in their package the only attraction offered is the "Global phone card" which is quite irrelevant.

Standards of the Web Site Graphics: Use of graphics by the Expedia site is excellent. A very good use of graphics is made, with colours that are easily read, one font family with various colours but one size for the texts and one larger size for the prices in order to attract the reader's attention. There also many but without exaggeration, images used to illustrate the travel packages and the special offers, all relevant to the topic. Though the absence of animation is obvious in the Expedia site, it is not considered as a disadvantage as the customer is provided with all and much more information than needed.

The Select Italy website, is making great use of graphics as it attracts the visitors' attention through the animation in home page but mostly because of the light colours (orange) that dominate in the whole site as well as the prototype fonts. The Cultural Italy website makes also an excellent use of graphics starting with the impressive home page and the blue-sky background in the rest web pages. The Orbitz website, event though it makes use of light and bright colours, it does not contribute in attracting the visitor, due to the more ordinary fonts and sizes that it is using and the lack of images and animation.

The Best Western website use of graphics is average and so is the Essential Travels' as they both may make adequate use of graphics but the result is not impressive or effective for the customer. Lastly the use of graphics in the Alitalia website is excellent because they enhance the overall appearance of the pages through nice colours and some animations that attract the visitor.

The Layout of the Websites: The layout of the Expedia website could be characterised as good. It is well constructed, the information is logically organised but the presentation is more standardised, as all the web pages have the same layout. Also excessive scrolling is avoided, there is adequate “white space ” that allows the text to breath and the grids are used sensibly in order the content to be satisfyingly organised and the existing frames and tables are used with caution.

The layout of Orbitz is average, because it incorporates a basic structured format, information is displayed in many of the pages but needs some improvement. Moreover, the layout of Best Western, Cultural Italy, Select Italy and Essential Travel sites are good because they are well constructed and the information logically organised. Thus, in some cases like the Cultural Italy, excessive scrolling is needed and the no use of frames makes it quite difficult for the user. Alitalias’ layout of the website is the exception to the above as its structure and layout are absolutely logically presented.

W.A.I. Guidelines: At this point, none of the seven websites can be characterised as excellent. The Expedia and the Cultural Italy websites are poor because they both comply with less than 50%percent of the priority level 1 and only a few of the priority levels 2 and 3.The rest five websites, are average as they comply with almost 50% with priority 1 checkpoints and almost 25% with priority 2 checkpoints.

Web site Navigation Facilities: The website navigation facilities of Expedia are good. There are no bad links and the existing navigation bars enable the customers to search thoroughly and easily what they are looking for. Expedias’ internal links are also very good. However in the whole website there are no anchors apart from some which are not so obvious and quite irrelevant in the places situated as they offer nothing to the customers. The navigation facilities of Orbitz, Select Italy, Alitalia and Best Western are excellent as all of them have various navigation bars, internal links, anchors and no dead links and the way they are all set out guide the user all along. Furthermore, the navigation facilities of Essential travel are average because there is one bad link, no anchors and external links. Also navigating through all the website is very understandable but could be better. Finally the Cultural Italy website’s navigation facilities could be considered poor due to the absence of navigation bars, anchors and external links.

Search capabilities of the Web sites: The search capabilities of the Expedia site are good. A site map is available, and provides complete navigation of the entire site. There is no “what’s new” functionality and highlighted results pages, but for the site visitor this need does not occur as he can easily find in the aid of the map the information he requires. Orbitz usefulness is good as well. One of the main disadvantages of the particular website is that the existing site map is not easily noticeable by the user. The appearance of “What’s new functionality” and the highlighted results page are also disadvantages. The search capabilities of Essential

Travel and Best Western Hotels offer the user useful search features such as section search and highlighted results page.

Although Best Western website does not feature a site map, the “quick links” enable the user to search easily all the website. Alitalia and Select Italy search capabilities of their websites are excellent. The users are given alternatives, through which they can search the entire website. Finally the Cultural Italy website is searchable only through the section search feature and the results are not always useful.

Value Adding Features: Expedia’s use of the value adding features is excellent. The site provides the visitor with information about the weather, airports (the link:”the airport guide”) as well as a particular link to detailed information named “customer support”. The value adding features of the Best western website are also excellent. The currency converter, the world clock, the news room and the image library are only a few of them. Similarly; the Orbitz website is excellent too. A number of different value adding features such as the “travel care alerts”, the “travel news & guides” and the “Flying Forecast” increase the overall appeal of the website. Also excellent are the value adding features of Select Italy website mainly because of their originality. A brief introduction of the main visitor attractions in Italy and an online gallery with famous Italian paintings are indicative examples.

By contrast, the Alitalia and the Cultural Italy websites make use of limited and more ordinary value adding features like the “travel tips” and the “travellers’ care”. Lastly, the value adding features of the Essential Travel website are in an average level because the site contains some standard features such as the “Partner& Customer information” and the “Airport parking information”.

The personalization and interactivity of the website: The Expedias’ visitors after their registration and during their future visits, are greeted by the website with their name and there is also a “welcome part” in the home page. Expedia also offers the customers the option to customize their trip through the link “Create your perfect trip” or save their search results as a record for their future visits. Even if the visitors don’t make the booking they can still save their potential trips.

Best Western website, is excellent as it offers seven different language options and a trip planner in order the users to modify their trip. The site of Essential travel is poor because there is no actual opportunity between the customer and the company to “discuss” and no language option as well. It mainly addresses to English speaking users. Also very poor in terms of personalization and interactivity is the site of Cultural Italy. The only services it provides is that of the VIP’s, with the lack of discussion and language option to be obvious. Orbitz and Select Italy are both average because although there is no language option and no “welcome part” or something similar for the customers, they can modify their trips. Finally the Alitalias’ website is good because apart from the “modifying the flight” link, it offers also a language option between Italian and English

Online transactions: Expedias’ online transactions are good even though the registration is not very quick. There is no password policy but the site informs its customers about the use of cookies and their safety of privacy. Also there is detailed payment information concerning their credit cards safety. Orbitz, apart from the fact that it doesn't offer an offline payment option, is offering a good level of guidance. The Best Western, Essential travel and Select Italy websites do not inform the visitors for the use of cookies and they do not provide offline payment option. But they all acknowledge the customers of the security certificates and the assistance in every step of the process is quite helpful. The Alitalias' online transactions are good. A good level of guidance is offered and the security certificates are stated. However there is no offline payment option and no information about cookies. Lastly the Cultural Italy online transactions are considered to be poor as there is no tolls free call centre, no offline payment option and no cookies information. And what is more a confirmation for the transaction is sent only after the credit card is charged.

Price comparison: Internet is likely to intensify price competition as consumers now have access to suppliers worldwide and they can compare them all quickly and easily (Lu&Chiang, 2003). Suppliers on the other hand due to this market expansion in order to deal with competition are forced to drive down costs and increase product quality and competition between suppliers (Lal, 1999). After adding the cost of the carnival costumes and the opera tickets to both the integrators' and the aggregators' complete package Orbitz seems to be cheaper than Expedia. However, travel insurance is not included in the aggregators' package. But even by adding the principal's price for a travel insurance the aggregators' package is still cheaper than Expedias. Moreover if comparing only the integrators' price flight to the Alitalia prices the Expedia website is more expensive probably because of the booking fee that the last is obliged to pay at the airline. Furthermore, after booking the same hotel and the same room for the exact dates through Expedia and directly through Best Western website the integrators' hotel price is far more cheaper than that of the principals'. Finally, when comparing the prices given for travel insurance the difference between Expedia and Essential Travel is £10. So, after comparing the integrators', aggregators' and principals' prices the customer would prefer to make a complete booking through Expedia as it may not be the cheapest one but the research, booking and transaction process are easier, more flexible and user friendly (Dalgleish,2000). After all, the Orbitz is approximately £60 cheaper so the customer would prefer to pay some extra money but to consume less time. The customized packages are generally more preferable to customers because as Carroll (2005) suggests, the packages that consumers are able to combine individual travel components online to create a customized package are quickly replacing both online and offline purchases of traditional vacation packages mainly due to the flexibility ease and appeal of creating flexible vacations.

D.Future developments in e-distribution:

Poon (1993) identified four key impacts throughout the travel and industry because of the rapid diffusion of a system of information technologies. As the author suggests this growth will improve the efficiency of production and the quality of services as well as lead to generations of new services and engineer the spread of a whole new industry best practice. Since then Internet's growth and expansion is becoming even more obvious and many authors are attempting to predict the future developments in e-distribution. O'Connor (2001) points out that the figures of direct bookings will be double if not triple and that new business models and innovative services will enter the online travel market in areas yet untouched by Internet. Also a new promotional and distribution model such as the search engine optimization techniques and pay-per-click advertising that seems to be emerging the last years gives new potentials to the individual owners to promote and distribute their products. (Shaw, 2005) Moreover concerning the future of the electronic intermediaries is doubtful because of the fact that The Internet created the conditions for the emergence of new electronic intermediaries, based on three e-Platforms, namely the Internet, interactive digital television and mobile devices. The expected proliferation of Digital TV and mCommerce will gradually intensify competition further. As a result, traditional electronic intermediaries must reengineer their business processes in order to survive and remain competitive (Buhalis et al, 2002). Finally the consumers who do not confide in technology and are in need of personal service and human interface are the guarantee of the travel agents' future existence. However when secure payment methods are developed and consumers become more experienced with the technology the travel agents will probably no longer be needed (Lang,2000).

Appendix 1: The AID-10 Evaluation Framework

AID-10	INTEGRATOR EXPEDIA	AGGREGATOR ORBITZ	ESSENTIAL TRAVEL	CULTURAL ITALY(A)	SELECT ITALY(B)	ALITALIA	BEST WESTERN
			PRINCIPALS				
Ease of access	Good(4)	Good(4)	Excellent(5)	Poor(2)	Poor(2)	Good(4)	Good(4)
Site of content	Excellent(5)	Average(3)	Excellent(5)	Average(3)	Excellent(5)	Excellent(5)	Good(4)
Site graphics	Excellent(5)	Average(3)	Average(3)	Excellent(5)	Excellent(5)	Excellent(5)	Average(3)
Layout	Good(4)	Average(3)	Good(4)	Good(4)	Good(4)	Excellent(5)	Good(4)
W.A.I.	Poor(2)	Average(3)	Average(3)	Poor(2)	Average(3)	Average(3)	Average(3)
Navigation facilities	Good(4)	Excellent(5)	Average(3)	Poor(2)	Excellent(5)	Excellent(5)	Good(4)
Search capabilities	Good(4)	Good(4)	Average(3)	Poor(2)	Excellent(5)	Excellent(5)	Average(3)
Value adding features	Excellent(5)	Excellent(5)	Average(3)	Poor(2)	Excellent(5)	Average(3)	Excellent(5)
Personalization/Interactivity	Good(4)	Good(4)	Poor(2)	Very Poor(1)	Average(3)	Good(4)	Average(3)
Online transactions	Good(4)	Good(4)	Average(3)	Poor(2)	Average(3)	Good(4)	Average(3)
Mark(out of 50)	41/50	38/50	34/50	25/50	40/50	41/50	

*Expedia package includes: hotel+flight+travel insurance

**Orbitz package includes: hotel+flight

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Maximizing of a tourist facility's entrepreneurship through Internet

Polydoros Dimitrios
Graduate of I.T. and Telecommunications school of TEI of Larissa
Larissa, Greece,
e-mail: polydem@hol.gr

Hristakos Vasileios
Graduate of I.T. and Telecommunications school of TEI of Larissa
Nafplion, Greece
e-mail: vassilis@itbiz.gr

Kolokotronis Dimitrios
Information Technology Teacher, Larissa, Greece,
e-mail: kolokotr@teilar.gr

Abstract

This study investigates the ways that can increase or maximize the entrepreneurship of a tourist facility by viewing on the Internet. The proper planning and the appropriate development of a website is not a simple case, but a series of procedures which optimize the facility's viewing and so it can generate any gains from the initial investment implementation.

Firstly and in particular for the tourist facilities, the website's development should follow modern designing standards and emphasis should be given on ease of use by the visitors and to elegance as well. The website's navigation system should be understandable and easy to use, so the information sought being identified easily. In terms of accessibility, all the internationally recognized standards of web systems should be followed (W3C, XHTML 1.0, CSS 2.1) and emphasis should be given on seamless access to the site by persons with disabilities. The languages that the site is developed shall be at least two; the language of the country where the tourist facility operates and the English language. All the website's pages of the tourist facility should be dynamic, so they can be formed, updated and expanded both in content and applications at any time. For this question Content Management Systems (CMS) should be selected for their construction, either open or closed source, so to provide the above capabilities.

At this point, having completed all the active development of the website, we need to emphasize to the space (server) which will host it and it should dispose the appropriate technical characteristics that allow the website to be at the Internet without viewing, speed or security problems.

After the proper designing and the right construction of the website, its promotion on the Internet should be done by the process of SEO (Search Engines Optimization).

Keywords: Website, SEO, Internet, Tourist facility, Entrepreneurship

1. Website's design, development and hosting

Designing a website is essentially the strategy that led to its development. The main purpose of this strategy is to be raised and to be resolved some fundamental concerns regarding the appearance, the content, the information and the navigation features and interactivity with the end user to be contained therein. In particular, the issues to be raised and resolved during the design of a site for a tourist facility should be:

- Content: The content and the information on the website should be associated with it and be aimed at tourists, because it is the targeting audience. All pages should be dynamic, so that they can be developed, updated and expanded both in content and applications at any time depending on the needs of tourists.
- Usability: The site should be "friendly" to the user, the interface and navigation on the site are material reconciling simple and reliable, so the user can locate information quickly and easily search. It should be followed all the international standards on modern web systems (W3C, XHTML 1.0, CSS

2.1). It should also be given strong emphasis on the accessibility of the site by persons with disabilities.

- Appearance: This graphics part, and website content should include a single style throughout the range, so that adds to it elegance, sense of hospitality, attractiveness and consistency. Additionally, there is often the style of appearance of the website to follow art graphics standards, which will rely on political marketing, which has followed on paper or electronic promotional materials (inserts in publications, advertising online viewing, etc.). The target is united character of the company's visibility.
- Language: The site should be developed in at least two languages: the language of the country where tourist unit is and in English, being the most popular language of communication between different people. Also, it should be given great emphasis on the nationality of the tourist audience that the tourism unit attracts, so the possibility of developing the site in a particular language being open. The translation of all parts of the site fee should be done by professional translators.
- Interactivity: The website needs to contain such features, which will encourage visitors to voice questions (form), make suggestions for improvement and to express the experience of staying in hotels (guest book) and to complete the book accommodation and additional services they wish to be offered through a simple and understandable process (on-line system of booking). It is very positive, the website's visitors to feel that they can communicate electronically, as this can be done at any time, without time constraints and security, which now offer electronic communications and transactions.
- Visibility: The site should be easily found able from the majority of search engines and various advertising media. by specific technical processes.

With the proper website's design we essentially create a structure which will be based on modern and contemporary standards, following the needs of the time. A sample of a properly structured website of a tourist facility is:

- Home Page
    - It presents the general location of the tourist unit and basic information about it, and external or exterior photos of it.
    - It is clear the site's navigation menu bar.
    - At homepage there will be brochures if available.
    - Both the homepage and on the other pages, the reader will have the choice of the language selection.

- Services / Facilities
    - It presents the services offered by the hotel.

- Presentation of the potential capacity / host of individual rooms.
- Presentation - by text and photographs – of the hotel's public lounges.

- Rooms
  - Presentation and promotion of the basic types of rooms.
    - For example:
      - Single
      - Double
      - Triple
  - Presentation of equipment sub-service type facilities, and services on-demand, which can be added to them.

- Rates
  - In a form of tables or flipping book will be the presentation of the accommodation cost, depending on room and time.

- How to come
  - List of turnout information to the hotel.
  - Presence of an interactive map with route calculation - Route Planning (Google maps) and digital route map with additional details and driving directions from a starting point, giving the visitor the page, towards the hotel.

- Sightseeing
  - Enhancement through text and photographs of the natural beauty of the area, aiming to attract the interest of visitors.
  - Quote attractions and sites, which are worth of visit on the basis of residence accommodation.

- Photo gallery
  - Photo Gallery, which includes photos divided into categories, which can be fixed by the hotelier.

- Contact
    - Contact information.
    - Feedback, which will be sent as mail to the accommodation.

- Online reservation system (online booking)
    - The online reservation system will be integral to the website and will not lead to a third site to complete the online booking and it will be easy to use and should be directly connected to any PC connected to the Internet. The visitors of the site will be able to check the rooms' availability and the rates on specific dates of arrival and departure.

- Guestbook (Guestbook)
    - Presentation of the views of visitors to the hotel.

For the develop of high-level web - dynamic nodes, content management systems should be used. Those systems are actually help the development of huge websites, and to the high-level site's organization in order to enable it, grow and change quickly on any new requirements. The management systems allow fast, easy and continuous renewal of both in content and application-level. It is crucial to choose the right management system for further future development and optimization of the website's maintainer.

Content Management Systems are either commercially - developed by companies and organizations and they are paid fee - , whether open source - developed by community volunteers and developers and they are free of charge.

Among of the other procedures the procedure is followed is the hosting of the website. By the term of "hospitality" we mean the present of the site in cyberspace and it is very important that the server that hosts the site to include all the technical features that make it appear to the user without any problems of viewing, speeding and security. The place where we host the site should be chosen very carefully in order to have good reliability and continuous visibility, because any potential problems of viewing the site will lead to a lose of hotel's credibility. Thus is lost and the credibility of the tourism enterprise, since internet users want to run fast, reliable and substantially and they require speed and uninterrupted operation of all the pages of the website.

The minimum requirements of a reliable server should have the following specifications:

- Capacity to 100 MB and 100 MB MySQL database
- 5 email accounts

- WEB MAIL
- 24 x 7 FTP access
- HTML, CGI script, PHP
- Platform Unix / Linux
- MySQL Database
- Unlimited data throughput
- Statistics
- Mail Auto Responders and pre-installed scripts
- Mailing List on the server

2. Site Promotion (SEO)

By the term of Search Engine Optimization (SEO), we mean the process of improving the volume quality traffic to a website through search engines search results. Typically, the earlier a site appears in search engines, so most users will visit it, as it is in the first search engine results. The major target of SEO is to increase the site's score rating from search engines, according to which search engines rank websites and those sites have been highly rated in the first search results.

In summary, the process of promoting a website includes:

- Increment of the website's graduation for search engines.
- Proper functioning within the text of keywords which can be searched.
- Rightly declared alternative tags on the multimedia elements of every page.
- Proper naming of files.
- Correct title of each page to work incrementally to be found by the search engines.

Specifically, the processes of promoting a tourism site unit will be as follows:

1. Creating high quality keywords, rich in content:

The content of the site of a tourist facility should be developed for users and not for search engines. We should focus on creating the content, so it is relevant to the theme of the site and should be used to target keywords in the content, using bold headers that keywords can be viewed correctly. Also, the use of hyperlinks refering to tourist sites content is important.

2. **Strategic Link:**

We must consider what kind of audience indicated to the site and investigate what other sites are relevant to our own and attract the same interest. This investigation is done through search engines or by visiting communities (forums) on tourist needs content to build exchange links to other sites of tourist interest.

3. **Naming the title of the site:**

This process plays one of the most important roles in achieving a high score of the site to search engines, which give great emphasis on naming the title of a website. The proper title's naming should be as follows:

- Confirm that the title is specific and relevant to the content of the website.
- The title of the website should be between 64 and 66 characters, so that makes it more friendly to search engines.
- More of one keywords should be added in the title of the site.

4. **Site Description:**

→ A short description of the site should be written to reflect its content.

→ The description should be between 170 and 200 characters.

→ One or more targeted keywords that already appear in the title of the website and to the keywords of the site should be included in the description.

5. **Keywords**

Some search engines place less weight on the target keywords as the title or the description of the site and the words are suggested be used as follows:

→ During keywords creation, recurrence should be avoided.

→ One or more keywords that are already in title and in site's content should be added.
→ The targeted keywords should be placed on the top to give more weight during the search.
→ The keywords should be separated by commas instead of blanks.

3. Conclusions

Summing up, what needs to be clear is that the maximization of a tourism enterprise unit via the Internet passes through two quite separate and distinct

processes.
One is the design, development and hosting of the website of the hotel.

This summary includes:

- Develop understandable, timely, informative content.
- Website’s design in order to be user friendly.
- Elegant, modern and well-oriented style of hotel’s appearance.
- Multilingual display of content.
- Interactivity, two-way communication and transaction page visitors to the hotel which owns it.
- Visibility from the largest number of search engines.
- Clear structuring of content and introduction of applications such as photo gallery and on-line reservation system that will facilitate and provide the best information and communication to visitors.
- Easy and comprehensive website management system for smooth information content of the maintainer.
- Reliable hosting website for properly function.

The second very important process is that of promoting the site for better rankings by the site through search engines function of SEO.

This summary includes:

- Correct operation of the the keywords which can be searched., in the text.
- Rightly declared alternative tags of the multimedia elements of every page.
- Correct naming of files.
- Correct title of each page to work incrementally in order to be found able by search engines.

Both processes should be taken into serious consideration when developing, creating and then posting the web site of a tourist facility. No procedure should be skipped and nor be discounts on the procedures. All the procedures are equally important and certainly time requiring very little value compared with the immediate and visible results, which fail to achieve the maximization of the enterprise of a tourist facility on the internet.

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Planned Tourism Destinations, a strategy for development? The case of Cancun, Mexico.

Rafael Guerrero Rodríguez

School of International Development, University of East Anglia, Norwich, United Kingdom

School of International Development, Earlham Rd NR4 7TJ

Telephone: +44 (0)1603 591472 / 592329, **Fax**: +44 (0)1603 451999

Email: r.guerrero-rodriguez@uea.ac.uk

Acknowledgements: The author wishes to thank to the informants from Banco de México, FONATUR, SECTUR, ACADEMIA A.C., and Universidad del Caribe for the valuable information they provided for the elaboration of this paper. Special thanks to Tomas Chaigneau for his help on correcting the final version of this article.

Abstract

The development of tourism destinations worldwide has been portrayed as an effective vehicle to achieve development goals. The economic potential of tourism-related activities has captured the attention of several governments generating a special interest to obtain all its benefits for the local contexts in which tourists resorts are built. However, the experience has shown that tourism has failed -especially in developing countries- to contribute to development ends (Gamble, 1989; Richter, 1989; Sharpley and Telfer, 2002). This paper will examine the implementation of tourism policy in Mexico in the early 1970s. This policy included the planning and construction of tourist resorts throughout the Mexican coasts with the aim to transform these places into development poles. Cancun, one of the planned resorts, has become the most important Mexican destination contributing with approximately 35% of the Mexico's total receipts by tourism-related activities (FONATUR, 2005). Its international fame derived from its explosive growth and massive marketing has historically eclipsed the social and political implications of the government's intervention in this place. The lack of attention to these processes has produced an information gap that this paper wishes to address. This work utilises Hall's (1994) model to examine tourism policy processes. Special consideration will be paid to some of the political and social consequences that this policy has produced over time. The main conclusion of this paper is that the design, implementation and subsequent changes of this policy in Cancun has had direct effects in the unequal distribution of benefits from tourism-related activities, privileging the interests of powerful groups -national and foreign- of the tourism industry over local interests on economic, social, environmental, political, or cultural development.

Key words: Tourism, Development, Cancun, Policy process, Politics.

INTRODUCTION

The mainstream of tourism research has either ignored or neglected the political dimension of the allocation of tourism resources, the generation of tourism policy and the politics of tourism development (Hall, 1994: 2). Promoting a further study of these dimensions in specific contexts can stimulate a better understanding of how tourism destinations appear and evolve historically but, perhaps more importantly, to provide some explanations about why tourism is chosen by governments as a primary development strategy. The expansion of tourism-related activities has been promoted, especially in developing countries, as a strategy to overcome the problems associated with the so-called underdevelopment; the discourse has been built upon tourism's potential to generate foreign exchange, jobs and above all, regional development. However, as Richter (1989) pointed out, it is unclear to what extent these tourism-related policies have contributed to the developmental goals for which they were created.

The aim of this article is to discuss the introduction of a public policy (Centros Integralmente Planeados, State Planned Tourism Destinations) for the creation of tourism resorts throughout the Mexican territory in the late 1960s. The design and implementation process of this policy became crucial to determine the orientation, form and scale that tourism development would follow in the subsequent years in Mexico. Hall's (1994: 50) model will be adopted to study the policy processes related to the implementation of this policy. The structure of this work is divided in four main sections. Section one will present the social, economic, and political context of Mexico in the 1960s. The aim is to provide a general panorama of the surrounding environment of the tourism policy paying special attention to institutional and political arrangements in which it was implemented. Section two will describe the particularities of the policy and the design and implementation processes. The attention in this section will be focused on the policy arena and related policy issues; that is, tourism institutions, significant individuals, interest groups, institutional leadership, decisions and outcomes. Section three will explore the creation of Cancun as one of the projects considered within the policy. The historical evolution of this destination will briefly be analysed in order to gain a better understanding of the outcomes derived from the implementation in a local context. The final section will explain some of the social and political implications of the introduction of the policy in Cancun. The major transformations of the local social dynamics as well as the appearance of power struggles to control the benefits from tourism will be discussed.

Finally, two considerations should be taken into account for the information that will be presented in this article: the sources and limitations of the information. Firstly, the information is derived from primary and secondary sources; the collection of data was done through a literature review and a fieldwork period carried out from 2007-2009. Primary sources include semi-structured interviews with key informants related to the policy processes. Secondary sources include archival research and a review of documents related to the subject. Secondly, the information presented in this article has inherent limitations due to its selective nature. The main criteria for selecting the information for this article were the implications –economic, social, and political- of the introduction of this policy in Mexico.

1. Mexican Context in the 1960s

The economic, social and political circumstances prevailing in Mexico during the 1960s had profound implications upon the adoption of tourism as a development strategy. The economic model -Import Substitution Industrialisation- followed until then by Mexican government since the 1940s, was presenting a favourable landscape reporting low inflation rates and a sustained macroeconomic growth (Cárdenas, 1996). However, the deepening of the urbanisation process, the abandonment of the investment of basic sectors such as agriculture and mining (Cárdenas, 2000) and an increasing social discontent in some sectors of the population derived from the unequal conditions in the distribution of wealth (Espinosa, 2004) were posing serious threats to the economic and political stability in the short term. During these years, tourism was considered by the Mexican government as a vehicle of peace, a means of understanding between nations, a promoter of a national identity and, above all, a complementary instrument for the national economy (Jiménez, 1992). It can be said that the political circumstances of tension in the international context largely determined this vision; for example, the ongoing situation of the Cold War and, the US-Cuban conflict generating the radicalisation of political postures within the region. Generally speaking, Latin America and especially Mexico obtained important benefits from the temporal closure of Cuba as a tourism destination; it reported a substantial increase in the numbers of tourists' arrivals mainly due to the prohibition for US citizens from its government to travel to Cuba after the Castro's revolution (see Merrill, 2009). The regional ideological campaign of the US clearly attempted to embed a political agenda with an anti-communist orientation building discourses of 'material progress' and 'freedom' as the main ingredients to overcome the underdevelopment issue affecting Latin American countries (Escobar, 1995). The alignment to this doctrine implied a wider commitment to the capital and market system as well as a willingness to engage in a pervasive scheme of financial external aid designed to give an impulse to key economic areas -including tourism- in the quest of development.

Under these circumstances, tourism was portrayed as a crucial mechanism for underdeveloped countries to achieve developmental ends (Clancy, 2001b; Gamble, 1989; Jiménez, 1992). This idea was supported by a discursive trend about its potential contribution to the national economies in terms of revenues, creation of jobs and a multiplier effect for other productive sectors. However, for the particular case of Mexico, the task to consolidate the tourism industry presented a complex landscape. Firstly, the organisation of this sector had proceeded historically in a slow and non-systematic fashion (Collins, 1979). The role of the State, until then, was circumscribed to some efforts in the international promotion of Mexico as a tourism destination and, to some extent, as a co-financer of lodging ventures with the private sector (Berger, 2006). Secondly, the concentration of tourism-related activities in specific points of the country such as the renowned port of Acapulco, Mexico City, and in border towns such as Tijuana and Ciudad Juarez constrained its expansion in other parts of the country. Although the continuous government's investment on infrastructure and basic services -roads, energy, sewage, water supply, etc- in previous decades somehow helped to consider other areas for tourism development, the lack of interest of the private sector prevented the appearance of new projects. Lastly, the structural and social problems associated with the growth of the existent tourism destinations -uncontrolled migration, lack of infrastructure and basic services, housing problems, proliferation of illegal activities, slums creation, prices inflation, land speculation, pollution etc- created a negative perception of this activity making necessary a profound evaluation of the social, cultural, environmental, economic and political costs that tourism demanded. Consequently, the Mexican government carried out a reassessment of the role played by the State until then suggesting a further intervention over its growth and development under a more comprehensive public planning scheme. The main challenges, however, would rely in how to make a clear distinction of the public and private interests and, more importantly, how to distribute the economic benefits derived from tourism.

The decision of Mexico to pursue tourism development during the 1960s coincided with the expansion of the tourist industry internationally. Travelling activities were being transformed by the introduction of the jet travel, the specialisation of tour operators, the development of more affordable transportation systems, and a substantial increment in the disposable time and income for travelling (Keyser, 2002). Moreover, the government strategies for the expansion of tourism- related activities in coastal zones in countries like Spain (see Ivars, 2003), Thailand (see Elliot, 1983), Tunisia, Egypt and Kenya (see Gamble, 1989) led to the exponential growth of tourism worldwide initiating the phenomenon of 'mass' tourism that would have a profound effect in the form, function and scale of the tourism industry in the next decades. It was clear that the Mexican government desired to obtain a larger share in the growing world tourism market but, in order to achieve this, a profound transformation of the relations between the State and the tourism industry should take place; an expansion of the role of the State was under way and the main justification for this political move relied on the imperious need to overcome this so-called underdevelopment.

2. The State Planned Tourism Destinations policy, a ticket to development?

The development of a policy to organise the tourism industry in the Mexican context did not take place until the first half of the decade of 1960s (Castillo, 2005). The elaboration of the first National Plan for Tourism Development (PNDT) in 1962 showed the State's desire to have more control over an economic sector that historically had been a more market-driven activity rather than a government planned strategy (Clancy, 1999). The objectives considered in the PNDT were "to establish the bases to develop basic infrastructure and build new tourist centres…to carry out specialised studies to evaluate potential tourist centres and, to condition the development of these areas supporting the production of handcrafts and any artistic and cultural manifestation" (SECTUR, Plan Nacional de Turismo, 2001: 25; my translation). The main strategies for the consecution of these objectives according to Jiménez (1992: 73-74) were the expansion of the national road network, the extension and improvement of basic services (energy, water, drainage, etc) in tourism destinations, the restoration of historical sites such as archaeological sites and colonial buildings and, a tax exemption scheme in combination with a plan to channel private loans for tourism-related businesses. In addition to this plan, the consolidation of an institutional framework for tourism was needed. The main institutions responsible to oversee the development of this industry at the time were the Tourism Guarantee and Promotion Fund (FOGATUR), the Department of Tourism -subsidiary of the Minister of the Interior-, and the National Tourism Council (CNT). The FOGATUR was responsible to promote the development of tourism enterprises through finance mechanisms (Castillo, 2005), the Department of Tourism was in charge to study and develop new tourism centres (Jiménez, 1992) whereas the CNT was created to promote Mexico as a tourism destination internationally. Despite the apparent specialisation of the government in tourism affairs, there was no evidence of the existence of a common agenda or coordinated actions among these institutions (Espinosa, 2004). Nonetheless, the work made by these institutions during this period helped substantially to identify the necessity to elaborate a more comprehensive long-term policy for the development of tourism in Mexico.

The long-term strategy devised by the Mexican government to develop the tourism industry nationally consisted in the creation of new tourist centres throughout the territory within a specific planning approach. This policy was named Centros Integralmente Planeados (State Planned Tourism Destinations, CIPs acronym in Spanish), and the main premise was to turn these resorts into development poles in order to improve the conditions of economically disadvantaged areas. The following section will provide a more detailed account about the surrounding processes of CIPs policy-making. The discussion will be focused in two broad areas of analysis: policy arena and policy issues. The information will be presented in a single narrative with the objective to provide a version that can stimulate the thinking about the complex nature of the CIPs policy processes and its surrounding issues.

CIPs Policy Process

'Policy' according to Keeley and Scoones (2003: 5) is "a set of decisions in…a given policy area…taking the form of statements…and…executed by the bureaucracy". The formulation of a public policy, plan, or program supposes a certain degree of intervention from the State in a specific area with the aim to control its development. The study of the processes surrounding the policy-making activity necessarily implies the exploration of related decisions and the pattern of action of them over time. It involves a description of how the policy is brought to life, who dominates the decision-making table and, more importantly, the motivations and interests behind these decisions. It is important to note that tourism, unlike other sectors of the economy, has not been historically considered as a necessary area for policy appeal due to the apparent lack of demands or conflicts justifying the policy-making process (Richter, 1983). The development of a policy for tourism development in a particular country should be understood then as a policy area that is chosen by the bureaucracy defining its form, scale and orientation. That was the case of Mexico with the CIPs policy.

The basic premise of the CIPs policy was the creation of new tourist centres in coastal zones under a rigorous planning methodology. The main objectives of this policy were: the generation of foreign exchange, the creation of a source of employment and, the stimulation of an economic multiplier effect within the regions where the centres would be constructed (FONATUR, 1982). The task of designing and elaborating the CIPs policy was adopted by the Central Bank of Mexico in 1966 (Molina, 2007). In spite of the existent institutional framework for tourism based in three government bodies -FOGATUR, Department of Tourism, and CNT-, the Bank of Mexico assumed the leadership excluding these institutions from this process. This decision should be interpreted as the weakness of the existent framework in tourism affairs, showing an institutional fragmentation that resulted in the incapability to undertake a project of this scale. Moreover, the Bank of Mexico had consolidated a reputation in the implementation of economic policies due to the macroeconomic success of the stabilisation program implemented in the decade of the 1950s (Cárdenas, 2000). The relative autonomy of the Bank of Mexico during this period permitted the expansion of its normal functions of currency regulation and interest rates toward the full involvement of this institution in developmental tasks. In line with the development objectives, the Bank of Mexico created a number of trusts to encourage the expansion of economic activities in the country such as agriculture, construction, exports, industrial equipment, commercial development and tourism (Jiménez, 1992). The implementation of these measures reflected the exhaustion of the economic model followed until then -Import Substitution Industrialisation- (Anglade & Fortin, 1985) leading the government, and the Bank of Mexico in particular, to search for alternative strategies and give an impulse to the economy. Tourism seemed to fit within this plan due to its economic potential to generate foreign exchange.

Under these circumstances, the first investigations for the selection of the areas where the new tourist resorts should be constructed started in 1966 (Martí, 1985). The selection of the places should have met the following criteria: the resorts should contemplate manageable implementation costs; the resorts should contain exceptional natural assets, and; the resorts should be built within economically disadvantaged areas with a low rate of economic development (Clancy, 1999; Torres & Momsen, 2005a). After a considerable number of travels throughout the coastal zones of the country, five places were selected in the end: Cancun (located in the Caribbean Coast), Ixtapa and Huatulco (both located in the Pacific Coast) and, Loreto and Los Cabos (both located on the Cortés Sea). The selection process implied an exhaustive exploration of the geographical, access and social conditions of the areas to be developed; in that sense, a substantial number of preliminary studies were carried out in order to evaluate the feasibility of constructing the resorts. The preliminary investigations were carried out by a reduced group of economists, lawyers, architects and engineers -12 in total-, all of them members the technical office of the Bank of Mexico projects (Interview with a former Bank of Mexico officer, November 2008). The direction of the CIPs project was assigned to Antonio Enríquez Savignac, a Mexican economist graduated in Harvard who previously had worked for the Inter American Development Bank (IADB), by the influential figure of the sub-Director of the Bank of Mexico, Ernesto Fernández Hurtado.

In order to consolidate the CIPs proposal, the Bank of Mexico created a subsidiary office in 1968: the Tourism Infrastructure and Development Bank office (INFRATUR). This new body received the necessary budget and legal means for the elaboration of the Master Plans and execution of the preliminary works in the selected areas. Torres and Momsen (2005b) point out that the methodology to construct tourism resorts under a Master Plan was a popular trend in the 1960s in developing countries such as Egypt, Sri-Lanka, Indonesia, Turkey, Malaysia among many others. The Master Plan, in essence, consisted of defining of the physical characteristics of the resorts -urban, touristic, infrastructure areas- and the projections for their growth.

The first important decision that the INFRATUR office made was the selection of the first area to develop: the first tourism resort derived from the CIPs policy would be

Cancun. This political move has allowed different interpretations by different authors; for example, Espinosa (2004) considers that the decision obeyed to a security rationale under the prevailing regional context of tension against communism. He argues that the proximity of Cancun to Cuba was perceived as a threat to the national security for the possibility of the proliferation of dissident groups against the Mexican regime in an unpopulated territory with a minor presence of the State at the time. In contrast, Brenner (2005), Clancy (1999, 2001a, 2001b), and Jiménez (1992) said that this decision was rather based on an evaluation of trends of the international tourism and the competence in the market within the Caribbean Region. They argued that the exceptional natural beauty of Cancun, weather and location were the main arguments to support the decision of developing this area in the first place. Lastly, a former member of the INFRATUR office (Interview, December 2008) commented, that the decision was mainly based in the fact that Cancun presented an unproblematic land-ownership panorama that would make easier the implementation process in the short term. Moreover, he pointed out the possibility that this resort could become an important touristic and commercial link between North Central, and South America.

Once the decision of developing Cancun was made, the next task of the INFRATUR office was to obtain the necessary funds to carry out the preliminary infrastructure works in the area. Ernesto Fernández Hurtado, representing the Bank of Mexico and Antonio Ortiz Mena representing the Secretary of the Treasure (SHCP) presented the CIPs project to the president Gustavo Díaz Ordaz, who possessed the decision-making powers -granted by the structure of the Mexican political system- to support or dismiss the proposal. Lehoucq et al (2005: 3) point out in this regard that the policy-making processes in Mexico from 1950-1982 had proceeded in a highly secretive fashion and that decision-making powers were centralised around the presidency. In that sense, the approval from the president and close collaborators was crucial for the continuation of the CIPs policy in the short term. The outcome of this negotiation was the presidential and financial support to CIPs policy with the condition to search technical and financial assistance from international development institutions. The INFRATUR office sought the financial support of institutions such as the World Bank (WB) and the Inter American Development Bank (IADB) presenting the preliminary Master Plans of Cancun and Ixtapa. The main requirements from these institutions to provide the loans were a technical evaluation of the Master plans and a physical inspection of the areas where the projects should be developed. The IADB decided to support the initial phase of Cancun project granting a loan to the Mexican government for 47.1 million dollars whereas the WB opted to support the initial phase of the Ixtapa project granting a credit for 22 million dollars (Clancy, 2001b: 52). It has to be noted that the involvement of these actors during this process played a crucial role in the specialisation of the INFRATUR officials. The personnel involved in the elaboration of the Master Plans were not familiarised neither with the tourism industry nor with development of tourism resorts (Interview with a former Bank of Mexico officer, February 2009). For that reason the training process for the team formed by Antonio Enríquez Savignac consisted in studying and visiting consolidated tourism resorts -such as Hawai, Nassau, St.

Thomas, Miami, Spanish Coasts, French Coasts, Acapulco, etc- in order to decipher the functioning of the tourism industry in real contexts. Moreover, the specialisation process was reinforced when Enriquez Savignac refused the intervention of international consultants for the elaboration of the Master plans. The INFRATUR team designed the tourism development model considered in the CIPs policy according to the Mexican context without any external assistance (Interview with a former FONATUR officer, December, 2008).

The formal announcement of the implementation of CIPs policy to the public was made at the end of the decade of 1960s by the president Díaz Ordaz declaring the following “we will create tourist centers in Quintana Roo [Cancun] and many other parts of the country. We have a special interest in fostering the development of tourism for two fundamental reasons. One…we can help…our fellow Mexicans to achieve a better standard of living and to obtain a job…and two, because tourism…brings back…a rapid return…on the investments that we may make to promote it” (FONATUR, 1988: 12). This statement clearly reflected the decision to expand the tourism industry in the years to come: on the one hand, it was expected that tourism should bring an important number of jobs with a relatively minor investment of the State compared with other sectors whereas, on the other hand, the government conceived tourism as a potential activity to stimulate the economy in the short term. Tourism, in the end, was seen as a short term and financially viable solution to the problems of the exhaustion of the Mexican economic model; it was time for a reassessment of the economic orientation that implied the adoption of export-oriented measures such as tourism.

Due to the political process of the presidential succession (1969-1970) the works in Cancun did not start until 1970 and Ixtapa until 1972 (Brenner, 2005). The new presidential administration under Luis Echeverría Alvarez had doubts to support the CIPs policy (Martí, 1985), however after an exhaustive evaluation of the projects - especially in Cancun- he was decided to give his approval and the financial backing of the State. The works in Cancun were resumed and it was projected to open the resort to the tourists in four years. The next section will briefly describe the processes surrounding the creation and subsequent evolution of Cancun in order to get a better understanding of the CIPs policy implementation in a local context as well as its impact over the development of the tourism industry in Mexico.

3. Cancun, a brief history of a planned paradise

Cancun is located in the Yucatán Peninsula in the north part of the State of Quintana Roo. The first phase of construction took place between 1970-1976 including the provision of the necessary infrastructure and public services to operate as an international tourism destination. The original Master Plan established three areas to be developed: 1) the touristic area; 2) the urban area, and 3) the international airport (FONATUR, 1988: 29). The touristic area considered the construction of two golf courses, marinas, shopping centres, a residential area and the definition of the plots for hotel development. The urban area consisted in the construction of blocks, avenues and streets of the city as well as the definition of housing plots and an industrial area. Public services included the construction of drainage and sewage systems for both areas, touristic and urban, the provision of electricity and a communication system as well as the construction of an airport with international capacity. It has to be noted that the original design of Cancun's Master Plan established a physical division between the urban and touristic zone. This strategy, according to the planners, would prevent the problems related with an uncontrolled growth and disorganisation reported in non-planned Mexican destinations such as Acapulco (Collins, 1979).

Two historical events were relevant during the construction phase of Cancun. First, The INFRATUR office was transformed into an independent government agency absorbing the FOGATUR functions in 1974. This new agency was called National Tourism Development Fund (FONATUR) and would be responsible to continue the execution of the CIPs policy and to become a financing channel for the creation of tourism-related business in the country. Second, in the same year the former Department of Tourism was upgraded to a cabinet level giving birth to the Tourism Secretariat (SECTUR). This Secretary would be responsible for the definition of the tourism policy at the national level having the assistance of FONATUR and the CNT. The reformulation of the institutional framework gave strength to CIPs policy revealing the importance that tourism was acquiring within the national agenda. The role of FONATUR in the formation of a business network in Cancun became crucial since this office had the attribution to invite and select potential investors to participate in the project as well as to take part in joint ventures with the private sector in tourism-related activities. In this way, FONATUR expanded its decision powers having absolute independence of action in the beginning of the projects considered within the CIPs policy (Interview with a former FONATUR officer, December, 2008).

After the inaugurations of the first three hotels -Playa Blanca, Bojorquez, and Cancun Caribe- in 1974 and the international airport in 1975 (Martí, 1985), Cancun started to experience an impressive growth in tourism activities. It received almost 100,000 visitors and more than 1000 flights by the year 1975 (FONATUR, 2007). These figures were remarkable at the time considering that Cancun was a city constructed from zero (Cordoba & García, 2003). The dimension of the growth can be better understood reviewing the numbers of the first census carried out by INFRATUR in the late 1960s: the report stated that only 117 inhabitants were living in the zone being fishing the main economic activity at the time (FONATUR, 1988: 24). By 1975, this number had dramatically increased up to 10, 000 inhabitants (INEGI, 2007). It was clear that the political and social organisation of Cancun was going to be largely determined by the pace of growth of the ongoing tourism development.

The 17th annual reunion of the IADB celebrated in 1976 had a profound promotional impact of Cancun internationally. The organisation of this reunion was a clear message to the markets and tourists that Cancun was ready to operate as a destination of international scale. During the second half of the 1970s, Cancun maintained a stable growth reaching almost 60 hotels operating in 1980s (FONATUR, 2007). The economic crisis that Mexico experienced in1982 affected the CIPs policy forecasts in Cancun favouring the explosive expansion of tourism-related activities due to the currency devaluation effect and a massive privatisation scheme for the assets owned by the government in that area, especially hotels (Clancy, 2001b). During the 1980s the number of hotels was doubled -120 in total- and the foreign investment reported a substantial increase. However, the growth of Cancun was suddenly blocked by the destructive hurricane Gilbert in 1988. This event produced a reconfiguration of the development model in Cancun, relaxing the planning restrictions considered in the original Master Plan and leaving the future of its development in the hands of the private initiative. The new model adopted in Cancun during the 1990s is known as “All-inclusive”. This model has produced large resort enclaves affecting the local economy. Moreover, the appearance of a non-planned destination within a relatively short distance -Playa del Carmen, 60 km to the South- constituted an unexpected competition in terms of tourists and revenue that considerably reduced the pace of growth of Cancun. Despite this, Cancun became the most successful tourism destination in Mexico (Brenner, 2005; Torres and Momsem, 2005a, 2005b) receiving 35% of the total international tourists in the country (FONATUR, 2005) contributing with 7.7% in the GDP and 80% in Quintana Roo’s GDP (Palafox & Segrado, 2008: 162).

This destination, as many other in the world, has historically produced a number of impacts -positive and negative- that moulded the local dynamics of the host society. The following section will discuss some of the social and political implications of the implementation of the CIPs policy in Cancun having a direct effect over the distribution of the benefits derived from the tourism development.

4. Social and political implications of CIPs policy in Cancun

The implementation of the CIPs policy has had profound effects upon the social and political configuration of Cancun over time. Dachary and Arnaiz (1992: 109-112) examined the demographic impacts of the introduction of tourism in the zone. They argued that Cancun has historically attracted a great number of immigrants -Mayan population of Quintana Roo, meztizo peasants and people from other urban settlements in the country- generating an explosive growth in the urban area. This immigration phenomenon, was indeed considered within the original Master Plan according to a former FONATUR officer (Interview, April 2009), however even the most extreme estimations were surpassed. The proliferation of irregular settlements in non-planned areas -slums and shantytowns- were the direct result of this massive uncontrolled immigration phenomenon. The configuration of the urban area suffered a process of social polarisation that evidenced the profound differences of social classes and income spatially (Torres & Momsen, 2005a). On the one hand, the economically disadvantaged people opted to settle in non-planned areas suffering the total absence of housing and public services whereas, on the other hand, the middle and upper classes opted to settle in the FONATUR’s planned area taking advantage of the semi-urban context. The construction jobs available during the implementation phase attracted a considerable number people, especially from rural areas. The massive migration to Cancun transformed the livelihoods of the rural areas of Quintana Roo that traditionally were based on subsistence activities; the predominance of tourism activities helped to create a working class dependent on this activity. The progressive abandonment of primary activities towards tourism-related ones changed the productive and social dynamics of the rural contexts of Quintana Roo under the supposed promise of tourism to improve the living conditions of the migrants (Murray, 2007). Nonetheless, one of the main problems that the new incomers encountered was their integration to tourism labour force. The low education level and language skills of the immigrants were the main constraints to participate within the tourism industry (Interview with a former FONATUR officer, November, 2009). Therefore, most of the people coming from rural and poor contexts often obtained low paid jobs performing activities such as gardening, cleaning, maintenance and the like. Moreover, the seasonal nature of the tourism industry and the low profile in social security of the tourism jobs produced a further search for income alternatives due to the high cost of living in the area. In this sense, a proliferation of economic activities in the informal sector took place progressively in the urban area transforming both, the planned and non-planned urban landscapes.

Jiménez and Sosa (2005) and Torres and Momsen (2005b) pointed out the lack of a cultural identity as one of the main social impacts in the host society derived from the introduction of CIPs policy in the Cancun. They argue that the CIPs policy did not consider a mechanism for the integration of incoming people with different cultural backgrounds. The lack of a cohesive instrument in this multicultural encounter has historically prevented the formation of a participative community; instead, this situation has promoted the apathy of the local society and the absence of a sense of belonging to the city. Moreover, the gradual transformation within the system of values and customs in the host society derived from a deep acculturation process has motivated the underestimation of the national culture and an overestimation of the transitory stage of hedonism that is experienced through tourism (Jiménez & Sosa, 2005: 21). Additionally, the consolidation of tourism as the main economic activity produced an economic polarisation of Quintana Roo geographically (Murray, 2007). The high dependency and concentration of tourism-related activities in the northern part of the State has marginalised the investment and the possibilities of economic development in the south. Although this phenomenon has encouraged the appearance of diverse tourism projects in the southern part of Quintana Roo attempting to reverse the unfavourable conditions, the expansion of tourism-related activities in this geographical area has been rather modest so far. Likewise, Cancun has presented a number social problems associated with tourism development similar to other destinations in the world, such as sexually transmitted diseases, drug trafficking, the drug abuse, alcoholism, in prostitution activities, white-slave trade, illegal immigration, high rates of criminality, more family violence and disassociation, high inflation rates, etc. (Brenner, 2005). The occurrence of these problems has been historically accentuated for the incapacity -or unwillingness- of the local government to prevent its incidence.

The political organisation of Cancun can be traced back to 1974, when the formation of a government body -a municipality- took place (Martí, 1985). The municipality of Benito Juárez was created with the aim to provide the nascent community with the administrative and legal powers to continue the tourism project contained in the CIPs policy. In the first years of Cancun, it was in FONATUR's interests to maintain the administrative and decision-making control over the planned zones. In that sense, FONATUR appointed a former FONATUR officer -Alfonso Alarcón, responsible for the social development of the community- to be the first major of the city in 1975. The political move apparently guaranteed FONATUR's free operation from any opposing manifestation to Cancun's touristic project. Nonetheless, the struggles to control the distribution of the economic benefits of tourism increased once Cancun obtained the international recognition as tourism destination and large investments were made. The configuration of the local political class progressively advanced because there were growing interests to get more access to the economic benefits of tourism, to control the decision-making table as well as to diminish progressively the political and decision-making presence of FONATUR in local affairs. The formation of civil associations, NGOs, and a local entrepreneurial class also helped to open the local political arena incorporating more interests into the distributional agenda. Thus, in a relatively short period of time -less than six years- the municipality office was 'colonised' by external interests of the FONATUR's agenda, and its powers were relegated exclusively to the touristic zone. Not surprisingly several conflicts have arisen between these two institutions to maintain the control of access of the project and the revenues derived from permits, taxes, public services in both, the urban area and the tourist zone. Moreover, the millionaire investments in the touristic zone -public and private- became an important source of wealth for the personal enrichment projects of some members of the local and national political class. Corruption practices in the concession of tourism and real estate businesses have been constant in the history of Cancun (Interview with NGO representative, April 2009).

The control over the tourism development in Cancun after the 1990s was gradually handed over the private interests -national and foreign- reducing the participation of the federal and local government in decision-making for the expansion of tourism-related activities and affecting the public interests of the local economy. It was calculated by Simon (1997) for instance, that much of the profit earned by the Cancun's hotel industry –between seventy and ninety cents on each dollar- is sent out of the community (Simon, 1997; quoted by Murray, 2007: 346). In this context, the economic benefits from tourism development are increasingly being captured by the private sector marginalising the local opportunities of economic development and establishing a new order of decision-making for the expansion of tourism in the region.

CONCLUSION

This article has attempted to present a discussion on the introduction of a tourism policy as a development strategy in the context of Mexico. The focus of this paper was on the formulation and implementation processes of CIPs policy as well as the social and political implications in the particular context of Cancun, Mexico. The chosen framework to describe the CIPs surrounding processes was the Hall's (1994) model which concentrates on analysis in the policy environment, the policy arena and the final policy decisions. The decision to use this model was due to its explicative potential in establishing the points of reference to discuss the processes related to policy-making activity. The elements suggested in the model, are useful to construct a comprehensive version of the tourism policy-related processes avoiding a misrepresentation of the necessary elements to understand its complexity. However, the wideness of the proposed concepts within the model can represent a serious limitation mainly because they can be subjected to multiple interpretations according to the interests of the analysts. In this sense, without a predefined conceptual base, the user of this model might overemphasise or underestimate the value of some concepts and the outcome derived from the analytical exercise can present important variations for the same case.

This document has discussed the apparent contradiction to consider the adoption of tourism policies in developing countries as developmental strategies. It can be said that the organisation and private-regarding nature of the international tourism industry has represented historically an important constraint for the achievement of development goals in developing countries. In this sense, the question that remains unanswered is to what extent the introduction of tourism as a dominant economic activity in Cancun has helped to achieve the developmental objectives considered within the CIPs policy. Although García (1979) established prematurely that the developmental objectives contained within the CIPs policy had not been achieved, such a question does not admit easy answers and the proof of the last is that this subject has produced an unfinished academic debate over time. The prevailing unequal socioeconomic conditions surrounding the development of this resort can shed some light about the possible answers to the proposed question. Despite the initial planning efforts of CIPs policy destinations, tourism resorts such as Cancun have developed those problems reported in non-planned destinations such as Acapulco. Therefore, the effectiveness of the CIPs policy has been questioned historically since its creation; nevertheless CIPs methodology has reported minor changes since its conception.

The evolution of the political organisation of Cancun has moulded the access to the decision-making table in tourism development in the local context. Decision-making powers have been progressively lost by the government allowing the private sector to control the distribution of the economic benefits of tourism according to their interests and networks as well as to decide the future expansion of this economic activity within the region. This situation poses a dilemma for a new intervention of the State, making that the public interests can prevail over the private ones. Finally, there is no doubt that Cancun has been consolidated as one of the best tourism destinations in the world; its apparent success and impressive growth has inspired the design of other strategies to develop more tourism resorts nationally and internationally. The CIPs methodology has played a crucial role for the last and overall for the expansion of the tourism industry in Mexico. It is still unclear however, to what extent this policy has produced the developmental goals for which it was conceived.

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Customer Satisfaction in the Hospitality Industry: The Effect of Service Quality

ANTONIOS RAFTOPOULOS

Laboratory Associate, Tourism Industry Department, T.E.I. of Athens

Timaiou 22, P.C. 10441, Athens, Tel: 6977990440,

antonisraftopoulos@gmail.com

ABSTRACT:

The need for effective customer services in modern hotel enterprises becomes top priority. Earning high satisfaction ratings from guests is an especially important strategy for hotel companies, because customer satisfaction is the principal driver of profits. Main objective of hotel enterprises is to deliver excellent customer services, the greatest satisfaction of their expectations through the process of continuous improvement and upgrade. Service quality is a philosophy that focuses on the needs of the customer, both internal and external, realigns the organization from detection to prevention and aims to improve continuously. Service quality in combination with the customer satisfaction in the hotel services is the key to achieve profits and growth. The hotel industry performs tendencies and perspectives of development, in order to provide to their customers, high quality services and hospitable installations. This paper focuses on the determination of the meaning of customer satisfaction in a hotel and specifically it mentions the strategy of implementing service quality. In conclusion this paper proves that hospitality enterprises by practicing service quality methods both maximize socio-cultural benefits for their customers, and lead to economic growth and development.

Service Quality can be considered as “the key to excellence in tourism”.

Key words: Customer Satisfaction, Service Quality, Customer Retention, Quality management.

1. INTRODUCTION

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. As it has grown, so have the criticism of its environmental, economic, socio-cultural and political consequences. Tourism is no longer the benign economic development tool that the boosterism of the past purported it to be.

The hospitality enterprises operating have proven to be one of the key mechanisms in the economic transition. Economic reforms unleashed the potential for entrepreneurial development in a direction that assisted macro-economic stability and competitive market behaviour.

Successful tourist businesses were found to be focusing on a particular product or niche market, developing a strong competitive advantage offering high quality, and superior service and products.

Earning high satisfaction ratings from guests is an especially important strategy for hotel companies, because loyal customers are the principal driver of profits. Along with continuing to stay at a brand’s properties, satisfied customers also refer new business. Companies with satisfied, loyal customers enjoy higher margins—and, consequently, greater profits—than do businesses that fail to retain and satisfy their customers.

The strategic planning and the application of service quality provide customer’s satisfaction and retention. Its efficient application enhances the hospitality industry, activates the effects of tourism development in socio-cultural issues and provides economic growth.

Service quality is now of major concern to industries such as the tourism/hospitality industry, which are basically ‘people oriented’. In the service industry, definitions of service quality tend to focus on meeting customers’ needs and requirements and how well the service delivered meets their expectations (Lewis and Booms, 1983). In order to deliver and maintain service quality, an organization must first identify what it is that constitutes quality to those whom it serves (Gronross, 1984).

In the first part of this paper, service quality aspects and its formulation parameters will be presented.

In the second part the relationship of customer satisfaction and service quality will be investigated. The subject of the quality management in the hotel operations will be analysed in order to provide elements for the third part of this paper, which is concentrated in the effectiveness of applying service quality.

In conclusion the paper will provide the impacts of implementing service quality methods and the tools to achieve continuous profits and growth within the hospitality industry.

Hence, satisfaction represents an antecedent of service quality. In this sense, satisfactory experience may affect customer attitude and his or her assessment of perceived service quality. Thus, satisfaction with a specific process may result positively service quality, in other words Customer satisfaction is the result of service quality.

2. SERVICE QUALITY IN THE HOSPITALITY INDUSTRY

Service quality is characterised as a multidimensional subject. Research on service quality is now of major concern to industries such as the tourism/hospitality industry, which are basically ‘peopleoriented’. There is widespread agreement in the general service management literature that the provision of service quality is concerned with generating customer satisfaction. Grönroos (1984), Parasuraman, Zeithaml and Berry (1985) and Johnston (1987) define service quality in terms of customer satisfaction, that is, the degree of fit between customers’ expectations and perceptions of service.

Hochschild (1983) has described the work performed by service providers as ‘emotional labor’ that requires them to subsume their own feelings to the goals of their employer and the immediate needs of a paying customer. Indeed, she described service encounters as the commercialisation of human feeling, and warns of the individual and social effects that may engender. Klaus (1985) has described service encounters as interlocking behaviour composed of task and ‘ceremonial’ elements, in which the former are the economic exchange elements and the latter the psychological need satisfaction that provider and customer provide each other.

Surprenant et al. (1983) apply social interdependence theory to describe the service encounter, along with McCallum and Harrison (1985). Interdependence theory holds that the behaviours of each party have an effect on the outcomes received by the other. It further suggests a framework for analysing the balance of dependence or interdependence that shapes the nature and content of the interaction. Key to the issue of dependence and interdependence is the possession of market-place power and the strategy of the organisation, as noted by Czepiel (1992).

Service quality is a philosophy that focuses on the needs of the customer, both internal and external, realigns the organization from detection to prevention and aims to improve continuously via the use of statistical monitoring. To obtain profits is the aim of any enterprise, clients satisfaction being desired because it increases the benefits.

3. SERVICE QUALITY PARAMETERS

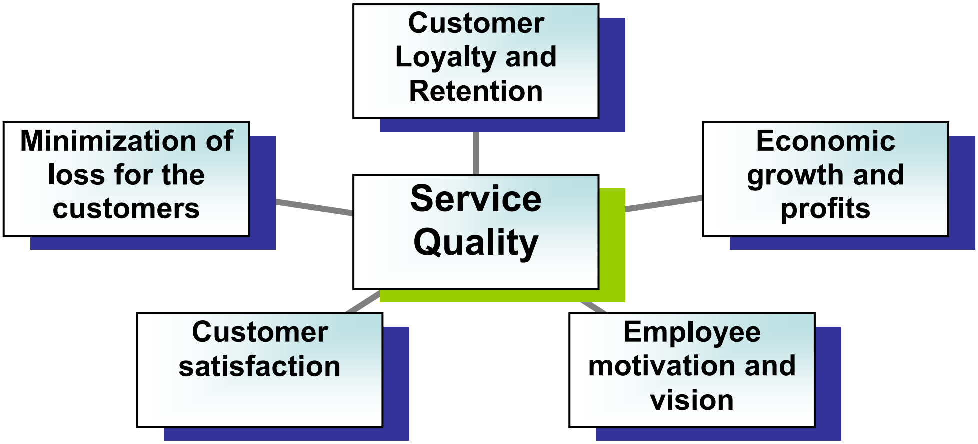
Satisfaction has been defined as a "summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience". Oliver (1991) pointed out that satisfaction encompasses more than mere fulfilment. It describes a consumer's experiences, which is the end state of a psychological process.

Satisfaction has become a central concept in modern marketing thought and practice. Many studies have made significant contributions to better understanding this complex phenomenon (Bearden and Teel 1983; Oliver 1980, 1989; Spreng et al. 1996; Williams 1988). Achieving visitor satisfaction is one of important goals for most tourism service businesses and organizations today. Increasing customer satisfaction and customer retention generates more profits, positive word-of-mouth, and lower marketing expenditures.

Satisfaction is a visitor's affective and evaluative response to the overall product or service experience (Oliver 1997). What visitors received from the investment money, time and other resources on a trip or a visit) are psychological benefits. Thus, it is an experience that tourists receive from a visit with tangible goods (Mathieson and Wall 1982). It is also more likely that satisfied visitors will return and say positive things about a service (Tian-Cole et al. 2000).

Improving the quality of service attributes as well as improving the emotional and psychological reactions that visitors obtain from service experiences is considered important to commercial and public tourism businesses and organizations. As Otto and Ritchie (1996) stated: the intimate, hands-on nature of the service encounter itself affords many opportunities for affective response… it has long been acknowledged that human interaction itself is an emotionally-charged process.

Diagram 1.: Service quality- parameters



4. CUSTOMER SATISFACTION AND SERVICE QUALITY

Customer satisfaction has been a popular topic in marketing practice and academic research since Cardozo's (1965) initial study of customer effort, expectations and satisfaction. Despite many attempts to measure and explain customer satisfaction, there still does not appear to be a consensus regarding its definition (Giese and Cote, 2000). Customer satisfaction is typically defined as a post consumption evaluative judgement concerning a specific product or service (Gundersen, Heide and Olsson, 1996). It is the result of an evaluative process that contrasts prepurchase expectations with perceptions of performance during and after the consumption experience (Oliver, 1980).

The most widely accepted conceptualization of the customer satisfaction concept is the expectancy disconfirmation theory (Barsky, 1992; Oh and Parks, 1997; McQuitty, Finn and Wiley, 2000). The theory was developed by Oliver (1980), who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction (positive disconfirmation) occurs when product or service is better than expected.

Studies show that customer satisfaction may have direct and indirect impact on business results. Anderson et al. (1994), Yeung et al. (2002), and Luo and Homburg (2007) concluded that customer satisfaction positively affects business profitability. The majority of studies have investigated the relationship with customer behaviour patterns (Söderlund, 1998; Kandampully and Suhartanto, 2000; Dimitriades, 2006; Olorunniwo et al., 2006; Chi and Qu, 2008; Faullant et al., 2008).

According to these findings, customer satisfaction increases customer loyalty, influences repurchase intentions and leads to positive word-of-mouth.

Given the vital role of customer satisfaction, it is not surprising that a variety of research has been devoted to investigating the determinants of satisfaction (Churchill and Surprenant, 1982; Oliver, 1980; Barsky, 1995; Zeithaml and Bitner, 2003).

Satisfaction can be determined by subjective (e. g. customer needs, emotions) and objective factors (e. g. product and service features). Applying to the hospitality industry, there have been numerous studies that examine attributes that travellers may find important regarding customer satisfaction.

Consequently in the hospitality industry operations and services appears that customer satisfaction issue is determined by:

- ✓ Cleanliness
- ✓ Security
- ✓ Value for money and
- ✓ Courtesy of staff

Knutson (1988) revealed that room cleanliness and comfort, convenience of location, prompt service, safety and security, and friendliness of employees are important. Barsky and Labagh (1992) stated that employee attitude, location and rooms are likely to influence travellers' satisfaction. A study conducted by Akan (1995) showed that the main determinants of hotel guest satisfaction are the behaviour of employees, cleanliness and timeliness. Choi and Chu (2001) concluded that staff quality, room qualities and value are the top three hotel factors that determine travellers' satisfaction. Providing services those customers prefer is a starting point for providing customer satisfaction. A relatively easy way to determine what services customer prefers is simply to ask them. According to Gilbert and Horsnell (1998), and Su (2004), guest comment cards (GCCs) are most commonly used for determining hotel guest satisfaction. GCCs are usually distributed in hotel rooms, at the reception desk or in some other visible place. However, studies reveal that numerous hotel chains use guest satisfaction evaluating methods based on inadequate practices to make important and complex managerial decisions (Barsky, 1992; Barsky and Huxley, 1992). The most commonly made faults can be divided into three main areas, namely, quality of the sample, design of the GCCs, and data collection and analysis (Gilbert and Horsnell, 1998). In order to improve the validity of hotel guest satisfaction measurement practice, Barsky and Huxley (1992) proposed a new sampling procedure that is a “quality sample”. It reduces no response bias by offering incentives for completing the questionnaires. The components of their questionnaire are based on disconfirmation paradigm and expectancy-value theory. In this manner, guests can indicate whether service was above or below their expectations and whether they considered a particular service important or not.

Service Quality Management can be considered „the key to excellence in tourism”. Service quality is a philosophy that focuses on the needs of the customer, both internal and external, realigns the organization from detection to prevention and aims to improve continuously via the use of statistical monitoring. To obtain profits is the aim of any enterprise, clients satisfaction being desired because it increases the benefits. Companies that have a memory (so customers don't have to tell their story repeatedly) and really provide ongoing value to a tourist understand that tourists are truly the most valuable entity of any business. Those companies treat their guests as not only their only source of revenue, but as a scarce, valuable resource. When companies work this way we are much more likely to see really terrific tourist experiences.

Hence, satisfaction represents an antecedent of service quality. In this sense, satisfactory experience may affect customer attitude and his or her assessment of perceived service quality. Thus, satisfaction with a specific process may result positively service quality.

5. QUALITY MANAGEMENT IN THE HOTEL OPERATIONS

Quality Management has become the decisive competitive instrument in tourism facing today the need to be ever more quality conscious to continue to attract tourists in a global competitive marketplace where tourist destinations and the providers of tourist services are increasingly confronted with significant changes in guest expectations and requirements.

Within competing in a global market place the quality of the tourist experience is arguably just as important for competitive edge as price, the tourists' satisfaction level from the provided service quality depending not only on their experience of specific tourist needs, but also on more intangible factors (hospitality, safety and security, cleanliness etc.).

The final hotel product that the tourists experience in most cases represents a complex fusion of their exposure to many different factors, such as:

Quality Management for the competitiveness of tourism products at nowadays is a must, quality of the offer and service delivery, being considered vital to create an adequate hotel product. The specific operational processes involved in the tourist sector, can benefit by implementing advanced operations and quality management techniques such as service quality. Tourism is seen as one of the best conceptual model for the economic development in the long run, despite its many restrictions (wild seasonal fluctuations of demand activation, relatively limited duration of tourist activities, large starting expenditure for building infrastructure etc.). As we know, one of the most significant elements in the overall competitive strategy of a hotel enterprise is the operational strategy, the specific involved decisions having a direct impact on the efficiency of the operations and the quality of the services granted.

It is worth to mention that the last few years, quality conceived as "a determining factor of the competitiveness of tourism, and of its sustainable expansion” and we also have to take in account that quality in the hospitality industry cannot be achieved without the skill and motivation of those employed in tourism, hence the importance of life-long learning and of the perceived service quality, and within this framework it was underlining as follows (Crauser, 1998):

− an optimal level of coherence must be achieved between labels, standards, symbols and other systems of quality classification used by the hospitality industry businesses and that is in the interest of tourists as well as of consumers;

− appropriate solutions in terms of integrated quality management are demanded in order to solve the internal business operations problems;

− is worth sharing the experience gained in integrated quality management at business, sectoral and destination level in order: to identify good practice, to analyze the success factors and to identify the working methods to be applied by operators and businesses to achieve tourist development and growth;

− as regarding the strategic guidelines for action: in order to contribute to growth, to employment and to the sustainable and balanced development, has to be recognized integrated quality management as an essential element in a strategy for actions aiming at the competitiveness of the hospitality industry.

6. IMPACTS OF IMPLEMENTING SERVICE QUALITY METHODS

The strategic planning and the application of service quality provide customer satisfaction and retention (Cronin et al. 1992). Its efficient application enhances the hospitality industry, activates the effects of tourism development in socio-cultural issues and provides economic growth. The positive effects by practicing service quality methods are listed below:

- A competitive differentiation that favors the enterprise
- Chances of potential growth
- Better employee morale
- Customer Loyalty and Retention
- Customer satisfaction
- Economic growth & profits
- Employee motivation and vision
- Favorable advertising
- Greater productivity
- Minimization of customer loss

7. QUALITY TOOLS TO ACHIEVE CONTINUOUS PROFITS AND GROWTH

Berry and Parasuraman (1991) stated that service is the essence of services marketing and that service quality is its foundation. Perceived service quality is a user's judgment about a service's overall excellence or superiority (Berry et al. 1988). In tourism businesses and organizations, suppliers provide the same types of services, but they do not provide the same service.

Attempting to achieve sustained competitive advantage, hospitality organizations are now investing quite heavily in a host of service quality improvement initiatives.

In the hospitality industry, the ultimate goal of businesses and organizations is to increase profits. Improving technical aspects of goods and services is not sufficient to retain customers. Hospitality businesses are investing more effort in improving perceptions of service quality so consumers (participants) will become repeat consumers and spread positive word-of-mouth to their social group (Crompton and Lamb 1986).

The requirement of an approach to quality improvement concentrates on the continual evaluation of service quality as perceived by the customer.

Quality tools to achieve continuous improvement are listed below:

- Customer satisfaction
- Customer retention (external client)
- Complaints and incidences
- Audits reports
- Auto-evaluations
- Questionnaires
- Studies - researches
- Benchmarking method
- Mystery guest / mystery shopper
- Market evaluations
- Claims

8. CONCLUSION

Service quality is a complex, elusive, subjective and abstract concept. It means different things to different people. The most common definition of service quality is the comparison customers make between their expectations and perceptions of the received service (Parasuraman et al., 1988; Grönroos, 1982).

Quality is a multi-dimensional concept. Lehtinen and Lehtinen (1982) defined three dimensions of service quality, namely: physical quality, interactive quality and corporate quality. Similarly, Grönroos (1984) argued that service quality comprises of technical quality, functional quality and corporate image.

It should be noted that service quality and customer satisfaction are distinct concepts, although they are closely related. According to some authors, satisfaction represents an antecedent of service quality (Carman, 1990; Bolton and Drew, 1991). In this sense, satisfactory experience may affect customer attitude and his or her assessment of perceived service quality. Thus, satisfaction with a specific transaction may result with positive global assessment of service quality. Other authors argue that service quality is antecedent of customer satisfaction (Churchill and Suprenant, 1982; Anderson et al., 1994; Oliver, 1997; Oh, 1999; Zeithaml and Bitner, 2003; Jamali, 2007). This group of authors suggests that service quality is a cognitive evaluation, which may lead to satisfaction. Hence, customer satisfaction is the result of service quality.

To sum up, the relationship between quality and satisfaction is complex. Some authors have described it as Siamese twins (Danaher and Mattsson, 1994; Jamali, 2007). Although there still remain a lot of unresolved questions, it can be concluded that service quality and customer satisfaction can be perceived as separate concepts that have causal ordering.

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Wine tourism: A stroll around the area
The case of Crete

Christos Riggas

Msc., Dr Cand

[1]Technological Educational Institute of Crete

Centre for Technological Research – Crete

Applied Research at Market Services Lab 710 04 Heraklion,

c.riggas@gmail.com

Irini Sopasi

Msc. Technological Educational Institute of Crete

Centre for Technological Research – Crete

Applied Research at Market Services Lab 710 04 Heraklion,

meg_rena@hotmail.com

Abstract

Tourism worldwide is one of the largest industries ever developed and one of the most important and fastest growing activities. Tourism, nowadays, is undoubtedly an important growing social phenomenon. It could be defined as the movement of people from one place to another and its historical course is similar to human civilization. The Cretan tourism product makes slow but steady progress towards the development of alternative forms of tourism in order to upgrade the tourism product and the lengthening of the season. This paper focuses on the alternative form of "wine tourism". The development of this kind of tourism could contribute to the sustainable tourism development of the island, as well as the protection of the natural environment.

Keywords: Tourism, Cretan tourism product, wine tourism, tourism development

Introduction

Tourism and the traveling industry have met an unprecedented rise during the last few decades all around the world. **Chuck Y. Gee & James C. Makens & Dexter J.L.Choy (2001).** It is considered one of the biggest ever-growing industries, one of the most important and quickly rising activities. Tourism is undoubtedly an important social phenomenon for our country whose ultimate goal among others is to preserve the quality of the coastal areas. **Delitheou Vasiliki(2000).**

If there weren't for the nuclear power and the missiles, we could say that we live in the "Tourism era". This is such a truthful observation. Resting, free time, our long term or short term holiday and others are only a few of the braches that create the great tree of tourism. People who move in great numbers to places unknown to them yet famous, inside their country's borders or abroad, has been considered a priority and a goal for every human being, similar to the basic priorities. It is a habit that has become reality since 1990 and there hasn't been such a similar case with the same intensity for a long time. People of all ages and social status travel from their country to other countries that may be close to their own or not, either as groups or by themselves. **St.Karagiannis- Exarhos 2006.**

Greece used to be a country which had a restrained kind of tourism in the past decades. Only a few people who had specific interests visited Greece. Recently, this case has been transformed into one of the greatest national industries which contributes and supports the national economy, the employment, the welfare and above all creates the image of the country towards the others and enhances the opinion of the foreigners for our country.

The growth of the tourism on Crete has been a part of the same growth the general tourism in Greece has achieved. It started in the '30's as an organised sightseeing tourism which had as a priority to visit the most important archaeological sites. **Sopasi Irini 2007**.

The tourism of Crete has been evolved from the restrained and selective sightseeing or educational tourism that used to be into a massive and organised tourism industry. It followed the route of the tourism in Greece as well as the route of the Mediterranean tourism development mostly considering the summer holiday of the north European regions.

The development of Crete is partly consisted of the tourism, an important factor that has been supporting and promoting the island in the last few years. Tourism has participated in the configuration of the local economical product; it has offered a great number of new job offers, not only for the local workers but for the rest of the working people in Greece. **Karagiannis St. 1999**.

Tourists on Crete choose mostly the north shore of the island for their holiday having as a result many problems in these areas. The environment has been suffering due to the development. However, this is not due to the touristic activity, but due to the disorganised and without fragments way of development. The new era demands more and consists of many challenges. The quality demands of both the massive tourism and the individual guests with special interests have risen. What has also risen is the competition among touristic destinations from faraway places even from other continents. **Riggas Christos 1997**.

It is common knowledge that the greek tourism has entered a difficult period of time. The first signs of suffering for the tourism had become obvious early in time. The signs gradually weakened the competitive advantage of tourism as to price-value in comparison to the new opponents from the east Mediterranean area. These opponents had as an advantage the low production cost of the same kind of tourism which means the low price of the same product. The symptoms of this suffering in the tourism enterprise are the shortening of the holiday season, the decrease of our negotiating ability (this results in lower or stable prices) and the constant downgrading of the economical and social status of the average tourist. The importance of the cost in any functional activity lies in the fact that it is the base of the pricelist of services. **Delitheou Vasiliki(2000).**

Unfortunately, both the developed customary visiting countries and the newly interested countries of Greece suffer from the economical crisis. Unemployment has expanded, the income of the employees has been shrank, the uncertainty and insecurity are constantly bothering people who don't think of travelling anymore.

Alternative kinds of tourism

It is commonly accepted that tourism is the motive force of development in Iraklion. It isn't a self-existent section though. It reacts in parallel with production (products and other services), culture and environment. All these belong to a united productive group which utterly results in the economical and social growth and it is easily affected by the utmost economical and political crisis. Since the traditional and worn-out touristic product has lost its competitiveness, we must reproduce it with new products and services (the initiative of marketing). **Laloumis A.(2009)**.

The reproduction of a new, more complex and quality upgraded touristic offer to the national and international market is urgent. The offer will be addressed to more informed, more selective, more demanding and wealthier tourists lasting for the whole 12 months of the year. This means that we have to move from the massive, relaxing beach tourism to the new theme-alternative tourism as soon as possible. The special kinds of tourism, especially the calm ones, can become part of the composure of a great offer and experience regarding the guests.

The touristic income of the wider area of Iraklion

Iraklion consists of a great variety of touristic income: natural environment, cultural exhibits, variety in local products, the Cretan nutrition, quality hospitality units and good services. The touristic and generally the economical development of Crete should rely on the principle of sustainability and "green economy". We should take measures for the protection of the natural environment keeping in mind the alternative power supplies. Being responsible for an area, apart from the enhancement of its touristic image, secures the protection of the environment and contributes to the sustainable touristic growth of the area for the generations to come. **Danos Anastasios 2010.**

Green evolution, for instance, is a new revolutionary kind of development where the environment, the quality and the respect to the human being is not only a second thought or part of some kind of political measures, but the main reason and the ultimate goal of a complete, alternative, developing plan of the country against the united economy. The high quality local products are in excellent harmony with the interest of the international community about the quality of food and the local gastronomy. The Cretan nutrition which has been globally accepted and certified is a valuable touristic income which unfortunately has remained unexploited. It is known that wine tourism holds a great part among the alternative kinds of tourism.

The meaning of wine tourism

In Greece, a country where tourism and wine are part of the tradition, there could be no other result than the "bonding" of these two meanings. Wine tourism is a desirable yet difficult challenge. Visiting a winery is just a piece of the puzzle called wine tourism. The meaning of wine tourism is about a kind of theme tourism in which wine tasting is the prior goal. In order to experience the wine tourism someone must visit a wine productive area so that he would learn more about the wine of the area and its taste. In addition, the area must offer the visitor the chances of cultural, customary, entertaining even sports activities so as the experience is complete. Some basic facilities of high standards such as residence, feeding and entertainment which are in a way related to wine should be available to the tourist. Such services will have as a result the understanding that the area is fully interested in the wine tourism. For instance, a hotel should offer its residents information which lead to the wine touristic activities, whereas a restaurant should promote the local wine gastronomy in the best way. It is obvious of course that the tourist will be provided with all the necessary in his language facilities. Signs which show the way to the different areas, easy access to these areas, information booklets in at least one national language are some of the important features. Serving a customer of wine tourism is of great importance because he has to feel like home and not as a stranger. In addition, the tourist has to feel as a member of the welcoming procedures that include the gastronomy, the local products of the area, the culture even sports in order to feel the complete experience of wine tourism. All the features mentioned above are those that will enhance the tourist to repeat the trip and even advertise it to the rest of his friends.

The wine on Crete

Crete and more specifically the Iraklion province provides many excellent varieties of wine. In the last 15 years, some educated experts and even the self made craftsmen have managed a lot in taking advantage of the vineyard. The rejuvenation of some old and forgotten traditional varieties (kotsifali, mantilari, liatiko, vidiano, plito, malvazia and others) is such an achievement that their producers take great pride in. The Greek academy of taste, the CONCRED (Conservation of the Cretan Diet), the Cretan winery network and the wine roads are in full collaboration in order to preserve, promote and present the tradition of winery and nutrition. Whoever from the hotel owners, restaurant owners or any other kind of touristic businessmen asks these agencies for help will be awarded by the essential profits of this help. Indeed, wine tourism can be the extra competitive benefit in the tourism of Iraklion. Having experienced the tourism for a long time, people can easily realise that tourists come to the island, not only for the sun, the sea or the natural beauties. These can be found elsewhere even cheaper than here. It is proven that tourists choose Crete for their holiday so as to share the simplicity of the cretan lifestyle, to enjoy the pure heart hospitality, to feel the truth of the cretan soul and to taste the delicious traditional cretan delicacies and the local wine. If this advantage is to be used as a way of attracting tourists, the island of Crete will be more than profited. **Tzorakoleftherakis Z. - Prinianaki E. 2010.**

Ways of presenting the wine of Crete

In order to have an efficient presentation and disposal of the wine there are some presuppositions. Production and standardisation of quality and famous products (PDO- Protected Destination of Origin, PGI- Protected Geographical Indication, biological products etc). Collaboration between businessmen, producers and packers in cluster shapes (keeping in mind that the co-worker is not a competitor). Powerful, extrovert, with sensitivity and punctuality towards the customer, international marketing. Producing good products is not enough. Competition is big and the market is most of the time harsh. Customers won’t ask for the products themselves. It is obligatory that the Cretan people approach the customers, in Greece and abroad too, using the latest marketing and sales skills. Another way of promoting is using the connection between the products and the cultural or historical myths of the region. It is certain that once these presuppositions take place, the government and the regional agencies provide their assistance on the products a new era of achievement and development on Crete is eminent. **Apostolou D.2009**.

There have been many surveys regarding the red wine with remarkable results. Just a glass of red wine a day is enough to preserve our health, protecting it from many of the modern diseases. Researches worldwide have proved that the red wine in small quantities can reduce the risk of appearance of prostate cancer, it can prevent cancer in the early stages, it encourages life extension, it helps dealing with chronic bronchitis and heart emphysema, it can become a protective measure for people to whom diabetes might appear, it lessens the chances of a heart attack, it improves the indigestion and the stomach function, it stops the creation of gallbladder stones, it makes blood circulation to the cells easier, it works as an anti-inflammation and antiseptic product, it prevents common colds and it also helps in sleep.

The legislated wines of Crete

CERTIFIED WINES PDO - IRAKLION					
NAME	LAW	MINISTRY DECISION	TYPE&COLOUR OF WINE	GRAPE VARIETIES	CULTIVATION AREA
PEZA	ΒΔ.539/ΦΕΚ 159/71	213850/24.2.72	Dry red	Kotsifali, Mantilari	Iraklion Prefecture : Peza, Kalloni, Choudetsi, Katalagari, Mirtia,Astrakon, Sambas, Ag. Paraskies, Melesses, Astritsi, Ag. Vasilios, Alagni, Panorama, Patsideros, Kounavoi.
PEZA	ΠΔ.12/ΦΕΚ 2Α/1982	397066/2.9.93	Dry white	Vilana	Iraklion Prefecture: Peza, Kalloni, Choudetsi, Katalagari, Mirtia,Astrakon, Sambas, Ag. Paraskies, Melesses, Astritsi, Ag. Vasilios, Alagni, Panorama, Patsideros, Kounavoi besides areas in lower height than 300m.

DAFNES	ΒΔ.539/ΦΕ Κ 159/71	213850/24.2.72	Dry red Sweet red	Liatiko	Iraklion Prefecture: Dafnes, Venerato, Kerasies, Sivas, Avgeniki, Ag. Thomas, Doulio, Larani, Megalh Vrisi, Ag. Varvara, Ano Moulia, Panassos, Gergeri, Prinias, Ano& Kato Asites, Pirgou, Ag. Mironas, Pentamodi, Petrokefalo.
ARCHA NES	ΒΔ.539/ΦΕ Κ 159/71	213850/24.2.72	Dry red	Kotsifali, Mantilari	Iraklion Prefecture: Archanes, Kato Archanes, Vasilies, Skalani, Profitis Ilias, Ag. Sillas.

Wine tourism can easily combine the biological vineyards and winery with the instant guest hospitality. A calm and quality kind of tourism can be promoted which will focus on the sequence of the local community and the preservation of the natural beauty. Wine tourism can be the cornerstone of a viable and alive countryside. http://www.winesofcrete.gr/el/node/64

The wine road of the Iraklion prefecture

Starting our route from the centre of the Iraklion city we must move along the Knossou Avenue at the end of which we reach the archaeological site of Knossos. Nearby the site, to the south, one can easily distinguish the valley of the area and can see the first vineyards. In the close area of Spilia, people can see the old water bridge of the local mains that transferred the water from the springs of Archanes to Iraklion. The crossroad towards Skalani is situated at the top of a hill which is covered with vineyards. If we choose the southern destination, we will arrive at Patsithes, a traditional agricultural village situated at the bottom of the valley, where the vineyards create a spectacular view all around. The next village to the south is Archanes. It is one of the most blooming agricultural areas whose origins go back to the Minoan times and its tradition in winery is famous since then.

Driving along the south side of Kounavoi village, we finally meet one of the biggest wine producing valleys on Crete, the valley of Peza. The traditional villages of Agies

Paraskies, Kalloni, Agios Vasilios are situated at the side hills, all around the valley. The road that continues north from Agies Paraskies leads to Mirtia, the village where Nikos Kazantzakis lived and the museum is dedicated to his memory and his writing talent.

Southern form Houdetsi, moving southwest through hills covered in vineyards from the villages of Kiparisso and Pirgos we end in a large valley of cultivations. The next village is Dafnes, which rises to the top of the mountain. Once we follow the road the leads to the top of the mountain and start descending the valley again, we realise that we are back at the Iraklion city. This time we are located at the west side of the city, an area called Estavromenos. **Tzorakoleftherakis Z. - Prinianaki E. 2010.**

The villages that compose the driving route that we have just explained are part of the concentrated places where the most important characteristics and features of the Iraklion prefecture have been developed. This area comprises both the winery-cultivation activity and many other environmental activities that are sequent and embodied with each other. This specific driving route has been designed having as a supreme goal the visitor himself. It provides the visitor with the easy access to the productive area and the chance of gathering information at the same time. It is also possible for the visitor to design his own personal route through these villages. http://www.winesofcrete.gr/el/node/64

Conclusion

In the final analysis, Cretan wine as a touristic product, can achieve outstanding results in the tourism business. If all the relevant agencies take action, the results will be more than obvious. The government, the local municipalities, the private businesses, the employees, the cultural organisations, the producers, the brand makers, the educational personnel even young children could be a helping hand in the promotion of this new kind of tourism, wine tourism.

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Creativity: A Driving Force behind Yield Management

Muhammad Shahbaz Shabbir, PhD*

COMSATS Institute of Information Technology,
Lahore, Pakistan, Email: shahbazgill@gmail.com

Amjad Shamim**
Corresponding Author
MS leading to PhD Scholar, Faculty of Management Sciences
International Islamic University, Islamabad - 44000, Pakistan

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* Muhammad Shahbaz Shabbir is an Associate Professor in the Faculty of Management at COMSATS. He also heads the Research and Development Forum at COMSATS. He has nine years of teaching experience and specializes in the fields of marketing and strategic management.

** Amjad Shamim is MS leading to PhD Scholar at Faculty of Management Sciences of International Islamic University Islamabad, Islamic Republic of Pakistan. His areas of interests are yield management, creativity, new product development, brand management

*** Ahmad Kaleem is a Professor and Chairman Management Sciences at the COMSATS Lahore. He also has ten years of teaching experience and specialises in the field of Islamic Banking and Economics.

Abstract:

The ultimate focus of an enterprise is to earn handsome revenue for which different strategies are developed and used by the organizations. A big challenge which service organizations are facing is the factor of perishability where on one side they have to keep the customers happy and on the other they have to achieve their targets. Hotel industry is one of the most sensitive industries where customers are more time sensitive giving a good sign to the managers for maximization of revenue. By taking the advantage of the time, creative managers emphasize on the revenue/yield maximization. This study is conducted to explore the impact of creativity on yield management in hotel industry of Pakistan. Quantitative data approach was used and data was gathered through close-ended questionnaire by using stratified sampling technique from 128 professionals (sample size) working in five stars, four stars and three stars hotels in Islamabad and Rawalpindi, Islamic Republic of Pakistan. Findings indicate that the overall creativity has a significant impact on yield management and creativity is likely to be emerged if employees are given a tension free environment, support by the management, rewards against successive creative ideas and opportunity for ideas sharing. Since hotel industry in Pakistan is undergoing a process of increased competition, therefore, the adoption and implementation of yield management is identified as a very essential tool for survival. It has also been observed that, for proper yield management implementation, hotel industry needs to focus on employees' creativity.

Keywords: Yield Management, Creativity, Criticism, Work Pressure

1 Introduction

Perishability is a big challenge for service providers. It is hotels, airlines, ships, train services or rental services, no one can repudiate (Desiraju and Shugan 1999). To overcome this challenge Dr. Matt H. Keller has discovered yield management system in mid-1980s which was initially implemented in airline industry and with the passage of time its direction has been converted towards hotel industry, telecom industry, rental services and transportations etc. (Desiraju and Shugan 1999). This is a system through which service organizations can sell their service at higher rates by examining consumer behavior to increase yield/revenue. This system entails an understanding of market needs and anticipation which can be familiarized and fulfilled by employees (Jauncey et al., 1995). Employees of the organizations are important facets in implementing yield management since implementation of any system depends on capability, competency, and knowledge which are found in the intelligent employees (Yeoman and Watson 1997). Organization needs such employees who can generate new ideas that can play vital role in innovation process and creativity is the process that helps in generation of these ideas (Roffe, 1999). Question arises why are employees reluctant to communicate the innovative and creative ideas at their workplaces? This study aims to measure the factors affecting creativity and its impact on yield management in hotel industry. Yield Management has been observed since two decades from different angles and in different industries. So far, no study has been found on creativity impact on yield management in hotel industry which is the contribution of this study in existing literature.

2 Literature Review

The adoption of new systems and technologies is sluggish in hotel industry giving the competitive edge to other industries and same was the case with yield management adoption (Donaghy et al., 1997), however, after the successful implementation of yield management in airline industry; hotel industry has also converted its direction towards yield management adoption from mid-1990s. Increasing competition and rapidly changing customer preferences also obliged hotels to implement yield management. Now hotels and guests both are enjoying its benefits where hotels are earning more revenue especially in peak seasons and customers are enjoying discounts especially in non-peak seasons.

Sanchez and Satir (2005) defined yield management as an approach of achieving maximum revenue by fluctuating prices when demand fluctuates and its best practice is to offer the exact item (s) to the target guests at the right time by offering acceptable prices. Three main areas are important in yield management, i.e., demand, capacity and pricing. The nub of yield management is to earn maximum revenue from the available capacity by continuously updating prices based on demands in a specific time slot against a projection of demand for each time slot (Berman, 2005). To do so, yield managers forecasts demand for each selected target market by observing demand trends, market share, competitors' rates and other environmental factors which is an essential activity in implementation of yield management system in hotel industry (Emeksiza, Gursoyb and Icozc, 2006). Yield management can be a simple yield management system (YMS) or computerized yield management systems (CYMS). Forecasting demand is easier in CYMS than simple YMS. Emeksiza et. al., (2006) findings suggests that hotels without CYMS rely in forecasting on upper managers and sales force as well as on forecasting techniques like regression analysis, times series and moving average methods etc. However it needs a lot of employees' efforts, time and energy.

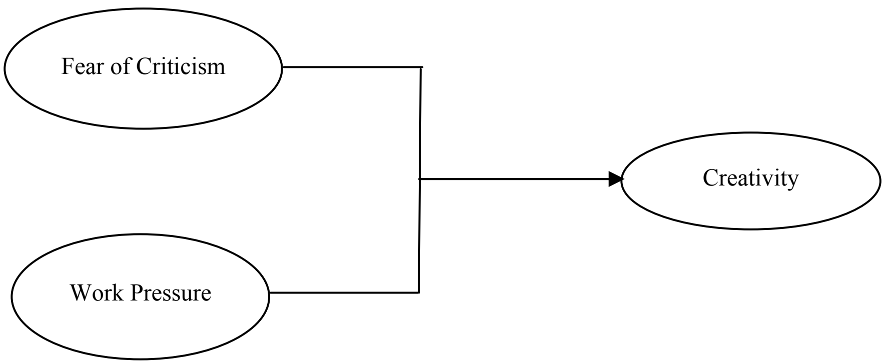
Since business organizations always struggles for achieving maximum revenue form minimum input where yield management can be one of the best solution to achieve said objective. It can not be ignored that implementation of yield management is complicated especially without CYMS. Organizations had to consider lot of factors while planning to implement yield management. Certain factors claimed by Jauncey et al., (1995) are demand forecasting on the basis of historical demand analysis, market segmentation, no-shows and cancellation analysis and advice to the yield management team about rates and restrictions.

No doubt these factors are equally important but human element is one of the most important factors in adoption and successful implementation of yield management. This is also evidenced by Yeoman and Watson (1997) who described “Yield Management is a human activity system”. They further divided human activity system into three subcategories forecasting, people and strategy. People who work for the organization often involve in forecasting of market demands and supplies, development of business, marketing plans and other organization’s policies and strategies to face future challenges. They work together, share creative ideas, carry out their responsibilities and perform different roles to achieve the maximum revenue for the hotels, therefore, hotels always look for competent and creative people, who often bring innovation, develop new methods, markets and opportunities to achieve maximum output (Pitta et al., 2008).

The discovery of new ideas, innovation in products/services and development of new methods, markets and opportunities are basically the dimensions of creativity which is defined by Roffe, (1999) as a thinking process of discovering ideas. How employees discover creative ideas either in pressurized situations or in a calm environment? That is a question needs to be investigated. Wong, C.S. and Pang, (2003) identified pressure of work as a barrier of creativity. Another barrier noticed by Wong and Pang (2003) is fear of criticism i.e., employees at their work are reluctant to express their inner feelings due to criticism by their colleagues, management and even customers. This study investigates the impact of work pressure and fear of criticism on creativity first and then creativity impact of yield management.

3 Creativity and Yield Management: A Theoretical Framework

Although the main focus of this study is to determine the impact of creativity on yield management (as shown in model-2), however, impact of fear of criticism and work pressure on creativity has also been observed (shown in model-1) in hotel industry of Pakistan which was initially identified by Wong and Pang (2003) as barriers of creativity in China hotel industry.

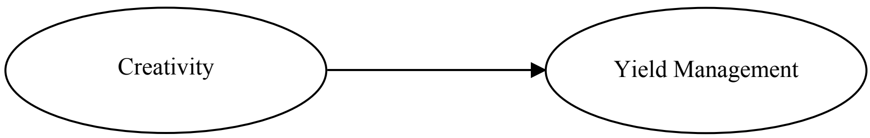


Model 1: Fear of criticism and work pressure impact on creativity

H_1: Fear of criticism and work pressure has significant impact on creativity

It is observed that employees working in hotel industry are always remains busy since they have to complete their assigned work within specified time which is nine hours standard in Pakistan. Right after specified time, they have to handover the charge to next shift and have to leave the hotel (especially customers' services departments). Therefore, every shift is facing an excessive work load. In these complex circumstances, creativity of the employees who have the ability to work under pressure may be enhanced and vice versa. Another aspect needs attention in measuring creativity is fear of criticism. Most of the people would like to express creative suggestions but fear about the management ignorance, organization's stiff policies, fear of failure of the ideas, supervisor's non-support and criticism he/she may face if ideas couldn't succeed are always keep the employee in a silent mood for expressing the ideas or the case may be opposite. This model aims to measure the impact of work pressure and fear of criticism on creativity of the employees.

It is apparent that the ultimate goal of an enterprise is to earn handsome profit. To achieve this goal, they have to consider lot of factors especially in this rapidly growing and competitive market. To face current market challenges in the globe, organization started re-engineering, restructuring and implementing total quality management. Although these factors are very important but human element is one of the most important elements for the survival in the market since their efforts results all these outputs. This is the time where organizations should invest on their employees by all means for their development so that they can be able to modify the systems, in a position to bring innovation, to make strategies, to compete in the market and to achieve the targets. Model-2 aims to measure the impact of creativity of the employees on yield management.



Model 2: Creativity impact on yield management

H_2: Creativity has significant impact on Yield Management

4 Methodology

4.1 Sample and data collection

A total six hotels of categories five stars, four stars and three stars were chosen for this study. Only those employees were selected who are directly involved in guests dealing and whose efforts can results yield management. The departments include front office, reservation, sales and marketing, food and beverages and revenue/yield management teams. A total of 170 questionnaires distributed among the selected departments, 132 completed questionnaires were returned (representing a response rate of 77.64 percent) but only 128 were usable for data analysis.

4.2 Measures

In the first model, fear of criticism was measured using the instruments of Wong and Pang (2003). The instrument on fear of criticism comprised of 3 items. A high score on hesitation on creative ideas and its failure, management criticism and less support of management for creativity possessed fear of criticism. A five-point interval scale was employed to measure each of the responses. The respondents were asked to indicate their responses ranging from 1 (strongly disagree) to 5 (strongly agree). Work pressure was measured using the Wong and Pang, (2003) instruments comprises on 3 items. A high score on heavy work load, tight time schedule and lot of work within limited time allotted possessed work pressure. A five-point interval scale was employed to measure each of the responses. The respondents were asked to indicate their responses ranging from 1 (strongly disagree) to 5 (strongly agree). Walton (2003) articulated that there are different ways to measure creativity depends upon the nature of problem. He elaborated it with an example the "creativity instrument used for one area say, advertising may not predict product design etc". Since this research is measuring creativity impact on yield management for which no instrument could be found, therefore, own instrument was developed. For reliability, Cronbach's alpha coefficient was checked which is 0.720 of 4 items for creativity and 0.72 of 10 items for yield management.

5 Data Analysis

To find the strength of the relationship between several variables, "Pearson Product Moment Correlation Co-efficient" is used where variables are treated symmetrically, i.e. there is no strangeness between dependent and independent variables. If variables vary in the same direction at the same time, they are said to be correlated. The variables are said to be positively correlated or directly correlated if they tends to increase or decrease together and when one variable tends to increase and the other tends to decrease, the correlation is said to be negative or inverse.

The correlation for all variables is shown in Table 1.1 and descriptive statistics is shown in Table 1.2 which covers cover values of means, standard deviations and range. Positive correlation amongst the independent and dependent variables, especially between creativity and yield management whose correlation is (0.38). Mean of creativity is (3.75) standard deviation is (0.62). This means that the creativity played a vital role in yield management.

Table 1.1 Pearson Correlation Analysis

	Yield Management	Creativity	Work Pressure	Fear of Criticism
Yield Management	1			
Creativity	0.38	1		
Work Pressure	0.20	0.25	1	
Fear of Criticism	0.28	0.23	0.60	1

Correlation between fear of criticism and creativity is 0.23 where as with yield management is 0.28 which shows a positive correlation with these two variables and intensity with yield management is higher than creativity. Mean of fear of criticism is 3.47 whereas standard deviation is 0.98 which reveals that it played an imperative in creativity and yield management. Correlation of work pressure with creativity and yield management is also observed, i.e., 0.25 and 0.20 respectively. Mean of work pressure is 3.61 and standard deviation is 0.83 which indicate that it also has decisive role in both creativity and yield management. Interestingly, highest correlation is observed between work pressure and fear of criticism and value of correlation is 0.60.

Table 1.2 Descriptive Statistics

	Mean	Standard Deviation	Range
Fear of Criticism	3.47	0.98	4.00
Work Pressure	3.61	0.83	3.67
Creativity	3.75	0.62	3.25
Yield Management	3.61	0.43	2.40

Sample mean is computed where highest mean of creativity (3.75) is specifying that it is the main factor behind yield management. Rest of the variables, i.e., work pressure and fear of criticism shows 3.61 and 3.47 means respectively.

5.1 Model-1: Fear of Criticism and Work Pressure Impact on Creativity

For calculating the contribution of independent variable towards dependent variable, Multiple Regression Analysis is used in Microsoft Excel 2003. Table 1.3 confers the regression conclusions for model-1. Table shows that by increasing 1 unit of work pressure will increase creativity by (0.12) units. It means this variable is having sturdy impact on creativity. This result is significant at 12%. If 1 unit of fear of criticism is increased, creativity will be increased by 0.09 units. It shows this variable is having affirmative impact on creativity with significant at 21%. Adjusted R Square shows that independent variables are contributing 06% towards creativity and in cross sectional data, normally the value of R Square is low.

Table 1.3 Regression analysis

	Coefficients	Standard Error	P-value
Adjusted R Square 0.06			
Intercept	3.01	0.25	0.00
Fear of Criticism	0.09	0.07	0.21
Work Pressure	0.12	0.08	0.12

5.2 Model-2: Creativity impact on Yield Management

Same methodology is used in the second model to calculate impact of creativity on yield management. Results are shown in table 1.4 which reveals that by increasing 1 unit of creativity will increase yield management by (0.26) units at 0% significant level. It indicates that creativity has a highly significant impact on yield management. Adjusted R Square indicates that creativity is contributing 13% towards yield management.

Table 1.4 Regression analysis

		Coefficients	Standard Error	P-value
Adjusted R Square	0.13			
Intercept		2.63	0.22	0.00
Creativity		0.26	0.06	0.00

Finally, impact of creativity on yield management in five star, four star and three star hotels are checked and values are compared in table 1.5. Results indicate that by increasing 1 unit of creativity will increase yield management by 0.33 units and results are significant at 0% which reveals the significant impact of creativity on yield management in five star hotels. In case of four star hotels, results indicate that by increasing 1 unit of creativity will increase 0 units yield management at 98% significant level and by increasing 1 unit of creativity in three star hotels will increase 0.03 units of yield management at 90% significant level. Results are more significant in five star hotels as compared to four and three star hotels which may be due to more standardized services in five star hotels.

Table 1.4 Regression Analysis (Comparison of five star, four star and three star hotels)

	Adjusted R Square	Coefficients	P-value	
Intercept	0.20	2.35	0.00	Five Star Hotels
Creativity		0.33	0.00	
Intercept	-0.04	3.61	0.00	Four Star Hotels
Creativity		0.00	0.98	
Intercept	-0.04	3.69	0.00	Three Star Hotels
Creativity		0.03	0.90	

6. Findings and Conclusions

Yield Management has a vast potential to increase the financial performance of hotel industry but lot of factors need more consideration by the management which are not yet been considered important. First, there are no separate yield managers for paying intense focus on the yield management. Second, Computerized Yield Management System is not being used by the hotels yet. Managers are known to the concept of yield management by supervisor and below employees are not aware about this system. They are practicing yield management but don't know the concept which has been observed and informed by the middle and higher managers while conducting research. Findings indicate that like many other factors, one of the important factors behind yield management is employees' creativity especially where computerized yield management system (CYMS) is not used. Creative employees bring new ideas to maximize revenue, they study consumers (guests) behavior and offer them services accordingly to enhance the revenue of the hotels.

Highest impact has been observed in Four Star Hotels and Three Star Hotels, whereas, marginal impact is noticed in Five Star Hotels. On the basis of overall results, this study concludes that higher the creativity more will be the revenue. Creativity needs tension free environment, support by the management, team work, reward against successive creative ideas and opportunity for ideas sharing. If these opportunities provided to the employees, more creativity is likely to be emerged and yield management will be high. It is also observed that there is no emphasize on the employees training for implementation of yield management. It is very necessary to build conceptual understanding of yield management at all organizational levels and to provide proper training to the employees to implement it successfully which will apparently bring long term fruitful results for the organizations.

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VIABILITY STUDY OF SMALL AND MEDIUM SIZE AGROTOURISM ENTERPISES, USING THE COST – BENEFIT ANALYSIS METHOD IN THE AREA OF LAKE KERKINI – BELLES - SIDIROKASTRO

Tsoukas Vassileios, MSc

Business Consultant / Fellow Lecturer in the Technological Educational Institution of Serres

Bogas Christos, MSc

Accounting Dept. / Technological Educational Institution of Serres

Kollias Panagiotis

Student of the Mechanical Engineering Dept. / Technological Educational Institution of Serres

Abstract

The Kerkini – Belles – Sidirokastro area, a border region of Northern Greece, has found its place on the map of ecotourist destinations only in the last decade. The creation and development of accommodation, alternate sport activities, the exploitation of mineral water resources (thermal springs), the creation of institutions for the protection and the enhancement of lake Kerkini, the emergence and promotion of local the products, the environmental education offered to visitors, especially younger ones, give the area the character of an “integrated” and complete agrotourism destination. The main reference points of this wider region are Lake

Kerkini, an important wetland with rich bird life, protected by the Ramsar and Natura 2000 Conventions, as well as the natural thermal spas in Sidirokastro and Agistro.

In the last decade there has been renewed investment activity regarding for the most part the establishment of small hotels and hostels, which in addition to hospitality are also active in the traditional food and beverage sector, the alternative sporting activities and the environmental awareness – education.

All of these companies are family oriented, as proven by the commitment of time and the employment of the businesspeople themselves, as well as that of their family members. According to several surveys, one in five new small businesses close in the second year of operation, while 50% of them stops working in 5 -7 years after their establishment. In the region examined, until now, no company has discontinued its operations.

In this paper we attempt to analyze the financial data of a representative sample of businesses, in order to draw conclusions about their viability. In particular, we focus our attention on sales by segment (hospitality, catering and other activities), the related costs and the operating profits. Our sample consists of twelve small and medium size enterprises, whose financial data cover the three year period 2006 - 2008. All financial data is obtained from those enterprises' financial statements, as kept by their accountants - auditors and are submitted to the tax authorities.

Key Words: Viability, Operating Costs, Segmentation, Hospitality, Sales, Agrotourism, Lake Kerkini, Profit Before Taxes, Catering, Financial Statements.

1.GENERAL INFORMATION OF THE AREA

The artificial lake of Kerkini is situated at the North-West part of Serres Prefecture. It is one of the ten Wetlands with International Importance in Greece. In the north part of the area there is the mountain Kerkini (Belles) with its highest peak reaching the 2031 m. This mountain consists the natural boarder between Greece and Bulgaria. At the south and south-west of the area there are other two mountains, Disoro and Mavrovooni reaching the 1179 m height. Strymonas river which comes from Bulgaria is the prime water supplier of the lake. Its overall length is 410 Km, 120 Km of which belong to the Greek territory. (Paraskevopoulos A.G., 1997)

The lake was formed in 1932 due to the construction of a dam in Strymonas river close to Lithotopos village. Also, embankments were constructed in the west and east part of the lake. The purpose for the construction of the lake was to protect the area from flooding, the retention of the suspended materials brought by the river, as well as the irrigation of the plain of Serres. Due to the significant amounts of suspended material from the river Strymonas, the lake's water capacity had been reduced. So, a new, bigger dam was constructed and came into operation in 1982. Furthermore, embankments were extended and raised, along with the diversion of the Strymonas bed upstream of the lake. The operation of the new dam results in considerable seasonal fluctuation of the water level by approx. 4.5-5.0 m (from 31.0-31.5 m in autumn the water reaches the level of 36 m in spring). Consequently, the lake's surface varies from 5.000 to 7.300 hectares. (Petrou Nikos, 1997)

Due to several factors, the biological value of the lake is significantly important. These factors are:

- The relatively shallow depth,
- The gentle slopes at the north and north-east part of the lake,
- The hight high productivity due to the seasonal fluctuation of the water and the enrichment with nutrients,
- Its position in relation to the migratory routes of the birds
- The existence in the past of an extended wetland.

Lake Kerkini is situated in the Prefecture of Serres, 45 Km north-west from Serres, 100 Km from Thessaloniki and 604 Km from Athens.

1.1 Natural Environment

The role of lake Kerkini is very important and multi-dimensional. Thus it has been characterized as a wetland of international importance, included in the catalogue of the Ramsar Convention (1974). The lake protects the lowland of Serres plain from flooding of the river Strymonas. It is the main water supplier for the irrigation of the area, one of the most productive of the country. Also, there is a significant diversity of fauna and flora. A proportion of the people who live close to the lake are involved in fishery. Apart from its richness in fish, the lake is a place for recreation offering to its visitors a variety of activities. Also, the lake consists a field for scientific research, it can combine many ecological phenomena and a great variety of biodiversity. (Paraskevopoulos A.G., 1997)

1.1.1. Climate

The climate of the area is continental. It is characterised from dry and warm summer, and humid and cold winter. In the high altitudes of Kerkini mountain, the climate is cooler in summer and harsher in winter. The average annual temperature is 15^{o} C and the average annual rainfall is approximately 450 mm

1.1.2. Geology

In the area there are thermal springs and geothermic underground currents in the basin of Serres. In the area of Irakleia-Lithotopos a new geothermic field has been found in depth 220-450 m with low salinity waters and high temperatures (>60^{o} C).

1.2 WETLAND KERKINI

The wetland of Kerkini has multiple value in local, national and international level. It offers a great number of services to humans as well as to the wild flora and fauna. It is a water reservoir for the continuous irrigation of the area's agricultural cultivations. It is a habitat for a great diversity of birds, many of which are rare. (Hellenic Ornithological Society, 1994) Additionally, there are different kinds of fish that live in the lake. The wetland of Kerkini is connected with the area's development because it supports the agricultural and fishing activities of the local population. Furthermore, it gives the opportunity for recreation, sports, eco-tourism, education and scientific research.

1.2.1. Fauna

About 300 bird species have been noticed in the lake and in the mountains around the lake. From them,137 species nestle, 134 species winter and 163 species use the wetland area as an intermediate stop for rest and food during their migratory flights. Form the total number of the bird species that are met in the area, 50 species are included in the Red List of the Birds of Greece. During the migration period many birds are fed in the mudflats and marshes that appear when the water is drawn back. Thousands of birds winter in the lake (ducks, geese, etc). (Petrou Nikos, 1997 and Hellenic Ornithological Society, 1997)

The presence of mammals is also noticeable. Fifty-eight species of them can be found in the area. The otter (Lutra lutra) , a very rare aquatic mammal is found in the lake and in the canals. The wild cat (Felis silvestris), the weasel (Mustela nivalis), the beech martin (Martes foina) are met in the area of wetland and in the close mountains. The fox (Vulpes vulpes) is a very common specie and it can be seen during the night even in roads with traffic. The wolf (Canis lupus) can be seen in the wetland only in a certain seasons of the year, mostly it stays in the mountains. In the mountains also wild boar (Sus scrofa) and roe deer (Capreolus capreolus) can be seen.

In the area around the lake, there is the greatest number of buffalos in Greece. The buffalos are adopted to live in wetlands. Their population was decreased from 75.000 in '50 to only 600 in 1992. At the end of 90's, the remained populations were included in a conservation program as rare agricultural animals under extinction and from then on the populations began to bend back. It is estimated that in 2003 the total number of buffalos in Greece were about 3000.

It has been recorded about 30 fish species in the lake and in the river. The visitor can see from the tiny mosquito fish to the giant wels catfish. There are fish like the wels catfish which have great commercial value. The main fish species are bleaks and roaches. The most commercial fish of the lake are the Cyprinus carpio and Silurus glanis. About 22 reptile species has been recorded in the wide area. The most common are viper, water-snake, turtle, lizards, etc. Finally, there are 12 species of amphibians in the area. Among them are: frogs, toads, tritons, etc.

1.2.2 Flora

A general research indicates that there are about 800 plant species in the area, some of them rare or native. In the marshes, the water lilies dominate the area along with iris, Myriophyllum spictatum, etc. The most common trees of the area are willows, poplars, planes, oaks, hornbeans, beeches, chestnuts, firs, etc. (Petrou Nikos, 1997)

Wetland Kerkini is home to a large variety of plants. There are several different types of forest and even an alpine zone along the top of the Kerkini Mountains. The lake itself is at its most floristically beautiful in late summer and autumn. The mountains however have something in flower all year. On the higher mountains the birch trees give way to shrubs and herbs of the alpine zone. Orchids hold a place with variety of species. Finally, lichens and mosses flourish in the mountains, decorating the trees and rocks forming different shapes and colours.

The area of the wetland hosts many native plant species which are rare in Greece and in Balkans. There are two native taxa, two unique species of the area, rare species of Greece. In the area four species are met which included in the Red Plant List of Europe.Eleven (11) species are protected by the President's Enactment 667/1981 Finally, 18 species are native of the Balkan peninsula.

1.3 ACTIVITIES

The activities available in the district of the lake Kerkini are outdoor ones for the most part, closely connected to the natural environment. These activities include camping outdoors, horse riding, cycling, canoeing, boating using the typical boats called "plaves", archery, birding, photo touring and of course hiking at the especially designed footpaths. Furthermore, the visitor can take a jeep ride around the lake or even try wind gliding on an especially created for this purpose artificial hill. (Karagiannis Stephanos, 2007)

However, the activities would be incomplete if they did not include the Environmental Information and Education offered to all visitors in five different spots in the area. (Tsoukas V., Kartalis N., 2003)

1.4 ENTREPRENEURSHIP IN THE WIDE AREA OF THE KERKINI LAKE

The entrepreneurship made its first appearance in the region in the mid '90s, manifesting itself with the establishment of small hostels. A little later, as the number of visitors started increasing, new business activities were developed.

Hotels, taverns placing emphasis on the local traditional dishes, horse riding units, boat and canoe rental businesses and businesses that produced traditional food products (pasta, pastries etc).

Today, the region of Lake Kerkini – Belles – Sidirokastro is considered the most complete agrotourism area in Greece, covering all forms of alternative tourism. (Tsoukas Vassileios, 2003).

Hospitality and accommodation businesses account for most of the region's entrepreneurship activity (hotels, hostels, rooms to be rented). The researchers after extensively personally exploring the area and interviewing several of its businesspeople, came to the conclusion that the most positive sign of development is the fact that all of the small and medium size businesses already created are viable with no exceptions.

However, it should be noted that like most small and medium size Greek businesses the businesses of the area face specific problems and shortcomings, like the lack of professional marketing, the lack of business planning, the low capital used, the limited access to financing etc. (Mantzaris Ioannis, 2008 – Vol.A').

2. SAMPLE IDENTITY

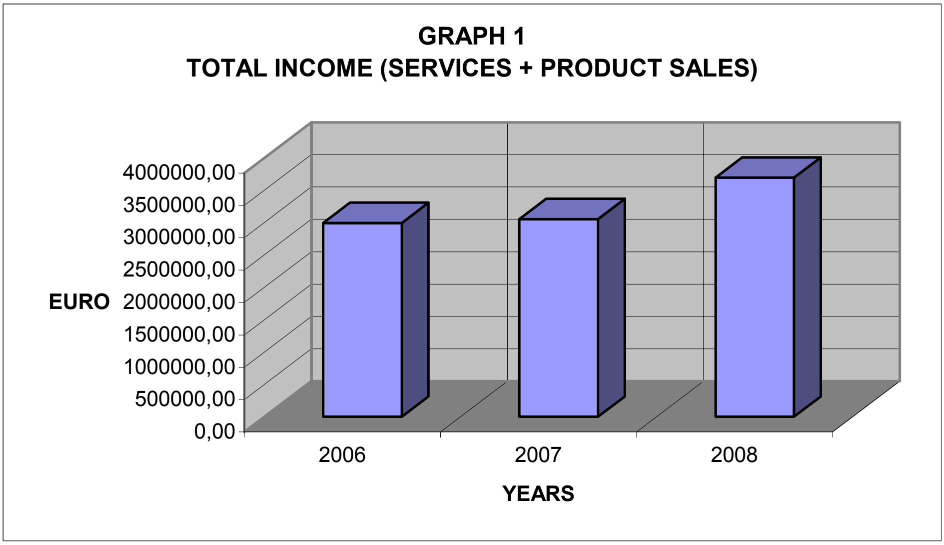
For the purpose of this research a sample of twelve (12) small and medium size businesses of the area were selected. These enterprises are active in the segments of hospitality, catering and alternative outdoors tourism activities. They are all family oriented and were created to provide employment to some family members (usually the younger ones), as well as an extra income to the whole family. In their large majority the owning families have at least one other source of income, meaning that they do not totally depend on the business profits achieved.

The Hospitality segment is labeled as "Services", while the Catering and the Other Activities segments will be mentioned from now on as "Sale of Products". In order to get a clearer view of the costs and benefits involved, where financial statements were not informative enough, the researchers interviewed the business owners. All the financial data used in the scope of this paper was obtained by the financial statements of the businesses of the sample, as they are prepare by their accountants – auditors and submitted to the official tax authorities.

3. FINANCIAL ANALYSIS

3.1. Revenue or Income

First, we examine Total Income, a figure that includes both, revenue arising from Services and the Sale of Products. In Graph 1 we observe that Total Income has followed a continuously increasing pattern for the 2006 – 2008 period. In fact, it has increased by 1,94% between 2006 and 2007 and by 21% between 2007 and 2008.

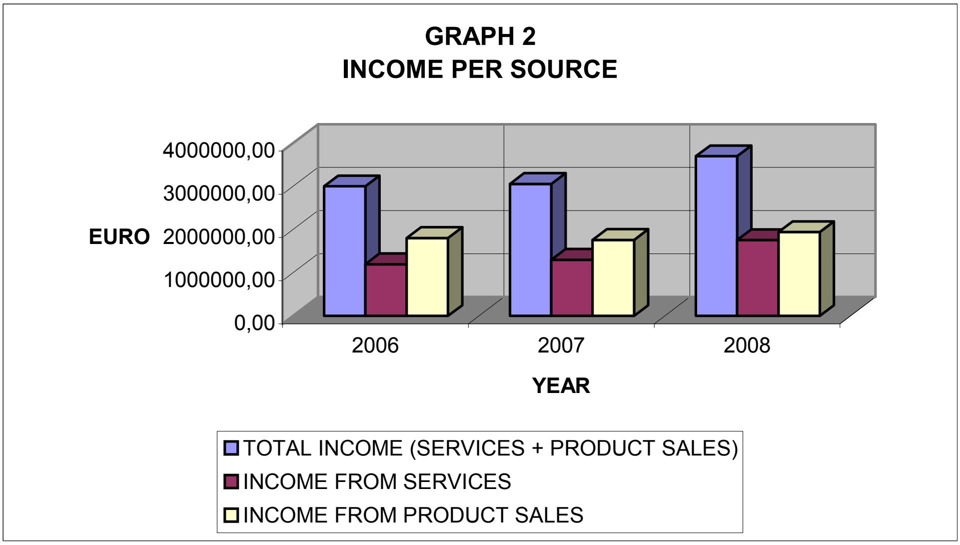


The steady increase in turnover of the sample is justified by the fact that the businesses included have gradually added more activities and that in 2008 two of them turned to the ”Sale of Products” for the first time.

However, it is interesting to examine the total turnover of the sample looking at its sources. In Graph 2 we see that in 2006 the main source of income was the “Sale of Products” which contributed 60,14% of the Total Income, but in the following two years the share of the “Sale of Products” has steadily decreased, while “Services” have developed. In Table 1 we see the contribution per year of each segment to Total Income.

Table 1	**2006**	**2007**	**2008**
% Sale of Products	60,14	57,50	52,50
% Services	39,86	42,5	47,50

As we observe more clearly in GRAPH 2, the two sources of income tend to be balanced out.



This fact indicates that the "product mixture" of the businesses of the sample is differentiated over time, and that a greater emphasis is placed on Services. Income derived from Services has increased by 8,67% in the 2006 – 2007 period and a further 35,23% for the 2007 – 2008 one. Respectively, Income derived from the "Sale of Products" segment has decreased by 2,52% in the 2006 – 2007 period only to be increase again by 10,49% in the 2007 – 2008 period.

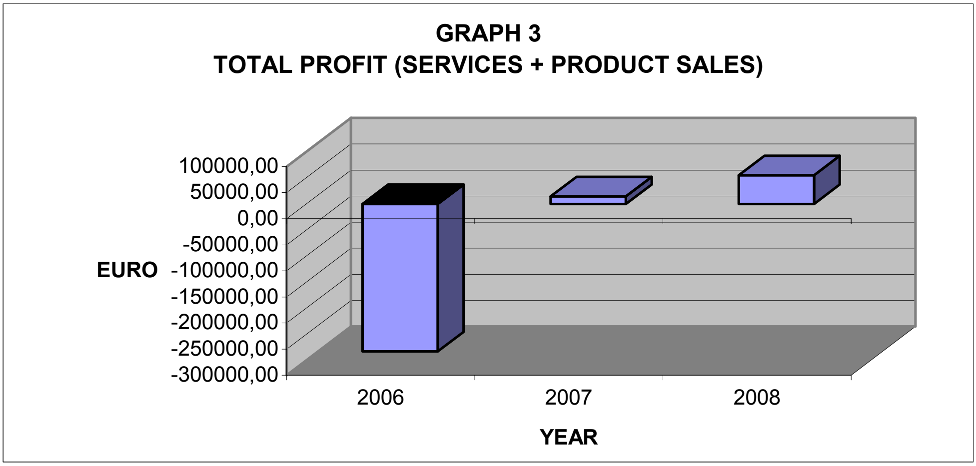
Overall, it is obvious that the businesses of the sample are making an effort to achieve some balance between their two sources of Income, while simultaneously increasing their Total Revenues.

3.2 Profitability

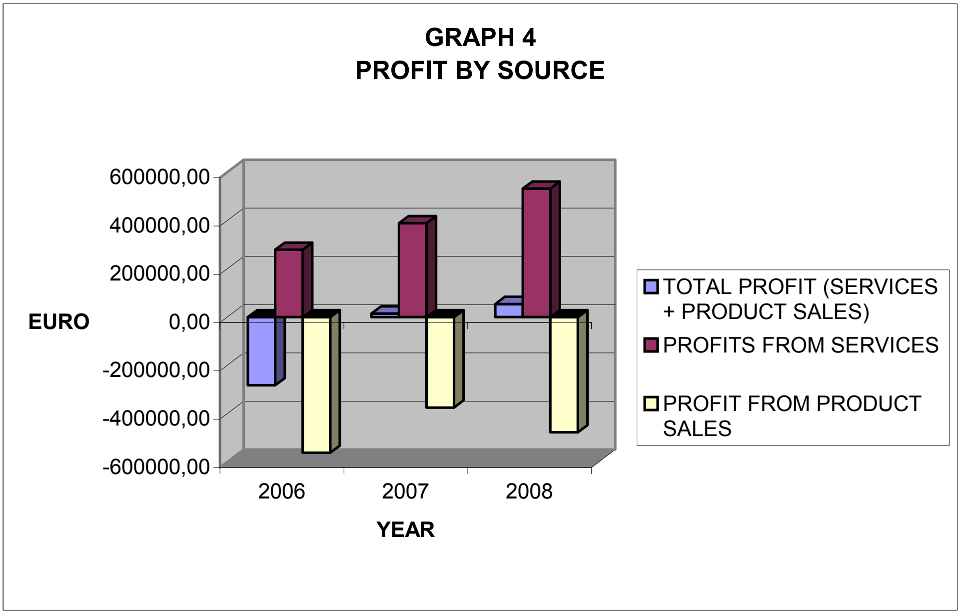
Next we examine the profitability of the sample for the period in GRAPH 3.

While there is a loss for 2006 the year 2007 was profitable, somewhat reversing the situation, a trend further developed in 2008. In fact, Total Profits have increased by a spectacular 246% from 2007 to 2008, although they remain low in absolute amounts. This indicates that profitability margins are not satisfactory, which in turn means that there are problems in the Expenses control. (Athianos S, Konstantinoudis K., 2004)

Examining the sources of profitability in GRAPH 4, we see that the contribution of each segment is rather different.



More specifically, in all three years of the period examined the “Sale of Product”, is not contributing any profits. Although the loss of the “Sale of Products” has decreased by 33,33% in the 2006 – 2007 period, it increased again by 27,48% in the 2007 – 2008 one. Respectively, Profit from Services has increased by 39,50% and 36,68% for the same periods.

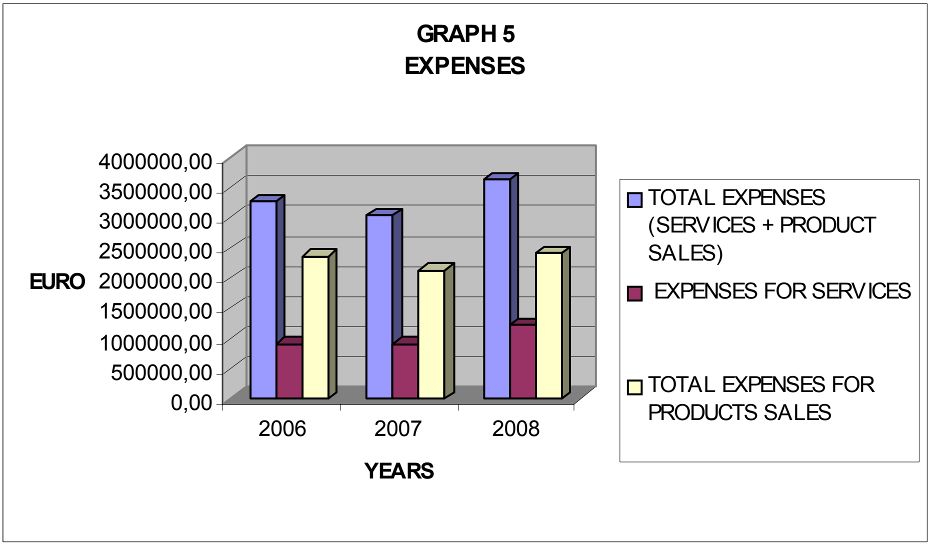


In essence, all of the businesses’ profitability (100%) for the examined period is derived from “Services”. Therefore, it comes as no surprise that the increased share of “Services” in Total Income gradually results to greater profits, as the losses of

"Sale of Products" are successfully offset and there is some extra profit remaining. If the businesses of the sample could improve the profitability of the "Sale of Products" segment, reaching a breakeven point, or, ideally, make it even slightly profitable, their Total Profitability would be tremendously increased, making them not only comfortably viable but also very attractive investments.

3.3 Expenses

Finally, we turn our attention to Expenses, in order to decide their role in the financial situation of the sample's businesses. In GRAPH 5 we examine Total Expenses, as well as Expenses by segment.



We see that Total Expenses have decreased by 7,30% in the 2006 – 2007 period, however, they have increased again by 19,21% between the years 2007 and 2008. In Table we examine the share of each segment to Total Expenses.

Table 2	**2006**	**2007**	**2008**
% of "Services" Expenses in Total Expenses	27,91	29,89	33,65
% of "Sale of Products" Expenses in Total Expenses	72,09	70,11	66,35

Looking at Table 2 it is obvious that although "Services", account for a lesser part of Total Income (Table 1) and all of the Profits in the three years examined, they attribute only a small portion of the Expenses the businesses of the sample incurred.

This, in turn, suggests that these businesses have difficulties controlling the Expenses of the “Sale of Product” segment and may even indicate that they are or will be soon facing financing difficulties. (Konstantinoudis K.,Athianos St., 2006)

Looking at Table 3 we see the contribution of “Cost of Goods Sold” and “Other Expenses of Sale of Products” per year, for the period examined.

Table 3	**2006**	**2007**	**2008**
% of COGS in Total “Sale of Products” Expenses	34,20	37,44	41,98
% of Other Expenses in Total “Sale of Products” Expenses	65,79	62,56	58,02

This data indicates beyond any doubt that the “lion’s share” in Total Expenses belongs to “Other Expenses”. It is clear that raw materials’ cost and preparation – manufacturing costs of the products sold are only a small proportion of the Total Expenses of the “Sale of Products” segment. To explain that we interviewed the researchers interviewed the businesses’ owners and asked them to justify the particular result. Their common answer was that while fixed costs of the catering and the other activities are high, customers are limited on week days. Also, when asked why they maintain catering and other activities on a continuous basis, they answered that it would be almost equally expensive to run these activities on a part – time basis, while they would also lose some of their customers in the hospitality segment.

4. CONCLUSIONS

The businesses of the sample managed to overcome some of their financial difficulties and although they had a loss in 2006 they turned things around in 2007 and even increased their profitability in 2008. This was due to the fact that the “Services” segment, the only profitable one, has increased its share in Total Income, almost reaching the “Sale of Products” one in size in 2008. The increase in Total Income derived from both “Services” and the “Sale of Products”, indicates that there is room for further development, increased turnover, and subsequent profitability enhancement under certain conditions, the main three of which are:

- The balancing of the two contributing segments to Total Income, and
- The improvement of control over the Other Expenses related to the “Sale of Products”.

- The attraction of more customers during week days and non holiday periods.

If these three conditions are met to a reasonable degree the businesses of the sample will improve spectacularly their financial position.

We cannot stress enough the importance of increasing the number of visitors in the region during week days and non holiday periods. This may come as a result of an improved, professionally organized promotional campaign (Morrison Alastair M., 1999) and its eventual transformation to augmented demand for what the businesses of the area have to offer. (Open Hellenic University, 2000)

Overall, the viability of the businesses included in the research sample appears to be uncertain, as they are at a crucial financial point. However, there are positive aspects and everything seems to be depending on the way the business owners will manage their affairs. The improvement of the quality of the “Services” rendered, as well as that of the other activities offered may prove to be an important factor that will lead to a significant increase in Total Income and will have a beneficial effect to the competitiveness of these businesses. (Mantzaris Ioannis, 2008 – Vol. B’) Such a change will require a better professional training of the personnel involved in the activities offered, which can be done at relatively low cost.

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TOURISM POLICY AND SUSTAINABLE TOURIST DEVELOPMENT: THE "FORD" AND THE "POST FORD" MODELS

Varvaressos Stelios

Associate Professor, Tourism Industry Department, T.E.I. of Athens

Navarinou 17, Ilioupoli, Tel. 210 9953761

svarsos@teiath.gr

Melisidou Sgouro

Laboratory Associate, Tourism Industry Department, T.E.I. of Athens

Chr. Smirnis 46, Athens, Tel. 210 2284924

smelisidou@gmail.com

Abstract:

Tourism policy is a generic term with many interpretations. For long time tourism policy has been identified with promotion of the public sector. Nowadays the content is much more embracing. The first section of this contribution briefly describes the evolution in this content and deal with the present meaning that is given to tourism

policy. In this paper we attend to demonstrate critical importance of tourism policy contribution to the sustainable tourist development of a Mediterranean destination. The crisis of the Ford model (4S model) and its replacement by the post- Ford model (4E model) will be analyzed and will provide a modified framework in order to differentiate tourist policy and access ‘new tourism’. This new form is consisted by values and impacts of sustainable tourism policy by implementing the” 4E model” of tourist development. In conclusion strategies and methods to achieve sustainable tourism development based on tourism policy formulation will be presented. “Tourism policy” and “sustainability” are the two key terms in the modern view, which can equally contribute to sustainable tourist development and growth.

Key Words: Tourism policy, Sustainable Tourist Development, “Ford” model, “post-Ford” model, Mass Tourism Vacation model.

1. Introduction

The last few decades Greece as all the Mediterranean tourist destinations adopted the mass tourism vacation model of tourist development in order to achieve growth and profit, despite the difficulties and the constraints which bear the lack of infrastructure and the sustained tourism policy towards development. This paper explores policies for sustainable tourism development and potential interrelationships between policy considerations. Such policies have been characterised as ad hoc and incremental, lacking a clear orientation towards sustainable development, and the complex relationships underpinning them have rarely been considered in decision-making for sustainable tourism. The paper highlights the need to understand and improve tourism policies and development models of tourist development in the Mediterranean tourist destinations.

The current crisis of mass tourism vacation model appears to be general and manifests in a diversity of inadequacies, the source of which is the structural problems of tourism. It is suggested that the mass tourism vacation model adopted by Mediterranean tourist destinations was based on the offer of a specific tourist product and the constant augmentation of tourist influx. However, a slow deterioration of the Ford model (4S model- sea, sun, sand and sex) is observed as well as the emergence of a new ‘post-Ford’ model (4E model- environment, educational tourism, events and entertainment) which attempts to fill the gaps of its predecessor. Although the specifications of the new model are still characterized as vague and indefinite, it seems to be abandoning the perspectives which view holidays as an expression of Ford’s model of consumption. Additionally, the new model is put forward as a remedy to the increasing impact of the global economic crisis on tourism.

The first part of the paper briefly presents a notional approach of tourism policy and an analysis of tourism policy, planning and development regarding to introduce the subject of the essay. In this part the socio-economic tourism development objectives, the Structure and Composition of Tourism Policy and the Process of Tourism Policy, Strategy Formulation and Implementation will be analysed.

The second part analyses the life cycle of the tourist product, the crisis of the 4S model and a differentiated model of tourist policy the “4E model”.

The third part investigates the subjects of Sustainable Development and Sustainable Tourism Policy through the implementation of 4E model, and the Strategies to achieve sustainable tourism development through a modified Tourism Policy framework with certain constraints and objectives.

In conclusion the paper attempts to present the necessity of planning and formulating sustainable tourism policy which based on the implementation of the “post Ford” model (“4E model” of tourist development).

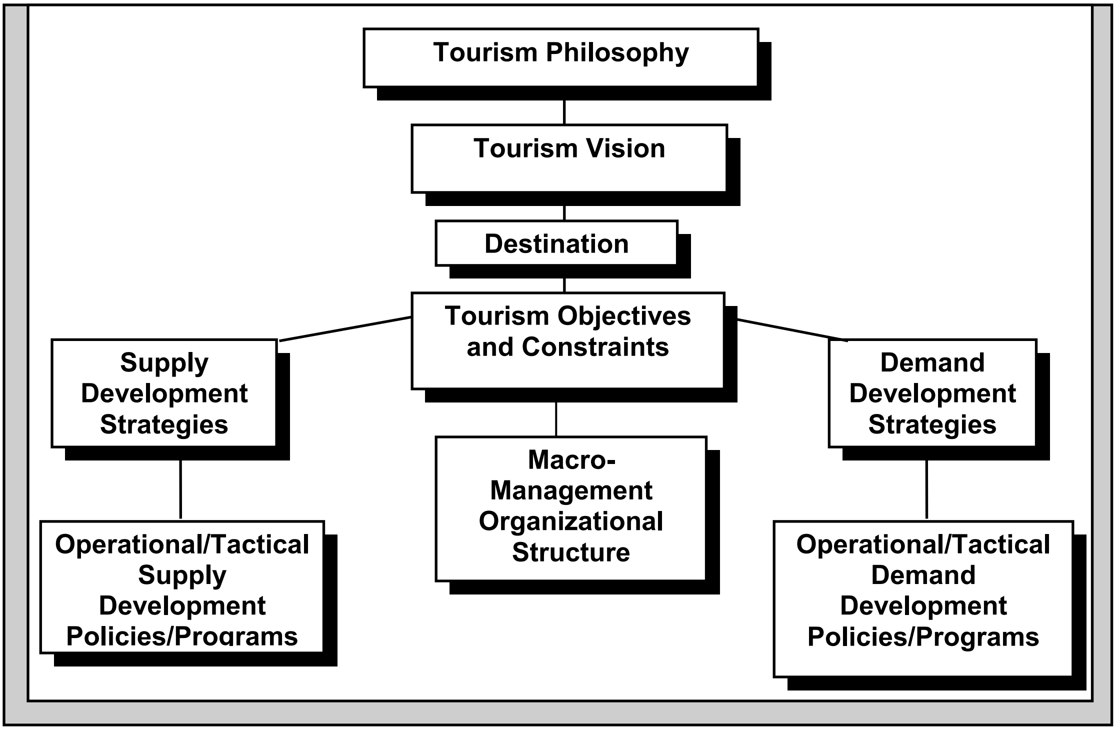
2. Theoretical Approaches for Tourism Policy

There are many definitions of policy, but perhaps a good working definition is ‘a policy is a reasoned consideration of alternatives’. This short definition implies that all resources for most countries are scarce – capital, land, manpower, etc. Where there is resource scarcity one of the policy issues must be how best to allocate these scarce resources. The second implication from the definition is that there are opportunity costs involved in using resources in one way rather than in another. For example, tourism development might require the use of land, whereas land might have alternative uses in terms of agriculture, building, forestry, etc (Hall 2008). So in most countries there are always alternative uses for the scarce resources which are available for development.

Therefore, policy is necessary to consider what the alternatives may be and what the benefits of one alternative use against another could be. Not every tourism-receiving country has formulated a tourism policy. In some cases we find that written tourism policies exist, e.g. in the Republic of South Africa, Namibia and the South Pacific states; in other cases one can assume that a tourism policy is implied rather than having been made explicit, e.g. that the UK government supports tourism. Although this has often been stated there is no actual policy as such which guides the development of tourism in the UK.

Another approach for Tourism policy can be defined as follows: A set of regulations, rules, guidelines, directives, and development/ promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken (Goeldner C. and Ritchie B. 2003).

Diagram 1.: The Structure and Composition of Tourism Policy



Source: Edgell D. et all 2008

2.1 Tourism policy, planning and development

Planning for tourism development can take place at various levels. Some countries have national tourism development plans and it is not unusual within this national structure to find similar planning exercises having been made for subnational regions, towns, cities, etc. The concept of planning is very wide. Planning is essentially about the utilization of tourism assets and their development into a marketable state. So before the planning exercise begins it is necessary to set out tourism development objectives, i.e. what the development plan seeks to achieve (Edgell D. et Swanson J. 2008).

These planning objectives are often formulated into a tourism policy statement which sets out parameters or guidelines which steer development planning into the future. A tourism policy is not a tourism plan, but rather the reference point against which planning decisions should be related (Hall 2008). Once the tourism policy has been agreed and established, usually by government, then a tourism planning exercise seeks to achieve the objectives which have been incorporated into the policy. The planning exercise must incorporate considerations of implementation i.e.

Table 1 : Socio-economic tourism development objectives

Social Development Policy Objectives	**Economical Development Policy Objectives**
• Environmental Policy – limits growth and access to attractive, but sensitive areas; • Customs and Immigration Policy – can facilitate or hinder international visitation; • Welfare Policy – can influence nature and behavior of work force; • Education Policy – can affect quality of workforce; • Cultural Policy – can affect preservation and promotion of national heritage; • National/Local Policy re: funding support for major public facilities (e.g. stadiums, convention centers, museums, parks) – can drastically affect destination attractiveness; • Infrastructure Policy – can make destination safer for visitors	• Taxation – affects costs and profitability; • Interest Rate Policy – affects costs and thus profitability; • Minimum Wage Policy – can affect labor markets; • Foreign Investment Policy/Regulations – can affect availability of investment capital; • Local Zoning Policy/By-Laws – can restrict or encourage tourism facility development; • Currency/Exchange Rate Policies – directly affects destination cost competitiveness; and • Legal System – determines consumer/visitor protection legislation (e.g. liability for failing to deliver advertised facilities/ tours/ experiences

Source: Hall 2008

how the plan is to be achieved. Following from implementation there is a need to establish a monitoring mechanism which constantly reviews the implementation of the plan against the set objectives. Very often monitoring might be highly specific, e.g. relating to number of forecast tourist arrivals or earnings from tourism; or sometimes it will be much less formalized e.g. in relation to cultural impacts of tourism (Hall 2008). The monitoring of tourism development is important because it is likely that not all policy objectives can be achieved and therefore there is a need to refine and probably reformulate the plan.

Stages in tourism development planning:

- The establishment of objectives.
- The incorporation of these objectives into a policy statement.

- The formulation of policy guidelines to establish planning parameters.
- An implementation programme to achieve what is set out in the plan.
- A monitoring mechanism to assess whether the tourism development plan is meeting its objectives.
- A review process to revise and refine objectives and policies as necessary.

The planning objectives of tourism development are listed in table below (Table 1.), and often formulated into a tourism policy statement which sets out parameters or guidelines which steer development planning.The implementation of the above policies in many cases, the persistency of the politicians in the Ford model in late 90's (mass tourism vacation model- Mediterranean model), and the lack of sustainable tourism policy as well, lead to a crisis which will be examined in the following part.

2.2 Evaluation of tourism policy

In considering the role of tourism in any destination there are many policy areas which have to be evaluated. It should also be remembered that as tourism develops the economic impacts are immediate. The social and cultural changes emerge over a much longer term and are difficult to recognize (Varvaressos 2008:296-309). There are a number of examples which show the importance of policy. For example, to what extent will a country rely on the government as opposed to the private sector to develop the tourism business? Traditionally, and particularly in developing countries, it has been the government which has undertaken the entrepreneurial role (Hall 2008). In many of the developed countries the reverse is true, with government providing an enabling environment but with market initiatives and provision of tourism investment and services coming from the private sector.

Developing countries' tourism initially, and probably into the secondary stages of development, will rely on international tourist arrivals, with domestic visitors being given very low priority. There are political as well as economic considerations in determining what priorities should be. In some countries it might be recommended that tourism is developed in an enclave rather than in an integrated way. This means that tourism is developed with the idea of segregating visitors and the host community. Mediterranean coastal tourist destinations like Greece, Italy and Spain such a strategy. There may be good economic and social reasons why an enclave policy is adopted. It does permit the concentration of infrastructure into a location, with consequent benefits arising from economies of scale. Before tourism is planned it is good practice to set out policy guidelines for future development. It is a process which has to be based on a realistic assessment of what government wants to achieve from its tourism sector and how this achievement can be attained. The process will require coordination between the public and private sectors, with the latter being the main implementing force. As the main implementing force, the private sector should be a party to the decisions taken on future options. This cooperation can be cemented in the planning process.

Table 2. The Process of Tourism Policy, Strategy Formulation and Implementation

Definitional Phase	Analytical Phase	Operational Phase	Implementation Phase
Definition of Tourism Destination System Explication of a Tourism Philosophy Crafting of a Destination Vision Objectives and Constraints	Internal Analysis • Review of existing policies and programs • Resource audit • Strategic impact analysis External Analysis • Macro level analysis of current and future demand • Micro level analysis of current and future demand and behaviors	Identification of strategic conclusions Implications of conclusions for supply and demand development Policy/Program recommendations	Implementation of strategy for Destination Development, Promotion, and Stewardship Allocation of responsibilities for recommendation implementation Identification of sources of funding to support competitive initiatives and stewardship programs Specification of timing for recommendation implementation Monitoring and evaluation of the results

Source: Goeldner C. and Ritchie B. 2003: 420

3. The “Ford” and the “post Ford” models as factors of tourism policy differentiation

Tourism is a dynamic phenomenon issue to the often random changes in a socio-economic environment (Dumazedier 1992: 27-59). Therefore, the tourist product should be viewed as the main variable and not the demand, to which most refer. Thus, since the 1960s, the tourist product, within the framework of a traditional consumer procedure, has undergone several changes and has been through every stage of its life cycle: creation/introduction, development, maturation, saturation and decline (Digence 1997, Oppermann 1998). Initially, every product constitutes a discovery, an innovation which addresses a limited part of a population because of its high cost. The productivity profits which are gradually recorded are the result of increases in productivity, rationalisation and improvement of production methods which are connected to a gradual democratisation and mass production of tourism (Caccomo & Solanandrasana 2001, Stafford 1995, Lagos 2005). Certain phenomena, such as imitative behaviour, tend to render the product commonplace (banal) while substitutes of the product push it into an existence of limited usefulness. Income decreases and a period of decline follow. In the final phase of the product life cycle, it is possible to observe a spatial redefinition towards other destinations or hosting areas, to the extent that the added value is sufficiently low and research, development and innovation non-existent (Py 2002: 66-78, Vellas 2007: 248-251).

The life cycle theory can be utilised as an interpretative tool of tourism policy formulation and the crisis of the 4S model is undergoing (Butler 1980, Tocquer & Zins 1987, Cooper 1994, Stafford 1996, Opperman 1998).

The 4E model (post Ford) suggested as the following of the Ford model (4S model), or alternatively proposed as an antidote, which will aid tourism policy formulation, based on sustainability.

3.1. The crisis of the Mass Tourism Vacation Model (the 4S model)

The life cycle of the product often seems to correspond to the development of the tourist product and the democratisation of vacations, where tourist demand pertains to lower and lower income classes and is reflected in the 4S model (Sun, Sand, Sea, and Sex) (Lawton & Weaver 2000, Michel 1998, Morucci 2003, Schluter 2005). Therefore, the beginning of the crisis may be seen as coinciding with the '4S model' crisis. The democratization of tourism tends to reach the parts of the population which have lower incomes. This procedure is feasible thanks to the recording of productivity profits attributed to mass production. Productivity profits have the trait of lowering operational costs with the aid of certain artificial factors, such the use of charter flights and low-cost accommodation. This procedure of rationalisation based on productivity profits sets a level or a point under which the producer cannot drop easily (Stafford 1995, Caccomo & Solonandrasana 2001: 45-56). Further compounding the above, the new customers which mass tourism brings exhibit low spending power and, thus, register at low, or even non-existent, income benefit for the host countries. This economic situation of gradually diminishing returns may be the beginning of a dismal situation, extending to reduction in quality and deterioration of the structure of tourist demand (Treboul & Viceriat 2003).

Demand for the 4S tourist product rose for a considerable number of years. Thus, mass production developed at a quick rate in order to satisfy this demand. However, development rate halts at the stage of maturation and, essentially, this is the stage of the product being offered to large portions of the population. The effort to form a new demand should be founded on increased investment capital, since the structure of the demand stemming from low income classes is known (Soteriades & Varvaressos 2004: 6-12). The model of steady tourist development cannot be sustained. It should also be stressed that, at the end of the life cycle of the 4S product, a trend towards increase in price is observed (Vera & Rippin 1996, Cazes 2006). Steady tourist development tends to disappear for two reasons: (i) conditions of development for the 4S model, and (ii) problematic production of tourist services.

3.2 A differentiated model: the 4E model of tourist development

The 4S model was essentially based upon the definition of 'homo-touristicus mass', which characterises a certain type of herd behaviour and a type of consumption associated with imitation (Bergery 2002, Michel 1998, Urbain 1993). The uniformity permeating the model seems to allow little, if any, margin for individualisation of behaviours and preference/desires of potential tourists. Coastal summer tourism, in the form of a traditional model of tourist structure and development, no longer satisfies the new demands of tourist customers. This is proved by the slow increase of tourists in Mediterranean countries as well as the low percentage of hotel reservations (Morgan 2005, Origet du Cluzeau & Viceriat 2000, Vera & Rippin 1996).

The following are proposed for the case of a structural type of crisis (and less for crises which are more a result of economic circumstances): (i) The search for a long-term model of tourist development rather than a short-term, (ii) The promotion of quality rather than quantity, (iii) Differentiation and customization instead of uniformity.

In contrast to the 4S model, the new 4E model is proposed. This model is founded on the very desires of the tourist as well as the characteristics of the tourist product of the hosting area (Morucci 2003, Obermair 1998): (i) Environment and clean nature; (ii) Educational tourism, culture and history; (iii) Event and mega event; and (iv) Entertainment and fun.

This hypothetical model now constitutes the main strategy for a large number of countries in order to access 'new tourism' (Poon 2002). The essential difference in comparison to the previous model lies in the general perception being cultivated concerning tourism in a reception country. Tourism is characterised as an industry, very often heavy industry, and therefore, it appears to require a high degree of planning (Ayala 1996, Getz 1992, Laws 1995). Thus, it is necessary to form a procedure of replacing one model with another, completely or partially, sometimes slowly, other times quickly, taking into consideration financial and funding difficulties as well as the processes of perception and adaptation of stakeholders, i.e. managers, producers and local community (Varvaressos 1999: 43-49).

The crisis suffered by tourism for more than a decade has made a large number of producers and administrators conscious of the necessity of abandoning the 4S model in favour of implementing the 4E model. The priority which should be given to quality rather than quantity possibly constitutes the most important objective of reception societies which want to give tourism a new boost (Varvaressos 2008: 261-263).

With reference to the preceding analysis, it becomes apparent that the crisis of Mediterranean tourism had come into existence before the advent of the global economic crisis and can be characterised as structural. The global economic crisis, in turn, will further aggravate the negative economic impact caused by the crisis of the existing tourist model. The long-term solutions were analysed in the above. The short-term consequences, however, entail the following: (i) compression of prices and more pressure exerted by tour operators; (ii) reduction in accommodation reservations, (iii) increase of seasonality, (iv) diminution of stay duration; and (v) decrease of holiday's budget per capita.

As a hosting country, Mediterranean destinations must abandon the Ford model (4S) (Cazes 2006: 91-93) which supported its tourist development and formulate a model focused on the quality of the offered services. Therefore, the newly shaped objectives concern a tourist industry which could be described as 'post-Ford' (4E) which concentrates on quality of facilities, environment and workforce (Deprest 1997, Cuvelier et al. 1994, Morucci 2003).

The" post Ford" model (4E model), which is proposed as an antidote to crisis and is also an alternative proposition to the Ford model, as well as traditional tourist policies adopted by Mediterranean destinations which are bounded to/ with sustainable policies, will be analyzed in the following part.

4. Sustainable Development and Sustainable Tourism Policy

Sustainable tourism has been defined by the World Tourism Organization as "satisfying current tourist and host community needs, while protecting and improving future opportunities. It is seen as a guide in managing all resources, in such a way that economic, social, and aesthetic needs may be met, while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."

Making sustainable tourism a reality entails adopting "best practices," namely corrective or improved measures implemented in every area of tourist business management and operation. These actions are aimed at ensuring that the least possible impact is caused, that tourist product quality and image are improved, and that business development becomes more efficient leading to enhanced social and economic development.

The past decade has seen growing endorsement of the concept of sustainability as the logical approach to matching the requirements of conservation and development. Tourism is seen as an industry in which there is both the need for and the opportunity to observe the principles of sustainable resource management. Tourist development which consistently ignores legitimate environmental concerns is unlikely to remain viable in the longer term. Despite the acceptance of sustainable tourism as a desirable alternative to more predatory modes of development, a gap commonly exists between policy endorsement and policy implementation. Shortcomings in the implementation process arise because of conflicts between resource management agencies, tourist developers and the communities affected. Each of these interests must be satisfied that the outcome will be positive and represent a constructive response to their priorities. Policy implementation is facilitated by public involvement in decision making. To achieve greater tourism environment compatibility the continuing education of all tourism interest groups (managers, developers, public) is mandatory.

Sustainability for tourism has three interconnected aspects: environmental, socio-cultural, and economic. 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.

Policy is used here to denote the formulation of goals and objectives and the setting of priorities as expressed in various forms (e.g., choices made, statements, regulations. Tourism policy making is perceived here as a complex domain involving multiple interrelationships between various issues. Such complex relationships may be found in the way that various actors interact with each other (Pforr, 2006), the way that power is distributed among them (Hall and Jenkins, 1995) and the organisational complexity of tourism institutions (Elliott, 1997). Complexity however, can be seen in sustainable tourism policy making also within the large range of activities and factors which have to be managed simultaneously, with often competing goals, in a holistic approach integrating social, environmental and economic dimensions (Walker et al., 1999, p.60).

A sustainable tourism policy is a complex phenomenon with the various issues being intermingled and affecting each other (Hall, 1994; Elliott, 1997). Holistic approaches to sustainable tourism policies have to take into account not only individual modules of policy but also the interrelationships between them in order to better understand the way one action may affect another in order to contribute to improved policies.

4.1 The implementation of “4E model” enhances sustainable tourism development

The holistic ambitions of sustainable development and the multidisciplinary nature of tourism entail that only governments and public authorities can coordinate efforts in sustainable tourism policy making at both the national and the local levels (Inskeep, 1991; Pridham, 1999; Bramwell, 2005).

Sustainable tourism, viewed as contributing to overall sustainable development, requires coordination between various policy making levels and agencies to overcome and accommodate sectoral considerations that only government bodies, at all levels of policy making can provide (Hunter, 1995, p.164). Inskeep (1991) sees a government's passive, active or intermediate role in tourism development as a basic policy decision. According to the definition of Hall and Jenkins (1995) on tourism public policy, policy for sustainable tourism is seen here as what governments choose to do or not to do in respect of sustainable tourism. A sustainable tourism policy is a policy that stems from government bodies, at various scales, in the form of regulations, official statements or speeches, collaborations made and incentives given. Tourism policy making is perceived here as a complex domain involving multiple interrelationships between various issues.

In contrast to the 4S model, which is well know in all the new 4E model is founded on the very desires of the tourist as well as the characteristics of these tourist product of the hosting area (Morucci 2003, Obermair 1998): (i) Environment and clean nature; (ii) Educational tourism, culture and history; (iii) Event and mega event; and (iv) Entertainment and fun.

This alternative model now constitutes the main strategy for a large number of countries in order to access 'new tourism' (Poon 2002). The essential difference in comparison to the previous model lies in the general perception being cultivated concerning tourism in a reception country. Tourism is characterised as an industry, very often heavy industry, and therefore, it appears to require a high degree of planning (Ayala 1996, Getz 1992, Laws 1995). Thus, it is necessary to form a procedure of replacing one model with another, completely or partially, sometimes slowly, other times quickly, taking into consideration financial and funding difficulties as well as the processes of perception and adaptation of stakeholders, i.e. managers, producers and local community (Varvaressos 1999: 43-49).

4.2 Strategies and policies based on the "4E model" to achieve sustainable tourism development

In conclusion we summarize some of the action points, which should be practiced to achieve sustainability in growing tourism assumption. The strategies to practice sustainable development, the role of Tourism Policy and local participation, are issues which need further investigation in each case. Also some key ideas provided to enhance the notion of sustainability and its implications to a cluster of economic sufficiency, social equity and environmental conservation factors.

4.2.1 The framework of tourism policy and strategies to achieve sustainable tourism development

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 strategic tourism policy 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

- formulation and implementation of the " 4E model" model of tourist development which requires the following aspects:

  1. **E**nvironmental conservation.
  2. **E**ducational tourism, culture and history strengthening to improve the quality of the tourist product.
  3. **E**vent industry and mega event operations development to achieve economic growth.
  4. **E**ntertainment and fun industry enhancement to retain the character of the destination and the objective of tourist transfer.

Sustainability is a multidimensional concept that encompasses not just environmental protection but also extends to economic development and social equity (Gladwin, et al., 1995). The tourism system is a complex social system and considered as an industry which operates within the micro and macro environments considering all factors of sustainability. "Tourism Industry Forecast" indicates that the tourism industry is growing at a faster rate with large number of tourist flow over the world.

5. Conclusion

By investigating efficiently the survey of Sustainability in Tourism, is clearly obvious that tourism policy and sustainable development are compatible, they can coexist. A weakness in order to achieve sustainable tourism development is the lack of experience, knowledge and financial resources, and the limited involvement of local authorities and Tourism Policy. Environmental instruments should be designed to facilitate the integration of environmental policy with other policies, such as regional development plans.

Removal and correction of administrative and governmental intervention failures are therefore of importance for a proper integration of environmental policy with sectional policies. This may end up in a better synergy and co-ordination of tourist activities with other socio-economic activities.

In case of Mediterranean tourist destinations the experience and opportunities can be elaborated in various areas of travel and tourism. Despite of having massive infrastructure, support facilities and travel and tour destination with great value chain has not yet received great attention from the global tourist community and have not yet in the global ranking of highest tourist destination arrivals.

Mediterranean vacation destinations should implement modified sustainable tourism policy in order to achieve sustainable development which implies permanence, conservation, equity and growth in socio- economic and cultural issues. However attention is required in all issues especially in the constraints such as timing, decision making, policy formulation and stability in the planning process.

It is important that decisions with influence life at the local level will be taken at the lowest possible level of governance. Knowledge of the area involved and its problems increase local support in the development of a suitable action plan for sustainable tourism. The role of the local authorities should therefore be strengthened. Education, information, promotion and training are therefore important measures in this context. Sustainable tourism is by no means a non-viable option.

At the end the potential dimension to make tourism a form of Sustainable Development, by practicing Tourism Policy and its applicable concepts, in a few years should be viewed as a part of larger policy framework designed, to be achieved a sustainable society.

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WORK PLACEMENT AND EMPLOYABILITY PROSPECTS OF THE TOURISM BUSINESS ADMINISTRATION DEPARTMENTS GRADUATES IN GREECE

Velissariou Efstathios

Assistant Professor

Technological Educational Institute (TEI) of Larissa

Department of Tourism Business Administration, Larissa, Greece

e-mail: belissar@teilar.gr

Tel./Fax: 2410-684243, Mobile: 6977-272730

Abstract

The link between the Labour market and education constitutes a basic condition not only for the professional career placement of graduates, but also for the competitiveness amongst enterprises and the growth of the economy in general. The tourism sector in Greece constitutes an important sector for employment and regional development.

Public Technological Educational Institutes have hitherto played a leading role in the education of tourism business administration in Greece, aiming to prepare proficient executives for the specific sector.

In the present article, the results of research that took place in 2009, in the departments of Tourism enterprises at the Technological Educational Institute in Larissa and in Heraklion, are presented. The location of these two Departments is very different regarding the tourist development and tourism infrastructures in each region. The scope of the research was to record graduate employability prospects in the tourism market, and also to identify the work placement problems and opportunities of the respective graduates.

The parameters individually examined are the employability of graduates, the types of professions, career preferences, graduate mobility, problems during placement and other parameters concerning differences between the two departments.

Based on the results of the research, proposals will be suggested in regards to the study, the career placement of graduates and their future professional opportunities.

Keywords: Tourism education, Work placement, Employability prospects, Professional opportunities, Technological Educational Institutes, Greece

INTRODUCTION

In the present paper, the results of research that took place in 2009 in Greece, in the departments of Tourism Business Administration at the Technological Educational Institutes of Larissa and Heraklion, are presented, concerning the employability prospects of the graduates in the tourism market, and also to identify the work placement problems and opportunities of the specific graduates.

In countries which have significant inbound tourism, the effects on employment are very important. In these countries, education and vocational training in tourism professions is essential to the quality of services in tourism. On the other hand, the link between the Labour market and education constitutes a basic condition not only for the professional career placement of graduates, but also for the competitiveness amongst enterprises and also the growth of the economy in general. The relationship between higher education and employment is among the most frequently discussed issues of higher education, but systematic knowledge of this connection is relatively poor (Teichler 2000).

According to the Manila Declaration on World Tourism of 1980, Part B for “Human Recourses” (WTO, 1980):

- Vocational training and the continual upgrading of technical expertise in the field of tourism are fundamental, not only for the recipient but also to society in general.
- Professional ability largely depends on the quality of basic, general and technical education.

- In the tourism development scheme, the education of specialised personnel must be interconnected with the creation of a tourist product.

Tourism education began as a development of technical/vocational schools in Europe. These schools emphasised training in core competencies such as hospitality, hotel management and related business skills (Butler, 1999; Morgan, 2004). However, the great interest and demand both from the public and private sectors acted as a motivating factor for the rapid growth of tourism studies. As a result, in addition to technical schools, there was a constant development and establishment of departments with tourism-oriented study programs at the higher level of education. (Butler, 1999). The aim of these programmes is to provide students with the actual needs in training and education. Tourism programmes have been the centre of discussions with debates focusing on the balance between the vocational and academic orientation of studies. Tourism curriculums at universities often have a vocational character (Busby, 2001) with educators focusing on producing skilled and knowledgeable managerial personnel for the industry.

Many studies have used income levels or employment status as employment outcome rates (Teichler 2002). Some studies have operationalised employability as the time that elapses between graduation and employment (Brown 1990). Some others, as dependent variables stipulate the number of years spent in a career or an occupational field (Knight and Yorke 2002; Purcell and Quinn 1996). Busby (2001), argues that as a result of tourism studies, the useful skills in addition to practical experience in the industry are the sources for the high employment rate of tourism graduates.

The international character of the tourism market place in addition to technological changes and the replacement of long-term job prospects with short-term based project positions (Le Heron & Hathaway, 1999) make imperative the need to provide students with the necessary skills and attributes to face these challenges. In a competitive educational environment with a huge number of different tourism courses offered at various universities, it is possible for candidate students to compare graduate employability prospects in order to better decide on their tourism studies orientation (Nunan, 1999; Symes, 1999). This is the reason that higher education institutions have used graduate employment figures and examples of successful graduates, as a key marketing strategy to attract new students (Le Heron & Hathaway, 2000). Most universities, for example, have statements that identify graduate attributes and their link with workplace skills. The viability of tourism courses are strongly connected to market factor viability (Symes, 1999). Courses are based mainly on student demand which in turn is based on their perceptions of workplace requirements and career opportunities.

Tourism education is dominated by the above market forces given that high market demands was a major contributing factor to the rapid expansion of this sector during the late 1980s to early 1990s (McKercher, 2000). In recent decades, tertiary tourism education has progressed to a mature phase, anticipating a period of instability with a decline in demand and a consolidation of programs (McKercher, 2000). These factors make the need for innovative and progressive curriculum development essential in order for courses to remain commercially viable.

TOURISM AND EMPLOYMENT IN GREECE

According to the National Statistical Agency of Greece, in 2008, the number of employees in the hotel and restaurant–catering sectors in Greece was 315 100. Nonetheless, it should be noted that only a small portion of employees in the restaurant and catering sector can not be included in the tourism industry.

Table 1: Employment in the Hotel and Restaurant sectors in Greece.

Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Mean	% to the employment in Greece
2000	235,1	272,8	289	265	265,5	6,49%
2008	288,2	325,5	339,5	307,1	315,1	6,91%

Source: ESYE, (2009).

According to research conducted by the Aegean University for the Association of Greek Tourism Enterprises (SETE), in the year 2000, the number of people directly employed in tourism amounted 255 308, of which 37.9% or 96 759 were employed at hotels in Greece which accounted for 539 990 beds in the same year.

Table 2: Employment in the Tourism Industry in year 2000.

Tourism Industry	Employees	Percentage
Hotel enterprises	96.759	37,90%
Supplemental accommodations	24.895	9,75%
Entrepreneur	49.711	19,47%
Travel agencies/Tour operators	19.305	7,56%
Road transportation	7.462	2,92%
Airline transportation	12.136	4,75%
Sea transportation	9.600	3,76%
Other touristic enterprises	35.440	13,88%
Total	255.308	100,00%

Source : SETE 2002

According to the research results of Velissariou & Zagkotsi (2010), the number of hotel employees in 2008 was 145 000, while the bed capacity for the same year was 715 857. When taking into consideration the data from the SETE (2002) study that hotel employees represent 37.9% of the employees in the tourism industry in Greece, then the total number of people employed directly in tourism should amount to 380 000 employees or 8.3% of employment in Greece.

Although the number of people employed in the tourism industry in Greece is quite high, the education level of these employees is low. This is due to the seasonal nature of employment in tourism. It should be noted that Greece is a tourist destination mainly for summer holidays. The fundamental problem among seasonal employees is their lack of education/training in tourism. This is 'covered' by the support of well-trained personnel which makes up the core staff and is that which defines the overall quality of services provided in tourism.

Table 3 shows those employees with only a Secondary School (Lyceum) diploma or only the minimum compulsory education in 2 to 5-star hotels, amount to a total of 64.12% of the overall personnel. It is also interesting to note that seasonal employees in hotels have a lower level of education in comparison with employees in hotels in general. On the contrary, the education level of personnel in 5-star hotels is higher than in the remaining categories. In particular, employees with a university or post-graduate degree represent 30.82% of all personnel, compared to 20.33% in 2-5 star hotels or 15.71% in seasonal hotels (Velissariou & Krikeli 2008).

Table 3: Educational Level of Personnel in Hotels

Hotel category	Post-graduate degr	University degree	Technical school	Secondary School (Lyceum)	Basic compulsory 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%
Seasonal hotels	1,52%	14,19%	16,88%	37,97%	29,44%	67,41%

Source: (Velissariou & Krikeli 2008).

TOURISM EDUCATION IN GREECE

Tourism studies at the tertiary level are provided in Greece by public Technological Educational Institutes. There are a total of seven departments. Admission to these departments takes place upon the completion of secondary school (lyceum) and on the basis of one's performance on entrance examinations which also assess competency in one foreign language. The length of studies is 8 semesters, the last of which is a work placement. The main areas of education are tourism, tourism administration in general as well as hotel management, travel agency administration and Restaurant – catering sector.

In addition to the Technological Educational Institutes, education in Tourism Profession studies is offered at 2 Tourism High Schools (on the island of Rhodes and at Agios Nikolaos in Crete). Admission to these programs also takes place upon the completion of secondary school (lyceum) and based on the performance of entrance examinations. The length of studies is seven semesters. Each academic year consists of two components of study: A) the theoretical component, beginning in October of each academic year and ending in June of the following year and B) the practical component, a continuation of the theoretical component and an inextricable part of education beginning in the month of July and ending in September.

EMPLOYABILITY RESEARCH

Research scope

The scope of the research was to record the graduates' employability prospects in the tourism market, and also to identify the work placement problems and the professional opportunities for the specific graduates. The parameters examined are the Employability of graduates, the types of professions, career preferences, graduate mobility, the problems during placement and other parameters concerning the differences between the two departments.

Research field and methodology

The TEI of Larissa is located in the city of Larissa, in the Region of Thessaly in the central of Greece. The Department of Tourism Business Administration belongs to the School of Business Administration and Economics and was established in 1984. The Department of Tourism Business Administration in Crete is located in the city of Heraklion, Crete and belongs to the School of Business Administration and Economics at the TEI of Crete. The programs of studies in both departments are quite similar and provide education in tourism theory as well as in the management of tourism enterprises, such as hotel establishments, restaurants and travel agencies.

The primary research was conducted in the Tourism Enterprises Departments of Larissa and Crete, by using a close-ended type questionnaire. The research took place at the TEI of Larissa at the time of convocation or the three graduation days in 2009 (in February, July and October). Candidates filled in standardized questionnaires prior to their graduation ceremony. A total of 100 questionnaires were completed which examined almost all of the graduates. The same process was followed at the TEI of Crete, however only on the single graduation day that took place in May of 2009 where 85 questionnaires were completed, which represents 49.4% of the graduates). It should be noted that the length of time between the completion of one's studies and graduation day differs between the two departments. More specifically, the average length of time between the completion of one's studies and graduation day (convocation) at the TEI of Larissa is four months; while at the TEI of Crete it is one year and four months (the last convocation took place in June of 2007).

As a result of this difference, graduates from the TEI of Crete had one year longer until their graduation day to find employment than the TEI of Larissa graduates did, thus influencing the research results concerning employment in the labour market.

RESEARCH RESULTS OF EMPLOYABILITY

The most significant research results are presented in this chapter. Table 4 indicates the sex of the graduates in the 2 departments. It is evident that the percentage of female graduates at a rate of 72.3% is much higher than that of male graduates. This number is even higher at the TEI of Crete reaching a rate of 86.2%.

Table 4: Graduates in 2009 by sex

Graduates	Male	Female
TEI of Larissa	38,0%	62,0%
TEI of Crete	17,8%	86,2%
Total	27,7%	72,3%

a) Employment during the studies

Employment during the course of one's studies is common among tourism enterprise students. At the TEI of Larissa, 58.8% of students were employed during the course of their studies while the corresponding number for TEI of Crete students was 66.6%. The higher rate of employment among TEI of Crete students is due to the greater availability of employment. There is a significant difference in the main areas of employment between Larissa and Crete as well,. While in Crete, employment was mainly found in hotels at a rate of 52.8%, the corresponding number in Larissa was only 27.3%. This difference is largely due to the limited number of hotels in the area. On the other hand, most tourism enterprises students in Larissa find employment in restaurants, cafes or bars at a rate of 54.5% while in Crete the corresponding number is only 26.4%.

Table 5: Employment during studies

Graduates / Working during the studies	TEI of Larissa	TEI of Crete	In total
Yes	58,8%	66.7%	62,4%
No	41,2%	33.3%	37,6%
Full Time work	18,6%	30.6%	25,0%
Seasonal work	48,8%	44.9%	46,7%
Temporary work	32,6%	24.5%	28,3%
In Hotels	27,3%	52.8%	45,3%
In Restaurant, Cafés or Bars	54,5%	26.4%	34,7%
In Travel agencies	0,0%	9.4%	6,7%
In Other work positions	18,2%	11.3%	13,3%

b) Employability of the Graduates

The most fundamental question in the study examined the employment status of graduates at the time of their convocation or graduation day. According to the research results, 61% of TEI of Larissa graduates were employed by their graduation day while the corresponding number for TEI of Crete graduates was 89.3%.

Table 6: Employment status of Graduates in 2009 at the time of convocation

Graduates / Employment Situation	TEI of Larisa	TEI of Crete	Male	Female	Totally
Employed	61.0%	89.3%	73.6	74.0%	73.9%
Full time employment	82.0%	54.7%	69.2%	66.0%	66.9%
Seasonal employment	18.0%	37.3%	28.2%	28.9%	28.7%
Not specified the duration of employment	0.0%	8.0%	2.6%	5.2%	4.4%
Not working	39.0%	10.7%	7.6%	26.0%	26.1%
Not seeking work	6.0%	2.4%	1.6%	3.8%	4.4%
Unemployed at time of convovation	33.0%	8.3%	6.0%	22.1%	21.7%

A significant difference, which is largely a result of the length of time between the completion of one's studies and the convocation ceremony (graduation day), is noted between the two departments. Whereas this length of time is relatively small (a mere four months) at the TEI of Larissa, it is 16 months at the TEI of Crete. Convocation ceremonies take place only once a year at the TEI of Crete, therefore the length of time between the completion of studies and convocation provides more opportunity to find employment.

The above results may be interpreted as follows, that 61% of the departments' graduates were already working by the time of their graduation, while after one year this number rose to 89.3%. In both cases these rates are quite high when taking into consideration that 4.4% of graduates do not actively seek employment after the completion of their studies.

On the other hand, a significant difference was noted in the permanency of employment. While 82% of TEI of Larissa graduates stated that they had full time employment, only 54.7% of TEI of Crete graduates did. This may be due to the fact that a large number of tourism-related businesses in Crete are seasonal in nature.

Apart from the state of employment, it is interesting to examine the types of businesses where graduates are employed. Table 7 indicates that the majority of graduates (44.9%) work in hotels, while graduates working in travel agencies come in second place at a rate of 16.9%.

Table 7: Work Position of Tourism enterprise graduates

Graduates / Enterprise	TEI of Larissa	TEI of Crete	Totally
Hotel	47.5%	42.7%	44.9%
Travel agency / Tour Operator	19.7%	14.7%	16.9%
Airline / Airport	0.0%	9.3%	5.1%
Restaurant / Café/Bar	11.5%	1.3%	5.9%
Self-employed	0.0%	2.7%	1.5%
Other company	13.1%	22.7%	18.4%
Public or Local authority (in tourism)	3.3%	2.7%	2.9%
Not specified	4.9%	4.0%	4.4%
Total	100.0%	100.0%	100.0%

About 18.4% of graduates are not employed in the tourism industry. Merely 13.1% of these graduates are from the TEI of Larissa, while 22.7% are TEI of Crete graduates. Other significant differences between the graduates of the two departments are evident in employment in airports or airlines and at restaurants or café/bars. More specifically, 9.3% of TEI of Crete graduates work at airports or airlines, while the corresponding percentage of TEI Larissa graduates is 0%. On the other hand, 11.5% of graduates from the TEI of Larissa work in restaurants or café/bars while only 1.3% of TEI of Crete graduates do.

Differences are also noted with regard to employment and sex of the graduates. It is reported that 59% of male graduates are employed at hotels while the corresponding percentage for female graduates is 39.2%. However, employment at airlines and airports is almost exclusive to female graduates (7.2%). Placement rates are the same for both sexes at travel agencies and tour operators. Mainly female graduates are employed at non-tourism related business at a rate of 21.65% while the corresponding percentage for male graduates is 10.3%.

Table 8: Employability of Graduates by Gender

Enterprise \ Graduates	Male	Female	Total
Hotels	59.0%	39.2%	44.9%
Travel agencies / Tour Operators	15.4%	17.5%	16.9%
Airlines / Airports	0.0%	7.2%	5.1%
Restaurants / Café/ Bars	7.7%	5.2%	5.9%
Self-employed	5.1%	0.0%	1.5%
Other company (not in tourism)	10.3%	21.6%	18.4%
Public or Local authorities	0.0%	4.1%	2.9%
Not specified	2.6%	5.2%	4.4%
Total	100.0%	100.0%	100.0%

c) Employability preferences by the graduates

Table 8 depicts the preferences of TEI of Larissa graduates as to where they would like to be employed. It is interesting to note the differences between male and female graduates. Hotels are the most desired place for graduates to find employment at a rate of 52.9% for male graduates and 35.7% for female graduates. Travel agencies come in second place at a rate of 24.4% without a significant difference noted between genders. Employment in the Public Sector comes third in the female graduates' preference at a rate of 16.1%. However, only 5.9% of male graduates showed this preference. Approximately 6.7% of all graduates stated tourism in general as their choice of employment without specifying a particular area. Female graduates preferred employment in Airlines and in Airport services, while men preferred restaurant and catering work. Only a small percentage of graduates (3.3%) which were mainly male expressed a desire not to work in tourism. Finally, it should be noted that a very small percentage of graduates (1.1%) expressed an interest in staring their own business in the tourism industry.

Table 9: Employment preferences in the Tourism Industry

Enterprise \ Graduates	Male	Female	TEI of Larissa
Hotel enterprise	52,94%	35,7%	42,22%
Travel agency / Tour Operator	23,53%	25,0%	24,44%
Public sector in tourism	5,88%	16,1%	12,22%
In Tourism (general not specified)	2,94%	8,9%	6,67%
Airlines	2,94%	5,4%	4,44%
Not in tourism	5,88%	1,8%	3,33%
Restaurant / Catering	5,88%	0,00%	2,22%
Airport	0,00%	3,6%	2,22%
Entrepreneurship in Tourism	0,00%	1,8%	1,11%
Shipping (tourism)	0,00%	1,8%	1,11%
Total	100,0%	100,0%	100,0%

d) Employability Problems

The problems faced by graduates during the employment seeking process are not so much related to finding employment (19.5%) as in finding a job to their liking (26.8%). This is more prevalent in male graduates at a rate of 29.4%. On the other hand, the work schedule posed a bigger problem for female (16.9%) than male (10.3%) graduates. Salary issues came third and were of concern to both genders equally at a rate of 18.3%. Work location was the least significant problem, and was mentioned by only 6.1% of those surveyed.

e) Preferences for a career in Tourism

The last questions in the study investigated whether graduates were satisfied with their choice of studies in general and if they were interested in pursuing a career in tourism. The results showed that 87% of the graduates wanted to pursue a career in tourism. This ratio was higher in male graduates (90.6%) and slightly lower for female graduates (85.5%).

Table 10: Problems in the Employment Seeking Process

Graduates / Problems	TEI of Larisa	TEI of Crete	Male	Female	Total
Finding employment in general	24,3%	15,8%	20,6%	19,1%	19,5%
Find desirable employment	29,9%	24,5%	29,4%	25,8%	26,8%
Work Location	6,5%	5,8%	5,9%	6,2%	6,1%
Work Schedule	12,2%	17,3%	10,3%	16,9%	15,0%
Seasonality	8,4%	18,0%	14,7%	13,5%	13,8%
Salary	17,8%	18,7%	17,6%	18,5%	18,3%
Other	0,9%	0,0%	1,5%	0,0%	0,4%

Table 11: Graduate Preferences for a Career in the Tourism Industry

Graduates / Career in Tourism industry	TEI of Larisa	TEI of Crete	Male %	Female %	Total
YES	91,0%	82,1%	90,6%	85,5%	87,0%
NO	9,0%	11,9%	9,4%	10,7%	10,3%
No answer	0,0%	6,0%	0,0%	3,8%	2,7%
Sum	100,0%	100,0%	100,0%	100,0%	100,0%

The last question examines graduate mobility relative to one's career in tourism. In particular, it looks at whether graduates prefer work, without much potential for advancement but close to their residence as opposed to a career in tourism with potential but far from their permanent residence.

The results showed that the majority of graduates, at a rate of 58.7% would prefer a promising career regardless of location. 35.9% would prefer employment close to their home even with less potential. This percentage was slightly higher in female graduates (37.4%) than in male graduates (32.1%).

Table 12: Preferences for a Career in the tourism industry dependant on residence

Graduates / Preference for	TEI of Larissa	TEI of Crete	Male	Female	Total
a work place near one's residence (without potential)	38,0%	33,3%	32,1%	37,4%	35,9%
a Career in tourism independent of one's residence	62,0%	54,8%	58,5%	58,8%	58,7%
No answer	0,0%	11,9%	9,4%	3,8%	5,4%
Sum	100,0%	100,0%	100,0%	100,0%	100,0%

CONCLUSIONS AND DOCUMENTATION

Tourism accounts for a significant employment sector in Greece. Employee education level is definitely a factor determining the quality of the services provided. (Parasuraman, et al 1985). Nevertheless, based on the research results, the educational level of employees in the hotel sector in Greece is particularly low since 62.3% of all hotel employees and 67.4% of seasonal hotel employees have only a Secondary School (Lyceum) diploma or the minimum compulsory education.

Research investigating graduates from the two tourism business administration departments showed that on average 73.9% of graduates were working by the time of their convocation ceremony, while 4.4% was not looking for employment and only 21.7% were unemployed. It should be noted that the percentage of graduates from the TEI of Crete who were employed by the time of their convocation was 89.3%. This number is high when compared to that of the TEI of Larissa graduates. This is due to the lengthy period of time between the completion of studies and the convocation ceremony, which amounts to 16 months. The above rates of employment immediately after the completion of studies may be considered quite high, especially at a time when unemployment among young people in Greece is particularly high. In January of 2010, unemployment in Greece reached a rate of 11.3%. However, in the 15-24 year-old age group it was 30.4% and amongst 25-34 year-olds the rate was 14.6% with women at 14.9% and men at 8.7% (ESA, 2010).

It is important to note that the vast majority of graduates, at a rate of 80% are employed in the tourism sector especially when considering the fact that it is very common in Greece for graduates to be employed in positions that are unrelated to their studies. (Karamesini Maria, 2008).

The employability prospects are favourable for both male and female graduates since the employment rates are much the same for both sexes. Nonetheless, the main differences between male and female graduates are related to their preferences as to the type of enterprise they would like to work at in their future career. Although hotels rank first for both genders, the percentage is smaller for women than for men. Moreover, the preference for employment in Travel Agencies, the Public Sector, Local Authorities and Airlines is stronger in female than in male graduates. On the other hand, males show a stronger preference for employment in hotels and restaurants than females do.

It should be noted that graduates are for the most part employed by hotels at a rate of 44.9% and Travel Agencies at a rate of 16.9%. The main differences that were recorded in graduate employment between TEI of Larissa and TEI of Crete graduates was that a large percentage of TEI of Crete graduates worked for Airlines and at the airport (9.3%), while a significant rate (11.5) of TEI of Larissa graduates worked in restaurants and café/bars.

A special characteristic of the students in the departments of Tourism Business Administration which was recorded in the study was the fact that many were employed at the time of their studies. More specifically, 62.4% stated that they had worked during the course of their studies with 25% having worked on a regular basis. Employment was mainly found in hotels, restaurants and café/bars. Significant differences were noted among TEI of Larissa and TEI of Crete graduates in this area both in terms of the rate of employment during the course of their studies which was higher for TEI of Crete students but also mainly in the type of business that the students were employed at. TEI of Crete students were primarily employed at hotels whereas by and large, TEI of Larissa students found employment in restaurants and café/bars.

The main disadvantage in tourism-related employment is its seasonal nature. Of the total number of working graduates, only 66.9% had permanent jobs. TEI of Crete graduates are more readily absorbed by the labour market (89.3%) yet also show a higher rate of seasonality in their employment (37.3%).Graduates stated that the main problem in seeking employment was to find a position to their liking (26.8%). Finding employment in general came in second place at a rate of 19.5%, the rate of pay came in third place at a rate of 18.3% and the work schedule came in fourth place at a rate of 15.0%.

In conclusion, it can be argued that Tourism Enterprise graduates in Greece have favourable employability prospects in the tourist labour market, even in a period of high unemployment. These prospects are favourable for both male and female graduates. The fact that 87% of graduates are interested in being employed in the tourism industry indicates that it is a field that is especially attractive to young people and justifies their choice of studies.

The research results indicate that the Departments of Tourism Business Administration at the above-mentioned institutions should give emphasis to studies dealing with Hotel Administration, the operation of Travel Agencies and Airline Services. Moreover, attention should be given to new trends and developments in the field of tourism, particularly with regard to preferences and demand as well as new technological applications and management techniques. In this way, in addition to the graduates being better prepared for the job market, there will be an improvement in the quality of services provided.

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GERMAN LANGUAGE COURSES FOR SPECIAL PURPOSES IN THE GREEK HIGHER TOURISM EDUCATION

Amiradis Christos

Applications Professor

T.E.I of Larissa, Tourism Department P.C. 41100 Larissa

Tel. 2410 684370, 6938432775, email: amic@teilar.gr

ABSTRACT

Specific language terminology (Special Languages) was created by the need and intention to describe objects, behaviours and processes of each specialism. The Tourism industry uses a language which can be regarded as 'sublingual' in the overall language of economic science, a “Special Language of Tourism”

Tourism holds a significant role in Greek economy; therefore a great deal of interest is given to the education of employees in this sector. An integral part of tourism education is language learning, since knowledge of foreign languages is an essential qualification for people employed in Tourism. Therefore particular significance is given in developing foreign language communication skills. The achievement of this goal requires the application of theoretical principles of didactics of foreigner languages for “Special Purposes”. According to this, the teacher should take into account, when designing the course, a number of factors that contribute to the success of the course. In this paper we present an analysis of those factors, which jointly shape an identification of the German course in the faculty of Tourism Enterprises of Larissa's T.E.I. These are the students, the professor, various institutional factors, the program of study, the program of courses, the objectives and the content of course, the methodology etc.

Previously however are analysed and defined meanings such as, “Special Languages”, “Language courses for Special Purposes” etc.

Keywords: Greek Higher Tourism Education, Special Languages, German Language Courses for Special Purposes, Didactic.

FACHBEZOGENER DEUTSCHUNTERRICHT IN DER TOURISMUSAUSBILDUNG AN DEN GRIECHISCHEN FACHHOCHSCHULEN

ABSTRACT

Specific language terminology (Special Languages) was created by the need and intention to describe objects, behaviours and processes of each specialism. The Tourism industry uses a language which can be regarded as 'sublingual' in the overall language of economic science, a “Special Language of Tourism”.

Tourism holds a significant role in Greek economy; therefore a great deal of interest is given to the education of employees in this sector. An integral part of tourism education is language learning, since knowledge of foreign languages is an essential qualification for people employed in Tourism. Therefore particular significance is given in developing foreign language communication skills. The achievement of this goal requires the application of theoretical principles of didactics of foreigner languages for “Special Purposes”. According to this, the teacher should take into account, when designing the course, a number of factors that contribute to the success of the course.

In this paper we present an analysis of those factors, which jointly shape an identification of the German course in the faculty of Tourism Enterprises of Larissa's T.E.I. These are the students, the professor, various institutional factors, the program of study, the program of courses, the objectives and the content of course, the methodology etc.

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ZUSAMMENFASSUNG

Die Fachsprachen entstanden aus dem Bedarf Gegenstände, Sachverhalt und Prozesse in jedem Fachgebiet eindeutig zu beschreiben. Im Tourismus wird eine Fachsprache benutzt, die als Subsprache der Wirtschaftssprache betrachtet werden kann.

Da Tourismus für die Wirtschaft Griechenlands sehr wichtig ist, wird großer Wert auf die Ausbildung der darin Beschäftigten gelegt. Zur Ausbildung der Studenten gehört unbedingt unter anderem auch das Lernen von Fremdsprachen, weil sie eine wichtige Qualifikation darstellt. Daher wird besondere Acht dabei auf die Entwicklung einer fremdsprachlichen fachkommunikativen Handlungskompetenz gegeben. Dies kann auf der Grundlage der theoretisch angegebenen didaktischen Prinzipien des "fachbezogenen Fremdsprachenunterrichts" (FFSU) erfolgen. Gemäß ihnen, sollte der Lehrende beim Planen vom Unterricht auf einige wichtige Faktoren Rücksicht nehmen.

In diesem Artikel werden die Faktoren präsentiert und analysiert, die den FFSU – Deutsch im Studiengang Tourismus der Fachhochschule Larissa mitbestimmen. Das sind die Lerner, der Professor, die institutionelle Bedingungen, das Curriculum, die Lernziele und –inhalte, die Methodik, die Methodik usw. Zuvor werden Begriffe wie "Fachsprachen", „Fremdfachsprachen" usw. erörtert und definiert.

Schlüsselworte: griechische tertiäre touristische Ausbildung, Fachsprachen, Fachbezogener Deutschunterricht, Didaktik.

EINLEITUNG

Die fachgebundene Kommunikation bedarf eines präzisen Sprachgebrauchs. Die Fachsprachen bilden heutzutage in erster Linie ein Kommunikationsmittel unter Fachleuten, das zur Mitteilung komplexer Sachverhalte dient. Dementsprechend sind sie an bestimmte fachliche Denk- und Handlungsweisen gebunden, die ihre sprachlichen Erscheinungsformen prägen. Diese Fachlichkeit kommt insbesondere im Bemühen um eine möglichst hohe Genauigkeit und Eindeutigkeit bei der Darstellung von Fachinformationen zum Ausdruck.

Für die vorliegende Arbeit wurde der Tourismus als Fach- und Berufsfeld ausgewählt. Tourismus als ein vielfältiger und komplexer Wirtschaftssektor, umfasst ein breites Spektrum wirtschaftlicher Aktivitäten und Tätigkeitsprofile. Er gehört zum tertiären Sektor (Dienstleistungen), wo die Zahl der Erwerbstätigen und der Bedarf an qualifizierte Arbeitskräfte ständig groß sind. Fremdsprachenkompetenzen in den manigfältigen Berufen des Tourismus, - wo Kommunikation Teil des angebotenen Produkts ist - spielen eine zentrale Rolle. Aufgrund der großen Touristenzahl, die aus deutschsprachigen Ländern kommen[4], sind deutschsprachige Fachkräfte immer sehr gefragt.

[4] Vgl. Kap. 1.2.

Hauptziel des fachbezogenen Fremdsprachenunterrichts ist „die Kommunikationsfähigkeit im Fach“ in einer Fremdsprache. Die Lernende sollen befähigt werden, künftige berufliche Aufgaben sprachlich zu bewältigen. Aus diesem Grund werden die fachliche (inhaltliche) Kompetenzen der Lernenden als integraler Bestandteil des Lernprozesses anerkannt und passend ausgenutzt. Der Unterricht schwerpunktmäßig ist also stark adressatenorientiert, fachspezifisch und praxisnah. Ziel der vorliegenden Arbeit ist das Erforschen des Geschehens im Unterricht Deutsch des Studiengangs Tourismus der Fachhochschule von Larissa.

1. TOURISMUS

Verschiedene Umstände haben dazu geführt, dass der Tourismus zu einer maßgeblichen Erscheinung unserer Zeit geworden ist, die den Lebenrhythmus des Menschen wie auch die Wirtschaft einer Vielzahl von Ländern entscheidend prägt. Die Veröffentlichungen der WTO (Word Tourism Organisation) veranschaulichen die Entwicklung des weltweiten (internationalen) Reiseverkehrs. Darin ist leicht zu sehen und festzustellen, dass in den letzten Jahrzehnten eine permanente Steigerung der jährlichen Reisetätigkeit stattfand.

Der Tourismus gilt als der ertragsstärkste Wirtschaftszweig; gemäß Angaben des Internationalen Währungsfonds (IWF) liegt er seit 1998 an der Spitze aller Exportbranchen vor der Automobilindustrie, der Chemie, der Nahrungsmittel- und der Mineralölindustrie. Nach wie vor gilt Tourismus heute als einer der wichtigsten und schnell wachsenden Wirtschaftszweige[5].

Vom größten Interesse sind die Auswirkungen des Tourismus auf die übrige Wirtschaft eines Landes, mit wichtigen Funktionen wie, Zahlungsfunktion, Ausgleichsfunktion, Beschäftigungsfunktion, Produktionsfunktion, Einkommensfunktion, Funktion des Tourismus als zunehmend eigenständiger Wirtschaftsfaktor (z.B. Österreich, Spanien, Griechenland usw.) (Kaspar, 1998: 17).

Die Qualität und die Wettbewerbfähigkeit vom Tourismus hängen entscheidend von den Menschen ab, die in der Tourismuswirtschaft arbeiten. Professionalität und Standards sowie die Entwicklung neuer Kompetenzen erhalten in der Tourismusindustrie mehr Gewicht. Es gibt eine ständig wachsende Nachfrage nach qualifizierten Arbeitskräften. Aus diesem Grunde sind solide Fähigkeiten sowie eine gute Aus- und Weiterbildung für die Zukunft der Branche, aber auch für die jedes einzelnen Tourismusunternehmens von großer Bedeutung. Die Ausbildung dazu übernehmen sowohl öffentliche als auch private Ausbildungseinrichtungen, im sekundären oder im tertiären Ausbildungsbereich. Das Interesse dieser Arbeit liegt im Bereich der tertiären touristischen Ausbildung in Griechenland (s. Kap. 1.3).

1.1 Fremdsprachenbedarf im Berufsfeld Tourismus

Heute muss man davon ausgehen, dass es unerlässlich fürs berufliche Leben ist, in einer oder mehreren Fremdsprachen angemessen über fachliche Gegenstände

[5] Zitiert in: www.schroedel.de/schroedel_aktuell/swf/OD000001002565.swf

kommunizieren zu können. Daher wird ein wachsender Bedarf an fachbezogene Fremdsprachenkenntnisse beobachtet.

Tourismus ist eine Dienstleistungsbranche mit hohem Fremdsprachenbedarf. Die Beschäftigten haben sehr viel mit Menschen - sehr häufig mit fremder Herkunft - zu tun, die folglich eine andere Sprache sprechen. Daher spielen Fremdsprachenkenntnisse eine wichtige Rolle bei der Personalauswahl, was aus mehreren Studien europaweit bestätigt wird[6]. Speziell für Griechenland, bestätigt dies eine Untersuchung vom OTEK[7]. Nach dieser Untersuchung, werden in 98,5% der Hotels Englischkenntnisse verlangt. An zweite Stelle mit 56,7% kommen Deutschkenntnisse, 30% Französischkenntnisse, 28,4% Italienischkenntnisse usw. In renommierten Hotels arbeitet eine große Anzahl von Angestellten, die drei Fremdsprachen beherrschen. Schließlich hat 68% der befragten Hoteldirektoren angegeben, dass sie große Schwierigkeiten haben, fremdsprachiges Personal zu finden. Die Reihenfolge der Fremdsprachen nach ihrer Wichtigkeit und ihrem Bedarf, die in dieser Studie vorkommt, stimmt überein mit anderen Studien über Griechenland, und über ganz Europa auch[8]. Nach diesen Studien, etablierte sich an erste Stelle Englisch als Lingua Franca. Deutsch ist nach Englisch und vor Französisch die meist geforderte Fremdsprache in Europa. Die große Bedeutung von Deutsch als Wirtschaftssprache für die südeuropäischen Länder und somit auch für Griechenland, wird entscheidend bekräftigt durch die Tatsache, dass zahlreiche deutschsprachige Touristen diese Länder für Ferien besuchen und touristisch unterstützen. Im Jahre 2006 haben allein 2.267.961 Deutsche Touristen Griechenland besucht. Wenn man die Österreicher und die anderen deutschsprachigen Touristen dazu zählt, kommt man auf cirka 20% der gesamten Ankünfte[9]. Damit die touristischen Unternehmen den deutschsprachigen Touristen anspruchsvolle Servicequalität anbieten, sind unter anderem auch Deutschkenntnisse erforderlich.

All das belegt die Wichtigkeit der Fremdsprachen im Tourismus. Daher ist das Fach Fremdsprachen ein fester und wichtiger Bestandteil der touristischen Ausbildung überall auf der Welt. So ist es auch in Griechenland.

1.2 Die touristische Ausbildung in Griechenland

Der Tourismus ist für Griechenland auch sehr wichtig und er trägt in großem Maß zur gesamten Wirtschaft des Landes bei. Der Staat hat das frühzeitig erkannt und hat mit verschiedenen Maßnahmen versucht, das Wachstum der Branche zu unterstützen. Sehr früh hat der Staat auch erkannt, dass um eine schnelle und effiziente Entwicklung des Tourismus im Land zu erreichen, wäre von größter Wichtigkeit die Ausbildung der darin beschäftigten Menschen. Nur dadurch würde

[6] Vgl. www.ibw.at/html/infos/fremdsprachen/endber_fremdspr.pdf

[7] Οργανισμός Τουριστικής Εκπαίδευσης και Κατάρτισης. Vgl. http://195.251.20.34/pdf/pr_yliko/

[8] Vgl. www.bgdv.be/gm52/vanloon&berger.pdf

[9] www.statistics.gr (19-11-2008).

das Land in der Lage sein, die stets wachsenden Anforderungen der ausländischen Touristen zufrieden zustellen.

In Griechenland wird touristische Ausbildung sowohl von privaten als auch von öffentlichen Schulen im sekundären und tertiären Bereich angeboten. Es gibt im tertiären Bereich, zurzeit, nur öffentliche Ausbildungsprogramme[10]. Auf Universitätsebene gibt es zurzeit kein selbstständiges touristisches Ausbildungsprogramm. Die meisten sind als Spezialisierungsrichtungen im Tourismus, oder sie bieten Master Diplome mit Qualifikation im Tourismus. Die Institutionen, die eine rundum ausschließliche touristische Ausbildung anbieten, sind die Fachhochschulen (A.T.E.I.)[11]. In vielen von ihnen wurden touristische - betriebswirtschaftliche Studiengänge in selbstständigen Abteilungen entwickelt. Das Studium dauert 8 Semester und führt zum Diplom-Betriebswirt/Touristik. Die Ausbildung beinhaltet sowohl berufs- und praxisorientierte als auch wirtschaftswissenschaftliche Elemente als vorgesehene Fächer. Der Praxisbezug wird durch ein Pflichtpraktikum in der Tourismusbranche hergestellt. Dadurch wird das Ziel anvisiert, zukünftige Angestellte und Unternehmer im Bereich Tourismus rundum auszubilden. Das Studium vereinigt in sich interdisziplinäre Elemente verschiedener Berufsfelder der Tourismusbranche. Die erworbenen Qualifikationen decken viele spezifische Berufsfelder ab. Das spiegelt sich in den so genannten „berufliche Rechte“[12] ab, die den Absolventen vielfältige Einsatzmöglichkeiten im Management von Unternehmen und Institutionen einräumen. In der Praxis hat sich erwiesen, dass die Absolventen wegen ihrer qualifizierten Kenntnisse auf dem breiteren Gebiet des Tourismus, vorzüglich in Touristik, Hotellerie und Gastronomie Beschäftigungsmöglichkeiten erhalten.

Der Studiengang an Fachhochschulen sieht eine Variation von Fächern[13], wie BWL, Marketing, Management, Recht usw. vor. Außerdem wird großer Wert auf das Lernen von Fremdsprachen gelegt. Neben Englisch als Pflichtfach, wird eine zweite Fremdsprache als Wahlpflichtfach angeboten. Die Studenten können zwischen Deutsch, Französisch, Italienisch (und mehr) wählen. Der fachbezogene DaF – Unterricht in Fachhochschulen ist Anliegen dieser Arbeit, und mit ihm wird man sich demnächst beschäftigt. Zunächst, im Kapitel 2 wird der Begriff Fachsprache erörtert.

2. FACHSPRACHEN

Die wachsende internationale Zusammenarbeit in Politik, Ökonomie und Kultur hat neue Anforderungen an die Kommunikation überhaupt, speziell aber an die fachgebundene Kommunikation gestellt. Daran liegt eben die Entstehung der

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[10] Vgl. dazu: www.ypepth.gr

[11] Ανώτατα Τεχνολογικά Εκπαιδευτικά Ιδρύματα. Im Jahre 1983 errichtet, haben sie als Aufgabe, „durch anwendungsbezogene Lehre eine Bildung zu vermitteln, die zur selbständiger Anwendung wissenschaftlicher Methoden und künstlerischer Tätigkeiten in der Berufspraxis befähigt“ (Stafylidou 2005: 1).

[12] Siehe www.bs.teilar.gr/tourism_business/ (επαγγελματικά δικαιώματα).

[13]Siehe www.bs.teilar.gr/tourism_business/

Fachsprachen, nämlich an der Arbeitsteilung, an der Ausdifferenzierung der Arbeitswelt und an der heutigen fachlichen Spezialisierung. All das stellte und stellt Anforderungen an einen präzisen Sprachgebrauch. Die Fachsprache soll Gegenstände, Sachverhalt und Prozesse eindeutig benennen und beschreiben.

Die Klärungsversuche zur Bestimmung von Fachsprachen sind zwar in den letzten Jahren weitergegangen, doch hat sich noch keine einheitliche Auffassung der Terminologie herausbilden können. Bis heute ist der Terminus „Fachsprache", so einfach er auch klingt, unterschiedlich definiert[14]. Allgemein anerkannte Aufgabe der Fachsprache allerdings ist die Bereitstellung eines Zeichenvorrats zur möglichst präzisen und ökonomischen Verständigung innerhalb eines Faches. Bis in die 70er Jahre hinein wurde allerdings Fachsprache weitgehend mit Terminologie gleichgesetzt.

Aufgrund der Entwicklungen etwa im Bereich der Soziolinguistik und kommunikativen Wende, wendete sich das Interesse an das Kommunikationsradius und an den Kommunikanten. Nicht der Anteil des Fachwortschatzes ist bestimmend, sondern die Beteiligung von Fachexperten und der Kommunikationszweck, fachlich begrenzt auf den Austausch von Können und Wissen innerhalb eines bestimmten Wissenschaftsgebiets (Braunert 1999: 101). Eine Beschränkung allerdings allein auf die Terminologie zur Bestimmung von Fachsprache würde zu kurz greifen, aufgrund der schnellen Veralterung von Fachwortbeständen bedingt durch die rasche (technische) Entwicklung. Das ist erkennbar an der nächsten weitgehend akzeptierten Definition von Hoffmann (1985: 53):

„Fachsprache – das ist die Gesamtheit aller sprachlichen Mittel, die in einem fachlich begrenzbaren Kommunikationsbereich verwendet werden, um die Verständigung zwischen den in diesem Bereich tätigen Menschen zu gewährleisten".

Die Fachsprache dient demnach in erster Linie dem Austausch und der Weitergabe von Wissen innerhalb eines Faches unter Fachleuten. Als Kommunikationsmittel ist sie ein Produkt der Sozialisation innerhalb eines bestimmten Faches und sowohl an die Denkelemente, die sich in den Fachtermini manifestieren, als auch an die Denk- und Mitteilungsstrukturen des jeweiligen Faches gebunden (Buhlmann/Fearns 1991: 13).

2.1 Fachsprache des Tourismus als eine Subsprache der Wirtschaftssprache

Wie bereits erwähnt, ist Tourismus eine vielfältige und komplexe Wirtschaftsbranche. Die **Wirtschaftssprache**[15] ist nach linguistischen Kriterien Bestandteil der umfangreichen und heterogenen Gruppe der Fachsprachen. Bei den meisten Definitionsversuchen wird die Wirtschaftssprache mit einem Komplex,

[14] Möhn/Pelka (1984: 27) zitieren sechs Bestimmungsversuche. Vgl. noch dazu weitere gesammelte Definitionen unter http://spzwww.uni-muenster.de/griesha/lsp/all/buhlmann90-def.html

[15] Die Fachsprache der Wirtschaft.

Konglomerat oder einem Sammelbegriff für diverse Fachsprachen gleichgesetzt. Dieser aus anderen Fachsprachen zusammensetzender Komplex bezieht unter anderem die Wirtschaftswissenschaften, Wirtschaftspolitik, Handel, Industrie, Dienstleistungen (Tourismus) usw. Die Wirtschaftssprache hat also ein breites Spektrum an Sprachverwendungen, das von dem wissenschaftlichen Bereich der verschiedenen Branchen über ihre Berufsfelder bis hin zum Alltag reicht. Sie – als Fachsprache – kann von der Gemeinsprache abgegrenzt werden. Innerhalb der Wirtschaftssprache kann zunächst die Sprache im Dienstleistungssektor als eine Untergruppe dieser Fachsprache betrachtet werden. Eine Fachsprache des Tourismus ist wiederum als Teil, als Subsprache ihrer übergeordneten Fachsprache zu sehen. Es ist die Fachsprache, die von verschiedenen Menschen in einer akademischen und/oder einer beruflichen Ebene - in Form von der theoretisch ausgerichteten Seite Wissenschaftssprache bis hin zur praxisorientierten Berufssprache - benutzt wird. Daraus folgend kann man also akzeptieren, dass Tourismus als Wirtschaftsbranche über eine Fachsprache, die des Tourismus, verfügt. Dies wird durch die Definition von Hoffmann verstärkt. Wenn man also den Tourismussektor als eigenen Kommunikationsbereich betrachtet, muss die in diesem Bereich verwendete Sprache als Fachsprache deklariert werden.

Demzufolge könnte man die Fachsprache des Tourismus wie folgend definieren (Ξυδιάς 2006: 10): **„Fachsprache des Tourismus ist die Gesamtheit aller Mittel, die in einem fachlich begrenzbaren Kommunikationsbereich, nämlich dem des Tourismus verwendet werden, um die Verständigung zwischen den in diesem Bereich tätigen Menschen zu gewährleisten“.** Es muss hinzugefügt werden, dass dadurch, dass der Tourismus ein vielschichtiger wissenschaftlicher Gegenstand ist, erfordert er eine interdisziplinäre Betrachtung und Annäherung. Die Fachsprache des Tourismus wird also von vielen anderen Fachsprachen beeinflusst und bereichert (z.B. aus der Psychologie, der Medizin, der Politik, der Ethnologie usw.) (ebd.).

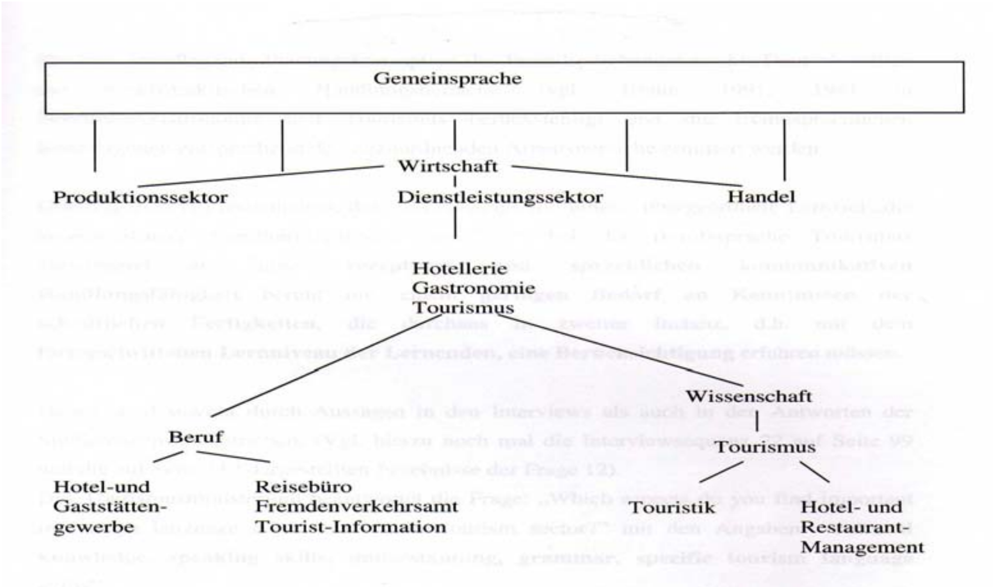
Die Tourismussprache ist mit dem Aufbau des organisierten Reisens entstanden. Demzufolge sind relevante Studiengänge an deutschsprachigen Universitäten und Fachhochschulen gegründet, die zur Entwicklung der Tourismussprache Deutsch führten. Die ständig wachsende Zahl von Fachzeitschriften, Tourismuspresse, Branchenliteratur und Nachschlagwerke prägte und prägt die Fachausbildungen und die tägliche Kommunikation im Beruf. Außerdem breitete und breitet sich dadurch diese Sprache aus. Daher ist zu bemerken, dass „es sich um eine Fachsprache eines Kommunikationsbereiches handelt, der sich heutzutage rasch mit dem Markt und seinen Medien entwickelt und sich dauernd verändert“ (Marko 2006: 2). Die Abwesendheit von komplizierten Begriffen macht sie eindeutig und leicht verständlich auch von Laien. Charakteristisch sind die Termini und Begriffe aus anderen Sprachen (Englisch, Französisch) sowie aus anderen fachsprachlichen Bereichen (Management, Marketing usw.).

2.2 Einordnung und berufsrelevante Kontaktzonen der Fach- und Berufssprache Tourismus

Dem Fach Tourismus ist ein sehr weit gefasstes Berufsfeld zuzuordnen. Die Fach- und Berufssprache Tourismus kann nach Braun (1991: 194) wie folgend eingeordnet und binnedifferenziert werden (Abb. 1).

Abb. 1: Einordnung der Fach- und Berufssprache Tourismus

Nach Braun 1991: 194



Obwohl auch Lerninhalte aus dem wissenschaftlichen Bereich des Tourismus vermittelt werden, entspricht jedoch schwerpunktmäßig die linke untere Aufgliederung des beruflichen Zweiges den Studiengängen der touristischen Abteilungen an den griechischen Fachhochschulen, und zwar mit der entsprechenden Schwerpunktverteilung in „Hotel" und „Reisen". Daher, bei einer grundlegenden Planung des Fremdsprachenunterrichts Deutsch für Tourismus ist die Berücksichtigung hauptsächlich der berufspraktischen Handlungsbereiche in Hotellerie/Gastronomie und Reisevermittlung und die Ermittlung der fremdsprachlichen Kontaktzonen entsprechend der zuzuordnenden Arbeitsbereiche erforderlich (Abb. 2). Der wissenschaftliche Bereich des Tourismus und

Abb. 2: Kommunikationssituationen von Beschäftigten im Tourismusbereich[16]

Beherbergung (Hotel, Pension, Motel, camping)	**Gastronomie**
-Einen Unterkunftsort, ein Zimmer beschreiben. -Telefongespräche führen. -Reservierungen vornehmen und bestätigen. -Die Gäste in Empfang nehmen. -Nachrichten für die Gäste in Empfang nehmen und weiter geben. - Ausstattungen und Kapazitäten der Veranstaltungsräume beschreiben. -Freizeitaktivitäten vorschlagen. - An der Rezeption den Gast begrüßen, nach seinem Wunsch fragen, den Gast verabschieden usw. -Wichtige Informationen erfragen und notieren, den Gast beruhigen usw.	-Bestellungen entgegennehmen, Auskünfte geben, Empfehlungen zu Speisen und Weinwahl machen (Speisen und Getränkekarten, Sonderkarten, Menus für besondere Anlässe präsentieren). -Vereinbarungen zusammenfassen, verbuchen, schriftlich bestätigen. -telefonisch Auskünfte über das Restaurant geben (Spezialitäten, Preise usw.). -Reklamationen entgegennehmen und darauf reagieren. -Rezepte austauschen (Mengenangabe, Zubereitung usw.)
Reisevermittlung	
-Präzise und vollständige Angaben zu Pauschalangeboten unterbreiten. - Sich selbst und die Reisenden über alle notwendigen Gegebenheiten informieren: Reisedokumente, Hygienebestimmungen, Devisen, Preise in Abhängigkeit von Saison und Leistungsumfang usw. - Telefonische Anfragen an Transportunternehmen, Hotels, Reiseveranstalter stellen: Auskünfte, Möglichkeiten, Reservierungen, Touren. - Das Programm einer Rundreise erläutern (alle notwendigen Informationen zu den Verkehrsmitteln, zum Zeitablauf, zur Unterbringung und Verpflegung und zu den Preisen geben. - Die Vertragsbedingungen einer Reise oder eines Erholungsaufenthaltes klarlegen. - Eltern und Teilnehmer von Sprachreisen für Jugendliche alle notwendigen Erklärungen zum Aufenthaltsort, zur Fahrt, zur Unterbringung, zu den Kursen, der Betreuung und zum Freizeitangebot geben.	

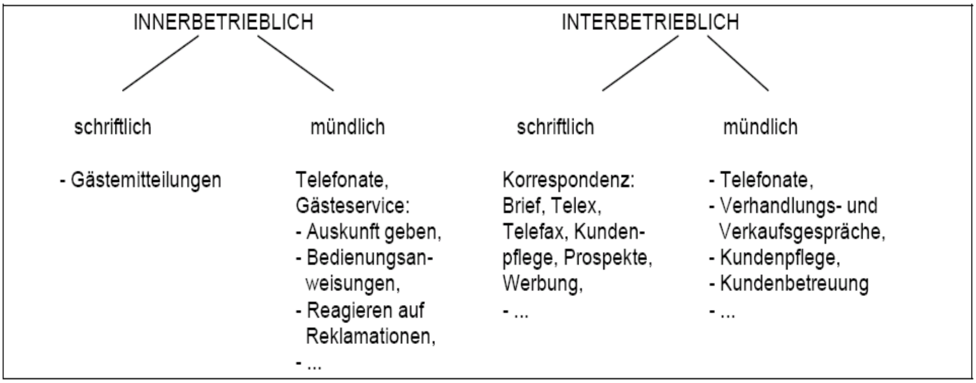
die entsprechenden fremdsprachlichen Kontaktzonen interessieren vielmehr die Studenten, die sich im Ausland weiterbilden möchten, oder eine akademische Karriere machen wollen. Sie betreffen demnach deutsche Presseartikel, einschlägige Literatur, Konferenzen usw.

[16] Angepasst nach Baumann et all 2007: 87 und Bauer et all 2008: 35-39.

Das folgende (Abb. 3) von Braun entwickelte Beschreibungsmodell zeigt Bedarfsbereiche in denen sich Kommunikation in schriftlicher und mündlichen Form vollzieht. Die Aufführung erfolgt sowohl inner- als auch interbetrieblich.

Abb. 3: Beschreibungsmodell der Kontaktzonen

Nach Braun 1993: 53



2.3 Fachkommunikation und Fachsprachenvermittlung

Die Kommunizierbarkeit von fachlichen Bedeutungsgehalten lässt sich als Fachinformation und der Mitteilungsprozess fachlicher Bedeutungsgehalten als Fachkommunikation auffassen[17]. Hierzu zählen z.B. die Instruktionen in jeder betrieblichen Ausbildung, die Einübung in die Fachsprache im Sachunterricht der allgemein bildenden Schule usw. Die Einführungen in fachliche Inhalte sind zumeist mit dem Erwerb fachsprachlicher Kenntnisse verbunden. Lernen und Sprache bzw. Spracherwerb sind eng miteinander verbunden. Sprachliches Handeln macht einen großen Anteil an der Aus- und Fortbildung aus. Dabei erfolgen sprachliche Interaktionen und Spracherwerb meistens in der Muttersprache. Heutzutage ist jedoch eine fachliche Ausbildung in einer Fremdsprache ebenfalls in vielen Fällen möglich und üblich[18]. Aufgrund der Globalisierung ist darüber hinaus zunehmend auch Kommunikationsfähigkeit in vielen Fremdsprachen notwendig. Ohne sie ist der

[17] Munsberg (1994: 302) definiert als Fachkommunikation „…den direkte Austausch zwischen zwei oder mehreren Kommunikationspartnern in mündlicher oder schriftlicher Form, der institutionellen Zwecken dient. Die Institution bildet dabei den administrativen Rahmen, in dem die Kommunikation stattfindet“. Bemerkenswert ist noch zu erwähnen, dass er Fachsprache als Oberbegriff versteht, der Fachkommunikation umfasst.

[18] Z.B., die meisten europäischen Universitäten bieten internationale Masterstudiengänge an, meistens in Englisch.

Zugang zu internationalen Fachinformationen nicht möglich und die Teilnahme an fachlichen Kommunikationsprozessen erschwert. Dies macht die berufs-fachorientierte Sprachausbildung dringend notwendig, was sich auch in einer ständig wachsenden Tendenz ihrer Nachfrage äußert (Fluck, 1992: 1-2).

Nach Buhlmann/Fearns (1991: 9) unter Fachsprachenunterricht wird ein fachbezogener Fremdsprachenunterricht verstanden, eine Variante des Fremdsprachenunterrichts mit dem spezifischen Ziel, die fremdsprachliche Handlungskompetenz im Fach gemäß den Bedürfnissen der Lernenden auf- und auszubauen. Fremdsprachliche Handlungsfähigkeit im Fach kann umschrieben werden als die Fähigkeit des Lerners, sich in der Zielsprache fachlich angemessen zu informieren und zu verständigen. D.h., der Lerner ist in der Lage, mit seinen sprachlichen Mitteln unter Nutzung von Arbeitsstrategien schriftlichen und mündlichen Fachtexten ein seinen Intentionen entsprechendes Maximum an Informationen zu entnehmen und sich seinem fachlichen Wissen entsprechend eindeutig und ausreichend differenziert zu äußern.

Und Anneliese Fearns (2003: 169) fügt hinzu: „ Dies schließt das Wissen um die kulturbedingten Merkmale der Fachkommunikation, die Tradition und Stellung des Faches bzw. des Berufes in der Gesellschaft und die Kenntnis von typischen Situationen und Rollenverteilungen im Rahmen der mündlichen Kommunikation ein“.

Gerade diese Betrachtung vom Fachsprachenunterricht ist für die vorliegende Arbeit relevant, daher wird sie völlig akzeptiert und adoptiert. Es handelt sich nämlich um den fachbezogenen Fremdsprachenunterricht und zwar Deutsch als Fremdsprachenunterricht mit dem spezifischen Ziel, die fremdsprachliche Handlungskompetenz im Fach gemäß den Bedürfnissen der Lernenden auf- und auszubauen. Wobei als Lernende, die Studenten der touristischen Ausbildung der Fachhochschule (TEI) von Larissa gemeint sind und als Fach der Tourismus.

3. Fachsprachendidaktik als Grundlage eines fachbezogenen Fremdsprachenunterrichts

Die Notwendigkeit, in einer oder mehreren Fremdsprachen angemessen kommunizieren zu können, ist zu einem festen Bestandteil der berufstätigen Menschen geworden. Daraus kann man ableiten, dass die Nachfrage nach fachbezogenem Fremdsprachenunterricht auch sehr groß ist. Ein weiterer Indikator für dessen Bedeutung, ist die Ausweitung des Fremdsprachenangebots für Studierende vieler auch nicht-philologischer Fächer in der universitären Ausbildung. Seine wichtige Rolle zeigt sich ferner darin, dass sie einen festen Platz in den Lehrplänen allgemein bildender und besonders Berufsschulen fand. Die große Vielfalt außerdem der Veröffentlichungen zur Theorie und Praxis des fachbezogenen Fremdsprachenunterrichts, die gleichzeitig seine innere Differenziertheit und Komplexität behandeln, drücken ebenfalls seine wachsende Bedeutung aus (Oldenburg, 2002: 14-22).

Daraus folgend, würde man erwarten, wie das auch Fluck (1992: 5) tut, „… dass eine umfassende fachsprachendidaktische Tradition und entsprechende didaktische Einführungen in die Fachsprachenvermittlung vorhanden sind.“ Er stellt aber – auf v. Hahns (1983: 13) Überblick anlehnend - fest, dass eine allgemeine Fachsprachendidaktik/Methodik weder für mutter- noch für fremdsprachlichen Unterricht vorliegt. Auch Pfeiffer (ebd.) meint, es könne von einer Fachsprachendidaktik keine Rede sein. Dabei beschäftigte Schröder (1988b: 107) die bezweifelte von vielen anderen[19] Frage der Erforderlichkeit und des Sinnes einer besonderen Didaktik/Methodik des Fachbezogenen Fremdsprachenunterrichts. In demselben Beitrag begründet Schröder (auf Köhler und Schleyer anlehnend) den Platz einer spezialisierten Didaktik und stellt seine Typologie dar (ebd. 108 – 112). Schröder (1988a: 26) spricht sich für die Notwendigkeit und Möglichkeit gleichzeitig einer spezieller Didaktik/Methodik des FFSU[20], hauptsächlich weil: „Es lassen sich im FFSU Sprache und Fach nicht trennen: fachliche und sprachliche Strukturen stehen in einem Wechselverhältnis; für den FFSU ist die Berücksichtigung der jeweiligen Fachdidaktiken erforderlich, da durch diese erst geklärt wird, was in einem konkreten Fach propädeutisch ist, was die typischen Denk-, Mitteilungs- und Argumentationsstrukturen sind und wie das Fach weiter in Teilgebiete und Paradigmen unterteilt ist“.

Für den FFSU war zunächst die Vermittlung des Fachwortschatzes eines der Hauptanliegen des Unterrichts, was sich danach über die Syntax hin zum Text und größeren kommunikativen Einheiten erweiterte. Dementsprechend spricht man von einer Neuorientierung der Didaktik[21]. Fluck (1992: 5) spricht sich auch für „…eine umfassendere Näherungsweise und eine entsprechend weitgefaßte Konzeption von Fachsprachendidaktik. …als ein ganzheitliches Konzept zur Theorie und Praxis des Lehrens und Lernens fachbezogenen Sprechweisen, sowohl mutter- wie fremdsprachlich“[22].

Im Allgemeinen besteht darüber Einigkeit, dass FFSU eine Variante des Fremdsprachenunterrichts darstellt. Es wird also davon ausgegangen dass eine **Didaktik der Fachfremdsprachen** existiert[23] und sie entwickelt sich zu einem selbstständigen Bereich. Sie ist allerdings noch nicht total erforscht und wissenschaftlich abgeschlossen. Als Disziplin wird unmittelbar von anderen Bezugswissenschaften beeinflusst, wie z.B. von der Didaktik des Fremdsprachenunterrichts, der Fachsprachenlinguistik, der Spracherwerbstheorie, der Linguistik, der Psychologie usw. (vgl. Schröder 1988b: 111, Fluck 1992: 112).

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[19] Z.B. für Funk (1999: 345) ist der berufsorientierte Fremdsprachenunterricht primär Fremdsprachenunterricht, und als solcher folgt er den Forschungen und Entwicklungen im Bereich der Methodik und Didaktik fremdsprachlichen Lehrens und Lernens.

[20] FFSU: Fachfremdsprachenunterricht, benutzt vom Schröder und wird forthin hier adoptiert.

[21] Vgl. dazu eine ausführliche Übersicht von Schröder (1988a: 29-31).

[22] Ähnlich äußert sich auch Eggers, der die Notwendigkeit einer Fachsprachendidaktik für erfolgreicheren Unterricht erhebt (Fluck 1992: 10).

[23] Vgl. z.B. Beier/Möhn 1981,1988, Schröder 1988, Buhlmann/Fearns 1991, Fluck 1992 usw.

Als übergeordnetes Lehr- und Lernziel einer Didaktik der Fachfremdsprachen sieht Fluck (1992: 6) die Kommunikationsfähigkeit im Fach, sowohl im inner-, zwischen- und überfachlichen als auch im öffentlichkeitszugewandte Kommunikationsbereich.

3.1 Rahmenbedingungen eines FFSU

Um einen Fremdsprachenunterricht konkret planen zu können, soll der Lehrende ganzheitlich herangehen, d.h. er soll all diejenige Faktoren die sich auf den Fremdsprachenunterricht auswirken, reflektieren und analysieren. Diese Faktoren sind die Rahmenbedingungen des Fremdsprachenunterrichts, die das **warum** und **wie** Fremdsprachen erworben werden, sowie andere Fragen zu beantworten versuchen (Ehnert 2001: 11). Es handelt sich um die den Fremdsprachenunterricht „konstituierenden Strukturmomente", die bei der Unterrichtsplanung zu bedenken sind, spezifiziert und präzisiert im Hinblick auf den Fremdsprachenunterricht. Daraus erhält man das folgende Modell einer <u>Fremdsprachendidaktik als Theorie des Fremdsprachenunterrichts</u> (Schmidt 1994: 486).

Anthropogene FS-Lernziele sozial-
kulturelle

Voraussetzungen FS-Inhalte
Voraussetzungen

des FSU FS-Methoden

FS-Medien

Edmondson und House (2000: 27) entwickelten ein Modell des Fremdsprachenunterrichts als Faktorenkomplex. Das unterrichtliche Geschehen steht darin im Zentrum und es wird von vier interagierenden Faktorenkomplexen umgeben, die den Unterricht mitbestimmen (Abb.3).

Abb. 3: Fremdsprachenunterricht als Faktorenkomplex

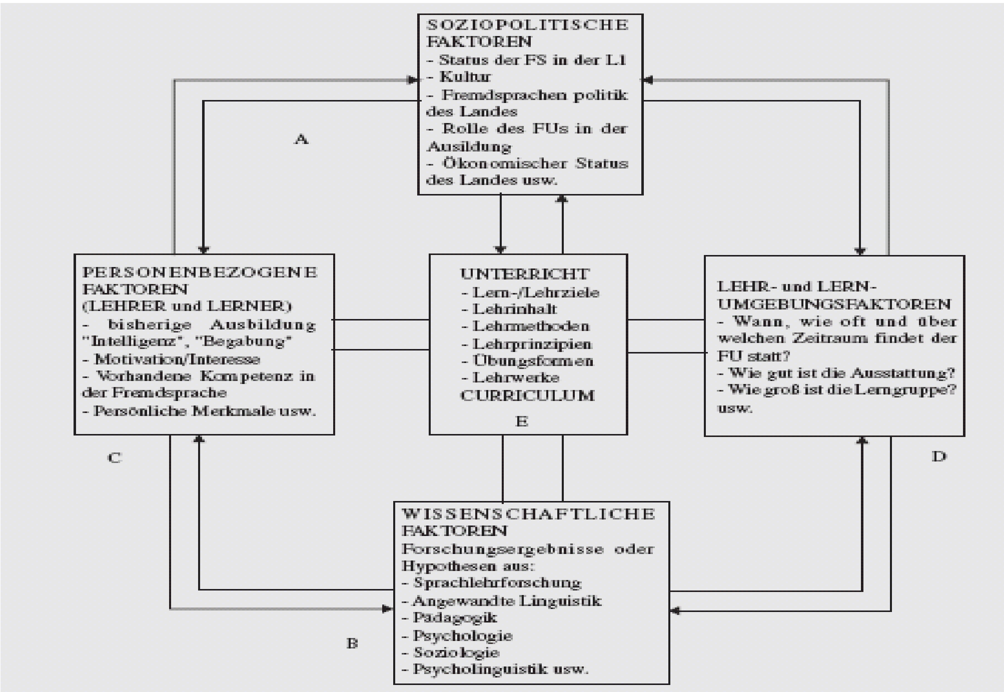
(Edmondson/House 2000: 27)

In der Fachsprachendidaktik werden die Gemeinsamkeiten und Unterschiede des FFSU zum allgemeinen FSU – was das Gefüge der Unterrichtsfaktoren betrifft – diskutiert. Der FFSU beruht „auf einer möglichst genauen Bedarfsermittlung, die Informationen über die angestrebten Fertigkeiten, wie fachliche Vorbildung der Teilnehmer, angestrebte Fachtätigkeiten, für sie wichtige Sprachverwendungssituationen (und Textsorten) […] umfassen" (Fluck 1997: 155).

Dieses Modell – zunächst ergänzt durch die von Christ (1996) geforderten „Dimensionen der Zeit, des Kulturraums und der (Einzel-) Sprachen"[24] – wird als Orientierungsrahmen herangezogen und für die Zwecke der vorliegenden Arbeit

[24] Vgl. Huson, 2002: 19

benutzt (s. Abb. 4). Es wird also auf den Deutschunterricht in der touristischen Ausbildung der Fachhochschulen Griechenlands übertragen. Dabei soll als Ausgangspunkt zum Erforschen des Geschehens im Unterricht Deutsch im T.E.I. von Larissa dienen. Es schafft dem Lehrer einerseits einen Überblick über sein Handlungspotential, mit dessen Hilfe ein Curriculum für eine konkrete Zielgruppe entwickelt und ein auf sie zugeschnittener FFSU geplant, organisiert und durchgeführt werden kann. Es hat andererseits eine diagnostische und eine analytische Funktion, denn nach diesem Modell kann ein bereits durchgeführter Unterricht beurteilt und verbessert werden.

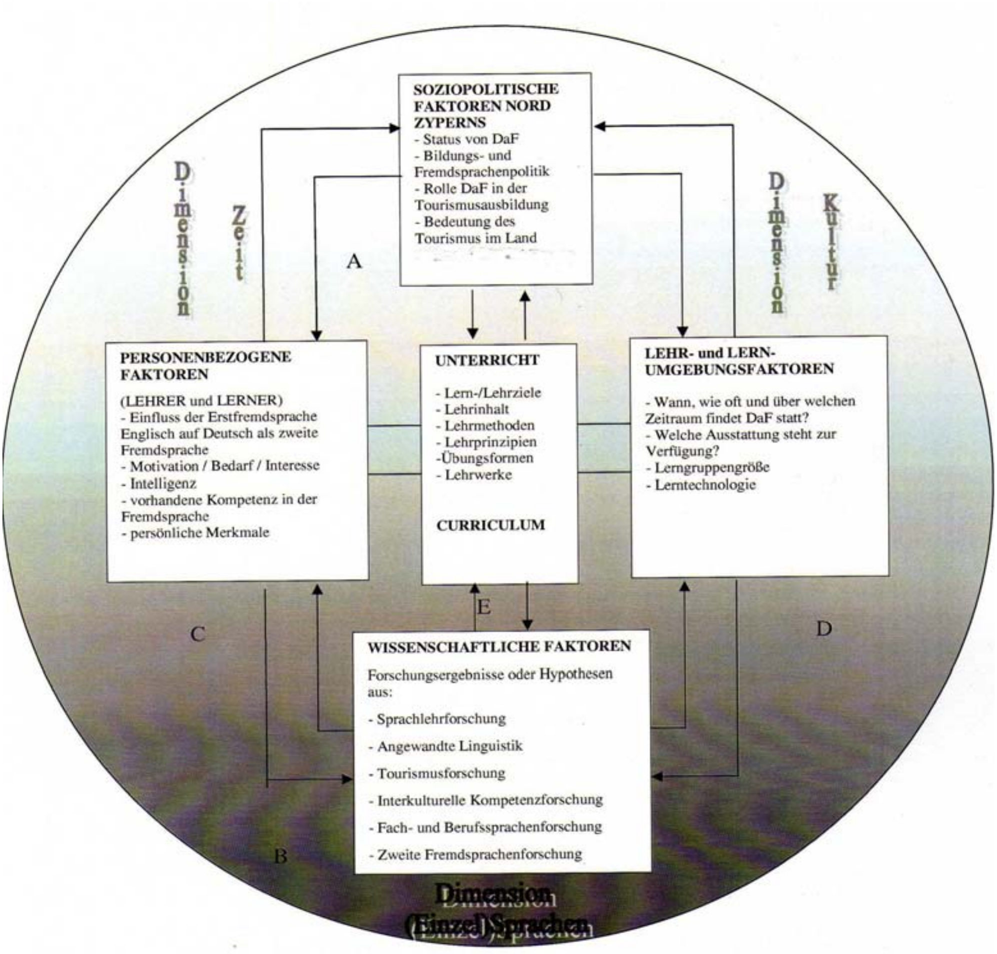


Im nächsten Kapitel findet eine Analyse der „konstituierenden Strukturmomente“, derjenigen Faktoren also, die den **Tourismus Deutschunterricht** mitbestimmen.

Es handelt sich um konkrete Voraussetzungen **(Bedingungsgefügen)** und Entscheidungen **(Entscheidungsfelder)**, die ermittelt und getroffen werden müssen, um anschließend in unterschiedlichen Situationen auf die jeweiligen Zielgruppen angewandt werden können.

Abb. 4: Füllung des Faktorenkomplexes entsprechend des Unterrichts „Deutsch für Tourismusstudenten" im T.E.I. Larissa

Nach Huson 2002: 36



4. FACHBEZOGENER FREMDSPRACHENUNTERRICHT DEUTSCH IM STUDIENGANG TOURISMUS IM T.E.I. LARISSA

Die in Kap. 3.1 ausgeführten Faktoren wirken nicht unabhängig auf den Tourismusdeutsch-Unterricht aus, sondern interagieren miteinander und bilden so ein funktionales Wirkungsnetz auf ihn. Mit Blick auf die Lerner und die auf sie zukommenden Kommunikationsmöglichkeiten im Beruf (Tourismus) sowie unter Berücksichtigung der institutionellen Bedingungen, unter denen der Unterricht in der

Regel stattfindet, wie auch der sprachlichen, didaktischen und fachlichen Fähigkeiten der Lehrer können konkrete Lernziele und –inhalte festgelegt, Methoden realisiert, passende Lehrwerke ausgewählt oder entwickelt und bestimmte Unterrichtmedien eingesetzt werden.

In diesem Sinne wird anschließend zwischen konkrete Voraussetzungen **(Bedingungsgefüge)** und Entscheidungen (**Entscheidungsfeldern)** unterschieden und die jeweiligen dazugehörenden Faktoren erörtert, die den Tourismusdeutsch-Unterricht im T.E.I. Larissa mitbestimmen[25].

4.1 Das Bedingungsgefüge

Mit Bedingungsgefüge wird ein Bündel von Faktoren gemeint, die gegeben sind und als Voraussetzungen für den FFSU gelten. Dazu gehören: der Lerner, der Lehrer und die institutionelle Bedingungen die vorhanden sind.

4.1.1 Der Lerner

Der Lerner ist in diesem funktionalen Netz zweifelsohne ein richtungweisendes Element, das bei der Unterrichtsplanung und in dem Unterrichtsverlauf eine zentrale Stellung einnimmt. Die Analyse der lernerbezogenen Einflussfaktoren, hat folgendes ergeben:

Das Alter der Lernenden ist homogen. Es geht um Erwachsene zwischen 18 und 22 Jahre.

Ihr kultureller Hintergrund ist auch homogen. Die Studenten sind fast ausschließlich Griechen. D.h., sie bringen die gleichen **Lerngewohnheiten** mit. Diese sind jene, die sie aus der Schule mitbringen. Wortwörtlich übersetzen, mechanisches Auswendiglernen, passives Unterrichtsverhalten (Verzicht auf Fragen, keine Äußerung zu den behandelten Themen, usw.) und vor allem eine prüfungsvorbereitende Einstellung, die an der Struktur des herkömmlichen Fremdsprachenerwerbs in Griechenland liegt. Letztere scheint „festgeklammert“ an die Jahrzehnte alt traditionelle Grammatik Übersetzungsmethode zu sein, was sich durch Lehrerzentrierheit und Frontalunterricht auszeichnet.

Die Lerner – Lehrer – Beziehung ist locker, spontan und partnerschaftlich. Es wird eine enge Zusammenarbeit angestrebt.

Die kulturelle Distanz zur Zielsprache und –kultur ist sprachlich nicht klein, weil die griechische Sprache mit der deutschen Sprache nicht verwandt ist. Dabei hilft aber die Vertrautheit der Lerner mit Englisch, die sie meistens als erste Fremdsprache lernen. Kulturell ist die deutsche Kultur einigermaßen bekannt, man stellt aber trotzdem fest, dass es viele Vorurteile und Stereotype festsitzen. In dieser Richtung ist also im Unterricht auch zu arbeiten.

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[25] Die Analyse der relevanten Faktoren die die touristische Abteilung der Fachhochschule von Larissa angehen, wird hauptsächlich auf der Basis von Informationen erfolgt, die die zuständige Professorin für das Fach Deutsch Frau Papada Vassiliki zu mir gegeben hat.

Sprachlich weisen die Studenten eine große Heterogenität auf. Ihr Sprachniveau reicht von Anfänger bis zur Mittelstufe. Daher werden sie nach einem Einstufungstest in Gruppen geteilt, die ähnliche Sprachkenntnisse erweisen. Es gibt Basis-Kurse und Fachkurse. Studenten die Grundkenntnissee in Deutsch haben, dürfen sofort die Fachkurse belegen.

Was die **Kenntnisse anderer Fremdsprachen** betrifft, ist Englisch bei Weitem die erste Fremdsprache, die fast alle Studenten können. Sie finden, dass Englisch und Deutsch viele Ähnlichkeiten aufweisen, daher ist ihnen Deutsch nicht ganz fremd.

Die Muttersprache wird, wenn notwendig, auch eingesetzt, meistens aufgrund der Zeitökonomie.

Was **die Sprachkenntnisse** betrifft, kann man sagen, dass das Interesse am FSU in Griechenland ständig zunimmt. Das liegt an die Bedeutung, die fremdsprachlicher Kompetenz als berufliche Qualifikation beigemessen wird. Was die deutsche Sprache angeht, ist sie die zweitgefragte Fremdsprache nach Englisch. Aufgrund wachsender beruflichen Anforderungen und Chancen auf Aus- und Fortbildung sowie eines Studiums in Deutschland wächst das Bedürfnis, Deutsch zu lernen und dadurch besteht eine starke Nachfrage nach Deutschkenntnissen. Deutschunterricht wird in allen Bereichen des öffentlichen Schulwesens sowie in privaten Schulen erteilt (Killiari 2001: 1561-1562). „Deutschkurse werden ferner an allen staatlichen Universitäten und Fachhochschulen für die Studierenden aller Fakultäten als ein Wahlfach angeboten, dass den Erwerb der leweiligen Fachterminologie in der Fremdsprache ermöglichen soll. Das unterschiedliche Sprachniveau der Teilnehmer wie auch die situativen Verhältnisse in diesen Kursen erlauben zwar keine konzeptionell einheitliche Unterrichtsplanung, lassen aber den Lehrenden Freiraum, den Bedürfnissen der Lernenden entgegenzukommen“ (ebd.).

Auf die einheitliche Unterrichtsplanung wirkt sich auch **die Fachkompetenz** der Studenten. Sie ist noch nicht vorhanden, weil eben die Kurse Teil des Studiums sind, die als Berufsvorbereitend betrachtet werden sollten. Im Laufe des Studiums werden dann theoretische fachliche Kenntnisse erworben. Da die Einteilung in Lernergruppen auf sprachliche Basis erfolgt, entstehen somit verschiedene Lernergruppen, wie: sprachlich homogen – fachlich heterogen und sprachlich homogen – fachlich homogen.

Die Lerner sind schließlich größtenteils **integrativ motiviert,** aufgrund einer praxisorientierten Zielsetzung und einer enger Bindung an die künftige berufliche Situation. Das macht sie arbeitswillig und zielstrebig mit bestimmten **Lernerwartungen,** die sich auf die Lerninhalte wirken[26]. Die übrige, die **instrumentell motiviert** sind, besuchen die Kurse aus Nützlichkeitserwägungen (eine zweite Fremdsprache als Wahlpflichtfach).

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[26] Die Lernerwartungen der Studenten sind nicht leicht einzuschätzen, da sie oft marginal oder utopisch sind (Buhlmann/Fearns 1991: 114). Daher werden sie vom Lehrer im Voraus als Lernziele formuliert und in der Klasse überprüft.

Abschließend ist noch einiges zu den **soziopolitischen Faktoren (Abb. 7)** zu erwähnen. Der **Status von DaF** sowie die **Fremdsprachenpolitik Griechenlands** sind in diesem Unterkapitel angesprochen. Die **Bedeutung des Tourismus** sowie der **Tourismusausbildung in Griechenland** wurden im Kapitel 1 angesprochen.

4.1.2 Der Lehrer

Die zentrale Bedeutung des Lerners im Tourismusdeutsch Unterricht vermindert keineswegs die Rolle des Lehrers. Er ist derjenige der den Unterricht plant, organisiert und durchführt. Zugleich ist er der Ansprechpartner und Helfer der Lerner. Er bestimmt die sprachlichen, thematischen und interkulturell bezogenen Lerninhalte, aufgrund der Lernervoraussetzungen und nach der Festelegung realistischer Lernziele.

Zuständige Lehrperson ist Frau Papada Vassiliki. Sie ist Absolventin der Germanistik ohne spezifische Aus- oder Weiterbildung in der Didaktik der Fachsprachen. Im Fachgebiet Tourismus hat sie keine Ausbildung und Qualifikation. Sie sieht aber den Bedarf einer doppelten Qualifikation eines FFS Lehrers ein. Um den Anforderungen des FFSU entgegentreten zu kommen, versuchte sie dieses „Defizit“ auszugleichen. Charakteristisch sagt sie, „sie habe sich touristische Fachkompetenz mit der Zeit erworben“[27]. Dies tat sie, indem sie sich am Anfang ihrer Karriere vor der Zusammenarbeit mit entsprechenden Professoren des Fachbereiches nicht scheute. Ihre Unterstützung war eine besondere Hilfestellung bei der Aneignung benötigten Fachwissen, bei der Auswahl von Themen und Inhalten, und bei der Erstellung vom geeigneten Lehr- und Lernmaterial. Des Weiteren liest sie die betreffende Fachliteratur und informiert sie sich ständig über aktuelle touristische Themen und Trends aus der Presse. Schließlich setzt sie auch auf eine gute Zusammenarbeit mit den Studenten, durch die gegebenenfalls mangelndes Fachwissen kompensiert wird.

4. 1.3 Die institutionelle Bedingungen

Sie sind in allen Fachhochschulen fast gleich. **Die Sprachumgebung** ist in Griechenland, im Muttersprachenland[28] nämlich. Somit können sich die Studenten also nicht direkt in das deutsche soziale Leben integrieren und interkulturelle Kommunikationsgelegenheiten haben. Authentizität kann nur mit Hilfe von authentischem Zusatzmaterial und audiovisuellen Mitteln im Klassenzimmer geholt werden. Fremdsprachenunterricht wird vom Fremdsprachenzentrum organisiert. **Fremdsprachen** werden ab dem 5. Semester für 3 Semester unterrichtet. **Englisch** wird als Pflichtfach unterrichtet. **Deutsch** (neben Französisch oder Italienisch) als zweite Fremdsprache, wird als Wahlpflichtfach angeboten. Die Studenten haben 5 Stunden Deutschunterricht wöchentlich, davon 2 Stunden im Labor[29]. **Die Lernergruppen** bestehen in der Regel aus 15-20 Studenten. Dies erlaubt eine gute

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[27] Persönliche Mitteilung.

[28] Im Land der Ausgangssprache der Lerner.

[29] Siehe www.bs.teilar.gr/tourism_business/ (neues Studienprogramm). Die ältere Studienprogramme hatten Fremdsprachenunterricht 4 bzw. 5 Semester lang vorgesehen. Die 3 Stunden wöchentlich sind fakultativ, für die 2 Stunden im Labor ist die Teilnahme obligatorisch.

Unterrichtsorganisation. Da aber die Teilnahme dem Unterricht zum Teil fakultativ ist, hat es zur Folge, dass die **Lernergruppengröße** variiert. **Die technische Ausstattung** die zur Verfügung steht, besteht aus der üblichen Tafel, einem Overheadprojektor, Kassettenrecorder, Videospieler usw. Ein Sprachlabor steht auch zur Verfügung, das allerdings veraltet und unbrauchbar ist.

4.2 Die Entscheidungsfelder

Es geht um Entscheidungen, die (vom Lehrer), getroffen werden müssen. Sie betreffen vielmehr das **was** und **wie** unterrichtet wird.

Fremdsprachenunterricht an den Fachhochschulen unterliegt keiner **curricularen Vorgabe.** Somit ist der Deutschlehrer frei, den Unterricht offen zu gestalten, ohne jegliche Bindung an einem Curriculum. Er allein legt die **Lernziele** fest und entscheidet über **die Lerninhalte**. Diese entsprechen den Bedürfnissen, den Interessen und den Zielen der Studenten. Das „übergeordnete Lernziel ist die Kommunikationsfähigkeit, die sprachliche also Handlungsfähigkeit" im Tourismusbereich. Es gilt also „Spezielle sprachliche Qualifikationen für spezielle Zwecke zu vermitteln" (Braun 1989: 69). Dies kann als **globales Lernziel** bezeichnet werden. Lernziele im Einzelnen sind Feinlernziele. Es handelt sich um ein Bündel von Lernzielen mit verschiedenen Schwerpunkten. Mit den **gemeinsprachlichen, berufsorientierten und fachsprachlichen Lernzielen** sollen die Lerner befähigt werden, Situationen im Alltag und berufliche Aufgaben sprachlich in der Fremdsprache Deutsch bewältigen zu können. Mit den **interkulturellen Lernzielen** wird die Entwicklung einer besonderen eigenen kulturellen Sensibilität und einer interkulturellen Kompetenz bezweckt. Dies ist besonders für künftige Tourismusbeschäftigte von großer Wichtigkeit. **Die Lerninhalte** lassen sich aus den **Lernzielen** und den **beruflichen Kontaktzonen** ableiten (vgl. Kap. 2.4) und sie werden formuliert. Es gibt **sprachliche, fachliche und Lerninhalte zur Entwicklung der interkulturellen Kompetenz.** Dies kann man bei einer vorsichtigen Betrachtung **der Lehrwerke,**[30] die benutzt werden[31], feststellen. Es gibt fünf Lehrwerke, alle eigens für die Kurse, von Frau Papada konzipiert und geschrieben. Sie sind entsprechend den jeweiligen Kursen (eingestuft und) entwickelt. Vom Deutsch I bis zum Deutsch V, enthalten alle die oben genannten Lerninhalte. Sie unterliegen einer **Progression,** die eine Lernkonzeption verfolgt, unterschieden nach angestrebten und vorausgesetzten Kompetenzbereiche der Lerner. So sieht man in Deutsch I und II, dass der Schwerpunkt auf der allgemeinsprachlichen Kompetenz liegt, mit viel **Grammatik,** für Anfänger gedacht. Deutsch III, IV und V legen kontinuierlich immer größeren Wert auf berufliche und fachsprachliche Kompetenz[32]. Großer Wert wird auch auf die **Fachwortschatzarbeit** gelegt. Das Konzept also des gesamten

[30] Für einen Überblick über die in Griechenland zum Fach Tourismus existierenden fachdidaktischen Lehrwerke, vgl. Stafylidou 2005: 5-6.

[31] Frau Papada hat sich für das Konzipieren und Schreiben eigener Lehrwerke, weil kein von den vorhandenen Lehrwerken den Anforderungen des FFSU in der Fachhochschule entsprach (ihrer Meinung nach). In ihren Lehrwerken ist ihre ganze Berufserfahrung gesammelt.

[32] Eine Lehrwerkanalyse gehört nicht zu den Zielen dieser Arbeit.

Deutschstudiums an dieser Fachhochschule verfolgt das Modell „der umgekehrten Pyramiden“ von Funk (1992: 6). So ist für jede Stufe eine genaue Lernzielbestimmung mit adäquaten Lerninhalten vorgesehen. Sie werden in Form von **Fachtexten** präsentiert, die in den fortgeschrittenen Stufen reichlich zu finden sind. Sie sind textsorten- spezisfisch, themenorientiert und repräsentativ für die im Beruf vorkommenden Kommunikationssituationen. Sie sind adressqatenentsprechend, weder zu leicht noch zu schwer, sie knüpfen an die Sprachkompetenz der Lerner an. Sie sind schließlich interkulturell sensibilisierend und sie tragen somit zur Bewusstmachung der kulturellen Unterschiede sowie zur Entwicklung der interkulturellen Kompetenz bei. Es handelt sich fast ausschließlich um **authentische Fachtexte,** die fachliche Autorität in der Fremdsprache repräsentieren, und Informationen und ein Stück deutscher Kultur ins Klassenzimmer bringen. Die Authentizität sichert die Realitätsnähe und erhöht die Simulationseffektivität. Ferner fördern sie auch die Motivation der Lerner, weil sie somit Bezug auf die reale Kommunikationssituationen nehmen. Damit eine Aktualität im Unterricht erreicht werden kann, werden auch relevante authentische Texte als Zusatzmaterial außerhalb der Lehrwerke eingesetzt und behandelt, die Zeitungen oder Zeitschriften entnommen werden. Hinzu kommen Speisen- und Getränkekarten, Prospekte und Broschüren aus Hotels, Reisebüros und Transportmittel etc. Die schriftlichen und mündlichen Fachtexte werden präsentiert und bearbeitet mit Hilfen jeglichen **Medien** die zur Verfügung stehen. Insbesondere wird der Kassettenrekorder benutzt, weil im FFSU mehr Wert auf die **mündliche Fertigkeit** gelegt wird. Denn „Die kommunikative Handlungsfertigkeit im Fach bei der Berufssprache Tourismus beruht vorwiegend auf einer **rezeptiven und sprachlichen kommunikativen Handlungsfähigkeit.** …**Schriftliche Fertigkeiten** …. müssen mit **fortgeschrittenen Lernniveau der Lernenden,** eine Berücksichtigung erfahren“ (Huson 2002: 114). Somit werden alle vier **sprachlichen Fertigkeiten** trainiert, allerdings mit unterschiedlicher Gewichtung. **Die Methodik** die angewendet wird, gehört eher dem **Kommunikativen Ansatz** mit Einflüssen aus der Grammatik – Übersetzungsmethode, besonders in den Anfängerkursen, wo die letzte ausschließlich dominiert. Bei **der Kursplanung- und Erstellung** wurden alle bisher erwähnte Aspekte berücksichtigt. Hinzu müssen noch die **Übungen** gezählt werden, die zahlreich vorhanden in den Lehrwerken sind. Mit ihrer Hilfe werden Texte erschlossen, Aneignung des Lehrstoffes erreicht, Ausbildung der Fertigkeiten usw. Bei der Gestaltung und Wahl der Übungen werden Sprachliche und fachliche Kriterien berücksichtigt. Übungsmethoden wie **Rollenspiel** werden öfters eingesetzt. **Fallstudien, Planspiele und Projektunterricht** dagegen weniger, meistens aus Zeitmangel sowie aus Organisationsgründen. Die Übungen und die Hausarbeiten die die Studenten machen und abgeben, bestimmen zum Teil **ihre Evaluierung** mit. Hauptsächlich findet sie am Ende des Semesters mit der schriftlichen Klausur statt.

5. Schlusswort

Die Kommunikationsanlässe und –bedürfnisse der heutigen Arbeitswelt verändern sich ständig. Besonders bemerkbar macht sich das im Tourismusbereich, eine

Dienstleistungsbranche mit hohem Fremdsprachenbedarf. Fremdsprachenkenntnisse gehören unbedingt zum Berufsbild, damit Servicequalität und Kundenzufriedenheit erreicht werden können.

Tourismus ist für Griechenland sehr wichtig, daher wird seine Entwicklung vom Staat gefördert. Von großer Bedeutung ist die Ausbildung der darin Beschäftigten. Im tertiären Bereich wird sie vom Studiengang Touristik der Fachhochschulen angeboten. Zur Ausbildung der Studenten gehört unbedingt unter anderem auch das Lernen von Fremdsprachen. Ausbildungs-, berufspraxis- und wissenschaftsbezogene Fachkommunikation ist relevant für den fachbezogenen Fremdsprachenunterricht an den griechischen Fachhochschulen, der die Entwicklung einer fremdsprachlichen fachkommunikativen Handlungskompetenz zum Ziel hat. D.h., die Studenten sollen befähigt werden, sich in der Zielsprache fachlich angemessen zu informieren und verständigen.

Zusammenfassend möchte ich einige Schlussfolgerungen formulieren:

- Hauptziel des fachbezogenen Fremdsprachenunterrichts ist „die Kommunikationsfähigkeit im Fach" in einer Fremdsprache. Die Lernende sollen befähigt werden, künftige berufliche Aufgaben sprachlich zu bewältigen.
- Die fachlichen (inhaltlichen) Kompetenzen der Lernenden werden als integraler Bestandteil des Lernprozesses anerkannt und passend ausgenutzt.
- Der Unterricht schwerpunktmäßig ist stark adressatenorientiert, fachspezifisch und sollte praxisnah gestalten werden.
- Es ist erforderlich, dass die Lernziele nach einer Ermittlung der Kontaktzonen im betreffenden Berufsfeld festgelegt werden sollen.
- Die Lerninhalte, das Material und die Methodik werden von den Lernzielen abgeleitet und bestimmt.

Ich bin der Meinung, dass der Didaktikbereich vom fachbezogenen Deutschunterricht generell und für den Tourismusbereich speziell näher untersucht werden muss[33]. Es sollte also der folgenden Frage nachgegangen werden:

„Wie soll der Deutschunterricht für das Tourismusstudium an den griechischen Fachhochschulen geplant und durchgeführt werden?"

Dadurch könnten nützliche Handlungsorientierte Ansätze entwickelt werden. Einige Forschungsfragen wären z.B.

- Fachausbildung der Deutschlehrenden.

[33] Die einzige mir bekannte Person, die sich mit diesem Thema befasst, ist Dr. Stafylidou G., Professorin für Deutsch im Studiengang Tourismus im TEI von Patras.

- Einheitliches Curriculum wie im sekundären Bildungsbereich. Ist das sinnvoll? Wenn ja, wie soll es gestaltet werden?
- Ermittlung der Bedürfnisse der Lernenden.
- Ermittlung der fremdsprachlichen Kontaktzonen der entsprechenden Arbeitsbereiche im Tourismus und Ableitung der Lernziele. Dazu ist eine Zusammenarbeit der Fach- und Fremdsprachenlehrenden, sowie dieser mit der Tourismusindustrie und staatlichen Stellen erforderlich.
- Entwicklung von Fachsprachlichen Lehrwerken mit entsprechenden Lerninhalten.
- Zusammenarbeit zwischen den Fremdsprachenlehrenden, mit dem Ziel, ein gemeinsames Fremdsprachenkonzept im Studium zu entwickeln und fördern. Rücksichtsnahme dabei auf Englisch als erste Fremdsprache und ihre Auswirkungen auf die zweite Fremdsprache (Deutsch).
- Beitrag des Fremdsprachenunterrichts zur Vermittlung von „interkulturellen Kompetenzen“ als Lernziel im Tourismusstudium. Ausarbeitung eines entsprechenden Konzeptes.

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INTERVIEW

Frau Papada Vassiliki, Professorin für Deutsch im Studiengang Tourismus im TEI von Larissa (Mai, 2009).

Human Resources Development in Hospitality Industry

Moschous Aikaterini
Bachelor in Business Administration, , MSc in Hospitality management
E-mail address : katerina@rtel.gr, Tel : + 30 6986 160 180

Vasiliadis Stamatios
Bachelor of Arts in Management, MSc in International Relations
Tel : + 30 6875 908 036

Tzioras Nikoalos
Bachelor of Arts in Management, MSc in Marketing Management
e-mail address : nikosrho@hotmail.com, tel : =30 6936 947 780

Elenis Emmanuel
Bachelor of Arts in Gymnastic

Abstract

In the following presentation we will focus on the business administration of a hotel unit. Our goal is to examine the proper operation of a hotel by making reference to the theories concerning hotel business, by giving attention to the culture, the structure and generally the way that a hotel can be effective.

In addition, we will focus on the meaning of culture by referring to its definition but also on the development and the operation that a hotel constitution should have in order to be effective and competitive.

Also, we will study the procedure of the attraction and development of human resources in a hotel and we will clarify terms as recruitment and enrichment of various places of employment. Through the development of human resources a hotel becomes more competitive, since in the contemporary market the foundation stone of a hotel unit is its own staff. In this point many conclusions may come to light about the future of a hotel, which depends on the decisions of its administration. Also it must be underlined that man is the one who decides and materializes, the one who has the responsibility to bring to the hotel profits or damages. Since the hotels are not addressed by the powers of the market, in times of crisis or welfare, the manager is responsible to choose the right strategy in favor of the business. It is then very important to understand that the main cause of any kind of effectiveness of a hotel organization is the human factor. Finally the combinations of all the above theories constitute the dynamic practices of TQM.

The present study comes to the conclusion that in every country the practices in the domain of human resource vary. Nevertheless, the globalization has upgraded the national practices to the level of the global successful practices. The rate of the effectiveness depends on factors as the culture of a nation, the degree of activity, the state interference and the power of social partnership.

Key words: Hospitality management , Hospitality culture, Human resources development in hospitality industry , and Total Quality Management

Η Ανάπτυξη Ανθρωπίνων Πόρων στην Ξενοδοχειακή Βιομηχανία

ΠΕΡΙΛΗΨΗ

Στη παρούσα μελέτη θα εστιάσουμε στην οργάνωση και διοίκηση μιας ξενοδοχειακής μονάδας. Στόχος μας είναι να διερευνήσουμε τη σωστή λειτουργία ενός ξενοδοχεία, κάνοντας αναφορές στη θεωρεία της οργάνωσης των

ξενοδοχειακών επιχειρήσεων, εστιάζοντας στη κουλτούρα, στις δομές και γενικά στο τρόπο με τον οποίο πρέπει να δομείτε ένα ξενοδοχείο για να είναι αποτελεσματικό.

Επίσης, θα εστιάσουμε την προσοχή μας κυρίως στην έννοια της κουλτούρας, κάνοντας αναφορές στον ορισμό της, στην ανάπτυξη της και στις εφαρμογές που έχει ώστε ένας ξενοδοχειακός οργανισμός να είναι αποτελεσματικός και ανταγωνιστικός.

Ακόμη, μελετάτε η διαδικασία προσέλκυσης, ανάπτυξης και τοποθέτησης των ανθρωπίνων πόρων ενός ξενοδοχείου. Ορίζουμε έννοιες όπως η προσέλκυση, η στρατολόγηση και ο εμπλουτισμός των διαφόρων θέσεων εργασίας. Μέσα από την ανάπτυξη των ανθρώπινων πόρων ένα ξενοδοχείο γίνεται ποιο ανταγωνιστικό, μια και στη σύγχρονη αγορά η βάση ανάπτυξης μιας ξενοδοχειακής μονάδας είναι το προσωπικό της. Στο σημείο αυτό ανακύπτουν συμπεράσματα σε σχέση με τη πορεία ενός ξενοδοχείου στην αγορά το οποίο όπως βλέπουμε εξαρτάται από τις αποφάσεις της διοίκησης. Ακόμη, ξεκαθαρίζετε ότι τα άτομα είναι εκείνα που αποφασίζουν και υλοποιούν, είναι εκείνα που φέρουν την ευθύνη και εκείνα που οδηγούν το ξενοδοχείο σε κέρδη ή ζημίες. Τα ξενοδοχεία δεν διευθύνονται από δυνάμεις της αγοράς. Σε περιόδους κρίσης ή ευημερίας, είναι ευθύνη των διευθυντών να επιλέξουν την κατάλληλη στρατηγική ώστε η επιχείρηση να ευημερεί. Το κύριο αίτιο οποιουδήποτε αποτελέσματος της επιχείρησης, είναι ο ανθρώπινος παράγων.

Τέλος, συνδυάζοντας όλες τις προηγούμενες θεωρίες, αναφέρονται ευρύτερα στη δυναμική των πρακτικών της ΔΑΠ, ως βάση ανάπτυξης μιας ξενοδοχειακής μονάδας. Η έρευνα μας καταλήγει στο συμπέρασμα ότι οι πρακτικές στο χώρο των ανθρωπίνων πόρων ανά χώρα είναι διαφορετικές. Παρόλα αυτά η παγκοσμιοποίηση έχει καταφέρει σε μεγάλο ή μικρότερο βαθμό να προσαρμόσει τις εθνικές πρακτικές στα πρότυπα των επιτυχημένων πρακτικών. Ο βαθμός εξαρτάται από παράγοντες όπως η εθνική κουλτούρα, ο κλάδος δραστηριότητας, ο κρατικός παρεμβατισμός και η δύναμη των κοινωνικών εταίρων.

Λέξεις κλειδιά: Διοίκηση Μονάδων Φιλοξενίας, Ξενοδοχειακή Κουλτούρα, Ανάπτυξη Ανθρώπινων Πόρων στην Ξενοδοχειακή Βιομηχανία, και Διοίκηση Ολικής Ποιότητας.

ΕΙΣΑΓΩΓΗ

Οργάνωση, οργανισμός, υπηρεσία, ίδρυμα είναι τόσο συγγενείς έννοιες που θα μπορούσε κανείς να πει ότι χαρακτηρίζουν ακριβώς το ίδιο πράγμα, ότι αποτελούν ορισμό του ίδιου κοινωνικού μορφώματος ή της ίδιας κοινωνικής κατασκευής. Στη σύγχρονη βιβλιογραφία ο όρος "οργάνωση" είναι πιο συχνός ίσως γιατί θεωρείται ο πιο περιεκτικός σε σχέση με τους άλλους, αυτός που κυμαίνεται σε γενικότερο επίπεδο, αυτός που ενδεχομένως υπερκαλύπτει - αν δεν αποτελεί το ακριβές συνώνυμο- τους άλλους όρους «Αν εξετάσει λοιπόν κανείς τι εννοεί ο καθένας μας με τον όρο "οργάνωση" τότε είναι πολύ πιθανό να απαριθμηθούν μια σειρά από διαφορετικά κοινωνικά φαινόμενα, τα οποία χαρακτηρίζονται όλα ως "οργανώσεις»[34].

Αυτή η πολλαπλότητα της σημασίας, η διάσταση στη σημασιολογική χρήση της έννοιας μεταξύ της καθημερινής και της επιστημονικής ορολογίας αλλά και μεταξύ διαφορετικών επιστημονικών κλάδων ή σχολών σκέψης, καθιστά τον όρο "οργάνωση" μία ευρύτερη έννοια που περιλαμβάνει διαφορετικές κοινωνικές κατασκευές όπως επιχειρήσεις, υπηρεσίες, σχολεία, πολιτικά κόμματα, εκκλησίες, συνδικάτα, ενώσεις εργοδοτών, συλλόγους κυνηγών, παρατάξεις νεολαιών, νοσοκομεία, αθλητικούς ομίλους, κοινωφελή ή φιλανθρωπικά ιδρύματα, οργανισμούς κ.α. Ας δούμε λοιπόν αναλυτικότερα της σημασιολογικές διαφορές του όρου "οργάνωση"[35].

Οργάνωση είναι ένα κοινωνικό φαινόμενο, πυρήνας του είναι η λειτουργική σύνδεση δύο ή περισσότερων ανθρωπίνων δραστηριοτήτων. Για τις απόψεις των παραδόσεων αυτών είναι δυνατό να γίνει δεκτός ο ακόλουθος ορισμός: «Οργάνωση είναι ένα σύστημα συνειδητά συντονισμένων δραστηριοτήτων ή δυνάμεων, δύο ή περισσότερων προσώπων, που με βάση τη μεταξύ τους επικοινωνία αποσκοπούν στην πραγμάτωση ενός συγκεκριμένου ή συγκεκριμένων σκοπών [36].

Στο βιβλίο Οργάνωση και διοίκηση οι συγγραφείς Τζωρτζάκης Κώστας και Αλεξία Τζωρτζάκη αναφέρουν ότι ο όρος «οργάνωση» είναι ένας όρος που, αν και έχει απασχολήσει αρκετά τους επιστήμονες τα τελευταία χρόνια, εντούτοις η έννοια του δεν είναι ακόμη και σήμερα πλήρως κατανοητή. Πολλές φορές λέγεται από τους ειδικούς ότι «με καλύτερη οργάνωση θα είχατε πετύχει τους στόχους σας»[37].

Τι εννοούν, όμως, «καλύτερη οργάνωση», οπωσδήποτε δεν εννοούν τη, χωρίς περιεχόμενο και στόχους, αναδιοργάνωση μιας επιχείρησης ή ενός οργανισμού. Εννοούν κάτι πιο βασικό την εξεύρεση τρόπων και μεθόδων που θα συνενώνουν τα διαφορετικά ενδιαφέροντα των μελών ενός οργανισμού, για την επίτευξη του κοινού σκοπού που έχει θέσει ο οργανισμός αυτός˙ γιατί δεν αρκεί οι άνθρωποι να εργάζονται μαζί.

Για να υπάρχει οργάνωση πρέπει οι άνθρωποι αυτοί να έχουν και κοινό αντικειμενικό σκοπό, ο οποίος θα ενώνει τα διάφορα άτομα μεταξύ τους, ως πραγματικός συνδετικός κρίκος. Επομένως, ο κοινός αντικειμενικός σκοπός αποτελεί την αιχμή του δόρατος της οργάνωσης.

Αναφέρουν επίσης, ότι, από τη στιγμή που όλοι οι εργαζόμενοι γνωρίζουν ποιος είναι ο αντικειμενικός σκοπός της επιχείρησης ή του οργανισμοί, «οργάνωση» σημαίνει τη διαδικασία του καταμερισμού της εργασίας μεταξύ των ομάδων ή ατόμων και το συντονισμό των ενεργειών τους με σκοπό την επίτευξη των στόχων του οργανισμού. Η διαδικασία της οργάνωσης είναι σχεδόν η ίδια για 'όλα τα

[34] Σωτήροπουλος Α.Δ.,(2004), Γραφειοκρατία και πολιτική εξουσία, σελ. 27

[35] Παναγιωτόπουλου Ρ.,(2000)η, Η επικοινωνία στις οργανώσεις, Μεταίχμιο, σελ. 51

[36] Παυλόπουλος Π.,(2004),, Μαθήματα διοικητικής επιστήμης, Σταμούλης σελ. 36

[37] Τζωρτζακη Κ και Τζωρτζάκη Α.,(2004), Οργανωσιακή Συμπεριφορά, Rosilli, σελ. 127

είδη των επιχειρήσεων πρώτον συγκέντρωση φυσικών και ανθρωπίνων πόρων και μετά ο προσδιορισμός των απαραίτητων θέσεων εργασίας.

Η έννοια οργάνωση στην κοινωνιολογία περιλαμβάνει τις τυπικές οργανώσεις ή κοινωνικών μορφωμάτων (άτυπες οργανώσεις) με συγκεκριμένο αριθμό συμμετεχόντων και με προσδιορισμένη μορφή των σχέσεων των μελών μεταξύ τους, οι οποίες προσανατολίζονται προς διάφορους σκοπούς και στόχους και προσπαθούν να έχουν μια όσο το δυνατό πιο ορθολογική διάρθρωση σε σχέση με την επίτευξη των σκοπών και των στόχων που θέτουν»[38].

Στην ελληνική επιστημονική ορολογία έχει πλέον επικρατήσει ο όρος "οργάνωση" όταν αναφερόμαστε στο οικονομικό, κοινωνικό, πολιτικό και πολιτιστικό φαινόμενο του οργανώνει έναντι του όρου "οργανισμός"[39].

«Οργανισμός είναι μια οργανωμένη κοινότητα που δημιουργείται νομικά ή συμβατικά με αντικείμενό του την επίτευξη συγκεκριμένων σκοπών όπως είναι η παραγωγή ή η διάθεση αγαθών και υπηρεσιών, η εκπαίδευση, η νοσοκομειακή περίθαλψη κ.λ.π»[40].

Όλοι οι οργανισμοί πρέπει να κάνουν συνεχείς ενέργειες προκειμένου κα πετύχουν τους σκοπούς τους, στον οργανισμό εμπλέκονται συνήθως περισσότερες από μια ομάδες, οι σχέσεις μεταξύ των ατόμων και ομάδων που περιλαμβάνει επηρεάζονται σε πολύ μεγάλο βαθμό από τυπικούς κανόνες που καθορίζουν αρμοδιότητες και ιεραρχικές διαφορές. «Οργανισμός λοιπόν είναι ένα σχολείο, μια επιχείρηση, ένα κόμμα, το Πανεπιστήμιο, ένα νοσοκομείο, ο στρατός, μια Δημόσια Υπηρεσία κ.ά»[41].

Στα ελληνικά ο όρος "οργανισμός" παραπέμπει κυρίως σε βιολογικά ή εξελικτικά φαινόμενα καθώς επίσης και σε ένα σύνολο κανόνων που διέπουν τη συγκρότηση και τη λειτουργία ενός νομικού προσώπου. Στη νομική ορολογία ο όρος είναι ταυτόσημος με τον όρο "καταστατικό" δηλαδή αναφέρεται σε ρυθμιστικές διατάξεις που καθορίζουν τη λειτουργία μιας οργάνωσης[42].

Ο όρος "ίδρυμα" αναφέρεται συνήθως σε έναν κοινωφελή οργανισμό ο οποίος διαθέτει συγκεκριμένα κεφάλαια για την επίτευξη συγκεκριμένων στόχων[43].

Η ύπαρξη δύο ή περισσότερων συνεργαζόμενων μεταξύ τους προσώπων αποτελεί το πρώτο και βασικό στοιχείο κάθε μορφής οργάνωσης. Το στοιχείο αυτό έχει από τη φύση του προσωπικό χαρακτήρα, όσο και αν τα πρόσωπα αποπροσωποποιούνται συνεχώς μέσα σε έναν εξελισσόμενο τεχνολογικό πολιτισμό.

[38] Καλτσόγια Ν- Τουρναβίτου Γ.,(2000),, Ο άνθρωπος της οργανώσεως, Μεταίχμιο, σελ. 34

[39] Παναγιωτοπούλου Ρ.,(2000),, Η επικοινωνία στις οργανώσεις, Μεταίχμιο σελ 50-51.

[40] Pugh D.S.,(2000), Organization Theory,Prentice Hall, p. 1

[41] Μακρυδημήτρης Α., (2002),Προβλήματα διοικητικής μεταρρύθμισης, Σταμούλης, σελ. 114.

[42] Μακρυδημήτρης Α., (2002),Προβλήματα διοικητικής μεταρρύθμισης, Σταμούλης, σελ. 36–37

[43] Μπουραντάς Δ.,(2002), Διοίκηση του ανθρώπινου παράγοντα σελ. 24

Οι οργανώσεις έχουν από μόνες τους το προσωπικό στοιχείο, δηλαδή την ύπαρξη δύο ή περισσότερων προσώπων, τα οποία διαθέτουν από κοινού και συνειδητά τη δραστηριότητα προς μία συγκεκριμένη κατεύθυνση. Συνεπώς ο όρος οργάνωση είναι ευρύτερος των όρων οργανισμός, υπηρεσία, ίδρυμα και γι΄ αυτό όταν αναφερόμαστε στον πρώτο θα θεωρούμε ότι περικλείει και τις υπόλοιπες έννοιες.

ΠΑΡΟΥΣΙΑΣΗ ΘΕΩΡΙΩΝ ΞΕΝΟΔΟΧΕΙΑΚΩΝ ΕΠΙΧΕΙΡΗΣΕΩΝ

Ξενοδοχειακή οικονομική μονάδα είναι ο λογικός συνδυασμός των τριών συντελεστών της παραγωγής, δηλαδή της φύσεως, της εργασίας και του κεφαλαίου για την παροχή στους ξένους, έναντι χρηματικής αμοιβής, κατοικίας, τροφής και άλλων υπηρεσιών. Από τα παραπάνω προκύπτει ότι η ξενοδοχειακή μονάδα είναι μια επιχείρηση που ανάλογα με την οικονομική δραστηριότητα της υπάγεται στις επιχειρήσεις παροχής υπηρεσιών[28].

Το ξενοδοχείο με την σημερινή του μορφή, είναι ένας συνεχής οργανωμένος συνδυασμός των συντελεστών παραγωγής που επιδιώκει την κάλυψη φυσικών και κοινωνικών αναγκών των πελατών του με κέρδος. Είτε έχει νομική αυτοτέλεια, είναι δηλαδή εταιρεία είτε όχι, παρουσιάζει αυτοτέλεια από οικονομικής πλευράς και κατά συνέπεια έχει περιουσία ανεξάρτητη εκείνης του φορέα του[17].

Οι ξενοδοχειακές μονάδες, σαν συνολική οικονομική δραστηριότητα, θεωρούνται ως βασικοί παράγοντες της αναπτύξεως του τουρισμού. Με τα σημερινά δεδομένα δεν νοείται τουρισμός χωρίς κατάλληλα ξενοδοχεία. Τουρισμός και ξενοδοχεία αλληλοεπηρεάζονται και αλληλοδιαμορφώνονται.

Η ξενοδοχειακή επιχείρηση όπως προανέφερα είναι ένας οικονομικός οργανισμός. Για τη σύσταση του, χρειάζεται ο συστηματικός, εκ μέρους του φορέα, συνδυασμός των τριών συντελεστών παραγωγής για την επίτευξη ενός οικονομικού αποτελέσματος[9]

Η οργάνωση γενικά των επιχειρήσεων είναι δυνατό να θεωρηθεί σαν ο τέταρτος συντελεστής της παραγωγής. Το δύσκολο αυτό έργο, έρχεται να αναλάβει το λογιστήριο, το οποίο σε συνεργασία με τη Διοίκηση θα βοηθήσει την επιχείρηση να φτάσει στον επιθυμητό οικονομικό της στόχο.

Για τον λόγο αυτό είναι απαραίτητο να υπάρχει ένα οργανωμένο λογιστήριο, που θα παρακολουθεί α) την περιουσιακή κατάσταση, β) τις ποικίλες μεταβολές των περιουσιακών αξιών και γ) τα αποτελέσματα από την εκμετάλλευση κάθε κλάδου και του συνόλου της επιχειρηματικής δραστηριότητας του ξενοδοχείου. Επίσης μέσω του λογιστηρίου ελέγχονται όλοι οι τομείς εκμεταλλεύσεως, διαχειρίσεως και διαθέσεως των αγαθών. Η λογιστική λειτουργία προϋποθέτει οργανωμένο λογιστήριο. Πάνω

[28] Φουντουλάκης Γ. (2002): «Διοίκηση Ξενοδοχειακών Επιχειρήσεων», Αθήνα, Έλλην

[17] Λεκαράκου-Νιζάμη Κατερίνα.,(2001), Ξενοδοχειακή Λογιστική, Πειραιάς σελ. 32-34

[9] Καραγιάννης Σ.,(2003), Οργάνωση και λειτουργία Ξενοδοχείου, Μπένος

στην λογιστική οργάνωση στηρίζεται η επιτυχία των εργασιών κάθε επιχειρήσεως. Χωρίς αυτήν είναι καταδικασμένη σε χρεοκοπία [17].

Το σχέδιο της λογιστικής οργανώσεως περιλαμβάνει:

- την λογιστική μέθοδο που θα ακολουθήσει το ξενοδοχείο,
- το εφαρμοσμένο λογιστικό σύστημα,
- τα χρησιμοποιούμενα λογιστικά βιβλία,
- τους λογαριασμούς που θα ανοιχτούν (πρωτοβάθμιους, δευτεροβάθμιους κλπ.),
- τα εκδιδόμενα δικαιολογητικά (στοιχεία),
- τον τρόπο ελέγχου των εγγραφών (ισοζύγια κλπ.) για τον έλεγχο της διαχειρίσεως.
- την μισθοδοσία
- την κοστολόγηση.

Όλα αυτά εφαρμόζονται σε κάθε ξενοδοχειακή επιχείρηση σε συνδυασμό με τις ισχύουσες νομικές διατάξεις του Κώδικα Βιβλίων και Στοιχείων, του Ελληνικού Οργανισμού Τουρισμού, της νομοθεσίας περί εταιριών, του Γενικού Λογιστικού Σχεδίου και του Κοινοτικού Δικαίου[23].

Το λογιστήριο θα ταξινομεί τα στατιστικά και λογιστικά μεγέθη, θα συγκρίνει αυτά μεταξύ τους, προσδιορίζει τους δείκτες της επιχειρηματικής δραστηριότητας για να διαπιστωθεί κατά πόσο η ξενοδοχειακή μονάδα βρίσκεται σε ανοδική πορεία ή είναι στάσιμη ή οπισθοδρομεί [24].

ΘΕΩΡΙΕΣ ΤΩΝ ΟΡΓΑΝΩΣΕΩΝ

Συνεχίζοντας θα κάνουμε μια γενική αναφορά στις θεωρίες των οργανώσεων και στη σημασία της επικοινωνίας στις θεωρίες αυτές. Η αναφορά αυτή γίνεται με δεδομένο ότι η διοίκηση ανθρωπίνων πόρων επηρεάζεται από τις οργανωτικές δράσεις. Αναφορά θα γίνει στο γραφειοκρατικό σύστημα προκειμένου να παρουσιάσουμε μία πλήρη και σαφή εικόνα πριν το αντιστοιχήσουμε σε έναν δημόσιο οργανισμό.

Οι οργανώσεις είναι κεντρικό χαρακτηριστικό του πολιτισμού μας. Εταιρίες, νοσοκομεία, σχολεία και πανεπιστήμια, πολιτικά κόμματα και μέσα ενημέρωσης είναι οργανώσεις που δεσπόζουν σε τομείς όπως η παραγωγή υλικών αγαθών, η

[17] Λεκαράκου-Νιζάμη Κατερίνα.,(2001), Ξενοδοχειακή Λογιστική, Πειραιάς σελ. 32,34,36

[23] Ροδοσθένους Μ.,(2002), Οργάνωση Λογιστηρίου-Ξενοδοχείο Μεγάλη Βρετανία, σελ. 24-26

[24] Ρουπας Β- Λαλούμης Δ.,(1998), Τουριστικά-Ξενοδοχειακά / Τουρισμός, Αθήνα, εκδόσεις Σακκουλα

υγειονομική περίθαλψη, η παιδεία, η πολιτική ή η τέχνη. Τα πρόσωπα με τα οποία ερχόμαστε σε επαφή δεν είναι προσωπικοί μας φίλοι ή γνωστοί, αλλά άτομα που συναντάμε ως μέλη της οργανώσεως στην οποία συμμετέχουμε.

Η κοινωνία μας έχει χαρακτηριστεί ως «οργανωτική κοινωνία». Πολλά συστατικά των οργανώσεων, το απρόσωπο και τυπικό ύφος, η εμμονή σε κανονισμούς και διαδικασίες, έχουν εξελιχθεί σε βασικά χαρακτηριστικά ολόκληρου του πολιτισμού[44].

Ο Max Weber προφήτεψε ότι οι βιομηχανικές κοινωνίες του 20ου αιώνα θα είναι όλο και πιο οργανωμένες αλλά και βαθιά γραφειοκρατικές. Πράγματι, στην εποχή μας υπάρχει η νοοτροπία όταν κάνουμε λόγο για οργανωμένη επιχείρηση να εννοούμε μία γραφειοκρατούμενη επιχείρηση με μία συγκεκριμένη κουλτούρα, που όλα τα στελέχη είναι υποχρεωμένα να την ακολουθούν, αλλιώς αυτόματα αποβάλλονται από αυτήν.

Στην πρωτοποριακή εργασία του, ο Max Weber υποστήριξε ότι η γραφειοκρατία είναι ο θεμέλιος λίθος της νεωτερικότητας. Η θεωρία του παρουσίασε τις οργανώσεις ως κατ’ εξοχήν αντιπολιτιστικούς θεσμούς, διότι δεν ταυτίζονταν με τους νόμους της κοινωνίας˙ η ουσία τους εκφραζόταν από την γραφειοκρατία˙ έχουν δηλαδή δικούς τους κανονισμούς που αποβλέπουν μόνο στην επιτυχημένη πραγματοποίηση των στόχων τους.

Με βάση τον Weber, η γραφειοκρατικοί κανονισμοί των οργανισμών δεν έγιναν για να καταπιέζονται οι υφιστάμενοι από τους προϊσταμένους τους, αλλά για την επίτευξη οργανωτικών στόχων. Ο γραφειοκρατικός έλεγχος και η υπακοή σ’ αυτόν βασίζεται στον υπολογισμό.

Στη σύγχρονη βιομηχανία το προσωπικό παρακολουθείται με σύγχρονα τεχνολογικά μέσα π.χ. φωτοκύτταρα ή ηλεκτρονικούς υπολογιστές, με αποτέλεσμα να ελέγχεται η απόδοσή τους και το αν ακολουθούν τους κανόνες. Ο υπάλληλος που δεν ακολουθεί τους κανόνες δέχεται τις κυρώσεις και υφίσταται τις συνέπειες.

Η απόδοση του καθενός είναι μαθηματικά υπολογισμένη. Το κάθε άτομο ένα μικρό γρανάζι του μηχανισμού και συνειδητοποιεί ότι η μοναδική του έγνοια είναι να μπορέσει να γίνει ένα μεγαλύτερο γρανάζι[45].

Με βάση αυτό, καταλαβαίνουμε ότι η οργάνωση μέσω της γραφειοκρατίας είναι ένα απρόσωπο σύστημα που δεν ενδιαφέρεται για το άτομο, αλλά για την επιτυχία των στόχων του συστήματος και μόνον. Ένα σύστημα χωρίς επικοινωνία με τα άτομα από τα οποία αποτελείται, δεν τα βλέπει από την ανθρώπινη πλευρά τους, αλλά τα αντιμετωπίζει σαν γρανάζια που είναι απαραίτητα για να δουλεύει σωστά η ‘μηχανή’ και όταν αυτά χαλούν ή φθείρονται, τα αποβάλλει και τα αντικαθιστά. Έτσι η γραφειοκρατία συνδέεται με έλλειψη παραγωγικότητας, έλλειψη ελαστικότητας,

[44] Τσιβάκου Ι.,(2002), Δράση και σύστημα, Μεταίχμιο, σελ. 193

[45] Mayer j.,(1996), Organization Behavior, Harvard Business Review, pp. 126-127

αργοπορία και σειρά διατυπώσεων. Συγκεκριμένα τα χαρακτηριστικά τις γραφειοκρατίας κατά τον Weber είναι[46]:

- Υπάρχουν συγκεκριμένοι κανόνες που προσδιορίζουν τη μορφή και τη λειτουργία της.
- Οι δραστηριότητες της που απαιτούνται για το σκοπό της είναι προσδιορισμένοι.
- Είναι προσδιορισμένα τα καθήκοντα και τα δικαιώματα των ατόμων που λειτουργούν μέσα σε ένα γραφειοκρατικό σύστημα .
- Είναι καθορισμένος ο τρόπος που οι ανώτεροι δίνουν εντολές στους υφιστάμενους τους.

Τον 20^{ο} αιώνα οι επιχειρήσεις επεδίωξαν την επιτυχία εφαρμόζοντας τη γραφειοκρατία, ακολουθώντας δηλαδή, το σύνθημα «τα πάντα υπό έλεγχο». Υπό έλεγχο το κόστος, οι πόροι, το περιβάλλον και ιδιαίτερα ο άνθρωπος.

Ο έλεγχος επιτυγχάνεται με τον ατελείωτο έλεγχο, την παρατήρηση, την ανάλυση, τη μέτρηση και φυσικά, πρέπει να τονιστεί, αυτό, με τον ατελείωτο πολλαπλασιασμό των διατάξεων, διατυπώσεων και διαδικασιών για το πώς πρέπει να γίνονται τα πράγματα. Ο βασικός στόχος είναι προφανώς η εξάλειψη του ανθρώπινου παράγοντα. Ο άνθρωπος αντιμετωπίζεται σα μηχανή. Τα συναισθήματά του η ψυχική του διάθεση, οι ανάγκες του. Τίποτα από αυτά δεν παρεμβαίνει στην παραγωγικότητα της οργάνωσης[47].

Ανακεφαλαιώνοντας θα λέγαμε πώς στη διάρκεια του 20^{ου} αιώνα, τόσο η επιστημονική μελέτη των οργανώσεων όσο και η δραστηριότητα των διοικητικών στελεχών συνδέεται άμεσα με τη γραφειοκρατία, τους κανονισμούς, τον ορθολογισμό, την αποδοτικότητα και τον έλεγχο, δηλαδή με το μηχανικό πρότυπο.

Υπάρχει αδιαφορία για τις ανάγκες του ατόμου. Το μόνο που ενδιαφέρει τις επιχειρήσεις είναι το κέρδος και η επιτυχία τους. Δεν αντιμετωπίζουν το άτομο σαν έμψυχη οντότητα, αλλά σαν έναν άψογο μηχανισμό, ένα κομμάτι του συνόλου.

Ο Weber χρησιμοποίησε τις έννοιες «ισχύ» και «εξουσία» όπου ορίζει την ισχύ ως «την δυνατότητα που υπάρχει στη σχέση δυο ανθρώπων να επιβάλει τη θέλησή του ο ένας πάνω στον άλλο, υπερνικώντας κάθε αντίσταση, αδιάφορο που στηρίζεται η πιθανότητα αυτή»[48].

Από αυτόν τον ορισμό κατανοούμε ότι η ισχύς είναι ένα κοινωνικό φαινόμενο που εντοπίζεται στη σχέση δύο ανθρώπων, μία σχέση ανισότητας επειδή ο Α διαθέτει τη δύναμη να επιβάλει τη θέλησή του και να ορίζει τη συμπεριφορά του Β. Ως εξουσία είναι “ η τέχνη να κάνεις τους άλλους να θέλουν να κάνουν κάτι που εσύ είσαι πεπεισμένος ότι πρέπει να γίνει.

[46] Weber Max , Wirtschaft und Gesellschaft pp 650-78, Ανάκτηση στις 20-6-2009 από Internet: http//www.Runet.edu/-Iridener/DSS/Weber/BUREAAU.HTML

[47] Τσιβάκου Ι.,(2002), Δράση και σύστημα, Μεταίχμιο, σελ. 193

[48] Γκιζέλη Δ. Βίκα.,(2002),Απλά Μαθήματα Κοινωνιολογίας, σελ 248-249

Επειδή η εξουσία έχει την τάση να επεκτείνεται διαρκώς για να μπορέσει να υπάρξει ισορροπία στις σχέσεις μεταξύ εξουσιαστών και εξουσιαζόμενων, όπως προείπαμε είναι μία σχέση ανισότητας και θα πρέπει να θεσπιστούν κανόνες ώστε να ξέρουν και οι δύο ποια είναι τα όρια που πρέπει να έχουν αμφότεροι, το σίγουρο είναι ότι ο τελικός σκοπός είναι το κοινό καλό της ομάδας του οργανισμού.

Η γραφειοκρατία αποτελεί κατά τον Μ. Weber ένα διοικητικό μηχανισμό εξουσίας τον οποίο έχει λογικό χαρακτήρα. Όταν έχουμε εξουσία πάνω σε μεγάλο αριθμό ατόμων, απαιτείται ένα διοικητικό προσωπικό, το οποίο θα εκτελεί εντολές που εκλαμβάνονται ως μέσα διασύνδεσης μεταξύ διευθυνόντων και διευθυνομένων. Κατά τον Weber, τα χαρακτηριστικά της γραφειοκρατίας είναι[49]:

Α) τα άτομα που συμμετέχουν είναι ελεύθερα και υπακούσουν σε συγκεκριμένα καθήκοντα και υποχρεώσεις. Έχουν τυπική σχέση με την οργάνωση και οφείλουν να συμμορφώνονται με τους κανόνες και τις διαδικασίες της οργάνωσης.

Β) Κάθε άτομο έχει αρμοδιότητες που πρέπει να εκτελεί με βάση τους ισχύοντες νόμους και κανόνες.

Γ) Η εξουσία είναι διαρθρωμένη ιεραρχικά, η υπευθυνότητα και η ισχύ αυξάνονται κλιμακωτά από κάτω προς τα πάνω. Οι ανώτερες θέσεις μπορούν να ασκήσουν έλεγχο σε όλες τις κατώτερες. Η ιεραρχική μορφή γραφειοκρατίας παρατηρείται στον δημόσιο τομέα.

Δ) Τα άτομα που επιλέγονται να στελεχώσουν ένα γραφειοκρατικό σύστημα επιλέγονται με βάση τις γνώσεις και τις ικανότητές τους που επιβεβαιώνονται με τίτλους σπουδών είτε με εξετάσεις. Με τον καιρό, ο υπάλληλος αποκτά γνώσεις για το αντικείμενό του, και την ευρύτερη οργάνωση του οργανισμού.

Ε) Το ύψος της αμοιβής τους ποικίλει ανάλογα τη θέση ενός υπαλλήλου στην ιεραρχία.

Ζ) Η απασχόληση είναι κυρίως μόνιμη, ώστε οι υπάλληλοι να μπορούν να εργάζονται χωρίς να έχουν το αίσθημα του φόβου ότι μπορεί να χάσουν τη θέση τους, να δουλεύουν αντικειμενικά απέναντι στις πολιτικές διακυμάνσεις.

Η) Η προαγωγή γίνεται κατά αρχαιότητα ή κατ' εκλογή με βάση τις ικανότητες και επιδόσεις ενός υπαλλήλου.

Θ) Τα μέλη ενός οργανισμού δεν έχουν τη δυνατότητα να χρησιμοποιήσουν τη θέση τους για προσωπικό πλουτισμό.

Ι) Ο ιδανικός υπάλληλος εκπληρεί τις υποχρεώσεις του πέρα από προσωπικές εκτιμήσεις και συναισθήματα.

Οι οργανώσεις και συγκεκριμένα του γραφειοκρατικού τύπου δεν είναι σύγχρονο φαινόμενο. Για παράδειγμα, στην αρχαία Αίγυπτο, η ανάγκη κατασκευής μεγάλων έργων δημιούργησε αυξημένη διοικητική οργάνωση και διαχείριση. Κατά τον Weber, είναι οι παράγοντες εξέλιξης της σύγχρονης γραφειοκρατίας.

[49] Newstrom W. John and David Keith.,(2005), Organizational Behaviour, Prentice Hall, p..418

- Ο εκχρηματισμός της οικονομίας που αντικατέστησε την αμοιβή, σε αμοιβή αναλόγως της ικανότητας.
- Αποκέντρωση της εξουσίας.
- Αύξηση της πολυπλοκότητας των διοικητικών υποχρεώσεων του σύγχρονου κράτους.
- Τεχνική εξέλιξη με την έννοια της αποδοτικότητας.

Η σύγχρονη γραφειοκρατία επεκτάθηκε στο δημόσιο τομέα, αλλά και στον ιδιωτικό, ειδικά σ' αυτές που υιοθέτησαν απρόσωπα και ορθολογικά πρότυπα διοίκησης με σκοπό να αυξήσουν την αποδοτικότητά τους.

Το πρόβλημα είναι ότι η σημερινή γραφειοκρατική οργάνωση προωθεί ένα «ακρωτηριασμένο» τύπο έναν άνθρωπο χωρίς προσωπικότητα που δεν παίρνει πρωτοβουλία, τον ειδικό, τον τεχνοκράτη, τον ειδικό που απομακρύνεται από το εκπαιδευμένο άτομο που επικρατούσε σε προηγούμενους πολιτισμούς.

Η άποψη του Weber είναι αντιφατική. Από τη μια μεριά υποστηρίζει ότι το γραφειοκρατικό σύστημα είναι το πλέον αποδοτικό και αποτελεσματικό, και από την άλλη διατυπώνει φόβους ότι αυτή η αποδοτικότητα καταφέρνει το μεγαλύτερο πλήγμα στην ατομική ελευθερία και τους δημοκρατικούς θεσμούς.

Ο καθαρός τύπος του γραφειοκράτη είναι ο

- Ουδέτερος (δεν παίρνει το μέρος κανενός)
- Εξειδικευμένες γνώσεις, να υπακούει στους ανώτερους. Σε περίπτωση που έχει αντίθετη άποψη να την εγκαταλείψει και να υποταχθεί.

Το μοντέλο ενός ανθρώπου που είναι ρομπότ, χωρίς βούληση, χωρίς προσωπική άποψη που δεν χρησιμοποιούν το μυαλό τους και που όταν έχουν μία αντίθετη άποψη, το δυσλειτουργικό σύστημα ακόμα και αν αυτή η ιδέα είναι για το καλό του συστήματος, το σύστημα την υποβάλλει αν είναι αντίθετη προς τις αρχές της. Το γραφειοκρατικό σύστημα μπορεί να ελέγχει την πολιτική εξουσία και να γίνει ένα πολύ επικίνδυνο σύστημα, το οποίο να ξεφεύγει από τον έλεγχο της πολιτικής εξουσίας.

Σε απολυταρχικά πολίτευμα ο μονάρχης εξαρτάται συνήθως από ότι του δίνουν οι γραφειοκράτες. Σε δημοκρατικά πολιτεύματα η διακυβέρνηση και ο έλεγχος είναι ευκολότερος, γιατί η πολιτεία μπορεί μέσω του γραφειοκρατικού συστήματος να μάθει και από τους πολίτες. Αλλά υπάρχει πάντοτε η δυνατότητα να καλύψει τις διαδικασίες που ακολουθούνται και να προστατευθεί από τον έλεγχο των κοινών πολιτών πίσω από χειρισμούς που χαρακτηρίζονται 'απόρρητοι'.

Ο τρόπος με τον οποίο τοποθετούνται τα άτομα σε ένα γραφειοκρατικό σύστημα είναι βάση των γνώσεών τους τίτλοι σπουδών, εξετάσεις είναι κάπως άνισος για άτομα που είχαν λιγότερες δυνατότητες να αποκτήσουν πτυχίο.

Ένα άλλο είναι η ιεραρχία με βάση το δημοκρατικό πολίτευμα. Όλοι θα έπρεπε να έχουν ίδιες ευκαιρίες στο να καταλάβουν ανώτερες θέσεις στη γραφειοκρατία όμως δεν γίνεται αυτό. Συγχρόνως, τα μέλη μιας γραφειοκρατικής οργάνωσης δεν μπορούν να δραστηριοποιηθούν ανεξάρτητα από τη βούληση των πολιτικών.

Το πραγματικό πρόβλημα είναι σε ποιο βαθμό η αυτονομία της γραφειοκρατίας είναι απαραίτητη για την άσκηση αποτελεσματικής διοίκησης και από ποιο σημείο και πέρα γίνεται επικίνδυνη.

ΤΙ ΕΙΝΑΙ ΟΡΓΑΝΩΤΙΚΗ ΚΟΥΛΤΟΥΡΑ

Επειδή αναφερθήκαμε στην έννοια κουλτούρα, όσο μιλούσαμε για την οργάνωση, είναι απαραίτητο να εξηγήσουμε τι είναι οργανωτική κουλτούρα και κατά πόσο αυτή επηρεάζει την οργάνωση μίας επιχείρησης.

Ας προσπαθήσουμε, λοιπόν, να προσδιορίσουμε τι σημαίνει ο όρος κουλτούρα και πώς εφαρμόζεται στις οργανώσεις. Ο Jaques E έδωσε έναν από τους παλαιότερους ορισμούς για την κουλούρα ενός οργανισμού[50] :

«Συνήθης και παραδοσιακός τρόπος σκέψης και δράσης, τον οποίο συμμερίζονται σε μικρότερο ή μεγαλύτερο βαθμό όλα τα μέλη της και τον οποία τα νέα μέλη πρέπει να μάθουν και να αποδεχτούν τουλάχιστον ως ένα σημείο για να γίνουν δεκτά στις υπηρεσίες μίας επιχείρησης».

Ο ορισμός αυτός περιλαμβάνει δύο βασικές ιδιότητες της κουλτούρας τη συμμετοχή και την εκμάθηση. Με βάση τον Eliot Jaques μία διατύπωση της κουλτούρας είναι «ο τρόπος του φέρεσθε» ο δικός μας τρόπος να οργανώνουμε και να διευθετούμε. Πολλές οργανώσεις υιοθέτησαν αυτόν τον ορισμό γιατί τονίζει τη μοναδικότητα την ιδιαιτερότητα και την προσωπικότητά τους.

Ο Harrison προσπάθησε να εξηγήσει περισσότερο τον ορισμό της κουλτούρας: «Τα ιδανικά, οι πεποιθήσεις και οι βαθιά ριζωμένες αξίες που απαιτούνται στις εταιρείες και αποτελούν εντολές για το πως πρέπει να εργάζονται τα άτομα σ' αυτές».

Ο Schein είναι πιο συγκεκριμένος, υποστηρίζοντας « ο όρος κουλτούρα θα έπρεπε να περιορίζεται στο βαθύτερο επίπεδο των βασικών δεδομένων και πεποιθήσεων που συμμερίζονται τα μέλη μιας οργάνωσης. Αυτά λειτουργούν ασυνείδητα και καθορίζουν με ένα βασικό αυτονόητο τρόπο την άποψη της οργάνωσης ως προς τον εαυτό της και το περιβάλλον»[51].

Από ότι καταλαβαίνουμε, η κουλτούρα είναι αυτές οι πεποιθήσεις και οι κανόνες που είναι υποχρεωμένη η ξενοδοχειακή μονάδα να ακολουθεί, που την ορίζουν τα ανώτερα στελέχη αδιαφορώντας για τις ανάγκες του προσωπικού, και το τελευταία πρέπει να την ακολουθεί. Κατά μία στενή έννοια, η κουλτούρα στερεί την επικοινωνία από τις σύγχρονες επιχειρήσεις.

Ο Blau όσο αναφορά την οργάνωση έκανε δυο συγκεκριμένες διαπιστώσεις

[50] Jaques E.,(2005),Organization Behaviour, Harvard Business Review,pp.24-28

[51] Senge P., (2000),The dance of change, Harvard Business Review, pp. 337-338

- Αύξηση του μεγέθους των τμημάτων στα διάφορα επίπεδα του οργανισμού.
- Η διαφοροποίηση των τμημάτων έβλαψε τη σωστή συνεργασία αυτών.

Η τυπική κορφή του οργανισμού χωρίζεται σε διάφορους παραμέτρους- ιεραρχική, λειτουργική, τμηματική. Ο Blau διαχώρισε την οργάνωση σε δύο θεωρίες τη συστηματική και την τυπική.

1. **Συστηματική:** Συγκέντρωση όλων των προτάσεων και σχεδίων ενός οργανισμού κάτω από μια και μόνο λογική πρόταση η οποία θα μπορούσε να στηριχτεί, δηλαδή συγκέντρωση όλων των ιδεών σε μια κεντρική ιδέα. Εδώ μας παρουσιάζεται η εικόνα ενός οργανισμού που ο καθένας δε μπορεί να έχει τη δική του γνώμη.
2. **Τυπική:** Εδώ το κάθε άτομο έχει τη δική του γνώμη και ανήκει σε διαφορετικά τμήματα το κάθε άτομο ασχολείται με διαφορετικό αντικείμενο. Η διαφοροποίηση παρατηρείται σε όλα τα επίπεδα του οργανισμού.

Αυτή η γενικοποίηση του οργανισμού μπορεί να οδηγήσει σε τρία πράγματα[52]:

1. Μεγάλο οργανισμό με δομικές διαφοροποιήσεις.
2. Το μεγάλο μέγεθος δημιουργεί τη διαφοροποίηση στα διάφορα επίπεδα.
3. Η διαφοροποίηση αυξάνεται με την επέκταση του οργανισμού.

Θα ήταν πολύ λογικό να αναφερθούμε στις διαπιστώσεις που έκανε όσο αναφορά τους οργανισμούς:

1. Όσο αυξάνεται το μέγεθος τόσο αυξάνεται η διαφοροποίηση μέσα στον οργανισμό.
2. Όσο μεγαλύτερος είναι ένας οργανισμός τόσο πιο περίπλοκη είναι η δομή του.
3. Όταν είναι μεγάλο το μέγεθος ενός οργανισμού υπάρχουν τμήματα τα οποία παίζουν σπουδαίο ρόλο, άλλα τα άτομα που τα αποτελούν σαν οντότητες είναι άγνωστα.
4. Όσο μεγαλύτερος είναι ο οργανισμός τόσο δυσκολότερος είναι ο έλεγχός του.
5. Η μεγέθυνση του οργανισμού οδηγεί σε οικονομικές δυσκολίες αφού οικονομικός έλεγχος είναι πιο δύσκολος λόγω μεγέθους.

Ο Blau θεώρησε ότι οι μεγάλοι οργανισμοί είναι απρόσωποι και δύσκολα διοικούνται, και ότι στους μεγάλους οργανισμούς το άτομο δεν φαίνεται, μόνο τα τμήματα φαίνονται και τα άτομα είναι απλά μέλη τους.

[52] Blau P.,(2000), Culture, Available from http://www.src.uchicago.edu/ssrl/prelims

ΘΕΩΡΙΕΣ ΥΠΟΚΙΝΗΣΗΣ

Σ' αυτό το σημείο, θα ασχοληθούμε με την υποκίνηση, σαν μια έννοια η οποία αποτελεί ένα σημαντικό τμήμα της οργάνωσης, γιατί κατευθύνει τη συμπεριφορά και τη δράση των ατόμων σε σχέση με τους σκοπούς μίας οργάνωσης. Θα δούμε τη θεωρία της υποκίνησης μέσα από τις θεωρίες του Hertzberg, Maslow, McGregor, Alderfer, McClelland.

Η θεωρία του Maslow, παρά τις κριτικές που δέχθηκε, αποδείχθηκε χρήσιμη, περισσότερο στη ψυχολογία, αλλά και στις επιχειρήσεις γιατί έδειξε ότι το άτομο, όταν έχει καλύψει για μεγάλο χρονικό διάστημα μια ανάγκη του, αυτόματα γεννιόνται άλλες. Οι απόψεις του παρακίνησαν τους οργανισμούς να επεξεργαστούν νέες στρατηγικές παροχών και κινήτρων πέρα από τα τυπικά (π.χ. λεφτά, ιατροφαρμακευτική ασφάλιση), προκειμένου να κάνουν το άτομο να έχει συνεχές ενδιαφέρον στην εργασία του.

Ο Herzberg ανέφερε ότι υπάρχουν δύο κατηγορίες παραγόντων:

- Οι παράγοντες που ούτε ευχαριστούν ούτε δυσαρεστούν τους υπαλλήλους, δεν τους δίνουν ευκαιρία να δουλέψουν παραπάνω, αλλά ούτε και τους εμποδίζουν.
- Οι παράγοντες διατήρησης, ο σταθερός μισθός και η ασφάλεια.
- Οι παράγοντες που προκαλούν δυσαρέσκεια ως παράγοντες υποκίνησης λ.χ. μη δυνατότητες προαγωγής.

Οι παράγοντες διατήρησης μπορούν να αυξήσουν την αποδοτικότητα όμως ως ένα βαθμό, αντίθετα οι παράγοντες υποκίνησης μπορούν να δώσουν τη δυνατότητα απεριόριστης αύξησης της αποδοτικότητας.

Η πρότασή του ήταν να μειωθούν οι εμφανείς αρνητικές πλευρές των παραγόντων υγιεινής και να επικεντρωθούν στους παράγοντες υποκίνησης. Να μην παραμείνουν οι ξενοδοχειακές εταιρείες στις φυσιολογικές ανάγκες των ατόμων, αλλά να επικεντρωθούν και στις προσωπικές ανάγκες τους.

Αν συγκρίνουμε τη θεωρία του Maslow με του Herzberg θα διακρίνουμε ομοιότητα:

Τρία μειονεκτήματα μπορούμε να εντοπίσουμε στη θεωρία αυτή[53]:

- Δεν λαμβάνει υπόψη τα χαρακτηριστικά των διαφόρων ατόμων ή ομάδων (οι εργάτες δεν υποκινούνται όπως τα στελέχη)
- Για μερικούς εργάτες δεν υπάρχουν περιθώρια βελτίωσης της θέσης που βρίσκονται.
- Τέλος, δεν λαμβάνει υπόψη ότι τα άτομα μπορούν να επιτύχουν και σε άλλους χώρους εκτός από το χώρο εργασίας τους.

[53] Pugh D.S.,(2000), Organization Theory,Harvard Business Review, pp 393

Ο McGregor, με βάση την πυραμίδα του Maslow, ερεύνησε το θέμα της υποκίνησης μέσα από τους διευθύνοντες και ποια ήταν η δική τους θεωρία για να υποκινήσουν τους υφισταμένους τους.

Θεωρία Χ

Ο άνθρωπος απεχθάνεται την εργασία και πάει να την αποφύγει γι' αυτό και ο καλύτερος τρόπος υποκίνησης είναι η τιμωρία και οι κυρώσεις. Άλλωστε, οι περισσότεροι άνθρωποι επιθυμούν να διοικούνται και να μη λαμβάνουν ευθύνες.

Θεωρία Ψ

Οι άνθρωποι αντιλαμβάνονται την εργασία σαν κάτι αυτονόητο που τους ευχαριστεί και γι' αυτό δεν χρειάζονται κάποιον να τους καθοδηγεί ή να τους τιμωρεί. Άρα από μόνοι τους εργάζονται με το σωστότερο τρόπο.

Ο McGregor κάλεσε τους διοικούντες να ακολουθήσουν τη θεωρία Ψ γιατί μόνο έτσι θα επιτύχουν τους στόχους της οργάνωσης και θα εξασφαλίσουν την ικανοποίηση των υφισταμένων τους. Το μειονέκτημα της συγκεκριμένης θεωρίας είναι ότι είναι περισσότερο περιγραφική, χωρίς να συμβουλεύει ή να προτείνει πρακτικές εφαρμογές.

Ο Alderfer αναπτύσσοντας τη θεωρία του Maslow και του Herzberg, και ειδικά του πρώτου, ταξινόμησε τις ανάγκες του ατόμου σε τρεις κατηγορίες:

- Υπαρξιακές ανάγκες (φυσιολογικές ή σιγουριάς του Maslow)
- Ανάγκες σχέσεων(διαπροσωπικές σχέσεις)
- Ανάγκες ανάπτυξης (εσωτερική επιθυμία του ανθρώπου για ανάπτυξη)

Πιστεύει ότι το άτομο[54]:

Α) Μπορεί να προχωρήσει και να ικανοποιήσει κάποιες ανάγκες του, ακόμα και αν δεν έχει ικανοποιήσει κάποιες άλλες.

Β) Κάποιες ανάγκες, όπως οι ανάγκες ανάπτυξης, όσο περισσότερο ικανοποιούνται, τόσο περισσότερο αυξάνει και η έντασή τους.

Γ) Όταν ένα άτομο πιστεύει ότι μία ανάγκη είναι αδύνατον να ικανοποιηθεί, τότε οι προσπάθειές του εντείνονται.

Είδαμε τις τέσσερις βασικές θεωρίες της υποκίνησης στις οποίες στηρίχθηκαν αργότερα όλες οι άλλες θεωρίες. Μπορούμε να πούμε ότι αυτές οι θεωρίες έδωσαν μία άλλη μορφή στις οργανώσεις. Διεύρυναν τον προβληματισμό των διευθυντικών στελεχών όσον αφοράς τον εφαρμοζόμενο τρόπο διοίκησης.

Για πρώτη φορά σκέφτηκαν και τις ανθρώπινες ανάγκες πέραν από τις ανάγκες του οργανισμού. Έγιναν σκέψεις για:

- Κατάργηση ιεραρχίας

[54] Berdwell Ian and Holden Len.,(2000),Human Resource Management, pp 40, 751

- Χαλάρωση ελέγχων
- Εναλλαγή θέσεων εργασίας
- Εμπλουτισμό αρμοδιοτήτων (Παναγιωτόπουλου Ρ., 1997 σ. 146).

Μπορούμε να προσθέσουμε ότι και οι συζητήσεις για τη συμμετοχή του προσωπικού στις αποφάσεις γύρω από την οργάνωση του προσωπικού, από εκεί ξεκίνησαν.

Φυσικά, πρέπει να τονίσουμε ότι πίσω από όλα αυτά, πάντα κρυβόταν η επιθυμία για ανάπτυξη της επιχείρησης. Το θέμα είναι ότι αυτές οι θεωρίες δεν το εξασφαλίζουν απόλυτα, ούτε για την οργάνωση, αλλά ούτε εγγυώνται την άμεση βελτίωση των συνθηκών εργασίας.

1.4 ΟΡΓΑΝΩΣΗ ΣΗΜΑΙΝΕΙ ΕΛΕΓΧΟΣ

Η διαδικασία ελέγχου σε μία οργάνωση επιβάλει την ανάπτυξη κανόνων, ιεραρχιών, διαδικασιών που συντελούν στη γένεση και εδραίωση εξουσιαστικών σχέσεων. Η παραπάνω πρόταση δεν αμφισβητείται σχεδόν από κανένα θεωρητικό των οργανώσεων. Όταν όμως πρόκειται να διερευνήσουμε τις εξουσιαστικές σχέσεις, τότε επικρατούν δύο λογικές.

Είτε εξετάζονται τα αίτια που καθιστούν τον έλεγχο αναγκαίο, οπότε αναγκαζόμαστε να επεκτείνουμε την ανάλυση βαθύτερα, είτε ενδιαφερόμαστε μόνο για την άσκηση εξουσίας χωρίς να μας ενδιαφέρουν οι γενεσιουργοί λόγοι και οι πηγές του[55]. Η εξουσία είναι ένα κοινωνικό φαινόμενο που δεν μπορεί να καταργηθεί από τις οργανώσεις μπορεί όμως να βελτιωθεί μέσα από τα πληροφοριακά πεδία και τον περιορισμό των διακρίσεων μέσα από την επικοινωνία.

ΚΟΥΛΤΟΥΡΑ –ΟΡΙΣΜΟΙ

Κουλτούρα είναι το ολικό σύστημα πρακτικών, το ολικό σύστημα των τρόπων με τους οποίους σκέπτονται, αισθάνονται και δρουν τα μέλη μιας κοινωνίας. Είναι πράξη μέσα από την οποία αποκρυσταλλώνονται κάθε στιγμή

α) οι αντικειμενικές συνθήκες ύπαρξης της κοινωνικής πραγματικότητας και οι κοινωνικές σχέσεις και

β) οι εμπειρίες και τα προσωπικά συναισθήματα των ατόμων.

Κατά τον Σβάιτσερ Α, είναι το σύνολο όλων των προόδων του ανθρώπου και της ανθρωπότητας σε όλους τους τομείς, στο μέτρο που αυτές συμβάλλουν στην πνευματική καλλιέργεια του ατόμου[56].

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[55] Τερλεξής Π.,(2000), Διευθυντικές ολιγαρχίες, σελ 23-24

[56] Συλλούρης Γ., (2002),Παραδόσεις Κοινωνιολογίας, Μεταίχμιο, σελ 227)

Η ΚΟΥΛΤΟΥΡΑ ΕΝΟΣ ΟΡΓΑΝΙΣΜΟΥ

Όσοι έχουν εργασθεί σε άλλες χώρες ή τις έχουν επισκεφθεί, θα συμφωνούσαν με την άποψη ότι υπάρχουν πραγματικά διαφορές στην κουλτούρα. Θα μπορούσαν να αναφέρουν, προς υποστήριξη της απόψεως αυτής, τις διαφορές στην ενδυμασία, στη γλώσσα, στο φαγητό ή στον τρόπο που έκφρασης. Είναι πολύ δυσκολότερο να υπερβούμε αυτές τις σχετικές και όμως επιφανειακές διαφορές όταν αναφερόμαστε στο θέμα των διαφορών της κουλτούρας.

Αν υπάρχει ευχέρεια ομιλίας μιας ξένης γλώσσας, μερικές από τις λιγότερο εμφανείς διαφορές μπορούν να αποκαλυφθούν, όπως το πώς και σε ποιες περιστάσεις οι άνθρωποι χρησιμοποιούν το χιούμορ, κατά πόσο τυπικά ή όχι συμπεριφέροντε απέναντι σε άλλους σε διάφορες καταστάσεις και τις διαφορετικές σημασίες της σιωπής, της δύναμης, της επιρροής, του φύλου, της θέσεως κ.λπ.

Όπως χρησιμοποιείται, ο όρος «κουλτούρα» συνήθως αναφέρεται περισσότερο στην αισθητική πλευρά της ζωής, π.χ. τέχνη, μουσική, φιλοσοφία. Παρόλα' αυτά οι κοινωνιολόγοι χρησιμοποιούν τον όρο για ως αναφορά στο σύνολο των εργαλείων που κατασκευάστηκαν από τον άνθρωπο (πνευματικά και φυσικά), στις αξίες που ο άνθρωπος όρισε και στις συμπεριφορές και πεποιθήσεις, που εφαρμόζονται στον τρόπο ζωής μιας συγκεκριμένης ομάδας, τάξης ή κοινωνίας ανθρώπων.

Κάθε άνθρωπος έχει αποκτήσει συγκεκριμένο τρόπο για να καταλαβαίνει την σημασία των εμπειριών του. Τα άτομα μιας ομάδας μοιράζονται κάποιον κοινό τρόπο που επιτρέπει να δουν τα πράγματα από κοινή οπτική γωνία και αυτός ο τρόπος κρατά την ομάδα μαζί. Θα πρέπει να υπάρχει ο κοινός τρόπος αντίληψης των πραγμάτων αν επιζητείτε η αποτελεσματική και σταθερή επικοινωνία από μια ομάδα ατόμων. Θα πρέπει επίσης να υπάρχουν κοινοί τρόποι κατανόησης γεγονότων και τρόπων συμπεριφοράς και κοινός τρόπος αντίληψης της αναμενόμενης αντίδρασης των ατόμων της ίδιας ομάδας σε κάποιο γεγονός.

Τα κύρια χαρακτηριστικά της κουλτούρας που μπορούν να αναφερθούν είναι:

- **Είναι ένα κοινωνικό απόκτημα της ανθρωπότητας**. Υπάρχει για να καλύπτει της ανάγκες του ανθρωπίνου είδους.
- **Μπορεί να αποκτηθεί.** Καθώς η κουλτούρα είναι το προϊόν της κοινωνικής επικοινωνίας, το άτομο θα πρέπει να μάθει τις σωστές αντιδράσεις σε μια δεδομένη κοινωνική περίσταση. Για να επιβιώσει θα πρέπει να υιοθετήσει τις νόρμες και τις αξίες της κουλτούρας στην οποία ανήκει και αυτό πραγματοποιείται μέσω μιας διαδικασίας, κοινωνικοποίησης.
- **Μεταδίδεται από γενεά σε γενεά** και ενώ υπάρχουν πολλές δυνατότητες αλλαγής, πολλοί παράμετροι της κουλτούρας έχουν ένα σαφή ιστορικό χαρακτήρα.
- **Έχει δυνατότητα προσαρμογής**. Αλλάζει εις απάντηση των αναγκών της κοινωνίας.

Η κουλτούρα παρέχει το μέσο με το οποίο οι άνθρωποι μπορούν να ανταπεξέλθουν στο φυσικό και κοινωνικό τους περιβάλλον. Παρέχει τη γλώσσα, μια λειτουργία ζωτική για την επικοινωνία και μετάδοση των γνώσεων που επιτρέπει στο ανθρώπινο είδος να επιβιώσει. Η συμπεριφορά της μητέρας, βασίζεται στην κουλτούρα και όχι στο ένστικτο.

Η ΚΟΥΛΤΟΥΡΑ ΣΤΟΝ ΟΡΓΑΝΙΣΜΟ

Ο A. Brown (1995) αναφέρει ότι ο οργανισμός είναι η συλλογή ομάδων, τυπικών και μη. Οι τυπικές ομάδες μπορούν να έχουν τα μόνιμα χαρακτηριστικά του οργανισμού, όπως τα διαφορετικά τμήματα και τα αρχαιότερα μέλη της ομάδας διαχείρισης, ή τα προσωρινά χαρακτηριστικά, όπως π.χ. μια επιτροπή ή ομάδα εργασίας συγκεκριμένου σχεδίου που καταρτίστηκε με ένα συγκεκριμένο σκοπό. Οι άτυπες ομάδες είναι αυτές που προκύπτουν μεταξύ υπαλλήλων που δημιουργούνται για να καλύψουν τις κοινωνικές και συναισθηματικές ανάγκες των ατόμων.

Οι άτυπες και οι τυπικές ομάδες μπορούν να υπάρχουν σαν μεμονωμένες οντότητες ή μπορεί να αλληλοκαλύπτονται. Δεν είναι ασύνηθες για μέλη του ιδίου τμήματος ενός οργανισμού να αναπτύξουν δυνατούς δεσμούς φιλίας μεταξύ τους και να λειτουργούν σαν άτυποι ομάδα.

Ο αποτελεσματικός συντονισμός και η επικοινωνία σε ένα οργανισμό εξαρτάται, κατά ένα μεγάλο βαθμό, από την θετική αλληλεπίδραση μεταξύ των διαφορετικών ομάδων ενός οργανισμού, έτσι ώστε η παραγωγικότητα να αυξηθεί χωρίς να βλάψει την αποτελεσματικότητα των διαφορετικών ομάδων. Όμως, είναι συχνές οι διαμάχες μεταξύ ομάδων ενός οργανισμού.

Το γεγονός ότι μια ομάδα μπορεί να αντιμετωπίζει κάποια άλλη ως αντίπαλο, μπορεί να οδηγήσει σε μείωση της παραγωγικότητας και σε χειρότερες εργασιακές σχέσεις. Ένα ξενοδοχείο που σέβεται τον εαυτό του και που θέλει να αποκαλείται εταιρία, προσπαθεί να εξαλείψει τέτοιες αρνητικές καταστάσεις και προχωρεί στην δημιουργία εταιρικής κουλτούρας.

Αν ζητείται η μείωση των διαμαχών μεταξύ διαφορετικών ομάδων, τότε η δομή του οργανισμού θα πρέπει να επιτρέπει την συχνή αλληλεπίδραση μεταξύ των ομάδων και την μέγιστη επικοινωνία και μετάδοση των ιδεών και πληροφοριών. Τα αρνητικά αποτελέσματα των διαμαχών μεταξύ των ομάδων μπορούν επίσης να μειωθούν με την εύρεση κοινών στόχων για τις ανταγωνιστικές ομάδες. Αυτό μπορεί να περιλαμβάνει την αναγνώριση ενός κοινού εχθρού, όπως μια ανταγωνιστική εταιρία, έτσι ώστε οι προσπάθειες της ομάδας να κατευθύνονται προς τον ίδιο στόχο.

Ο Coffrey et al (1994) υποστηρίζει ότι το ενδιαφέρον για την κουλτούρα ενός οργανισμού πηγάζει από 4 διαφορετικές πηγές: την απαλοιφή της έρευνας, εθνικές κουλτούρες, διαχείριση ανθρώπινου δυναμικού και την επεξήγηση της συμπεριφοράς πέρα από τη λογική και την δομική φύση του οργανισμού.

Η φράση «κλίμα οργανισμού» αναφέρεται στις πεποιθήσεις και στους τρόπους συμπεριφοράς των ατόμων σε ότι αφορά τον οργανισμό τους. Ένας ακόμη παράγοντας που ωθεί την ανάπτυξη αυτής της νέας τάσης στην σκέψη της διαχείρισης επήλθε με την συνειδητοποίηση ότι οργανισμοί διαφορετικών χωρών δομούνται και συμπεριφέροντε διαφορετικά.

Αν οι ξενοδοχειακές εταιρείες που έχουν διεθνή δράση θέλουν να περάσουν την φιλοσοφία τους, τους στόχους, τα προϊόντα και τις υπηρεσίες τους στους υπαλλήλους τους, στους πελάτες τους και στους συνεταίρους τους, με τρόπο ώστε όχι μόνο να καταλάβουν αλλά να πιστέψουν σ' αυτή, τότε θα πρέπει να αναζητήσουν τι σημαίνουν όλα αυτά τα πράγματα για ανθρώπους της δικής τους κουλτούρας.

Η κουλτούρα των οργανισμών αυτή τη στιγμή είναι ένας από τις κυριότερους παράγοντες έρευνας, μαζί με την μελέτη της τυπικής δομής, τις σχέσεις οργανισμού-περιβάλλοντος και την γραφειοκρατία. Για πρακτικούς, ως επίσης και για θεωρητικούς σκοπούς, είναι πολύ σημαντικό να μπορεί να επεξηγηθεί το γιατί οι οργανισμοί έχουν διαφορετικά ποσοστά κέρδους, τζίρου και μεριδίου αγοράς.

Μπορούμε να πάρουμε μια καλύτερη ιδέα για το τι σημαίνει η κουλτούρα και πόσο σημαντική είναι από τα παρακάτω:

Η κουλτούρα ενός οργανισμού δεν είναι ένα ακόμη κομμάτι του παζλ, είναι το ίδιο το παζλ. Κατά τη γνώμη μας, η κουλτούρα δεν είναι κάτι που έχει ένας οργανισμός, είναι κάτι που είναι ένας οργανισμός[57]. Η εταιρική κουλτούρα είναι η σιωπηρή, αόρατη και άτυπη συνειδητοποίηση ενός οργανισμού, που οδηγεί την συμπεριφορά των ατόμων και που διαμορφώνεται από την συμπεριφορά των ατόμων αυτών[58].

Κάθε οργανισμός είναι ικανός να παράγει και να μεταδώσει μια ομάδα αξιών χαρακτηριστική του οργανισμού αυτού. Θα έχει γίνει έτσι κατανοητό ποιες είναι οι αξίες, πεποιθήσεις και τρόποι συμπεριφοράς που είναι απαραίτητα στοιχεία για την επίτευξη των στόχων του συγκεκριμένου οργανισμού.

Η ομάδα αυτή την αξιών μπορεί να γίνει το σύστημα αξιών του οργανισμού αν αυτές οι αξίες είναι αποδεκτές από την πλειοψηφία των μελών του οργανισμού. Για την κατανόηση της επίδρασης της ομάδας αξιών ενός οργανισμού θα πρέπει να ανατρέξει κανείς και στην προέλευση των αξιών αυτών και στην σημασία τους.

Πολύ σημαντικοί ερευνητές προτείνουν ότι οι αξίες ενός οργανισμού προκύπτουν είτε από μια χαρισματική ηγεσία ή από τις παραδόσεις που τηρεί ένας οργανισμός. Οι αξίες που βασίζονται σε μια χαρισματική ηγεσία συνήθως προκύπτουν από ένα δυνατό ηγέτη, συνήθως τον ιδρυτή, και τείνουν να υιοθετηθούν από τα λοιπά μέλη. Εναλλακτικά, οι αξίες μπορούν να προκύψουν από τις παραδόσεις που τηρεί ένας οργανισμός, που είναι μάλλον ανώνυμες ως προς την προέλευσή τους. Βασίζονται σε βαθιά ριζωμένες παραδοσιακές πρακτικές και

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[57] Pacanowsky & O'Donell-Trujillo.,(2002), Organizational Behaviour, Prentice Hall, pp.20-24

[58] Scholz P.,(1997),Human Resource Management, Vol 24, No. 2.Harvard Business Review

προσδίδουν σταθερότητα στον οργανισμό καθώς περνούν από γενιά σε γενιά στα μέλη του.

Η σημασία των αξιών βασίζεται είτε σε ιδανικά είτε λειτουργικότητας ή της χαρισματικής μειονότητας. Τα λειτουργικά ιδανικά (αξίες) εκφράζουν ένα τρόπο συμπεριφοράς που υποδεικνύει στα μέλη του οργανισμού τα σημεία όπου πρέπει να εστιάσουν την προσοχή τους, όπως εξυπηρέτηση πελατών, καινοτομίες και ποιότητα[59].

Οι αξίες που χαρακτηρίζουν την χαρισματική μειονότητα επικεντρώνονται περισσότερο στην υπεροχή ενός οργανισμού έναντι άλλων οργανισμών. Αυτές οι αξίες προέρχονται από μια εκκεντρική προσωπικότητα ενός ιδρυτή, που δημιουργεί ένα προϊόν ή υπηρεσία που έχει άμεση επιτυχία. Οι αξίες που βασίζονται στο λειτουργικό σύστημα προσφέρουν περισσότερη καθοδήγηση ως προς ποια θα πρέπει να είναι η συμπεριφορά μέλους ενός οργανισμού.

Ένας οργανισμός πρέπει να νοιώθει υπεύθυνος απέναντι στο κοινωνικό σύνολο, η κουλτούρα δηλαδή η εσωτερική του πολιτική δεν πρέπει να είναι εις βάρος της κοινωνίας.

Στις τελευταίες δεκαετίες, έχει παρατηρηθεί αυξημένο ενδιαφέρον για τις κοινωνικές υποχρεώσεις των οργανισμών, γεγονός που οφείλεται στη δράση των οικολογικών και καταναλωτικών κινημάτων. Αυτά τα κινήματα δίνουν μεγάλη βαρύτητα στη σχέση που υπάρχει ανάμεσα στην οργάνωση και στη κοινωνία.

Οι ισχυρισμοί ότι οι επιχειρήσεις θα πρέπει να διαθέτουν ένα τμήμα των οικονομικών τους πόρους σε ενέργειες που ωφελούν την κοινωνία δεν ήταν πάντα ευνοϊκά αποδεκτοί. Οι συγγραφείς που έχουν ασχοληθεί με το συγκεκριμένο θέμα διαμορφώνουν, τόσο στο κατάλληλο επίπεδο κοινωνικών ενεργειών των οργανισμών, όσο και στο αν μια οργάνωση έχει εύλογους λόγους να διαθέσει κάποιους πόρους σε κοινωνικές πράξεις[60].

ΕΠΙΧΕΙΡΗΜΑΤΑ ΥΠΕΡ ΚΑΙ ΚΑΤΑ ΤΗΣ ΚΟΙΝΩΝΙΚΗΣ ΕΥΘΥΝΗΣ ΣΕ ΣΧΕΣΗ ΜΕ ΤΗ ΚΟΥΛΤΟΥΡΑ ΕΝΟΣ ΟΡΓΑΝΙΣΜΟΥ

Τα επιχειρήματα κατά της κοινωνικής ευθύνης είναι τα εξής:

- Η κοινωνική ευθύνη αφορά το κράτος η σύνδεση των οργανώσεων με το κράτος θα δημιουργήσει μια πολύ ισχυρή δύναμη μέσα στην κοινωνία.

- Ο βασικός στόχος των επιχειρήσεων είναι η μεγιστοποίηση του κέρδους. Επομένως η σπατάλη κάποιων πόρων σε προγράμματα κοινωνικής δράσης έρχεται σε αντίθεση με το βασικό στόχο γιατί προκαλεί μείωση των κερδών.

[59] Τσιβάκου Ι.,(2002), Δράση και σύστημα, Μεταίχμιο, σελ. 193

[60] Montana P. and Charnon H.,(2002),Bruce Management, Prentice Hall, pp. 57-58)

- Δεν υπάρχει λόγος να υποθέσουμε ότι οι επικεφαλείς των επιχειρήσεων έχουν την ικανότητα να προσδιορίσουν ποιο είναι το κοινωνικό συμφέρον. Συνήθως οι κοινωνιολόγοι και οι δημόσιοι υπάλληλοι δε συμφωνούν μεταξύ τους σχετικά με τους στόχους που ωφελούν την κοινωνία. Γιατί λοιπόν να υποθέσουμε ότι οι επικεφαλής των επιχειρήσεων μπορούν να προσδιορίσουν καλύτερα το κοινωνικό συμφέρον.

- Το κόστος των κοινωνικών προγραμμάτων θα επιβαρύνει την επιχείρηση και θα πρέπει να περάσει στους καταναλωτές με τη μορφή αυξημένων τιμών.

Τα επιχειρήματα υπέρ της κοινωνικής ευθύνης είναι τα εξής[61]:

- Η συμβολή της οργάνωσης στην βελτίωση της κοινωνίας, θα βοηθήσει μακροπρόθεσμα στην ανάπτυξη του οργανισμού.

- Το να είναι κοινωνικά υπεύθυνη είναι ότι πιο ηθικό και σωστό μπορεί να κάνει .

- Η απόκριση στα κοινωνικά θέματα βοηθά τον οργανισμό στον περιορισμό του κρατικού παρεμβατισμού.

Η ΕΠΙΚΟΙΝΩΝΙΑΚΗ ΕΚΔΟΧΗ ΤΗΣ ΚΟΥΛΤΟΥΡΑΣ ΣΤΙΣ ΟΡΓΑΝΩΣΕΙΣ

Στη θεωρία της οργανωσιακής κουλτούρας δίνεται ιδιαίτερη έμφαση στην σπουδαιότητα και την επιρροή της επικοινωνίας στην κουλτούρα των οργανώσεων χωρίς παράλληλα να αμφισβητείται το γεγονός ότι η ίδια η κουλτούρα επηρεάζει από την πλευρά της τους τρόπους επικοινωνίας των μελών μιας οργάνωσης. Η επικοινωνία καλύπτει δυο πρωταρχικές πολιτισμικές ανάγκες: α) εξασφαλίζει στα μέλη των οργανώσεων τις αναγκαίες πληροφορίες ως προς τα πολιτισμικά πρότυπα της οργάνωσης και β) κοινωνικοποιεί τα μέλη στην οργανωσιακή κουλτούρα. Η οργανωσιακή κουλτούρα μεταδίδεται στα μέλη της οργάνωσης και στο κοινό με το οποίο έρχεται σε επαφή είτε χρησιμοποιώντας ανεπίσημα ή άτυπα μέσα-διαύλους (πχ. "ράδιο-αρβύλα") ή πιο τυπικά μέσα-διαύλους (πχ. πληροφοριακό υλικό, αλληλογραφία, έντυπα, δημοσιεύματα) ή ακόμη δημόσιες παρουσιάσεις για την προβολή του έργου της (εκθέσεις, ημερίδες, συνέδρια). Με την επικοινωνία μια οργάνωση αποσκοπεί να προβάλει την επιθυμητή δημόσια εικόνα της προς τα έξω, να δημοσιοποιήσει τις δραστηριότητές της για να διευκολύνει τις συναλλαγές μεταξύ των μελών και της πελατείας της στο μέλλον καθώς και να δημιουργήσει αισθήματα ταύτισης των μελών της με το σύνολο της οργάνωσης. Η ταυτότητα μίας οργάνωσης -δηλαδή όλα τα στοιχεία που συγκροτούν το παρελθόν και το παρόν της- και η αναμετάδοσή της στα νέα μέλη και στους νέους πελάτες αποτελεί ενοποιητικό παράγοντα των μελών με κοινωνικοποιητικές προεκτάσεις και επικοινωνιακή πρακτική που ενδυναμώνει τις σχέσεις μεταξύ τους και ισχυροποιεί την εικόνα της οργάνωσης

[61] Samuel C. Certo and Peter P.J.,(2002),Strategic Management ,pp 123

Η ΕΡΜΗΝΕΥΤΙΚΗ ΠΡΟΣΕΓΓΙΣΗ

Το κίνητρο για το ερευνητικό ενδιαφέρον ως προς τη μελέτη της κουλτούρας αποτέλεσαν α) η θεώρηση των οργανώσεων ως "μικρές αυτόνομες κοινωνίες" δηλαδή κοινωνικά σύνολα σε μικρό-κλίμακα τα οποία επιτελούν κοινωνικοποιητικές λειτουργίες, β) η προσπάθεια ερμηνείας της ανθρώπινης συμπεριφοράς στις οργανώσεις με τις όποιες ιδιαιτερότητες της μέσα από τις συμβολικές και πολιτισμικές προεκτάσεις των οργανωτικών δομών και γ) η Ευρωπαϊκή ενοποίηση, η οποία σε θεσμικό επίπεδο προϋποθέτει τη θέσπιση υπερεθνικών θεσμών και την υποβάθμιση των εθνικών-πολιτισμικών διαφορών[62].

Στην προσέγγιση αυτή ως «κουλτούρα νοείται το χρονικά και χωρικά προσδιορισμένο σύνολο κοινών υλικών και ιδεολογικών επιτευγμάτων, ισχυουσών αξιών, γνώσεων καθώς και των θεσμοθετημένων μορφών διαβίωσης των ανθρώπων»[63]. Η κουλτούρα και οι πολιτισμικές διαφοροποιήσεις μπορούν να εξεταστούν στα πλαίσια της οργανωσιακής θεωρίας είτε ως στοιχεία ενσωμάτωσης (σύμφωνα με την αντίληψη αυτή οι οργανώσεις λειτουργούν μέσα σε μια κουλτούρα ή έχουν μια κουλτούρα) είτε ως ξεχωριστά συστήματα ιδεών (εδώ, η κουλτούρα εκλαμβάνεται ως σύστημα ιδεών του υποκειμένου, οι οργανώσεις είναι κουλτούρα). Εμπειρικές έρευνες που συγκρίνουν οργανώσεις με κοινό πολιτισμικό περιβάλλον ή οργανώσεις από διαφορετικά πολιτισμικά περιβάλλοντα αποτελούν την αφετηρία για την καταγραφή των θεωρητικών διαφοροποιήσεων αυτής της προσέγγισης.

ΔΙΟΙΚΗΣΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

«Η διοίκηση πρέπει να έχει την υποστήριξη όλων των εργαζομένων. Δεν μπορώ να σκεφτώ τίποτα πιο σημαντικό» Crandall R

Η διοίκηση ανθρωπίνων πόρων είναι η στρατολόγηση, η επιλογή, η ανάπτυξη, η αξιοποίηση και η προσαρμογή των ανθρωπίνων πόρων στους οργανισμούς. Οι ανθρώπινοι πόρο ενός οργανισμού αποτελούνται από όλα τα άτομα τα οποία απασχολούνται σε οποιαδήποτε από τις δραστηριότητές του. Στις μέρες μας δίνεται ιδιαίτερη έμφαση στον τρόπο διοίκησης των ανθρωπίνων πόρων σε μια επιχείρηση. Η μεγάλη της σημασία στηρίζεται στη διαπίστωση ότι οι εργαζόμενοι μιας επιχείρησης, της επιτρέπουν να επιτύχει τους στόχους της και συνεπώς η διοίκηση αυτών των εργαζομένων έχει δεσπόζουσα σημασία. [64]

Επιπρόσθετα, η διοίκηση ανθρωπίνων πόρων μπορεί να ορισθεί:

[62] Martin J. and Frost P.,(2002),The Organization Culture War Games: a Struggle for Intellectual Dominance» στο Handbook of Organization Studies, ed. By Clegg S.R., Handy C., Nord W., Sage Publications, Beverly Hills, 1996, σελ. 599-621

[63] Δεμερτζής Ν., Κουλτούρα, νεωτερικότητα, πολιτική κουλτούρα, εκδ. Παπαζήσης, Αθήνα 1989, σελ. 31-52..

[64] William B. Weather, Keith Davis, Human Resources and Personnel Management, Irwin Mc Graw Híll, USA,1996, σελ. 9-12

"Ως μια σειρά από ρόλους και λειτουργίες, που αναγνωρίζουν τη σημασία του ανθρώπινου παράγοντα στην εργασία και στοχεύουν στη δημιουργία ανταγωνιστικού πλεονεκτήματος μέσω της στρατηγικής ανάπτυξης ενός ικανού και αφοσιωμένου ανθρώπινου δυναμικού και μέσω της χρήσης τεχνικών διοίκησης ανθρώπινου δυναμικού που επηρεάζουν την κουλτούρα και τη δομή μιας επιχείρησης, συμβάλλοντας με αυτόν τον τρόπο στην εναρμόνισή της με τις γενικές στρατηγικές της και το περιβάλλον".

Μερικά από τα σημεία στα οποία η Διοίκηση Ανθρωπίνων Πόρων θα πρέπει να δίνει ιδιαίτερη έμφαση παρουσιάζονται στη συνέχεια:

- Ύπαρξη οράματος ανθρώπινων πόρων που να ταιριάζει με τις
- στρατηγικές ανάγκες ολόκληρου του οργανισμού.
- Ύπαρξη φιλοσοφίας και αξιών που να ταιριάζουν με εκείνες ολόκληρου του οργανισμού.
- Οργάνωση του τμήματος ανθρωπίνων πόρων με τέτοιο τρόπο ώστε η επιχείρηση να παρέχει τις καλύτερες δυνατές υπηρεσίες στους πελάτες και τη μέγιστη κινητοποίηση στο προσωπικό.
- Προληπτική δράση του τμήματος ανθρωπίνων πόρων πριν από την εμφάνιση των προβλημάτων και όχι αφού έχει δημιουργηθεί το πρόβλημα.
- Ενεργή συμμετοχή των στελεχών του τμήματος στη λήψη των σοβαρών αποφάσεων που αφορούν το σύνολο της επιχείρησης. [65]

ΟΙ ΡΟΛΟΙ ΤΗΣ ΔΙΟΙΚΗΣΗΣ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Ο στόχος της Διοίκησης Ανθρωπίνων Πόρων είναι η βελτίωση της παραγωγικής συνεισφοράς των ανθρώπων στην επιχείρηση με τρόπους που είναι στρατηγικά, ηθικά και κοινωνικά αποδεκτοί. Οι ανθρώπινοι πόροι καθορίζουν την επιτυχία κάθε οργανισμού. Η βελτίωση της ανθρώπινης συνεισφοράς είναι τόσο σημαντική ώστε ακόμα και η πιο μικρή επιχείρηση να χρειάζεται ένα εξειδικευμένο τμήμα προσωπικού. Το τμήμα προσωπικού υπάρχει για να υποστηρίξει τα στελέχη και τους εργαζόμενους ώστε να επιτυγχάνονται οι στόχοι της επιχείρησης. Προκειμένου να φέρει το τμήμα ανθρωπίνων πόρων στην επιχείρηση εις πέρας τις διάφορες δραστηριότητες πρέπει αναμφίβολα να έχει στόχους. Οι στόχοι του τμήματος των ανθρωπίνων πόρων, εξισορροπούν τις προκλήσεις τόσο για την επιχείρηση όσο για την λειτουργία των ανθρωπίνων πόρων, την κοινωνία και τους εργαζομένους. Οι στόχοι των ανθρωπίνων πόρων μπορούν να καταταχθούν σε τέσσερις κατηγορίες:

- **Οργανωσιακοί στόχοι**. Το τμήμα προσωπικού υπάρχει για να συνεισφέρει στην επιχειρησιακή επίδοση. Με άλλα λόγια το τμήμα προσωπικού

[65] Fisher, Schoenfeldt, Shaw, Human Resource Management, Houghton Mifflin Company, USA, 1999, σελ.252-255

υφίσταται για να βοηθήσει τα στελέχη να επιτυγχάνουν τους στόχους της επιχείρησης. Όπως έχει διατυπωθεί, το τμήμα προσωπικού υπάρχει για να υπηρετεί το υπόλοιπο του οργανισμού.

- **Λειτουργικοί στόχοι**. Η συνεισφορά του τμήματος προσωπικού πρέπει να διατηρείται στο κατάλληλο επίπεδο ώστε να ανταποκρίνεται στις ανάγκες του οργανισμού. Οι πόροι σπαταλούνε όταν το τμήμα προσωπικού είναι περισσότερο ή λιγότερο οργανωμένο από ό, τι χρειάζεται με βάση τις ανάγκες του οργανισμού.
- **Κοινωνικοί στόχοι**. Το τμήμα προσωπικού πρέπει να ανταποκρίνεται στις κοινωνικές και ηθικές προκλήσεις της κοινωνίας μειώνοντας φυσικά τις αρνητικές συνέπειες για την επιχείρηση.
- **Προσωπικοί στόχοι**. Το τμήμα προσωπικού πρέπει να υποστηρίζει τους εργαζόμενους να επιτυγχάνουν τους προσωπικούς τους στόχους, από τη στιγμή βέβαια που οι προσωπικοί αυτοί στόχοι αυξάνουν τη συνεισφορά του εργαζόμενου στην επιχείρηση. Οι προσωπικοί στόχοι των εργαζομένων, πρέπει να επιτυγχάνονται καθώς με τον τρόπο αυτό κινητοποιούνται οι εργαζόμενοι και αποκτούν κίνητρο για να προσπαθούν περισσότερο.

ΟΙ ΛΕΙΤΟΥΡΓΙΕΣ ΤΗΣ ΔΙΟΙΚΗΣΗΣ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Οι βασικές λειτουργίες του τμήματος διοίκησης ανθρωπίνων πόρων είναι οι εξής: η προσέλκυση των ανθρωπίνων πόρων στις διαθέσιμες θέσεις εργασίας που ένας οργανισμός διαθέτει, η επιλογή στη συνέχεια του κατάλληλου προσωπικού, η εκπαίδευση του προσωπικού που έχει επιλεχθεί και τέλος η αξιολόγηση της απόδοσης των ανθρωπίνων πόρων κατά τη διάρκεια της εργασίας τους στον συγκεκριμένο οργανισμό από τον οποίο έχουν προσληφθεί. Στη συνέχεια του κεφαλαίου αναλυτικά παρουσιάζονται κάθε μια από τις λειτουργίες αυτές της διοίκησης ανθρωπίνων πόρων.

Η ΠΡΟΣΕΛΚΥΣΗ ΤΩΝ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Στη σημερινή εποχή, που χαρακτηρίζεται από έντονο ανταγωνισμό και διαδοχικές αλλαγές, καμία επιχείρηση δεν μπορεί να επιβιώσει αν δεν κάνει καλή και αποτελεσματική πρόσληψη ανθρωπίνων πόρων. Χωρίς καμία αμφιβολία, η προσέλκυση και η τοποθέτηση ανθρώπων σε θέσεις εργασίας που είναι οι πλέον κατάλληλες για τις ικανότητες και τα προσόντα τους, αποτελεί μια από τις σημαντικότερες λειτουργίες του τμήματος της διοίκησης ανθρωπίνων πόρων.

ΠΙΝΑΚΑΣ : ΔΙΑΔΙΚΑΣΙΑ ΠΡΟΣΕΛΚΥΣΗΣ ΣΤΕΛΕΧΩΝ

Επιχείρηση	Υποψήφιος
Ύπαρξη κενής ή νέας θέσης	Επιλογή επαγγέλματος και εκπαίδευση
Διεξαγωγή ανάλυσης της θέσης εργασίας και προσπάθεια προγραμματισμού της προσέλκυσης	Απόκτηση επαγγελματικής εμπειρίας
Χρήση εξωτερικών και εσωτερικών μεθόδων προσέλκυσης	Αναζήτηση επαγγελματικών διεξόδων
Αξιολόγηση υποψηφίων μέσω της διαδικασίας επιλογής	Αίτηση για εργασία
Εντυπωσιασμός υποψηφίων	Εντυπωσιασμός της εταιρίας εκπαίδευσης κατά τη διαδικασία επιλογής
Διεξαγωγή προσφοράς	Αξιολόγηση της θέσης εργασίας και του ξενοδοχείου
	Αποδοχή ή απόρριψη της θέσης εργασίας

Ως στρατολόγηση ορίζεται η διαδικασία κατά την οποία οι επιχειρήσεις προσελκύουν τα κατάλληλα άτομα στις κενές θέσεις εργασίας. Οι περισσότεροι οργανισμοί έχουν τη διαρκή ανάγκη να προσλαμβάνουν νέους εργαζόμενους ώστε να αντικαθιστούν αυτούς που αποχωρούν είτε επειδή φεύγουν από την επιχείρηση είτε επειδή προάγονται. Στον πίνακα 1.1 παρουσιάζεται η διαδικασία της προσέλκυσης τόσο από την πλευρά της επιχείρησης όσο και από την πλευρά του υποψήφιου.

Μια σωστά σχεδιασμένη προσέλκυση περιλαμβάνει:

- Γνώση του ανθρώπινου δυναμικού που είναι αναγκαίο.
- Γνώση της εξέλιξης των προαγωγών μέσα στον οργανισμό.
- Πρόβλεψη των μελλοντικών αλλαγών βάσει της πείρας του παρελθόντος και της αυξανόμενης προσδοκίας για το μέλλον.
- Γνώση του τύπου του ανθρώπου που φαίνεται να ταιριάζει περισσότερο για τη συγκεκριμένη θέση του οργανισμού.

Προκειμένου να υπάρξει μια επιτυχημένη στρατολόγηση θα πρέπει να δοθούν απαντήσεις στα εξής ερωτήματα:

- Ποια είναι τα κατώτερα προσόντα και οι απαιτήσεις κάθε εργασίας;

- Υπάρχουν προαγωγές που θα πραγματοποιηθούν από το εσωτερικό της επιχείρησης ή θα προσληφθούν άτομα εκτός επιχείρησης;
- Έχουν ενημερωθεί όλοι οι εργαζόμενοι που θα επηρεαστούν από την πρόσληψη για τη συγκεκριμένη διαδικασία;

Η ΕΠΙΛΟΓΗ ΤΩΝ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Το επόμενο στάδιο μετά την προσέλκυση ανθρωπίνων πόρων είναι η επιλογή τους. Σκοπός της επιλογής είναι η απομόνωση από μια ομάδα υποψηφίων των πιο ικανών και κατάλληλων για μια συγκεκριμένη θέση εργασίας και η πρόσληψή τους. Ιδανικά οι άνθρωποι που προσλαμβάνονται έχουν καλύτερη απόδοση από αυτούς που απορρίπτονται. Προκειμένου να γίνει σωστή επιλογή υποψηφίων θα πρέπει να χρησιμοποιούνται τα κατάλληλα εργαλεία αξιολόγησης των εργαζομένων.

Η επιλογή του προσωπικού που θα επανδρώσει μια επιχείρηση αποτελεί μια από τις πιο σημαντικές δραστηριότητες για την επιχείρηση καθώς η επιλογή του έμψυχου υλικού αποτελεί έναν από τους παράγοντες που καθορίζουν το μέλλον της ίδιας της επιχείρησης. Μόνο αν προσληφθούν άτομα ευέλικτα, έξυπνα, αποτελεσματικά και μεθοδικά το μακροπρόθεσμο αποτέλεσμα θα είναι η θετική εξέλιξη, η άνοδος και η ανάπτυξη του οργανισμού.

Επειδή το έργο της επιλογής προσωπικού αποτελεί αντικείμενο δεσπόζουσας σημασίας για τη λειτουργία του οργανισμού θα πρέπει να γίνεται από εξειδικευμένα άτομα με τη δέουσα προσοχή, καθώς είναι συχνά εύκολο να οδηγήσει την επιχείρηση σε επιζήμια αποτελέσματα. Οι επιχειρήσεις συχνά διαφέρουν στην πολυπλοκότητα των συστημάτων τα οποία επιλέγουν. Πολλές επιχειρήσεις διεξάγουν συνεντεύξεις και προβαίνουν σε προσλήψεις, ενώ άλλες πραγματοποιούν διαδοχικές συνεντεύξεις και διεξάγουν διάφορα είδη δοκιμών. Παρ' όλο που η δεύτερη περίπτωση είναι πιο δαπανηρή, τα θετικά αποτελέσματα για την επιχείρηση είναι ιδιαίτερα σημαντικά.

Σύμφωνα με ορισμένες μελέτες κοινωνιολόγων, οι επιχειρήσεις πρέπει να απασχολούν εργαζόμενους που να διαθέτουν τόσο τα κατάλληλα προσόντα, όσο και την απαιτούμενη κινητοποίηση, ώστε να εκτελούν σωστά τους ρόλους τους. Ανάλογοι εργαζόμενοι υπάρχουν είτε σαν αποτέλεσμα μιας επιτυχημένης διαδικασίας επιλογής, είτε δημιουργούνται στη συνέχεια με συνεχόμενα προγράμματα εκπαίδευσης και ανάπτυξης. Η δεύτερη περίπτωση είναι πολύ δαπανηρή για την επιχείρηση, με αποτέλεσμα να δίνεται όλο το βάρος στην προσεκτική επιλογή. Με μια δαπανηρή και αποτελεσματική διαδικασία επιλογής είναι βέβαιο ότι το κόστος της εκπαίδευσης θα είναι μειωμένο.

Η ΕΚΠΑΙΔΕΥΣΗ ΚΑΙ Η ΑΝΑΠΤΥΞΗ ΤΩΝ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Η εκπαίδευση ανθρωπίνων πόρων αποτελεί μια οργανωμένη διαδικασία, σύμφωνα με την οποία οι άνθρωποι αποκτούν γνώσεις και ικανότητες για έναν ορισμένο σκοπό. Ο αντικειμενικός σκοπός της εκπαίδευσης είναι η μεταβολή στη συμπεριφορά των εκπαιδευόμενων, με τέτοιον τρόπο που θα οδηγήσει στην απόκτηση νέων ικανοτήτων χειρισμού, τεχνικών και διοικητικών γνώσεων, όπως επίσης και στην ικανότητα από την πλευρά των εργαζομένων επίλυσης των προβλημάτων που παρουσιάζονται με τρόπο αποτελεσματικό. [66]

Ως ανάπτυξη ορίζεται η παροχή ευκαιριών για διεύρυνση της προσωπικότητας, η προσαρμογή στην εργασία και η έμφαση στις ηγετικές ικανότητες των ατόμων τα οποία έχουν διοικητικά καθήκοντα. Η εκπαίδευση αναμφίβολα αποτελεί μια από τις πιο σημαντικές λειτουργίες της διοίκησης ανθρωπίνων πόρων. Με την εκπαίδευση αυξάνεται η αποτελεσματικότητα και η παραγωγικότητα των εργαζομένων και συνεπώς αυξάνεται και η επίδοση της επιχείρησης. Τα οφέλη της εκπαίδευσης τόσο για την επιχείρηση όσο και για τους εργαζόμενους παρουσιάζονται στους πίνακες 1.2. και 1.3.

Τα άτομα τα οποία εργάζονται στο τμήμα ανθρώπινων πόρων συνήθως ασχολούνται με τις ακόλουθες ενέργειες[67]:

- Καθορισμός των αναγκών για εκπαίδευση. . Προγραμματισμός, και ανάθεση ευθυνών.
- Σύνταξη προγραμμάτων εκπαίδευσης σε συνεργασία με διάφορα
- στελέχη.
- Συλλογή και προετοιμασία υλικού εκπαίδευσης, διαγραμμάτων, εγχειριδίων και οπτικοαουστικών μέσων.
- Διεύθυνση και διδασκαλία ορισμένων μαθημάτων προσανατολισμού.
- Εκπαίδευση στελεχών και διδασκόντων μέσα στην επιχείρηση για να αποκτήσουν ικανότητα στη διδασκαλία.
- Αξιολόγηση της αποτελεσματικότητας των προσπαθειών για εκπαίδευση.

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[66] Luis R. Gomez-Mejia, Davic B. Balkin, Robrt L. Cardy, Manaqinq Human Resources, Prentice HallInternational, New Jersey 1998, σελ. 2-15

[67] Alan Price, Principles of Human Resource Management, Blackwell Publishers, USA, σελ. 27-32

ΠΙΝΑΚΑΣ : ΟΦΕΛΗ ΤΗΣ ΕΚΠΑΙΔΕΥΣΗΣ ΓΙΑ ΤΗΝ ΕΠΙΧΕΙΡΗΣΗ

Οδηγεί σε βελτίωση της κερδοφορίας
Βελτιώνει τη γνώση της εργασίας και τις ικανότητες σε όλα τα επίπεδα της επιχείρησης
Εξυψώνει το ηθικό των εργαζομένων Βοηθάει στη βελτίωση της εταιρικής εικόνας
Ενισχύει την αυθεντικότητα , την ευελιξία, και την εμπιστοσύνη
Βελτιώνει τη σχέση προϊσταμένου –υφισταμένου
Συμβάλλει στην επιχειρησιακή ανάπτυξη
Η επιχείρηση μαθαίνει από τον εκπαιδευόμενο
Βοηθάει στη χάραξη κατευθυντήριων γραμμών για την εργασία
Συμβάλλει στη κατανόηση και στη παγίωση επιχειρησιακών αρχών
Παρέχει πληροφόρηση για τις μελλοντικές ανάγκες σε όλους τους τομείς της επιχείρησης
Συμβάλει στην αποτελεσματική λήψη αποφάσεων και την επίλυση προβλημάτων
Συμβάλει στην ενίσχυση των προαγωγών από το εσωτερικό της επιχείρησης
Συμβάλλει στην ενίσχυση των προαγωγών από το εσωτερικό της επιχείρησης
Βοηθάει στην ανάπτυξη ηγετικών ικανοτήτων και τη βελτίωση των συμπεριφορών
Βοηθάει στη βελτίωση της ποιότητας της εργασίας
Συμβάλλει στη μείωση του κόστους
Βελτιώνει τις σχέσεις εργαζομένων και ηγεσίας
Συμβάλλει στη προληπτική αντιμετώπιση δυσκολιών
Ενισχύει την ανάπτυξη της επικοινωνίας
Βοηθάει τους εργαζομένους να προσαρμοστούν στις αλλαγές
Συμβάλει στο χειρισμό των εντάσεων και στην αποφυγή των συγκρούσεων

ΠΙΝΑΚΑΣ :ΟΦΕΛΗ ΤΗΣ ΕΚΠΑΙΔΕΥΣΗΣ ΓΙΑ ΤΟΥΣ ΕΡΓΑΖΟΜΕΝΟΥΣ

Βοηθάει τους εργαζομένους να παίρνουν καλύτερες αποφάσεις και να λύνουν αποτελεσματικά αδιάφορα προβλήματα
Ενισχύεται η αναγνώριση , η ευθύνη , η επιτυχία και η ανάπτυξη
Ενισχύεται η αυτοπεποίθηση και η αυτοανάπτυξη
Βοηθά το άτομο να χειρίζεται τις εντάσεις και τις συγκρούσεις
Δίνει τις γνώσεις για τη βελτίωση των ικανοτήτων και της επικοινωνίας
Αυξάνει την ικανοποίηση από τη θέση εργασίας
Βοηθά στην επίτευξη προσωπικών σχέσεων
Δίνει νέο προσανατολισμό στο μέλλον του εργαζόμενου
Δημιουργεί μια αίσθηση ανάπτυξης στη μάθηση
Βοηθά τον εργαζόμενο να αναπτύξει προφορικές και γραπτές ικανότητες
Μειώνει το φόβο για την εξάσκηση μιας νέας δραστηριότητας

ΑΞΙΟΛΟΓΗΣΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Ως αξιολόγηση των ανθρωπίνων πόρων, θεωρείται η διαρκής και ευέλικτη προσπάθεια διοίκησης της απόδοσης μέσα σε ένα προσυμφωνημένο πλαίσιο στόχων, δεδομένων και ικανοτήτων. Αποτελεί το μέσο το οποίο αποδίδει τα καλύτερα αποτελέσματα από την οργάνωση και τους εργαζόμενους σε όλα τα ιεραρχικά επίπεδα. Είναι μια διαδικασία χρήσιμη στον προσδιορισμό του τι θα επιτευχθεί, στην ανάπτυξη του ανθρώπινου παράγοντα, στον έλεγχο της ατομικής συνεισφοράς στους εταιρικούς στόχους, ενώ παράλληλα παρέχει και μια βάση επικοινωνίας και διαλόγου μεταξύ προϊσταμένων και υφισταμένων γύρω από θέματα απόδοσης και ανάπτυξης.

Κατά συνέπεια, η διαδικασία αξιολόγησης σχεδιάζεται με τρόπο ώστε να εκτιμηθούν οι δυνατότητες και οι αδυναμίες των εργαζομένων, να συμφωνηθούν οι στόχοι και οι προσδοκίες και να αναγνωριστούν οι μελλοντικές ανάγκες εκπαίδευσης και ανάπτυξης. Η όλη διαδικασία οφείλει να παρουσιάζει ξεκάθαρα στους εργαζόμενους την εικόνα που η επιχείρηση έχει για αυτούς και τη συνεισφορά τους και να τους ενημερώνει για τις προοπτικές τους.

Για να είναι αποτελεσματική η προσπάθεια αξιολόγησης της απόδοσης, οφείλει να διέπεται από τις παρακάτω τέσσερις βασικές αρχές:

- Το πρόγραμμα είναι ευθύνη και καθοδηγείται από στελέχη γραμμής και όχι από το τμήμα ανθρώπινων πόρων.

- Δίνεται έμφαση σε κοινούς εταιρικούς στόχους και αξίες.
- Αναπτύσσεται ειδικά και ξεχωριστά για κάθε επιχείρηση
- Εφαρμόζεται σε όλα τα ιεραρχικά επίπεδα σε όλους τους εργαζομένους

Με βάση τα παραπάνω σχεδιάστηκαν και εφαρμόζονται στις επιχειρήσεις τα συστήματα αξιολόγησης της επίδοσης, τα οποία είναι άρρηκτα συνδεδεμένα με τους στόχους που έχει θέσει η επιχείρηση και δίνουν κατευθύνσεις σύμφωνες με τους στόχους αυτούς. Επιπλέον, διασφαλίζουν ότι οι προσπάθειες των εργαζομένων εξυπηρετούν τις προτεραιότητες της οργάνωσης, τα απαραίτητα εκπαιδευτικά προγράμματα υλοποιούνται και ότι η υψηλή απόδοση ανταμείβεται και ενισχύεται.

Ένα τυπικό σύστημα αξιολόγησης της επίδοσης περιλαμβάνει τα ακόλουθα στάδια:

1. Περιγραφή της θέσης εργασίας και των καθηκόντων της και προσδιορισμός των στόχων των διαφόρων τμημάτων.

2. Καθορισμός των ατομικών στόχων και επιδιώξεων που ορίζονται ύστερα από συνεννόηση του αξιολογητή με τον αξιολογούμενο. Οι στόχοι αυτοί είναι αυστηρά προσδιορισμένοι, μετρήσιμοι, πιέζουν τον εργαζόμενο να εργαστεί και συμφωνούν με τις ανάγκες και τις απαιτήσεις της επιχείρησης. Πάνω απ' όλα όμως είναι συγκεκριμένοι, μετρήσιμοι, κατάλληλοι, σχετικοί και χρονικά προγραμματισμένοι.

3. Κατάρτιση αναπτυξιακού πλάνου στο οποίο περιγράφεται λεπτομερώς ο τρόπος που το άτομο θα επιτύχει τους στόχους που έχει θέσει. Ιδιαίτερη έμφαση δίνεται στην υποστήριξή του και την καθοδήγηση από τη διοίκηση.

4. Εκτίμηση των στόχων μέσω επιθεωρήσεων και αναθεωρήσεων σε διαρκή βάση, με στόχο την υποκίνηση του αξιολογούμενου. Ποια είναι όμως τα συστήματα αυτά; Ευρέως γνωστό και αποδεκτό σύστημα αξιολόγησης της επίδοσης είναι η αξιολόγηση βάσει σκοπών.

Στο σύστημα αυτό η επίδοση των εργαζομένων μετριέται ανάλογα με τους προσυμφωνημένους στόχους που κατάφεραν να επιτύχουν στο τέλος της χρήσης. Εξίσου σημαντικό είναι και το σύστημα αξιολόγησης βάσει ατομικών χαρακτηριστικών και επαγγελματικών ικανοτήτων. Εδώ αξιολογούνται τα χαρακτηριστικά εκείνα που η επιχείρηση θεωρεί ότι πρέπει να διαθέτουν τα στελέχη της απαραίτητα για να επιτύχουν τους στόχους της. Τα χαρακτηριστικά αναπτύσσονται καθημερινά μέσα από την πορεία του εργαζόμενου στην επιχείρηση και την εργασία. Σύστημα αποτελεί και η αξιολόγηση 360 μοιρών όπου τον εργαζόμενο αξιολογούν όλοι όσοι έρχονται σε επαφή με εκείνον και συνεργάζονται μαζί του, όπως για παράδειγμα, οι προϊστάμενοι, οι υφιστάμενοι, οι συνάδελφοι, οι πελάτες Κ.λ.π.

ΤΑΣΕΙΣ ΚΑΙ ΑΛΛΑΓΕΣ ΣΤΗ ΔΙΟΙΚΗΣΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Οι θέσεις εργασίας και οι εργασιακές σχέσεις αλλάζουν συνεχώς στις μέρες μας. Ο αριθμός των επαγγελμάτων που μπορούν να χαρακτηρισθούν ως χειρονακτικά συνεχώς μειώνονται και οι θέσεις εργασίας που χρειάζονται γνώσεις και εξειδίκευση αυξάνονται.

Το γεγονός αυτό οφείλεται κατά κύριο λόγο στην ανάπτυξη της νέας τεχνολογίας που οδηγεί σε σημαντικές αλλαγές στη δομή των μεγάλων οργανισμών και κατ' επέκταση στον τρόπο λειτουργίας τους. Η τεχνολογία της πληροφορίας έχει προεκτείνει τα όρια των μοντέρνων επιχειρήσεων έτσι ώστε οι εργαζόμενοι να μπορούν να εργασθούν από οποιαδήποτε μέρος του κόσμου. Στα πλαίσια αυτά, για παράδειγμα, η τηλεργασία έχει μετατραπεί από μια τάση σε μια πραγματικότητα.

Οι μεγάλες επιχειρήσεις έχουν συχνά αντιδράσει στις νέες τεχνολογίες και τον αυξανόμενο ανταγωνισμό με τη δημιουργία επίπεδων αποκεντρωτικών οργανισμών. Η τεχνολογία της πληροφορίας επηρέασε τις βιομηχανικές επιχειρήσεις και συνέβαλλε σημαντικά στη διαμόρφωση νέων οργανωσιακών δομών και εργασιακών σχέσεων. Ευέλικτα συστήματα εργασίας, όπως η μερική απασχόληση, η περιστασιακή και ομαδική εργασία, χρησιμοποιούνται με σκοπό τη μείωση του κόστους εργασίας αλλά και τη διοχέτευση της εργασίας όπου και όταν κρίνεται αναγκαία.

ΠΡΟΚΛΗΣΕΙΣ ΣΤΗ ΔΙΟΙΚΗΣΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Η διοίκηση ανθρωπίνων πόρων αντιμετωπίζει σήμερα σειρά προκλήσεων. Οι μεταβολές που πραγματοποιούνται οφείλονται στην αλλαγή της οικονομίας, στις νέες οργανωτικές δομές, στο διεθνή ανταγωνισμό και στην άποψη ότι η διοίκηση ανθρωπίνων πόρων είναι το όχημα για την εκπλήρωση επιχειρηματικών στόχων. Στη συνέχεια του συγκεκριμένου κεφαλαίου παραθέτονται ορισμένες προκλήσεις οι οποίες προέρχονται τόσο από το εξωτερικό περιβάλλον των επιχειρήσεων (περιβαλλοντικές προκλήσεις) όσο και από το εσωτερικό τους περιβάλλον (επιχειρηματικές και ατομικές προκλήσεις).

ΠΕΡΙΒΑΛΛΟΝΤΙΚΕΣ ΠΡΟΚΛΗΣΕΙΣ

Οι περιβαλλοντικές προκλήσεις προέρχονται από εξωτερικές δυνάμεις και όχι από το εσωτερικό της επιχείρησης. Επηρεάζουν τη λειτουργία της επιχείρησης αλλά δεν μπορούν να ελεγχθούν από τη διοίκηση. Για το λόγο αυτό, τα στελέχη πρέπει συνέχεια να ερευνούν το εξωτερικό περιβάλλον για τυχόν ευκαιρίες και απειλές. Παράλληλα πρέπει να επιδεικνύουν την απαιτούμενη ευελιξία για να αντεπεξέρχονται άμεσα στις προκλήσεις. Οι περιβαλλοντικές προκλήσεις θα μπορούσαν να ομαδοποιηθούν στις παρακάτω κατηγορίες [68]:

Γρήγορες αλλαγές: Πάρα πολλές επιχειρήσεις δραστηριοποιούνται σε ένα περιβάλλον όπου συντελούνται συνεχόμενες αλλαγές. Προκειμένου να επιβιώσουν, οι επιχειρήσεις αυτές, πρέπει να προσαρμοστούν στις αλλαγές γρήγορα και αποτελεσματικά. Οι ανθρώπινοι πόροι είναι το κέντρο μιας αποτελεσματικής απάντησης στις νέες προκλήσεις.

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[68] Les Pickett, Industrial and commercial training, MCB University Press, 2000, σελ. 225-229

Διεθνής ανταγωνισμός και παγκοσμιοποίηση: Η διεθνοποίηση της οικονομίας είναι μία τάση και μία εξέλιξη που έχει τρομερές συνέπειες στη διοίκηση ανθρωπίνων πόρων. Ο διεθνής ανταγωνισμός στα αγαθά και στις υπηρεσίες ωθεί τις μεγάλες οικονομίες στο να ακολουθήσουν τη διεθνοποίηση. Μια απάντηση στον αυξανόμενο ανταγωνισμό αποτελεί η δημιουργία πολλών κοινοπραξιών.

Οι κοινοπραξίες δημιουργούνται όταν μια νέα οργάνωση διαμορφώνεται από δύο ή περισσότερες ξενοδοχειακές μονάδες που μπορεί ακόμη και να εδρεύουν σε διαφορετικές χώρες με σκοπό τη διεξαγωγή νέων δραστηριοτήτων. Ορισμένες προκλήσεις της διοίκησης ανθρωπίνων πόρων που απορρέουν από τη δημιουργία των κοινοπραξιών είναι οι ακόλουθες:

- ✓ Πρόσληψη. Η διοίκηση στη χώρα οικοδεσπότη μπορεί να προσφέρει εργασία στους κατοίκους της χώρας και να αποτελεί, πιο σημαντικό στοιχείο από ότι για παράδειγμα η αύξηση των κερδών.
- ✓ Προαγωγή. Συχνά γίνεται λόγος για ανάθεση των υψηλόβαθμων θέσεων στα εκπατρισμένα στελέχη και εκτοπισμός των κατοίκων της χώρας οικοδεσπότη.
- ✓ Λήψη αποφάσεων. Η λήψη αποφάσεων είναι μία πολύπλοκη διαδικασία λόγων των αντιμαχόμενων προτεραιοτήτων που έχουν τα μέρη που εμπλέκονται στις συμμαχίες.
- ✓ Επικοινωνία. Προβλήματα επικοινωνίας μπορούν να προκύψουν από τα διάφορα προσωπικά προβλήματα των στελεχών που εργάζονται σε διαφορετικές γεωγραφικές περιοχές.
- ✓ Αποζημίωση. Απροθυμία στο θέμα των αποζημιώσεων μπορεί να προκύψει όταν υπάρχουν κενά στις αμοιβές των εκπατρισμένων και των ιθαγενών στελεχών.

Η ΑΥΞΗΜΕΝΗ ΔΙΑΦΟΡΟΠΟΙΗΣΗ ΣΤΑ ΑΝΘΡΩΠΙΝΟ ΔΥΝΑΜΙΚΟ

Μια μεγάλη πρόκληση για τη διοίκηση ανθρωπίνων πόρων είναι η μεταβαλλόμενη φύση του εργατικού δυναμικού. Η αυξημένη αυτή διαφοροποίηση στο εργατικό δυναμικό σχετίζεται με τους εξής παράγοντες:

1. Η φύση της εργασίας έχει αλλάξει με αποτέλεσμα όλες οι εργασίες να μπορούν να εκτελούνται τόσο από άνδρες όσο και από γυναίκες.
2. Οι γυναίκες σήμερα αποτελούν το 46% του εργατικού δυναμικού. Η αλλαγή αυτή έχει οδηγήσει σε περισσότερες μεταβολές σε ένα πιο φιλικό με την οικογένεια εργασιακό περιβάλλον.

Μια άλλη πρόκληση για τη διοίκηση προσωπικού είναι η αύξηση του μέσου όρου συνταξιοδότησης των εργαζομένων. Η εξέλιξη αυτή είναι αποτέλεσμα δυο τάσεων. Καταρχήν, νομοθετήθηκαν υψηλότερα όρια συνταξιοδότησης. Ο αριθμός των μεγάλων σε ηλικία ανθρώπων αυξάνεται και πολλοί από αυτούς συνεχίζουν να εργάζονται είτε για προσωπική ικανοποίηση είτε για οικονομική ενίσχυση.

Παράλληλα, ο αριθμός των νέων ανθρώπων σύμφωνα με τις δημογραφικές τάσεις φαίνεται να μειώνεται. Μια πρόκληση για τη διοίκηση ανθρώπινων πόρων στα πλαίσια αυτά, είναι η εκπαίδευση των παλαιότερων εργαζομένων με στόχο την αναβάθμιση των προσόντων τους. Νέα πρόκληση αποτελεί η βεβαιότητα ότι οι νέοι άνθρωποι που προσλαμβάνονται έχουν τη διάθεση, αλλά και τα προσόντα για να εξελιχθούν και να μπορέσουν να συνυπάρξουν σε ένα περιβάλλον όπου οι περισσότεροι εργαζόμενοι είναι μεγαλύτεροί τους.

Το τμήμα ανθρωπίνων πόρων χωρίς αμφιβολία είναι το τμήμα εκείνο που ασχολείται και φέρνει σε πέρας οποιαδήποτε δραστηριότητα αφορά στη νομοθεσία. Αρκετές φορές, η επιχείρηση έρχεται σε αντιπαράθεση με τη νομοθεσία και για το λόγο αυτό αναγκαία κρίνεται η ύπαρξη εξειδικευμένων στελεχών που να είναι σε θέση να χειριστούν αποτελεσματικά τις περίπλοκες νομικές υποθέσεις.

Το ποσοστό των οικογενειών όπου τόσο ο άνδρας όσο και η γυναίκα εργάζονται αυξάνεται χρόνο με το χρόνο. Όλο και περισσότερες επιχειρήσεις εισάγουν προγράμματα εργασίας ψιλικά με την οικογένεια, γεγονός που τους δίνει ανταγωνιστικό πλεονέκτημα.

Ο τομέας των υπηρεσιών αντιμετωπίζει μια πολύ γρήγορη ανάπτυξη σε σχέση με τη βιομηχανία τα τελευταία χρόνια. Η ανάπτυξη του τομέα των υπηρεσιών οφείλεται σε μια σειρά παραγόντων όπως είναι για παράδειγμα οι αλλαγές στις προτιμήσεις των καταναλωτών, οι αλλαγές στη νομοθεσία και στις κυβερνητικές ρυθμίσεις, η ανάπτυξη της τεχνολογίας που περιορίζει τα βιομηχανικά επαγγέλματα, καθώς και ο τρόπος που είναι οργανωμένες οι σύγχρονες επιχειρήσεις.

Οι επιχειρησιακές αλλαγές αφορούν στην ίδια την επιχείρηση. Τα στελέχη μπορούν να ελέγξουν τις επιχειρησιακές προκλήσεις σε πολύ μεγαλύτερο βαθμό από ότι τις περιβαλλοντικές.

Τα έμπειρα στελέχη αντιμετωπίζουν έγκαιρα τις οργανωσιακές αλλαγές προτού μετατραπούν σε προβλήματα. Στη συνέχεια θα παρουσιαστούν μερικές οργανωσιακές προκλήσεις. Οι ανθρώπινοι πόροι συχνά αποτελούν ένα πολύ σημαντικό κόστος για τις επιχειρήσεις. Τα εργατικά κόστη κυμαίνονται από 36% στις κεφαλαιουχικές επιχειρήσεις μέχρι 80% στις ιδιωτικές εκπαιδευτικές εταιρείες παροχής υπηρεσιών. Το πόσο αποτελεσματικά χειρίζεται μια επιχείρηση τους ανθρώπινους πόρους, της προσφέρει συγχρόνως το ανταγωνιστικό πλεονέκτημα στο συνεχώς μεταβαλλόμενο περιβάλλον.

Μια επιχείρηση προκειμένου να αποκτήσει ανταγωνιστικό πλεονέκτημα και να μπορέσει να σταθεί στο χώρο θα πρέπει να δώσει έμφαση στους εξής παράγοντες:

- Έλεγχος του κόστους. Ένας τρόπος προκειμένου να έχει μια επιχείρηση δυνατή παρουσία στον επιχειρησιακό χώρο είναι η διατήρηση του κόστους σε χαμηλά επίπεδα και η ύπαρξη αυξημένων ταμειακών ροών. Ένα σύστημα πληρωμών του προσωπικού που χρησιμοποιεί ένα καινοτόμο τρόπο αποζημίωσης των εργαζομένων ώστε να ελέγχεται το εργατικό κόστος βοηθά χωρίς αμφιβολία στην ανάπτυξη των επιχειρήσεων.

Παράλληλα, έλεγχος του κόστους μπορεί να επιτευχθεί με τη σωστή επιλογή ανθρωπίνων πόρων ώστε να μην χρειάζεται η συχνή αλλαγή τους, η αποτελεσματική και όχι σπάταλη εκπαίδευση των εργαζομένων και η καλή διαχείριση των θεμάτων ασφάλισης του προσωπικού.

- Βελτίωση της ποιότητας. Πολλές επιχειρήσεις, εφαρμόζουν πρακτικές ολικής ποιότητας, δηλαδή πολιτικές που προσφέρουν ποιότητα σε όλες τις διαδικασίες της επιχείρησης με τελικό στόχο την παροχή ποιοτικών προϊόντων και υπηρεσιών.
- Δημιουργία διαφοροποιημένων ικανοτήτων. Συχνό είναι το φαινόμενο

όπου επιχειρήσεις χρησιμοποιούν τις ιδιαίτερες ικανότητες των ανθρώπων τους με σκοπό να αποκτήσουν ανταγωνιστικό πλεονέκτημα.

Οι τελευταίες δύο δεκαετίες χαρακτηρίστηκαν από συγχωνεύσεις και εξαγορές αλλά και από πλήθος άλλων αναδιοργανώσεων. Οι ξενοδοχειακές εταιρείες που απαρτίζουν έναν κλάδο μειώνονται συνεχώς. Παράλληλα, οι αναδιοργανώσεις στις επιχειρήσεις συνεχώς επεκτείνονται έτσι ώστε να βελτιωθεί η ανταγωνιστικότητά τους, είτε μέσω της μείωσης ιεραρχικών επιπέδων στον οργανισμό, είτε αποκτώντας οικονομίες κλίμακας με το συνδυασμό δραστηριοτήτων.

Είναι πολύ εύκολο να φανταστεί κανείς πως αλλιώς θα μπορούσαν να ανταποκριθούν στα νέα δεδομένα από τις αναδιοργανώσεις που λαμβάνουν χώρα στις μέρες μας. Αυτές οι αναδιοργανώσεις επηρεάζουν τα οργανωτικά επίπεδα της επιχείρησης και φυσικά τους εργαζομένους. Οι εργαζόμενοι συχνά αναρωτιούνται τι ρόλο θα παίξουν στις νέες μορφές που έχουν οι ξενοδοχειακές μονάδες. Οι εργαζόμενοι ως αποτέλεσμα των αναδιοργανώσεων θα βρεθούν αντιμέτωποι με τις εξής αλλαγές:

- Απώλεια εργασίας, μισθού και πλεονεκτημάτων.
- Αλλαγές στην εργασία, νέοι ρόλοι και καθήκοντα.
- Μεταφορά σε άλλη γεωγραφική περιοχή.
- Αλλαγές σε αποδοχές και ανταμοιβές.
- Αλλαγές στις προοπτικές καριέρας.
- Αλλαγές στην οργανωτική δύναμη.
- Αλλαγές στο προσωπικό, νέοι συνάδελφοι, νέοι προϊστάμενοι
- Αλλαγή στην κουλτούρα και απώλεια της ταυτότητας.

Υπάρχει πολύ μικρή πιθανότητα να μειωθούν οι ρυθμοί με τους οποίους λαμβάνουν χώρα οι αναδιοργανώσεις. Όλο και περισσότερες ξενοδοχειακές μονάδες προβαίνουν σε αναδιοργανώσεις όπως σε συγχωνεύσεις, εξαγορές και μειώσεις προσωπικού.

Αποκέντρωση: Στις περισσότερες παραδοσιακές ξενοδοχειακές μονάδες οι αποφάσεις λαμβάνονται από την ανώτατη διοίκηση και εφαρμόζονται από τα κατώτερα στρώματα. Συνήθως σε αυτού του είδους παρατηρούνται πολλά ιεραρχικά επίπεδα και οι εργαζόμενοι με την πάροδο του χρόνου και την απόκτηση εμπειρίας ανεβαίνουν ιεραρχικό επίπεδο και κατευθύνονται προς την κορυφή. Η μορφή αυτή της οργάνωσης συχνά γίνεται παρωχημένη τόσο επειδή είναι δαπανηρή για να εφαρμοστεί, όσο και γιατί συχνά είναι μη ευέλικτη. Το παλαιό είδος οργάνωσης αντικαθίσταται από το αποκεντρωτικό, όπου στη λήψη αποφάσεων συμβάλλουν όλοι οι εργαζόμενοι που έχουν σχέση με το πρόβλημα.

Μείωση του προσωπικού: Η μείωση του προσωπικού προκειμένου η επιχείρηση να αποκτήσει ευελιξία γίνεται ολοένα και πιο δημοφιλής στις μέρες μας ακόμα και ανάμεσα σε ξενοδοχεία που οι πολιτικές τους τίθενται κατά των απολύσεων. Η μείωση του προσωπικού αποτελεί μια αληθινή πρόκληση μια και πρέπει να αντιμετωπισθούν όλα εκείνα τα προβλήματα που απορρέουν από τις απολύσεις.

Ανάπτυξη των μικρών ξενοδοχείων: Η ανάπτυξη των ξενοδοχείων βασίζεται σε μια σειρά από παράγοντες όπως είναι οι παρακάτω:

1. Η ανάπτυξη του αριθμού των οικογενειών με δύο πηγές εισοδημάτων.
2. Η συνειδητοποίηση ότι οι μεγάλες ξενοδοχειακές μονάδες δεν εκπληρώνουν απαραίτητα τις προσδοκίες των εργαζομένων για αυτονομία και ασφάλεια.
3. Η συμμετοχή των γυναικών στο χώρο.
4. Η ενίσχυση της άποψης ότι η επιτυχία της επιχείρησης δεν εξαρτάται από το μέγεθός της.
5. Η μείωση του κόστους εισόδου στους διάφορους κλάδους.
6. Η ανάπτυξη προγραμμάτων εκπαίδευσης και επιμόρφωσης που απευθύνονται σε όλους[69].

Επιχειρησιακή κουλτούρα

Με τον όρο επιχειρησιακή κουλτούρα εννοούμε το σύνολο των πεποιθήσεων που μοιράζονται οι εργαζόμενοι μιας επιχείρησης. Τα βασικά στοιχεία της είναι τα εξής:

- Οι καθορισμός της συμπεριφοράς όταν οι άνθρωποι επικοινωνούν όπως η γλώσσα που χρησιμοποιείται.
- Οι ηθικές αξίες που συναντώνται στις διάφορες ομάδες εργασίας.
- Οι κυρίαρχες αξίες για την επιχείρηση, όπως είναι το χαμηλό κόστος και η υψηλή ποιότητα.
- Η φιλοσοφία που συνοδεύει τη στάση της επιχείρησης απέναντι στους εργαζόμενους και τους πελάτες της.
- Οι κανόνες του παιχνιδιού προκειμένου ένας νεοεισερχόμενος υπάλληλος να γίνει αποδεκτός στην επιχείρηση.

[69] Fisher, Schoenfeldt, Shaw, Human Resource Management, Houghton Mifflin Company, USA, σελ. 42-45

- Η ατμόσφαιρα και το εργασιακό κλίμα που χαρακτηρίζει μια επιχείρηση.

ΑΤΟΜΙΚΕΣ ΠΡΟΚΛΗΣΕΙΣ

Στην συγκεκριμένη ενότητα γίνεται αναφορά στις προκλήσεις που αφορούν συγκεκριμένα το ανθρώπινο δυναμικό της επιχείρησης όπως είναι η ηθική υπευθυνότητα η οποία πρέπει να χαρακτηρίζει τους εργαζόμενους κάθε οργανισμού, ο βαθμός παραγωγικότητας των εργαζομένων και η συμβολή τους στη συνολική παραγωγή των προϊόντων και των υπηρεσιών.

Επίσης το αίσθημα ενδυνάμωσης, οι προσδοκίες των εργαζομένων και οι δυνατότητες και οι ευκαιρίες καριέρας που παρουσιάζονται στο τμήμα διοίκησης ανθρωπίνων πόρων αποτελούν ατομικές προκλήσεις για τους εργαζόμενους. Οι προσδοκίες των ξενοδοχείων ότι οι εργαζόμενοι τους συμπεριφέροντε ηθικά ολοένα και αυξάνονται. Πολλές επιχειρήσεις έχουν φτιάξει το δικό τους κώδικα ηθικής τον οποίο καλούν τους εργαζόμενους τους να σεβαστούν και να τηρήσουν. Η κοινωνική υπευθυνότητα αφορά στους εργαζόμενους, στους πελάτες, και στους εξωτερικούς συνεργάτες.

Η παραγωγικότητα μετριέται με το πόσο ο κάθε εργαζόμενος συμβάλλει στην παραγωγή των προϊόντων της επιχείρησης. Όσο καλύτερο είναι το αποτέλεσμα για τον κάθε εργαζόμενο, τόσο μεγαλύτερη είναι η παραγωγικότητα για την επιχείρηση. Δύο πολύ σημαντικοί παράγοντες καθορίζουν τη συμπεριφορά του εργαζόμενου: η ικανότητα και η κινητοποίηση. Η ικανότητα του εργαζομένου μπορεί να βελτιωθεί με τη συμμετοχή του σε εκπαιδευτικά προγράμματα τα οποία στοχεύουν στην ανάδειξη των προσόντων του και στην προετοιμασία του για να αναλάβει αυξημένες αρμοδιότητες στο μέλλον. Η κινητοποίηση αναφέρεται στο κατά πόσο δίνεται κίνητρο στον εργαζόμενο για να εργάζεται προσφέροντας το 100% των ικανοτήτων του στην εργασία την οποία εκτελεί. Όταν ο εργαζόμενος έχει κίνητρο, είναι αποτελεσματικός και αισθάνεται την επιχείρηση ως κάτι δικό του για το οποίο χρειάζεται να προσπαθήσει σκληρά.

Στις μέρες μας, οι επιχειρήσεις μειώνουν την εξάρτηση των εργαζομένων από τους ανώτερους τους και δίνουν έμφαση στον ατομικό έλεγχο της ίδιας της εργασία που ο καθένας εκτελεί. Με την ενδυνάμωση οι εργαζόμενοι αναλαμβάνουν αρμοδιότητες και παίρνουν αποφάσεις που στο παρελθόν μόνο τα στελέχη μπορούσαν να φέρουν εις πέρας. Ο στόχος της ενδυνάμωσης είναι να δημιουργηθεί μια επιχείρηση με ενθουσιώδεις και πρόθυμους εργαζόμενους που πιστεύουν σε αυτή και θα κάνουν τα πάντα για την πρόοδο της.

Όσο τα επίπεδα της εκπαίδευσης αναβαθμίζονται στις μέρες μας, οι αξίες και οι προσδοκίες των εργαζομένων μεταβάλλονται. Η τάση που κυριαρχεί ευρέως είναι μεγάλο ποσοστό του πληθυσμού να αποκτά πανεπιστημιακή κατάρτιση και έτσι οι εργαζόμενοι να απασχολούνται άνετα σε διάφορα ιεραρχικά επίπεδα. Πλέον οι εργαζόμενοι απαιτούν αλλά και ταυτόχρονα διαθέτουν τα προσόντα για να τοποθετηθούν ψηλά στην ιεραρχία.

Μια άλλη προσδοκία των εργαζομένων είναι ότι η τεχνολογία και οι τηλεπικοινωνίες θα οδηγήσουν στη βελτίωση της ποιότητας της εργασίας τους. Οι καινοτομίες στην επικοινωνία και στην τεχνολογία των υπολογιστών θα αυξήσει την τάση για αλλαγές και σαν αποτέλεσμα θα υπάρξει καινοτόμος χαρακτήρας στη διοίκηση ανθρωπίνων πόρων.

Επίσης, πρέπει να προστεθεί ότι οι εργοδότες κάνουν βήματα για να υποστηρίξουν την προσωπική, οικογενειακή ζωή των εργαζομένων τους. Λόγω των αυξημένων υποχρεώσεων που έχει για παράδειγμα ένας εργαζόμενος που εργάζεται και έχει παιδιά ορισμένες επιχειρήσεις προσφέρουν τη δυνατότητα να εργάζεται από το σπίτι. Η καριέρα και διοίκηση ανθρωπίνων πόρων

Οι εργασίες και η καριέρα στη διοίκηση ανθρωπίνων πόρων μπορεί να αποτελεί ταυτόχρονα μια πρόκληση αλλά και μια επιβράβευση. Μία πρόσφατη μελέτη έδειξε ότι στελέχη που θα εργάζονται στη διοίκηση ανθρωπίνων πόρων θα πρέπει να συμβάλλουν στην ενίσχυση του στρατηγικού πλεονεκτήματος της επιχείρησης και στη διατήρηση της στρατηγικής της κατεύθυνσης. Οι παρακάτω ικανότητες είναι απαραίτητες για μια επιτυχή παρουσία στο χώρο:

- Διοικητικές ικανότητες. Γνώση οικονομικών, στρατηγικών και τεχνολογικών πλευρών των πωλήσεων, του μάρκετινγκ, των πληροφοριακών συστημάτων, των σχέσεων με τους πελάτες και των δυνατοτήτων παραγωγής
- Πρακτικές των ανθρωπίνων πόρων. Προσέλκυση και απασχόληση των κατάλληλων ανθρώπων, σχεδιασμός και ανάπτυξη των κατάλληλων συστημάτων, ανάπτυξη κατάλληλων προγραμμάτων αξιολόγησης και επαναπληροφόρησης, μεταφορά των πολιτικών των ανθρωπίνων πόρων σε όλο τον οργανισμό.
- Διοίκηση της διαδικασίας της αλλαγής. Δημιουργία εμπιστοσύνης, παροχή οράματος, διευκρίνιση ρόλων και ευθυνών, ενίσχυση της δημιουργικότητας και ετοιμότητα στην αντιμετώπιση της αλλαγής.

Αυτές οι ικανότητες είναι ένας συνδυασμός προσόντων που μπορεί να τα αποκτήσει κανείς, τόσο από εμπειρία, όσο και από εκπαίδευση. Το στέλεχος των ανθρωπίνων πόρων πλέον θεωρείται ένας στρατηγικός συνεργάτης στο χώρο των επιχειρήσεων. Τα είδη των επαγγελμάτων που μπορεί να ακολουθήσει κανείς στο χώρο της διοίκησης ανθρωπίνων πόρων μπορούν να χωρισθούν σε τρεις κατηγορίες:

Συνήθως η ενασχόληση στη διοίκηση ανθρωπίνων πόρων σε αυτή τη θέση αφορά τα άτομα που μόλις εισέρχονται στο χώρο. Είναι η πρώτη θέση που έχει κανείς όταν επιθυμεί να κάνει καριέρα στο συγκεκριμένο χώρο. Μέσα στη συγκεκριμένη εργασία περιλαμβάνονται οι ρόλοι του αναλυτή και του συντονιστή αποζημιώσεων, του υπεύθυνου προσλήψεων, του αναλυτή εργασίας και του εκπαιδευτή.

Το στέλεχος στη διοίκηση ανθρωπίνων πόρων διοικεί και συντονίζει προγράμματα που έχουν να κάνουν με πολλές λειτουργίες. Το παραπάνω στέλεχος πρέπει να έχει γνώσεις για όλους τους τομείς της διοίκησης των ανθρωπίνων πόρων και να δίνει συμβουλές για την εφαρμογή των αρχών των θεμάτων που σχετίζονται με το ανθρώπινο προσωπικό. Ο manager στη διοίκηση ανθρωπίνων πόρων είναι ένας πεπειραμένος ειδικός που έχει εμπειρία σε πολλές διαφορετικές θέσεις εργασίας. Η εμπειρία είναι αυτή που δίνει τα κατάλληλα εφόδια σε ένα στέλεχος για να αποκτήσει αυτή τη θέση εργασίας. Το συγκεκριμένο στέλεχος βρίσκεται πολύ ψηλά στη διοικητική ιεραρχία, πολλές φορές μάλιστα είναι ο αντιπρόεδρος.

ΑΝΑΠΤΥΞΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Βασικό κομμάτι του HRM είναι η ανάπτυξη εργαζομένων σε ένα ιδανικό εργασιακό περιβάλλον. Η ανάπτυξη περιλαμβάνει και την εκπαίδευση. Με βάση αυτό θα αναπτύξουμε το θεωρητικό μέρος της έρευνάς μας, αναφερόμενοι στην εκπαίδευση και ανάπτυξη των εργαζομένων στο χώρο εργασίας. Η εκπαίδευση και ανάπτυξη καθορίζουν μια σχεδιασμένη προσπάθεια από έναν οργανισμό προκειμένου να απλοποιήσει τις γνωστικές ικανότητες των εργαζομένων. [70]

Οι οργανισμοί παγκοσμίως επενδύουν κάθε χρόνο 100 δισεκατομμύρια δολάρια στην εκπαίδευση του προσωπικού. Η εκπαίδευση και ανάπτυξη παρουσιάζεται μέσα από διάφορους τρόπους. Ένας εκ των βασικότερων είναι η μάθηση πάνω στη δουλειά. Ένας πεπειραμένος εργαζόμενος παίρνει δίπλα του ένα νέο εργαζόμενο και κάτω από την επίβλεψή του δείχνει πώς πρέπει να εργαστεί. Η πάνω στην εργασία ανάπτυξη έχει πολλά πλεονεκτήματα όπως:[71]

1) Μειωμένα κόστη για εκπαιδευτικό υλικό.
2) Ταχύτητα στην εκπαίδευση και αποτελεσματικότητα.
3) Ανάπτυξη εσωτερικών διαπροσωπικών σχέσεων μεταξύ παλαιών και νέων εργαζομένων.

Ένας τύπος της πάνω στην εργασία εκπαίδευσης, είναι οι μετακινήσεις υπαλλήλων μέσα στον οργανισμό ώστε να της δοθεί η δυνατότητα να μάθουν συγχρόνως διαφορετικά αντικείμενα. Αυτή η διασταυρωμένη εκπαίδευση μπορεί να τοποθετήσει έναν εργαζόμενο σε μια νέα θέση από λίγες ώρες μέχρι και ένα χρόνο και να βοηθήσει τον εργαζόμενο να αναπτύξει νέες ικανότητες δίνοντας και στον οργανισμό περισσότερη ευελιξία.

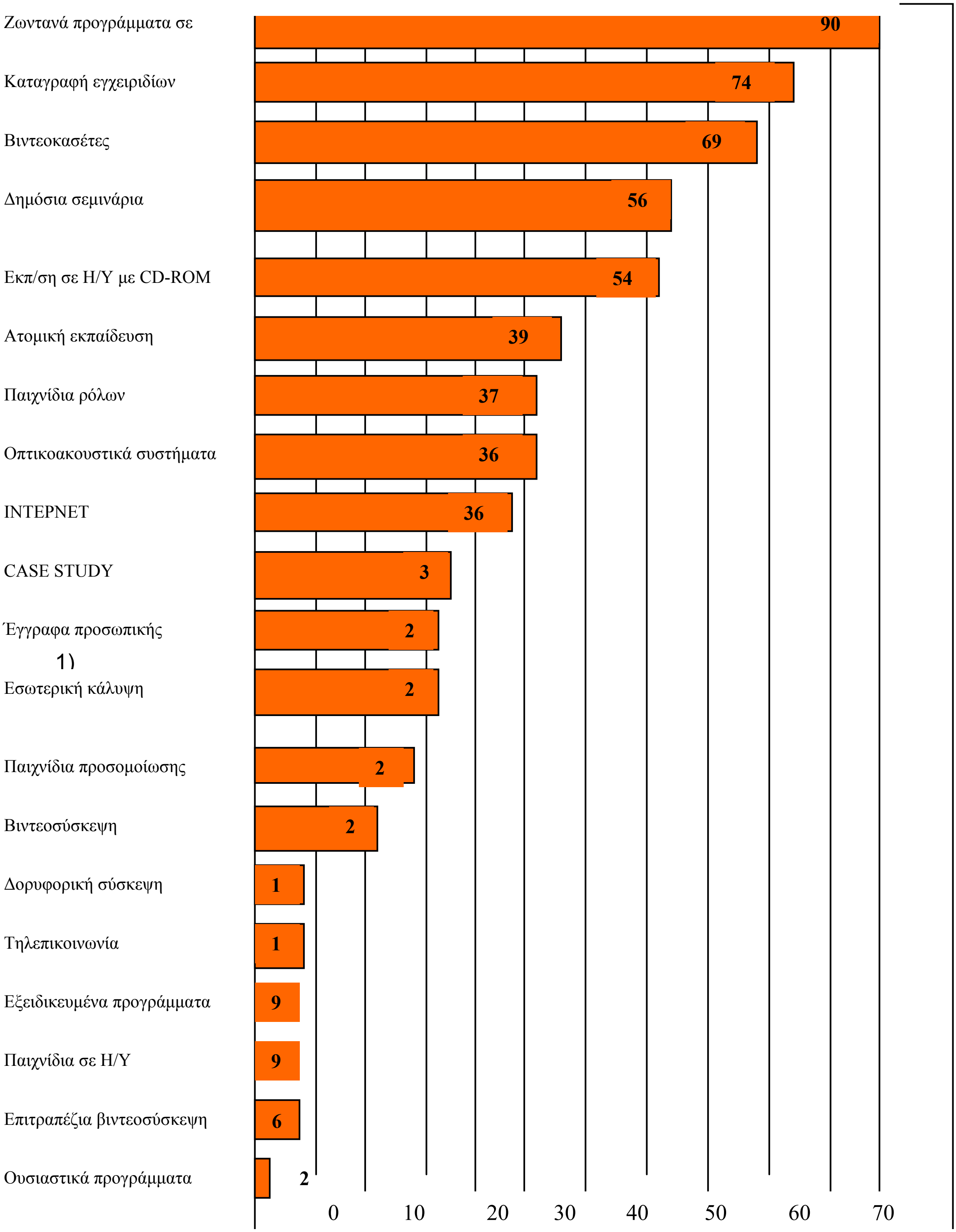
Ένας άλλος τύπος της εκπαίδευσης πάνω στην εργασία , είναι η διδασκαλία , στην οποία ένας πιο έμπειρος εργαζόμενος αναλαμβάνει να διδάξει νέους ή άπειρους συνάδερφούς του

Άλλες εκπαιδευτικοί μέθοδοι είναι οι ακόλουθες:

[70] Bernard Keys and Joseph Wolfe, “Management Education and development: Current Issues and Emerging Trends”. Journal Of Management 14 (1988) , 205-229

[71] William J. Rothwell and H.C. Kazanas, Improving On –The-Job Training : How to Establish and Operate a Comprehensive OJT Programm (San Francisco, CA: Jossey-Bass, 1994).

ΕΚΠΑΙΔΕΥΤΙΚΑ ΜΕΣΑ ΚΑΙ ΜΕΘΟΔΟΙ



Source: Data from “Industry Report 1999” Training 36(October 1999) 54,56. Reprinted with permission from the October 1999 issue of training magazine, Copyright 1999, Bill Communications, and Minneapolis, Minn.

1) Οριοθετημένη εκπαίδευση, στην οποία οι νεοεισερχόμενοι μαθαίνουν για την κουλτούρα, τα ήθη και τους στόχους του οργανισμού.

2) Εκπαίδευση σε τάξη. Συμπεριλαμβάνει μαθήματα, ταινίες, οπτικό-ακουστικά μέσα και προσομοίωση.

3) Αυτό-κατευθυνόμενη μάθηση. Προγραμματισμένες μέθοδοι που συμπεριλαμβάνουν τεστ στα οποία μέσα από την απάντηση ερωτήσεων, ο εργαζόμενος μαθαίνει.

4) Εκπαίδευση με βάση τον ηλεκτρονικό υπολογιστή. Ο εργαζόμενος, δουλεύοντας μέσω του ηλεκτρονικού υπολογιστή, και χρησιμοποιώντας, tele-training μέσα, μαθαίνει σε σχέση με το αντικείμενο της δουλειάς του.

ΣΥΝΕΡΓΑΖΟΜΕΝΑ ΠΑΝΕΠΙΣΤΗΜΙΑ

Ένα πρόσφατο μέσο εκπαίδευσης και ανάπτυξης προσωπικού, είναι τα συνεργαζόμενα πανεπιστήμια. Ένας αριθμός από συνεργαζόμενα πανεπιστήμια, περισσότερα από 2.000 στον αριθμό,[72] όπως για παράδειγμα το Hamburger Πανεπιστήμιο της McDonalds λειτουργούν αυτή τη στιγμή ανά τον κόσμο. Τα συγκεκριμένα πανεπιστήμια επιδίδονται σε εκπαίδευση, σε μάθηση, σε ανάπτυξη. Υπήρξε ένα πρόβλημα και υπόσχονται κάθε χρόνο πέρα από τους εργαζόμενους και πολλούς πελάτες , προμηθευτές αλλά και στρατηγικούς συνεργάτες[73].

Η συγκεκριμένη τεχνική, βοηθάει στα εξής[74].

1) Το ξενοδοχείο δημιουργεί πρότυπους συνεργάτες τους οποίους εκπαιδεύει από το 0στις δικές της απαιτήσεις.

2) Το ξενοδοχείο έχει κέρδη από τη συγκεκριμένη δραστηριότητα.

3) Το ξενοδοχείο αναπτύσσει καλύτερες σχέσεις με τους πελάτες και τους προμηθευτές της.

ΠΡΟΩΘΗΣΗ ΕΚ ΤΩΝ ΕΣΩ

Μια άλλη μέθοδος προσωπικού, είναι η προώθηση εκ των έσω, η οποία βοηθάει τις εταιρίες ιδιωτικές εκπαίδευσης, να δημιουργούν αξιόμαχους, εργαζόμενους. Η συγκεκριμένη μέθοδος προωθεί τον ανταγωνισμό , το αίσθημα ευθύνης, και βοηθάει τους εργαζόμενους να αναπτύσσουν νέες ικανότητες. Μία τεχνική για την προώθηση εκ των έσω, είναι το job posting το οποίο σημαίνει ότι ανακοινώνονται οι θέσεις στο εσωτερικό με σημειώματα στους πίνακες ή στις

[72] Jeanne C.Meister, “The Brave New World of Corporate Education”. The Chronicle of Higher Education (February 9 2001) B1, B16.

[73] John Bryne, “The search for The Young and Gifted” Business Week (October4, 1999), 108-116

[74] Eileen M. Garner, “Goodbye Training, Hello learning” Workforce (November 1999), 35-42.

εκδόσεις της επιχείρησης. Οι εργαζόμενοι, μπορούν να επισκεφτούν το τμήμα προσωπικού και αν αιτηθούν για τις νέες θέσεις.

ΑΞΙΟΛΟΓΗΣΗ ΑΝΑΠΤΥΞΗΣ

Η αξιολόγηση, είναι ένα άλλο μέσο που βοηθάει στην ανάπτυξη των εργαζομένων. Η αξιολόγηση περιλαμβάνει βήματα όπως παρατήρηση, και κρίση απόδοσης. Μέσα από τις συγκεκριμένες διαδικασίες, το ξενοδοχείο, κατανοεί τη δυναμική του εργαζόμενου. Κατά τη διάρκεια της διαδικασίας, οι manager παρακολουθούν την απόδοση των εργαζομένων, και τους αξιολογούν . Μέσα από το σύστημα αξιολόγησης μπορούν να επιδοθούν αμοιβές και μπόνους στους εργαζόμενους. Οι σύγχρονες μελέτες απλά έδειξαν ότι είναι λάθος να συνδέονται οι αμοιβές με την απόδοση. Ο λόγος έχει να κάνει, με το ότι η υψηλή απόδοση είναι κάτι το οποίο π[ρέπει αν είναι μόνιμο, ενώ οι αμοιβές, δεν μπορούν να δίνονται

συνεχώς από την επιχείρηση. Καταλήγοντας, μπορούμε να πούμε ότι η διοίκηση ανθρώπινου δυναμικού οριοθέτησε δύο πλεονεκτήματα σε σχέση με την απόδοση. Το πρώτο είναι ότι η αξιολόγηση της απόδοσης δημιουργεί βαθμίδες μέσα στην επιχείρηση. Και το δεύτερο η αξιολόγηση απόδοσης, δίνει στοιχεία για το προφίλ του εργαζομένου.

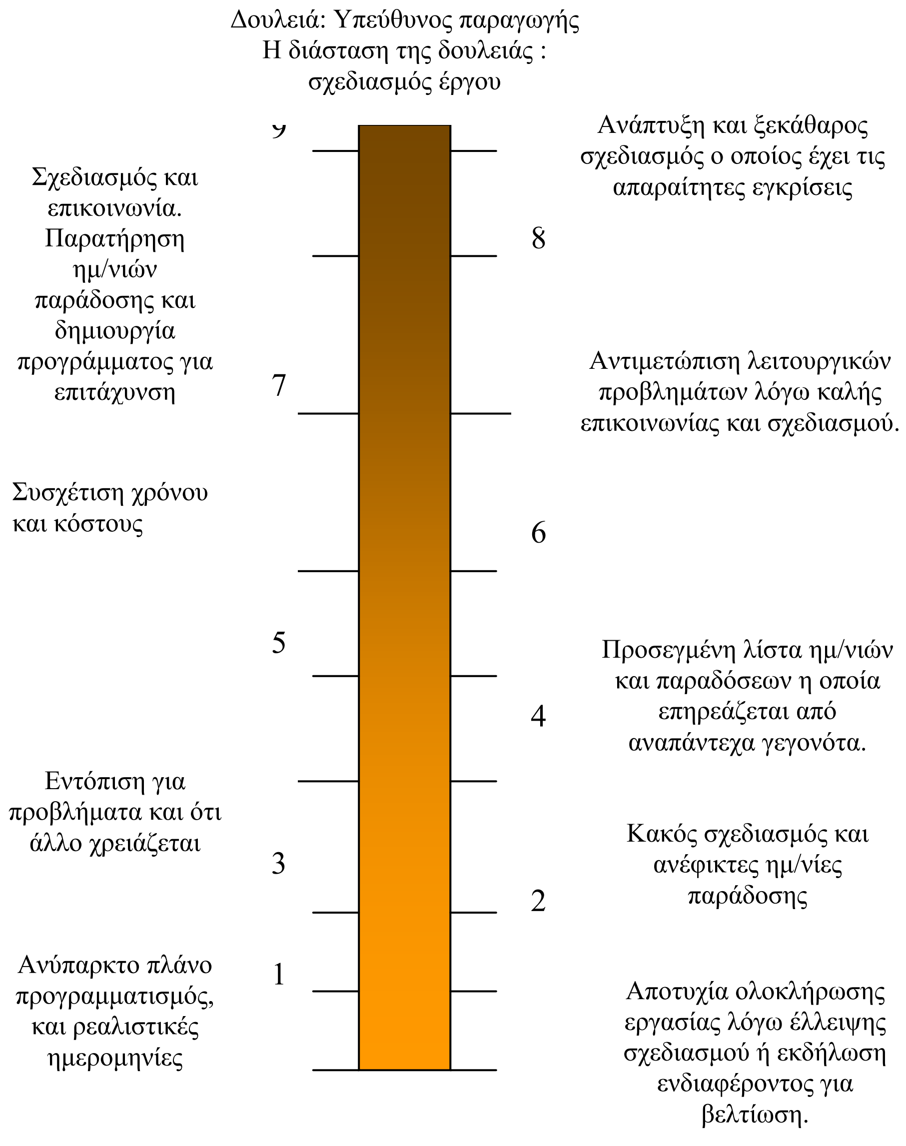
ΑΞΙΟΛΟΓΗΣΗΣ ΑΠΟΔΟΣΗΣ, ΣΕ ΣΧΕΣΗ ΜΕ ΤΗ ΘΕΣΗ

Για να μπορέσει ο manager να αξιολογήσει αξιοκρατικά έναν εργαζόμενο, θα πρέπει να γνωρίζει εάν ο ρόλος που έχει μέσα στην επιχείρηση του ταιριάζει. Για παράδειγμα, ένας αθλητικός manager μπορεί να αξιολογήσει την απόδοση ενός αθλητή όταν αυτός παίζει στη θέση που του ταιριάζει. Μια πρόσφατη μελέτη, έδειξε ότι η απόδοση σε σχέση με τη θέση, μπορεί να αξιολογηθεί καλύτερα μέσω του μοντέλου, των 360 μοιρών[75].

Το συγκεκριμένο μοντέλο είναι μια διαδικασία η οποία συμπεριλαμβάνει την αυτοαξιολόγηση του εργαζομένου, σε σχέση με τις δυνάμεις και τις αδυναμίες που έχει. Συγχρόνως, το συγκεκριμένο μοντέλο δίνει τη δυνατότητα στην αξιολόγηση να συμπεριληφθούν και άλλοι φορείς από τα εσωτερικό και εξωτερικό περιβάλλον της επιχείρησης όπως υπεύθυνοι τμημάτων, μέτοχοι, πελάτες, κτλ. [76]

[75] “Industry Report 1999” Training 36(October 1999) 54,56. Reprinted with permission from the October 1999 issue of training magazine, Copyright 1999, Bill Communications, and Minneapolis, Minn. All rights reserved. Not for resale

[76] Walter .w Tornow, “Editors Note: Introduction to Special Issue on 360 Degree Feedback” Human Resource Management 32, no 2/3 (Summer/Fall1993), 211-219 and Brian O’ Reillt, “360Fedback Can Change Your Life, Fortune (October 17, 1994) 93-100



Sources :Based on J.P. Cambell, M. D Dunnette, R.D. Arvey, and L.V Hellervik , 'The Development and Evolution of Behaviorally Based Rating Scales'. Journal of Applied Psychology 57 (1973), 15-22 and Francine Alexander, 'Performance Appraisals', small Business Reports (March1989) 20-29

ΑΞΙΟΛΟΓΗΣΗ ΛΑΘΩΝ ΣΤΗΝ ΑΠΟΔΟΣΗ

Παρ' ότι πιστεύουμε ότι ο manager αξιολογεί αντικειμενικά τον εργαζόμενο, δυστυχώς αυτό δεν ισχύει πάντα. Ένας από τους μεγαλύτερους κινδύνους είναι τα στερεότυπα τα οποία χαρακτηρίζουν τον κάθε άνθρωπο και επηρεάζουν την κρίση του. Με βάση αυτά, πολλές φορές οι manager κάνουν λάθος για τις ικανότητες των εργαζομένων.

Ένα άλλο πρόβλημα είναι η λανθασμένη αντίληψη για τις ικανότητες των εργαζομένων. Αυτό σημαίνει ότι πολλές φορές ο manager επιτυγχάνει τους στόχους της. Το δίνει αρμοδιότητες στον εργαζόμενο που αυτός δεν μπορεί να βγάλει εις πέρας.[77]

Έχοντας αναφέρει όλα τα παραπάνω, καταλαβαίνουμε ότι η επικοινωνία και ανάπτυξη προσωπικού, είναι κάτι το πολύ εξειδικευμένο και ότι χρειαζόμαστε ένα μέσο το οποίο να συμπεριλαμβάνει από τη μία τις ανάγκες της επιχείρησης και από την άλλη τις ανάγκες του ατόμου και με βάση αυτές να καθορίζει ένα πλάνο ανάπτυξης, τέτοιο ώστε οι εργαζόμενοι να εκπαιδεύονται σωστά το ξενοδοχείο να

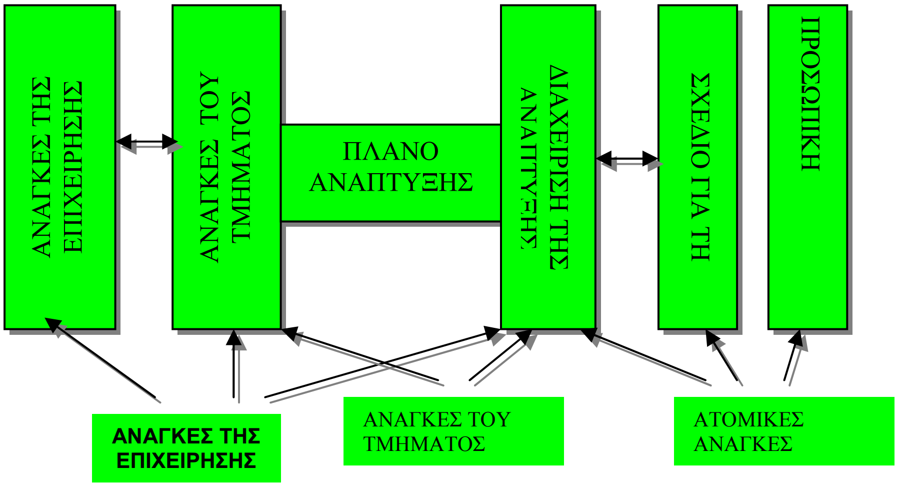
Ένα μοντέλο το οποί αναπτύχθηκε για να επιλύσει το συγκεκριμένο πρόβλημα είναι το μοντέλο των Cambell Dunnette (ασφαλής αξιολόγηση συμπεριφοράς το οποίο αναπτύσσει δεδομένα σε σχέση με την απόδοση στην εργασία και καθορίζει για κάθε ένα δεδομένο απόδοσης συγκεκριμένες αντίστοιχες συμπεριφορές. Ουσιαστικά βοηθάει το manager να καταλάβει για πιο λόγο ένας εργαζόμενος αποδίδει σε σχέση με έναν άλλο. μοντέλο αυτό είναι των Woodall, Winstanley το οποίο θα παραθέσουμε στο κεφάλαιο επιλογής μοντέλου.

Για να αναπτυχθεί σωστά το ανθρώπινο δυναμικό σε μία ξενοδοχειακή επιχείρηση θα πρέπει να ακολουθηθούν τα εξής στάδια[78]:

- Αρχικά πρέπει να γίνει αξιολόγηση των ατομικών αναγκών του ιατρικού επισκέπτη, ή γενικά στο στέλεχος που θα γίνει η ανάπτυξη του. Βέβαια το πιο σωστό είναι να γίνει αυτό σε όλο το προσωπικό και όχι σε μεμονωμένα άτομα
- Στην συνέχεια θα σχεδιαστεί το πλάνο ανάπτυξης. Αφού βρεθούν οι ατομικές ανάγκες για το κάθε εργαζόμενο θα πρέπει να σχεδιαστεί από τμήμα ανθρώπινου δυναμικού σε συνδυασμό με τον εργαζόμενο και το προϊστάμενο του ένα συνολικό πλάνο για την ανάπτυξη του, σε συνδυασμό πάντα με τις ατομικές ανάγκες όπως και τις ανάγκες της επιχείρησης.
- Το επόμενο βήμα είναι να εφαρμοστεί το πλάνο ανάπτυξης του εργαζόμενου. Με λίγα λόγια θα γίνει η υλοποίηση του πλάνου.

[77] V.R. Buzzotta, Improve Your Performance Appraisals.management Review (August 1988) 40-43 and H. J Bernardin andR.W.Beatty .Performance Appraisal: Assessing Human Behavior at Work (Boston, Va :.Reston 1984)

[78] Woodall,J, and Winstanley,D. (2003) 'Management Development, London, Blackwell



- Το τελευταίο στάδιο είναι η αξιολόγηση του πλάνου ανάπτυξης. Ανάλογα με το πόρισμα της αξιολόγησης θα γίνουν και οι ανάλογες αλλαγές ώστε να επιτευχθούν οι αρχικοί στόχοι μας[79].

[79] Bolton,R. and Gold,J., "Career management: matching the needs of individuals with the needs of organizations" Personnel Review, Vol 23, No 1, 1994, pp.6-24

Το επόμενο σχήμα μας δείχνει αυτή την διαδικασία.

Η ΣΗΜΑΣΙΑ ΤΗΣ ΚΟΥΛΤΟΥΡΑΣ ΤΩΝ ΕΡΓΑΖΟΜΕΝΩΝ ΣΤΟ ΞΕΝΟΔΟΧΕΙΟ

Η κουλτούρα (αναφερόμαστε στον πνευματικό και όχι τεχνικό πολιτισμό) αποτελεί στοιχείο κάθε κοινωνίας. Θεωρείται ότι η κατανόηση της κουλτούρας αποτελεί προϋπόθεση για την κατανόηση των φαινομένων της κοινωνικής ζωής. Η έννοια της κουλτούρας περιλαμβάνει τις γνώσεις, τις πεποιθήσεις, την τέχνη, το νόμο, την ηθική, τα έθιμα, τις αισθητικές εκφράσεις, την τεχνολογία, τις ιδεολογίες και τα ιδανικά της κοινωνίας[80]. Η κουλτούρα επηρεάζει καθοριστικά τη συμπεριφορά των μελών μίας κοινωνίας και εκφράζεται μέσα από τη συμπεριφορά αυτή.

Η κουλτούρα της ξενοδοχειακής επιχείρησης φαίνεται από την αρχιτεκτονική κατασκευή της, από τη συμπεριφορά των εργαζομένων, από τον τρόπο που αντιμετωπίζει θέματα περιβάλλοντος, από τις κοινωνικές πρωτοβουλίες και τις δραστηριότητες κλπ. Η κουλτούρα αυτή επηρεάζει τους ανθρώπους που εμπλέκονται με το ξενοδοχείο, είτε αυτοί είναι πελάτες, είτε προμηθευτές, είτε εργαζόμενοι, είτε μέτοχοι. Επηρεάζει όμως και κοινωνικές ομάδες που έχουν έμμεση σχέση με την επιχείρηση, όπως γείτονες, υπάλληλοι της τοπικής αυτοδιοίκησης, κρατικοί φορείς κλπ.

Η κουλτούρα των εργαζομένων στις ξενοδοχειακές επιχειρήσεις παίζει καθοριστικό ρόλο και οριοθετεί τις μεταξύ τους διαπροσωπικές σχέσεις, αλλά και τις σχέσεις τους με τους πελάτες. Διότι η κουλτούρα είναι επικοινωνία[81].

Στοιχεία της κουλτούρας, όπως είναι οι αξίες, οι τελετουργίες, οι μύθοι, τα ανέκδοτα, τα σύμβολα, οι ήρωες κλπ., δίνουν το στίγμα της κουλτούρας μίας κοινωνίας[82]. Πολλές μεγάλες επιχειρήσεις χρησιμοποιούν τα στοιχεία της κουλτούρας για να επηρεάσουν τους εργαζόμενους σε αυτές. Στον κόσμο των ξενοδοχείων, ειδικά οι μεγάλες αλυσίδες, προωθούνται μέσα από συναντήσεις των στελεχών με το προσωπικό, ιστορίες, θρύλοι και ανέκδοτα, που επεξηγούν παραβολικά τις μεθόδους και τους στόχους της επιχείρησης. Συχνά τα μέσα αυτά αποδεικνύονται αποτελεσματικότερα στην καθοδήγηση των εργαζομένων από εγχειρίδια πολιτικών και εκτεταμένες περιγραφές ρόλων και εργασίας.

Η κουλτούρα της επιχείρησης αποτελεί την αιτία και το αποτέλεσμα, σχετικά με το ύφος της διοίκησης. Σε ορισμένα ξενοδοχεία για παράδειγμα που εφαρμόζεται αυταρχική διοίκηση, παρατηρεί κανείς την έμμεση επιβολή ενός τύπου υποβαθμισμένης κουλτούρας. Οι εργαζόμενοι, σ' αυτές τις περιπτώσεις προσεγγίζουν δουλικά τους ανωτέρους τους, γελούν με απαράδεκτα αστεία τους, συμφωνούν με εσφαλμένες σκέψεις και προτάσεις τους και υιοθετούν ακόμη και το ντύσιμο και τα χόμπι τους[83]. Η συμπεριφορά αυτή σε παρόμοιες περιπτώσεις

[80] Εμμανουήλ Άρτεμις «Θεμελειώσεις της Κοινωνιολογίας» Καραμπερόπουλος. Πειραιάς, 1974

[81] Goffee R & Jones C. "What Holds the Modern Company Together" Harvard Business Review, November-Desember 1996

[82] Fred David «Strategic Management" Merrill, 1989

[83] Toffler Alvin «Νέες Δυνάμεις» Κάκτος, Αθήνα 1991

επεκτείνεται στις σχέσεις των εργαζομένων με τους πελάτες. Οι εργαζόμενοι δεν επικοινωνούν με τους πελάτες με βάση τις θέσεις και πεποιθήσεις του, αλλά με τον τρόπο που θεωρούν ότι θα ευχαριστήσει τους προϊσταμένους τους. Το αποτέλεσμα είναι να είναι ανειλικρινείς, κάτι το οποίο συνήθως γίνεται αντιληπτό και λειτουργεί αρνητικά.

Εκτός από το ύφος της διοίκησης, η κουλτούρα επηρεάζει και τον τρόπο επικοινωνίας, τόσο της επιχείρησης, όσο και των εργαζομένων με τους πελάτες. Πολλά σύγχρονα ξενοδοχεία έχουν **κώδικες επικοινωνίας με τους πελάτες**, που ορίζουν τα όρια και το ύφος επικοινωνίας, αφήνοντας κατά τα άλλα ελεύθερο τον εργαζόμενο να επικοινωνήσει σύμφωνα με τον χαρακτήρα του. Με τον τρόπο αυτό αποφεύγονται οι υπερβολές αλλά δίνεται και η ελευθερία για ειλικρινή διαπροσωπική επικοινωνία. Σε καμία περίπτωση όμως οι λεπτομερείς κανονισμοί δεν μπορούν να αντικαταστήσουν τη σημασία της υγιούς κουλτούρας της επιχείρησης.

ΑΞΙΕΣ

Η ατομική συμπεριφορά του κάθε εργαζόμενου συνδέεται με ένα σύστημα αξιών. Οι ατομικές αξίες επηρεάζονται από το αποδεκτό σύστημα αξιών των κοινωνικών οργανώσεων εντός των οποίων δραστηριοποιείται ο εργαζόμενος. Αυτό δίνει κοινές συντεταγμένες στο σύστημα αξιών των εργαζομένων σε ομοειδείς επιχειρήσεις όπως τα ξενοδοχεία και ακόμη περισσότερο των εργαζομένων σε συγκεκριμένα ξενοδοχειακά τμήματα, όπως υποδοχής, εστιατορίου ή μαγειρείου.

Οι κοινές αξίες στην κοινωνική οργάνωση των εργαζομένων σε ένα ξενοδοχείο, παίζουν σημαντικό ρόλο στη συμπεριφορά τους. Για το λόγο αυτό η επιχείρηση πρέπει να προβάλλει ένα πλέγμα αξιών, που συνάδουν με την αποστολή της και είναι κοινωνικά αποδεκτές, ώστε να μην έρθει σε σημαντικές συγκρούσεις με τις αξίες των εργαζομένων. Κατά συνέπεια οι αξίες της επιχείρησης εκφράζουν ένα σύνολο αποδεκτών επαγγελματικών συμπεριφορών, που συνδέονται με τους σκοπούς της επιχείρησης και του κοινωνικού συνόλου[84].

Πολλές ξενοδοχειακές επιχειρήσεις εκφράζουν γραπτά το σύστημα αξιών που τις οδηγούν. Οι αξίες αυτές μπορούν κατά περίπτωση να συνδέονται με την πίστη στη συνεχή βελτίωση, την άριστη ποιότητα, την πρωτοπορία της επιχείρησης, τη σημασία του ανθρώπινου παράγοντα, την ελευθερία της έκφρασης του εργαζόμενου, την τιμιότητα και ακεραιότητα, την καινοτομία, την αποφυγή της σοβαροφάνειας και της υποκρισίας στις σχέσεις, την κοινωνική ανάπτυξη, την προστασία του περιβάλλοντος, κλπ.

Υπενθυμίζουμε ότι οι κλίκες διαμορφώνουν ένα δικό τους σύστημα αξιών που συχνά έρχεται σε αντίθεση με το γενικότερο της επιχείρησης. Αυτό το σύστημα αξιών είναι που κάνει ιδιαίτερα επικίνδυνη τη δράση των ομάδων αυτών, στα πλαίσια της ευρύτερης οργάνωσης.

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[84] Χασιώτης Βασίλειος «Εισαγωγή στα Θεμέλια του Στρατηγικού Μανατζμεντ» Αθήνα, Σταμούλης 1998

Το σύγχρονο marketing του ξενοδοχείου, προσανατολίζεται προς τον πελάτη και ερευνά τόσο με ποιους τρόπους θα επικοινωνήσει μαζί του και θα προωθήσει την πώληση των προϊόντων του, όσο και ποια προϊόντα είναι τα πλέον κατάλληλα για να ικανοποιήσουν τις ανάγκες του.

Η ποιότητα των ξενοδοχειακών προϊόντων, εξαρτάται κύρια από τον τρόπο που προσφέρονται από τους εργαζόμενους. Ελλείψεις στην ποιότητα των ξενοδοχειακών προϊόντων χάνουν τη σημασία τους για τους πελάτες όταν η διάθεση των εργαζομένων που τα προσφέρουν είναι ειλικρινά θετική, ενώ άριστα οργανωμένα ξενοδοχεία δέχονται πληθώρα παραπόνων όταν η συμπεριφορά των εργαζομένων είναι επιφυλακτική και γραφειοκρατική. Το **εσωτερικό marketing** προωθεί τα ξενοδοχειακά προϊόντα αρχικά στους υπαλλήλους και όταν εκείνοι πειστούν για την αξία των προϊόντων, τα προσφέρουν κατάλληλα στους πελάτες.

Το εσωτερικό marketing δεν απευθύνεται μόνο στους εργαζόμενους πρώτης γραμμής, αλλά σε όλο το προσωπικό της επιχείρησης. Η καμαριέρα μπορεί να μη συναντήσει τον πελάτη, αλλά πρέπει να δείξει προσωπικό ενδιαφέρον για την καθαριότητα του δωματίου και την άριστη λειτουργία του εξοπλισμού του. Αν η καμαριέρα δεν εντοπίσει για τρίτη ημέρα την καμένη λάμπα του πορτατίφ ανάγνωσης, ο πελάτης θα αισθανθεί ότι το ξενοδοχείο δεν ενδιαφέρεται για τις συνθήκες διαμονής του.

Το θέμα της συμπεριφοράς των εργαζομένων είναι τεράστιας σημασίας για τα ξενοδοχεία, αλλά ταυτόχρονα και ιδιαίτερα πολύπλοκο. Ένας τρόπος προσέγγισής του είναι η ανάλυση με το εσωτερικό marketing. Με την ανάλυση αυτή, το ξενοδοχείο αντιμετωπίζει τον εργαζόμενο ως πελάτη, ερευνά τις ανάγκες του, τις αιτίες για τις οποίες αντιμετωπίζει θετικά ή όχι την εργασία του, μελετά τους κατάλληλους τρόπους επικοινωνίας με αυτόν και γενικότερα προσπαθεί να τον ικανοποιήσει, ώστε και ο εργαζόμενος με τη σειρά του να έχει τη διάθεση να ικανοποιήσει τον πελάτη.

Ένας δυσαρεστημένος υπάλληλος, σπάνια αντιμετωπίζει ευχάριστα ένα πελάτη, διότι από τη μία πλευρά δεν επιθυμεί να είναι ευχάριστος εξυπηρετώντας μία επιχείρηση που του είναι δυσάρεστη, αλλά και δεν μπορεί να είναι ευχάριστος διότι ο τρόπος που τον αντιμετωπίζει η επιχείρηση του δημιουργεί αρνητικά συναισθήματα που αντανακλούν στη συμπεριφορά του προς τους πελάτες.

Στην περίπτωση που οι εργαζόμενοι θεωρούν προσωπική υπόθεση την προσφορά ποιοτικού ξενοδοχειακού προϊόντος στους πελάτες, οι διαδικασίες ελέγχου μπορούν να περιοριστούν στο ελάχιστο. Κάτι τέτοιο οδηγεί στη μείωση των περιορισμών στις συμπεριφορές των εργαζομένων, στην ελευθερία έκφρασης, στην ατομική πρωτοβουλία και τη δυνατότητα να αναπτύξουν πρωτοβουλίες για την αντιμετώπιση προβλημάτων που θα μπορούσαν να δυσαρεστήσουν τους πελάτες.

ΠΙΝΑΚΑΣ : ΣΥΓΚΡΙΣΗ ΜΕΘΟΔΟΛΟΓΙΑΣ ΕΣΩΤΕΡΙΚΟΥ ΚΑΙ ΕΞΩΤΕΡΙΚΟΥ MARKETING

Εξωτερικό marketing	Εσωτερικό marketing
Προσανατολίζεται στους πελάτες	Προσανατολίζεται στους εργαζόμενους
Ερευνά τις ανάγκες των πελατών	Ερευνά τις ανάγκες των εργαζομένων
Διαμορφώνει προϊόντα που καλύπτουν τις ανάγκες των πελατών	Φροντίζει να ικανοποιούνται οι ανάγκες των εργαζομένων στο βαθμό που αυτό εξαρτάται από την εργασία
Εξασφαλίζει τους κατάλληλους τρόπους επικοινωνίας με τους πελάτες	Εξασφαλίζει τους κατάλληλους τρόπους επικοινωνίας με τους εργαζόμενους
Αντλεί πληροφορίες από την αγορά	Αντλεί πληροφορίες από την αγορά εργασίας

Θα αναφερθούμε σε ένα σχετικό παράδειγμα. Σε εποχιακό ξενοδοχείο, οι νεοαφιχθέντες πελάτες ενημερώθηκαν ότι μπορούν να παίρνουν το πρωϊνό τους από τις 7.30 εως τις 10.00 π.μ. Για το λόγο αυτό ζήτησαν εγερτήριο στις 9.30 π.μ. το οποίο όμως δεν έγινε. Οι πελάτες ξύπνησαν χωρίς υπενθύμιση και στις 9.55 κατέβηκαν στο εστιατόριο πρωινών όπου δεν έγιναν δεκτοί, διότι ο maitre δήλωσε ότι στις 10.00 πρέπει να έχει αδειάσει η σάλα. Οι πελάτες διαμαρτυρήθηκαν αρχικά στον maitre δείχνοντάς του την ανακοίνωση που έγραφε ότι το πρωινό σερβίρεται 7.30-10.00 π.μ., αλλά ο maitre δήλωσε ότι δεν μπορεί να κάνει τίποτε. Οι πελάτες στη συνέχεια απευθύνθηκαν στον υπάλληλο της υποδοχής, ο οποίος δήλωσε αναρμόδιος ακόμη και για το θέμα του εγερτηρίου. Κατόπιν ζήτησαν να μιλήσουν με τον διευθυντή ο οποίος δήλωσε απασχολημένος. Στο παράδειγμα αυτό παρουσιάζονται τρεις εργαζόμενοι του ξενοδοχείου, που αρνήθηκαν για τους δικούς του λόγους ο καθένας, να αναλάβουν πρωτοβουλία και να εξυπηρετήσουν με συνέπεια τους πελάτες τους.

Το εσωτερικό marketing ονομάζεται και marketing σχέσεων. Οι σχέσεις των εργαζομένων με τους πελάτες αποτελούν ένα μεγάλης σημασίας στοιχείο του ξενοδοχειακού προϊόντος. Είναι πολλές οι περιπτώσεις που οι σχέσεις αυτές εκτός του ότι διατηρούν υψηλά επίπεδα ευχαρίστησης των πελατών από το ξενοδοχειακό προϊόν, εξασφαλίζουν την επανάληψη της κατανάλωσης, αυξάνοντας σημαντικά το ποσοστό επιστρεφόντων πελατών.

Το εσωτερικό marketing απελευθερώνει τους εργαζόμενους και τους προσφέρει υψηλά επίπεδα ευχαρίστησης από την εργασία τους. Ταυτόχρονα διοχετεύει την ευχαρίστηση αυτή στην ίδια την εργασία, εξασφαλίζοντας την υψηλή ποιότητα του ξενοδοχειακού προϊόντος.

Το ξενοδοχείο ερευνά επίσης τις ανάγκες των πελατών (με συστηματική παρατήρηση του τρόπου αποδοχής των προσφερόμενων προϊόντων, με συζητήσεις μαζί τους, με έλεγχο των πωλήσεων και με τη συμπλήρωση ερωτηματολογίων) και προσαρμόζει τα προϊόντα του έτσι ώστε οι ανάγκες αυτές να ικανοποιούνται στο μέγιστο. Για το λόγο αυτό καταργεί προϊόντα μικρής χρησιμότητας για τους πελάτες, προσθέτει νέα αξιόλογα και τροποποιεί τα παλαιά. Το ίδιο οφείλει όμως να πράττει και για τους εσωτερικούς του πελάτες, τους εργαζόμενους. Δηλαδή οφείλει να ερευνά αν οι εργαζόμενοι είναι ικανοποιημένοι με τον μέχρι στιγμής τρόπο αντιμετώπισής τους από την πλευρά της επιχείρησης και να αναθεωρεί τακτικές και πολιτικές που τους δυσαρεστούν.

Η ΣΗΜΑΣΙΑ ΤΟΥ ΑΝΘΡΩΠΙΝΟΥ ΔΥΝΑΜΙΚΟΥ ΣΤΙΣ ΞΕΝΟΔΟΧΕΙΑΚΕΣ ΕΠΙΧΕΙΡΗΣΕΙΣ

Η πορεία του ξενοδοχείου στην αγορά εξαρτάται από τις αποφάσεις της διοίκησης. Πρέπει να ξεκαθαριστεί ότι τα άτομα είναι εκείνα που αποφασίζουν και υλοποιούν, είναι εκείνα που φέρουν την ευθύνη και εκείνα που οδηγούν την επιχείρηση σε κέρδη ή ζημίες[85]. Οι επιχειρήσεις δεν διευθύνονται από δυνάμεις της αγοράς[86]. Σε περιόδους κρίσης ή ευημερίας, είναι ευθύνη των διευθυντών να επιλέξουν την κατάλληλη στρατηγική ώστε η επιχείρηση να ευημερεί. Το κύριο αίτιο οποιουδήποτε αποτελέσματος της επιχείρησης, είναι ο ανθρώπινος παράγων.

Ορισμένες φορές το περιβάλλον της επιχείρησης αλλάζει, με αποτέλεσμα τη μείωση της πελατείας. Για παράδειγμα, στη Γλυφάδα τα ξενοδοχεία προ του 2000 κάλυπταν τμήμα της πληρότητάς τους με πελάτες του αεροδρομίου. Η μετακίνηση του αεροδρομίου στα Σπάτα, τροποποίησε τη σύνθεση της πελατείας της περιοχής. Ορισμένοι ξενοδόχοι αντιμετώπισαν πρόβλημα μειωμένης πληρότητας. Ορισμένοι άλλοι όμως, προνόησαν και φρόντισαν να εξασφαλίσουν πελατεία από πρακτορεία που προσέφεραν στους πελάτες τους συνδυασμό παραθεριστικού ξενοδοχείου με πολιτιστικές δραστηριότητες, διότι με τη μεταφορά του αεροδρομίου ο θόρυβος των αεροπλάνων σταμάτησε και η περιοχή μπορούσε να προσφέρει ήσυχη παραμονή κοντά στη θάλασσα, σε συνδυασμό με την άμεση προσπελασιμότητα των μνημείων και των μουσείων της Αθήνας. Είναι φανερό ότι εκείνο που διαμορφώνει την πορεία του ξενοδοχείου είναι ο τρόπος αντιμετώπισης των καταστάσεων και όχι αυτές καθαυτές οι καταστάσεις.

Ειδικά σε περιόδους κρίσης, αποδεικνύεται η σημασία της δύναμης του εργατικού δυναμικού. Στις περιόδους αυτές φαίνεται η ανάγκη εκδήλωσης της συνολικής ενεργητικότητας και των ικανοτήτων των εργαζομένων. Για να επιτευχθεί αυτό, πρέπει το ξενοδοχείο να εντοπίσει και να προβάλλει το κοινό σημείο που ενώνει τους εργαζόμενους με την επιχείρηση, να δημιουργήσει πεποιθήσεις που ασκούν

[85]Πιστοφίδης Χρ. Και Τσούκας Χαρ. «Η Οργάνωση της Σύγχρονης Επιχείρησης» ΑΣΕ, Θεσσαλονίκη 1989

[86]Drucker Peter “The Practice of Management” Heinemann, London, 1954

κοινή γοητεία σε όλους και πάνω σε αυτές τις πεποιθήσεις να οργανώσει τις δραστηριότητές του[87].

Στο παρελθόν οι εργαζόμενοι στη βάση της ιεραρχίας αποτελούσαν το σύνηθες «αντικείμενο εκτόνωσης αποτυχιών» της επιχείρησης. Όταν κάτι δεν πήγαινε καλά, η ευθύνη βάραινε αυτούς. Ακόμη και σήμερα, εκδηλώνονται παράπονα ορισμένων διευθυντών για το προσωπικό τους, τα οποία όμως εκφράζουν την δική τους έλλειψη ικανοτήτων. Διότι έργο του διευθυντή είναι να επιλέξει τους καλλίτερους, να τους εκπαιδεύσει σωστά και να οργανώσει την παραγωγική διαδικασία έτσι ώστε να αποδίδουν τα μέγιστα. Κατά συνέπεια δεν αποτελεί τεκμήριο αναποτελεσματικότητας το μη ικανό προσωπικό, ενώ αντίθετα αποτελεί ο μη ικανός διευθυντής.

Ο αποτελεσματικός διευθυντής δείχνει προσωπικό ενδιαφέρον για κάθε μέλος του προσωπικού του. Το ενδιαφέρον αυτό πρέπει να είναι ειλικρινές, διότι σε αντίθετη περίπτωση δημιουργεί επιφυλακτικότητα και πικρία. Συχνά επιχειρήσεις αντιμετωπίζουν τον εργαζόμενο σαν μηχάνημα. Έτσι οι διευθυντές συμπεριφέρονται δήθεν φιλικά ή οργανώνουν γιορτές και εκδρομές για το προσωπικό, προκειμένου αυτοί να εργαστούν αποτελεσματικότερα. Αυτή η συμπεριφορά ονομάζεται «εσωτερικές δημόσιες σχέσεις» ή «ανθρώπινες σχέσεις», όμως στην πραγματικότητα πρόκειται για σχέσεις που υποτιμούν τον εργαζόμενο[88], που όχι μόνο δεν πείθεται, αλλά οδηγείται και σε αρνητική συμπεριφορά.

Σήμερα, είναι πολλές οι επιχειρήσεις, που έχουν στρέψει την προσοχή τους στα στελέχη. Θεωρούν ότι μεταβιβάζοντας την ευθύνη για υψηλή παραγωγικότητα στο στέλεχος, αυτό στη συνέχεια οφείλει να βρει τρόπους για την εξασφάλισή της. Όταν όμως οι εργαζόμενοι πρώτης γραμμής που στα ξενοδοχεία έρχονται σε επαφή με τον πελάτη αισθάνονται παραμελημένοι από τη διοίκηση, το στέλεχος θα δυσκολευτεί να τους πείσει ότι το δικό του και μόνο ενδιαφέρον αρκεί. Έτσι το μόνο που μπορεί να εξασφαλισθεί τελικά, είναι ένα ελάχιστο αποτέλεσμα και από κει και πέρα η αδιαφορία ή και εχθρότητα του προσωπικού βάσης. Για το λόγο αυτό, η διοίκηση πρέπει να δείχνει το ενδιαφέρον της και να προσεγγίζει ανθρώπινα όλες τις βαθμίδες των εργαζομένων.

Τα γνωστά για την ποιότητά τους ξενοδοχεία, προσελκύουν ιδιαίτερα ικανούς εργαζόμενους, οι οποίοι ενδιαφέρονται για ποιοτικές επιχειρήσεις. Συχνά αμείβουν με διάφορους τρόπους την άριστη απόδοση των στελεχών, ενώ ερευνούν με προσοχή σε ποιο βαθμό οι εργαζόμενοι σε όλες τις βαθμίδες, είναι ικανοποιημένοι από την εργασία τους.

Οι ομάδες εργαζομένων στα ξενοδοχεία που διακρίνονται για τους ισχυρούς δεσμούς των μελών τους, είναι ιδιαίτερα παραγωγικές. Οι ομάδες αυτές αμείβουν

[87]Thomas P & Waterman R. “In Search of Excellence, Lessons from America’s Best-Run Companies” Harper & Row, N.Y. 1982

[88]Erich Fromm “Η Υγιής Κοινωνία» Μπουκουμάνης, Αθήνα, 1973

την αποδοτικότητα με κοινωνικά κριτήρια και η ικανοποίηση των αποτελεσματικών εργαζομένων προέρχεται κύρια από την εκτίμηση των συναδέλφων τους[89][11].

Η συμμετοχή των εργαζομένων στον καθορισμό των στόχων της επιχείρησης, τους κάνει να αισθάνονται ενεργά μέλη της ηγετικής ομάδας της επιχείρησης και διευκολύνει την υιοθέτηση της φιλοσοφίας και της κουλτούρας της. Ταυτόχρονα όμως έχει αποδειχθεί ότι αυξάνει την παραγωγικότητά τους, την εξομοίωση των ατομικών και ομαδικών στόχων, την ικανοποίηση από την εργασία, ενώ αντίθετα μειώνει τις πιθανότητες απουσιών και αποχωρήσεων[90][12].

Οι επαγγελματίες που έχουν συνδέσει τον βιοπορισμό τους με τον τουριστικό κλάδο, έχουν συνειδητοποιήσει ότι πέρα από τη σημασία του έργου που αποδίδουν στην επιχείρηση όπου εργάζονται, η εργασία τους έχει και επιπλέον κοινωνικούς σκοπούς, που είναι άμεσα συνδεδεμένοι με την τουριστική κίνηση στη χώρα μας. Για το λόγο αυτό οι επαγγελματίες του κλάδου εξυπηρετούν τον τουρίστα τόσο μέσα, όσο και έξω από τον επαγγελματικό τους χώρο με κάθε ευκαιρία, διαθέτοντας όταν χρειάζεται για αυτό, το χρόνο και τις γνώσεις τους. Η συμπεριφορά αυτή οφείλεται στην ονομαζόμενη «Τουριστική Συνείδηση», που προέρχεται από την σε βάθος αναγνώριση της αξίας της φιλοξενίας. Η τουριστική συνείδηση είναι ένας παράγοντας που πρέπει να εντάσσεται στα απαραίτητα προσόντα των στελεχών που απασχολούν οι ξενοδοχειακές επιχειρήσεις.

ΟΙ ΠΡΑΚΤΙΚΕΣ ΤΗΣ ΔΑΠ ΣΕ ΣΧΕΣΗ ΜΕ ΤΗ ΣΤΡΑΤΗΓΙΚΗ ΤΩΝ ΞΕΝΟΔΟΧΕΙΩΝ

Το κάθε κράτος έχει και το δικό του σύστημα διαχείρισης των ομάδων. Ο τρόπος που γίνεται η εργατική νομοθεσία επηρεάζει και τον τρόπο που διαχειρίζονται τις ομάδες οι διάφοροι οργανισμοί.

Τα τελευταία όμως χρόνια η παγκοσμιοποίηση έχει φέρει πολλές αλλαγές. Οι επιχειρήσεις κινούνται σε παγκόσμια επίπεδα και ανάλογα με τις συνθήκες προσαρμόζουν τις λειτουργίες τους. Ολοένα και περισσότερες και πολυεθνικές ή παγκόσμιες επιχειρήσεις (GCs) έχουν ξεφύγει από τα τοπικά πλαίσια και μεταφέρουν τις λειτουργίες τους όπου αυτές νομίζουν ότι θα μπορέσουν να έχουν καλύτερο αποτέλεσμα. Από την άλλη μεριά οι κυβερνήσεις πολλών κρατών ρυθμίζουν την νομοθεσία τους ώστε να είναι ευνοϊκοί για τις παραπάνω επιχειρήσεις. Παρόλο που η παγκοσμιοποίηση προχώρα με γοργά βήματα, κάποιες πρακτικές στην ΔΟ σε διαφορετικές χώρες «αποτελούν την βάση» με την οποία διαφοροποιούνται από τις υπόλοιπες πρακτικές. Σύμφωνα με τους Clark Mallory (1996:11[91]) η νοοτροπία που βλέπουν την ΔΟ στην Αμερική σχετίζεται με την κουλτούρα της χώρας και μπορεί να έχει μικρό ή και καθόλου αντίκτυπο σε χώρες που δεν έχουν ίδια ή έστω κοντινή κουλτούρα.

[89]Zaleznik A., Christensen R. & Roethlisberger J.“The Motivation, Productivity and Satisfaction of Workers» Harvard University, Cambridge, 1958

[90] Hewitt D. &Parfit. J. « A Note in Working Morale and Size of Group » Occupation Psychology 27, 1953

[91] Clark,T. & Mallory (1996). “The cultural relativity of human resource management: Is there a universal model?” European Human Resource Management, Oxford: Blackwell Publishers Ltd.

Ο Chris Brewster (2002[92]) κάνει μια ανάλυση στις πρακτικές της ΔΟ σε διάφορες χώρες. Πιο συγκεκριμένα επισημαίνει ότι η ανάπτυξη των θεωριών της ΔΟ στις Η.Π.Α. βασίζεται κυρίως σε παραδείγματα από μικρό αριθμό μεγάλων ιδιωτικών εταιριών εκπαίδευσης. Η φιλελεύθερη κουλτούρα που βασίζεται στην ευημερία του ατόμου μέσα από την προσωπική ελευθερία και την συμμετοχή του στην εργασία[93]. Βασίζονται στην θεώρηση της ελευθερίας όπως δόθηκε από τον John Locke όπου η επιχείρηση είναι αυτή που ξέρει καλύτερα να προστατεύει τα δικαιώματα της[94].

Η Dr Razeen Sally γράφει για τον φιλελευθερισμό που επικρατεί στην Αμερικάνικη οικονομία ότι βασίζεται στην ελευθερία της επιχείρησης να διαλέξει από μόνη της την οικονομική πολιτική (άρα και την πολιτική της στις ομάδες) δίχως να υπάρχει κάποιου είδος κρατικού παρεμβατισμού. Ο Brewster (2002) συνεχίζει λέγοντας ότι η λόγω της παγκοσμιοποίησης η Αμερικάνικη αντίληψη των επιχειρήσεων (η οποία έχει επηρεαστεί πολύ από τις Ιαπωνικές πρακτικές) έχει επικρατήσει σε πολλές χώρες[95].

Σύμφωνα με τον Maund τα κύρια χαρακτηριστικά είναι η ικανότητα των επιχειρήσεων να προσλαμβάνουν και να απολύουν ελεύθερα, αρκεί αυτό να προβλέπεται στο συμβόλαιο του εργαζόμενου, και η επιρροή των εργατικών σωματείων που αν και έχουν μεγαλύτερο εύρος επιρροής σε κάποιους κλάδους οι εργαζόμενοι αποφεύγουν την συμμετοχή τους σε σωματεία[96].

Χαρακτηριστικό του τρόπου που χειρίζονται οι Αμερικάνικες παγκόσμιες το εργατικό τους δυναμικό επιχειρήσεις είναι η περίπτωση του Jack Welch, CEO της General Electric, που έκοψε 160,000 θέσεις εργασίας ενώ απέλυε κάθε χρόνο το 10% των μάνατζερ του[97]. Από την άλλη μεριά στην Ευρώπη η πολιτική των ξενοδοχειακών επιχειρήσεων στο θέμα των ομάδων είναι λιγότερο αυτόνομη (σε σχέση πάντα με την Αμερική), οι ξενοδοχειακές μονάδες έχουν λιγότερη αυτονομία και ελευθερία αποφάσεων, τα συνδικάτα είναι ισχυρά, οι κοινωνικοί εταίροι έχουν μεγαλύτερη επιρροή, οι νομοθεσίες είναι περίπλοκες και διαφέρουν από χώρα σε χώρα και υπάρχει παράδοση συμμετοχής των εργαζομένων στις λήψεις αποφάσεων. Χαρακτηριστικό είναι ότι σε πολλές χώρες, όπως η Ελλάδα, σε κάποιους κλάδους ο νόμος προϋποθέτει την ύπαρξη συνδικάτων για την υπογραφή συλλογικών συμβάσεων εργασίας.

Από τις παραπάνω παραγράφους βλέπουμε ότι ο τρόπος που αντιμετωπίζει το κράτος τις επιχειρήσεις και τη ΔΑΠ ‘αποτελεί τη βάση’ για να εξεταστεί η διαφορετικότητα στις πρακτικές ΔΑΠ.

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[92] Brewster,C (2002) “Human Resource Management across the countries: the cultural dimension” Conference on Athens University of Economics and Business, 17 October, 2002

[93] Igmjatovic,M & Svetlik, I. (2002), “ European HRM clusters”, paper presented at the 2nd International Conference “HRM in Europe: Trends and Challenges”, Athens

[94] Barbara Goodwin, 1997 “Using Political Ideas, 4th Edition, Chichester: Willey

[95]Dr Razeen Sally, 2001 “What is Liberalism?” London School of Economics

[96] Maund, L (2001) “ An introduction to HRM – Theory and Practice”, Palgrave, Great Britain

[97] Stoner,J, Freeman,R and Gilbert,D (1995) “Management” 6th Edition, Prentice-Hall

Στην Ε.Ε. η εργατική νομοθεσία και η δύναμη των εργατικών συνδικάτων είναι διαφορετική από μέλος σε μέλος αλλά τείνει να υπάρχει μια μορφή εναρμόνισης τα τελευταία χρόνια. Για παράδειγμα στην Βόρεια Ευρώπη (Γερμανία, Αυστρία, Η.Β. και άλλες χώρες) υπάρχει μία ενιαία μορφή συνδικάτων ενώ στις χώρες της Νότιας Ευρώπης υπάρχει υπάρχουν διαφορετικά εργατικά συνδικάτα που διαχωρίζονται με πολιτικά (Ελλάδα, Ισπανία, Ιταλία) ή και κάποιες φορές με θρησκευτικά κριτήρια (Γαλλία και Βέλγιο)[98].

Η δομή των συνδικάτων στις Η.Π.Α είναι πιο άμεση. Υπάρχει ένα εθνικό εργατικό κέντρο που είναι ένωση διαφορετικών εργατικών συνδικάτων. Παρόλα αυτά η νομοθεσία τα περιορίζει. (Brewster, 2002). Η μεγαλύτερη διαφορά είναι στην δύναμη που τους δίνει η εκάστοτε νομοθεσία. Στην Αμερική και το Η.Β. τα εργατικά συνδικάτα είναι αδύνατα. Από την άλλη μεριά, στην Ευρώπη, τα συνδικάτα είναι δυνατά και οι ξενοδοχειακές εταιρείες στην Ευρώπη θα πρέπει να λαμβάνουν υπόψη τα συνδικάτα σε οποιαδήποτε απόφαση που επηρεάζει το εργατικό δυναμικό τους. Μεγάλη διαφορά υπάρχει στο θέμα της διαπραγμάτευσης εργασιακών θεμάτων . Ο παρακάτω πίνακας δείχνει το τι ισχύει. Αυτό ο περιορισμός είναι αποτέλεσμα διαπραγματεύσεων με τα εργατικά συνδικάτα[99]. Από την άλλη μεριά μια επιχείρηση στις Η.Π.Α. είναι ελεύθερη να κάνει όσες απολύσεις θέλει, όπως στο παράδειγμα της General Electric.

ΠΙΝΑΚΑΣ : ΔΥΝΑΜΗ ΔΙΑΠΡΑΓΜΑΤΕΥΣΗΣ ΕΡΓΑΣΙΑΚΩΝ ΖΗΤΗΜΑΤΩΝ ΑΠΟ ΤΑ ΣΥΝΔΙΚΑΤΑ

	Μέτρια η δυνατή επιρροή στη διαπραγμάτευση εργασιακών θεμάτων	**Καθόλου ή μικρή επιρροή στην διαπραγμάτευση εργασιακών θεμάτων**
Χώρες	Χώρες Ευροζώνης,	Η.Π.Α., Η.Β. Ιαπωνία, Ιρλανδία

Πηγή:EIRO (2000) “Industrial relations in the EU, Japan and USA, 2000”

Τα τελευταία χρόνια έχει αρχίσει να σημειώνετε και στην Ε.Ε. μείωση των μελών των συνδικάτων ενώ ολοένα και μειώνετε η δύναμη τους ως μέσα πίεσης. Αυτό είναι το αποτέλεσμα των κινήσεων που κάνει η Ε.Ε. ώστε να γίνει πιο ανταγωνιστική η Ευρωπαϊκή οικονομία. Ο παρακάτω πίνακας δείχνει την συμμετοχή των εργαζομένων στα συνδικάτα και το πόσο επί της εκατό των συμβάσεων εργασίας καλυπτόντουσαν από τα συνδικάτα[100].

Σε αυτό κεφάλαιο είδαμε την διαφοροποίηση με βάση την δύναμη που έχουν εργατικά συνδικάτα. Η εργατική νομοθεσία, που δίνει ή αφαιρεί κάποιες εξουσίες στα

[98] EIRO (2000) “Industrial relations in the EU, Japan and USA, 2000

[99] EIRO (2000) “Industrial relations in the EU, Japan and USA, 2000

[100] OECD (1995) “Economic Outlook”, Paris: OECD

εργατικά συνδικάτα, είναι ένας λόγος διαφοροποίησης των πρακτικών της ΔΑΠ και πιο ειδικά της διαφοροποίησης μεταξύ των Η.Π.Α. και των χωρών – μελών της Ε.Ε.

Ένας μεγάλος αριθμός ερευνητών και συγγραφέων έχει ασχοληθεί με το πόσο επηρεάζει η εθνική κουλτούρα τις πολιτικές και τις πρακτικές των επιχειρήσεων σε θέματα ΔΟ από χώρα σε χώρα. Ίσως η πιο γνωστή είναι η έρευνα του Hofstede(1993[101], 1980[102]).

Ο Hofstede έκανε μια έρευνα μεταξύ 160,000 υπαλλήλων της IBM σε 66 χώρες (μεταξύ αυτών και η Ελλάδα) και έδωσε τις πέντε διαστάσεις που σχετίζουν την κουλτούρα με τον τρόπο εργασίας[103].

ΠΙΝΑΚΑΣ : Η ΣΥΜΜΕΤΟΧΗ ΣΤΑ ΣΥΝΔΙΚΑΤΑ ΚΑΙ Η ΕΠΙΡΡΟΗ ΤΟΥΣ ΣΕ ΘΕΜΑΤΑ ΣΥΜΒΑΣΕΩΝ ΕΡΓΑΣΙΑΣ ΤΟ 1994

	Συμμετοχή στα συνδικάτα	Επιρροή σε συμβάσεις εργασίας
Αυστρία	43	98
Βέλγιο	53	90
Δανία	76	90
Φινλανδία	81	95
Γερμανία	30	92
Ιταλία	39	82
Ολλανδία	26	81
Πορτογαλία	22	66
Ισπανία	34	93
Σουηδία	91	93
Η.Β.	36	47
Η.Π.Α.	16	18

Πηγή: OECD (1995) “Economic Outlook”, Paris: OECD

Το συμπέρασμα που έβγαλε ήταν ότι η κουλτούρα παίζει σημαντικό ρόλο στο τρόπο που συμπεριφέρονται οι εργαζόμενοι και ότι οι όποιες ομοιότητες είναι

[101] Hofstede, G. (1993) “Intercultural conflict and synergy in Europe”, In Hickson, D.J. (ed.) Management in Western Europe: Society, culture and organization in twelve nations, pp: 1-8

[102] Hofstede, G (1980), “Cultural Consequences: International differences in work-related values”, Beverley Hills, CA: SAGE

[103] Δρ. Παναγιωτοπούλου, Λ “Σημειώσεις στο μάθημα :Διεθνείς επιχειρηματικές δραστηριότητες και ΔΑΠ” ICBS

επιφανειακές. Ο Draft[104] (2000:115) ορίζει την κουλτούρα ως «τις γνώσεις, τις αξίες, την συμπεριφορά και τον τρόπο σκέψης που διέπουν τα μέλη μιας κοινωνίας».

Η έρευνα βρήκε ότι υπάρχουν τέσσερις διαστάσεις των εθνικών ή τοπικών κουλτούρων που επηρεάζουν τους οργανισμούς και τις εργασιακές σχέσεις των υπαλλήλων με τους οργανισμούς που δουλεύουν. Αυτές οι διαστάσεις είναι οι παρακάτω:

- **Απόσταση από την εξουσία (PDI**).Υψηλή απόσταση εξουσίας σημαίνει ότι οι άνθρωποι δέχονται την ανισότητα στην εξουσία μεταξύ των οργανισμών, της κρατικής εξουσίας και των ανθρώπων. Χαμηλή απόσταση εξουσίας σημαίνει ότι οι άνθρωποι περιμένουν να έχουν ισότητα στην εξουσία. Χώρες με υψηλή απόσταση από την εξουσία είναι η Μαλαισία και οι Φιλιππίνες. Χώρες με μικρή απόσταση από την εξουσία είναι η Δανία και η Αυστρία.
- **Αποφυγή αβεβαιότητας (UAI).** Με την αποφυγή της αβεβαιότητας δημιουργείται ένα πνεύμα που εξαλείφει την αβεβαιότητα που έχουν οι άνθρωποι και καταφέρνουν να αποφύγουν την αβεβαιότητα στην ζωή τους. Υψηλός βαθμός αβεβαιότητας σημαίνει ότι τα μέλη μια κοινωνίας νοιώθουν ανασφαλείς και υποστηρίζουν τις ιδέες που τους εγγυούνται μια σιγουριά. Χαμηλός βαθμός αβεβαιότητας σημαίνει ότι οι άνθρωποι έχουν υψηλή ανεκτικότητα στην αβεβαιότητα και νιώθουν σε μεγαλύτερο βαθμό την ανάγκη για θέσπιση κανόνων. Χώρες με υψηλή από φυγή αβεβαιότητας είναι η Ελλάδα και η Πορτογαλία, ενώ χώρες με χαμηλό βαθμό αποφυγής αβεβαιότητας είναι η Σιγκαπούρη και η Σουηδία.
- **Ατομικότητα και ομαδικότητα (INV).** Η ατομικότητα σημαίνει ότι τα άτομα προτιμούν να εργάζονται και να παίρνουν αποφάσεις ατομικά παρά να δουλεύουν ομαδικά. Η Ελλάδα είναι μια από τις χώρες με μεγάλο ποσοστό ατομικότητας. Από την άλλη υπάρχει και η ομαδικότητα που είναι ισχυρή στις Ασιατικές και Νότιο Αμερικάνικες χώρες που υπάρχει μεγαλύτερη εμπιστοσύνη στην έννοια της ομάδας που προέρχεται από κοινωνικές αξίες που είναι δυνατές στην κοινωνία όπως η αξία της οικογένειας.
- **Ανδρισμός (MAS).** Αυτή είναι η πιο αμφιλεγόμενη διάσταση κουλτούρας. Ο ‘ανδρισμός’ στέκεται για κοινωνίες που τα ‘ανδρικά’ χαρακτηριστικά χαρακτηρίζουν την κοινωνία. Από την άλλη μεριά υπάρχουν κοινωνίες που διακρίνονται από τα ‘θηλυκά’ στοιχεία (femininity) και προέχουν αξίες όπως οι σχέσεις, η ομαδικές αποφάσεις και η ποιότητα ζωής. Κοινωνίες με ‘ανδρικές’ αξίες είναι η Ιαπωνία και η Αυστρία, ενώ χώρες με ‘θηλυκά’ χαρακτηριστικά είναι η Σουηδία και η Νορβηγία.(Draft, 2000) Οι Rodrugues και Blumberg (2000[105]) κρίνουν τα αποτελέσματα που έδωσε ο Hofstede για τον ‘ανδρισμό’ ως λανθασμένα βασιζόμενοι σε στοιχεία που πήραν από τον Ο.Η.Ε.

[104] Draft (2000) “Management” 5th Edition, Harcourt

[105] Rodrigues,C and Blumberg (2000) “Do feminine Cultures really behave more feminine than masculine cultures? A comparison of 48 countries’ femininity – masculinity ranking to their UN human development rankings” Journal of Cross Cultural Management, Vol 7, Number 3

ΠΙΝΑΚΑΣ : Η ΤΑΞΙΝΟΜΗΣΗ 10 ΧΩΡΩΝ ΜΕ ΒΑΣΗ ΤΟ ΘΕΩΡΗΣΗ ΤΟΥ HOFSTEDE

Χώρα	Απόσταση* εξουσίας	Αποφυγή αβεβαιότητας	Ατομικότητα	Ανδρισμός
Αυστραλία	7	7	2	5
Κόστα Ρίκα	8	2	10	9
Γαλλία	3	2	4	7
Γερμανία	8	5	5	3
Ινδία	2	9	6	6
Ιαπωνία	5	1	7	1
Μεξικό	1	4	8	2
Σουηδία	10	10	3	10
Ταϊλάνδη	4	6	9	8
Η.Π.Α.	6	8	1	4

Πηγή: Marcic, D (1995) "Organizational Behavior and Cases", 4th Edition, Minn: West – όπως δίνεται από τον Draft (2000:115)

Η έρευνα έγινε μεταξύ στελεχών της ίδιας επιχειρήσεις, πράγμα που μειώνει την εγκυρότητα της έρευνας δίχως να σημαίνει ότι η ίδια η έρευνα του Hofstede είναι λάθος. Ο παρακάτω πίνακας δείχνει τα αποτελέσματα της έρευνας του Hofstede για 10 χώρες.

Αν δούμε την θεώρηση του Hofstede από την πρακτική μεριά της θα πρέπει να δώσουμε και παραδείγματα για το πως γίνεται η πρακτική εφαρμογή της. Για παράδειγμα οι χώρες με μεγάλα επίπεδα απόστασης της εξουσίας, αποφυγής της αβεβαιότητας και ατομικισμού (Μεσογειακές χώρες) παρουσιάζουν ιεραρχική γραφειοκρατία. Αυτός είναι ο λόγος που πολλές πολυεθνικές ή παγκόσμιες επιχειρήσεις αποφεύγουν να επενδύουν εκεί λόγω της κουλτούρας των εργαζομένων που τους κάνει λιγότερο ανταγωνιστικούς από τους συνάδελφους άλλων χωρών. Στην Γερμανία οι οργανισμοί που έχουν μικρή απόσταση δύναμης και ισχυρή αποφυγή κινδύνου θεωρούνται απρόσωποι και ότι δουλεύουν σαν μηχανές.

* Με το σκορ 1 είναι οι χαμηλοί βαθμοί π.χ. χαμηλός βαθμός αβεβαιότητας, χαμηλό επίπεδο αποφυγής αβεβαιότητας. Στην ατομικότητα το 1 είναι υψηλότερο επίπεδο ατομικότητας και το 10 το υψηλότερο επίπεδο ομαδικότητας, και στον ανδρισμό το 1 είναι το υψηλότερο επίπεδο ανδρισμού ενώ το 10 είναι το υψηλότερο επίπεδο θηλυκότητας

Με βάση τα στοιχεία που δίνει σε κάθε χώρα η κουλτούρα ο Hofstede χώρισε της χώρες σε ομάδες. Οι Myloni,Harzing και Mirza(2001[106]) αναλύουν το παράδειγμα της Ελλάδας, σε σχέση με το πώς επηρεάζει η κουλτούρα τις MNC επιχειρήσεις που θέλουν να δραστηριοποιηθούν στην Ελλάδα και βγάζουν το συμπέρασμα του ότι αν και πολλές τεχνικές του σύγχρονου ΔΟ (στα πλαίσια της παγκοσμιοποίησης) χρησιμοποιούνται στην Ελλάδα, η κουλτούρα των εργαζομένων απωθεί την αποτελεσματική χρησιμοποίηση τους στα πρότυπα των πετυχημένων πρακτικών. Σημειώνουν ότι οι Έλληνες επαγγελματίες μάνατζερ αδυνατούν να κατανοήσουν και να υιοθετήσουν την κουλτούρα και το στυλ διοίκησης της μητρικής, όπως και ότι λίγοι Έλληνες, σε σύγκριση με τους άλλους Ευρωπαίους μπορούν να γίνουν διεθνή στελέχη (expatriates). Η δυνατή Ελληνική κουλτούρα και το γεγονός ότι η νομοθεσία είναι πολύ διαφορετική από αυτή που έχουν οι Η.Π.Α. κάνουν την άσκηση πετυχημένων Αμερικάνικων πρακτικών στο ΔΟ στην Ελλάδα δύσκολη. Είναι γεγονός ότι εφαρμόζονται σιγά-σιγά κάποιες πρακτικές όπως το ελαστικό ωράριο αλλά δεν έχουν την ανταπόκριση που έχουν σε άλλες χώρες και κυρίως στις Η.Π.Α. από όπου και προέρχονται οι περισσότερες πολυεθνικές.

Για καταλήξουμε οι πρακτικές στην περιοχή των ανθρωπίνων πόρων είναι όμοιες σε κάποια σημεία. Για παράδειγμα η εφαρμογή του ελαστικού ωραρίου και η ολοένα και μικρότερη επιρροή των συνδικάτων στις εργασιακές σχέσεις. Αυτό είναι αποτέλεσμα κυρίως της παγκοσμιοποίησης. Η παγκοσμιοποίηση έχει καταφέρει να φέρει κάποιες αλλαγές και επηρεάσει τα εθνικά συστήματα των συστημάτων ΔΟ αλλά οι περισσότερες αλλαγές είναι επιφανειακές και δέχονται σε πολλές χώρες αντίσταση που δημιουργείται από την κουλτούρα. Σε άρθρο[107] στην ιστοσελίδα του BBC τονίζεται το γεγονός ότι πολλοί βλέπουν την αλλαγές στο εργασιακό καθεστώς στην Ευρώπη και την ίδια την παγκοσμιοποίηση ως απειλή παρά ως μια αλλαγή που θα ανεβάσει την ανταγωνιστικότητα της οικονομίας και το βιοτικό επίπεδο.

Υπάρχει το παράδειγμα της WAL-MART που έκανε άνοιγμα στις αγορές της Λατινικής Αμερικής χρησιμοποιώντας πρακτικές που χρησιμοποιούσε στην Αμερική. Οι μάνατζερ ήταν Αμερικάνοι και στάλθηκαν εκεί δίχως να έχουν μελετήσουν την τοπική κουλτούρα. Το αποτέλεσμα ήρθε και σε επίπεδο πωλήσεων (αν και το προϊόντα της ήταν πιο φτηνά δεν κατάφεραν να κάνουν τις αναμενόμενες πωλήσεις) αλλά και σε επίπεδο διοίκησης των ομάδων. Το προσωπικό σύντομα δυσανασχέτησε με τις πρακτικές κυρίως στα ωράρια και τους μισθούς, αδυνατούσε να κατανοήσει τις πρακτικές της διοίκησης έναντι στις ομάδες ενώ σύντομα η εταιρία ιήρθε σε αντιπαράθεση με τα εργατικά συνδικάτα και την νομοθεσία. Έτσι μέσα στα δύο πρώτα χρόνια η εταιρία έχασε $48 εκατομμύρια[108].

Η παγκοσμιοποίηση έχει σαν στόχο την προσομοίωση των κανόνων των αγορών έτσι ώστε να διευκολύνεται ο ανταγωνισμός σε μία παγκόσμια αγορά που

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[106] Myloni,B., Harzing, A., and Mirza, H (2001) "A comparative analysis of HRM practices in subsidiaries of MNCs and local companies in Greece" Independent study, University of Bradford

[107] BBC "Broaden the gap between Europe and USA" April 2003 – www.bbc.co.uk

[108] The wall street "The wall-mart way sometimes gets lost in translation overseas", October 8, 1997

θα διέπεται από τους ίδιους κανόνες, όχι μόνο στα θέματα των ομάδων, αλλά και σε άλλους τομείς όπως π.χ. οι μεταφορές με την μείωση των δασμών. Με αυτό τον τρόπο θα πρέπει να απελευθερωθεί το εμπόριο από κάποιους περιορισμούς, που διαφέρουν από κράτος σε κράτος, με όφελος για τις χώρες που θα προσαρμόσουν τις αγορές τους στους κανόνες της παγκοσμιοποίησης.

Οι πολυεθνικές και οι παγκόσμιες επιχειρήσεις δεν είναι μία ομάδα επιχειρήσεων που διαθέτουν τα προϊόντα τους σε διαφορετικές χώρες και έχουν το αρχηγείο τους σε μία συγκεκριμένη χώρα. Πλέον έχουν παγκόσμιους στόχους και οι αποφάσεις τους παίρνονται με στόχο την κερδοφορία σε παγκόσμιο επίπεδο. Η παγκοσμιοποίηση θέλει να βγάλει τις εταιρίες γενικά από την γεωγραφική απομόνωση που έχουν έρθει από το γεγονός ότι υπάρχουν μεγάλες διαφορές στα συστήματα διοίκησης. Έτσι στόχος είναι να απαλειφθούν τα όποια εμπόδια (κυρίως νομικά και πολιτιστικά) που παρεμποδίζουν τις επιχειρήσεις να χρησιμοποιήσουν τις τεχνικές διοίκησης σε παγκόσμιο επίπεδο. Το γεγονός ότι θα πρέπει να προσαρμόσουν το ΔΟ τους στα επίπεδα της κάθε χώρας, σημαίνει μεγάλα έξοδα και άρα πολλές φορές τις αποτρέπει να επενδύσουν σε κάποιες χώρες.

Με την προσαρμογή των τοπικών – εθνικών αγορών σε κάποιες διεθνείς τυποποιημένες πρακτικές θα μπορέσουν να θεωρήσουν οποιαδήποτε χώρα ή γεωγραφική τοποθεσία ως μια υποψήφια αγορά που δεν θα χρειαστεί χρόνο και έξοδα ώστε να επενδύσουν εκεί και να δραστηριοποιηθούν. Από την άλλη όμως οι επιχειρήσεις εφαρμόζουν πρακτικές που είναι επηρεασμένες από την νομοθεσία και την κουλτούρα της χώρας προέλευσης της μητρικής εταιρίας. Αυτό έχει ως αποτέλεσμα επικρατήσουν οι πρακτικές που προέρχονται από την χώρα προέλευσης που συνήθως είναι οι Η.Π.Α. η Ευρώπη ή κάποια χώρες όπως η Ιαπωνία σε βάρος των τοπικών πρακτικών που είναι συνδεδεμένες με την εθνική τους κουλτούρα.

Από την άλλη οι επιχειρήσεις με τις επενδύσεις τους τις χώρες αυτές (Foreign Direct Investments) χρησιμοποιούν τις πηγές (πρώτα υλικά και εργατικό δυναμικό) με αποτέλεσμα την οικονομική ευημερία. Το ζητούμενο από την παγκοσμιοποίηση είναι να υπάρξει ένα ενιαίο μοντέλο. Έχει υπάρξει κάποια τυποποίηση των κανόνων της διοίκησης των ομάδων αλλά έχουν ακόμα κάποιες διαφορές μεταξύ τους.

Ο Brewster (2002) έχει βρει ότι υπάρχουν κάποιες πρακτικές που χρησιμοποιούνται στο χώρο της διοίκησης των ομάδων τα οποία είναι αποτέλεσμα της παγκοσμιοποίησης τα οποία έχουν επιδράσει στα διαφορετικά εθνικά συστήματα της ΔΟ. Στο προηγούμενο κεφάλαιο αναφέρθηκαν κάποιοι παράγοντες (για παράδειγμα το νομικό πλαίσιο που διέπει την διοίκηση ομάδων και την κουλτούρα) που επηρεάζουν την πρακτική της διοίκησης των ομάδων. Ο στόχος των μοντέλων είναι αυτοί οι παράγοντες να προσαρμοστούν στα νέα δεδομένα έτσι ώστε να μπορέσουν είναι συμβατές με τα μοντέλα.

Ο Brewster (2002) επικεντρώνεται στο γεγονός ότι λόγω της παγκοσμιοποίησης οι αγορές τείνουν να ακολουθούν το Αμερικάνικο ή το Ευρωπαϊκό μοντέλο. Στο Αμερικάνικο μοντέλο οι επιχειρήσεις εφαρμόζουν πρακτικές σε παγκόσμιο επίπεδο. Βασίζεται στο φιλελεύθερο σύστημα και απαιτεί τον περιορισμό των ενδιάμεσων παραγόντων. Προωθεί τον έλεγχο στην απόδοση των εργαζομένων και δίνει την αυτονομία στις επιχειρήσεις να διοικούν όπως αυτές πιστεύουν το εργατικό τους δυναμικό. Από την άλλη μεριά υπάρχει το Ευρωπαϊκό μοντέλο, όπου οι εθνικοί παράγοντες και η κουλτούρα επηρεάζει τις πρακτικές των επιχειρήσεων. Οι Miloni et al. (2001) σημειώνει ότι τα τελευταία χρόνια γίνονται προσπάθειες για την θέσπιση κάποιων κοινών πρακτικών σε θέματα εργατικού δυναμικού.

Στην έκθεση της EIRO (2000) γίνεται αναφορά στην συνθήκη της Λισσαβόνας το Μάρτιο του 2000 με στόχο την δημιουργία μιας κοινής πρακτικής στα θέματα των ομάδων με στόχο την ανταγωνιστικότητα της Ευρωπαϊκής οικονομίας και την δημιουργία περισσότερων δουλειών. Από αυτή την απόφαση φαίνεται η πρόθεση της Ε.Ε. να προσαρμόσει τις εθνικές πολιτικές στο θέμα της ΔΟ στο κλίμα της παγκοσμιοποίησης.

Στο θέμα της σύγκλισης των πολιτικών για την ΔΟ στην Ευρώπη υπάρχει και η άποψη των Madsen και Jensen όπως δίνεται από τον Brewster αλλά και από τους Ignatovic και Svetlik (2002) που δίνουν ένα ευρύτερο χάσμα π.χ. μεταξύ των βόρειων Ευρωπαϊκών κρατών και των γερμανικών και μεσογειακών χωρών που διαφέρουν στο τρόπο που παρεμβάλλεται το κράτος, ενώ σημαντικό ρόλο παίζει και η διαφορετικότητα στις κουλτούρες σε σύγκριση με την Αμερική που υπάρχει μια εθνική κουλτούρα και νοοτροπία που απλώς έχει μικρές διαφορές ανάλογα με την φυλετική προέλευση των ατόμων.

Η παγκοσμιοποίηση επιδιώκει την προσαρμογή όλων των εθνικών πολιτικών σε κάποιες πρακτικές. Ο Brewster (2002) λέει ότι εφόσον αποφασίσουμε να επιλέξουμε την καλύτερη πρακτική ως αυτή που θα κυριαρχήσει στις αγορές, τότε αυτή θα πρέπει να είναι η Αμερικάνικη που δίνει μεγάλη αυτονομία στις επιχειρήσεις ως προς το θέμα της διοίκησης ομάδων. Πολλές Αμερικάνικες πρακτικές εφαρμόζονται ήδη αλλά σε περιορισμένο βαθμό. Η Miloni et al. (2001), χρησιμοποιεί το παράδειγμα της Ελλάδας για να δείξει ότι υπάρχει στενή σχέση μεταξύ κουλτούρας και μάνατζμεντ, όπως και ότι ο κρατικός παρεμβατισμός δεν αφήνει την ανάπτυξη πρακτικών που έχουν δουλέψει επιτυχημένα στο εξωτερικό. Βέβαια σημειώνετε στο παράδειγμα της Ελλάδας οι αλλαγές που έχουν γίνει λόγο της παγκοσμιοποίησης αλλά σημειώνουν ότι υπάρχει πολύ δρόμος ακόμα για να μπορέσει να έρθει στα πρότυπα των επιτυχημένων μοντέλων.

Το σε πιο βαθμό έχει επιδράσει η παγκοσμιοποίηση μια εθνική οικονομία εξαρτάται από πολλούς παράγοντες. Οι επιχειρήσεις μπορεί να σκέφτονται την στρατηγική τους σε παγκόσμιο επίπεδο όμως θα πρέπει να δρουν ακολουθώντας τις ιδιοσυγκρασίες της κάθε χώρας. Όσο και να προσαρμοστούν οι αγορές στους κανόνες της παγκοσμιοποίησης, οι διαφορές θα υπάρχουν πάντα.

Μεγάλο ρόλο παίζει και η βούληση των κοινωνικών εταίρων και των ίδιων των ανθρώπων που απαρτίζουν μια κοινωνία να προσαρμοστούν στις ανάγκες της παγκοσμιοποίησης. Από την άλλη οι παγκόσμιες εταιρίες θα πρέπει να γνωρίζουν ότι είναι αδύνατο η παγκοσμιοποίηση να προσαρμόσει όλα τα εθνικά συστήματα στις ανάγκες των επιχειρήσεων. Στο παράδειγμα της Ευρωπαϊκής Ένωσης, αν και υπάρχει μια κοινή στρατηγική ώστε να δημιουργηθούν κάποιες κοινές πρακτικές στο θέμα της ΔΟ, οι πολιτικές είναι ακόμα διαφορετικές από κράτος σε κράτος. Σε κάποια κράτη, όπως η Βρετανία, οι κανόνες του Αμερικάνικου μοντέλου έχουν ριζωθεί μέσα στα εθνικά συστήματα της πολιτικής σε θέματα εργατικού δυναμικού. Βέβαια η κουλτούρα και η εργατική νομοθεσία της Βρετανίας είναι πολύ κοντά στην Αμερικάνικη και αυτό έχει ως αποτέλεσμα την εύκολη προσαρμογή της στις Αμερικάνικες πρακτικές.

Το Αμερικάνικο μοντέλο βασίζεται στην πλήρη απελευθέρωση της αγοράς εργασίας όπου ο κάθε κοινωνικός εταίρος θεωρείται περιττός, κάτι βέβαια που δεν μπορεί να ισχύσει στην Ευρώπη και θα πάρει πολύ καιρό να γίνουν τέτοιες αλλαγές. Για να καταλήξουμε, η παγκοσμιοποίηση τείνει να ακολουθήσει το Αμερικάνικο μοντέλο διοίκησης των ομάδων, το οποίο είναι και το πιο επιτυχημένο. Ανάλογα με το πόσο δυνατή είναι η τοπική κουλτούρα και την βούληση των κοινωνικών εταίρων θα επηρεαστεί και το πόσο έχει φθείρει η παγκοσμιοποίηση τα εθνικά συστήματα διοίκησης των ομάδων.

ΕΠΙΛΟΓΟΣ

Καταλήγοντας οι πρακτικές στο χώρο των ανθρωπίνων πόρων ανά χώρα είναι διαφορετικές. Παρόλα αυτά η παγκοσμιοποίηση έχει καταφέρει σε μεγάλο ή μικρότερο βαθμό να προσαρμόσει τις εθνικές πρακτικές στα πρότυπα των επιτυχημένων πρακτικών. Ο βαθμός εξαρτάται από παράγοντες όπως η εθνική κουλτούρα, ο κλάδος δραστηριότητας, ο κρατικός παρεμβατισμός και η δύναμη των κοινωνικών εταίρω.

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Adoption of Innovation by the Hospitality Industry: The case of Greek 5 and 4 star hotels

Άννα Τζαβαλή[109]

MSc, PhD Candidate

Σπύρος Αλεξίου[110]

MSc, PhD Candidate, TEI of Lamia

Abstract

The purpose of this paper is to investigate the adoption of innovation by the Greek hospitality industry, and particularly by its most distinguished members, the 5 and 4 star hotels. It is also analyzed the parameters that may, or may not, contribute to this adoption, as well as the reasons of a possible failure.

A preliminary research was carried out, by which were identified: the sort (type) of innovation selected by those hotels, the reasons that drive them to adopt some kind of innovation, and also the barriers they face during the adoption of innovation.

[109] **Anna Tzavali**, MSc, PhD Candidate, E-mail: taxanna3@yahoo.gr

[110] **Spyros Alexiou**, MSc, PhD Candidate, TEI of Lamia

Structured questionnaires with closed questions were chosen as the most appropriate data collection method. The data collection process consisted of phone interviews with responsible personnel of the hotels included in the study. A sample of 100 (hundred) hotels was selected from Greek 5 and 4 star hotels. The collected data, gathered from the questionnaires, analyzed with the statistical software SPSS 15.

The results are presented on frequency tables, bar charts or pie charts. Moreover, the variables correlation was checked through x^2 and displayed as contingency tables (crosstabs). Finally, it was applied the Principal Component Analysis (PCA) and used the Cronbach a in order to measure the internal consistency and reliability of the factors came up by the PCA analysis.

Conclusively, the hotels prefer the gradual changes in goods and services but not in management procedures or methods. While the introduction of information and communication technology is obvious and beneficial for the Greek hotels, there is a lack of budget for research and development. Competition, customers' satisfaction and personnel qualifications have been the reasons ("push factors") for innovation adoption, while the most important barriers have been found to be bureaucracy and fear of being copied by competitors.

Keywords: innovation, hospitality industry, Greece, PCA

Υιοθέτηση της Καινοτομίας από τον Ξενοδοχειακό Κλάδο: Η περίπτωση των Ελληνικών Ξενοδοχείων 5 και 4 αστέρων[111]

ΠΕΡΙΛΗΨΗ

Ο σκοπός της παρούσας εργασίας είναι η διερεύνηση της υιοθέτησης της καινοτομίας από την ελληνική βιομηχανία φιλοξενίας, και ειδικότερα από τα πιο σημαντικά μέλη της, τα ξενοδοχεία των πέντε και τεσσάρων αστέρων. Αναλύει επίσης, τις παραμέτρους που μπορεί να συμβάλουν στην υιοθέτηση ή μη της καινοτομίας, όπως επίσης και τους λόγους μιας πιθανής αποτυχίας.

Μέσω μιας προπαρασκευαστικής έρευνας προσδιορίστηκαν: το είδος της καινοτομίας που επιλέχθηκε από τα ξενοδοχεία αυτά, οι λόγοι που τα οδήγησαν στο να υιοθετήσουν κάποιο είδος καινοτομίας καθώς επίσης τα εμπόδια που αντιμετώπισαν κατά την προσπάθεια εισαγωγής της επιλεχθείσας καινοτομίας.

[111] ***Adoption of Innovation by the Hospitality Industry: The case of Greek 5 and 4 star hotels***

Ως η πλέον κατάλληλη μέθοδος για τη συλλογή των στοιχείων θεωρήθηκα τα δομημένα ερωτηματολόγια κλειστών ερωτήσεων ερωτήσεις. Η διαδικασία συλλογής των στοιχείων περιλάμβανε τηλεφωνικές συνεντεύξεις με το αρμόδιο προσωπικό των ξενοδοχείων που συμπεριληφθήκαν στην έρευνα. Επιλέχθηκε δείγμα εκατό ελληνικών ξενοδοχείων πέντε και τεσσάρων αστέρων. Τα στοιχεία που συγκεντρώθηκαν από τα ερωτηματολόγια, αναλύθηκαν με το στατιστικό πακέτο SPSS 15.

Τα αποτελέσματα παρουσιάστηκαν σε πίνακες συχνοτήτων, ιστογράμματα ή πίτες. Στη συνέχεια αναλύθηκαν οι πίνακες συνάφειας και υπολογίστηκε το x^2. Τέλος εφαρμόστηκε η μέθοδος ανάλυσης πρωταρχικών παραγόντων (PCA), διερευνήθηκε η εσωτερική συνάφεια (Cronbach a) και παρουσιάστηκαν οι μέσες τιμές.

Συμπερασματικά, τα ξενοδοχεία προτιμούν τις βαθμιαίες αλλαγές σε αγαθά και υπηρεσίες αλλά όχι στις διοικητικές διαδικασίες και μεθόδους. Ενώ η εισαγωγή της πληροφορίας και της τεχνολογίας επικοινωνίας είναι προφανής και επωφελής για τα ελληνικά ξενοδοχεία, παρατηρείται μία έλλειψη προϋπολογισμού για έρευνα και ανάπτυξη. Ο ανταγωνισμός, η ικανοποίηση των πελατών και τα προσόντα του προσωπικού έχουν καταγραφεί ως οι λόγοι για την υιοθέτηση της καινοτομίας, ενώ τα πιο σημαντικά εμπόδια προκύπτουν από τη γραφειοκρατία και τον φόβο της πιθανής αντιγραφής από ανταγωνιστές.

ΕΙΣΑΓΩΓΗ

Ο όρος «καινοτομία» (innovation) προέρχεται από τη λατινική λέξη «novus» (που σημαίνει νέο), η οποίο εξελίχθηκε σε «in+novare», που έχει την έννοια «να κάνω κάτι καινούριο». Η καινοτομία είναι μία ευρεία έννοια που μπορεί να γίνει κατανοητή με πολλούς τρόπους. Είναι δε τόσο απλή όσο και δυσνόητη. Στη βιβλιογραφία υπάρχουν πολλοί ορισμοί της καινοτομίας, που την ορίζουν τόσο ως διαδικασία όσο και ως το αποτέλεσμα αυτής.

Τα ξενοδοχεία αποτελούν έναν κλάδο του τουρισμού που χαρακτηρίζεται από έντονο ανταγωνισμό και συνεχή προσπάθεια ικανοποίησης των μεταβαλλόμενων αναγκών των τουριστών. Πρόκειται για έναν κλάδο που έχει μεγάλη ανάγκη από αλλαγές και προσαρμογές, τόσο σε επίπεδο τεχνολογικών μέσων που χρησιμοποιεί όσο και σε επίπεδο μεθόδων οργάνωσης και διοίκησης.

Η παρούσα εργασία πραγματεύεται τη σχέση που υπάρχει μεταξύ δύο μεταβλητών: μίας ανεξάρτητης (καινοτομίας) και μίας εξαρτημένης (ξενοδοχεία), και παρουσιάζει την αντίληψη που επικρατεί για το θέμα της καινοτομίας στα Ελληνικά ξενοδοχεία 5***** και 4****.

ΟΡΙΣΜΟΙ ΤΗΣ ΚΑΙΝΟΤΟΜΙΑΣ

Η θεωρία της καινοτομίας, αρχικά αναπτύχθηκε για τη βιομηχανία και στη συνέχεια εφαρμόστηκε και στις υπηρεσίες. Βέβαια σε αυτή την περίπτωση πρέπει να ληφθεί υπόψη η ετερογένεια του κάθε κλάδου, γεγονός που υπαγορεύει τη μελέτη του κάθε τομέα ξεχωριστά (Orfila-Sintes & Mattsson, 2007).

Ένας από τους πιο περιεκτικούς ορισμούς της καινοτομίας δίδεται από τους Myers & Marquis (1969) που υποστηρίζουν ότι η καινοτομία είναι μία συνολική διαδικασία που σχετίζεται με κάποιες μικρότερες. Δεν είναι δηλαδή απλά η σύλληψη μίας νέας ιδέας, η εφεύρεση μίας νέας συσκευής, ή η ανάπτυξη μιας νέας αγοράς, αλλά είναι μία συνολική διαδικασία που λειτουργεί ολιστικά (Trott, 2005).

Οι Roger & Shoemaker (1972) θεωρούν ότι στην καινοτομικότητα, σημασία δεν έχει εάν μία ιδέα είναι ή όχι «αντικειμενικά» νέα, όσον αφορά την πάροδο του χρόνου από την πρώτη της χρήση ή ανακάλυψη. Εάν η ιδέα φαίνεται σε κάποιο άτομο νέα και διαφορετική τότε πρόκειται για καινοτομία (Trott, 2005). Έτσι, η καινοτομία πρέπει να είναι νέα για την επιχείρηση. Δεν είναι όμως ανάγκη να είναι νέα για την αγορά και δεν έχει σημασία αν η καινοτομία αναπτύχθηκε μέσα στην επιχείρηση ή έξω από αυτήν (Orfila-Sintes & Mattsson, ό. π.).

Τονίζεται δε ότι η καινοτομία είναι το ειδικό εργαλείο των επιχειρηματιών, μέσω του οποίου εκμεταλλεύονται την αλλαγή ως ευκαιρία δημιουργίας πλούτου μέσω κάποιας διαφορετικής δραστηριότητας ή υπηρεσίας (Drucker, 1985). Προκειμένου δε οι επιχειρήσεις να αποκτήσουν ανταγωνιστικό πλεονέκτημα πρέπει να προχωρήσουν σε καινοτομικές ενέργειες (Porter, 1985). Άλλοι θεωρούν ότι η καινοτομία μπορεί να αφορά ακόμη και αλλαγές μικρής κλίμακας στην τεχνολογική τεχνογνωσία (βελτιωτική καινοτομία) (Rothwell, 1994).

Στην Πράσινη Βίβλο της Ε.Ε (1995) η καινοτομία καθορίστηκε ως η ανανέωση και διερεύνηση του εύρους των προϊόντων και υπηρεσιών και των διασυνδεδεμένων αγορών, η υιοθέτηση νέων μεθόδων παραγωγής, τροφοδοσίας και διανομής και η εισαγωγή αλλαγών στη διαχείριση, οργάνωση της εργασίας και τις συνθήκες εργασίας και τις δεξιότητες του εργατικού δυναμικού.

Σύμφωνα με τον ορισμό της καινοτομίας, που προτείνει ο ΟΟΣΑ στο Εγχειρίδιο Frascati (2002), υπάρχει διάκριση μεταξύ διαδικασίας και προϊόντος, καθώς το τελευταίο είναι το αποτέλεσμα της καινοτομίας (Trott, 2005). Πρόκειται δηλαδή για τη μετατροπή μιας ιδέας σε εμπορεύσιμο προϊόν ή υπηρεσία, τη λειτουργική μέθοδο παραγωγής ή διανομής -νέα ή βελτιωμένη- ή ακόμα και τη νέα μέθοδο παροχής κοινωνικής υπηρεσίας. Έτσι ο όρος αναφέρεται στην διαδικασία (Frascati, ό. π.), ενώ το βάρος εστιάζεται στον τρόπο με τον οποίο επινοείται και παράγεται η καινοτομία στα διάφορα στάδια που οδηγούν σε αυτήν (δημιουργικότητα, μάρκετινγκ, έρευνα και ανάπτυξη, σχεδιασμός, παραγωγή και διανομή) και στην αλληλεξάρτησή τους (Ρεκλείτης, 1998). Από την άλλη, όταν με τη λέξη «καινοτομία» υποδηλώνεται ένα νέο ή βελτιωμένο προϊόν ή υπηρεσία που διαχέεται επιτυχώς στην αγορά, η έμφαση δίνεται στο αποτέλεσμα της διαδικασίας, δηλαδή στο προϊόν ή την υπηρεσία (Frascati, ό.π.).

Στο Εγχειρίδιο Oslo (2005) η καινοτομία ορίζεται ως η υιοθέτηση, εφαρμογή και εμπορευματοποίηση νέων ή σημαντικά βελτιωμένων μεθόδων παραγωγής (αγαθών ή υπηρεσιών), ή διαδικασιών, νέων μεθόδων μάρκετινγκ ή νέων μεθόδων οργάνωσης της επιχειρηματικής πρακτικής. Έτσι περιλαμβάνονται αλλαγές στον εξοπλισμό, στην οργάνωση της παραγωγής ή συνδυασμός των δύο, παράδοση των προϊόντων (αγαθών ή υπηρεσιών), που μπορεί να προέρχονται και από τη χρήση νέας γνώσης.

Γενικά, η καινοτομία θα μπορούσε να οριστεί ως οι ενέργειες που περιλαμβάνονται στη διαδικασία γέννησης της ιδέας, η ανάπτυξη της τεχνολογίας, η κατασκευή και προώθηση ενός νέου ή βελτιωμένου προϊόντος ή της διαδικασίας κατασκευής. Επομένως, εάν οι εφευρέσεις είναι νέες ανακαλύψεις, νέοι τρόποι να γίνονται κάποια πράγματα και τα προϊόντα είναι τα τελικά επακόλουθα των εφευρέσεων, τότε αναφερόμαστε σε μία καινοτομική διαδικασία η οποία ξεκινά από τη νέα ανακάλυψη και ολοκληρώνεται με τα τελικά προϊόντα (Trott, ό.π.).

Η ΚΑΙΝΟΤΟΜΙΑ ΣΤΟ ΧΩΡΟ ΤΩΝ ΥΠΗΡΕΣΙΩΝ

Στην περίπτωση της καινοτομίας των υπηρεσιών, εφαλτήριο αποτελεί ο ευέλικτος ορισμός για την καινοτομία όπως αυτός δίνεται από τον Schumpeter (Fernández et al., 2006). Σύμφωνα με αυτόν, επιτρέπεται ο προσδιορισμός των διαφορετικών τύπων μη-τεχνολογικών καινοτομιών που τόσο συχνά συναντιούνται στον τομέα των υπηρεσιών.

Στα πλαίσια της παρούσας έρευνας, ως καινοτομία προϊόντος / υπηρεσίας, ορίζεται ένα αγαθό ή υπηρεσία που είτε είναι νέο είτε είναι σημαντικά βελτιωμένο, σε σχέση με τα αρχικά και βασικά του χαρακτηριστικά, τις τεχνικές προδιαγραφές, το λογισμικό ή άλλα ασήμαντα εξαρτήματα. Ως καινοτομία διαδικασίας, ορίζεται η νέα ή σημαντικά βελτιωμένη τεχνολογία παραγωγής ή οι νέες ή σημαντικά βελτιωμένες μέθοδοι παροχής υπηρεσιών και παράδοσης προϊόντων. Βέβαια, και στις δύο περιπτώσεις το αποτέλεσμα πρέπει να είναι σημαντικό ως προς το επίπεδο της παραγωγής, την ποιότητα ή το κόστος παραγωγής και διανομής (Orfila-Sintes & Mattsson, ό. π.).

Ο ΚΛΑΔΟΣ ΤΩΝ ΞΕΝΟΔΟΧΕΙΩΝ

Τα χαρακτηριστικά των ξενοδοχείων

Ο κλάδος των ξενοδοχείων είναι ένας σημαντικός κλάδους τόσο στην Ελλάδα όσο και σε πολλές άλλες χώρες (π.χ. στις ΗΠΑ αποτελεί το δεύτερο μεγαλύτερο εργοδότη. Εξετάζεται δε ως αναπόσπαστο τμήμα της τουριστικής βιομηχανίας, καθώς αποτελεί ένα κύκλωμα, το οποίο εκτός από τα καταλύματα περιλαμβάνει τα ταξιδιωτικά γραφεία, τα γραφεία ενοικίασης αυτοκινήτων, τις επισιτιστικές μονάδες, τις μονάδες αναψυχής κ.λπ. (ICAP, ό. π.; Kotler et al., 2006;

Kyrkilis et al., 2008). Παρά τον αυξανόμενο αριθμό των επιχειρήσεων που αποτελούν μέλος αλυσίδας ξενοδοχείων ή ομίλου εταιριών, ο κλάδος των ξενοδοχείων είναι ένας τομέας μικρών και μεσαίων επιχειρήσεων (Fernández et al., ό. π.).

Τα ξενοδοχεία δεν χαρακτηρίζονται από ομοιομορφία. Παρουσιάζουν σημαντικές διαφοροποιήσεις που σχετίζονται με την τοποθεσία τους (αστικά, μη αστικά, παραθαλάσσια, ορεινών περιοχών), την περίοδο λειτουργίας τους (ετήσια, εποχική), την αγορά στην οποία κυρίως απευθύνονται (τουρισμός πόλης, παραθαλάσσιος, εναλλακτικών μορφών κλπ.), το ιδιοκτησιακό καθεστώς (ελληνικής, μικτής, αλλοδαπής ιδιοκτησίας), τη νομική μορφή κ.λπ. Οι διαφορές αυτές μπορεί να επηρεάσουν την οργάνωση, τη λειτουργία, τις δυνατότητές και την αποτελεσματικότητά τους (Kotler et al., ό. π.).

Οι διοικητικές μέθοδοι που υιοθετούνται στα ξενοδοχεία ποικίλουν. Τα ανεξάρτητα ξενοδοχεία διατηρούν τη διοικητική, νομική, διαχειριστική και λειτουργική τους αυτοτέλεια. Δεν είναι όμως ασυνήθιστη και η περίπτωση της ανάθεσης της εκμετάλλευσης και διαχείρισης της μονάδας σε τρίτους (ICAP, ό. π.). Το τελευταίο αυτό στοιχείο αποτελεί ένα ακόμα χαρακτηριστικό του κλάδου των ξενοδοχείων που μπορεί να επηρεάσει την εισαγωγή της καινοτομίας. Εμπειρικές μελέτες δείχνουν ότι οι επαγγελματικές διοικητικές συμβάσεις παρέχουν ένα καλύτερο περιβάλλον για την καινοτομία (Orfila-Sintes et al., 2005).

Θετικά σημεία αποτελούν η ασφάλεια, η φιλικότητα και διαφορετικότητα των ανθρώπων. Αντίθετα, προβλήματα αποτελούν η έλλειψη κεφαλαίων και γνώσης του αντικειμένου, οι συνθήκες υγιεινής, οι μεγάλες αποστάσεις, το κακό σύστημα μεταφορών και η έλλειψη τουριστικής πολιτικής (Kyrkilis et al., ό. π.).

Επιπλέον, ο κλάδος χαρακτηρίζεται από έντονη εποχικότητα, που ναι μεν είναι περισσότερο εμφανής στους παραδοσιακούς τουριστικούς προορισμούς που προσφέρουν ηλιοφάνεια και παραλίες, εντούτοις έχει μικρές ή μεγαλύτερες επιπτώσεις σε όλες τις δραστηριότητες του τουρισμού. Η χαμηλή κερδοφορία κατά τη διάρκεια μέρους του έτους, και η χαμηλή ικανότητα προσέλκυσης υψηλά εκπαιδευμένου και φιλόδοξου ανθρώπινου δυναμικού, είναι από τις πλέον χαρακτηριστικές (Καραγιάννης & Έξαρχος, 2006).

Το ξενοδοχειακό προϊόν

Ιδιαίτερη σημασία παρουσιάζει το προϊόν που «παράγεται» από τις ξενοδοχειακές επιχειρήσεις. Το ξενοδοχειακό προϊόν αποτελεί ένα μίγμα υλικών και άυλων στοιχείων, τα οποία προσδιορίζουν και το επίπεδο και την ποιότητα της παρεχόμενης «ξενοδοχειακής υπηρεσίας/εμπειρίας». Σύμφωνα με τον Παυλίδη (2000), οι υπηρεσίες του ξενοδοχείου αποσκοπούν στην ικανοποίηση των αναγκών των πελατών με την παροχή γνώσεων, ειδικών χειρισμών και επιδέξιας αρωγής. Με την ευρύτερη έννοια, μπορεί να περιλαμβάνει (Χυτήρης, 1998; Δερβιτσιώτης, 2001): τις υπηρεσίες διαμονής (διανυκτέρευση, κρατήσεις, πληροφορίες, ασφάλεια, καθαριότητα κ.λπ.), τα αγαθά τα οποία συναποτελούν τη συνολική «εμπειρία» διαμονής (τροφή, ποτά κ.λπ.), τις άμεσες ή φανερές εξυπηρετήσεις, για τις οποίες έχει συγκροτηθεί η ξενοδοχειακή επιχείρηση (διευκολύνσεις κατά την παροχή υπηρεσίας, όπως π.χ. η εξυπηρέτηση στο εστιατόριο ή στη ρεσεψιόν, το κλείσιμο της αίθουσας δεξιώσεων ή συνεδριάσεων, η ταχύτητα εξυπηρέτησης, η συμπεριφορά του προσωπικού κ. ά.), τα συνοδευτικά προϊόντα (τα φυσικά στοιχεία ή υλικά αγαθά διευκόλυνσης, τα μέσα δηλαδή για την παραγωγή της υπηρεσίας όπως π.χ. οι κοινόχρηστοι χώροι, ο ηλεκτρικός εξοπλισμός, οι παροχές διαδικτύου ή η παραλία), τις έμμεσες υπηρεσίες (δηλ. τα ψυχολογικά οφέλη , οι ψυχολογικές ικανοποιήσεις του τουρίστα, όπως η άνεση, το κύρος, η επιβεβαίωση του εγώ του πελάτη).

Οι ξενοδοχειακές υπηρεσίες είναι άυλα αγαθά και περιγράφονται από τα τέσσερα χαρακτηριστικά των άυλων στοιχείων του ξενοδοχειακού προϊόντος, τα 4^{A} - αϋλότητα, αδιαιρετότητα, αναλωσιμότητα και ανομοιογένεια. Ο δυνητικός πελάτης δεν μπορεί να τις δει και να τις εξετάσει πριν τις αγοράσει, σε αντίθεση τα υλικά αγαθά (Kotler et al., ό. π.). Επιπλέον από τη στιγμή που του προσφερθούν, απομένει σε αυτόν η ανάμνηση και η σύγκρισή τους με την τιμή που πλήρωσε γι' αυτές. Έτσι ένα βασικό χαρακτηριστικό του ξενοδοχειακού προϊόντος είναι η υποχρεωτική παρουσία του πελάτη (Παυλίδης, ό. π.). Η ιδιομορφία του ξενοδοχειακού προϊόντος έγκειται και στο γεγονός ότι το προϊόν δεν πωλείται. Αυτό που πωλείται είναι το δικαίωμα της χρήσης του αγαθού (π.χ. του δωματίου) για μία συγκεκριμένη χρονική περίοδο (Kotler et al., ό. π.). Έτσι το ξενοδοχείο είναι μία αυθεντική και πρωτότυπη επιχείρηση παροχής υπηρεσιών εξαρτημένη από την παρουσία του πελάτη, που επίσης απαιτεί και την άμεση επαφή εργαζόμενου και πελάτη.

Σχηματικά, μπορούμε να πούμε ότι ο ξενοδοχειακό προϊόν «μεταβάλλεται» κάθε φορά σε ένα σύνολο προσωπικών παροχών, αφού ο πελάτης πρέπει να το επισκεφτεί για να τις δεχθεί (Παυλίδης, ό. π.). Η πρωτογενής αυτή μορφή εξυπηρέτησης, οι εξαιρετικά προσωπικές παροχές (π.χ. σερβιτόρος, ρεσεψιονίστ, καμαριέρα), επηρεάζουν άμεσα τη διαμόρφωση εντυπώσεων, τη δημιουργία αντιδράσεων (θετικών ή αρνητικών) και τη δημιουργία επιθυμιών και αναμνήσεων, οι οποίες μπορεί να είναι πολύ πιο έντονες από οποιαδήποτε προσφορά υπηρεσίας ή υλικού αγαθού (Παυλίδης, ό. π.).

Η σχεδόν ταυτόχρονη παραγωγή, πώληση και κατανάλωση του ξενοδοχειακού προϊόντος, αλλά και η ίδια η σύνθεσή του (αγαθά και υπηρεσίες) οδηγούν στη διαπίστωση ότι για να ικανοποιηθούν οι νέες ανάγκες των πελατών της μονάδας πρέπει αυτό να παραχθεί ξανά από την αρχή. Επιπλέον, το ξενοδοχειακό προϊόν δεν είναι δυνατόν να αποθεματοποιηθεί, όπως συμβαίνει με τα υλικά προϊόντα. Η αδυναμία αποθεματοποίησης προκαλεί οικονομική απώλεια σε περίπτωση που δεν αξιοποιείται πλήρως η υπάρχουσα δυναμικότητα του ξενοδοχείου (Παυλίδης, ό. π.).

Καινοτομία στα Ξενοδοχεία – Ιδιαιτερότητες

Η καινοτομία μπορεί να θεωρηθεί ως ένα από τα πιο σημαντικά ανταγωνιστικά όπλα για τη διαφοροποίηση των προϊόντων και την «επιτυχία» στις επιδόσεις των εταιριών που λειτουργούν κάτω από ιδιαίτερα αυξημένες συνθήκες ανταγωνισμού (Βαρβαρέσος & Σωτηριάδης, 2003). Στον τομέα των υπηρεσιών, οι θετικές επιπτώσεις της παροχής καινοτομίας, συμβάλουν στο να θεωρείται, αλλά και να είναι, βασικό ανταγωνιστικό πλεονέκτημα (Min & Min, 1996), το οποίο δίνει τη δυνατότητα στην ξενοδοχειακή επιχείρηση να διαφοροποιηθεί σε σχέση με τους ανταγωνιστές της. Από την άλλη, οι ξενοδοχειακές επιχειρήσεις αναγνωρίζουν την ανάγκη ενσωμάτωσης της καινοτομίας στη στρατηγική τους, επιθυμούν όμως να ελέγχουν το κόστος (Παπαδάκης, 2002).

Ο κλάδος των ξενοδοχείων χαρακτηρίζεται από υψηλό επίπεδο ανταγωνισμού και συνεχείς ανανεώσεις. Θα μπορούσε να ισχυριστεί κάποιος ότι υπάρχει άμεση εξάρτηση των ξενοδοχείων από την καινοτομία, ως μέσο επιβίωσης και κερδοφορίας. Γεγονός όμως είναι ότι η καινοτομία στα ξενοδοχεία είναι αναγκαία όχι μόνο για την επιβίωση αλλά και για τη μακροπρόθεσμη ισορροπία και κερδοφορία, και κυμαίνεται από την πλήρη καινοτομία, που είναι τα ολοκληρωτικά νέα προϊόντα και υπηρεσίες σε μία τελείως νέα αγορά, έως μικρότερες τροποποιήσεις των υπαρχόντων υπηρεσιών (Ottenbacher, 2007). Με τον όρο «νέα προϊόντα» εννοούμε πρωτότυπα προϊόντα, βελτιώσεις ήδη υπαρχόντων προϊόντων ή τροποποιήσεις προϊόντων τα οποία αναπτύσσει η επιχείρηση μέσω του δικού της τμήματος έρευνας και ανάπτυξης (Kotler et al., ό. π.).

Με εφαλτήριο τον ορισμό του Schumpeter (Fernandez et al., ό. π.), προσδιορίζονται πέντε κατηγορίες στην καινοτομία στον κλάδο των ξενοδοχείων: καινοτομία παραγωγής/υπηρεσιών, καινοτομία διαδικασίας, διοικητική καινοτομία, καινοτομία εφοδιαστικής αλυσίδας (logistics) και θεσμική καινοτομία.

Σύμφωνα με την Πράσινη Βίβλο για την Καινοτομία της Ευρωπαϊκής Επιτροπής (ΕΕ, 1996), η καινοτόμος ξενοδοχειακή επιχείρηση διαθέτει τόσο στρατηγικές δεξιότητες (μακροπρόθεσμη αντίληψη, ικανότητα αναγνώρισης ή και πρόβλεψης των τάσεων της αγοράς, επιθυμία και ικανότητα για τη συλλογή, επεξεργασία και αφομοίωση των πληροφοριών σε σχέση με την τεχνολογία και την οικονομία) όσο και οργανωτικές δεξιότητες (ανάληψη και διαχείριση επιχειρηματικού κινδύνου, συνεργασία μεταξύ των τμημάτων της επιχείρησης, συνεργασία με φορείς εκτός επιχείρησης, επένδυση σε ανθρώπινους πόρους. Προκειμένου δε οι καινοτομίες να ενσωματωθούν στην ξενοδοχειακή επιχείρηση, απαιτούνται μια σειρά από αλλαγές, με τις οποίες οι εργαζόμενοι και οι διοίκηση πρέπει να εξοικειωθούν (Fernandez et al., ό. π.).

Στην ξενοδοχεία, η καινοτομία συνδέεται άμεσα με τα χαρακτηριστικά του ξενοδοχειακού προϊόντος: αϋλότητα, αδιαιρετότητα, αναλωσιμότητα και ανομοιογένεια. Το ξενοδοχείο αποκτά βαθειά γνώση των δυνητικών και μελλοντικών πελατών του, προσεγγίζει μεγαλύτερο μερίδιο από τη ζήτηση και βελτιώνει τη λειτουργία του. Επίσης, η σχέση που υπάρχει μεταξύ της παραγωγής και της κατανάλωσης του ξενοδοχειακού προϊόντος (αναλωσιμότητα), υπονοεί ότι η οποιαδήποτε καινοτομία θα πρέπει να επικεντρώνεται στην εξατομίκευση των υπηρεσιών, προσαρμόζοντάς την στις απαιτήσεις του κάθε πελάτη ξεχωριστά. Επιπλέον, οι παρεχόμενες υπηρεσίες είναι σε μεγάλο βαθμό ετερογενείς, καθώς το προϊόν διαφέρει από τη μία περίπτωση στην άλλη (Orfila-Sintes et al., ό. π.).

Εάν προσπαθήσουμε να προσαρμόσουμε τον ορισμό που δίνεται στο Oslo Manual για την τεχνολογική καινοτομία στον κλάδο των ξενοδοχείων, θα λέγαμε ότι οι καινοτομίες αναφέρονται στην εφαρμογή νέων ή σημαντικά βελτιωμένων υπηρεσιών / προϊόντων / διαδικασιών. Οι νέες ή βελτιωμένες υπηρεσίες θεωρούνται ως καινοτομία όταν τα χαρακτηριστικά τους και ο τρόπος χρήσης είναι είτε ολοκληρωτικά νέα ή σημαντικά βελτιωμένα ποιοτικά ή σε όρους λειτουργίας και χρησιμοποιούμενων τεχνολογιών (υλικών, εξοπλισμού και λογισμικού) (Orfila-Sintes et al., ό. π.).

ΜΕΘΟΔΟΛΟΓΙΑ ΕΡΕΥΝΑΣ

Η παρούσα έρευνα εστιάστηκε κυρίως στην εξήγηση των σχέσεων αιτίας και αποτελέσματος ανάμεσα στα δεδομένα και τις μεταβλητές. Αναζητήθηκε δηλαδή ο προσδιορισμός, η μέτρηση και η αξιολόγηση των φαινομένων, προσφέροντας μία λογική εξήγηση που αποτέλεσε τη βάση θεμελίωσης των αιτιακών σχέσεων ανάμεσα στα διαφορετικά στοιχεία και τις μεταβλητές του αντικειμένου (Saunders et al., 2003).

Στη συγκεκριμένη εργασία ερευνήθηκαν οι αντιλήψεις που επικρατούν στο θέμα της καινοτομίας και η διαχείριση και αξιολόγηση αυτής, σε ξενοδοχεία 4 και 5 αστέρων. Τα συλλεχθέντα στοιχεία κωδικοποιήθηκαν, ποσοτικοποιήθηκαν και επεξεργάστηκαν με τη βοήθεια του στατιστικού πακέτου SPSS 15 (Statistical Package for Social Sciences). Η δε απεικόνιση των δεδομένων αλλά και των εξαγόμενων στοιχείων γίνεται με τη χρήση πινάκων και γραφημάτων.

Ένα από τα σημαντικότερα σημεία της έρευνας είναι ο καθορισμός του δείγματος και η μέθοδος επιλογής του. Σύμφωνα με τα στατιστικά στοιχεία του Ξενοδοχειακού Επιμελητηρίου (2008), στην Ελλάδα υπήρχαν συνολικά 9.207 ξενοδοχειακές μονάδες, από τις οποίες 199 των 5 αστέρων και 1048 των 4 αστέρων. Η κατανομή τους ανά γεωγραφική περιοχή παρατίθεται στον Πίνακα 1 και στο Διάγραμμα 1.

Ένα θέμα που απασχόλησε ιδιαίτερα τους ερευνητές ήταν αυτό της αντιπροσωπευτικότητας του δείγματος, καθώς δεν υπάρχει μέθοδος που να διασφαλίζει πλήρως την αντιπροσωπευτικότητά του (Σαχίνη-Καρδάση, 2000).

Στη συγκεκριμένη εργασία, εφαρμόσθηκε η κατά στρώμα τυχαία δειγματοληψία (stratified random sampling) με αναλογία (Κιόχος, 1993). Τα βήματα που ακολουθήθηκαν, ήταν τα εξής (Σαχίνη-Καρδάση, ό. π.):

- Επελέγη ένας πληθυσμός και αποφασίστηκαν τα σχετικά στρώματα.
- Επελέγη τόσος αριθμός στοιχείων ή μελών από κάθε στρώμα, ώστε η αναλογία τους προς το όλο δείγμα να είναι ίδια με την αναλογία του κάθε στρώματος προς τον πληθυσμό.

- Επελέγησαν μέλη μέσα από κάθε στρώμα πληθυσμού σύμφωνα με τις μεθόδους της απλής ή συστηματικής τυχαίας δειγματοληψίας.

Κατά τον υπολογισμό του μεγέθους του δείγματος λήφθηκε ιδιαίτερα υπόψη ο διαθέσιμος χρόνος συλλογής πληροφοριών, η πιθανή διακύμανση των απαντήσεων μέσα στον πληθυσμό, η δυνατότητα ακρίβειας κατά την επεξεργασία των πληροφοριών αλλά κυρίως οι στόχοι της εργασίας (Kinnear & Taylor, 1987).

Το πρώτο βήμα για την επιλογή του δείγματος είναι ο ακριβής προσδιορισμός του πληθυσμού στον οποίο θα διεξαχθεί η έρευνα. Στην παρούσα εργασία, τον πληθυσμό του δείγματος αποτελούν τα ελληνικά ξενοδοχεία.

Τα κριτήρια που τέθηκαν για την επιλογή του δείγματος ήταν τα εξής:

- Να είναι 5***** ή 4****
- Να λειτουργούν όλο το έτος
- Να βρίσκονται στις περιοχές: Αττική (Αθήνα, Πειραιάς, Υπόλοιπο Αττικής), Θεσσαλονίκη, Χαλκιδική, Ρόδο, Κέρκυρα και Κρήτη, όπου σύμφωνα με τα στατιστικά στοιχεία συγκεντρώνουν το 67% των δωματίων.

Συμπερασματικά, και σύμφωνα με τα όσα προαναφέρθηκαν, η διαδικασία που ακολουθήθηκε στη συγκεκριμένη εργασία για τον καθορισμό και την επιλογή του δείγματος ήταν η εξής:

- Τα ξενοδοχεία χωρίστηκαν με βάση την κατάταξή τους σε αστέρια (5***** και 4****), τη διάρκεια λειτουργίας τους και την περιοχή στην οποία δραστηριοποιούνται.

  Έτσι, ως στατιστικός πληθυσμός της παρούσας μελέτης ορίσθηκαν τα ξενοδοχεία της Αττικής (Αθήνα, Πειραιάς, υπόλοιπο Αττικής), της Θεσσαλονίκης, της Χαλκιδικής, της Ρόδου, της Κέρκυρας και της Κρήτης, τα οποία ανήκουν στην κατηγορία των 5***** και 4**** και λειτουργούν καθ' όλη τη διάρκεια του έτους.

  Συνολικά στις ανωτέρω περιοχές λειτουργούν 626 ξενοδοχεία 5***** και 4****, από τα οποία τα 158 (25%) λειτουργούν ετήσια. Από αυτά τα 56 (35%) είναι 5***** και τα 102 (65%) 4****.

- Ως μέγεθος του δείγματος ορίστηκε ο αριθμός των 100 ξενοδοχείων. Δέκα (10) από αυτά κλήθηκαν για δεύτερη φορά σε διάστημα μιας εβδομάδας, με σκοπό τον έλεγχο αξιοπιστίας του ερωτηματολογίου. Δεν χρησιμοποιήθηκαν τύποι υπολογισμού του μεγέθους του δείγματος.
- Σύμφωνα με τη μέθοδο της στρωματοποιημένης δειγματοληψίας με αναλογία, ο πληθυσμός του δείγματος καθορίζεται από 35 ξενοδοχεία, τα οποία πρέπει να είναι 5***** και 65, που πρέπει να είναι 4****.
- Κατόπιν με τη χρήση απλής τυχαίας δειγματοληψίας επιλέγονται τα ανάλογα ξενοδοχεία από κάθε ομάδα.

Έτσι το δείγμα της παρούσας εργασίας χαρακτηρίζεται από ομοιογένεια καθώς επικεντρώνεται σε μία συγκεκριμένη ομάδα (ξενοδοχεία 5***** και 4****) στην οποία όλα τα μέλη έχουν «παρόμοια» χαρακτηριστικά, αλλά και σε συγκεκριμένες περιοχές (Αθήνα, Πειραιάς, Υπόλοιπο Αττικής, Θεσσαλονίκη, Χαλκιδική, Ρόδος, Κέρκυρα και Κρήτη), και λειτουργούν όλο το έτος. Αυτό δίνει τη δυνατότητα για μια πιο ενδελεχή μελέτη των μεταβλητών (Saunders et al., 2003). Τα πλεονεκτήματα αυτής της μεθόδου είναι ότι οι ομάδες αντιπροσωπεύονται στο δείγμα κατά διαφορετικά ποσοστά, ανάλογα με τη βαρύτητά τους (Χρήστου, 1999).

Τα ξενοδοχεία που πληρούσαν τις ανωτέρω προϋποθέσεις και οικιοθελώς συμμετείχαν στην έρευνα ήταν 100. Το ποσοστό ανήλθε στο 63% επί του συνόλου των ξενοδοχείων, για τα οποία συμπληρώθηκαν οι απαντήσεις που αποτελούν το υλικό της έρευνας. Το ποσοστό συμμετοχής ανήλθε στο 70% (από τα 143 που κλήθηκαν απάντησαν τα 100). Η θετική ανταπόκριση των ερωτηθέντων ήταν πολύ σημαντική για τη συμπλήρωση των ερωτηματολογίων και την ολοκλήρωση της έρευνας.

Για τις ανάγκες της έρευνας αναπτύχθηκε ειδικό ερωτηματολόγιο, προκειμένου να χρησιμοποιηθεί για τη συλλογή πληροφοριών από τους υπεύθυνους των ξενοδοχείων έτσι ώστε να διερευνηθεί πώς αυτοί αντιλαμβάνονται τις διερευνώμενες μεταβλητές. Η διαμόρφωση του ερωτηματολογίου έγινε ύστερα από συστηματική ανασκόπηση της διεθνούς βιβλιογραφίας που αφορά την καινοτομία και τη λειτουργία των ξενοδοχείων. Δυστυχώς δεν υπήρχαν προγενέστερα ερωτηματολόγια που να διερευνούν την καινοτομία σε ελληνικά ξενοδοχεία, στην οποία θα μπορούσε να στηριχθεί η παρούσα έρευνα ή ακόμα και να συγκριθεί στα τελικά συμπεράσματα και αποτελέσματα.

Η μέθοδος των ερωτηματολογίων κρίθηκε ως η πιο κατάλληλη για τη συγκεκριμένη έρευνα. Μέσω των ερωτηματολογίων επιχειρήθηκε η διερεύνηση των στάσεων, πεποιθήσεων, συμπεριφορών αλλά και των ιδιαίτερων γνωρισμάτων των ερωτώμενων. Ένα ακόμα πλεονέκτημα αυτής της μεθόδου έγκειται στην παροχή γρήγορων και σαφών μέσων αποτίμησης και αξιολόγησης των πληροφοριών (Saunders et al., ό. π.). Από την άλλη βέβαια, η χρήση του ερωτηματολογίου προσφέρει μόνο μια ευκαιρία συλλογής στοιχείων από τον ερωτώμενο χωρίς τη δυνατότητα επανασυλλογής ή επαναπροσδιορισμού κάποιων στοιχείων από τους εν λόγω ερωτώμενους. Αυτό σημαίνει ότι ο σχεδιασμός του ερωτηματολογίου είναι ιδιαίτερα σημαντικό θέμα για τη σωστή διεξαγωγή της έρευνας (Saunders et al., ό. π.).

Στο ερωτηματολόγιο περιελήφθησαν 20 κλειστές ερωτήσεις (13 δεδομένων απαντήσεων, 2 διχοτομημένες, 5 ερωτήσεις κλίμακας έντασης Likert – κυρίως ιεράρχησης σπουδαιότητας). Οι κλειστές ερωτήσεις χρησιμοποιήθηκαν γιατί είναι ευκολότερο να απαντηθούν, αυξάνουν την επιθυμία για συμμετοχή και την αντικειμενικότητα και είναι πιο εύκολο να κωδικοποιηθούν και να αναλυθούν ποσοτικά. Βέβαια οι κλειστές ερωτήσεις περιορίζουν την ευρύτητα των απαντήσεων και σε ένα βαθμό τις προ-καθορίζουν με κίνδυνο να χαθούν σημαντικές πληροφορίες.

Η κλίμακα Likert από την άλλη θεωρείται το προσφορότερο εργαλείο για τέτοιου είδους μετρήσεις (Krowinski & Steiber, 1996), καθώς επιτρέπει τη δημιουργία ομοιόμορφης δομής που μπορεί εύκολα να εμπεδωθεί από τον ερωτώμενο, αφού έχει όμοιες ενδεχόμενες απαντήσεις. Επιπλέον, οι κλίμακες τύπου Likert αποφεύγουν κάθε είδους μεροληψία, καθώς επιτρέπουν την ύπαρξη και αρνητικά διατυπωμένων ερωτήσεων. Η διαβάθμιση της κλίμακας Likert ήταν πέντε σημείων και περιλάμβανε τις εξής απαντήσεις: 1= «Πολύ μεγάλο», 2= «Μεγάλο», 3= «Ικανοποιητικό», 4= «Μικρό» και 5= «Ελάχιστο».

Το περιεχόμενο του ερωτηματολογίου χωρίζεται σε 6 ενότητες όπου περιλαμβάνουν ερωτήσεις σχετικά με την παροχή γενικών πληροφοριών για το ξενοδοχείο, τη διερεύνηση και προαγωγή της καινοτομίες, τη διαδικασία υιοθέτησης και εφαρμογής της, την αξιολόγηση και τα οφέλη της και συμπερασματικές ερωτήσεις γενικής αποτίμησης.

Προκειμένου να συλλεχθούν τα στοιχεία για τη διερεύνηση της καινοτομίας στα ελληνικά ξενοδοχεία, υιοθετήθηκε το σύστημα των τηλεφωνικών συνεντεύξεων. Οι τηλεφωνικές συνεντεύξεις παρουσιάζουν ορισμένες ιδιαιτερότητες και απαιτούν ιδιαίτερη προσοχή κατά τη διάρκεια της συνέντευξης αφού δεν υπάρχει οπτική επαφή. Η φύση της τηλεφωνικής συνέντευξης θέτει συγκεκριμένες απαιτήσεις στο άτομο που θα διεξάγει τις συνεντεύξεις και συγκεκριμένους περιορισμούς στο είδος των ερωτήσεων και των κλιμάκων που μπορούν να χρησιμοποιηθούν (Krowinski & Steiber, ό. π.).

Πριν από την πραγματοποίηση των τηλεφωνικών συνεντεύξεων, δημιουργήθηκε συγκεκριμένο σενάριο εισαγωγής (πώς συστήνεται ο ερωτών, ποιόν αντιπροσωπεύει και ποιος ο σκοπός της έρευνας). Στη συνέχεια εξασφαλιζόταν η συναίνεση των υπεύθυνων για συμμετοχή τους στην έρευνα μέσω της ερώτησης αποδοχής, και η διαδικασία συμπλήρωσης ξεκινούσε. Για τις ανάγκες της έρευνας κλήθηκαν τηλεφωνικά, επανειλημμένα, να συμμετάσχουν 143 ξενοδοχεία. Σε περίπτωση που ύστερα από δύο επαναλαμβανόμενες κλήσεις δεν υπήρχε θετική ανταπόκριση στο τηλέφωνο, δεν γινόταν τρίτη προσπάθεια.

Μετά το σχεδιασμό του ερωτηματολογίου και πριν τη διεξαγωγή της έρευνας και τη συλλογή των δεδομένων, έγινε προέλεγχος του ερωτηματολογίου σε μικρό δείγμα ξενοδοχείων (8 ξενοδοχεία, 1 από κάθε γεωγραφική περιφέρεια), με τη μέθοδο των γνωστικών συνεντεύξεων (“think aloud”), ώστε να εντοπιστούν τυχόν προβλήματα στη σαφήνεια των ερωτήσεων και να γίνουν διορθώσεις πριν τη διεξαγωγή της κύριας έρευνας.

Μετά τη διαδικασία του προελέγχου έγιναν οι απαραίτητες διορθώσεις και αλλαγές στο αρχικό ερωτηματολόγιο και έτσι διαμορφώθηκε το τελικό ερωτηματολόγιο της έρευνας και υπολογίστηκε ο χρόνος συμπλήρωσης του ερωτηματολογίου (15 – 20 λεπτά). Ο συγκεκριμένος χρόνος θεωρείται ως ο μέγιστος χρόνος που συνήθως διαθέτουν οι ερωτώμενοι (Krowinski & Steiber, ό. π.). Το τελικό ερωτηματολόγιο υποβλήθηκε σε 10 ξενοδοχεία ώστε να ελεγχθεί η αξιοπιστία του.

Κατά τη διάρκεια της διεξαγωγής της έρευνας για τις ανάγκες της παρούσας εργασίας, εγείρονται κάποια ηθικά ζητήματα. Οι ηθικές προεκτάσεις της έρευνας και η εφαρμογή ενός κώδικα επαγγελματικής ηθικής δεοντολογίας είναι ιδιαίτερα σημαντικά για την ομαλή διεξαγωγή της έρευνας. Έτσι φροντίσαμε να μην παραβιάσουμε τέτοιους βασικούς κανόνες όπως π.χ. η συγκατάθεση του ερωτώμενου για τη συμμετοχή τους στην έρευνα, το θέμα της παρενόχλησης και δέσμευσης χρόνου του ερωτώμενου, της διασφάλισης της ανωνυμίας και του δικαιώματος απόσυρσης από την έρευνα οποιαδήποτε στιγμή.

ΑΠΟΤΕΛΕΣΜΑΤΑ

Γενικά

Στην έρευνα, ερωτήθηκαν συνολικά 143 εκπρόσωποι ξενοδοχείων από τους οποίους απάντησαν θετικά οι 100 (ποσοστό 70%). Τα στοιχεία που συλλέξαμε κωδικοποιήθηκαν, ποσοτικοποιήθηκαν και επεξεργάστηκαν με τη βοήθεια του στατιστικού πακέτου SPSS 15 (Statistical Package for Social Sciences) το οποίο παρέχει πρόσβαση στην ανάλυση δεδομένων με τη βοήθεια του υπολογιστή.

Προκειμένου να διερευνηθεί η καινοτομία των ξενοδοχείων 4 και 5*****, πέρα των βασικών στατιστικών απεικονίσεων (κατανομές ποσοστών, πίνακες συνάφειας, υπολογισμός του x^2) επιλέχθηκαν οι παρακάτω στατιστικές δοκιμασίες:

- Εφαρμογή της Μεθόδου Ανάλυσης Πρωταρχικών Παραγόντων, προκειμένου να αποτυπωθούν οι κύριοι παράγοντες και διαστάσεις της καινοτομίας στα ελληνικά ξενοδοχεία.
- Διερεύνηση της εσωτερικής συνάφειας των διαστάσεων που θα προκύψουν από τη Μέθοδο Ανάλυσης Πρωταρχικών Παραγόντων με εκτίμηση του Cronbach a, προκειμένου να τεκμηριωθεί ότι οι ερωτήσεις που απαρτίζουν την καθεμία από τις παραπάνω διαστάσεις έχουν υψηλή εσωτερική συνοχή.
- Μέτρηση του Μέσου Όρου των επιμέρους διαστάσεων και της συνολική άποψης και εκτίμησης της καινοτομίας.

Η κωδικοποίηση των απαντήσεων του ερωτηματολογίου έγινε με την επιλογή συγκεκριμένων αριθμών που αντιστοιχίζονται στις απαντητικές κατηγορίες.

Στατιστική Κατανομή Δείγματος

Η στατιστική ανάλυση των δεδομένων ξεκινά με την ποσοτική περιγραφή των απαντήσεων, και την παρουσίαση των στατιστικών κατανομών του δείγματος. Υπολογίζεται ο αριθμός (N) των απαντήσεων σε κάθε ερώτηση (συχνότητα) και κατόπιν εκτιμάται το αντίστοιχο ποσοστό % ανά αριθμό απαντήσεων.

Από τη μελέτη των παραμέτρων εξάγεται το συμπέρασμα ότι από τα 100 ξενοδοχεία του δείγματος, τα 39 (39%) ήταν στην Αττική, τα 24 (24%) στη Θεσσαλονίκη, τα 6 (6%) στη Χαλκιδική, τα 9 (9%) στη Ρόδο, τα 5 (5%) στην

Κέρκυρα και τα 17 (17%) στην Κρήτη. Από αυτά, τα 35 (35%) ήταν 5***** και τα 65 (65%) ήταν 4****.

Μέθοδος Ανάλυσης των Πρωταρχικών Παραγόντων

Η μέθοδος Ανάλυσης των Πρωταρχικών Παραγόντων (Principal Component Analysis - PCA) είναι μία πολυπαραγοντική ανάλυση (Fernández et al., ό. π.) που επιτρέπει τον περιορισμό του αριθμού των μεταβλητών και υιοθετήθηκε προκειμένου να γίνουν εμφανείς οι κοινοί παράγοντες που θα εξηγήσουν και θα ερμηνεύσουν σε ικανοποιητικό βαθμό τις σχέσεις μεταξύ των μεταβλητών. Με τη μέθοδο αυτή οι μη φανερές, οι κρυφές διαστάσεις κάποιας ομάδας μεταβλητής, γίνονται εμφανείς ενώ παράλληλα εντοπίζονται κάποιες νέες μεταβλητές (factors) που μπορούν να εξηγήσουν και να αποτυπώσουν καλύτερα τις συσχετίσεις που υπάρχουν μεταξύ των αρχικών μεταβλητών.

Από την ανάλυση εξαιρέθηκαν οι πρώτες ερωτήσεις που αφορούσαν τις γενικές πληροφορίες του ξενοδοχείου, οι διχοτομημένες ερωτήσεις, η ερώτηση διερεύνησης της συνολικής συμβολή της καινοτομίας στο ξενοδοχείο και η ερώτηση που αφορούσε τις καινοτομίες που πρόσφατα εισήχθησαν στο ξενοδοχείο, καθώς δεν συγκέντρωναν σημαντικά ποσοστά στις επιμέρους επιλογές.

Οι ερωτήσεις του ερωτηματολογίου που τελικά συμπεριλήφθηκαν στην ανάλυση των πρωταρχικών παραγόντων, ομαδοποιήθηκαν δημιουργώντας έτσι αθροιστικές κλίμακες. Κάθε αθροιστική κλίμακα, αποτυπώνει μια συγκεκριμένη διάσταση της καινοτομίας. Οι επιμέρους βαθμολογίες προστίθενται και δίδουν τη συνολική βαθμολογία κάθε αθροιστικής κλίμακας, που μπορεί να διαιρεθεί με τον αριθμό των στοιχείων της. Η μέθοδος αυτή επιλέχθηκε προκειμένου να εξαλειφθούν τυχαία σφάλματα μέτρησης ενώ ταυτόχρονα υπήρχε η δυνατότητα να εκτιμηθεί η αξιοπιστία και εγκυρότητα του ερωτηματολογίου. Κάθε μία από τις αθροιστικές κλίμακες που περιγράφηκαν, δίνει μια συγκεκριμένη διάσταση της αντίληψης που υπάρχει για την καινοτομίας στα ελληνικά ξενοδοχεία των 5***** και 4****. Οι επιμέρους βαθμολογίες προστέθηκαν και διαιρέθηκαν με τον αριθμό των στοιχείων.

Ως κριτήριο για την επιλογή του αριθμού των παραγόντων που θα δημιουργούνταν χρησιμοποιήθηκαν οι χαρακτηριστικές ρίζες (eigenvalues), οι οποίες μετρούν τη διακύμανση όλων των μεταβλητών που ερμηνεύονται από αυτόν τον παράγοντα. Υψηλή τιμή της χαρακτηριστικής ρίζας υποδηλώνει υψηλή συμβολή του παράγοντα στην ερμηνεία της διακύμανσης των μεταβλητών. Έτσι δεν συμπεριλήφθηκαν παράγοντες με τιμές χαμηλότερες της μονάδας (χαρακτηριστική ρίζα >1). Το όριο συσχέτισης, οι διαφορές δηλαδή των συντελεστών συσχέτισης κάθε μεμονωμένου στοιχείου του ερωτηματολογίου με διαφορετικούς παράγοντες (factor loadings), ώστε να συμπεριληφθεί σε κάποια αθροιστική κλίμακα ήταν το >0,25. Τελικά, βρέθηκαν δεκατρείς (13) παράγοντες που σχετίζονται με τις ομάδες ερωτήσεων και εξηγούν το 91,167% των 67 παραγόντων. Άρα η απώλεια των πληροφοριών είναι μόνο 8,833% (Πίνακας 2).

Οι συντελεστές συσχέτισης μεταξύ των μεμονωμένων στοιχείων του ερωτηματολογίου και των παραγόντων καθώς και οι δεκατρείς παράγοντες που υπολογίστηκαν εμφανίζονται στον Πίνακα 3. Ο μεγάλος αριθμός των στοιχείων που δεν περιλαμβάνεται στην ανάλυση παραγόντων μπορεί να εξηγηθεί από το μικρό σχετικά αριθμό του δείγματος.

Ο πρώτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 18.6 έως και 18.11. Οι βαθμολογίες των επιμέρους ερωτήσεων σχετικά με την καινοτομία προστέθηκαν, και στη συνέχεια διαιρέθηκαν δια του πλήθους των ερωτήσεων (6) και δημιούργησαν την αθροιστική κλίμακα «Μη οικονομικά οφέλη από την καινοτομία».

Ο δεύτερος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 6.1 έως και 6.4. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (4) και δημιούργησαν την αθροιστική κλίμακα «Είδος καινοτομίας».

Ο τρίτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 15.8 έως και 15.11. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (4) και δημιούργησαν την αθροιστική κλίμακα «Οικονομικοί λόγοι υιοθέτησης της καινοτομίας».

Ο τέταρτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 16.3 και 16.4. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (2) και δημιούργησαν την αθροιστική κλίμακα «Μη οικονομικά εμπόδια υιοθέτησης της καινοτομίας».

Ο πέμπτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 17.1 έως και 17.4. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (4) και δημιούργησαν την αθροιστική κλίμακα «Μέθοδοι αξιολόγησης της καινοτομίας».

Ο έκτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 7.1 έως και 7.3. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (3) και δημιούργησαν την αθροιστική κλίμακα «Τρόπος εφαρμογής καινοτομίας».

Ο έβδομος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 15.1 έως και 15.4. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (4) και δημιούργησαν την αθροιστική κλίμακα «Εσωτερικοί λόγοι υιοθέτησης της καινοτομίας».

Ο όγδοος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 15.5 έως και 15.7. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (3) και δημιούργησαν την αθροιστική κλίμακα «Εξωτερικοί λόγοι υιοθέτησης της καινοτομίας».

Ο ένατος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 15.13 έως και 15.18. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (6) και δημιούργησαν την αθροιστική κλίμακα «Μη οικονομικοί λόγοι υιοθέτησης της καινοτομίας».

Ο δέκατος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 16.6 και 16.8. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (2) και δημιούργησαν την αθροιστική κλίμακα «Εξωτερικά εμπόδια υιοθέτησης της καινοτομίας».

Ο ενδέκατος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 16.1 και 16.2. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (2) και δημιούργησαν την αθροιστική κλίμακα «Οικονομικά εμπόδια υιοθέτησης της καινοτομίας».

Ο δωδέκατος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 11.1 έως και 11.5, 12.3, 13.1 και 13.3 έως και 13.4. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (9) και δημιούργησαν την αθροιστική κλίμακα «Προαγωγή και διαχείριση της καινοτομίας».

Ο δέκατος τρίτος παράγοντας εμφανίζει ιδιαίτερα υψηλές συσχετίσεις στις ερωτήσεις 18.1 έως και 18.5. Οι βαθμολογίες προστέθηκαν και διαιρέθηκαν διά του πλήθους των ερωτήσεων (5) και δημιούργησαν την αθροιστική κλίμακα «Οικονομικά οφέλη της καινοτομίας».

Οι ερωτήσεις 5, 7.4, 7.5, 12.1, 12.2, 13.2, 15.12, 16.5, 16.7, 16.9, 16.10, 17.5 και 17.6 δεν συμπεριλήφθηκαν σε αθροιστικές κλίμακες γιατί δεν μπορούν από μόνες τους να αποτελέσουν αθροιστική κλίμακα.

Διερεύνηση Εσωτερικής Συνάφειας (Cronbach alpha)

Στην συνέχεια, με τη μέθοδο Διερεύνησης Εσωτερικής Συνάφειας, θα διερευνηθεί η αξιοπιστία στους δεκατρείς παράγοντες που διαγνώστηκαν και στις αθροιστικές κλίμακες που προέκυψαν από αυτούς. Προκειμένου να διερευνηθεί η αξιοπιστία της εσωτερικής συνοχής στους δεκατρείς παράγοντες που διαγνώστηκαν από τη Μέθοδο των Πρωταρχικών Παραγόντων εφαρμόζεται η μέθοδος Διερεύνησης Εσωτερικής Συνάφειας (Cronbach alpha) η οποία εκτιμά το βαθμό στον οποίο όλα τα στοιχεία της αθροιστικής κλίμακας μετρούν το ίδιο δημιούργημα. Διερευνάται δηλαδή η ύπαρξη ή όχι του βαθμού συσχέτισης μεταξύ των ερωτήσεων που αντιστοιχούν σε κάθε μία από τις κλίμακες αυτές. Με τη διαδικασία αυτή επιχειρείται να διασφαλιστεί η εγκυρότητα του ερωτηματολογίου ως προς το αν πραγματικά τα μηνύματα που προσλαμβάνουν οι συμμετέχοντες είναι ταυτόσημα με εκείνα που ζητά η έρευνα (Αλετράς και συν., 2007).

Η σημαντικότερη ερώτηση που πρέπει να τεθεί σχετικά με την αξιοπιστία ενός ερωτηματολογίου, είναι: «Σε ποιο βαθμό όλες οι ερωτήσεις του ερωτηματολογίου, υπολογίζουν το ίδιο πράγμα» (εσωτερική συνοχή ή ομοιογένεια ερωτηματολογίου). Ο καλύτερος και συνηθέστερος τρόπος υπολογισμού της εσωτερικής συνάφειας και συνοχής σε ένα ερωτηματολόγιο με πολλαπλές κλίμακες είναι ο συντελεστής Cronbach alpha. Ο Cronbach alpha κυμαίνεται μεταξύ του 0 και

1. Όσο πιο υψηλή είναι η τιμή τόσο πιο αξιόπιστη είναι η παραγόμενη κλίμακα. Τιμές του συντελεστή α από 0,7 και άνω είναι αποδεκτοί συντελεστές αξιοπιστίας (Αλετράς και συν., ό. π.) καθώς υποδηλώνουν ότι τα επιμέρους στοιχεία όντως ανήκουν στο ίδιο δημιούργημα. Αν ο συντελεστής λάβει τιμές κάτω από 0,70, τότε κάποιο από τα στοιχεία της αθροιστικής κλίμακας πρέπει να απαλειφθεί. Βέβαια, σε έρευνα που διενεργήθηκε από τον Ottenbacher (2007) στην ξενοδοχειακή βιομηχανία, κάνει αποδεκτή και τιμή α>0,5, οπότε και στην παρούσα έρευνα οι τιμές του δείκτη αξιοπιστίας α είναι όλες αποδεκτές.

Στη συγκεκριμένη έρευνα ο συντελεστής α κυμαίνεται από 0,513 έως 0,882, γεγονός που δείχνει ότι η συνοχή των ερωτήσεων σε κάθε διάσταση είναι αποδεκτή και ιδιαίτερα υψηλή. Έτσι οι ερωτήσεις που αντιστοιχούν σε κάθε μεταβλητή είναι κατάλληλες και ενισχύουν την εγκυρότητα του ερωτηματολογίου και την περαιτέρω ανάλυση (πίνακας 4).

Διερεύνηση μέσων τιμών για κάθε αθροιστική κλίμακα

Στην συνέχεια υπολογίζεται η μέση τιμή της συνολικής συμβολής της καινοτομίας και της συνολικής άποψης που έχουν τα ξενοδοχεία για το αν είναι ή όχι καινοτόμα. Η μέση τιμή της συνολικής συμβολής είναι 2,05, τιμή σχετικά υψηλή σε σχέση με τους υπόλοιπους παράγοντες καινοτομίας. Βέβαια σχετικά χαμηλή είναι η μέση τιμή του χαρακτηρισμού του ξενοδοχείου ως καινοτόμο ή όχι. Στον πίνακα 4.4 παρατίθενται οι μέσες τιμές των επιμέρους παραγόντων της καινοτομίας, ώστε να είναι ευκολότερη η σύγκρισή τους.

Επίσης υπολογίζεται η τυπική απόκλιση, που αποτελεί αξιόπιστο μέτρο του βαθμού διασποράς των τιμών μιας κατανομής γύρω από τη μέση τιμή τους. Με άλλα λόγια, μετράει πόσο αποκλίνουν κατά μέσο όρο οι τιμές από τη μέση τιμή της κατανομής (Γναρδέλλης, 2006). Όσο μεγαλύτερη είναι η τυπική απόκλιση, τόσο μεγαλύτερη είναι η διασπορά της μέσης τιμής (Πίνακας 5) (Κιόχος, ό. π.). Υπολογίστηκαν επίσης και οι μέσοι όροι ικανοποίησης της κάθε κατηγορίας (Πίνακας 5, Διάγραμμα 2).

ΣΥΜΠΕΡΑΣΜΑΤΑ-ΣΥΖΗΤΗΣΗ

Από τα όσα μέχρι τώρα παρατέθηκαν, γίνεται εμφανές, ότι τα ξενοδοχεία αποτελούν ιδανικό παράδειγμα αγοράς που θα μπορούσε να επωφεληθεί από την εφαρμογή της καινοτομίας, καθώς νέα ξενοδοχεία δημιουργούνται τα οποία όμως προσφέρουν παρόμοια προϊόντα, γεγονός που προκαλεί δυσκολίες στην προσπάθεια διαφοροποίησής τους από τους ανταγωνιστές (Reid & Sandler, 1992).

Από την άλλη, ο κλάδος των ξενοδοχείων αλλάζει γρήγορα λόγω των αλλαγών της τεχνολογίας και της πληροφορικής (Olsen & Connolly, 2000), γεγονός που τα υποχρεώνει, για να παραμείνουν ανταγωνιστικά, σε άμεσες και δυναμικές αλλαγές, προσανατολισμένες στις προτιμήσεις του πελάτη, στην ποιότητα, και στην τεχνολογία (Karmarkar, 2004).

Επιπλέον, οι σημερινοί τουρίστες στρέφονται προς ξενοδοχεία που προσφέρουν τα καλύτερα προϊόντα-υπηρεσίες σε σχέση με την τιμή (value for money), και δεν πίστη σε εμπορικά σήματα, όπως σε προηγούμενες δεκαετίες (Olsen & Connolly, ό.π.). Οι τάσεις αυτές, υποχρεώνουν τα ξενοδοχεία σε διαφορετικές συμπεριφορές για την κατανόηση των αναγκών των πελατών τους, και την προσαρμογή του προϊόντος του ώστε να προσθέτουν τη μέγιστη αξία σε αυτό που προσφέρουν.

Τα ελληνικά ξενοδοχεία, σύμφωνα με την έρευνά μας, προτιμούν τις σταδιακές καινοτομίες και όχι τις ριζικές ή ριζοσπαστικές. Επιλέγονται περισσότερο οι μικρές αλλαγές και σε πολύ μικρότερο ποσοστό οι σημαντικές αλλαγές. Και αυτό επειδή οι σημαντικές αλλαγές ενδέχεται να αλλάξουν την «προσωπικότητα» του ξενοδοχείου ενώ πολλές φορές είναι μη ελέγξιμες από τους υπεύθυνους. Οι μικρές όμως σταδιακές αλλαγές και βελτιώσεις σε προϊόντα ή υπηρεσίες ή η εισαγωγή νέων προϊόντων και υπηρεσιών, παρέχει μεγαλύτερη σιγουριά στο ότι «ναι μεν αλλάζουν αλλά δεν μεταμορφώνονται», όπως υπογράμμισε ένας από τους υπεύθυνους των ξενοδοχείων που συμμετείχε στην έρευνα. Έτσι, το μεγαλύτερο ποσοστό των καινοτομιών γίνεται σε αγαθά και υπηρεσίες και όχι σε διαδικασίες ή μεθόδους διοίκησης, οι οποίες απαιτούν ριζική καινοτομία και αναδιάταξη της στρατηγικής του ξενοδοχείου, ίσως και της φιλοσοφίας του, που στις περισσότερες περιπτώσεις τα ξενοδοχεία δεν είναι διατεθειμένα να κάνουν.

Στον ξενοδοχειακό κλάδο υπάρχει μία λεπτή ισορροπία μεταξύ της ανάγκης για σταθερότητα και της ανάγκης για καινοτομία. Από τη μία η σταθερότητα τους επιτρέπει να διεκπεραιώνουν τις καθημερινές τους υποχρεώσεις γρήγορα και αποτελεσματικά, ενώ από την άλλη χρειάζονται νέες ιδέες και προϊόντα για να είναι ανταγωνιστικοί στο μέλλον. Έτσι χρειάζεται να δημιουργήσουν ένα δημιουργικό περιβάλλον όπου οι ιδέες μπορεί να δοκιμαστούν και να αναπτυχθούν. Αυτό αποτελεί ένα βασικό πρόβλημα για τα ξενοδοχεία (Trott, ό.π.).

Η πλειονότητα των ξενοδοχείων δήλωσαν ότι επιλέγουν να παρέχουν κάποιες πρωτοποριακές υπηρεσίες στους πελάτες τους, όπως η δυνατότητα να συμμετέχουν σε μικρές κρουαζιέρες, με σκάφη που παρέχει το ξενοδοχείο, ή διαθέτουν δικές τους προστατευμένες περιοχές-δάση όπου οι επισκέπτες μπορούν να απολαύσουν τον οικοτουρισμό και καινοτόμες υπηρεσίες διαφυγής από την καθημερινότητα (Kotler et al., ό.π.). Κάποια άλλα, δίνουν τη δυνατότητα στους πελάτες τους να επεμβαίνουν στη διακόσμηση του δωματίου. Αυτό οδήγησε στην εμφάνιση των ξενοδοχείων **«boutique»** κατά τη διάρκεια των τελευταίων ετών, το οποίο αποτελεί χαρακτηριστικό παράδειγμα της καινοτόμου προσφοράς, σε έναν κατά τα άλλα τυποποιημένο κλάδο.

Η περίπτωση των ξενοδοχείων boutique (που χαρακτηρίζονται από μινιμαλιστική διακόσμηση προσφέροντας όμως πολλά πρόσθετα στοιχεία) αποτελεί καινοτομική αλλαγή που αναμένεται να ωθήσει την πληρότητα των ξενοδοχείων αυτών σε ποσοστά υψηλότερα των ανταγωνιστών τους (Binkley, 2003). Το boutique ξενοδοχείο είναι μια καινοτομία στον παραδοσιακό κλάδο των ξενοδοχείων και μια ελκυστική επιλογή που εξετάζεται κατά το σχεδιασμό μιας καινοτομίας.

Ένα άλλο παράδειγμα καινοτομίας στις υπηρεσίες των ελληνικών ξενοδοχείων 5***** και 4****, είναι η εισαγωγή και χρήση της τεχνολογίας και της πληροφορικής. Οι τεχνολογικές καινοτομίες (σύστημα αφύπνισης, ηλεκτρονικές κλειδαριές, DVD, πολλές τηλεφωνικές γραμμές, ταινιοθήκη, προσωπικοί υπολογιστές, φωνητικό ταχυδρομείο, DSL συνδέσεις, ηλεκτρονικά χρηματοκιβώτια κ.λπ.) θεωρούνται ως οι ευεργετικότερες για τα ξενοδοχεία. Σε κάθε περίπτωση, τα ξενοδοχεία πρέπει να καθορίσουν ποιες τεχνολογικές καινοτομίες θα προσφέρουν το μεγαλύτερο όφελος στη λειτουργία τους, σύμφωνα με τις ιδιαιτερότητές τους (Victorino et al., 2005).

Ένα ενδιαφέρον στοιχείο που προέκυψε από την έρευνα είναι το πολύ χαμηλό επίπεδο έρευνας και ανάπτυξης της καινοτομίας στα ξενοδοχεία. Μόνο το 20% προβαίνουν σε δαπάνες για έρευνα και ανάπτυξη, όχι πάντα με ιδιαίτερα επιστημονικό τρόπο. Κυρίως το κάθε ξενοδοχείο υιοθετεί κάποια δική του μέθοδο για να εκμαιεύσει νέα προϊόντα και υπηρεσίες. Η επαφή τους με πανεπιστημιακά ιδρύματα ή ερευνητικά κέντρα που αφορούν την καινοτομία είναι ανύπαρκτη, αν και είναι αποδεκτό ότι σχέσεις τέτοιου τύπου μπορούν να αποτελέσουν πηγή νέων ιδεών για καινοτομία και τεχνολογική παραγωγικότητα (Doloreux, 2004).

Σύμφωνα με την έρευνα, η καινοτομία δεν εφαρμόζεται στο σύνολο του ξενοδοχείου αλλά σε επιμέρους τμήματα, ανάλογα κάθε φορά με τις ανάγκες. Κάποια τμήματα και υπηρεσίες του ξενοδοχείου μπορούν εύκολα να διαγνωστούν ως χώροι περισσότερο επιδεκτικοί των καινοτομιών, οι οποίοι εύκολα μπορούν να μετατραπούν σε ανταγωνιστικό πλεονέκτημα (υψηλότερη απόδοση παραγωγής, μείωση κόστους ή διαφοροποίηση). Η βελτίωση της ανταγωνιστικότητας, εξαιτίας της ενσωμάτωσης της καινοτομίας στην επιχειρηματική στρατηγική, μπορεί να μετρηθεί μέσω των αλλαγών στις υπηρεσίες που παρέχονται από τα ξενοδοχεία (Orfila-Sintes et al., ό. π.).

Όσον αφορά τους λόγους που ωθούν τα ξενοδοχεία των 5***** και 4**** να προβούν στην εφαρμογή κάποιας καινοτομίας, από τα αποτελέσματα της έρευνας, και τη διερεύνηση των μέσων τιμών, γίνεται εμφανές ότι οι κυριότεροι λόγοι είναι είτε εσωτερικοί (χωρητικότητα ξενοδοχείου, δυνατότητες επιχείρησης, μοντέλο λειτουργίας, ποιότητα ανθρώπινου δυναμικού), είτε μη οικονομικοί (ικανοποίηση πελατών και εργαζομένων, μείωση χρόνου διενέργειας εργασίας, οι απαιτήσεις του νόμου και οι επιταγές του περιβάλλοντος καθώς και το όραμα της διοίκησης).

Το ανθρώπινο δυναμικό, είναι μια ιδιαίτερα σημαντική πτυχή της επιτυχούς υιοθέτησης της καινοτομίας στον τομέα της φιλοξενίας. Τα ξενοδοχεία έχουν συχνά το ίδιο «υλικό», που σημαίνει ότι οι υπάλληλοι είναι ο τελευταίος μεσολαβητής για τη διαφοροποίηση των υπηρεσιών. Οι υπάλληλοι είναι παράγοντες κρίσιμοι για την επιτυχία του ξενοδοχείου επειδή έχουν επιπτώσεις άμεσα στην ικανοποίηση των πελατών (Zeithaml & Bitner, 2000). Οι τοποθετήσεις και οι συμπεριφορές των υπαλλήλων μπορούν σημαντικά να επηρεάσουν τις αντιλήψεις των πελατών για την υπηρεσία. Έτσι το ξενοδοχείο πρέπει να διαχειρίζεται με ιδιαίτερα αποτελεσματικό τρόπο τις απόψεις και τις συμπεριφορές των υπαλλήλων του. Η αρχική εκπαίδευση και η συνεχής κατάρτιση διαδραματίζουν σημαντικότατο ρόλο για την απόκτηση των βασικών ικανοτήτων και τη συνεχή προσαρμογή τους. Πολλές μελέτες και αναλύσεις επισημαίνουν ότι ένα καλά εκπαιδευμένο, καταρτισμένο και ευαισθητοποιημένο ανθρώπινο δυναμικό, συμβάλλει στην ενδυνάμωση της καινοτομικής δραστηριότητας (Ρεκλείτης, ό. π.).

Ιδιαίτερο ενδιαφέρον παρουσιάζει το εξωτερικό περιβάλλον στο οποίο δραστηριοποιούνται τα ξενοδοχεία σήμερα, καθώς αποτελεί σημαντικό σημείο για τον καθορισμό του βαθμού επιρροής της καινοτομίας στο στρατηγικό σχεδιασμό. Άλλωστε ο σαφής καθορισμός και η γνώση του περιβάλλοντος δραστηριοποίησης των ξενοδοχειακών επιχειρήσεων βοηθάει στην πρόβλεψη θετικών ή αρνητικών επιρροών και κατά συνέπεια στην εφαρμογή στρατηγικών προσαρμογής στις νέες συνθήκες (Costa & Teare, 2000).

Οι πιέσεις επίσης που δέχεται η ξενοδοχειακή βιομηχανία τα τελευταία χρόνια και η εμφάνιση στην αγορά σημαντικών ανταγωνιστών, ωθούν τις ξενοδοχειακές μονάδες να εφαρμόσουν όσο το δυνατόν πιο καινοτόμες υπηρεσίες, ως μέθοδο προσέλκυσης και διατήρησης πελατών από τη μία αλλά και εδραίωσης του μεριδίου τους στην αγορά και βελτίωσης της κερδοφορίας τους από την άλλη (Benitez et al., 2006). Εντούτοις, τα περιθώρια κέρδους από την εφαρμογή στρατηγικών μάρκετινγκ συρρικνώνονται όλο και περισσότερο καθώς και οι ανταγωνιστές έχουν παρόμοια πλάνα.

Άλλωστε οι οικονομικοί περιορισμοί εισόδου στην ξενοδοχειακή βιομηχανία είναι ελάχιστοι και ως συνέπεια υπάρχουν πάντα νέοι παροχείς που συμβάλλουν σε ένα ήδη ανταγωνιστικό περιβάλλον. Επιπρόσθετα η συνεχής απειλή από τα υποκατάστατα προϊόντα και υπηρεσίες επιτείνουν την ανάγκη για ανάπτυξη και διατήρηση της καινοτομικής προσέγγισης των αναγκών και προσδοκιών του καταναλωτή. Είναι βέβαια δύσκολο να διατηρήσεις πιστούς πελάτες σε μία αγορά όπου υπάρχει πληθώρα επιχειρήσεων που προσφέρουν παρόμοια προϊόντα και το κόστος αποτελεί παράγοντα επιλογής (Douglas & Connor, 2003).

Πρέπει να υπογραμμιστεί ότι τα ξενοδοχεία προβαίνουν πολλές φορές σε καινοτομίες, λόγω των επιταγών του φυσικού περιβάλλοντος. Υπάρχουν ξενοδοχεία που υιοθετούν εναλλακτικές πηγές ενέργειας, προκειμένου να συμβάλλουν στην προστασία του περιβάλλοντος. Βέβαια αυτή η δυνατότητα δεν παρέχεται στα ξενοδοχεία πόλης παρά μόνο στα resort. Επίσης, η ζήτηση για καινοτόμα προϊόντα, όπως π.χ. για οικοτουρισμό, ώθησε πολλές ξενοδοχειακές επιχειρήσεις να βρουν τρόπους ώστε να ενσωματώσουν αυτό το νέο προϊόν στα παραδοσιακά προϊόντα που προσφέρουν και να διατηρήσουν την αίσθηση του οικοτουρισμού (Kotler et al., ό. π.).

Η καινοτομία, σύμφωνα με την έρευνα, είναι ένας σημαντικός παράγοντας διαφοροποίησης του ξενοδοχείου από τους ανταγωνιστές του και μπορεί να συμβάλει στην αύξηση των εισοδημάτων του (Victorino et al., 2005). Η διαφοροποίηση μπορεί να έγκειται και στην εξατομίκευση των υπηρεσιών για τους πελάτες του ξενοδοχείου. Εντούτοις, η εξατομίκευση δεν είναι πάντα εύκολο να εφαρμοστεί λόγω των δυνατοτήτων λειτουργίας του ξενοδοχείου. Παραδείγματος χάριν, η ευελιξία στο check in / check out θα μπορούσε να οδηγήσει σε προβλήματα στο ωράριο των εργαζομένων. Προκειμένου να εφαρμοστεί με επιτυχία μία τέτοια καινοτομική πολιτική απαιτείται η ευθυγράμμιση των λειτουργικών δραστηριοτήτων του ξενοδοχείου και του μάρκετινγκ (Victorino et al., ό. π.) γιατί μπορεί να φαίνεται κερδοφόρο να προστεθούν περισσότερα προϊόντα/υπηρεσίες στη γκάμα των προσφερόμενων προϊόντων, είναι όμως πάρα πολύ δύσκολο λειτουργικά να εφαρμοστεί (Skinner, 1974).

Όσον αφορά τα εμπόδια που αντιμετωπίζονται κατά την εφαρμογή των καινοτομιών, τα ελληνικά ξενοδοχεία των 5***** και 4****, θεωρούν ως πιο σημαντικά για την υιοθέτηση και εφαρμογή κάποιας καινοτομίας το κόστος και την έλλειψη χρηματοδότησης, αν και σύμφωνα με τον Παυλίδη (ό. π.) το ελληνικό κράτος παραχώρησε και παραχωρεί πλήθος σημαντικών κινήτρων για την κατασκευή (ακόμα και εκσυγχρονισμό) ιδιωτικών ξενοδοχείων, όπως οικονομική επιχορήγηση της ξενοδοχειακής επένδυσης, επιδότηση κεφαλαίου επένδυσης, απαλλαγές από τέλη και φόρους κ.ά..

Σύμφωνα με τα αποτελέσματα της έρευνας, ο φόβος αντιγραφής των καινοτόμων προϊόντων από τους ανταγωνιστές, δεν αποτελεί ιδιαίτερα σημαντικό εμπόδιο και απειλή για την εισαγωγή καινοτόμων προϊόντων στα ξενοδοχεία. Σύμφωνα όμως με τους Kotler et al. (ό. π.), το 27% των καινοτόμων προϊόντων και διαδικασιών προέρχονται από την ανάλυση των προϊόντων που παρέχουν οι ανταγωνιστές. Πολλές ξενοδοχειακές επιχειρήσεις αγοράζουν καινοτόμα προϊόντα ανταγωνιστικών επιχειρήσεων προκειμένου να τα γνωρίσουν, να τα αναλύσουν και να αποφασίσουν αν πρέπει να τα εισάγουν ή όχι στην επιχείρησή τους. Βέβαια όταν το ξενοδοχείο υιοθετεί τις ιδέες ενός ανταγωνιστικού ξενοδοχείου, πρέπει να είναι σε θέση να τις παρέχει τουλάχιστον τόσο καλά όσο και οι ανταγωνιστές. Εάν η σύγκριση έχει αρνητικά αποτελέσματα για το ξενοδοχείο τότε πρέπει να γίνει «αλλαγή πλεύσης».

Είναι κοινός τόπος ότι τα ξενοδοχεία έχουν συγκεκριμένους, αλλά όχι πάντα τους ίδιους, στόχους για ανάπτυξη καινοτομιών και έτσι έχουν διαφορετικές προσεγγίσεις στη μέτρηση της καινοτομικής επιτυχίας. Προσδιορίζοντας τους παράγοντες που επηρεάζουν την επιτυχία των καινοτομιών, είναι σημαντικό να προσδιορίσουμε τι σημαίνει επιτυχία για τα ξενοδοχεία (Storey & Easingwood, 1998).

Σύμφωνα με τη βιβλιογραφία, από την εφαρμογή της καινοτομίας στα ξενοδοχεία, τα άμεσα αποτελέσματα όπως τα έσοδα, η κερδοφορία και το μερίδιο της αγοράς δεν είναι το μόνο όφελος καθώς μπορεί η κερδοφορία των υπηρεσιών να προσφέρει και έμμεσα οφέλη όπως η βελτίωση της φήμης, η πίστη των πελατών και η ικανότητα να προσελκύει νέους πελάτες (Storey & Easingwood, ό. π.). Τα οφέλη για το ξενοδοχείο από την επένδυση στην καινοτομία έγκεινται κυρίως στην απόκτηση μεγαλύτερου μεριδίου αγοράς, στο χαμηλότερο κόστος και σε υψηλότερα κέρδη, σε καλύτερη ανταπόκριση στη ζήτηση των καταναλωτών, και στις απαιτήσεις της αγοράς αλλά και στον παγκόσμιο ανταγωνισμό (Fernandez et al., ό. π.).

Από την παρούσα έρευνα έγινε εμφανές επίσης ότι εκτός από τα παραδοσιακά οικονομικά οφέλη από την προώθηση των νέων προγραμμάτων υπηρεσιών, υπάρχουν άλλα έμμεσα οφέλη, όπως η βελτιωμένη εικόνα, η ενισχυμένη πίστη πελατών, και η δυνατότητα να προσελκυστούν οι νέοι πελάτες (Storey & Easingwood, ό. π.).

Συμπερασματικά, οι ξενοδοχειακές επιχειρήσεις πρέπει να βρίσκονται σε συνεχή επαγρύπνηση απέναντι στις νέες τάσεις και να έτοιμες να δοκιμάσουν νέα προϊόντα. Κάθε επιχείρηση χρειάζεται ένα πρόγραμμα ανάπτυξης νέων προϊόντων. Ειδικοί στην Αμερική, υποστηρίζουν ότι τα μισά από τα κέρδη όλων των αμερικανικών επιχειρήσεων προέρχονται από προϊόντα που δεν υπήρχαν πριν από 10 χρόνια.

Η ενσωμάτωση καινοτομιών αποτελεί πλέον ένα πραγματικό και αναγκαίο γεγονός για τον κλάδο των ξενοδοχείων κυρίως γιατί ο κύκλος ζωής του προϊόντος που αυτά προσφέρουν παρουσιάζει δύο βασικές προκλήσεις. Πρώτον, λόγω του ότι όλα τα προϊόντα τελικά παρακμάζουν, η ξενοδοχειακή επιχείρηση πρέπει να βρει νέα προϊόντα για να αντικαταστήσει τα γηραιότερα (το πρόβλημα της ανάπτυξης νέων προϊόντων). Δεύτερον, η επιχείρηση πρέπει να κατανοήσει τον τρόπο με τον οποίο παρακμάζουν τα προϊόντα της και στη συνέχεια πρέπει να αλλάξει στρατηγική, καθώς τα προϊόντα διανύουν τα στάδια του κύκλου ζωής τους (Kotler et al., ό. π.).

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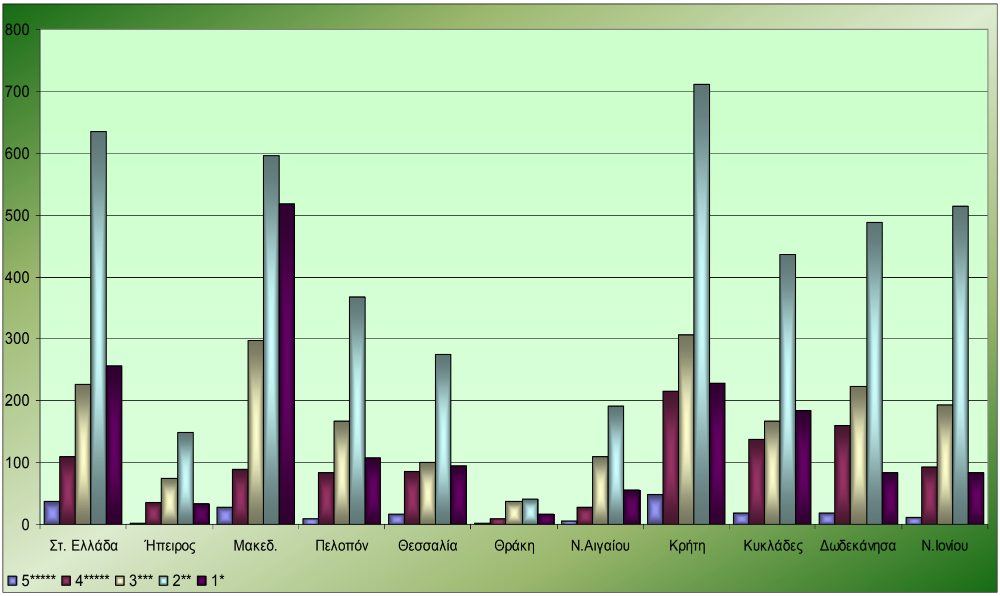
ΠΑΡΑΡΤΗΜΑ

Πίνακας 1: Κατανομή Ξενοδοχείων στην Ελλάδα

	5*****	4*****	3***	2**	1*	ΣΥΝΟΛΟ
Στερεά Ελλάδα	37	110	227	634	256	**1264**
Ήπειρος	2	36	74	148	33	**293**
Μακεδονία	28	90	297	596	517	**1528**
Πελοπόννησος	10	83	167	368	107	**735**
Θεσσαλία	17	86	100	274	95	**572**
Θράκη	2	9	38	40	16	**105**
Νησιά Αιγαίου	6	28	109	192	55	**390**
Κρήτη	48	216	306	711	228	**1509**
Κυκλάδες	18	137	167	437	183	**942**
Δωδεκάνησα	19	160	222	488	83	**972**
Ιόνια Νησιά	12	93	193	515	84	**897**
ΣΥΝΟΛΟ	**199**	**1048**	**1900**	**4403**	**1657**	**9207**

Πηγή: Ξενοδοχειακό Επιμελητήριο, 2008

Διάγραμμα 1: Απεικόνιση Ελληνικού ξενοδοχειακού δυναμικού



Πηγή: Ξενοδοχειακό Επιμελητήριο, 2008

Πίνακας 2: Ανάλυση συνολικής διακύμανσης

Παράγοντας	Αρχικές Χαρακτηριστικές Ρίζες			Εξαγωγή Αθροισμάτων Τετραγώνων Παραγόντων		
	Σύνολο	Ποσοστό Διακύμανσης	Αθροιστικό Ποσοστό	Σύνολο	Ποσοστό Διακύμανσης	Αθροιστικό Ποσοστό
1	17,089	25,506	25,506	17,089	25,506	25,506
2	8,613	12,855	38,361	8,613	12,855	38,361
3	6,554	9,782	48,143	6,554	9,782	48,143
4	5,404	8,066	56,209	5,404	8,066	56,209
5	4,171	6,225	62,434	4,171	6,225	62,434
6	3,993	5,960	68,394	3,993	5,960	68,394
7	3,757	5,607	74,001	3,757	5,607	74,001
8	2,839	4,238	78,239	2,839	4,238	78,239
9	2,507	3,742	81,981	2,507	3,742	81,981
10	2,013	3,004	84,985	2,013	3,004	84,985
11	1,629	2,431	87,416	1,629	2,431	87,416
12	1,325	1,977	89,393	1,325	1,977	89,393
13	1,189	1,774	91,167	1,189	1,774	**91,167**

Extraction Method: Principal Component Analysis.

Πίνακας 3: Συσχέτιση στοιχείων με τους παράγοντες

Ερωτήσεις – Στοιχεία	Παράγοντες												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Ερώτηση 5													
Ερώτηση 6.1.		,785											
Ερώτηση 6.2.		,686											
Ερώτηση 6.3.		,619											
Ερώτηση		,614											

Ερωτήσεις – Στοιχεία	Παράγοντες												
	1	2	3	4	5	6	7	8	9	10	11	12	13
6.4.													
Ερώτηση 7.1.						,280							
Ερώτηση 7.2.						,205							
Ερώτηση 7.3.						,215							
Ερώτηση 7.4.													
Ερώτηση 7.5.													
Ερώτηση 11.1.												,782	
Ερώτηση 11.2.												,826	
Ερώτηση 11.3.												,302	
Ερώτηση 11.4.												,515	
Ερώτηση 11.5.												,681	
Ερώτηση 12.1.													
Ερώτηση 12.2.													
Ερώτηση 12.3.												,573	
Ερώτηση 13.1.												,519	
Ερώτηση 13.2.													
Ερώτηση 13.3.												,461	
Ερώτηση 13.4.												,429	

Ερωτήσεις – Στοιχεία	Παράγοντες												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Ερώτηση 15.1.							565						
Ερώτηση 15.2.							,840						
Ερώτηση 15.3.							,704						
Ερώτηση 15.4.							,678						
Ερώτηση 15.5.								,766					
Ερώτηση 15.6.								,565					
Ερώτηση 15.7.								,500					
Ερώτηση 15.8.			,569										
Ερώτηση 15.9.			,636										
Ερώτηση 15.10.			,680										
Ερώτηση 15.11.			,475										
Ερώτηση 15.12.													
Ερώτηση 15.13.									,268				
Ερώτηση 15.14.									,246				
Ερώτηση 15.15.									,247				
Ερώτηση 15.16.									,457				
Ερώτηση 15.17.									,542				
Ερώτηση									,516				

Ερωτήσεις – Στοιχεία	Παράγοντες												
	1	2	3	4	5	6	7	8	9	10	11	12	13
15.18.													
Ερώτηση 16.1.											,236		
Ερώτηση 16.2.											,601		
Ερώτηση 16.3.				,575									
Ερώτηση 16.4.				,677									
Ερώτηση 16.5.													
Ερώτηση 16.6.										,368			
Ερώτηση 16.7.													
Ερώτηση 16.8.										,373			
Ερώτηση 16.9.													
Ερώτηση 16.10.													
Ερώτηση 17.1.					,359								
Ερώτηση 17.2.					,178								
Ερώτηση 17.3.					,368								
Ερώτηση 17.4.					,530								
Ερώτηση 17.5.													
Ερώτηση 17.6.													
Ερώτηση 18.1.													,237

Ερωτήσεις – Στοιχεία	Παράγοντες												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Ερώτηση 18.2.													,160
Ερώτηση 18.3.													,160
Ερώτηση 18.4.													,381
Ερώτηση 18.5.													,214
Ερώτηση 18.6.	,578												
Ερώτηση 18.7.	,723												
Ερώτηση 18.8.	,777												
Ερώτηση 18.9.	,630												
Ερώτηση 18.10.	,737												
Ερώτηση 18.11.	,504												

a 13 components extracted.

Πίνακας 4: Συντελεστής Cronbach alpha

Ερώτηση – Περιγραφή Ερωτήσεων		Συντελεστής Cronbach
Είδος Καινοτομίας		
Ερώτηση 6.1.	Νέα ή σημαντικά βελτιωμένα αγαθά	**0,729**
Ερώτηση 6.2.	Νέες ή σημαντικά βελτιωμένες υπηρεσίες	
Ερώτηση 6.3.	Νέες ή σημαντικά βελτιωμένες διαδικασίες	
Ερώτηση 6.4.	Νέες ή σημαντικά βελτιωμένες μέθοδοι διοίκησης	
Τρόπος Εφαρμογής Καινοτομίας		
Ερώτηση 7.1.	Αγοράστηκαν και εφαρμόστηκαν	**0,516**

Ερώτηση – Περιγραφή Ερωτήσεων		Συντελεστής Cronbach
Ερώτηση 7.2.	Τροποποιήθηκαν και προσαρμόστηκαν	
Ερώτηση 7.3.	Δημιουργήθηκαν εκ νέου	
Προαγωγή και Διαχείριση της Καινοτομίας		
Ερώτηση 11.1.	Δημιουργία νέων ιδεών	
Ερώτηση 11.2.	Υιοθέτηση νέων ιδεών	
Ερώτηση 11.3.	Προώθηση νέων ιδεών	
Ερώτηση 11.4.	Υποστήριξη νέων ιδεών	
Ερώτηση 11.5.	Αξιολόγηση νέων ιδεών	**0,795**
Ερώτηση 12.3.	Έρευνα αναγκών δυνητικών πελατών	
Ερώτηση 13.1.	Σύνδεση ιδεών με στόχους	
Ερώτηση 13.3.	Προώθηση ριζοσπαστικής σκέψης	
Ερώτηση 13.4.	Αναγνώριση ατομικής πρωτοβουλίας	
Εσωτερικοί Λόγοι Υιοθέτησης Καινοτομίας		
Ερώτηση 15.1.	Χωρητικότητα ξενοδοχείου	
Ερώτηση 15.2.	Δυνατότητες επιχείρησης	**0,843**
Ερώτηση 15.3.	Μοντέλο λειτουργίας	
Ερώτηση 15.4.	Ποιότητα ανθρώπινου δυναμικού	
Εξωτερικοί Λόγοι Υιοθέτησης Καινοτομίας		
Ερώτηση 15.5.	Απαιτήσεις αγοράς	
Ερώτηση 15.6.	Ανταγωνισμός	**0,753**
Ερώτηση 15.7.	Ανάγκη διαφοροποίησης	
Οικονομικοί Λόγοι Υιοθέτησης Καινοτομίας		
Ερώτηση 15.8.	Ρυθμός πληρότητας	
Ερώτηση 15.9.	Κέρδος	
Ερώτηση 15.10.	Αύξηση μεριδίου αγοράς	**0,757**
Ερώτηση 15.11.	Άνοιγμα σε νέες αγορές	
Μη Οικονομικοί Υιοθέτησης Καινοτομίας		
Ερώτηση	Ικανοποίηση πελατών	**0,599**

Ερώτηση – Περιγραφή Ερωτήσεων		Συντελεστής Cronbach
15.13.	Ικανοποίηση εργαζομένων	
Ερώτηση 15.14.	Μείωση χρόνου εργασίας	
Ερώτηση 15.15.	Απαιτήσεις νόμου	
Ερώτηση 15.16.	Φυσικό Περιβάλλον	
Ερώτηση 15.17.	Όραμα διοίκησης	
Ερώτηση 15.18.		
Οικονομικά Εμπόδια Υιοθέτησης Καινοτομίας		
Ερώτηση 16.1.	Υψηλό κόστος	**0,669**
Ερώτηση 16.2.	Έλλειψη χρηματοδότησης	
Μη Οικονομικά Εμπόδια Υιοθέτησης Καινοτομίας		
Ερώτηση 16.3.	Χρονικά περιθώρια	**0,711**
Ερώτηση 16.4.	Τεχνικές δυσκολίες	
Εξωτερικά Εμπόδια Υιοθέτησης Καινοτομίας		
Ερώτηση 16.6.	Έλλειψη ζήτησης	**0,707**
Ερώτηση 16.8.	Φόβος αντιγραφής	
Μέθοδοι Αξιολόγησης Καινοτομίας		
Ερώτηση 17.1.	Έσοδα	**0,666**
Ερώτηση 17.2.	Πληρότητα	
Ερώτηση 17.3.	Κέρδος	
Ερώτηση 17.4.	Πωλήσεις	
Οικονομικά Οφέλη Καινοτομίας		
Ερώτηση 18.1.	Μείωση κόστους	**0,513**
Ερώτηση 18.2.	Αύξηση κέρδους	
Ερώτηση 18.3.	Αύξηση πωλήσεων	
Ερώτηση 18.4.	Ρυθμός ανάπτυξης	
Ερώτηση 18.5.	Επιβίωση	

Ερώτηση – Περιγραφή Ερωτήσεων		Συντελεστής Cronbach
Μη Οικονομικά Οφέλη Καινοτομίας		
Ερώτηση 18.6. **Ερώτηση 18.7.** **Ερώτηση 18.8.** **Ερώτηση 18.9.** **Ερώτηση 18.10.** **Ερώτηση 18.11.**	Βελτίωση ποιότητας Ευελιξία Ανταγωνιστικότητα Ικανοποίηση πελάτη Ικανοποίηση εργαζομένων Μείωση προσωπικού	**0,882**

Πίνακας 5: Διερεύνηση μέσης τιμής και τυπικής απόκλισης

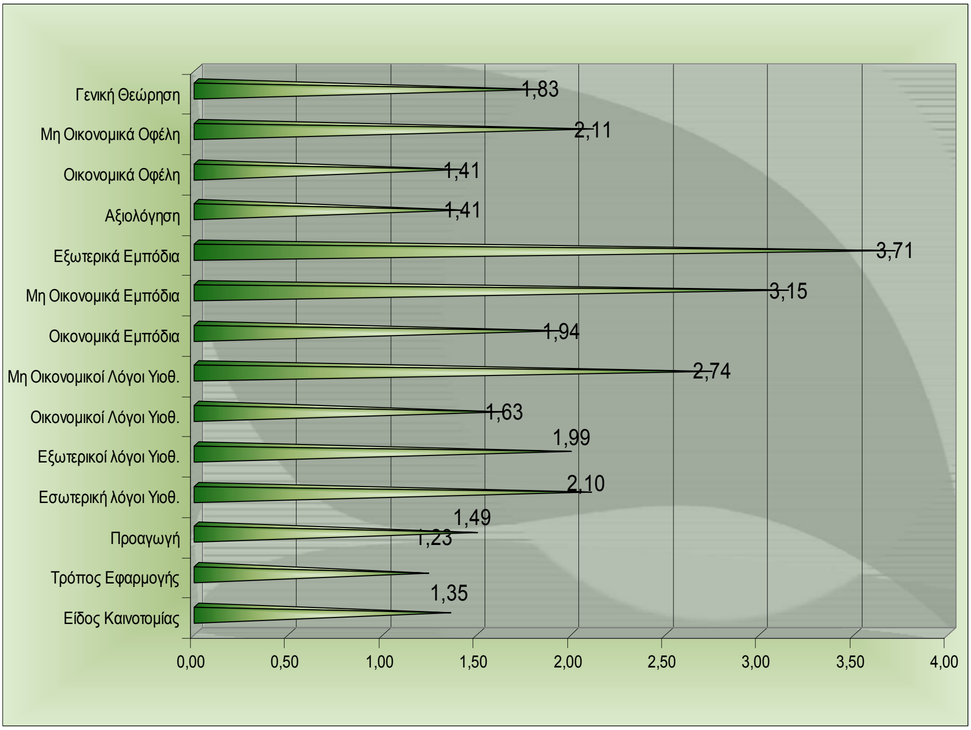
Κατηγορία	Μέση τιμή	Τυπική Απόκλιση	Μέση τιμή κατηγορίας
Είδος Καινοτομίας			
Νέα ή σημαντικά βελτιωμένα αγαθά	1,05	0,219	**1,35**
Νέες ή σημαντικά βελτιωμένες υπηρεσίες	1,08	0,273	
Νέες ή σημαντικά βελτιωμένες διαδικασίες	1,62	0,488	
Νέες ή σημαντικά βελτιωμένες μέθοδοι διοίκησης	1,66	0,476	
Τρόπος Εφαρμογής Καινοτομίας			
Αγοράστηκαν και εφαρμόστηκαν	1,11	0,314	**1,23**
Τροποποιήθηκαν και προσαρμόστηκαν	1,19	0,394	
Δημιουργήθηκαν εκ νέου	1,40	0,492	
Προαγωγή και Διαχείριση της Καινοτομίας			
Δημιουργία νέων ιδεών	1,68	0,469	**1,49**
Υιοθέτηση νέων ιδεών	1,63	0,485	
Προώθηση νέων ιδεών	1,20	0,402	

Κατηγορία	Μέση τιμή	Τυπική Απόκλιση	Μέση τιμή κατηγορίας
Υποστήριξη νέων ιδεών	1,10	0,302	
Αξιολόγηση νέων ιδεών	1,68	0,469	
Έρευνα αναγκών δυνητικών πελατών	1,40	0,492	
Σύνδεση ιδεών με στόχους	1,47	0,502	
Προώθηση ριζοσπαστικής σκέψης	1,90	0,302	
Αναγνώριση ατομικής πρωτοβουλίας	1,35	0,479	
Εσωτερικοί Λόγοι Υιοθέτησης Καινοτομίας			
Χωρητικότητα ξενοδοχείου	1,84	0,801	
Δυνατότητες επιχείρησης	1,99	0,772	**2,10**
Μοντέλο λειτουργίας	2,30	0,810	
Ποιότητα ανθρώπινου δυναμικού	2,27	0,790	
Εξωτερικοί Λόγοι Υιοθέτησης Καινοτομίας			
Απαιτήσεις αγοράς	2,00	0,739	
Ανταγωνισμός	1,91	0,698	**1,99**
Ανάγκη διαφοροποίησης	2,06	0,897	
Οικονομικοί Λόγοι Υιοθέτησης Καινοτομίας			
Ρυθμός πληρότητας	1,91	0,830	
Κέρδος	1,17	0,378	**1,63**
Αύξηση μεριδίου αγοράς	1,21	0,591	
Άνοιγμα σε νέες αγορές	2,24	0,818	
Μη Οικονομικοί Λόγοι Υιοθέτησης Καινοτομίας			
Ικανοποίηση πελατών	1,46	0,501	**2,74**
Ικανοποίηση εργαζομένων	2,07	0,769	
Μείωση χρόνου εργασίας	3,11	0,973	

Κατηγορία	Μέση τιμή	Τυπική Απόκλιση	Μέση τιμή κατηγορίας
Απαιτήσεις νόμου	3,56	1,028	
Φυσικό περιβάλλον	4,06	1,171	
Όραμα διοίκησης	2,16	0,917	
Οικονομικά Εμπόδια Υιοθέτησης Καινοτομίας			
Υψηλό κόστος	1,75	0,716	**1,94**
Έλλειψη χρηματοδότησης	2,12	0,946	
Μη Οικονομικά Εμπόδια Υιοθέτησης			
Χρονικά περιθώρια	2,97	0,758	**3,15**
Τεχνικές δυσκολίες	3,32	0,790	
Εξωτερικά Εμπόδια Υιοθέτησης Καινοτομίας			
Έλλειψη ζήτησης	3,52	0,689	**3,71**
Φόβος αντιγραφής	3,90	0,522	
Μέθοδοι Αξιολόγησης Καινοτομίας			
Έσοδα	1,50	0,611	**1,41**
Πληρότητα	1,76	0,534	
Κέρδος	1,17	0,378	
Πωλήσεις	1,22	0,416	
Οικονομικά Οφέλη Καινοτομίας			
Μείωση κόστους	1,43	0,498	**1,41**
Αύξηση κέρδους	1,12	0,327	
Αύξηση πωλήσεων	1,12	0,327	
Ρυθμός ανάπτυξης	1,58	0,622	
Επιβίωση	1,79	0,808	
Μη Οικονομικά Οφέλη Καινοτομίας			
Βελτίωση ποιότητας	1,83	0,620	**2,11**

Κατηγορία	**Μέση τιμή**	**Τυπική Απόκλιση**	**Μέση τιμή κατηγορίας**
Ευελιξία	2,38	0,749	
Ανταγωνιστικότητα	2,09	0,767	
Ικανοποίηση πελάτη	1,53	0,502	
Ικανοποίηση εργαζομένων	2,15	0,770	
Μείωση προσωπικού	2,67	0,842	
Γενική Θεώρηση Καινοτομίας			
Βαθμός Συμβολής	2,05	0,845	**1,83**
Χαρακτηρισμός καινοτόμου	1,60	0,492	

Διάγραμμα 2: Μέση τιμή κατηγοριών



Interaction in Tourism berween Employes and Tourists. Is there a Vavel?

LALOUMIS ATHANASIOS MA

Laboratory Associate, Tourism Industry Department, T.E.I. of Athens

BOUDA BASSILIKI

Abstract

This paper is a first approach of the result that involves the interaction of the employees and the customers within the tourist enterprises, when the employees do not use their mother tongue, but the one that constitutes the maternal language of the tourist-customer. The way of expression, the quality of communication but also the cross-cultural approach, even if they are ostensibly facilitated, in certain cases appear to lead to a phase of formal benefit of goods and services without any human intervention, or even to a trivialisation. We should also not overlook the cases where there is discrimination between "powerful" and "less powerful" cultures.

Initially we will present certain significances, like those of language and culture, that we consider that they are decisive concerning this interaction. Then we will focus on the interaction that is happening throughout the various phases of approach between the tourist and the local, and in the end we are going to deal with the relations between the tourist and the employee in a tourist enterprise. We will also formulate opinions, which support the need for an authentic cross-cultural communication, even into a multicultural environment, such as in the tourist enterprises.

Keywords: language, tourist, interaction, communication, culture

Περίληψη

Σκοπός αυτής της εργασίας είναι μια πρώτη προσέγγιση του αποτελέσματος που επιφέρει η αλληλεπίδραση των υπαλλήλων και των πελατών στις τουριστικές επιχειρήσεις, όταν οι πρώτοι εκφράζονται σε γλώσσα που δεν είναι η μητρική τους, αλλά αποτελεί μητρική για τον τουρίστα-πελάτη. Ο τρόπος έκφρασης, η ποιότητα της επικοινωνίας αλλά και η διαπολιτισμική προσέγγιση, ακόμα και αν φαινομενικά διευκολύνονται, σε κάποιες περιπτώσεις φαίνεται να περνούν στη φάση της τυπικής παροχής αγαθών και υπηρεσιών χωρίς καμία ανθρώπινη παρέμβαση, ή ακόμα και του ευτελισμού. Δεν θα πρέπει να παραγνωρίσουμε και τις περιπτώσεις όπου γίνεται διάκριση ανάμεσα σε «ισχυρές» και «λιγότερο ισχυρές» κουλτούρες.

Αρχικά θα παρουσιάσουμε ορισμένες έννοιες που θεωρούμε ότι είναι καθοριστικές σε σχέση με την αλληλεπίδραση αυτή, όπως της γλώσσας και της κουλτούρας. Στη συνέχεια, θα επικεντρωθούμε στην αλληλεπίδραση που σημειώνεται σε διάφορες φάσεις της προσέγγισης τουρίστα και ντόπιου, και στο τέλος θα αναφερθούμε στις σχέσεις ανάμεσα στον τουρίστα και τον εργαζόμενο σε μία τουριστική επιχείρηση. Θα διατυπώσουμε επίσης, και απόψεις που στηρίζουν την ανάγκη της αυθεντικότητας της διαπολιτισμικής επικοινωνίας, ακόμα και μέσα στο πολυπολιτισμικό περιβάλλον των τουριστικών επιχειρήσεων.

Λέξεις κλειδιά: γλώσσα, τουρίστας, αλληλεπίδραση, επικοινωνία, κουλτούρα

Εισαγωγή

Η τουριστική ανάπτυξη που παρατηρήθηκε από τα μισά του 20ου αιώνα και μετά, λειτούργησε καθοριστικά για πολλούς προορισμούς. Χώρες αναπτυσσόμενες έγιναν τόποι υποδοχής για μεγάλο αριθμό πληθυσμού ανά τον κόσμο, χώρες αναπτυγμένες με στοιχειώδεις τουριστικές υποδομές μετατράπηκαν σε τουριστικά θέρετρα, και τόποι που διέθεταν φυσική ομορφιά ή ικανοποιούσαν τις ανάγκες των τουριστών, έγιναν πόλος έλξης (Τσάρτας, 1996).

Η ανάπτυξη του τουρισμού επηρεάστηκε άμεσα από μια σειρά παραγόντων που σηματοδότησαν τη μεταπολεμική περίοδο όπως είναι η αύξηση του βιοτικού επίπεδου, η αύξηση του ελεύθερου χρόνου, η πολιτικοοικονομική σταθερότητα των αναπτυγμένων χωρών, η ανάπτυξη των μαζικών μέσων μεταφοράς, η ασφάλεια, η ευκολία μεταίνησης αλλά και η διεύρυνση του δικαιώματος στον τουρισμό (Αλεξίου, 2007).

Ο τουρισμός διακρίνεται σε δύο μεγάλες κατηγορίες, τον διεθνή και τον εσωτερικό. Διεθνής τουρισμός είναι ο τουρισμός που γίνεται εκτός των συνόρων μιας χώρας. Ενώ εσωτερικός, ο τουρισμός που γίνεται από πολίτες μιας χώρας εντός των συνόρων της ίδιας της χώρας τους.

Όπως κάθε θεσμός, έτσι και ο τουρισμός, αναπτύσσει ένα ιδιαίτερο είδος λόγου μέσω του οποίου επιτελούνται συγκεκριμένες λειτουργίες και ο οποίος παρουσιάζει ιδιαίτερα χαρακτηριστικά, ανάλογα με το μέσο που χρησιμοποιείται κάθε φορά στο πλαίσιο της τουριστικής επικοινωνίας (Παπαϊωάννου, χ.χ.).

Με την εργασία αυτή θα προσπαθήσουμε να προσεγγίσουμε τα αποτελέσματα που προκαλούνται από την αλληλεπίδραση υπαλλήλων και τουριστών στον τουρισμό, και ιδιαίτερα στις τουριστικές επιχειρήσεις. Πιο συγκεκριμένα, θα προσπαθήσουμε να διαπιστώσουμε ποιες μπορεί να είναι οι πιθανές επιπτώσεις στη διαδικασία επικοινωνίας μεταξύ υπαλλήλου και τουρίστα-πελάτη της χρήσης μιας ξένης γλώσσας από τον υπάλληλο, μιας γλώσσας που δεν είναι η μητρική του, είναι όμως μητρική για τον αποδέκτη τουρίστα.

Η γλώσσα και η σχέση της με την κουλτούρα

Παρά την αντικειμενική δυσκολία στη διατύπωση ενός ξεκάθαρου ορισμού της έννοιας της γλώσσας, έχουν διατυπωθεί διάφορες απόψεις από γλωσσολόγους. Ένας σχετικά πλήρης και σαφώς οριοθετημένος ορισμός είναι αυτός της Bussman (στο Χαραλαμπάκης, 1992), η οποία ερμηνεύει την έννοια της γλώσσας ως *«ένα φωνητικό-ακουστικό σύστημα συμβατικών σημείων για τη διατύπωση και συναλλαγή απόψεων, γνώσεων και πληροφοριών, καθώς και τη μετάδοσή τους από γενιά σε γενιά, το οποίο βασίζεται σε νοητικές διαδικασίες και καθορίζεται από το εκάστοτε κοινωνικό σύστημα».*

Στην καθημερινή μας ζωή συχνά χρησιμοποιούμε τον όρο ‘γλώσσα’ για να εκφράσουμε «κάθε είδος συμβόλου» (Τομασίδης, 1982: 264). Έτσι, αναφερόμαστε σε ‘μουσική γλώσσα’, ‘γλώσσα του σώματος’, ‘βουβή γλώσσα’ κλπ. Με την ευρύτερη έννοια, *«η γλώσσα υποδηλώνει ένα σύστημα συμβόλων, τα οποία σημαίνουν κάτι για εκείνους που τα χρησιμοποιούν και για εκείνους που τα δέχονται»* (Τομασίδης, ό. π.: 265).

Ο Δεμερτζής (1988: 91), κάνοντας σχετική μνεία της εργασίας του Taylor (1871), γράφει ότι *«κουλτούρα ή πολιτισμός, με την πλατιά εθνογραφική έννοια, είναι το σύνθετο εκείνο όλο που περιλαμβάνει τη γνώση, τις πεποιθήσεις, την τέχνη, την ηθική, το νόμο, την εθιμική πρακτική καθώς επίσης κι άλλες δεξιότητες και συνήθειες, που έχουν αποκτηθεί από τον άνθρωπο ως μέλος της Κοινωνίας»*. Σχετίζεται επομένως, με την ανάπτυξη του ψυχικού μέρους του ανθρώπου μέσω της κατανόησης του περιβάλλοντος και της μέγιστης δυνατής βελτίωσής του.

Στα ελληνικά, η λέξη ‘κουλτούρα’ αποδίδεται και με την εξίσου εύχρηστη λέξη «πολιτισμός». Ο πολιτισμός συνδέει την ανθρώπινη κοινωνία με το περιβάλλον της. Όπως αναφέρει ο Ουμπέρτο Έκο (1997), *«κουλτούρα είναι η κατοχή της γλώσσας σε όλες τις εκδοχές της, η οποία περιγράφει το περιβάλλον και κωδικοποιεί τις διαδικασίες για τη βελτίωσή του»*. Η κατανόηση της αξίας της κουλτούρας και του πολιτισμού ενός άλλου λαού αποτελεί πρόοδο για τον ίδιο τον άνθρωπο .

Ο Τάγκας (2006: 103) αναφέρεται στην άποψη του Vygotsky ο οποίος σημειώνει ότι η διαπολιτισμική αντίληψη θεωρείται σημαντική, «καθώς η γλώσσα αποτελεί μέσο μετάδοσης του πολιτισμού αλλά και εξέλιξης της σκέψης και της μάθησης». Ενώ ο Herder (στο Γεωργούλης, 1993: 128) θεωρεί ότι *«η ουσία του ανθρωπισμού περνάει μέσα από την ιστορία των άλλων λαών και των εποχών, όπου ο κάθε λαός αποκαλύπτει την ιδιαιτερότητά του μέσα από τη ποίηση και τη γλώσσα»*. Από τα παραπάνω, είναι φανερό ότι η γλώσσα είναι αναπόσπαστο κομμάτι της κουλτούρας.

Έννοια της αλληλεπίδρασης στις τουριστικές επιχειρήσεις

Αλληλεπίδραση σημαίνει αμοιβαία ενέργεια, αμοιβαία επενέργεια και προκύπτει από τις λέξεις ‘αλλήλων’ και ‘επίδρασις’ (Τεγόπουλος-Φυτράκης, 1989). Η αλληλεπίδραση μπορεί να διακριθεί σε πολλούς τομείς με βάση τα μέσα που χρησιμοποιούνται για την επίτευξή της. Έτσι λοιπόν, μεταξύ άλλων, έχουμε την οικονομική αλληλεπίδραση, την πολιτική αλλά και την πολιτιστική αλληλεπίδραση.

Όταν ο τουρίστας πελάτης επισκέπτεται έναν προορισμό εκτός της χώρας του, αυτόματα ξεκινά αυτή η διαδικασία της αλληλεπίδρασης, σε κάποιες περιπτώσεις λιγότερο και σε άλλες περισσότερο. Ο τουρίστας έρχεται αντιμέτωπος με διαφορετικές κουλτούρες, διαφορετικές νοοτροπίες, άλλα ήθη και έθιμα τα οποία μπορεί να συνδέονται πολύ αλλά και καθόλου, με αυτά που ο ίδιος φέρει, καθώς και με διαφορετικές γλώσσες που χρησιμοποιούνται στις χώρες υποδοχής. Βασικό στοιχείο μιας εποικοδομητικής και αποτελεσματικής επικοινωνίας είναι να βρεθεί ένας κώδικας ομιλίας με τον οποίο ο τουρίστας να εκφράσει τις ανάγκες του αλλά και να γίνει αντιληπτός από τους υπαλλήλους που εργάζονται στη χώρα υποδοχής ώστε να του προσφέρουν όσο το δυνατόν καλύτερες και πιο ποιοτικές υπηρεσίες.

Σήμερα, η γλώσσα που κυρίως χρησιμοποιείται γι’ αυτό το σκοπό είναι η Αγγλική, χωρίς αυτό να αποκλείει και άλλες γλώσσες, κυρίως ευρωπαϊκές. Σε ότι αφορά τις τουριστικές επιχειρήσεις, έχει επικρατήσει, να διαθέτουν οι υπάλληλοι και οι επαγγελματίες του χώρου, το προσόν τού να αντιλαμβάνονται άμεσα και να χρησιμοποιούν άριστα αυτή τη γλώσσα, ή και άλλες προκειμένου, να παρέχουν αποτελεσματικές υπηρεσίες. Η Αγγλική γλώσσα λοιπόν, λειτουργεί ως «κώδικας επικοινωνίας» μεταξύ πελάτη και εργαζόμενου, ακόμα και αν δεν είναι η μητρική γλώσσα για κανέναν από τους δύο.

Σε περιοχές πολύ αναπτυγμένες τουριστικά, η γλωσσομάθεια των εργαζομένων θεωρείται απαραίτητη. Στην Ελλάδα για παράδειγμα, τα προγράμματα σπουδών των Τμημάτων τουρισμού (ΤΕΙ, ΟΤΕΚ, ΙΕΚ κ.ά.) χαρακτηρίζονταν από έντονα επαγγελματικό προσανατολισμό με έμφαση μεταξύ άλλων και στην εκμάθηση ξένων γλωσσών (Αθανασίου, 2004: 101). Ανάλογες απαιτήσεις προβάλλονται από τους ιδιοκτήτες-επαγγελματίες του χώρου, όταν πρόκειται να προσλάβουν υπαλλήλους για θέσεις «πρώτης γραμμής».

Το πολυσήμαντο των λέξεων

Οι λέξεις αποκτούν νόημα όταν γίνονται αντιληπτές από τον χρήστη και τον αποδέκτη. Ένα από τα χαρακτηριστικά τους είναι και το ότι είναι πολυσήμαντες, ότι δηλαδή δεν σημαίνουν πάντα για τον καθένα το ίδιο πράγμα. Το ενδιαφέρον αυτού του χαρακτηριστικού βρίσκεται στο ότι «η ίδια η λέξη μπορεί να προκαλεί σε διάφορα άτομα διαφορετικές αντιδράσεις» (Τομασίδης, ό. π.: 274). Αυτό το στοιχείο είναι αντιληπτό στην καθημερινή μας πρακτική, στην επικοινωνία μας με άτομα του ίδιου κοινωνικού περιβάλλοντος. Πιο έντονες όμως είναι οι διαφορές ανάμεσα σε άτομα διαφορετικών κοινωνιών, διαφορετικών λαών, τα οποία γνωρίζουν, βιώνουν και χρησιμοποιούν άλλους κώδικες επικοινωνίας ή δίνουν διαφορετικό περιεχόμενο σε λέξεις, εκφράσεις ή εκδηλώσεις συμπεριφοράς.

Στην εργασία των Gremmo & Campbells (2009), έγινε μια σύγκριση ανάμεσα στη συμπεριφορά Κουβανών και Γάλλων επαγγελματιών του τουρισμού. Τα αποτελέσματα της έρευνας, έδειξαν ότι έχουν διαφορετική εργασιακή νοοτροπία, η οποία συνδέεται με τη κουλτούρα τους. Οι Γάλλοι φαίνεται να είναι πιο τυπικοί στις διαδικασίες που ακολουθούν προκειμένου να εξυπηρετήσουν τους πελάτες τους. Απευθύνονται σ’ αυτούς πάντα στον πληθυντικό ευγενείας, δεν προσπαθούν να αναπτύξουν πιο διαπροσωπικές σχέσεις ακόμα και με μόνιμους πελάτες και εμφανίζουν τους καταλόγους και τις μπροσούρες προκειμένου να βοηθήσουν τους πελάτες τους να αποφασίσουν ποιόν προορισμό θέλουν να επισκεφθούν.

Σε αντίθεση με τους Γάλλους, οι Κουβανοί επαγγελματίες του τουρισμού μπορούν να περάσουν πιο εύκολα από τον πληθυντικό ευγενείας στον ενικό, προσπαθούν να αναπτύσσουν μια πιο διαπροσωπική σχέση με τον πελάτη δηλώνοντας με τον τρόπο τους ότι «έχουν τη λύση σε κάθε του πρόβλημα» και εμφανίζουν τους καταλόγους μόνο αφού έχουν μια εικόνα των απαιτήσεων του πελάτη.

Σε έρευνα το 2001, δόθηκε σε 111 Δανούς, Νορβηγούς και Σουηδούς γιατρούς να διαβάσουν το ίδιο συνοπτικό κείμενο για δέκα λεπτά. Οι μισοί διάβασαν το κείμενο στη μητρική τους γλώσσα και οι άλλοι μισοί στα Αγγλικά. Σύμφωνα με τα αποτελέσματα αυτής της έρευνας, η πλειοψηφία των επιστημόνων που διάβασαν το κείμενο στην Αγγλική αντιλήφθηκε το περιεχόμενό του κατά 25% λιγότερο από εκείνους που το διάβασαν στη μητρική τους γλώσσα, παρότι ήταν άριστοι γνώστες και της αγγλικής γλώσσας, η δε σχέση τους με αυτή τη γλώσσα ήταν συνεχής χρησιμοποιώντας ξένη βιβλιογραφία, διαβάζοντας αγγλικά περιοδικά ιατρικού περιεχομένου κοκ. (Malv, 2005).

Έχοντας υπόψη τα παραπάνω, μπορούμε να πούμε ότι οι διάφοροι λαοί όχι μόνο δεν μιλούν την ίδια γλώσσα γραμματικά, αλλά –ως ένα βαθμό- ούτε και ουσιαστικά, με την έννοια ότι αντιλαμβάνονται άλλα πράγματα έστω κι αν χρησιμοποιούν τις ίδιες (αντίστοιχες) λέξεις. Το ίδιο συμβαίνει και στον ίδιο λαό, σε διαφορετικές χρονικές-ιστορικές περιόδους, όπου αρκετές ίδιες λέξεις έχουν άλλη σημασία, ενδεχομένως εντελώς διαφορετική, όπως επίσης και διαφέρουν οι εκδηλώσεις και λοιποί τρόποι επικοινωνίας.

Η απόλυτη υιοθέτηση ξένων γλωσσών, πέραν της μητρικής, από τους εργαζόμενους στον τουριστικό κλάδο μπορεί να οδηγήσει σε ακούσια επικοινωνιακά σφάλματα με τον πελάτη τουρίστα. Κάθε άνθρωπος χρησιμοποιεί συγκεκριμένες χειρονομίες και σε συνδυασμό με τη γλώσσα του, επικοινωνεί με τους άλλους ανθρώπους. Η γλώσσα και οι χειρονομίες αυτές, εξυπηρετούν ανάγκες και εκφράζουν αντιλήψεις. Όπως σημειώνει ο Τσιτσιπής (1998: 33) «η σχέση της γλώσσας με την κοσμοαντίληψη, όπως και η σχέση γλώσσας και ιδεολογίας, είναι φαινόμενο διαλεκτικό». Είναι λοιπόν αντιληπτό ότι οι κοσμοαντιλήψεις των λαών διαφέρουν, ανάλογα με τις εννοιολογικές διακρίσεις και κατηγορίες που τους παρέχουν οι γλώσσες τους (Whorf, 1956, στο Τσιτσιπής, ό. π.).

Αν λοιπόν το δούμε πρακτικά αυτό, θα διαπιστώσουμε ότι ο όρος maid, ο οποίος εξακολουθεί να υφίσταται σε πολλές περιοχές του πλανήτη, εξέφραζε την έννοια του υπηρέτη, εκείνου που φρόντιζε κυρίως για τις οικιακές εργασίες ή ότι σχετίζονταν με αυτές. Εκεί που ο ντόπιος πληθυσμός είναι κυρίως έγχρωμος, ο όρος maid χρησιμοποιείται συνήθως όντας συνδεδεμένος με φυλετικά στερεότυπα. Σήμερα σε πολλές περιπτώσεις όπως στα νησιά Barbados ο όρος αυτός έχει αντικατασταθεί από τον όρο housekeeper (Gmelch, 2003), ακριβώς για να αποσυσχετιστεί από την έννοια που σε άλλες ιστορικές περιόδους είχε.

Ανάγκες του τουρίστα πελάτη

Οι ανάγκες που ο κάθε τουρίστας επιδιώκει να καλύψει επισκεπτόμενος μία περιοχή δεν είναι πάντα οι ίδιες. Διαφέρουν από τουρίστα σε τουρίστα, αφού κάθε τύπος τουρίστα έχει διαφορετικά κίνητρα. Διαφέρουν και από περιοχή σε περιοχή καθόσον οι υποδομές και τα αξιοθέατα ποικίλουν.

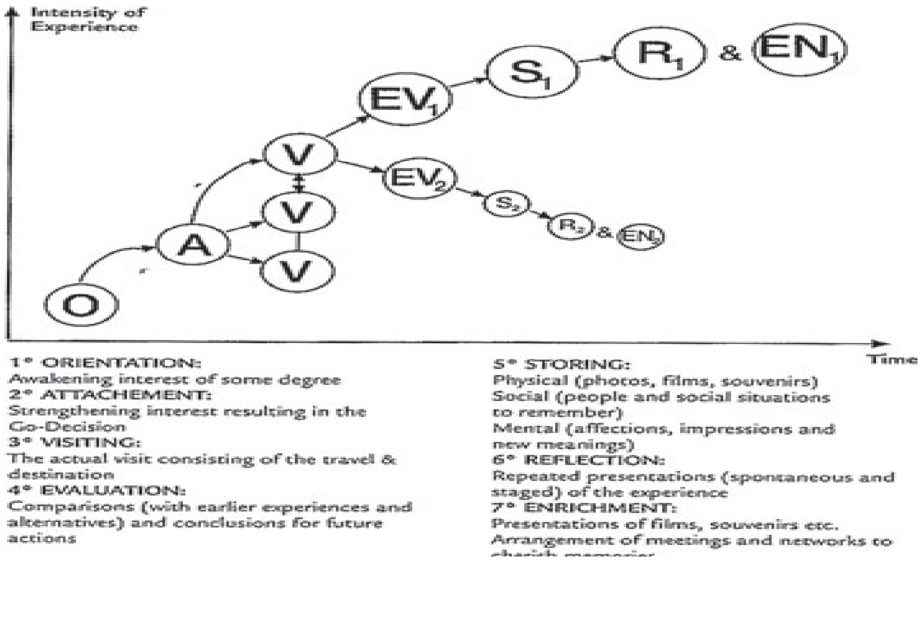
Ο Butler (1980), διατυπώνοντας τη θεωρία του κύκλου ζωής ενός τουριστικού θέρετρου, αναφέρεται σε έναν υποθετικό κύκλο με συγκεκριμένα στάδια από τα οποία μπορεί να περάσει ένας προορισμός, από το ξεκίνημα του μέχρι το πιθανό του τέλος. Στο πρώτο στάδιο, την εξερεύνηση, ο προορισμός είναι ακόμα αυθεντικός και ελκύει κυρίως αλλοκεντρικούς τουρίστες ή εξερευνητές (σύμφωνα με τους Plog & Cohen, αντίστοιχα, στο Λαγός, 2005). Σε αυτό το στάδιο ο τουρίστας επιδιώκει να εξερευνήσει ανεξερεύνητες περιοχές, αναζητά την πραγματική επαφή με την τοπική κοινωνία και τα έθιμά της, την αυθεντικότητα και τις πραγματικές εμπειρίες. Στο στάδιο αυτό, είναι ο επισκέπτης αυτός που επιζητά και «έχει ανάγκη» να επικοινωνήσει με την τοπική κουλτούρα και τους ντόπιους κατοίκους, με όρους ατομικούς & προσωπικούς (και όχι αγοράς).

Αντίθετα, ο ίδιος προορισμός, από το στάδιο της τουριστικής ανάπτυξης και στη συνέχεια, καλείται να εξυπηρετήσει μεγαλύτερο αριθμό επισκεπτών, να προσφέρει περισσότερες υποδομές και να επικοινωνήσει με πολλές διαφορετικές κουλτούρες των επισκεπτών. Σε αυτό το στάδιο, η πλειοψηφία των τουριστών που επισκέπτεται το μέρος δεν ανήκει στους εξερευνητές, οι οποίοι επιθυμούν την ανταλλαγή πληροφοριών και την πολιτιστική ανάμειξη, αλλά στους ψυχοκεντρικούς (κατά Plog) και «μαζικά οργανωμένους» (κατά Cohen), οι οποίοι επισκέπτονται τον προορισμό αυτό για να αποδράσουν για λίγο από την καθημερινότητά τους και να διασκεδάσουν. Από το στάδιο αυτό και μετά, είναι ο προορισμός αυτός ο οποίος επιζητά να «επικοινωνήσει» με τον επισκέπτη-τουρίστα, κυρίως σε επίπεδο αγοράς (και όχι αποκλειστικά σε επίπεδο ατόμου).

Κάτω από αυτές τις συνθήκες λοιπόν, μπορεί να θεωρηθεί ότι όσο πιο αναπτυγμένος τουριστικά είναι ένας προορισμός, τόσο λιγότερο αποκαλύπτει στοιχεία της πολιτιστικής του ταυτότητας στους επισκέπτες, ακόμα και όταν ένα μέρος της τουριστικής του ανάπτυξης βασίζεται στην πολιτιστική του κληρονομιά, όπως στην ιστορία του, τα μουσεία κοκ., και τόσο λιγότερο επιτρέπει να περάσει η επικοινωνία με τον ντόπιο πληθυσμό/κουλτούρα «βαθύτερα» από όσο είναι αναγκαίο για την εκπλήρωση της αγοραίας και εμπορικής «υποχρέωσης».

Οι ανάγκες επομένως, του τουρίστα διαφέρουν εξαιτίας πολλών παραγόντων, και η επικοινωνία των εργαζομένων στον τουρισμό με τους τουρίστες αποκτά διαφορετικά χαρακτηριστικά και ποιότητα ανάλογα με το επίπεδο ανάπτυξης του προορισμού.

Σχήμα 1: Τα στάδια της εμπειρίας



Η αλληλεπίδραση ανάμεσα σε εργαζόμενο και τουρίστα

Σύμφωνα με τον Aho (2001), υπάρχουν τέσσερις βασικοί σταθμοί που χαρακτηρίζουν την τουριστική εμπειρία: η συναισθηματική εμπειρία, η μάθηση, η πρακτική εμπειρία και η εμπειρία της μεταμόρφωσης (Σχήμα 1).

Σε περιοχές με επαναλαμβανόμενο τουρισμό, αλλά και σε περιοχές που βρίσκονται στα πρώτα στάδια της ανάπτυξής τους, μία από τις προσδοκίες του τουρίστα μπορεί να είναι η ανάμειξή του με τα τον τοπικό πληθυσμό, τα ήθη και τα έθιμά του. Ο τουρίστας έχει την επιθυμία να έρθει σε επαφή με τους ντόπιους και ίσως να χτίσει μια διαπροσωπική σχέση με τους εργαζομένους στον τουρισμό, αφού με αυτούς έχει συχνότερη επαφή, τους γνωρίζει συνήθως πρώτους, μπορεί να τους απευθυνθεί με περισσότερη άνεση.

Σε περιπτώσεις όπως στα νησιά Barbados (Gmelch, ό. π.), επαναλαμβανόμενοι πελάτες τουρίστες δείχνουν να επιζητούν την προσωπική επαφή με τους εργαζόμενους, αποκαλώντας τους με το όνομά τους και ζητώντας να μάθουν τα νέα τους κάθε χρόνο που επισκέπτονται την περιοχή. Επίσης σε πολλές περιπτώσεις επιζητούν μεγαλύτερη ανάμειξη στα τοπικά ήθη, έθιμα και τις τοπικές παραδόσεις, ζητώντας να γευτούν τις παραδοσιακές γεύσεις ή ακόμα και να έρθουν σε επαφή με την τοπική κουλτούρα μέσω της γλώσσας και της ιστορίας του τόπου αυτού.

Ο κόσμος του τουρισμού παρέχει τη δυνατότητα στους ανθρώπους να πειραματιστούν με ταυτότητες (Franklin, 2003, στο Selstad, 2007). Ο τουρισμός περιέχει μια ενσωματωμένη θεώρηση του μέρους, όπου οι τουρίστες χρησιμοποιούν όλες τους τις αισθήσεις για να αποκομίσουν την εμπειρία ενός προορισμού (Selby, 2004, στο Selstad, ό. π.).

Με δεδομένο το ρόλο των εργαζομένων στις τουριστικές επιχειρήσεις, σε θέσεις «πρώτης γραμμής», η πρώτη επαφή του τουρίστα με ένα «αντιπροσωπευτικό δείγμα» της τοπικής κουλτούρας θα συντελεστεί κυρίως με τον εργαζόμενο στο χώρο αυτό ή σε κάποιον που έχει μία ευρύτερη σχέση με τον τουρισμό, π.χ. οδηγό ταξί.

Ο συνειδητοποιημένος εργαζόμενος τόσο μιας τουριστικής επιχείρησης (είτε αυτή είναι μια ξενοδοχειακή μονάδα, ένα τουριστικό γραφείο ή μια επισιτιστική μονάδα), αλλά και του ευρύτερου τομέα του τουρισμού, θα πρέπει να προσπαθεί πάντα να επικοινωνήσει με τον καλύτερο δυνατό τρόπο με τον τουρίστα πελάτη, ώστε να είναι σε θέση να ικανοποιήσει τις επιθυμίες του και τις προσδοκίες του.

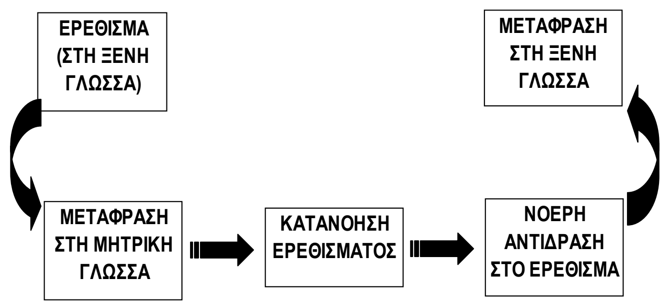
Εξαιτίας της ιδιαίτερα ευπαθούς φύσης του τουριστικού προϊόντος, ο εργαζόμενος πρέπει να λαμβάνει υπόψη του πολλούς παράγοντες που μπορούν να επηρεάσουν θετικά ή αρνητικά τις προσφερόμενες υπηρεσίες. Έτσι ο εργαζόμενος λειτουργεί ως ένας κρίκος μιας αλυσίδας παροχής αγαθών και υπηρεσιών και σε όλη αυτή τη διαδικασία ο παράγοντας επικοινωνία παίζει καταλυτικό ρόλο στο τελικό αποτέλεσμα.

Οι εργαζόμενοι των τουριστικών επιχειρήσεων είναι σε πολλές περιπτώσεις οι διαμεσολαβητές της ίδιας τους της κουλτούρας προς τον επισκέπτη, ο οποίος συχνά επιθυμεί να βρει τις ‘γέφυρες’ που θα τον οδηγήσουν στην κατανόηση της κουλτούρας ενός άλλου λαού.

Το ζήτημα της γλωσσικής επικοινωνίας μεταξύ του τουρίστα και του εργαζομένου είναι αδιαμφισβήτητα σημαντικό. Ο τουρίστας πρέπει να νιώθει την ασφάλεια που του προσφέρει η δυνατότητα του να χρησιμοποιήσει μια γλώσσα κατανοητή από τον εργαζόμενο. Τι γίνεται όμως σε περιπτώσεις που το μήνυμα προς τον αποδέκτη δεν μπορεί να μεταφραστεί ή αν μεταφραστεί χάνει την έννοιά του εξαιτίας της έλλειψης της συνολικής κοσμοαντίληψης στην οποία ανήκει το μήνυμα;

Η Πογκόσοβα (2006: 108) αναφέρει τον Ρώσο φιλόλογο Sreznevsky (1812-1880) ο οποίος έγραφε ότι ‘η κάθε λέξη μιας γλώσσας εκπροσωπεί κάποια έννοια την οποία συνηθίζει να χρησιμοποιεί ο λαός: η έννοια που εκφράζεται από μια λέξη, υπάρχει και στη ζωή, και αντίθετα, εάν κάποια έννοια δεν υπάρχει στη ζωή ενός λαού, δεν υπάρχει και η λέξη για την έκφραση της έννοιας αυτής’.

Σχήμα 2: Σχηματική απεικόνιση τη διαδικασίας της επικοινωνίας σε μία ξένη γλώσσα



Ανάμεσα σε μια πληθώρα διαφορετικών νοημάτων, όπου το κάθε ένα από αυτά ανήκει σε ένα διαφορετικό εθνικό υπόβαθρο, ο εργαζόμενος γίνεται συχνά πιο τυπικός απέναντι στον τουρίστα, ακόμα και όταν η μεταξύ τους σχέση χαρακτηρίζεται πλέον από μια οικειότητα που έχει προκύψει μετά από επιθυμία του τουρίστα. Ο υπάλληλος είναι δυσκολότερο να αναπτύξει περεταίρω τη μεταξύ τους σχέση, όταν είναι αναγκασμένος να εκφράζεται αποκλειστικά στη γλώσσα που δεν είναι η μητρική του. Χάνει τον αυθορμητισμό και πολλές φορές και το νόημα των όσων θέλει να εκφράσει, όταν πρέπει να μεταβεί τεχνηέντως από τη διαδικασία της αντίληψης ενός ερεθίσματος σε ξένη γλώσσα στη νοερή μετάφραση του περιεχομένου στη μητρική του, μετά στη νοερή αντίδραση στη μητρική του και ξανά στη μετάφραση του περιεχομένου προς τον τουρίστα (Σχήμα 2). Η εξεύρεση των σωστών λέξεων, καθώς και η γραμματική και συντακτική σειρά τους είναι πολύ σημαντικά στοιχεία για την έκφραση του σωστού μηνύματος. Και δεν είναι λίγες οι περιπτώσεις που παρατηρούνται επικοινωνιακά σφάλματα, τα οποία πηγάζουν από την ατυχή επιλογή λέξεων ή τη λανθασμένη κατανόησή τους.

Κάθε γλώσσα είναι τόσο πλούσια σε ιδιωματισμούς και μεταφορές, ώστε ακόμα και οι επαγγελματίες μεταφραστές πέφτουν πολλές φορές στην παγίδα - πόσο μάλλον οι απλοί τουρίστες και οι εργαζόμενοι. Όσοι έχουν επισκεφτεί κάποια αγγλόφωνη χώρα γνωρίζουν ότι ένα "terrific hamburger" δεν είναι ένα "τρομακτικό", αλλά ένα "εκπληκτικό" ή "υπέροχο" χάμπουργκερ. Ένα "βεβαίως" ή "σίγουρα", όταν λέγονται με σαρκασμό, μπορεί να σημαίνουν "ούτε να το σκέφτεσαι" (Ανώνυμος, 2002).

Στα Αγγλικά η λέξη physical σημαίνει υλικός, φυσικός, της υλικής υπόστασης. Ηχητικά παραπέμπει στην ελληνική λέξη «φυσικός», το επίρρημα της οποίας χρησιμοποιείται ευρέως στην καθομιλουμένη. Η χρήση του στην αγγλική δεν έχει καμία σχέση με το αντίστοιχο στην ελληνική. Εάν θέλουμε να πούμε το αντίστοιχο του ελληνικού «φυσικά» (δηλ. κάτι που είναι λογικό, κοινώς αποδεκτό, αυτονόητο), δεν θα χρησιμοποιήσουμε το “physically” αλλά κάποια άλλη λέξη όπως “sure”, “certainly” “normally” κτλ.

Συχνά λέξεις ομόηχες έχουν τελείως διαφορετικές σημασίες. Έτσι μόνο ένα πολύ καλά εκπαιδευμένο αυτί, ή ένας άνθρωπος που έχει πετύχει να μετατρέψει της χρήση μιας ξένης γλώσσας σε δεύτερη γλώσσα, μπορεί να αντιληφθεί το νόημα τέτοιων λέξεων, σε συνάρτηση πάντα με τα γενικά συμφραζόμενα. Σύμφωνα με τον Ζύμωφ (1998) *‘η σωστή προφορά δεν είναι μόνο εξωτερικό ή και επιφανειακό γλωσσικό φαινόμενο αλλά είναι έντονα συνδεδεμένη με την εσωτερική δομή της γλώσσας και ως αποτέλεσμα έχει φωνολογική ή διαφοροποιητική αξία’*.

Ο Βλαχόπουλος (2006: 13*)* αναφέρει ότι *«η άγνοια, τόσο του κώδικα επικοινωνίας όσο και των επικοινωνιακών συμβάσεων, μπορεί είτε να μετριάσει την επιτυχία είτε να καταδικάσει σε αποτυχία οποιαδήποτε προσπάθεια για επικοινωνία»*. Η επικοινωνία ανάμεσα σε τουρίστες και ντόπιους εργαζόμενους, είναι μία τέτοια χαρακτηριστική περίπτωση. Ας χρησιμοποιήσουμε ως παραδείγματα, δύο ελληνικές λέξεις, έτσι όπως τα δίνει ο Ζύμωφ (ό. π.): Η διαφορετική προφορά του λεξήματος “έννοια” παρουσιάζει δύο λέξεις με διάφορες σημασίες. Εάν το προφέρουμε [[“”EEnniiaa]] μιλάμε τότε για “σημασία”, “νόημα” μιας λέξης. Όταν προφέρουμε [[“”EEaa]] σημαίνει “φροντίδα”. Ένα άλλο παράδειγμα: η λέξη, που σημαίνει “αρσενικό παιδί” λέγεται: “γιος”. Η λέξη αυτή έχει τρεις μορφές στο γραπτό λόγο: “γιος”, “υιός”, “υγιός”. Διαφέρουν αυτές οι γραφές της ίδιας λέξης στην προφορά τους. Εάν η γραφή με “υι” προφέρεται [[iiii””OOss]], όπως το παρουσιάζει το λεξικό που εκδόθηκε στο Klett-Verlag στη Γερμανία, τότε θα συγχέεται με τη λέξη “ιός” που σημαίνει άλλοτε “μικρόβιο” (που μπορεί να προκαλέσει λοιμώδες νόσημα) και άλλοτε “δηλητήριο”. Και βέβαια στη φράση ‘άσωτος υιός’, αναφερόμαστε στο αρσενικό παιδί και όχι στο μικρόβιο!

Οι τουριστικές επιχειρήσεις ανάλογα με το είδος τους και το μέγεθός τους, επηρεάζουν την αλληλεπίδραση της κουλτούρας μεταξύ τουριστών και εργαζομένων. Στην περίπτωση μιας μικρής ξενοδοχειακής επιχείρησης, η οποία απασχολεί ανθρώπους από την τοπική κοινωνία, η αλληλεπίδραση μεταξύ τουρίστα και εργαζόμενου μπορεί να είναι σημαντική. Ο εργαζόμενος που εθνικά ανήκει στο περιβάλλον στο οποίο βρίσκεται η επιχείρηση, μπορεί να μεταφέρει γνώσεις της τοπικής κουλτούρας στον τουρίστα και να αποκομίσει στοιχεία που περιέχονται στον δικό του πολιτισμό. Μέσα σε αυτό το ‘λιγότερα διεθνοποιημένο’ περιβάλλον, ο τουρίστας και ο εργαζόμενος μπορούν να χτίσουν μια πιο διαπροσωπική σχέση και η πολιτισμική αλληλεπίδραση να είναι ουσιαστική.

Στην αντίπερα όχθη μπορεί να βρίσκεται μια μεγάλη ξενοδοχειακή μονάδα, όπως για παράδειγμα αυτή των «κλειστών θέρετρων» (clubs), η οποία ενδεχομένως να απασχολεί εργαζόμενους με μητρική γλώσσα τη γλώσσα της χώρας από την οποία προέρχεται ο τουρίστας. Σε αυτή την περίπτωση το τουριστικό προϊόν είναι πολύ πιο τυποποιημένο και η έκθεση του τουρίστα στα πολιτισμικά στοιχεία της χώρας υποδοχής πολύ πιο περιορισμένη. Οι διαπολιτισμικές επιδράσεις θα είναι ακόμα πιο περιορισμένες αν το τουριστικό προϊόν έχει το χαρακτήρα του all inclusive, αφού ο τουρίστας δεν θα χρειαστεί να έλθει σε επαφή παρά μόνο με ανθρώπους που ανήκουν στο ξενοδοχείο στο οποίο διαμένει. Για παράδειγμα, ένας Αμερικανός τουρίστας που επισκέπτεται την Ελλάδα, έχει περισσότερες πιθανότητες να νιώσει την ανάγκη της διαπολιτισμικής επικοινωνίας σε μια μικρή σε μέγεθος ξενοδοχειακή μονάδα της οποίας το προσωπικό είναι Έλληνες, παρά σε μια μεγάλη ξενοδοχειακή μονάδα, της οποίας το προσωπικό είναι διαφορετικής εθνικότητας, ακόμα και Αμερικανικής.

Συμπεράσματα

Ο τουρισμός, ως κοινωνικό φαινόμενο, περιέχει την αλληλεπίδραση μεταξύ του υπαλλήλου μιας τουριστική επιχείρησης και του τουρίστα που επισκέπτεται αυτόν τον προορισμό. Η τουριστική εμπειρία μπορεί να μετρηθεί μέσα από τις κοινωνικές σχέσεις και την αλληλεπίδραση με άλλους. (Goffman, 1967, στο Selstad, 2007). Σε αρκετές περιπτώσεις που γεννιέται στον τουρίστα η ανάγκη της διαπολιτισμικής επικοινωνίας, ο εργαζόμενος μπορεί να παίξει το ρόλο της ‘γέφυρας’ ανάμεσα στο πολιτισμό του τουρίστα και σε εκείνον της χώρας υποδοχής. Σε αυτή την περίπτωση, η χρήση της μητρικής γλώσσας ως μέρος μιας συνολικής έκφρασης που ανήκει στην παράδοση της χώρας υποδοχής, μπορεί να αποτελέσει ένα βασικό ενδιαφέρον στον τουρίστα και να κάνει τη μεταξύ τους επαφή πιο οικεία.

Η χρήση των ξένων γλωσσών στο τουρισμό είναι σημαντικός παράγοντας κατανόησης και επικοινωνίας μεταξύ του τουρίστα και του εργαζόμενου. Στόχος από την πλευρά του εργαζομένου είναι πάντα η παροχή των καλύτερων υπηρεσιών και ο κώδικας επικοινωνίας θα πρέπει να είναι κατανοητός και από τις δύο πλευρές. Κάτω από συγκεκριμένες προϋποθέσεις όμως, δεν θα πρέπει να περνά απαρατήρητο ότι ένα από τα στοιχεία που εμπεριέχονται στο νόημα του τουρισμού, είναι η ανάμειξη των ανθρώπων μιας χώρας με ανθρώπους μιας άλλης, η ανάγκη τους να αλλάξουν ρόλους για λίγο, η ανάγκη να μάθουν για άλλους πολιτισμούς που μπορεί να πλησιάζουν πολύ έως και ελάχιστα στον δικό τους, και γενικότερα η ανθρώπινη και κοινωνική επαφή.

Τέλος, είναι σημαντικό να αναφέρουμε ότι η χρήση της μητρικής γλώσσας του πελάτη από τον εργαζόμενο σε μια τουριστική επιχείρηση, δεν αποτρέπει πάντα τις παρεξηγήσεις, ούτε και επικοινωνεί πάντα ακριβή νοήματα. Μια ξένη γλώσσα, όσο γνωστή και αν του είναι, είναι περιοριστική για εκείνον, αφού προκειμένου να χρησιμοποιήσει τις σωστές λέξεις για να εκφράσει ένα νόημα, μπορεί να χάσει τον αυθορμητισμό του, να μην προσαρμόσει ανάλογα τον τόνο της φωνής του ή να μην συνοδεύσει τη γλωσσική επικοινωνία με τις κατάλληλες χειρονομίες.

Για τους παραπάνω λόγους, η σχέση που αναπτύσσεται μεταξύ εργαζομένων και τουριστών είναι εκ των πραγμάτων περιοριστική και τυποποιημένη, εκτός εάν και οι δύο πλευρές βρουν έναν δικό τους κώδικα επικοινωνίας, πέρα από τις τυπικότητες που απαιτεί η θέση και των δύο. Στην περίπτωση αυτή, η επικοινωνία μπορεί να είναι βαθύτερη και ουσιαστικότερη, η δε διαπολιτισμική όσμωση πιθανότερη.

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Travel agents and disabled tourists: Accessible information gathering, sharing and disseminating for prospective clients

VANTSIS DIMITRIOS **(M.Phil)**

Lecturer, Technological Educational Institute of Crete (Heraklion)
Department of Social Work

Accessible information gathering comprises an objective for any tourist business and travel office that wishes to open up to an increasing number of prospective clients. Unfortunately, recent data do not support such a view for the Greek tourist industry. Invisibility of the disabled tourist, structurally inaccessible environment, distorted view regarding this social group contribute to a negative attitude towards the disabled clients. A small search of internet sites providing information on travel agencies showed a dearth of information and an absence of organized information presentation and dissemination targeted to disabled clients.

Keywords: disabled, access, travel agents, information

Εισαγωγή

Θεωρείται γενικά αποδεκτό ότι η πρόσβαση σε αγαθά, υπηρεσίες και πληροφορίες αποτελεί ακρογωνιαίο λίθο για την αποτροπή του κοινωνικού αποκλεισμού αλλά, κυριότερα, για την απόλαυση και αξιοποίηση των δικαιωμάτων (Pledger 2003, Barry 2002, Mayes 2001, Oliver 1985) που παρέχει το σύνταγμα και το νομοθετικό οπλοστάσιο της χώρας. Ακόμη, οι προαναφερθείσες συνθήκες συντελούν στη διασφάλιση της ισότητας ανάμεσα στους πολίτες και της ισότιμης συμμετοχής τους στο κοινωνικό, οικονομικό και πολιτκό γίγνεσθαι όπως προβλέπει ρητώς το σύνταγμα της Ελλάδας.

Σύμφωνα με τον ορισμό που υιοθετήθηκε από την Εθνική Συνομοσπονδία Ατόμων με Αναπηρία (ΕΣΑΕΑ) στην Ετήσια Έκθεσή της (ΕΣΑΕΑ 2008) «η «πρόσβαση» αναφέρεται –σε γενικές γραμμές- στο δικαίωμα της συμμετοχής από όλους τους πολίτες –περιλαμβανομένης της αυτόνομης και ίσης συμμετοχής των ατόμων με αναπηρία- σε όλους τους τομείς της κοινωνικής δραστηριότητας είτε σε αυτούς που σχετίζονται με υλικά αγαθά (π.χ. κτίρια, εξοπλισμός, εγκαταστάσεις, κ.λπ), είτε σε υπηρεσίες, διαδικασίες και σε μη υλικά αγαθά (π.χ. σε ολόκληρη την παραγωγική διαδικασία, την εκαίδευση, τις πολιτιστικές εκδηλώσεις, τον αθλητισμό, κ.λπ.). Η πρόσβαση, με άλλα λόγια, συνδέεται άμεσα με το δικαίωμα της συμμετοχής στην κοινωνία. Η «προσβασιμότητα», από την άλλη πλευρά, αποτελεί το ποιοτικό χαρακτηριστικό του περιβάλλλοντος. Της υπηρεσίες ή των αγαθών που επιτρέπουν την αυτόνομη και ίση πρόσβαση κάθε χρήστη σε αυτού ανεξάρτητα από ηλικία, αναπηρία, τα σωματικά και άλλα ατομικά του/της χαρακτηριστικά (ύψος, δύναμη, καλή όραση και ακοή, κατάσταση ψυχικής υγείας, κ.λπ.» (ΕΣΑΕΑ 2008: 10).

Δεν θα πρέπει να λησμονούμε ότι σε ένα μεγάλο πλήθος τομέων της ζωής ο ανάπηρος συναντά κωλύματα όχι μόνο στην κοινωνική, οικονομική και εργασιακή του ολοκλήρωση αλλά, πιο συνηθισμένα, απλά και μόνο στην επιδίωξη αυτών των στόχων. Ό,τι για τα υπόλοιπα μιας οικογένειας, μιας φυσικής ή τεχνητής ομάδας, μιας κοινότητας – με όποιους όρους κι αν προσδιορίζεται – θεωρείται καθημερινό, φυσιολογικό, ρουτίνα αλλά και δικαίωμα, για τον ανάπηρο αποτελεί στόχο διεκδίκησης από ένα κοινωνικό (και όχι μόνο) περιβάλλον που δεν του το επιτρέπει ή αδιαφορεί για αυτόν (Barnes & Mercer 2003).

Τουριστικοί πράκτορες και ανάπηροι τουρίστες

Ο τουριστικός πράκτορας που συνδέει την επιτυχία του με την παροχή προϊόντων που ταιριάζουν στις ανάγκες και τις επιθυμίες των πελατών του φαίνεται ότι δεν μπορεί ακόμη να ανταποκριθεί στις αντίστοιχες απαιτήσεις του ανάπηρου τουρίστα. Τούτο συμβαίνει διότι στερείται πληροφοριών για πως θα πρέπει να αντιμετωπίζουν –σε επίπεδο πληροφόρησης και όχι μόνο– έναν ανάπηρο καταναλωτή. Συχνά οι γνώσεις των πρακτόρων είναι ευρείες αλλά όχι ιδιαίτερα βαθιές, ενίοτε δε (ειδικά στη χώρα μας) υπάρχει απόσταση ανάμεσα στο επιθυμητό επίπεδο εξειδίκευσης και το παρεχόμενο από τους τουριστικούς πράκτορες (Βαρβαρέσος 2000). Τα εμπόδια που μπορεί να θέτουν –αντί να βοηθούν να ξεπεραστούν– οι ταξιδιωτικοί πράκτορες σχετίζονται με τις στάσεις τους και την αντιμετώπιση του ανάπηρου τουρίστα ως άτομο, την προσφορά προϊόντων που είναι κατάλληλα για τους ανάπηρους (τύπος εκδρομής, ελαστικότητα προγραμμάτων, κ.λπ.), την ποιότητα των προσφερόμενων πληροφοριών και την επικοινωνία μεταξύ τους και των αναπήρων πελατών. (Kwai-sang Yau και συν. 2004) Οι συμπεριφορές αυτές των πρακτόρων έχουν οδηγήσει τους ανάπηρους τουρίστες στο να τους αντιμετωπίζουν με σκεπτικισμό (Ray & Ryder, 2003)

Επίσης, σπανίως λαμβάνεται μέριμνα για το χρόνο ανταπόκρισης των αναπήρων που μπορεί να είναι μεγαλύτερος από ένα μη ανάπηρο άτομο (Dattilo 1994, Barnes et al. 2005) αλλά και το χρόνο που χρειάζεται για να λάβει την απόφαση σχετικά με τις διακοπές του/της (Gladwell & Bedini, 2004). Η σημασία και η ουσία του χρόνου –ειδικά σε ό,τι αφορά την επικοινωνία- είναι κρίσιμη και φαίνεται ότι σπάνια απασχολεί τους ταξιδιωτικούς πράκτορες. Τα άτομα με αναπηρία είναι πολύ πιθανό να έχουν ανάγκη περισσότερου χρόνου κατά τη διάρκεια της επικοινωνίας κάτι που αγνοούν ή δεν αναγνωρίζουν οι επαγγελματίες του τουρισμού. Η συνέπεια αυτής της κατάστασης ο ανάπηρος μπορεί να χάσει τον όποιο έλεγχο έχει στη συζήτηση και ο επαγγελματίας –στην πράξη- επιβάλλει την άποψή του και όχι το αντίθετο. Αυτό με τη σειρά του υπονομεύει την ελευθερία του πελάτη να επιλέξει την κατάλληλη για αυτόν πρόταση οργανωμένης –και μη- εμπειρίας διακοπών.

Στα πλαίσια της προσέγγισης των ταξιδιωτικών πρακτορείων, οι ανάπηροι τουρίστες φαίνεται ότι βρίσκουν πιο εύκολα προσβάσιμο το διαδίκτυο και τους ιστότοπους που έχουν συγκροτηθεί από ταξιδιωτικά γραφεία. Έτσι μπορούν να υπερκεράσουν τα εμπόδια της φυσικής προσπελασιμότητας που δεν είναι σπάνια στη χώρα μας –ειδικά εκτός αστικών περιοχών- αλλά και να αντιμετωπίσουν ζητήματα ωραρίου. Επιπρόσθετα μπορούν να ξοδέψουν περισσότερο χρόνο για να πληροφορηθούν σφαιρικά για τις δυνατότητες κάθε πακέτου διακοπών στο εσωτερικό και το εξωτερικό, να αξιολογήσουν με την άνεσή τους τα θετικά και αρνητικά στοιχεία της κάθε επιλογής και να φθάσουν στο επιθυμητό αποτέλεσμα που δεν είναι άλλο από μια απολαυστική εμπειρία διακοπών.

Εύλογα θα έλεγε κανείς ότι αφού υπάρχει αυτό το μέσο (το διαδίκτυο) θα παρέχεται πλήθος πληροφοριών σχετικά με τα ταξιδιωτικά πρακτορεία. Ακόμη θα μπορούσε κάποιος να υποστηρίξει ότι με το μέσο αυτό τα όποια προβλήματα πρόσβασης θα εξέλιπαν και δεν θα υπήρχαν σημαντικά προβλήματα για άτομα με διαφόρων ειδών βλάβες (κινητικές, αισθητηριακές και άλλες) στη διαδικασία ενημέρωσής τους για ζητήματα διακοπών. Επιθυμώντας να επαληθεύσω αυτές τις υποθέσεις επιχείρησα μια μικρού μεγέθους διερεύνηση στο διαδίκτυο που θα συζητηθεί στη συνέχεια.

Μεθοδολογία έρευνας

Χρησιμοποιώντας τη μηχανή αναζήτησης Google έγινε διερεύνηση με βάση τις παρακάτω λέξεις-κλειδιά: ΕΛΛΗΝΙΚΑ ΤΟΥΡΙΣΤΙΚΑ ΠΡΑΚΤΟΡΕΙΑ. Η αναζήτηση έναν τεράστιο αριθμό αποτελεσμάτων, συγκεκριμένα 222.000! Με δεδομένο όμως ότι πολύ σπάνια –αν ποτέ- κάποιος θα μπορούσε να εμπλακεί σε μια τόσο εξαντλητική διερεύνηση όλων των πιθανών αποτελεσμάτων, επιλέχθηκε να υπάρξει εστίαση στα πρώτα 10 αποτελέσματα που προέκυψαν από την αναζήτηση αυτή. Από αυτά εξετάστηκαν ενδελεχώς τα τέσσερα που αφορούσαν αποκλειστικώς ταξιδιωτικά πρακτορεία –λαμβάνοντας υπόψη τυχόν επικαλύψεις- και συγκεκριμένα:

Πίνακας 1.

Ιστότοποι και αριθμός τραξιδιωτικών πρακτορείων

α/α	Ιστότοπος	Αποτελέσματα
1	www.athinorama.gr/.../operators/	69
2	www.gto.gr/indexgr.htm	2222
3	www.ταξιδιωτικαγραφεια.com/	13
4	www.vres.gr/activity.php?...id	231
ΣΥΝΟΛΟ ΑΠΟΤΕΛΕΣΜΑΤΩΝ (με πιθανές επικαλύψεις)		2535

Αρχικά διερευνήθηκε κατά πόσο υπάρχουν συγκεκριμένες σελίδες των ταξιδιωτικών πρακτορείων που εμφανίζονται στου παραπάνω καταλόγους στο διαδίκτυο. Κατόπν η έρευνας εστίαζε στο εάν και κατά πόσο υπήρχαν οδηγίες για ανάπηρους πελάτες, αν υπήρχαν αναφορές στους ιστότοπους των πρακτορείων ειδικά για άτομα με αναπηρία (με λέξεις-κλειδιά: ανάπηροι, αναπηρία, ειδικές ανάγκες και disabled, disability, special needs), αν παρέχονταν η δυνατότητα για μεγέθυνση γραμμάτων (για άτομα με οπτικές βλάβες) και ενδεχομένως φωνητικές εντολές ή video μα παρουσίαση των προσφερόμενων υπηρεσιών.

Ευρήματα της έρευνας

Από την πρώτη πηγή (www.athinorama.gr/.../operators/) που περιείχε 69 καταχωρήσεις ταξιδιωτικών γραφείων σε 10 από αυτές δεν υπήρξε η δυνατότητα πρόσβασης στην ιστοσελίδα (σε 9 περιπτώσεις δεν υπήρχε ιστοσελίδα και σε 1 δεν ήταν άμεσα προσβάσιμη για άγνωστους λόγους). Από τα υπόλοιπα 59 ταξιδιωτικά πρακτορεία 12 παρείχαν τη δυνατότητα αναζήτησης με βάση λέξεις-κλειδιά μέσα στον ιστότοπό τους. Χρησιμοποιώντας τις λέξεις-κλειδιά που προαναφέρθηκαν μόνο σε μια περίπτωση βρέθηκε ο όρος «ειδικές ανάγκες» και αφορούσε κάποια καταλύμματα και κρουαζιέρες. Επίσης βρέθηκε μια (1) περίπωση όπου παρεχόταν μια μεγέθυνση της γραμματοσειράς που χρησιμοποιούνταν σε αυτή την ιστοσελίδα και μια άλλη όπου παρεχόταν η δυνατότητα μερικής αύξησης του μεγέθους της μπροσούρας του εν λόγω ταξιδιωτικού γραφείου. Αξίζει να σημειωθεί ότι όλα τα ταξιδιωτικά γραφεία που διέθεταν πληροφοριακό υλικό σε μορφή .pdf σαφώς βοηθούσαν άτομα με οπτικές βλάβες καθώς υπάρχει η δυνατότα μεγάλης μεγέθυνσης των εντύπων αυτών διευκολύνοντας την πληροφόρηση και ενημέρωση των πελατών.

Προχωρώντας στη δεύτερη λίστα με ταξιδιωτικούς πράκτορες (www.gto.gr/indexgr.htm) παρατηρούμε ότι περιλαμβάνει έναν πολύ μεγάλο αριθμό πιθανών πηγών πληροφόρησης και πιο συγκεκριμένα 2222 γραφεία. Από αυτό τον τεράστιο αριθμό γραφείων παρέχονται σχεδόν αποκλειστικά τα τηλέφωνα επικοινωνίας και μόνο σε εννέα (9) περιπτώσεις εμφανίζονται οι ιστότοποι. Από αυτές τις 9, καμία δεν έχει οδηγίες για πιθανούς ανάπηρους πελάτες. Σε 4 από αυτές δεν υπήρχε καμία δυνατότητα αναζήτησης λέξεων-κλειδιών εντός του ιστοτόπου τους, ενώ στις υπόλοιπες πέντε η αναζήτηση με τις προαναφερθείσες λέξεις-κλειδιά δεν έφερε κανένα αποτέλεσμα.

Η επόμενη πηγή πληροφόρησης για ταξιδιωτικούς πράκτορες στην Ελλάδα (www.ταξιδιωτικαγραφεια.com/) απέφερε μόλις 13 αποτελέσματα. Από αυτά σε μια περίπτωση δεν κατέστη δυνατή η σύνδεση με την συγκεκριμένη ιστοσελίδα. Στις υπόλοιπες 12 δεν εμφανιζόντουσαν πουθενά οδηγίες ή άλλη βοήθεια για ανάπηρους πελάτες και, ταυτόχρονα, δεν παρεχόταν καμία δυνατότητα αναζήτησης των λέξεων-κλειδιών στους ιστοτόπους τους.

Κλείνοντας, η τέταρτη πηγή (www.vres.gr/activity.php?...id) απέφερε 231 αποτελέσματα. και μόλις 15 ιστοσελίδες. Από αυτές οι περισσότερες (13 τον αριθμό) ήταν προσβάσιμες στον πελάτη χωρίς όμως να υπάρχει κανενός είδους οδηγίες για μελλοντικούς ανάπηρους πελάτες. Τέλος, μόνο σε δυο ήταν δυνατή η αναζήτηση με βάση των λέξεων-κλειδιών που δεν απέφερε άλλα αποτελέσματα πέρα από κάποιες αναφορές σε προσβάσιμα ξενοδοχεία και πλοία.

Από όλα τα παραπάνω προκύπτει σχεδόν αβίαστα πως οι εταιρείες που ενεργοποιούνται στον τομέα του τουρισμού και ιδιαίτερα εκείνες που έρχονται με πρώτα σε επαφή με μελλοντικούς πελάτες –όπως είναι τα ταξιδιωτικά γραφεία- δεν έχουν λάβει καμία μέριμνα για να προσελκύσουν ανάπηρους τουρίστες. Εκτός από μια σειρά από ελλείψεις που έχουν να κάνουν με την ύπαρξη ιστοσελίδων (σε κάποιες περιπτώσεις), με την σχεδόν παντελή απουσία οδηγιών που αφορούν στα άτομα με αναπηρία, στην περιστασιακή αντιμετώπιση κάποιων ατόμων με βλάβες –ιδίως οπτικές αλλά όχι απαραίτητα μονάχα- ως πιθανή δεξαμενή πελατών, παρατηρήθηκε ότι σπανιότατα παρέχονται πληροφορίες για αναπήρους στους διάφορους ιστοτόπους. Όταν αυτό συμβαίνει, συνήθως περιορίζεται σε γενικούς όρους ταξιδιών και πιθανές διευκολύνσεις που παρέχουν μέσα μεταφοράς και ξενοδοχεία αμελώντας να ασχοληθούν με ζητήματα πρόσβασης στην πληροφορία καθ' εαυτή που οι επιχειρήσεις αυτές προσφέρουν.

Συμπεράσματα

Δυστυχώς, αυτή η μη ενδελεχής διερεύνηση στο διαδίκτυο τείνει να επικυρώσει το επιχείρημα περί «αορατότητας» των αναπήρων γενικότερα (Smart 2009) και για την τουριστική βιομηχανία ειδικότερα (Βάντσης 2007 6α). Αυτή η διαπίστωση ενισχύεται και από την φαινομενική αδιαφορία όλης της τουριστικής βιομηχανίας για τους baby boomers που άρχισαν να εντάσσονται στην κατηγορία των «ηλικιωμένων», την στερεοτυπική συμπεριφορά για τους αναπήρους (Βάντσης 2007, 2005).

Όμως οι ηλικιωμένοι πλέον έχουν την επιθυμία και τα μέσα να ταξιδέψουν (Kwai-sang Yau, και συν. 2004, Burnett & Bender Baker, 2001, Μπαλούρδος & Τζωρτζοπούλου 1996) παρά τις όποιες βλάβες ή τα εμπόδια που αντιμετωπίζουν στο να απολαύσουν την εμπειρία του τουρισμού (Smith et al. 1996, Dattilo 1994). Οι όποιες μετατροπές στις μονάδες που είναι απαραίτητες για ανάπηρους τουρίστες σαφώς ευνοούν και άλλες ομάδες πληθυσμού (Voulgaropoulos 2009) ιδιαίτερα δε τους ηλικιωμένους που στην Ευρώπη των 27 και την Ελλάδα αναμένεται αποτελέσουν μια μεγάλη πληθυσμιακή ομάδα τα επόμενα χρόνια (Urhausen 2008).

Το γεγονός ότι δεν φαίνεται να υπάρχει οργανωμένη παρουσίαση των επιλογών που παρέχουν τα διάφορα ταξιδιωτικά γραφεία σε ανάπηρους πελάτες δεν προκαλεί μονάχα αμφιβολίες για την απόλαυση κοινωνικών δικαιωμάτων των αναπήρων. Κυρίως συντελεί στην απώλεια εσόδων για την τουριστική βιομηχανία της Ελλάδας που συνιστά σημαντικό οικονομικό βραχίονα της χώρας (Sampaniotis 2006, Vantsis 2008, Καραγιάννης 2000).

Η ανάγκη για μια ολιστική αντιμετώπιση των ζητημάτων και διλημμάτων που άπτονται της τουριστικής ανάπτυξης στην Ελλάδα αποτελεί επιδίωξη και ζητούμενο για όλους μας (Καραγιάννης & Παπαηλίας 2003, Αργυροπούλου & Καραγιάννης 2001). Αυτό μπορεί να επιτευχθεί με τη βελτίωση των υπαρχόντων προϊόντων και υπηρεσιών που προσφέρονται στο μελλοντικό τουρίστα και με την πρόσθεση νέων τέτοιων που να προσελκύσουν νέους ή να επαναφέρουν παλιούς πελάτες στη χώρα μας. Αν αναλογιστεί κανείς τη δυσμενή οικονομική κατάσταση που βιώνει η χώρα, δεν υπάρχουν περιθώρια για «απώλειες» πελατών. Μόνο με την εκπαίδευση και συνεχή κατάρτιση των στελεχών, την οργάνωση των ιστοσελίδων ώστε να είναι φιλικές προς τον ανάπηρο χρήστη, και την ενημέρωση των επιχειρηματιών για την χρησιμότητα, τις δυνατότητες και ευκαιρίες της ένταξης των αναπήρων ατόμων στο πελατολόγιό τους μπορεί να προσφέρει βάση για αισιοδοξία για το μέλλον.

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Development of a Structural Model for Quality Cultural Heritage Tourism in Macao

WENG HANG, KONG

PhD Student, Nottingham Trent University, U.K.

Lecturer, Institute For Tourism Studies, Macao

Email: frances@ift.edu.mo

ABSTRACT

Macao is a city with fusion of Chinese and Portuguese colonial culture and heritage. The preservation and enhancement of this unique cultural heritage will enhance its attraction for visitors. At present, Macao is famous for its casinos and has been called the 'Monte Carlo of the Orient' with a vast amount of government revenue being collected from the casinos and gaming activities. Gaming has been an important part of Macao's tourism, with the 'gaming paradise' image of Macao being so dominant that a large proportion of visitors neglect its cultural heritage resources. Macao is the focus of this study because the government had submitted an application for Macao to the UNESCO World Heritage Centre in 2002 for adding 12 of the historical architectures in the SAR to its World Heritage list, and applied successfully in 2005, to promote Macao as the 'City of Cultural Heritage in Asia'. Macao's culture, gaming and entertainments form its major attraction for visitors and must be combined in order to boost Macao's multi-dimensional image and positive effects on the community in the long run. The development of quality cultural heritage tourism is needed in developing Macao as a cultural heritage tourism destination. Thus, the aim of this research is to develop and test a theoretical model of quality cultural heritage tourism. It offers an integrated approach to understanding cultural heritage development and management of tourist destinations, and attempts to extend the theoretical and empirical evidence regarding causal relationships including quality of experience, perceived quality, satisfaction and behaviour intentions. The previous literature has already presented the relationship among perceived quality, quality of experience, satisfaction and behaviour intentions in cultural heritage tourism. However, there is a relative lack of academic interest, particularly in Macao. This study tries to investigate the quality and related constructs in cultural heritage tourism. It seeks to understand the major constructs considered by local stakeholders and visitors in evaluating the quality in cultural heritage tourism, the importance of the availability of quality in the overall experience, visitors' behaviour toward quality cultural heritage tourism and also the constructs related to quality.

Keywords: Quality, cultural heritage tourism, Macao

INTRODUCTION

The holidays and travel sections of any weekend newspaper or magazine shows that cultural heritage tourism is an essential part of the tourism industry and planning cultural heritage tourism for destinations in which the importance of quality is highlighted is now increasingly common. It is necessary to create knowledge on quality cultural heritage tourism because it can be considered as the foundation of tourism planning, the author believes that developing a model of quality cultural heritage tourism can build up such knowledge. Although many models related to cultural heritage tourism have been developed in the past decades, they are successfully applied only in developed societies and in western cultures. However, Macao is part of China which is a non-western society and a developing country (Hsu, Cai & Wong, 2007). Those models may not be applicable and relevant in non-western society and a developing country such as Macao, China. More specifically, there are no previous studies investigating the quality of cultural heritage tourism in Macao. Based on this concept, it is necessary to develop a model which is feasible for non-western society.

The tourism industry is prominent in Macao's economy, particularly in the gaming sector. With a population of 549,200 inhabitants (DSEC, 2009b), visitor arrivals for the whole year of 2009 were 21,752,800 (DSEC, 2010); visitors were mainly from Mainland China (55.7%), followed by Hong Kong (29.8%) and Taiwan (4.9%) in 2009. Mainland China remains Macao's largest source market. Each visitor stays for an average of 1.44 nights (DSEC, 2010). Since the liberalisation of the gaming industry in 2003, the development of Macao's economy has been propelled by gaming together with tourism. Macao is renowned for its casinos and is often called the 'Las Vegas of the Orient'. Its gaming revenues alone contributed more than US$7.2 billion in 2006, exceeding the US$6.6 billion made on the Las Vegas strip during the same year (CIA, 2008), and have thus become an important feature of Macao's economy which depends almost entirely upon the gaming industry. Also, the development for tourism in Macao is mainly attributed to the expansion of its gaming sector. Therefore, the impact of the global economic recession is more obvious on tourism and the gaming industry. The gross gaming revenue went down by 12.7% (equivalent to [112]MOP26.25 billion in the first quarter of 2009). Visitor arrivals totalled 5,454,170 in the first quarter of 2009, down by 9.6% year-on-year (Macao Economic Bulletin, 2009). Per capita spending of visitors (excluding gaming expenses) for the first quarter of 2009 contracted by 5.3% to MOP 1,638, much lower than the MOP1,788 in the previous quarter, while the per capita shopping spending decreased by 10.8% to MOP657 (Macao Economic Bulletin, 2009). All these result from an over-concentrated tourism development in Macao, relying too heavily on the gaming industry. Diversification becomes a timely issue for policy makers to address in order to have more stabilised tourism development.

Although Macao is renowned for its gaming industry, the importance of cultural heritage tourism should not be disregarded. Due to its geographical background and the early settlement of the Portuguese, Macao became the perfect crossroad for the meeting of Eastern and Western cultures. With its rich culture and long history, 'The Historic Centre of Macao' was successfully inscribed on the World Heritage Site (WHS) List in 2005, making it the 31st designated World Heritage site in China. The importance of cultural heritage development in Macao is thus gaining greater importance. However, little research attention has been given to this aspect, especially the role of quality in Macao's cultural heritage tourism planning. To achieve Macao's strategic goal of 'Destination of Cultural Heritage in Asia', it is critical to develop a theoretical model for quality in cultural heritage tourism in order to sustain the future development of Macao's cultural heritage tourism and to ensure effective performance in the future. Through investigation the current situations in the perspective of the stakeholders and visitors, it is believed that tourism stakeholders and visitors exercise some influence and may lead to the continuous improvement on the development of cultural heritage tourism in Macao. It can therefore boost Macao's multi-dimensional image and positive effects on the community by incorporating its cultural heritage attractions and other sectors in tourism.

RESEARCH AIMS AND OBJECTIVES

This study aims to develop a theoretical model for quality in cultural heritage tourism in order to sustain the future development of Macao's cultural heritage tourism and ensure us effective performance. The intention is to develop an understanding the constructs in quality and also how they relate to quality of experience, satisfaction and subsequently drive behaviour intentions. By understanding the relationships between quality constructs and their determinants, destination tourism providers would know better how to build up the quality in cultural heritage tourism and improve their planning to maximise use of resources. The objectives of the research are therefore twofold. The first is to construct a more integrated model of quality in cultural heritage tourism by including the 'quality-satisfaction-behavioural intention' paradigm. The second is to determine the relationships between the quality constructs and affected

[112] MOP = Macao Patacas, US$1 = MOP8

attributes in their prediction of future behavioural intentions. In order to achieve the objectives, the research identifies constructs regarding quality in cultural heritage tourism for Macao. The constructs include perceived quality, satisfaction and behaviour intentions. Specifically, it seeks to find out the major attributes considered by the visitors in evaluating those constructs in cultural heritage tourism for Macao context. The proposed model also identifies the relationships among the quality constructs that quality of experience are likely to influence the perceived quality, level of satisfaction and future behavioural intentions within cultural heritage tourism.

LITERATURE REVIEWS

Perceived quality

Definitions of perceived quality and empirical evidence indicate that perceived quality is an appraisal construct (Zeithaml, 1988; Bolton & Drew, 1991). Perceived quality is the consumer's evaluation of a product's overall excellence or superiority (Olshavsky 1985; Parasuraman, Zeithaml & Berry, 1985; Zeithaml, 1988). In the service literature, service quality often refers to quality as perceived by customers (Parasuraman et al., 1988; Yuan & Jang, 2008). It is the comparison between expectation and actual performance (Chen & Tsai, 2007). Perceived quality is generally treated as a post-purchase construct (Roest & Pieters, 1997). Zeithaml, Berry and Parasuraman (1990) mention that people's perceptions of services or products are made at the end of their encounter. On the contrary, they believe that there is an endless potential for judgements to be made during the service delivery process and then once more at the post-consumption stage. People's perceptions of quality cultural heritage tourism are perceived differently by different of groups or destinations of people. Thus, the keys to sustaining the development of cultural heritage tourism and management are to identify the perceived quality in cultural heritage tourism. Brady and Cronin (2001) mention that the perception of quality is determined by three dimensions: outcome quality, interaction quality and physical environment quality. Outcome quality is what the customer obtains when the productive process ends, interaction quality refers to the interaction that takes place while the service is being delivered and environment quality refers to the ambient conditions where the service is delivered or the product is sold.

Satisfaction

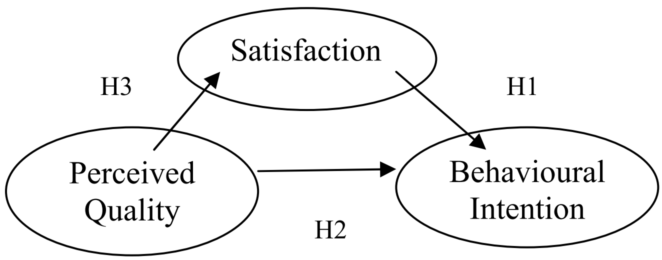
Recent reviews of satisfaction literature document the dramatic increase in satisfaction/dissatisfaction research over the past decade, particularly in the marketing and management fields. The topic of satisfaction in cultural heritage tourism is becoming more and more crucial, such as the studies of museum visitors' satisfaction. Previous works have emphasised the effect of quality on satisfaction (Caldwell, 2002; de Ruyter, Wetzels, Lemmink & Mattsson, 1997; Harrison & Shaw, 2004). Therefore, there is a rich mixture of conceptual and theoretical discussions and empirical studies investigating antecedents and consequences in satisfaction (Woodruff, Cadotte & Jenkins, 1983). Satisfaction is simply a post-experience attitude and attitudes are not fixed or tangible parameters. An attitude is defined as customers' overall affective reaction to a product or a service (Cadotte, Woodruff & Jenkins, 1987; Oliver, 1980; 1981). Typically, satisfaction is viewed through well-defined questions, with respondents providing an assessment of their attitude on a Likert scale or a related rating scale format (Veal, 1997). Satisfaction is considered a judgement, attitude or psychological state arising from consumers' disconfirmation of expectations (Woodruff et al., 1983; Rust & Oliver, 1994; Oliver, 1996).

Quality, satisfaction and behavioural intentions

Cronin, Brady and Hult (2000) indicate that numerous studies have specified relationships among quality, satisfaction and such consequences as positive word of mouth, price premiums and repurchase intentions. They also identify several competing models of direct effects among service quality, satisfaction and behaviour intentions. One of the models is derived from the satisfaction literature that defines customer satisfaction as the primary and direct link to outcome measures (Anderson & Fornell, 1994; Clow & Beisel, 1995; Andreassen, 1996; Fornell et al., 1996; Hallowell, 1996; Mohr & Bitner, 1995; Spreng, Mackenzie & Olshavsky, 1996; Athanassopoulos, 1999; Bolton & Leomn, 1999; Ennew & Binks, 1999). Thus, studying satisfaction or dissatisfaction is crucial because it may affect expectations for the next purchase and future behaviour (Westbrook & Newman, 1978; Woodruff et al., 1983). Previous researches have confirmed that there is a direct and positive relationship between tourists' satisfaction and behavioural intentions such as revisiting and recommending (Baker & Crompton, 2000; Kozadk & Rimmington, 2000; Oh, 1999; Yoon & Uysal, 2005). However, this relationship may be more complicated because a destination can be considered as a product. Different visitors can have various consumption objectives and behaviours after the visits. 'Intention to return' and 'willingness to recommend the destination' can be conceived as behaviour variables. The researchers also suggest that 'perceived quality' and 'satisfaction' are the evaluative variables related to the evaluation of the stay (Bigné, Sánchez & Sánchez, 2001). It is important to highlight that researchers should be interested in the tourists' view rather than the providers' (Bigné et al., 2001). On the other hand, there is also a model in previous studies which emanates from the literature and it investigates the relationships between service quality, satisfaction and behaviour intentions (Cronin et al., 2000). Those studies indicate that the majority of studies agree that service quality influences behaviour intentions only through perceived value and satisfaction (Anderson & Sullivan, 1993; Gotlieb, Grewal & Brown, 1994; Patterson & Spreng, 1997; Cronin et al., 2000). There has been a great body of studies focusing on the interrelationship between quality, satisfaction and behaviour intentions (Backman & Veldkamp, 1995; Baker & Crompton, 2000; Cronin et al., 2000). They suggest that there are relationships among the choice of a destination to visit, subsequent evaluations and future behaviour intentions. The subsequent evaluations include the travel experience or perceived trip quality during the stay, perceived value and overall satisfaction, while the future behaviour intentions include the intention to revisit and the willingness to recommend (Chen & Tsai, 2007). Although the researchers highlight the importance of perceived value, Hallowell (1996) indicates that perceived value equals perceived service quality. Some researchers argue for a direct effect between perceived quality and behaviour intentions (Parasuraman et al., 1991; Boulding et al., 1993; Taylor & Baker, 1994; Zeithaml et al., 1996). In fact, empirical research revealed the positive impact of perceived value on future behavioural intentions (Bojanic, 1996; Baker & Crompton, 2000; Cronin et al., 2000; Tam, 2000; Petrick, 2004). Thus, perceived quality, experience and satisfaction have been shown to be good predictors of future behaviour intentions.

Furthermore, based on the Baker and Crompton's (2000) model and the previous literature reviews, there are three key components in cultural heritage tourism that are developed, including perceived quality, satisfaction and behavioural intentions in the proposed model. The hypothesised model shown in Figure 1 and the hypotheses are shown below that is The attributes of perceived quality are significantly determine satisfaction or dissatisfaction, which greatly affect post-trip evaluations such as recommendations to others, the prospect of repeat visitations and the visiting of neighbouring destinations. This conceptual model is tested and is expected to show that the testing and refinement of the conceptual model presented in this study may be applied to other cultural heritage destinations. This study is generally focused on both theoretical and practical standpoints in order to enhance current levels of knowledge that exists in quality cultural heritage tourism, especially in Macao. In terms of its potential theoretical contribution, it validated the various attributes as key factors in quality cultural heritage tourism that perceived quality is likely to influence the level of tourist satisfaction and behaviour intentions. Each attribute examined with these three constructs also illustrated the interplay between perceived quality, satisfaction and behavioural intentions within the cultural heritage tourism industry. In terms of its potential practical contribution, the findings from this study provided new insights regarding cultural heritage tourism from the viewpoint of the visitors. Also, it examines how tourism destinations can be assessed and improved by examining the affecting attributes. It could assist the management and development of cultural heritage tourism in the long run.

Figure 1: Conceptual model of study



Hypothesis 1: Satisfaction in cultural heritage tourism is strongly and positively associated with behavioural intentions to return to the same destination and to visit other similar destinations.

Hypothesis 2: Perceived quality in cultural heritage tourism has a strong effect on behavioural intentions.

Hypothesis 3: Perceived quality in cultural heritage tourism has a strong effect on tourist satisfaction.

METHODOLOGY

A quantitative method is adopted in this study. The survey method is one of the most frequently used designs in dissertations within the leisure and tourism fields (Smith, 1995; Finn, Elliott-White and Walton, 2000), which is also reinforced by the various academic journals on the subject. Furthermore, Smith (1995) mentioned that surveys are the most important source of information for tourism analysis, planning and decision-making. The normal survey tool is a series of printed questions in the form of a questionnaire or an interview schedule of some sort. The purpose of the questionnaire is to obtain reliable and valid data on the subject being researched (Finn et al., 2000). This study is used a free-response technique to study visitors' perceptions of quality in cultural heritage tourism. In particular, it investigates the attributes of perceived quality and the relationships among experience, satisfaction and behaviour intentions. It also investigates their relative importance for the quality mix within cultural heritage tourism. Furthermore, it is feasible to interview individuals on the street by using survey and obtain a generalised perception of quality in cultural heritage tourism and compare its specific operations.

In order to test the proposed hypotheses and model, the questionnaire survey based on information collected from travellers to Macao and a quantitative method is adopted. The survey is one of the most frequently utilised designs in dissertations in the leisure and tourism fields (Smith, 1995; Finn et al., 2000), also reinforced by the various academic journals on the subject. Furthermore, Smith (1995) mentions that surveys are the most important source of information for tourism analysis, planning and decision-making. The normal survey tool is a series of printed questions in the form of a questionnaire or an interview schedule of some sort. The purpose of the questionnaire is to obtain reliable and valid data on the topics being researched (Finn et al., 2000).

This study uses a face-to-face survey method. Once the final measurement scales and the survey questionnaire are developed, the survey is made. However, prior to collecting the main data, a pilot study is also conducted to test the measurement scales and survey questionnaire in order to improve clarity and readability. No follow-up is made in this survey due to situational difficulties arising from this on-site survey and the respondents' being visitors in Macao. The targeted respondents are visitors in Macao because little attention focuses on cultural heritage from a visitor perspective, in identifying individual visitor needs, motivations and, in particular, the value sought and gains from visiting heritage attractions.

The objective of the survey is to investigate the general opinions about quality constructs on cultural heritage tourism. The sampling error in the survey was expected to decrease as the size of the sample increased (Hurst 1994). The literature suggests that the ratio between the number of items and the sample size should exceed a certain minimum and be at least 1:5 (Hinkin, Tracey & Enz, 1997). Besides, according to Leedy and Ormrod (2001), if the population size reaches 5000 or more, a sample of 400 will be adequate. Since tourist arrivals in Macao have continued to grow to 27 millions in 2007, 500 respondents are more than adequate (DSEC, 2008). Furthermore, structural equation modelling (SEM) is to be used for the data analysis of Study 2. The sample size plays an important role in interpreting SEM results. The recommendations are for a size ranging between 100 to 200, with a sample of 200 being a 'critical sample size' (Jöreskog & Sörbom, 2001). Therefore, the sample population is raised from 400 to a total minimum of 500. This study used a face to face survey method. However, before collecting the main data for this research, a pilot study was also made to test the measurement scales and survey questionnaire to improve clarity and readability.

The target respondents were the visitors travelling to Macao, with a total sample size of 500 selected through convenience sampling. Experienced interviewers (the author chose Institute for Tourism Studies undergraduate students with previous experience in data collection) were hired to administer the questionnaires. In order to ensure consistency in results, the interviewers were trained and briefed by the author. During the data collection dates, they were also monitored to ensure that everything went smoothly and that the data were relevant. The interviewers were sent to Senate Square, the place most visited by both cultural and non-cultural travellers in Macao and the targeted respondents were approached randomly on weekdays, weekends and public holidays.

DATA ANALYSIS

Structural equation modelling (SEM), using the AMOS 5.0 programme, allows the relationships to be submitted for analysis symbolically, thus eliminating the need for the unwieldy creation of a detailed mathematically precise representation of the relationship. It tests the proposed relationships in the proposed model to see if it is accurate or if it needs modification (Reisinger & Turner, 2003). It has also been applied in several researches to test the causal relationships in the model and the important constructs that can be modelled (Swanson & Horridge, 2004; Lam & Hsu, 2005). In tourism research, structural modelling has recently been used to measure service quality and satisfaction in the hotel/motel industry and in studying travellers' and retailers' perceptions of service levels at a specific tourism destination (Reisinger & Turner, 2003). Thus, SEM is chosen for data analysis. Furthermore, the proposed model features multiple-indicator approach to measurement therefore confirmatory factor analysis (CFA) is more suitable for this study. The results of CFA include estimates of covariances between the factors, loadings of the indicators on their respective factors, and the amount of measurement error for each indicator (Kline, 2005).

Table 1: Respondents' profile

	No of Respondents	Percentage		No of Respondents	Percentage
Gender			**Occupation**		
Mal	197	47.7	Senior	21	5.1
Female	216	52.3	Professionals	86	20.8
Age			White-collar	110	26.6
20 and < 20	37	9.0	Blue-collar	49	11.9
21 – 30	128	31.0	Students	55	13.3
31 – 40	115	27.8	Unemployed	41	9.9
41 – 50	82	19.9	Self-	40	9.7
51 and	51	12.3	Others	11	2.7
Nationality					
Hong Kong	161	39.0	**Monthly**		
Mainland	177	42.9	1000 and	115	27.9
Taiwan	36	8.7	1001 – 5000	108	26.2
Korea	1	0.2	5001 –	64	15.5
Others	38	9.2	10001 –	39	9.4
Educational			15001 –	38	9.2
Primary	14	3.4	20001 –	22	5.3
High school or vocational	143	34.6	30001 – 50000	14	3.4
Bachelor degree or	256	62.0	50001 and above	13	3.1

As shown in Table 1, the sample is reasonably evenly distributed in both genders (male-47.7%/female-52.3%) in a total of 413 respondents. The median income of the respondents is MOP13, 596.25 and their average age is 35. As might be expected, the visitors who involve in cultural heritage tourism are relatively old since most respondents are above 30 years old (31 to 40- 27.8% / 40 to 50 -22.3% / >50 -9.9%), particularly 32.2% of respondents are above 40 years. On the other hand, most respondents have a high educational level (the bachelor degree or above – 62.9%) and those are mainly white-collar workers (26.6%) and professionals (20.8%). These results are consistent with the literature in cultural heritage tourism. Most respondents are from Mainland China (37%), followed by Hong Kong (32%) which corresponds to the visitor arrivals in Macao. Therefore, the data seems to be well representative of the target population.

The, to investigate the reliability of the scales in the study, the author calculates Cronbach's alpha coefficients. The reliability and normality analysis are used in order to check the internal consistency of the items measured. Based on the abovementioned literature, reliability tests are performed by examining Cronbach's alpha values. Nunnally and Bernstein (1994) suggest that a Cronbach alpha greater than 0.70 is moderately reliable. Also, an alpha of 0.70 is deemed acceptable for scales with six or more items. The factor loading and reliability are shown in Tables 2 and 3.

Table 2: Results from factor analysis

	Factor loading	Cronbach's alpha values
Perceived Quality		.090
Treatment received from staff	.752	
Staff willing to look after visitors	.749	
Installations in cultural heritage attractions	.732	
Atmosphere in cultural heritage attractions	.743	
Education experience and instructive experience in cultural heritage attractions	.750	
Informative panels in cultural heritage	.758	
Cultural heritage resources excellent	.761	
Cultural heritage resources authentic	.747	
Cultural heritage resources presented	.723	
Satisfaction		.713
This is one of the best destinations I could	.702	
I am pleased with my decision to visit the	.739	
I have really had a good time; I have had fun	.729	
Macao is a city of cultural heritage	.570	
Overall satisfaction	.607	
Behavioural intentions		.891
I will recommend someone to visit Macao	.811	
I will say positive things about the cultural	.808	
If there were a shop, I would buy a souvenir/ I have already bought a souvenir	.779	
I have bought a book or guide book or guide book for more information	.826	
I will visit Macao again because of cultural	.809	
I will visit Macao again because of other	.800	

Table 3: Reliability coefficients of scales used in the study

	Items	Items	Cronbach's alpha
Perceived Quality	9	NONE	.900
Satisfaction	5	NONE	.713
Behavioural	6	2	.891

As depicted Table 2, the values of Cronbach's alpha of all variables, exceeded 0.7, ranging from 0.713 to 0.900. The results indicate that adequate internal consistencies are established. Two attributes in behaviour intentions are deleted due to the low factor loading including 'I will visit neighbouring destinations of Macao' and 'I will stay longer in Macao'. Furthermore, a distribution is considered to be normal when the value of skewness divided by the standard error is not greater than 3.0 in absolute value (Chou and Bentler, 1995) and the value of kurtosis divided by the standard error is not greater than 10.0 in absolute value (Hoyle and Panter, 1995). The normality analysis shows the reasonable results in Table 4.

Table 4: Skewness and Kurtosis of the constructs

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Perceived Quality	.180	.120	.422	.240
Satisfaction	-.055	.120	.456	.240
Behavioural Intentions	-.253	.120	.528	.240

As shown in Table 3, the skewness values of all other variables are below 3.0 in absolute value. On the other hand, the kurtosis values of all variables are below 10 in absolute value. Thus, it is concluded that there is no outstanding non-normality issue. In brief, the results of reliability and normality testing by examining skewness and kurtosis indicate that the scores of each composition of variables fulfill the requirements of the normal distribution. For the reliability test by assessing the values of Cronbach's alpha, all variables have established reasonable internal consistency for further analysis.

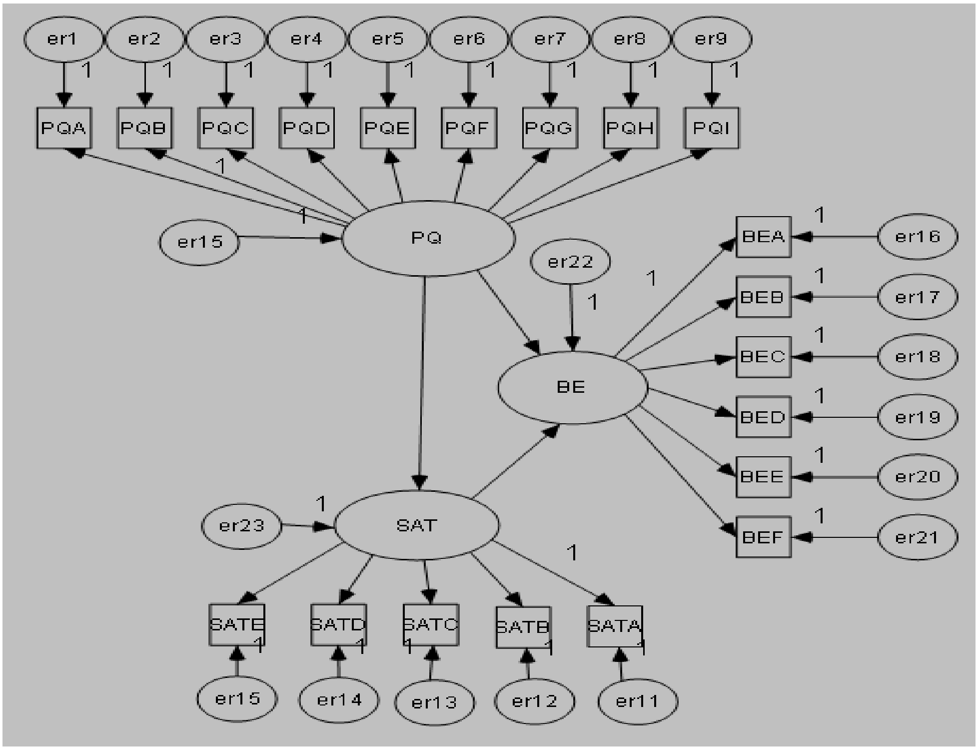
As shown in Table 5, all the relationships reported are related in the expected direction. Perceived quality is significantly related to the other constructs, while its correlations with other variables are in the expected direction without statistical significance. This is consistent with the proposed model that perceived quality is directly related to satisfaction and behavioural intentions.

Table 5: Means, Standard Deviations, and Correlations of Proposed Variables

Measure	Items	M	SD	PQ	SA	BE
Perceived Quality	10	3.55	.441		.387	.329
Satisfaction	5	3.48	.535	.387		.470
Behavioural Intentions	7	3.31	.490	.329	.470	

Although SEM analysis is more complex than simple correlation coefficients without other things held constant, the correlation results help the researcher to anticipate potential problems that could be encountered when conducting the SEM analysis. As all correlations were related in the expected direction, these results signal that there seems to be no difficulties with the SEM analysis. Maximum likelihood estimation techniques are employed to test the relationships among the constructs in the proposed model. The result of the model suggested a reasonable model fit. Normed chi-square was 4.474, which was between 1.0 and 5.0. RMSEA has 0.82 while GFI and TLI were 0.868 and 0.862 respectively, which were both greater than 0.80. Following these procedures, the modified main model was found to display a significant fit. Moreover, in keeping with the practices of other researchers this proposed model is an acceptable candidate as a model to explain all the experimental data.

Figure 2: Measurement model of proposed model



IMPLICATIONS AND DISCISSIONS

As Kelloway (1998) mentions, finding the expected pattern of correlations in a model would not imply that the theory is right, only that it is plausible. There might be other theories that would result in the same pattern of correlations.The results indicate that the proposed model fits well and outperforms the proposed model. They also support the direct effects that perceived quality and satisfaction have on behaviour intentions. Also, the results can support and build on the extant literature in cultural heritage tourism. The first is the confirmation of the quality model because of its high validity. Although this model is developed by Baker and Crompton's (2000), it is still applicable in Asian destination. Visitors evaluate their satisfaction levels based on perceived quality from cultural heritage tourism and subsequent behaviour. Comparing two pathways (perceived quality→ satisfaction and perceived quality →behavioural intentions), the author affirms that the effect of perceived quality on quality model is crucial. However, the author has analysed the intensification of use by measuring the purchase of related products or materials, and the results showed that intensification does appear to be a behaviour correlated to visitor satisfaction. It is consistent with previous study (de Rojas & Camarero, 2008). For the managerial implications, tourism providers have to blend the significance of the cultural heritage attractions into the construction of a competitive tourism strategy. The strategy should integrate the quality and significance of cultural heritage attractions in generating a fulfilling visitor experience. Also, the research suggests the importance of perceived quality as a base of satisfaction. It seems that appropriate strategies adopted by tourism providers are essential at the time of planning and developing the destinations. The attributes in perceived quality can be divided into three categories including interpretation, authenticity and educational benefits. Since interpretation, authenticity and educational benefits are the attributes of perceived quality, the tourism providers should consider various strategies to create visitors' positive experience based on the former constructs. The presentation related to interpretation and educational benefits of cultural heritage resources contributes to stimulate interest and create a positive perceived quality for the visitor. It can also allow visitors to understand the cultural heritage resources. According to de Rojas and Camarero (2008), adequate interpretation can increase visitors' involvement and stimulate them to spend more time in the destinations. Furthermore, it can encourage visitors to revisit and even help in conservation of the resources. The author hopes that the current research can provide a direction for future policy making for cultural heritage resources in destinations. Thus, the tourism providers should have their attention to develop differentiated products by improving the quality of attractions and resources. In addition, the interpretation and education benefits not only provide knowledge to visitors but also enhance visitors' awareness about the destinations. The visitors can thus be placed as the focal point of future development and planning (Apostolakis & Jaffry, 2005). By construction of the quality model, policy makers can understand the needs of the visitors and the weaknesses of quality in cultural heritage tourism. The information provides the grounds for the destinations which focus on a tourist-oriented approach in cultural heritage tourism development.

Limitations

The limitations of this study should be considered as they are an issue in any research project. First, the proposed model is not designed to include all possible attributes which influence quality in cultural heritage tourism. The author limits the consideration to the identified attributes because the study focuses only on the relationships between perceived quality, satisfaction and behaviour intentions. Although the author gathers sufficient data, the data set from the survey might create a fragmented in the experience. The targeted respondents in this study are the tourists in Macao. According to Terwee (1990), a tourist is difficult to understand in the survey language. They might misunderstand the meaning of the questions in the survey. The researchers might seek for generalisability when they design the survey in order to let the respondents understand the questions. The changes might not show the original meanings of the studies. In addition, SEM methodology and AMOS analysis may be construed as a limitation because the model is not tested using an experimental design; strong evidence of causal effects cannot be inferred. Importantly, the results are intended to support the a priori causal model (Cronin, Brady & Hult, 2000). The use of additional attributes in the constructs might affect the inherent reliability and validity of the measures used. According to Cronin, Brady and Hult (2000), measures of actual purchase behaviour is better than investigation of behaviour intentions because it could enhance the validity of the study. However, such data are often difficult and costly to gather. It should be noted that this research is limited in scope. Therefore, tourism practitioners who look to the literature as a means of setting quality are being misled by the objective of the research.

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ISSN : 1791 - 8685