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DEVELOPING TEAMWORK SKILLS IN HOSPITALITY MANAGEMENT COLLEGE STUDENTS

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ABSTRACT

Teamwork skills are among the most important skills desired by hospitality management employment recruiters, yet, teamwork skills are frequently deficient in college graduates. The purpose of this study was to determine whether hospitality management college students who participated in a team project with the same small group of students for one 10-week academic quarter along with teamwork training or a review of successful teamwork skills, and feedback about their teamwork skills improved their teamwork skills. An online teamwork skills questionnaire was administered to students in an introductory, and an upper division hospitality management course before and after the 10-week courses. The introductory hospitality management course contained teamwork training and the upper division course provided a review of successful teamwork skills, and in both the introductory and upper division courses, students worked on a small group team project, and received feedback on teamwork skills throughout the 10-week period. Paired t-tests were used to compare the students' pre- and post-teamwork questionnaire scores in the introductory and upper division courses, and a t-test was used to compare the students' pre-teamwork questionnaire scores in the introductory course with the students' post-teamwork questionnaire scores in the upper division course. Statistical analysis revealed students' teamwork scores improved significantly from before the introductory to after the introductory hospitality management 10-week course, and from before the upper division to after the upper division hospitality management 10-week course, and students' teamwork scores improved from before the introductory hospitality management course to after the upper division hospitality management course when students were provided teamwork training in the introductory course and a review of successful teamwork in the upper division course, worked on a small group team project, and received feedback on teamwork skills over 10-weeks in the introductory and upper division hospitality management courses. These findings suggest hospitality management students' teamwork skills can be improved with teamwork training or a review of successful teamwork practices, the opportunity to work on a team project with a small team, and teamwork feedback over a 10-week period.

Keywords: Teamwork1, Hospitality Management2, Hospitality Management Employment3, Teamwork Skills4

INTRODUCTION

Teamwork skills are important for students to develop while in college to obtain a hospitality management position as well as to be successful in a hospitality management career (The Conference Board, 2008; Mayburry & Swagger, 2010). Yet, little research has been conducted to determine if college students are trained in teamwork, participate in teamwork, and are provided feedback on their teamwork skills whether their teamwork skills improved.

The purpose of this study was to determine whether hospitality management college students who participated in a team project with the same small team of students for one 10-week academic quarter along with teamwork training or a review of successful teamwork practices, and self, peer, and instructor feedback about their teamwork skills improved their teamwork skills.

In this study, hospitality management college students in an introductory, and upper division course were given a task appropriate for a team to complete. Teamwork training was provided in the introductory course, and a review of how to work successfully in a team was provided in the upper division course. Following, students in both courses worked in teams of 3-6 members on a 10-week project. Each student was provided with self, peer, and instructor feedback about his/her teamwork skills throughout the 10-week project. At the beginning and end of each course, students participated in an online teamwork questionnaire to assess change in students' teamwork skills during the 10-week period, and from the beginning of the introductory course until the end of the upper division course.

Team Versus Group

Instructors often use the terms team and group interchangeably but they are not the same. Kozlowski and Ilgen (2006) provide a multifaceted definition of a team as "(a) two or more individuals who (b) socially interact (face-to-face or, increasingly, virtually); (c) possess one or more common goals; (d) are brought together to perform organizationally relevant tasks; (e) exhibit interdependencies with respect to workflow, goals, and outcomes; (f) have different roles and responsibilities; and (g) are together embedded in an encompassing organizational system, with boundaries and linkages to the broader system context and task environment."

Teams are not just a group working together (Katzenbach & Smith, 1993, 2005). Teams rely on collaboration among team members to create a product that is more than the sum of the individual parts, and are comprised of individuals with complementary skills and abilities. Further, team members hold themselves responsible for the quality of the final product.

Groups, on the other hand, are commonly defined as a collection of two or more interactive individuals with a stable pattern of relationships between them who share common goals and who perceive themselves as being a group (Greenberg, 2010, p. 252).

Groups do not rely on collaboration among team members. Rather, group members often work alone, and then combine their individual parts to produce the final product. In comparison to team members, group members often have similar skill levels in relation to the assigned task, and hold themselves responsible only for their part of the project.

Teamwork Defined

Teamwork involves people working collaboratively together as a team for a common goal or purpose (Southern Cross University, 2013).

Teamwork Skills and Employment

The Department of Education, Science and Training (2006) identified a set of skills needed to prepare young people for both employment and further learning. Teamwork was listed as one of eight skills employers think makes a good employee. It is described as being able to work in a team in a manner that contributes to productive working relationships and outcomes. The aspects of teamwork that employers think are important to enter, operate, and thrive in the world of work are:

Working with people of different ages, genders races, religions or political persuasions

Working as an individual and as a member of a team

Knowing how to define a role as part of a team

Applying teamwork to a range of situations

Identifying the strengths of team members

Coaching, mentoring, and giving feedback.

Teamwork in Organization

Teamwork of some type is utilized in most, if not all organizations today (Hills, 2001; Koslowski & Bell, 2003; Jex, 2002; Lawler, et al., 1995; Morgeson, et al., 2010). A survey of 240 managers attending a University of Wisconsin's continuing education program noted that managers are typically serving on 3 teams at any given time, and several managers agreed that it was not uncommon for managers to be on twelve different teams simultaneously (Antonioni, 1996). Blanchard, et al., (1996) also provided evidence that showed managers spend from 60% to 90% of their time in team activities. Moreover, employees are likely to work in different types of teams including project teams, action teams, production teams, and management teams.

As a result of the prevalence of teams in work organizations, companies are increasingly seeking job candidates who possess teamwork skills.

Both employers and recruiters listed college graduates' ability to work in a team as critical to compete for jobs. A report by The Conference Board (2008) noted that prospective employers listed teamwork/collaboration as second in importance to only oral communications of eleven applied skills required for job success for four-year college graduates. College recruiting professional members of the National Association of Colleges and Employers (2013) rated "ability to work in a team structure" as the most important of ten candidate skills/qualities in the Job Outlook 2014 survey.

The ability to work as part of a team was ranked by senior hiring executives who represented various sectors of the hospitality and tourism industry as the most desired attribute of eleven skills and abilities for college and university graduates of business and hospitality education programs too (Tesone & Ricci, 2005). In another study (Mayburry & Swagger, 2010), twenty two leading experts in hospitality management listed team building as one of the knowledge, skills, and abilities (KSA's) from their experience and observation that graduates from four year post-secondary institutions currently needed to possess for success in the hospitality industry.

In the American Management Association's (AMA) (2013) 2012 Critical Skills Survey, managers and executives indicated that collaboration/team building was one of four skills measured during annual performance appraisals and that job applicants were assessed in these areas during the hiring process. Nearly seventy three percent (72.6%) of managers and executives agreed or strongly agreed that collaboration/team building was a priority for employee development, talent management, and succession planning in the next one to three years. Three fourths (74.6%) of managers and executives who responded to the AMA survey said they believed collaboration/team building skills will become more important to their organizations in the next three to five years for four reasons. Listed from most important to least important, they are 1) the pace of change in business, 2) global competition, 3) the nature of how work is achieved today, and 4) the way organizations are structured. The AMA 2012 Critical Skills Survey showed almost sixty percent (59.1%) of managers and executives believed it is easier to develop these skills in students and recent graduates than it is to develop them in experienced workers. These results substantiate the need for college educators to develop collaboration/teamwork skills in students.

While teamwork skills are valued at all levels of employment, they may become increasingly evident and important as positions of seniority are attained in organizations (Hughes & Jones, 2011).

Teamwork in Management Education

Management instructors often use team activities to accomplish a number of educational goals and to get students to be more involved in their education than in traditional course work (Loyd, et al., 2005; Raelin, 2006; Zantow, et al., 2005). Instructors also use team based learning methods to develop the interpersonal and teamwork skills that students often do not have, yet, are very important in organizations and to recruiters (Alsop, 2002; Boni, et al., 2009; Verzat, et al., 2009).

Benefits of Teamwork Skills

Johnson and Johnson (1989) believe learning to work together in teams may be one of the most important interpersonal skills a person can develop in order to gain employment, be productive, and achieve career success. The importance of colleges and universities implementing strategies designed to help students develop teamwork skills was further substantiated in a 2013 poll conducted on behalf of the Association of American Colleges and Universities (AACU) in which 67% of employers said colleges should place more emphasis on teamwork skills and the ability to collaborate with others in diverse group settings (Hart Research Associates, 2013, p.8).

Further, The Association of American Colleges and Universities (AACU) listed collaborative assignments and projects as one of eleven teaching and learning practices that have been widely tested and provide value for college students, especially for students from historically underserved backgrounds in its report, College Learning for the New Global Century (National Leadership Council for Liberal Education and America's Promise, 2007). They noted in Appendix A, A Guide to Effective Educational Practices (p.54) that "Collaborative learning combines two key goals: learning to work and solve problems in the company of others, and sharpening one's own understanding by listening seriously to the insights of others, especially those with different backgrounds and life experiences. Approaches range from forming study groups within a course, to team-based assignments and writing, to cooperative projects and research."

Chapman and Van Auken (2001) explained that it is believed that through team projects students develop a better understanding of the difficulties, challenges, and rewards of working together in teams. They noted that there are several other benefits students will gain by working on team projects. They can help students to:

Become better communicators

Learn to work productively with others

Develop a better understanding of the complexities, challenges, and advantages of working effectively in a team

Gain skills in managing group projects

Recognize the value provided by the division of labor when working on a large project

Simulate experiences similar to the "real world" ones they will encounter when they are assigned to a team as part of an organization.

Chapman and Van Auken (2001) also indicated that students interviewing for jobs are often asked to explain how they handled problems when working on team projects.

Kuh (2008) listed teamwork and problem solving in his book, *High-Impact Educational Practices* as one of eight intellectual and practical skills students need to prepare for twenty-first-century challenges. His listing was developed though a multiyear dialogue with hundreds of colleges and universities about needed goals for student learning; analysis of a long series of recommendations and reports from the business community; and analysis of the accreditation requirements for engineering, business, nursing, and teacher education. Kuh indicated collaborative assignments and projects are techniques that educators may use to strengthen students' intellectual and practical skills. They have been shown to help many college students from a variety of backgrounds.

Educators Development of Students' Teamwork Skills

Many faculty members in higher education do recognize the educational benefits of group-based learning, and the need for students to develop team skills, and include team projects in their classes (Boni, et al., 2009; Michaelsen, et al., 2004). Nevertheless, the quality of students' team experiences is often not as good as it could or should be Pfaff, & Huddleston (2003), and teamwork competencies and skills are rarely developed (Chen, et al., 2004).

Helping students to develop team skills is not easy even when university and college instructors and professors incorporate team experiences into their courses. There are many reasons why students may not develop good team skills in college. Students often find teamwork challenging and struggle with it. Other reasons students may not develop good team skills include the following: they divide the project into parts and complete their parts individually; there is poor communication or conflict among team members, and some students would rather work alone, dislike group work, or lack interpersonal skills (Shankar & Seow, 2010). Loafers, who contribute little to the team, are also commonplace in student teams (McCorkle et al., 1999), and, as a result, gain minimal teamwork experience. Students may grow frustrated and resentful of shirking team members (Comer, 1995) and fear their individual grades will be affected by working on a team project or that the work will not be divided equally among team members (Jassawalla, et al., 2009; Oakley, et al., 2004). Another concern of students is that team work is too time-consuming due to the time required to schedule meetings and the time spent attending meetings that aren't always as productive as they could be.

The development of teamwork skills requires faculty to teach students what it means to be an effective teammate, provide students with opportunities to work in teams, offer feedback to students about their teamwork skills and give them the opportunity to practice their teamwork skills again (Fink, 2003).

Training Students to be Effective Teammates

Training students in teamwork may teach them how to be better team players, resulting in better teamwork experiences (Bacon, et al., 1999). A course on teamwork might be added to the curriculum or shorter teamwork lessons might be incorporated into a variety of courses that offer team learning activities.

Bradley, et al., (2003) and Young and Henquinet (2000) also found teamwork training can increase students' team satisfaction with team performance. Team members' satisfaction is important to a team's productivity. Lovell and Nunnery (2004) found that that team member's satisfaction was almost as critical to a team's productivity as team performance. Likewise, Ocker's (2002) research showed that satisfied, cohesive teams performed better. Research by Lembke & Wilson (1998) also indicated that the effectiveness and productivity of teams can be improved by team members who view the team as a unit and an attractive arrangement.

Teamwork training may address topics such as the stages of group development, communication within a group, roles that group members can play, and conflict resolution. Describing past experiences with team failures and successes may be used to discuss appropriate behavior in a team.

Feedback on Teamwork Skills

In order for students to improve their teamwork skills they need to receive meaningful feedback about the quality of their teamwork skills. Hughes and Jones (2011) indicate the feedback needs to focus on the teamwork process that was used to create the project rather than on the quality of the project's outcomes. While students need to share a group grade based on the quality of the team's final project to ensure their commitment to the collaboration, it is not enough to help students improve their teamwork skills. Feedback must be provided on the quality of the team process. This is the basis for the individual grade. Students' individual contributions must also be rewarded. Feedback may come from students' peers who are likely to see their teamwork skills in action or from instructors or professors who may see their teamwork skills in a more limited manner. Irrespective of the source, feedback about teamwork performance is essential for students to improve their teamwork skills, and faculty must plan for it to take place (Hughes & Jones, 2011).

Studies (Thomas, et al., 2011) have supported using self and peer evaluations as a method to provide students feedback about their teamwork contributions. Self and peer evaluations can teach students about teamwork; encourage students to reflect on team processes, their own team contributions and their teammates' contributions; and provide students with developmental feedback (Dominick, et al., 1997; Gueldenzoph & May, 2002). For these reasons, self and peer evaluations can help students learn to be more effective team members (Brutus & Donia, 2010; Oakley, et al., 2004).

Providing students with peer evaluation instruments and explaining them before student teams begin working as a team teaches students what is expected of them and what behaviors are acceptable and unacceptable in team members, and can help teams to develop shared expectations for team members (Ohland et al., 2012). Gueldenzoph & May (2002) note that students must be provided a clear understanding about the 1) Who (Which students will evaluate them?), 2) What (What does the evaluation include?), 3) When (When will the evaluation take place), 4) Why (Why are peers performing the evaluation?), 5) How (How will peer evaluations affect their grades?). Answers to these questions are necessary in order for students to evaluate their peers effectively, and feel like the evaluation process is fair.

Self and peer evaluations may also be used to provide feedback to students to increase their team skills and develop reflective skills and self-management skills that enable students to become lifelong learners (Dochy, et al., 1999; Felder & Brent, 2007; Young & Henquinet, 2000).

In addition to showing students how their team contributions will be evaluated, self and peer evaluations can motivate students to contribute to their teams, increase the amount students' grades reflect their contributions to team assignments, and reduce free riding. Team members who free-ride causing other students to do more work or get a lower grade than they want is a primary reason students are dissatisfied with teamwork (Oakley, et al., 2004; Pfaff & Huddleston, 2003).

Hernandez (2002); Millis & Cottell (1998) also noted that peer evaluations create accountability to team members and provide a reason for contributing to a team's efforts to reach its goals. Likewise, Bacon (2005) determined failure to implement individual accountability in team activities can reduce student learning. Further, peer evaluations make students conscious of how their peers view them, and according to Mayo, et al., (2012) this can lead to greater self-awareness and encourage learning.

Because self- and peer evaluations are often used in work organizations, completing them as part of college classes prepares students for the workplace (Druskat & Wolff, 1999).

Chapman and Van Auken (2001) and Pfaff & Huddleston, (2003) found students were more likely to have positive attitudes toward team work if instructors discussed team management concerns and individual performance within a team was evaluated such as by a peer evaluation. Attitudes of students can perform a critical function in learning and the quality of the results (Marzano, 1992). Glazer, et al., (1987) further determined that teams with a positive attitude toward their assignments performed better. Lembke and Wilson (1998) also found that "teamwork is a function of how team members perceive the team and their role in it….Highly productive teamwork requires that team members recognize the team as a unit and as an attractive work arrangement" (p. 927). Basically, the above research indicates that the effectiveness and efficiency of teams can be improved when team members working in a team have a positive attitude.

METHOD

Forty six students in an introductory and thirty four students in an upper division hospitality management 10-week college course participated in an online Teamwork Skills Assessment (Spector, et al., 2005) at the beginning of the 10-week courses. The Teamwork Skills Questionnaire was established as a reliable and valid teamwork assessment tool. The teamwork questionnaire was comprised of 36 questions. A sample question is, "When I work as part of a team, I respect the thoughts and opinions of others in the team." Response choices to each question were, "Almost never=1, Sometimes=2, Often=3, and Almost always=4."

Teamwork training was provided to students in the introductory hospitality management course with a power point presentation, discussion, and several handouts. The discussion and handouts addressed the team development stages, team norms, communication within a team, conflict resolution, student advice on how to work in a team, a team expectation agreement form with expectations for teams to agree to, and a self & peer evaluation scoring rubric for students to evaluate themselves and their team members. Students in the upper division course received a review of how to work successfully in a team, and a self & peer evaluation scoring rubric for students to evaluate themselves and their team members.

Teams of three to six students were identified. Teams in the introductory 3 hour and 20 minute 10-week course were assigned a menu and recipe costing project with numerous parts due in stages throughout the 10-week period. Teams in the upper division course participated in a 30 hour/week 10-week management team project operating a hands-on student run restaurant serving four lunches and three dinners to the public each week during 7 of the 10 weeks.

Students in both courses received self, peer, and instructor written feedback on their teamwork skills throughout the 10 week period.

At the end of the 10 week period, the students in the introductory and upper division courses repeated the 36 question online Teamwork Skills Questionnaire.

This research project received Institutional Review Board (IRB) approval from the California Polytechnic University, Pomona Human Research Protections Program.

RESULTS

The introductory and upper division hospitality management 10-week courses were statistically analysed to determine the mean scores on the pre- and post-teamwork questionnaires for both courses, and if there were significant differences in the scores on the pre- and post-teamwork questionnaires using paired t-tests. The mean score for the pre-teamwork questionnaire in the introductory course was 3.2440, and the mean score for the post-teamwork questionnaire was 3.3484. The mean score for the pre-teamwork questionnaire in the upper division course was 3.2933 and the mean score for the post-teamwork questionnaire was 3.5082. The results were as expected (Fink, 2003). There were significant differences on the paired t-tests in both courses. The post-teamwork questionnaire scores were statistically higher (or better) than the pre-teamwork questionnaire scores in both the introductory and upper division hospitality management courses when students completed teamwork training in the introductory course and a review of teamwork skills in the upper division course followed by participation in a 10-week team project with self, peer, and instructor feedback throughout the 10-week period in both courses. The results of the paired t-test in the introductory course showed significant improvement in teamwork scores with a □ = 0.0455. The results of the paired t-test in the upper division course showed significant improvement in teamwork scores with a □ = 0.0009

The pre-teamwork questionnaire scores from the introductory course and the post-teamwork questionnaire scores from the upper division course were also analysed to determine if there was a significant difference in these scores using a t-test. There was a significant difference on the t-test from the students' pre-teamwork questionnaire scores in the introductory course and the students' upper division post-teamwork questionnaire scores. Students' scores on the post-teamwork questionnaire from the upper division course were significantly higher than the students' scores on the pre-teamwork questionnaire from the introductory course. The results showed a significant improvement in students' teamwork scores from prior to the introductory course to after they completed the upper division course with a □ = 0.0044.

DISCUSSION/CONCLUSIONS

The results of this study indicate that students will improve their teamwork skills if faculty teach students how to be an effective teammate, provide students with opportunities to work in teams, offer feedback to students about their teamwork skills and give them the opportunity to practice their teamwork skills again. The sample size of the courses was small, with n=46 in the introductory course and n=34 in the upper division course. This was a limitation of the study. Nonetheless, the significant differences found indicate faculty can improve students' teamwork skills by providing students the combination of teamwork training, team project opportunities, and feedback.

While there was a significant difference in students' pre- and post-teamwork questionnaire scores (□ = 0.0455) in the introductory course, an indication that students' teamwork skills improved, the improvement could have been greater. There are several factors that may have attributed to this. They include: 1) Students only met 3 hours and 20 minutes/week for 10-weeks in the introductory course. 2) Some of the students in the introductory course took it as a hybrid course. A hybrid course meets face-to-face only half the time with the remaining meetings being conducted online. 3) The teamwork skills of the students were quite high prior to beginning the introductory course, rating 3.2739 with 4.0 as the highest score possible. 4) Other reasons Shankar and Seow (2010) noted students in the introductory course may not have improved their team skills more include they divided the project into parts and completed their parts individually; there was poor communication or conflict among team members, and some students preferred to work alone, disliked group work, or lacked interpersonal skills. 5) Further, students may have grown frustrated and resentful of shirking team members (Comer, 1995), and feared their individual grades would be affected by working on a team project, or that the work wouldn't be divided equally among team members (Jassawalla, et al., 2009; Oakley, et al., 2004). 6) Another concern of students was that team work was too time consuming due to the time required to schedule meetings and the time spent attending meeting that weren't always as productive as they could be.

Students' teamwork skills in the upper division course improved greatly as demonstrated by the significant difference in students' pre- and post-teamwork questionnaire scores (□ = 0.0009). There are several factors that may have attributed to the substantial improvement in students' teamwork skills while in the upper division course. They include: 1) The upper division course was a capstone course culminating students' participation in numerous teamwork projects in their lower and intermediate level hospitality management courses. 2) Students in the upper division course met 30 hours/week for 10-weeks versus the 3 hours and 20 minute/week traditional hospitality management course. 3) The teamwork project in the upper division hospitality management course was operating a restaurant open to the public for 4 lunch or 3 dinner periods each week. This provided students with a "real" operational hands-on business experience.

Given that teamwork skills are important for students to develop while in college to obtain a hospitality management position as well as to be successful in a hospitality management career (The Conference Board, 2008; Mayburry & Swagger, 2010), this study shows providing hospitality management college students with teamwork training, along with an opportunity to practice teamwork skills and receive feedback about them will enable students to improve their teamwork skills. Since teamwork of some type is utilized in most, if not all organizations today (Hills, 2001; Koslowski & Bell, 2003; Jex, 2002; Lawler, et al., 1995; Morgeson, et al., 2010), and teamwork skills are valued at all levels of employment, (Hughes & Jones, 2011), the findings of this study may be useful to educators in many disciplines. Further research is recommended.

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ABSTRACT

During the period of Modernity[1] and especially in the 1960s, in Greece, the architectural "production" of buildings, particularly in the hotel setting, offered a plethora of successfully completed settlements in every aspect. A series of hotel facilities designed from 1955 to 1965, on public or private supervision and funding, including a number of Xenia Hotels (public investment program) and Amalia Hotels (private investment) are typical examples. In these projects, not only did the architects who developed them emphasize the design itself of the building-shells, as morphological and functional entireties, but they also moved forward to the design of the interior spaces and their individual components, approaching each building as a whole. In this way, they were not only involved in the architectural design of the shell; they designed equally both interior spaces and each element contained in the building-shell, such as special structures (partitions, fireplaces), lighting, and even the decorative elements including works of art selection (paintings, sculptures), but mostly they placed emphasis on their furniture design of both communal areas (reception, living rooms) and private spaces (room space).

Architects such as Aris Konstantinidis, Jason Triantafillidis, Nikos Valsamakis and many others, developing hotel complexes, also designed, as a continuation of their architectural study, the furnishings of both interior and exterior areas in a *holistic approach*[2]. This designing approach did not only encompass the functional organization of spaces but it also proposed materials-textures-constructions-colors, so that the qualitative characteristics of these works were in harmony with Modernity and its principles, which the

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[1] *I write "modern" with a capital "M" meaning that it belongs to the Modern Movement, and not just that it is "modern", Parmenides G., The seat in the 1920s, Paratiritis ed., 1984, pp 12.*

[2] *Georgiadou Ζ., Frangou D., Marnellos D., Xenia Hotels in Greece: A Holistic Approach to Modern Cultural Heritage, Journal of Civil Engineering and Architecture, Volume 9, Number 2, February 2015 (Serial Number 87) , pp.130-140.*

building itself contained. *These buildings had a voice through their construction details, overall designs and architectural structure*[3].

The designing quality of the furniture is a reference point for architects as far as design, materials and technology of the time, are concerned. The use of metals, with the example of the standardized cross-sections, brings the concept of the standardization technology and the construction economy, the use of wood and its processing in ways of connection that generate results and an aesthetic similar to that of the architecture they represent. It is a design that is entirely consistent with the aesthetics and principles of Modernity, where the furnishing is its "Micro-Architecture" approach in micro-scale, as if the architect is re-creating the building itself through the furniture design and its construction details and re-formulates the aesthetic principles he has used with clarity and completeness.

This paper focuses on the exploration of the functional and morphological principles that have been used in hotel equipment's design during the period of Modernity in Greece. Also the interaction developed between projects of public and private investments and their relationship as well as the basic principles of functionality and form of the architectural works, is investigated during this period. As a methodological tool, case studies and archival material will be used: the Xenia hotels of Mykonos (1960) and Poros (1964), projects of the architect Aris Konstantinidis, the Xenia Hotel of Nafplion (1958), a work of Jason Triantafyllidis, as well as the Amalia hotels of Athens (1958) and Delphi (1963) works of the architect Nikos Valsamakis.

The case of furniture design of the hotel spaces passes through the architectural design of the building and is inextricably linked with the style, rhythm, quality of space and architecture, in general.

Keywords: Modernism, Furniture Design, Interior Design, Xenia Hotels, Amalia Hotels

INTRODUCTION

In the early 1960s the tourist "stream" was beginning to flood the Greek country with tourists from all places of the earth[4].

At the same time, architects like Jason Triantafillidis and Aris Konstantinidis, who is in his greatest prime but also younger ones such as Nikos Valsamakis, who represents a *powerful* vanguard architecture, create important works. A. Konstantinidis, as the head of the survey department of Greek Tourism Organization accomplishes a series of hotel facilities in Greece (Xenia), does not deviate from the modern movement, but at the same time he exceeds it, introducing a locality and a uniqueness without scenographic lapses. N. Valsamakis *is oriented to the summarization of the modern movement teachings* in an idealized, perfect formalistic version that rejects the local provincialism and gives the most advanced response to the modernizing vision[5].

[3] *Pepe A., Two Buildings of Modern Architecture "Persecuted", "Architects" Magazine (Association of University Graduate Architects, SADAS), March/April 2004, pp. 28-29.*

[4] Konstantinidis A., *Experiences and Events - An Autobiographical Narrative*, Estia, 1992, vol. 1 pp.138-139.

[5] Yiakoumakatos A., *History of the Greek Architecture: 20th Century*, Nephele, 2003, p. 87.

In the late 1950s and early 1960s, buildings of the aforementioned architects concerning hotel complexes, are recorded as "milestones" in the history of Greek architecture. But this record does not introduce the parameter of holistic designing as one of the criteria which, in our view, makes furniture a part of an inseparable unity of the designing whole. What is supported is that the result of this approach was to design and produce new forms of furniture, or the selection of furniture and equipment, which follow as a continuation the architectural setting of the hotel complex and the aesthetic choices of the architecture they express. The basic principles followed in the general architectural setting, with regard to the simple form, natural materials, color and textures, as well as the standardization of furniture and equipment, are also key components in the interior design of the Xenia hotel complexes.

I. Triantafyllidis, in his presentation of his project, Xenia of Nafplion (1961)[6], refers to the furniture he has designed, and to fabrics, lighting and artwork· he takes care of all these and also charges his contemporary artists with their care. A. Konstantinidis, in his paper[7] about the first Xenia hotel that he studied and built, that of Andros, mentions inter alia that he had also designed all the furniture (beds, chairs, armchairs, tables, light fixtures) and chosen whatever is needed for the hotel to operate (dishes, glasses, cutlery)· he had ornamented (not "decorate") even the bedrooms with his own photos of the stone walls of the island, even for placing sculptures in the reception areas.

N. Valsamakis had taken care of the interiors *using dividing banners and furniture*[8] in both Amalia hotel of Athens and Amalia hotel of Delphi, where he had given special care to the decoration and furnishing that have been studied so as to complement the architecture of the whole[9], as he himself believes *that beyond the painting of the facades, a building is completed by the way it is constructed and the arrangement of the interior space*[10].

All these testify to the strong relationship developed by architects through their entire work, both of the building and the interior and especially of the furnishing.

FUNCTIONAL AND MORPOLOGICAL PRINCIPLES OF "XENIA" AND "AMALIA" HOTELS

A. Konstantinidis building studies and constructions had an exclusive relation with the special functions, the integration of the idea, materials and utility into a whole, something which was his primary concern.

In order to understand the case of the designing we will have to look at the design principles that govern the construction logic of these buildings. In the study of 'Xenia' hotels the aim was the standardization, for economic and technical reasons, such as quick execution but also as a mass product production. In an effort to keep the cost low, a rational construction system was applied almost to all Xenias consisting of reinforced concrete frame (the construction carrying: pillars/columns - beams - slabs) and brick walls, stone or glazings that fill the gaps between the columns of the frame (the structure carried). The frame that is carrying is noticeable almost always and everywhere and stands out from the elements that dress the construction. The columns of the frame are arranged in a rectangular grid (4x4 or 4x6) (figure 1,2) and upon

[6] Triantafyllidis I., *Xenia Hotel in Nafplion,* journal '*Architektoniki'*, Sep-Oct 1961, issue 29, pp. 23-34.
[7] Konstantinidis A., ibid, p. 270.
[8] Fessa-Emmanuel E., *Hotels and Office Buildings by Nikos Valsamakis*, NTUA, 1983, p. 4.
[9] Valsamaki M. - Trantali O., *Nikos Valsamakis Architect,* Benaki Museum, 2007, p. 64.
[10] *Zygos*, issue 76, 1962, p. 44.

it all spaces (public spaces, rooms) are composed, sometimes smaller and sometimes bigger using multiples of this grid. The furnishing of these spaces is generally in alignment with this logic, i.e. it complies with this grid (using its aliquots) and is "moulded" within the spaces with the adequate fluctuation of their dimensions and the needs they serve.

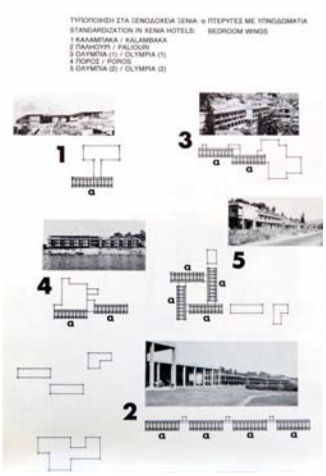

Figure 1,2: left-Standardization in hotels Xenia, wings Rooms, architect A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, pp.218.Right-Xenia of Mykonos*.

In this way a standardization has been produced in both buildings and the furnishings, so as to apply to all cases. (figure 3,4). As Konstantinidis (1992) characteristically mentions: *"Standardization in construction. Savings in material and in construction time. In the construction, the elements that carry are distinguished from the elements that separate. The form comes out of the sincerity of the construction. In short, one should give as much as possible"* [11].

[11] Konstantinidis A., *The Architecture of the Architecture*, Diary Notes, Agra, 1992 pp. 81-82.

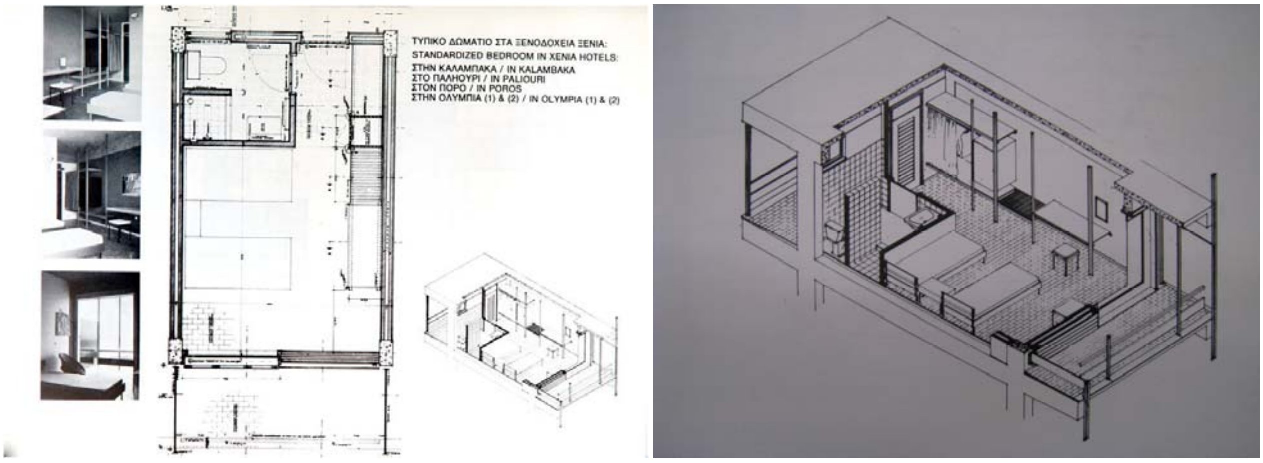

Figure 3,4: Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

Field of pursuit and exploration (if not of experimentation as well) are also the "new" industrial materials in terms of the way they shall be used "... *and whatever would once be achievable only by a wooden structure will now be achievable with materials such as aluminum and slabs of synthetic wood and slabs of other materials produced by the newest technology*" [12]. In this spirit, A. Konstantinidis summarizes on what architecture should be: clean, not impressive and domineering, embracing the human being and serve it in all its functional and spiritual needs· it is beautiful when it dominates the materials it uses without adulterating their features and without distorting them with decorative depositions· we are not to play with it with aesthetic pursuits· it does not speak of monuments, neither it plays theater or designs for the stage[13]. Thus we understand that every architectural act *externalizes internal disciplines*[14], which in combination with the fact that in the construction one has to find the appropriate and limited materials for each occasion, which must show their characteristics, whether natural or artificial· this act thus emerges balanced, self-evident and unpretentious.

In a "new" or "modern" building, by extension furniture as well, one must not just read the plastic concerns and pursuits of cubism, expressionism· the building must acquire its substance/existence through its legibly constructing/manufacturing structure and the form should not be depend on dressing, coating (cladding) or upholstery-fabric (if it is an item of furniture) that covers indiscriminately everything[15].

Just as the overall picture is dealt with so is the partial picture treated - big ones and small ones alike - they form a unity and are all together a composition. The aim is that the finest detail and the grand total to result from the same origins (spirit, feeling, mood) so as to lead to a *simple perfection. And that all the constructing/manufacturing components coexist, so when one is missing the other will be lost too*[16]. Thus the entire architectural work together with the furniture should have some common features, characteristics that lead

[12] Ibid, p. 88.
[13] Ibid, p. 173.
[14] Ibid, p. 262.
[15] Konstantinidis A., *Contemporary True Architecture*, Aris Konstantinidis, 1992, p. 24.
[16] Konstantinidis A., *The Architecture of the Architecture*, ibid, p. 333.

to the desideratum which is the standardization. *The new hotels of Greek Tourism Organization are thus not only units of operating service but also cores of functional pleasure*[17].

With the basic principles of unity, composition/synthesis, sincerity of manufacturing, simplicity and functionality, the design options in the interior and mainly in the selection and design of Xenia hotels furnishing have been sought.

Addressing "decoration", not as an overlay or fragmentary perception, but as an integral element of the architectural composition and in accordance with the principles of the modern movement. Standardization of equipment is accomplished through the philosophy of the modern movement in most of the hotel units, the clear position of accommodating the needs, the combined use of modern and traditional materials (usually metal and wood) and the aesthetics of the industrial model that dominates, whether this be common (for example Nordic school furniture) or recognizable aesthetically by the uniqueness of its design (for example, Barcelona armchair - L. Mies Van der Rohe 1929, LC2, 3, the grand comfort armchair- Le Corbusier, etc), principles and forms which A. Konstantinidis embraces in a series of furniture he designs for Xenia hotels. And this is not only a position of A. Konstantinidis, but also of other Xenia architects, like I. Triantafillidis etc. Generally, the forms of furniture are geometric and the natural wood is combined with leather and fabric, which it contributes color-wise to highlighting the geometric volume. The special structures designed for the public spaces are completely integrated in it (such as bar, reception, shelves, cabinets etc.). The presence of purely decorative elements in the furniture is generally missing, but wherever it can be found it is so percentage-limited that it thereby participates in the simplicity of the space[18].

The «tradition of the new/modern»[19] is the cornerstone in N. Valsamakis' architecture, and by extension in the Amalia hotels he studied. As Dimitris Filippidis[20] characteristically says, he adopts certain points-principles in his job, such as not changing style and vocabulary without a reason, the indication that architecture is an abstract composition of lines and volumes, the perfection in the finishing of the designed construction, the luxury of materials and the «classic» design in furnishing.

FUNCTIONAL AND MORPHOLOGICAL CHARACTERISTICS OF FURNITURE – CASE STUDY

The Xenia of Mykonos (1960) was designed by A. Konstantinidis, is located just outside Chora (the capital) overlooking the sea and the island, is developed in seven buildings of one and two floors with free arrangement of its parts achieving a unity with the surrounding nature, due to its particular location. The typology followed is distinguished by its realism and naturally-defined character.

In this Xenia, reinforced concrete without a coating was first used in order to function as a link between the local stone walls and the wood of the frames. It was a main option to give prominence to the local granite, leaving aside the lime that dominated the houses on the island and had been imposed by the Metaxas dictatorship for hygienic purposes. (figure 5)

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[17] Konstantinidis A., *Experiences and Events*, ibid, p. 259.

[18] Georgiadou □., Frangou D., Marnellos D., *Xenia Hotels in Greece: A Holistic Approach to Modern Cultural Heritage*, Journal of Civil Engineering and Architecture, vol. 9, no. 2, Feb 2015 (Serial Number 87).

[19] Gombrich E.H., *The Story of Art*, Oxford: Phaedon Press, 1979.

[20] Valsamaki M. - Trantali O., ibid, p.14.

In the 1960s Mykonos, thanks to Xenia, enters dynamically the world map of tourist destinations and bases its economy on this sector. It has been renamed "Mykonos Theoxenia" and renovated by modifying the total of the inner furnishing design turning it to a boutique-hotel and maintaining the original shape/form of the shell. It came to private owners and is a member of the Louis group and the Design Hotels of the World. (figure 6)

Figure 5,6: Xenia of Mykonos, architect A. Konstantinidis. left-General view (1960) , *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, pp.218.Right-* Inside, current situation*, source: hotel's site.*

Xenia of Poros is located in the small Neorio, a promontory overlooking the City of Poros and the mountain, in a pine area that leads to the sea. It was designed in 1964 by A. Konstantinidis. It has southeast orientation with a capacity of 80 beds and develops in 4 wards joined in the public spaces and the reception. The natural raised/embossed pattern of the land leads to an escalation of heights - two to four levels. In the morphological and functional organization of the complex, with grid, the transitional spaces continually follow the built ones - in this way two large outdoor terraces/balconies are formed, a stone interior one and a passable roofed terrace as appropriate, with a sea view. This complex was given to a private owner in 1981 and renamed as "Poros" hotel, whereas today under a new ownership it is called "Poros Image Hotel" [21]. (figure 7,8)

[21] Georgiadou Z., Frangou D., Marnellos D., ibid.

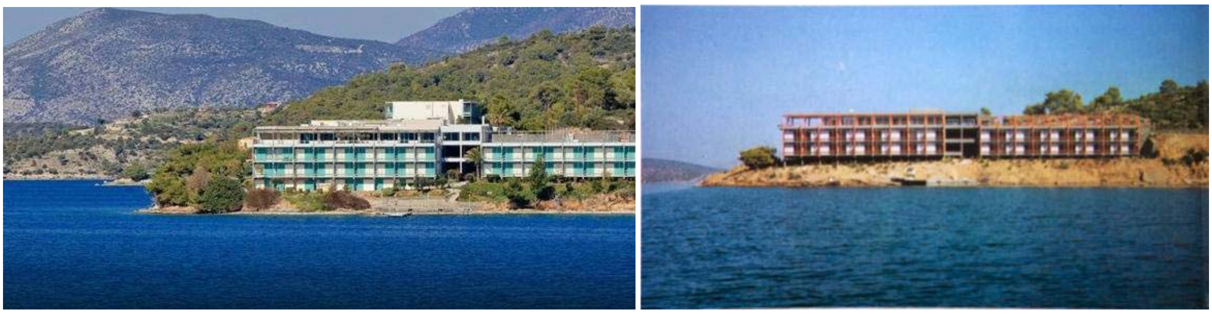


Fig. 7,8: Left-Xenia of Poros, *source Konstantinidis (1992),* Right-Poros Image Hotel, *source hotel's site*

Xenia of Nafplion (1958) is situated on the old fort in a parallel position standing out from it, overlooking the bay of Nafplion and the sea. The architect is I. Triantaphyllidis, the total number of the rooms is 58 out of which 40 are doubles and 18 singles, is developed in a volume with three floors, on the ground floor are the public spaces which succeed each other and are in a direct relationship with the open space where there are also facilities such as an outdoor restaurant with an open view. (figure 9,10).

Figure 9,10: Xenia of Nafplio (1958), architect: J. Triantafyllidis, *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

Today it has come to private owners, remains closed[22] and abandoned in a bad situation. (figure 11,12)

[22] Ibid, p.... "The three hotels that belong to Xenia of Nafplion since 2000 have come to a well-known hotel magnate for 30 years. As the MPs in the region and other local influential people report, the lessee hotel company currently operates and exploits two of the three hotel complexes, while the third hotel still remains closed ten years after the signing of the original contract and is in poor condition, without any renovation work as required by the lease contract. Also despite the lease contract and although the area of Acronafplia is in the archaeological zone A (referred to in the lease contract), where any new construction is prohibited, the hotel company has made construction work for new buildings in Acronafplia and the Nafplia Palace hotel complex". Journal *Avgi*, Helen Miliou, 15/08/2010.

Fig.11,12: Xenia of Nafplio. Today's situation, *source: sxoliastis/ March 12-2009.*

In all three above cases of the Xenia hotels, the architects studied all spaces to the last detail. However, in the Xenia designed by A. Konstantinidis, there is a specific typology and standardization in general of the constructions/manufactures, which are designed at the same time with the building, and particularly of the furniture. The logic of their design and construction/ manufacture follows the setting of the building itself in the logic of the grid and the frame it carries and the other components that are carried. *(figure 3,4)*

One characteristic is the model-typical room (Xenia of Kalambaka, Paliouri, Poros, Olympia) which follows the 4x6 grid and carries along in this constructive logic all the sub-spaces organized in it and all the furniture within them. The pieces of furniture that compose the typical double room are: the bed (two single beds) with the bedside table, the specially designed complete system containing the "closet", the luggage space and desk-dressing table (in the logic of the carrier and the carried) a seat-stool, as well as a free side table of low height and a seat-armchair. *(figure 3)*

The manufacturing logic is mainly in line with the spirit of the first and to a lesser degree of the second generation of modern designers, so we mainly perceive the game between the structure distinguished in a carrier/carried system, and secondly the structure in which all the elements cooperate in receiving the forces[23].

The system containing the closet, the luggage space and the desk-dressing table are structured in compliance with the principle of the carrier/carried. Carrier is the construction of the frame, essentially four vertical elements-braces (cross section of type 'L') from the floor to the ceiling, at key points and accordingly of horizontal ones in positions where a certain surface is required. Carried are the flat surfaces made either from chipboard (particle board) covered with formica and strips of wood in the finishing or solid wood (strips of oak wood) for the surface of the luggage space. The section of the wardrobe is complemented with a sliding protection-hiding curtain of hanging clothes and a cist closet. The image of this construction points to the image of the building itself in the logic of the frame and in the logic of the building levels as it was analyzed. *(figure 13,14)*

[23] Parmenides G. & Charalambidou-Divani S., *The Form of the Designed Object*, Epikentro, p. 126.


Figure13,14: Wardrobe system, luggage and office.

Apart from this fixed structure, a non-fixed system of desk-dressing table and luggage space are designed. The manufacture logic remains the same, with the carrying structure of the frame (cross section of type 'L') dominating as an uninterrupted construction on two levels and with the same manufacture details. This frame carries at a higher level a construction in the form of an open box, without drawers, made of particle board (chipboard) covered with formica and wooden strips in the finishing. At the lowest level it carries oak slats/strips with gaps between them for placing the luggage. *(figure 15).* In the Xenia of Poros it is used, only with its highest level, as a furniture for the organization of spaces and for placing the lamp fixtures etc. *(figure 16)*

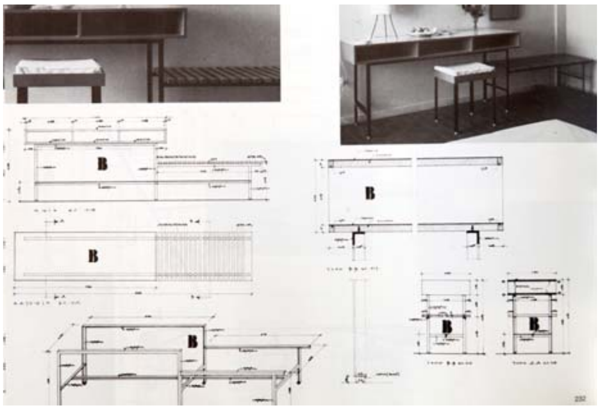
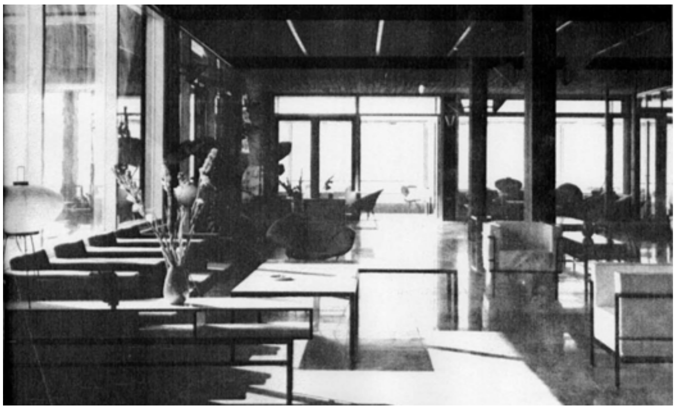



Figure 15,16: Left- Furniture designs, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A.* Right-Hotel "Xenia" at Poros / *A. Konstantinidis*, source: *journal “Arhitektoniki”* , Sept.-Oct.1964 ; yr. □ - is. 47 , p.16-31.

The bedroom table is also made of the same metal frame in a framed structure, providing a continuity in its image, as the final surface placed on top is glass-transparent. *(figure 17)*

The hall table, as characteristically referred to in the manufacturing designs, complies with the same manufacturing logic (painted metal frame) with a glass surface, but given the specific length the construction has no longer the form of a framework highlighting this kind of length-continuity. This option provides a "transparency" of furniture constituting an element that does not impose itself in space. *(figure 18)*

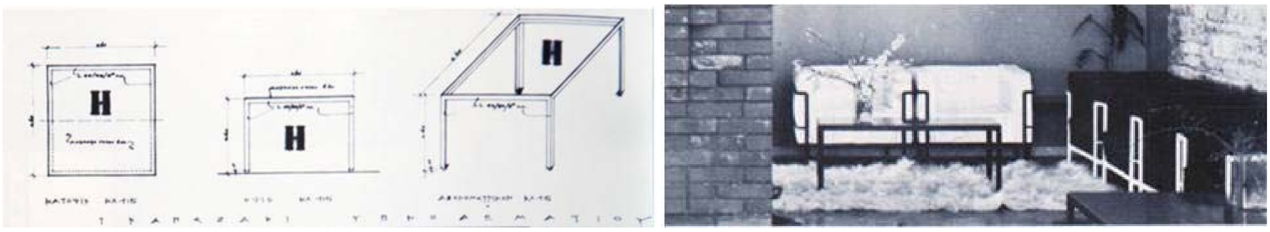
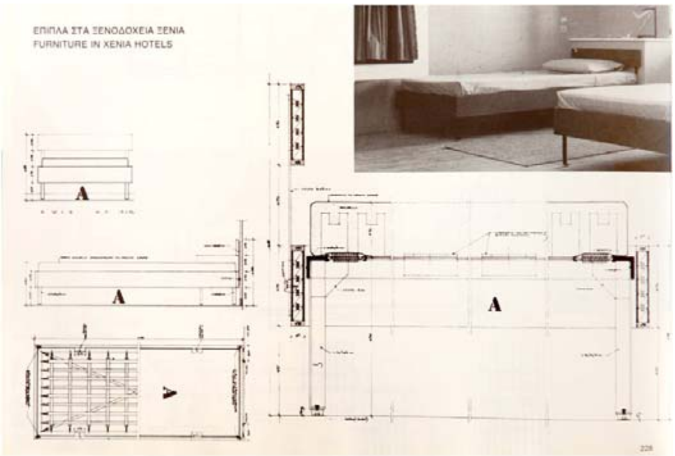


Figure 17: Bedroom table, at Hotel Xenia. *source: Konstantinidis A (1981),Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

Figure18: *Hall table*, *source: Konstantinidis A (1981),Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

The bed is made of painted metal frame, solid cross section of type 'L' (carrier) with the necessary finishing in its legs for "leveling/alignment" and the necessary connections and reinforcements (blades), is a rigid framework upon which the metal construction (spring support/ bedstead) of placing the mattress is suspended. The entire system gains its final form by placing the composite wood surfaces (carried) with the solid wood finishing all around for boxing the mattress at the bottom and the headboard to hold the cushion. *(figure 19)*

Exactly the same manufacture logic we find also in the seat-stool in a miniature of the bed. *(figure 20)*



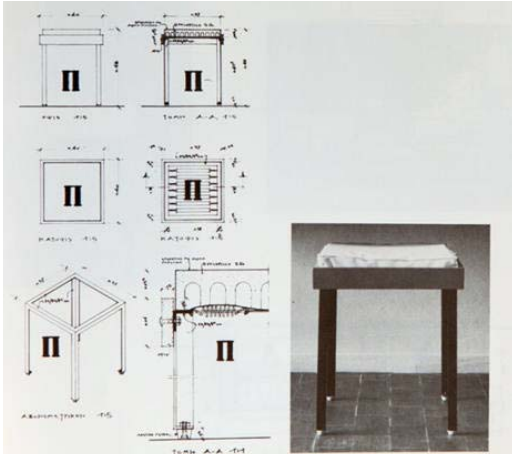


Figure 19, 20: Designs of Furniture's at Xenia hotels. Left-Bed. Right- Seat- stool, *source: Konstantinidis A (1981),Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

With regard to the design of the seats placed in the public spaces, at least three different types of seats are distinguished, with morphological characteristics that comply with the game between the carrier/carried. A typical example is the seat "Grand Comfort" (Le Corbousier, P. Jeanneret, Ch. Perriand, 1928) which is redesigned and used extensively in the Xenia hotels. It consists of a shaped metal frame of circular cross section, painted white or black as opposed to the shiny stainless finishing of the original, for holding-boxing of the cushions and cross section of type 'L' in a frame also painted which serves as a suspension basis of the bedstead and by extention of the seat. The armchair is completed with the construction of five pillows (three peripheral and two of varying thickness at the bottom) made of foamy material dressed in fabric or leather, in a black with white frame or white with black frame, intending to highlight further the manufacturing structure. *(figure 21,22)*

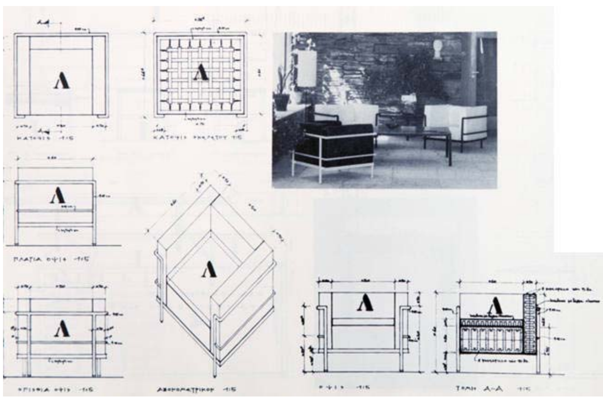


Figure 21,22: Furniture, Xenia hotels. Left- Armchair Design for Xenia Hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, p. 231.*

Right- Xenia of Samos, architect K. Stamatis, *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

The choice of the specific seat is made, on the one hand, due to the comfort it provides and the ease of manufacturing (in the manner it is redesigned) and, one the other, because it reintroduces the physical nature of the material, but manipulated through the Mechanical processing, expressing the possibility of manipulating the matter through the awareness of the new technology[24]. At the entrance of Xenia of Poros, along with a sculpture by G. Zongolopoulos[25], the image produced is a typical image that promotes Modernism and demonstrates the continuity of the building with its furniture and the relationship the architect has developed with his entire work. *(figure 23)*

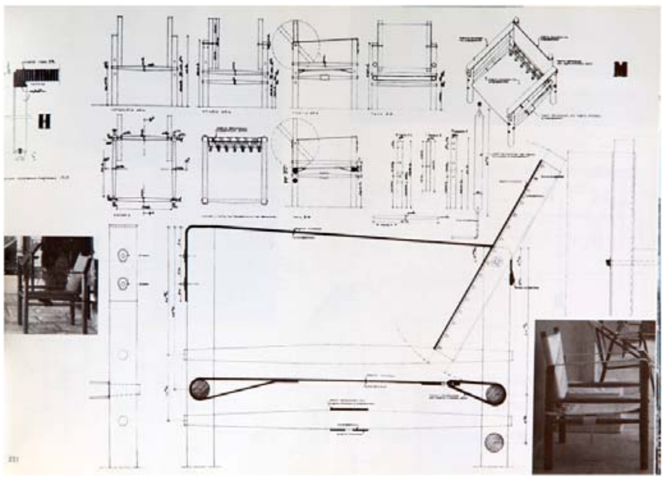


Figure 23,24: Left- Hotel "Xenia" of Poros, architect: A. Konstantinidis, s*urce* Architektoniki, Sept. - Okt. 1964; H - vol. 47. Right-Chair Design for Xenia Hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, p. 231.*

[24] Parmenides G. & Charalambidou-Divani S., ibid, p. 122.

[25] "... When, that is, I had managed to include paintings and sculptures into the hotel buildings, so the qualitative inclusiveness of our architectural work is more convincing ..." Aris Konstantinidis, *Experiences and Events - An Autobiographical Narrative*, ibid, p. 294.

From A. Konstantinidis' [26] manufacturing seat designs *(figure 24)* again we understand the logic behind the selection and design of Xenia furniture. This seat is a design evolution in that it redesigns the English colonial chair, in mid-19th century. *It was manufactured to be used by the British officers in India. It is lightweight, foldable, easy to carry, stable on uneven ground without the risk of breaking and reasonably comfortable. Its parts are joined without glue, but the whole structure stands on by receiving the forces with a combination of leather strips and thin pieces of wood*.

It is a typical example in terms of its formal simplicity and independence from decorative elements, resulting from the designer's limited interest in solving the specific operational and technical problem[27]. This is K. Klint's [28] "safari" armchair (1933) where the analytical and pure manufacturing process contributes to promote functionality[29]. *(figure 25).* The above analysis determines the choice of the particular seat to meet the needs of both public and private spaces of Xenia hotels. *(figure 26)*

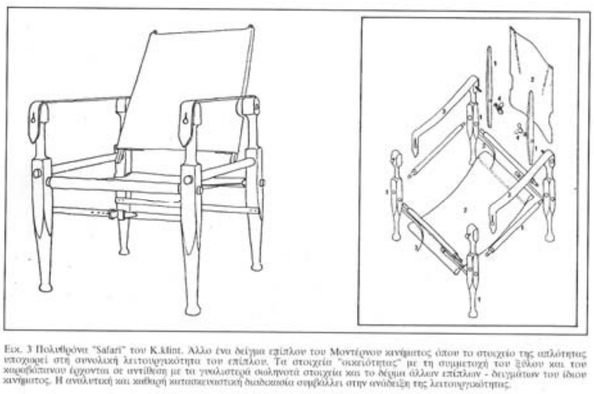


Figure 25,26: Left- Armchair “Safari” Design K. Klint, *source: Iliopoulos V., Another way to art, Ellin ed., 2004, pp 28.* Right- Xenia The tourist hotel at Mykonos: The main lounge, architect: A. Konstantinidis, *source: journal “Architektoniki” , Joul. - Aug. – Sept. -Okt□. 1960 ; yr □', is. 22-23 , p. 92-99.*

The Xenia of Nafplion furnishing differs from the above typology as it was preceded by its design (1958) *(figure 27)*, so the choices are in alignment with a manufacturing logic which rather tends to luxury with the selection of wood or its derived products as the dominant material, complying mostly with the logic of the furniture with a frame, i.e. the composition principles of the first generation of modern designers, but

[26] Konstantinidis A., *Project and Buildings*, Konstantinidis A., Athens: Agra Ed. & A. Konstantinidis, 1981, p. 231.

[27] Parmenidis G., *The seat in 1920*, Paratiritis (Observer), 1984, p. 43.

[28] Kaare Klint, Danish architect and furniture designer, known as the father of modern Danish furniture design. Style was epitomized by clean, pure lines, use of the best materials of his time and superb craftsmanship (1888 - 1954).

[29] Iliopoulos B., *Another way for Art*, Hellin (Greek), 2004, pp. 27-28.

in some cases of furniture and structure in which all elements work together in receiving the forces, that is the composition principles of the second generation of modern designers[30], such as stools and seats in the bar area. *(figure 28)*

Figure 27,28: Xenia of Nafplio (1958): Hotel's lobby and Bar, architect: J. Triantafyllidis, *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

In the typology of the furniture in the rooms we notice only movable furniture, there are no permanent and stable structures and systems. There is no cabinet as furniture but there is one at the entrance of the room as part of the structured space in a "recess/cavity", i.e. between the walls, the front side is covered by a sliding curtain. *(figure 29)*

Now the movable pieces of furniture are the bed, with the separate bedside table at the headboard, the sofa that can be converted into a bed (the concept of flexibility enters), the furniture of desk-dressing table, the seat, seat-armchair, the additional low table and the additional seat-tambour. Normally the furniture is designed for this particular space, so the construction of the bed and the sofa-bed is based on the manufacture logic of the frame which however is dressed, because of its use, the only item that is not dressed/covered is the bottom around it for the protection of the furniture. *(figure 30)*

[30] Parmenides G. & Charalambidou-Divani S., ibid, p. 126.

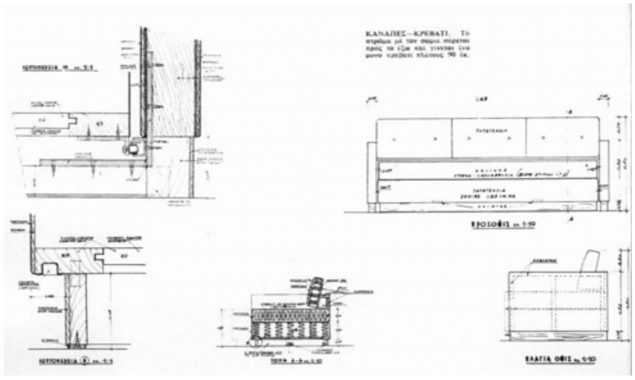


Figure 29, 30: Xenia of Nafplio (1958), architect: J. Triantafyllidis. Left- Hotel's room, *source: Benaki Museum Photographic Archives, Photographer: D. Charisiadis.* Right- Sofa plans, *source: journal "Arhitektoniki" , Sept. -Okt□. 1961 ; yr E', is. 29 , p. 36.*

However, the manufacturing structure of the sofa-bed furniture is carefully designed to solve the finest detail in a combination of traditional (manner of connecting wooden parts together) and newer technological options (base sliding system), the choice of the fabric dressing may also solve the problem of precisely this dual manufacture logic.

The furniture of the desk-dressing table is one of the most interesting design samples. It is part of the carrier/carried logic regarding mostly the main part of the furniture (desktop, braces, crosspieces) in relation to the secondary part (dresser) carried by the main part. Of particular interest is the design processing of all the individual details that lead to an interesting whole/set. *(figure 31)*

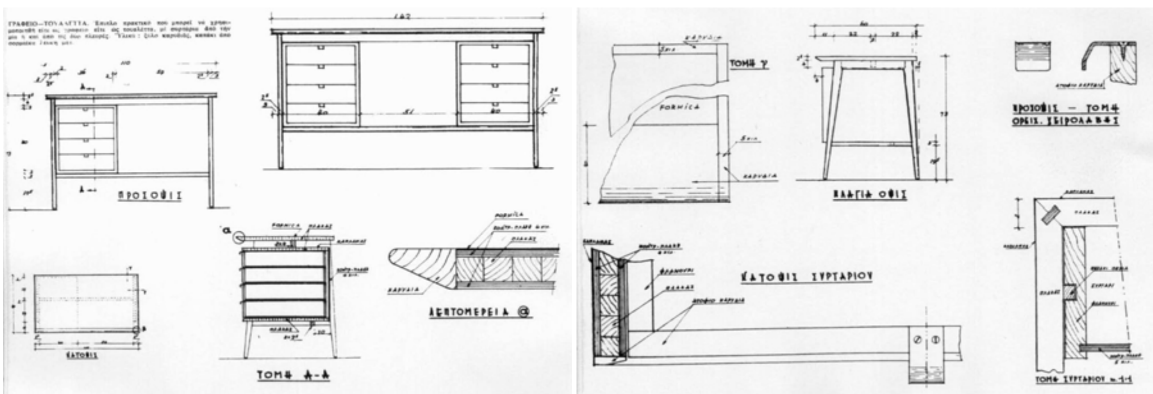
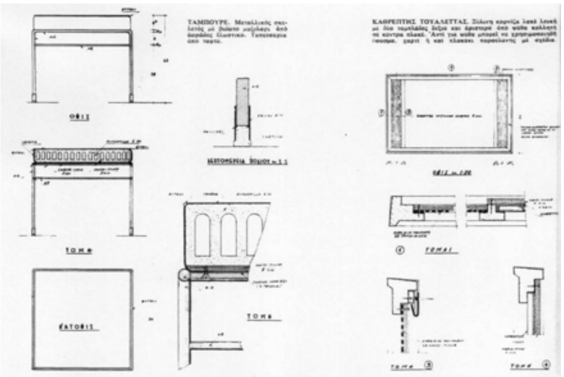


Figure 31: Xenia of Nafplio (1958), architect: J. Triantafyllidis. Desk plans, *source: journal "Arhitektoniki" , Sept. -Oct. 1961 ; yr E', is. 29 , p. 37.*

This processing and also the combination of the materials shows perseverance in the design and detail with parameters such as the utilization of any technology, quality, economy and standardization. The desktop where a number of materials were used is a characteristic example having an effect that complies with the above parameters: the plywood, light material and resistant to deformation, covered with plywood and with the top surface made of formica, because of its durability and aesthetics (variety of colors), and their combination with processed finishes from solid walnut wood, an option that gives an extra quality and "luxury" in this furniture that essentially "connects" with the rest of the structure. Special attention in terms of the design is also given to the other items of equipment such as the construction of the "dressing table mirror" with its detailed design and the alternatives of its dressing material (straw, fabric, paper or porcelain tiles with patterns). *(figure 32)*

The same manufacturing structure and typology has been applied to the design of the bar, with regard to the counter and showcase, elements designed particularly for this space and are incorporated in it by the construction of the building. *(figure 33)*

Another piece of furniture with features that are in line with the logic of the furniture with frame is the seat-"tambour". *(figure.32).* It consists of two components: shaped solid metal painted frame of circular cross section (carrier) and the cushion made of foam elastic/flexible material and plywood (carried) at the bottom dressed in fabric. The construction is simple giving special attention to detail, such as the bottom of the feet with the finished modular finish.



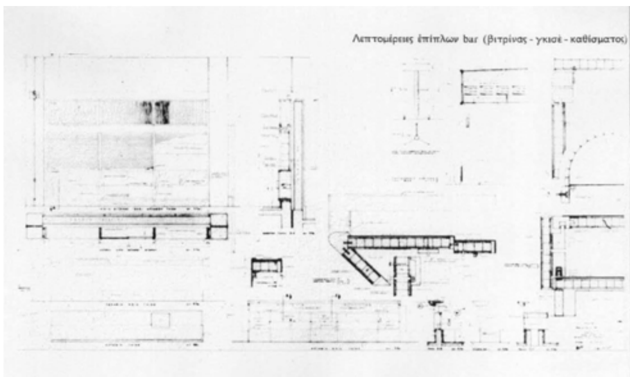


Figure 32,33: Xenia of Nafplio (1958), architect: J. Triantafyllidis. Left- Plans of stool and mirror.

Right- Bar plans and details, *source: journal "Arhitektoniki" , Sept. -Okt□. 1961 ; yr E', is. 29 , p. 36.*

"Amalia" of Athens (1958) contains ninety-three rooms, lounges, breakfast room and conference rooms, is located at the center of Athens, on the corner of Amalia and Xenophon streets, near Syntagma (Constitution) square and opposite the entrance of the National Garden, it is a building that is built into the construction system continuum of the city and is one of the "most classic" solutions of domestic modernism[31] and representative of N. Valsamakis, with its exterior in alignment with the architecture prevailing morphologically at that time in the center of Athens (clad with white marble) but with a modern

[31] Fessa-Emmanuel E., ibid, p. 3.

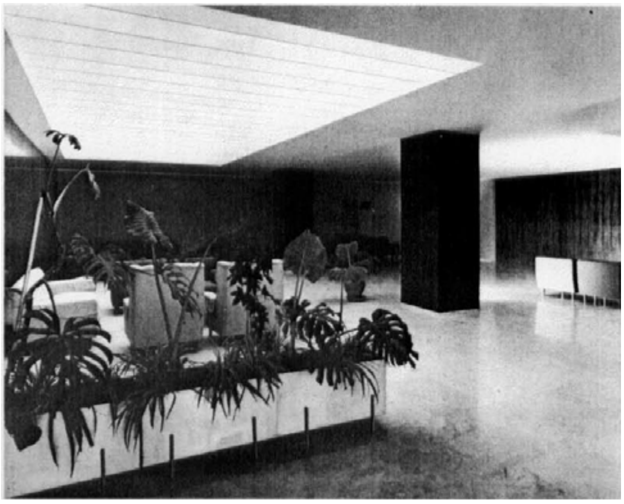
architectural vocabulary. The grid is followed *(figure 34)* and the separation of the operations is expressed on the frontages of the building, the public areas are on the ground floor and the first floor (base subsidence for creating a gallery/covered passageway), the rooms on the other floors (main body, grid-rooms) and the crown (subsidence). However, in recent years, the interiors have been renovated having as a result, apart from the modification of the arrangement and aesthetics of the spaces, the replacement of the whole furnishings originally studied and designed by N. Valsamakis. *(figure 35)*

Figure 34,35: Left Hotel Amalia of Athens (1958), architect: N. Valsamakis.

Right-The Lobby after renovation, *source hotel's site.*

It is a city hotel with intense Modernist elements where the marketability of the subject (private funding body), the unfavorable institutional framework (building regulations, etc.) and the underdeveloped structural technology (conventional and low-level construction methods and limited manufactured materials) had to be addressed. The interiors are distinguished for the purity of their operations, the logical arrangement of horizontal and vertical circulation, the flexibility and visual unity of the interior, especially the ground floor with the use of banner dividers and furniture, the aesthetic perspective in the use of colors and materials, etc[32]. *(figure 36,37)*

[32] Fessa-Emmanuel E., ibid, p. 4.



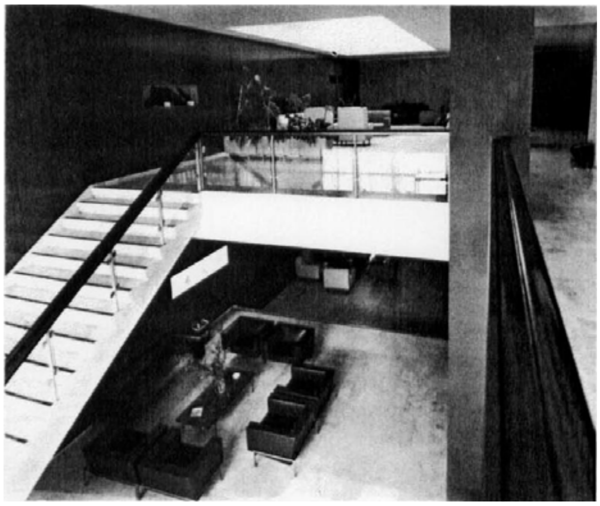


Figure 36,37: Hotel Amalia of Athens (1958), architect: N. Valsamakis. Left - Lounge in the Mezzanine.

Right- Entrance hall and lounge, *source: journal "Arhitektoniki" , Sept. –Oct. 1961, yr Z', is. 41 , p. 21 &23.*

It is an example of modern architecture with the exhaustive study of details and the application of economy principles in the organization of the interior. In parallel with the combination of luxurious materials, such as domestic marble, wood, aluminum, glass and colors like the natural color on the materials, large light-colored surfaces, vibrant colors on the furniture and curtains, a harmonious and simple result is achieved.

As for the public areas, especially the furnishing, they are highly distinguished for the simple clarity of their forms and materials. The space itself creates fixed/stable furniture such as the bar and the reception which are made of wood with uniform surfaces of bold "waters", a design that requires special handling of the manufacture details. *(figure 38,39)*

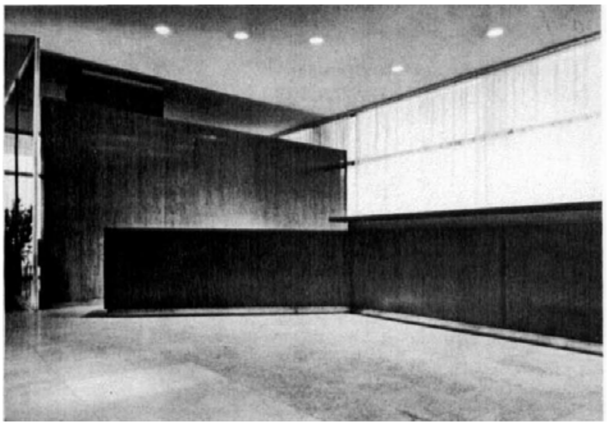



Figure 38,39: Amalia of Athens (1958), architect: N. Valsamakis. Left- Bar. Right-Reception, *source: journal "Arhitektoniki" , Sept. –Oct.1961, yr Z', is. 41 , p. 22..*

The movable furniture and chairs, mostly modern, but also more classical ones complement the spaces with their presence in bold colors and organized parallelogram formations. *(figure 40)*

In the same way the rooms have also been resolved. *(figure 41)* The beds, nightstands and headboard are made of wood, with simple processing but bold "waters", with uniform surfaces so as to make one item depend on the other, giving continuity in space, thus all this construction operates eventually as a single system. It provides a solution that contains within itself all the principles of Modernism with a simultaneous feeling of luxury but without leading to excess.

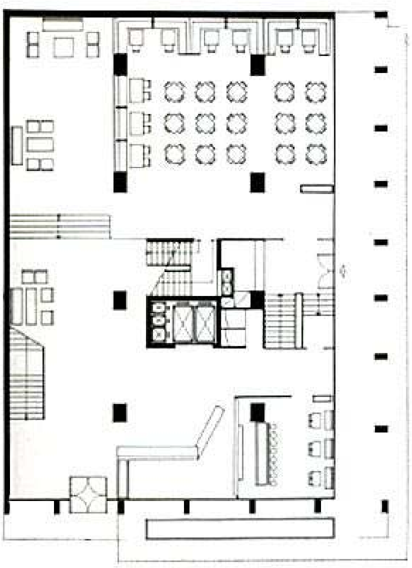



Figure 40, 41: Hotel Amalia - Athens (1958), architect: N. Valsamakis. Left – Ground floor.

Right- Bedroom, *source: journal "Arhitektoniki" , Sept. –Oct. 1961, yr Z', is. 41 , p. 21 &23.*

"Amalia" hotel in Delphi (1963) with a capacity of four hundred beds, today contains 185 rooms (before the extension it had 90 rooms), lounges, restaurant, cafe, conference room and shops. It follows an issue in question and a typology initiated by A. Konstantinidis with a refined approach. The relationship of the building with the natural environment as well as its development in four buildings are characteristic features of the composition. The three wings of the bedrooms are two-floored and were arranged parallel to the contours of the ground, while they became independent from the public spaces building, overlooking the valley of Amfissa. *(figure 41,42)* The private ownership and short stay in this hotel resulted in placing emphasis on the indoor public places in order to keep its customers longer.

Figure 41,42: Amalia of Delphi (1963), architect: N. Valsamakis. Left – General view (1963), s*ource: Arhitektonika Themata*, *is. 1, 1963, p. 200-20*. Right-General view (today), *source hotel's site*

A characteristic feature of the public spaces is the use of free low walls and furniture, all designed by the architect, to organize the different operations of the reception, lobby and sitting room. The use of the visible reinforced concrete in the carrier-frame and ceilings, of white rough plaster on the wall coating, stone, wood on the door and window frames and Pelion slabs but also wood on the floors, indicate the coexistence of modern and local particularities. This synthetic option is complemented and complete by the special emphasis given to the furnishings and the feeling of intimacy, bypassing the impersonal style of a hotel which is actually intended for one or two nights stay. Today it operates without interventions made in the building and the indoor elements and furniture in general, such as, for example, in the restaurant room where items of furniture have been removed. *(figure 43,44)*

Figure 43,44: Amalia of Delphi (1963), architect: N. Valsamakis. Left – The living room (1963), s*ource: Arhitektonika Themata*, *is. 1, 1963, p. 200-205.* . Right- The living room (today), *source: hotel's site.*

The material that dominates the furnishing is wood (familiar material) both in the public spaces and the rooms. The space of the rooms, like the rest of the spaces, have the elements of the building in plain view and the furnishing comes as a "follow up" to meet the needs such as sleep, relaxation etc. So the coating of the back-headboard of the beds is made with wood surfaces, which have however visible vertical connections-"scotias", giving sincerity to the construction, which somehow carries elements (bed, bedside table, desk-dressing table, lamps). *(figure 45)* Generally, the logic of furnishing is developed on the basis of the "carrier/carried" type, there is a frame (carrier), whether metallic (rarely) or wooden, and the element that is "carried" (seat, mattress, surface), but at the same time each piece of furniture has a continuity in relation to itself, there are no bold elements of differentiation or decoration. However, the use of wood in furniture is now made in a way that leaves the manufacturing structure visible, all effort to "decorate" them begins and stops there.

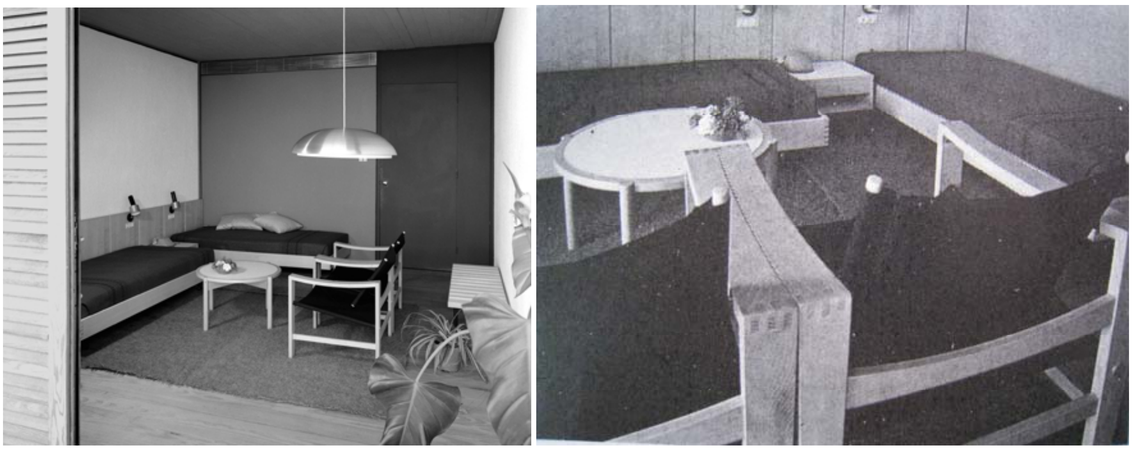
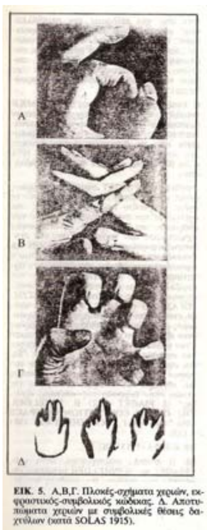


Figure 45, 46:Amalia of Delphi (1963), architect: N. Valsamakis. Left – A bedroom. Right- Detail of bedroom furniture. S*ource: Arhitektonika Themata*, *is. 1, 1967, p. 200-205.*

An example is the seat-armchair (but also the bed) of the rooms where the way the parts of the frame are connected is visible *(Fig. 45,46),* in particular the way the feet and the arms are connected in the angular connection (connection with "teeth" or rather finger connection, "finger-jointing") *(figure 47)* becomes a key element in the design without giving up its main task (stability of individual and total)[33].

This philosophy extends also to the public spaces furniture, so that the manufactures of furniture organize the space in the same way as the backs of the seats-couches do in the restaurant, or they have a visible structure-manufacture like the seats-armchairs and the stools whose frame is made of wood, their structure visible, and their seat or the back is a rope knitting creation. Even in cases where it is covered with a pillow, at the bottom or at the back, there is this manufacturing structure that can be seen. A characteristic element in the furnishing are also the bar seats-stool, the frame (stand/brace) is metallic with solid and visible connection to the floor and the seat with screws, while the seat along with the small contiguous back is made from wood and seems to be a monolithic element, while it is made from pieces of wood joined together in a way that not only it makes them look like a single part but also their joints are visible without any effort of beautification (paint or coating)· instead this is also its "decoration". And the bar itself is structured in the same logic, its bottom built of visible stone and surface made of wood with particular processing and emphasis on the detail, a creation of "handles" on the surface finish. *(figure 48)*



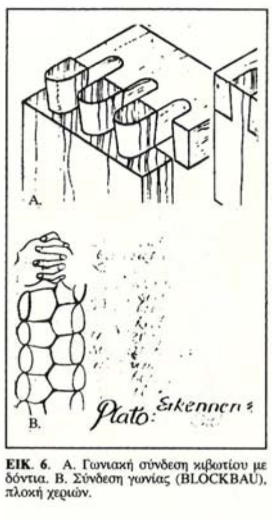


Figure 47, 48: Left – Connection with "teeth" or rather finger connection, "finger-jointing", *source: Iliopoulos B., The Form in the Design of Connections, Ion, 1997, pp. 38-39 .*

Right- Amalia of Delphi (1963), architect: N. Valsamakis. Detail of bedroom furniture. S*ource: Arhitektonika Themata*, *is. 1, 1967, p. 200-205.*

[33] Iliopoulos B., *The Form in the Design of Connections*, Ion, 1997, pp. 38-41.

What the architect of the hotel had set as a goal - the building *to be "built into" the Delphic landscape*[34] - applies to the interior too, i.e. for it to be incorporated into the same landscape and also for the furnishing to be incorporated into the "landscape" of its interiors. The manufacturing of the furniture is in line with the construction logic of the building itself with the same synthetic/compositional and construction principles as its continuation and whole.

Conclusions

The Xenia and Amalia hotels are typical examples of public and private buildings in the Modernist postwar Greece where clearly these characteristics are reflected in their interior and furnishings. These pieces of furniture are designed through the rational organization and the systematization of their elements, move in a parallel direction with the era of the mechanical production by standardizing their parts, a process which is more important than their morphological and symbolic origin. These compositions normally express the logic of the mechanical production process and are distinguished by a static system with the carrying frame (carrier), materials such as wood-metal ("hard" materials) and the carried elements (carried) made of materials such as fabric-leather ("soft" materials). This design approach, where the structure of the furniture-object can be recognized, is dominant so that this structure becomes a form of a symbolic character. Thus the furniture becomes an element that defines the space by the user, it is not just a relationship between observer/observed, but this coexistence tends to be transformed in a unified entity. This is expressed even in the way the manufacturing designs are imaged/portrayed, as for example in A. Konstantinidis designs for the Xenias, apart from the orthogonal projections, axonometric drawing (three-dimensional and measurable design illustration) is also used, an element that defines a space with three dimensions and helps in the analysis of the form, geometry, structure and detail of the furniture, but also in the processing of the space without misuse and distortion.

Through this approach to designing applied to these furniture, the architects express common, basic ideas of the Modern Movement[35], such as the rational synthesis/composition of the elements of the form, the managing of the industrial production materials, the economy through the simplicity of the form, the rejection of ornamentation, the composition through the functionality of the furniture.

Through the holistic study of the building hotel facilities such as Xenia and Amalia, in an effort to produce furniture with new technologies in the spirit of the period during which they came into being and the period what was coming very fast, a sequence of phases-pacing was applied which is the understanding of the problem, the collection of information, their analysis, creating solutions, control, the standardization of the solution.

From this exploration of the functional and morphological principles applied to the furniture design during the period of Modernism in Greece, we understand that for the architects the natural-organic nature of the form is conceived as a system of forces which is crucial for the form. The form is materialized with the least amount of material possible (exploiting the material and geometry) to receive the static forces (and not with the mass) and expresses a dynamic conception of the matter that is consistent with the modern concept of the design.

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[34] Valsamaki M. - Trantali O., ibid, p. 64.
[35] Parmenides G. & Charalambidou-Divani S., ibid, p. 113.

So we can understand Marcel Breuer's [36] words about the new Architecture and the Modern furniture design during that period: *The origin of the Modern Movement was not technological, for technology had been developed long before it was thought of. What the New Architecture did was to civilize technology.. There are certainly new materials ... and ... the modern designer tries to understand their laws without bias. He/she tries to find the language of their forms. But the foundation of the modern architecture is neither the new materials nor the new form, but rather the new spirituality. The Modern Architecture would still exist even without the reinforced concrete. It would exist in stone, wood or brick*[37].

The new spirituality of this era was expressed through the overall building-interior design with particular emphasis on the furniture of the hotels during the period of the Greek Modernism, through the design of "Xenia" and "Amalia". *(figure 49-56)*

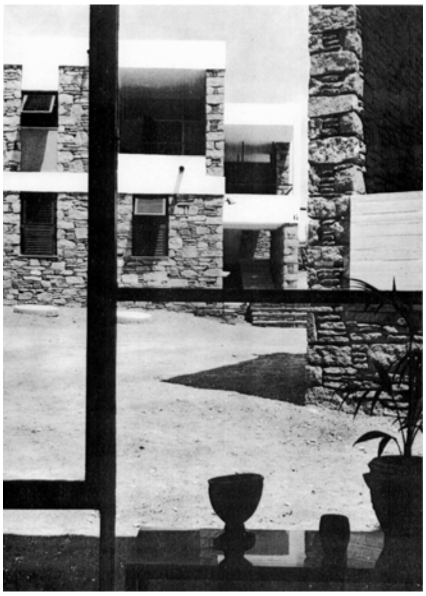

Figure 49,50: Left – Xenia of Mykonos.

Right- Interior – Xenia of Mykonos, architect: A. Konstantinidis.

In most of the buildings that are listed mainly in terms of the shell, i.e. morphological elements, method and time of manufacture, etc., the interior is more rarely examined, such as constructions or furnishings (usually not preserved) and complies with the period during which the building was designed and constructed. Under certain circumstances and beyond the legal framework, the protection of the architectural project in its whole should be considered. The benefit is multiple, mainly the building is overall preserved and creates targeted destinations so that a kind of tourism is organized addressing the broader

[36] Marcel Lajos Breuer, architect and furniture designer. He studied and taught at the Bauhaus in the 20s, stressing the combination of art and technology.
[37] Parmenidis G., ibid, pp. 197-198.

circle of people involved in art or architecture, and more. The visit but mainly the stay in such a hotel or in a network of hotels that maintain their whole and the morphological and aesthetic standards of the time they came into existence would be in itself a tourist experience enhancing and developing further the "architectural tourism" [38].

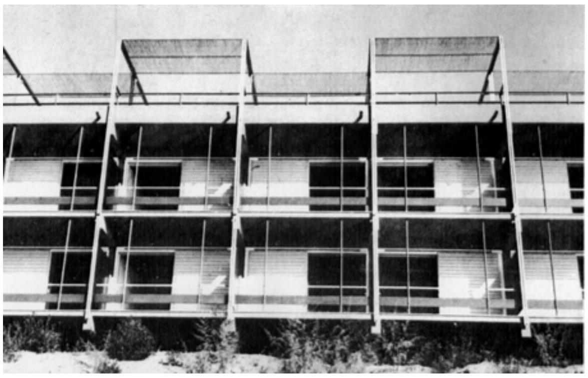


Figure 51,52: Left – Xenia of Andros.

Right- Interior – Xenia of Andros, architect: A. Konstantinidis.


Figure 53,54: Left – Xenia of Nafplio.

Right- Interior – Xenia of Nafplio, architect: J.Triantafilidis.

[38] "Studies show that 63% of tourist visitors in a city are involved in an activity that is directly related to the architecture". Website: www.greekarchitects.gr/gr/architraveling, Alexios Vandoros, Sandra Kalliagra, Anagnostou Maria, 10/06/2011.

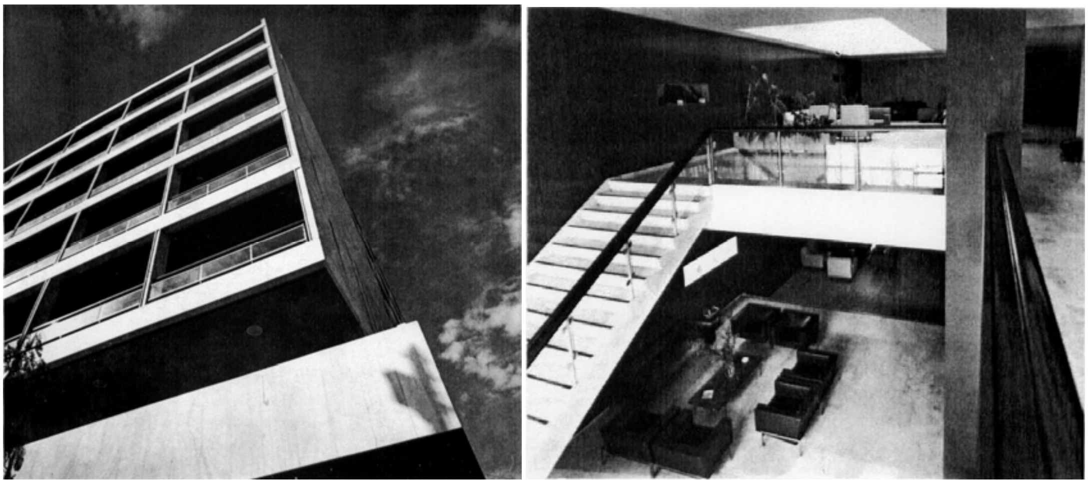

Figure 53,54: Left – Amalia of Athens.

Right- Interior – Amalia of Athens, architect: N. Valsamakis.

Figure 55,56: Left – Amalia of Delfoi.

Right- Interior – Amalia of Delfoi , architect: N. Valsamakis.

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THE LOWEST PRICE IS NOT ENOUGH! AN EMPIRICAL ANALYSIS OF SPECIAL OFFERS IN INTERNATIONAL HOTEL MARKETS

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ABSTRACT

Special offers earn growing interest in the international hospitality industry. As an example, HRS Deals enlarged the application area from national to international contexts. However, consequences of such special offers are still underresearched. Besides first insights from an empirical study with a sample of about 100 German hotels presented in 2014, only few research on that interesting and timely topic is available. Therefore, we carefully collected data on 339 international hotels that participated in a special offer between August 2013 and November 2014. Our efforts in collecting this data were twofold. First of all, we collected variables that are available from the respective special offer (e.g., discount, number of stars, evaluation). Moreover, we complemented this data with information gathered via an intense Internet inquiry (e.g., distance to main station, number of inhabitants of the respective town).

Our analysis shows that the original price varies from 38€ to 275€ (M = 113€; SD = 37€) with a discount from 48% to 66% (M = 51%; SD = 3%). Even more interestingly, the quality indicated by guest evaluations was quite high in all hotels (M = 77%; SD = 11%) and correlates significantly with the number of stars (M = 3.7; SD = 0.6). A special focus of this year's study was on the offered additional benefits. Overall, 1 to 13 (M = 4; SD = 2) additional benefits were offered. Some additional F&B was included in 40%, spa entrance in 45%, parking in 49%, Breakfast in 54%, and Internet access in 78%. Therefore, Internet access remains the most important additional benefit in such special offers.

Our additional Internet inquiry resulted in an average capacity of 129 rooms (SD=187; min=5; max=2500) much higher than in the German subsample. The average distance from the hotel to the main train station was quite low (M=16km; SD=29km; min=0km; max=300km). The number of inhabitants varies from 50 to more than 20 Million. First analyses indicate that the offered discount is very stable. However, as larger the town, the lower the hotel's guest evaluation and the lower the amount of additional benefits are. Despite capacity and some details on the additional benefits, no significant differences between private and chain hotels are observable. Further results based on multiple regression analyses are presented at the conference.

Keywords: Special Offer, International Hotel Market, Empirical Analysis

INTRODUCTION

During the last few years special offers typically distributed via relatively new online channels earned growing interest by hotel managers and customers. However, scholars missed the chance to evaluate the nature of these offers in a systematic way. Therefore, this paper focuses on special offers in the German hotel market. Although other suppliers such as the international corporation TravelBird or the German speaking portal ab-in-den-urlaub-deals.de are present, this paper focuses on special offers by HRS (Hotel Reservation Service) covering more than 250 000 hotels worldwide and having about 80 million users per year (HRS, 2014a). As such HRS in general and HRS Deals in particular represent the most valuable example for the German hotel market.

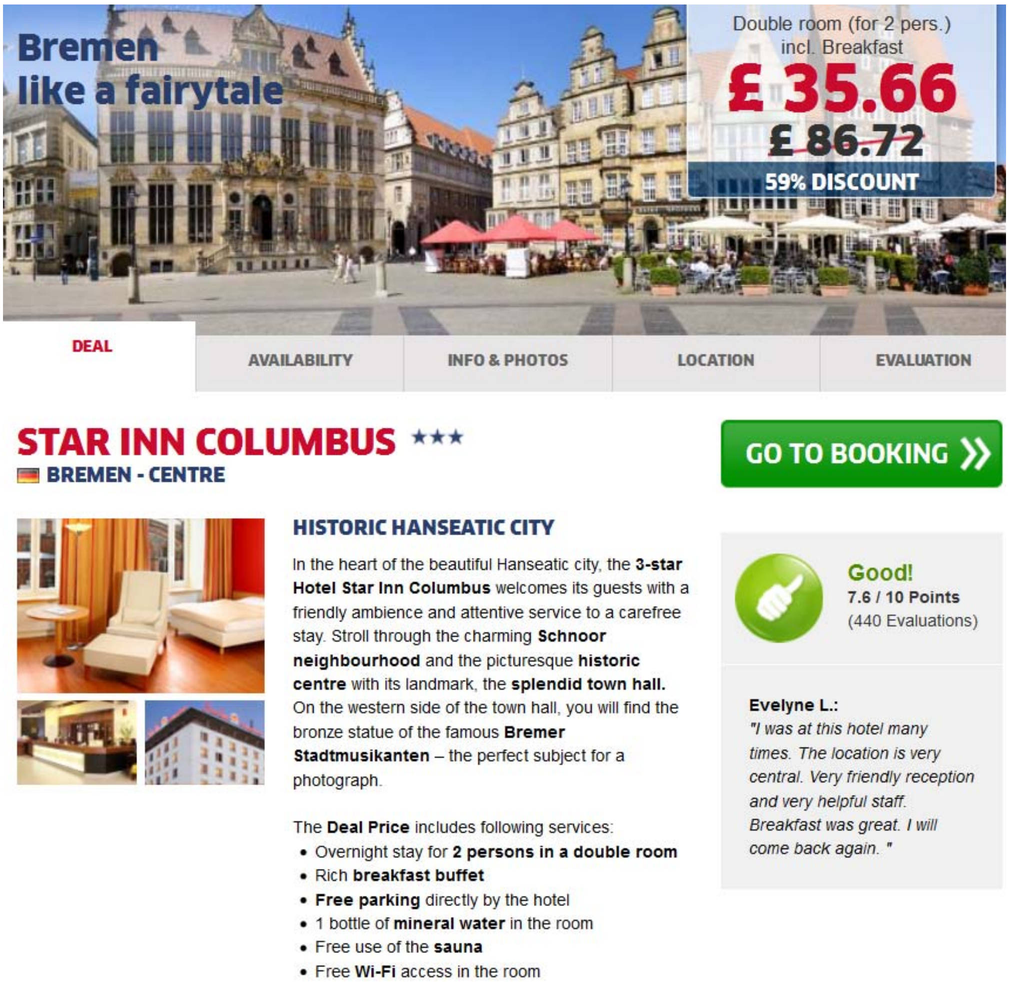

Figure 1: Example of a HRS Deal

Figure 1 shows a typical example of such a HRS Deal (HRS, 2014b). The website offers additional information about the respective hotel, including some photos, the relevant location and the evaluation of former guests. The subsequent paragraph provides some more information about the observable phenomenon of these special offers in the German hotel market.

Characterization of the phenomenon in practice

HRS guarantees three specific criteria (HRS, 2014c). First, every offer involves a top-hotel with at least 50% discount. Second, it compromises hotels with three to five stars. Third, chosen hotels are characterized by a high guest valuation. Moreover, each offer runs for five days, whereby customers have the possibility to be informed via a daily e-mail newsletter. Contrary to other special offers based on a voucher system, customers directly book a certain date as current room availabilities are visible on the Internet site of HRS Deals.

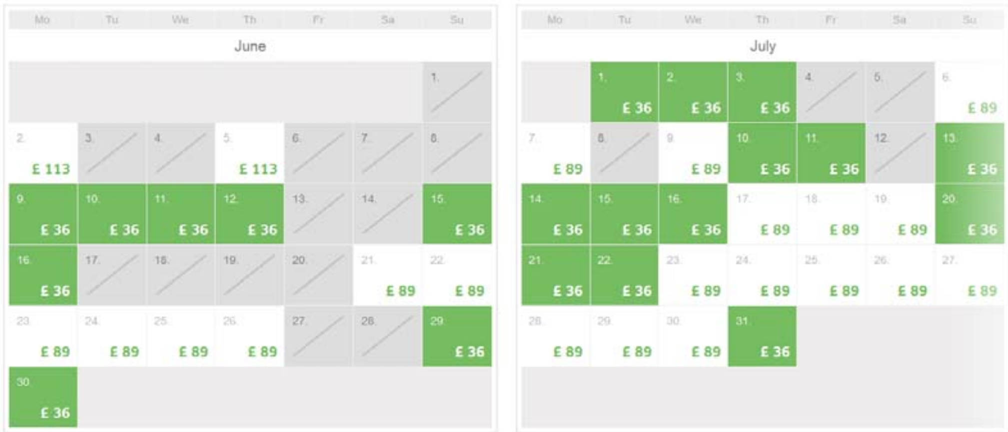

Figure 2: Example of a HRS Deal

Figure 2 shows an overview of room availabilities in relation to the introducing example above (HRS, 2014b). As each special offer faces a limited contingent of rooms, this illustration shows that – depending on the targeted arrival and departure – room prices vary between the lowest price of £ 36 and the regular price. Moreover, under some circumstance the available rate exceeds this value resulting in a room price of £ 113. However, during some periods of time all capacities are occupied. Finally, it is to highlight that customers pay when departing from the hotel. Therefore, the required credit card is only necessary for guaranteeing the room (HRS, 2014c).

Procedure of Analyzing the Special Offers

We carefully collected data on 107 hotels that participated in a HRS Deal between August 2013 and January 2014. Our efforts in collecting this data were threefold. First, we operationalized variables that were directly available from the respective special offer. Second, we complemented this data with information gathered via an intense Internet inquiry. Third, we called the hotels for collecting some more information on their pricing strategy and offer satisfaction.

Data Taken from the Special Offer

First of all, we were interested in the most important and obvious data point: the discount offered by the respective HRS Deal. As such, we collected the resulting discount score in two ways: First, as an absolute number indicating the percentage of that discount. Second, as a dummy variable indicating if the discount is higher than the minimum of 50% required from HRS (1 if the discount was higher than 50%; 0 otherwise).

Moreover, we also recorded the absolute room price to control for effects of premium hotels. In a similar vein, we captured the number of stars from three to five, whereby superior hotels got .5 stars. As an example, a four star superior hotel was included with 4.5 points in that category.

In addition, as every special offer clearly indicates the hotel's name, it was possible to generate another dummy variable accounting for the character of chain hotels. This variable is 1 if the hotel belongs to a hotel chain and 0 otherwise.

Finally, we counted the number of additional benefits provided by the respective special offer such as free parking, free usage of Internet access or spa, a bottle of water, or free fruits at arrival. As breakfast was included in every special offer, we only counted additional benefits here. Therefore, our introducing example would have earned four points.

Another two dummy variables were introduced to account for the location of the hotels. One represents the location within a major city with more than 100 000 inhabitants, the other one for a location within a metropolitan area with more than 500 000 inhabitants.

Data based on Internet Inquiry

In addition to the data directly observable in the special deals, we employed an intensive Internet inquiry to find some more detailed information about the hotel. First of all, we looked for the average room size as an indicator of quality. Hereby, we careful looked at accordance of categories. Hence, if the special offer included a junior suite, we also looked for the average size of this junior suite at the website. We were able to gather this information from 64 hotels.

Similarly, we looked for the total number of rooms in the hotels accounting for their capacities. 88 hotels out of our data set offer this information on their Internet site.

To account for the geographic distribution along Germany, we took into consideration the postal code of each hotel. As these codes follow a specific logic from north to south and from east to west, this is a good indicator of geography.

Finally, we were interested in some more detailed information concerning the specific geographic situation. Taken the example above, there is a huge difference if the hotel is located in the centre of Bremen or in the suburbs. Neither the postal code nor our dummy variables concerning being part of a major city or a metropolis nor any other information from the special offer is able to account for this circumstance. Hence, we needed to construct a respective measurement. Therefore, we calculated the distance by car from the hotel to the main station of the respective city. To ensure highest quality data, we always followed the same request: We typed in the hotel's address and calculated the route to the main train station of the respective city. The first result from Google's Maps in kilometres were taken to deny any errors due to the usage of different motorways.

Similarly, some hotel's unique selling proposition is not city-centred. Instead, these hotels focus on other points of interest (POI) such as airports or recreation areas. Therefore, we calculated the distance towards these specific POIs in a similar way. We were able to identify 82 POIs.

Data Taken from Mystery Calls

To really understand a hotel manager's intention behind participating in such a special offer, we called the hotels. However, as German managers are typically very conservative in communicating business-related details to universities for research reasons, we followed another concept: Mystery calls. For collecting unbiased and true information we designed a unique way to gather this information.

We called each hotel by telling them that we, unfortunately, missed the five day deadline of the deal and kindly asked for the same or another discount. As an additional option, we asked if the hotel is planning a similar special offer for the future months as we indicated to be very flexible concerning the date of our stay. During the resulting conversation about the hotel and such special offers in general, we tried to find out about the general satisfaction of the respective employee with these deals. Therefore, we recorded the perceived satisfaction score on a scale from 1 [low] to 10 [high], evaluated from the interviewer.

Descriptive Analysis and Correlations

Table 1 summarizes our variables concerning their minimum and maximum value, their mean and standard error, their standard deviation, and their skewness and kurtosis including the respective standard errors.

Table 1: Descriptive Analysis of Data

	Min	Max	M	SE	SD	SK	SE	K	SE
Dependent Variables									
(1) Discount	50	62	51,8	0,3	2,8	2,0	0,2	3,7	0,5
(2) Discount above 50%	0	1	0,5	0,0	0,5	-0,2	0,2	-2,0	0,5
Independent Variables									
(3) Offering Price	29	129	51,2	1,5	15,5	1,8	0,2	6,4	0,5
(4) Stars	3	5	3,7	0,1	0,5	-0,3	0,2	-0,8	0,5
(5) Room Size	10	65	24,6	1,0	8,2	2,3	0,3	8,9	0,6
(6) Hotel Chain Industry	0	1	0,7	0,1	0,5	-0,9	0,3	-1,2	0,6
(7) Additional Benefits	1	9	4,0	0,2	1,8	0,6	0,2	0,0	0,5
(8) Capacity	25	360	120,7	7,6	71,7	1,2	0,3	1,0	0,5
(9) Major City	0	1	0,7	0,0	0,4	-1,0	0,3	-0,9	0,5
(10) Metropolis	0	1	0,6	0,1	0,5	-0,4	0,3	-1,9	0,5
(11) Postcode	n/a	n/a	n/a	n/a	n/a	0,0	0,2	-1,3	0,5
(12) Distance Main Station	0	78	14,0	1,7	16,6	1,7	0,2	2,7	0,5
(13) Distance POI	0	418	23,3	5,4	49,2	6,6	0,3	52,2	0,5

Notes:
Min = Minimum; Max = Maximum; M = Mean; SE = Standard Error
SD = Standard Deviation; SK = Skewness; K = Kurtosis.

First results for the interrelation of these variables can be found when looking at their correlation coefficients as illustrated in Table 2. For reasons of convenience, significant correlation coefficients are marked in bold. Interestingly, the respective discount correlates with the number of stars (positive), the belonging to a hotel chain (negative), the number of additional benefits (positive) and the dummy variables for major cities and metropolises (both negative) on a significant level. Obviously, some variables account for the same phenomenon inducing the problem of multi-collinearity in regression models.

Table 2: Correlation Coefficients

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Dependent Variables													
(1) Discount	1	0,91**	-0,02	0,21*	0,03	-0,27*	0,28**	0,01	-0,38**	-0,39**	0,01	0,13	0,21
(2) Discount above 50%	0,82**	1	0,00	0,25*	0,01	-0,23*	0,28**	0,01	-0,29**	-0,35**	0,11	0,13	0,18
Independent Variables													
(3) Offering Price	-0,02	0,00	1	0,32**	0,23	-0,38**	0,24*	-0,22*	-0,16	-0,33**	0,04	0,21*	0,06
(4) Stars	0,18*	0,24*	0,27**	1	0,32*	-0,05	0,18	0,44**	-0,21*	-0,18	-0,08	0,15	0,12
(5) Room Size	0,02	0,01	0,17	0,26*	1	0,23	0,27*	0,20	-0,22	-0,14	-0,21	0,08	-0,06
(6) Hotel Chain Industry	-0,24*	-0,23	-0,32**	-0,05	0,20	1	-0,31**	0,48**	0,26*	0,32*	0,02	-0,07	-0,20
(7) Additional Benefits	0,22**	0,25**	0,18*	0,15	0,19*	-0,27**	1	-0,15	-0,48**	-0,51**	0,04	0,22*	0,10
(8) Capacity	0,01	0,00	-0,15	0,34**	0,14	0,40**	-0,11	1	0,07	0,18	0,06	-0,01	-0,08
(9) Major City	-0,34**	-0,29**	-0,14	-0,21*	-0,19	0,26*	-0,43**	0,06	1	0,82**	-0,02	-0,07	-0,16
(10) Metropolis	-0,35**	-0,35**	-0,28**	-0,17	-0,12	0,32*	-0,45**	0,15	0,82**	1	-0,05	-0,13	-0,28*
(11) Postcode	0,00	0,09	0,03	-0,06	-0,14	0,01	0,03	0,04	-0,02	-0,04	1	-0,12	0,06
(12) Distance Main Station	0,09	0,11	0,14	0,11	0,06	-0,06	0,17*	-0,01	-0,06	-0,11	-0,08	1	0,39**
(13) Distance POI	0,15	0,15	0,04	0,10	-0,04	-0,16	0,07	-0,06	-0,13	-0,23*	0,03	0,27**	1

Notes:
Below diagonal Kendall-Tau-b; above diagonal Spearman-Rho.
** p < .01; * p < .05; two-tailed.

Statistical Results

To illuminate the effects of each variable on the absolute discount, eleven regression models were run. Table 3 presents the results of these analyses, whereby significant coefficients are marked in bold. Again, the belonging to a hotel chain (negative), the number of additional benefits (positive) and the dummy variables for major cities and metropolises (both negative) show significant results.

Table 3: Results of Linear Regressions

	Dependent Variable: Discount (Linear Regression)										
Independent Variables											
Offering Price	-0,03 0,73										
Stars		0,08 0,43									
Room Size			-0,06 0,64								
Hotel Chain Industry				**-0,21 0,08**							
Additional Benefits					**0,24 0,01**						
Capacity						-0,06 0,58					
Major City							**-0,30 0,00**				
Metropolis								**-0,24 0,04**			
Postcode									-0,03 0,79		
Distance Main Station										0,10 0,30	
Distance POI											0,06 0,58
Statistics											
Adjusted R Square	0,00	0,00	0,00	0,03	0,05	0,00	0,08	0,04	0,00	0,00	0,00
Sig. Change in F	0,73	0,43	0,64	**0,08**	**0,01**	0,58	**0,00**	**0,04**	0,79	0,30	0,58

Notes:
The first black scores indicate the respective values for Beta; the second grey scores indicate the respective values for significance.

Following a similar procedure, Table 4 shows the results of logistic regressions on the dummy variable indicating a discount higher as 50%. Additionally to the results presented above, the number of stars (positive) and our two distance measurements (both positive) become significant.

Table 4: Results of Logistic Regressions

Dependent Variable: Discount above 50% (Logistic Regression)											
Independent Variables											
Offering Price	0,00 0,99										
Stars		**0,97 0,02**									
Room Size			-0,03 0,34								
Hotel Chain Industry				**-1,12 0,05**							
Additional Benefits					**0,38 0,00**						
Capacity						0,00 0,76					
Major City							**-1,46 0,01**				
Metropolis								**-1,60 0,00**			
Postcode									0,00 0,20		
Distance Main Station										**0,03 0,07**	
Distance POI											**0,02 0,10**
Statistics											
Cox & Snell R-Quadrat	0,00	0,06	0,02	0,05	0,10	0,00	0,09	0,12	0,02	0,04	0,05
Nagelkerkes R-Quadrat	0,00	0,08	0,02	0,07	0,13	0,00	0,11	0,16	0,02	0,05	0,07

Notes:
The first black scores indicate the respective values for B; the second grey scores indicate the respective values for significance.
Detailed results are available upon request.

To better interpret the results of these two different regression analyses, Table 5 presents a synopsis illustrating these results in a condensed way. Therefore, the results are categorized in three parts. First, variables without significant results neither within linear nor within logistic regressions are presented. Second, robust significant variables in both analyses are shown. Third, mixed significant variables are illustrated.

Table 5: Overview of both Regression Analyses

Synopsis of Linear and Logistic Regressions						
Non-Significant Variables						
Offering Price	-0,03 0,73	0,00 0,99				
Room Size	-0,06 0,64	-0,03 0,34				
Capacity	-0,06 0,58	0,00 0,76				
Postcode	-0,03 0,79	0,00 0,20				
Robust Significant Variables						
Hotel Chain Industry			**-0,21 0,08**	**-1,12 0,05**		
Additional Benefits			**0,24 0,01**	**0,38 0,00**		
Major City			**-0,30 0,00**	**-1,46 0,01**		
Metropolis			**-0,24 0,04**	**-1,60 0,00**		
Mixed Significant Variables						
Stars					0,08 0,43	**0,97 0,02**
Distance Main Station					0,10 0,30	**0,03 0,07**
Distance POI					0,06 0,58	**0,02 0,10**

Notes:
The first two scores represents the results of linear regressions.
The second two scores represents the results of logistic regressions.
Detailed results are available upon request.

Conclusions

This study was set out to broadening our understanding of special offers in two dimensions. First, we looked at antecedents, i.e., at variables that are able to explain the nature of offered discounts. Second, we regarded consequences of participating in such special offers from the perspective of hotel managers. As such, our results contribute to our understanding of the phenomenon of special offers in the German hotel market.

On the one hand, our statistical results show some solid insignificant determinants. First, the price of each offering does not affect the discount. This is somewhat surprising as one could have argued that higher prices will lead to higher discounts to attract guests. Second, the average room size does not affect the discount. Therefore, a suspicion that smaller rooms will lead to higher discounts does not find support. The same holds true for the overall capacities as larger hotels could be seen as potential suppliers of higher discounts. Finally, we did not find any effect on geographic distribution along Germany.

More interesting, the analyses found some important significant results. First, belonging to a hotel chain is an important determinant on special offers' discounts in two dimensions. Although hotel chains participate in these offers (51 offers), they typically do not offer more than 50% discount, i.e., the minimum required discount to benefit from HRS deals. Especially the result of the logistic regression shows that hotel chains prevent higher discounts. Second, the number of additional benefits positively influences the discount. One explanation here could be that hotels with lower attractiveness need to offer more benefits and a high discount together in order to attract more guests. Third, both belonging to a city or a metropolitan area decreases the respective discount. As hotels in such an area typically show a higher average bed occupancy rate, this result is in accordance with what we have expected.

Finally, our analyses also offer some mixed significant results. While the number of stars and our distance measurements do not affect the absolute discount, there is an effect concerning our dummy variable. As such, the higher the number of stars, the higher the probability of a discount higher than 50%. The same holds true for our two distance measurements: The higher the distance to the main station or another point of interest, the higher the probability of a discount higher than 50%.

On the other hand, our mystery calls indicated that 35 hotels also propose a special offer after the official booking deadline when mentioning the expired HRS Deal (M=13%; SD=15%; max=51%). While the perceived satisfaction of participating hotels was 5.8 (SD=2.3), 30 hotels indicated to proceed in offering such special offers, whereby only five hotels clearly denied. This indicates a high general satisfaction with such special offers.

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CHANGE THE PERSPECTIVE! SUCCESSFUL AND EFFICIENT CORPORATE SOCIAL RESPONSIBILITY REPORTING IN THE HOSPITALITY INDUSTRY

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ABSTRACT

The reporting of Corporate Social Responsibility (CSR) in hotels plays a crucial role in the assessment of their sustainability activities. Research shows, that if the CSR commitment of hotels is interpreted by guests as a real public interest, CSR has a positive impact on brand evaluation as well as on guest satisfaction. However, the sustainability efforts of hotels are often perceived as pure self-interest and the charge of greenwashing is in the air. Thus, standards in CSR reporting are urgently required. In hospitality so far, neither guidelines for CSR reporting nor third party monitoring organizations exist so far. This paper presents a six-step framework encouraging bilateral sustainability communication in the hotel industry. The common method to proclaim sustainability via reports or websites is typically one-directional from the hotel to the guest (typically referred to as signalling approach). In the long run, this is not enough. Thus, the other direction (typically referred to as screening approach), should particularly be considered as well. Screening is achieved through the use of user generated content (UGC) and electronic word of mouth (eWOM) via evaluation platforms, which nowadays enjoy wide acceptance by guests.

In the presented framework, CSR reporting and CSR rating are outsourced to the guest and the corresponding crowd. This procedure includes several advantages for hotels. First, the efforts and costs of CSR reporting are reduced. Second, the general public is used as a third-party control mechanism for the CSR reporting (typically referred to as monitoring approach). Finally, following this monitoring aspect, the perceived credibility of the CSR reporting in turn will be higher.

Since the credibility and reputation of eWOM largely depend on the number of existing reviews, it is important to generate sustainability-oriented eWOM and to utilize guests for CSR reporting issues. Therefore, based on the well-known phases of service marketing, a five-step-approach is integrated in the framework.

Key Words: Corporate Social Responsibility, Sustainability Reporting, Crowdsourcing, Communication

INTRODUCTION

Corporate Social Responsibility (CSR) and Corporate Sustainability (CS) play a more and more crucial role in the development of hotel business. A study of the French hotel company Accor shows, that sustainability is a determining factor of the booking decision of hotel guests. Overall 68 per cent of the questioned people rather or fully agreed to the question, if they would accept the idea that the hotel might be a little less well localized if the hotel implements policies or services in favour of sustainable development. Regarding the question if they would accept the idea that the room rate might be a little higher if the hotel implements sustainability services, an overall share of 66 per cent rather or fully agreed (Accor 2011). A study of a German research department shows, that more than 40 per cent of the people questioned, wished their holidays to be ecological immaculate. And for more than 46 per cent of the questioned people, their holidays should be socially acceptable as well (Forschungsgemeinschaft Urlaub und Reisen e.V. 2013). The results of these studies finally show, that guests and even society becoming more eco-minded and more aware of the social responsibility of hotels and that the CSR performance of hotels has a positive impact on the satisfaction of the guests.

Research shows, that if the CSR commitment of hotels is interpreted by guests as a real public interest, CSR has a positive impact on brand evaluation (Parguel, Benoît-Moreau, Larceneux, 2011) as well as on guest satisfaction. If guests attribute the hotel's CSR activities to self-serving motives, their satisfaction will decrease, particularly in the case of service failures. Conversely, when guests perceive a society-serving motive, their satisfaction will be enhanced by CSR initiatives as long as service quality is high. (Gao, Mattila 2014). In this regard, CSR can be seen as an excitement factor in hospitality business (Kano 1984).

However, the sustainability efforts of hotels are often perceived as pure self-interest and the charge of greenwashing is in the air. This problem is mainly caused by the well-known asymmetry of information between the guests and the hotel. Due to the immateriality of hospitality business, the guests are faced with an uncertainty and are depending on a trustworthy CSR communication in assessing the hotel's real CSR performance.

For this reason, standards in CSR reporting are urgently required (De Grosbois 2012, Holcom, Upchurch, Okumus 2007), but in hospitality, neither guidelines for CSR reporting nor third party monitoring organizations exist so far.

COMMUNICATION OF CORPORATE SOCIAL RESPONSIBILITY

Preventing the charge of greenwashing can be seen as the main challenge in the communication of CSR activities in the hotel business. Guests tend to insinuate that hotels are serving only self-interests and not public-serving motives with their CSR efforts. In this respect, typical signs of greenwashing can be seen, when companies are using labels that look like third party endorsement or when companies are just giving no proof or evidence for their so-called sustainable activities (Futerra Sustainability Communications 2008). As a consequence, it is highly important that CSR communication is transparent and credible to the guests (Schrader, Diehl 2010).

A possibility to ensure this credibility is the use of reporting guidelines like the G4 guidelines from the Global Reporting Initiative or consistent and widely accepted sustainability standards or labels. The Global Sustainable Tourism Council is nowadays working on criteria for a sustainable tourism, but a global sustainable standard for especially the hospitality business doesn't exist so far. Another way of CSR communication is the use of sustainable hotel search engines like bookdifferent.com. The non-governmental organization bookdifferent.com provides a search of hotels which are labelled with at least one of 15 different international eco-labels. Contrary, this huge amount of different international eco-labels impairs the credibility and transparency of the hotel's CSR communication significantly.

In summary, all these common methods to proclaim sustainability with reports or labels are typically one-directional from the hotel to the guest and are not suitable to reduce the uncertainty by the side of the guests.

USER GENERATED CONTENT IN THE HOSPITALITY BUSINESS

User generated content (UGC) or electronic word of mouth (eWOM) via evaluation platforms enjoys nowadays wide acceptance by guests in the hospitality business. The users of evaluation platforms like tripadvisor.com benefit from hotel evaluations from other users in different ways. It provides help for the users in their decision making and booking process in that way, that it helps to compare different hotels and enhances the perceived trustworthiness and credibility of the hotels promise of performance (Serra Cantallops, Salvi 2014). A study of the German Travel Industry Club shows that more than 85 per cent of the questioned people agree to the question, that online hotel evaluations are useful and are a reliable source of information (Travel Industry Club 2011). In a study of two German research institutions, 86 per cent of the questioned people answered to the question "How do you rate the credibility of evaluations of other guests on travel platforms?" with "credible" or "very credible" (ITB Berlin, FH Worms 2014).

This success of UGC and eWOM in hospitality business and in special of its high credibility is mainly founded in its bilateral communication approach. The guests are not only the receivers of information, but the creators of information as well, based on their own made experiences. This approach helps substantially to reduce the uncertainty by the side of the guests.

USER GENERATED CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION

FRAMEWORK FOR A BILATERAL SUSTAINABILITY COMMUNICATION IN THE HOSPITALITY BUSINESS

This paper follows a six-step framework encouraging bilateral sustainability communication in the hotel industry. In this strategic framework CSR reporting and CSR rating are outsourced to the guest and the corresponding crowd. This is achieved through the use of UGC via evaluation platforms. The framework is presented in the following Figure 3.

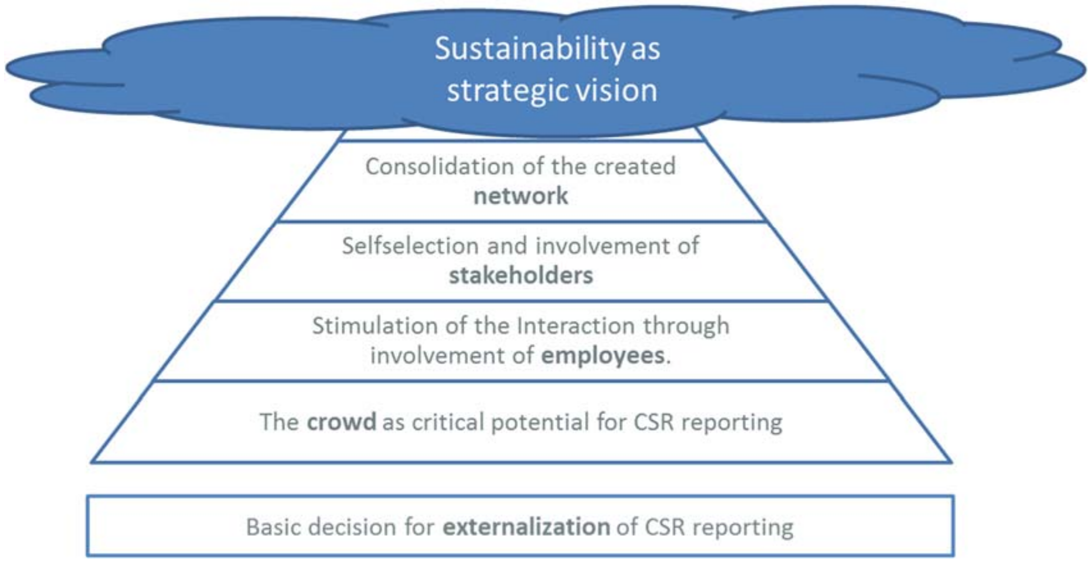

Figure 3: Framework for bilateral CSR communication
(own Figure according to Fässler, Baierl 2014)

The framework is based on the fundamental decision of the hotel to externalize its whole CSR communication and reporting. This means a completely change of the common perspective: Not the hotel is reporting from an internal perspective about its CSR efforts, but the stakeholders assess from an objective and external view the hotels CSR activities. The next step is to recognize the crowd as the critical potential for the CSR reporting due to the shown advantages of UGC and eWOM in the hospitality business. The third task in the framework is to stimulate an interaction between the crowd and the employees of the hotel. This is a requirement for the self-selection and involvement of the stakeholders in the next step in the framework. The stakeholders must be encouraged by the employees to take part in the voluntary assessment and reporting process with UGC. If it succeeds to consolidate this network of voluntary stakeholders in the next step of the framework, the goal of sustainability as the strategic vision of the hotel is achievable.

CROWDSOURCING AS AN EFFICIENT CSR COMMUNICATION APPROACH

CSR communication as a crowdsourcing approach consists of three main steps: In addition to the traditional signalling step, a screening and a monitoring step are added to the approach. As first step, the hotel provides information about its CSR efforts to address potential guests and to sensitize them for sustainability topics. The second step addresses the former guests with the goal to win them for their UGC about the CSR efforts. The third "monitoring" step addresses the public or the so called "crowd" as an independent third-party control mechanism. These three steps are shown in the following figure.

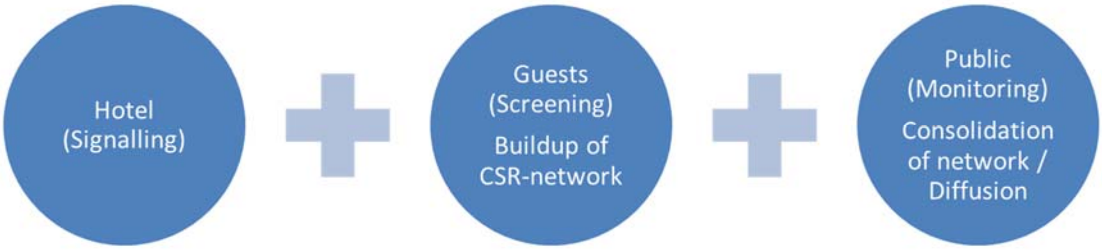

Figure 4: Steps of external CSR communication

Beside the already mentioned advantages of the higher perceived credibility of the CSR reporting and the use of the crowd as a control mechanism, this approach provides an advantage in reduced costs and reduced efforts of the CSR communication. In this way, CSR communication over crowdsourcing is not only effective, but also very efficient for the hotel.

Stimulation of sustainability-oriented user generated content

1. Step: Signalling

The first signalling step concerns the awareness of the guest for sustainability and CSR topics. Only when guests know about sustainability and CSR, they will evaluate the CSR performance of the hotel later. To address this lack of information, another five-step-approach, based on the well-known phases of service marketing, is integrated in the framework, shown in Figure 5.

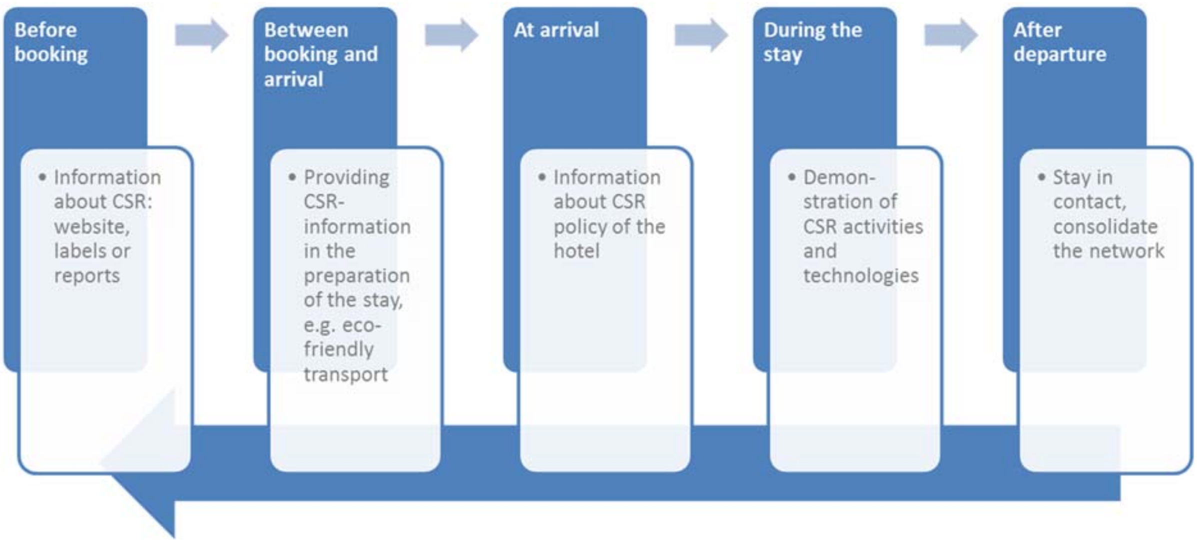

Figure 5: 5-Step-Approach for CSR-Signalling

In the first step, before the guests are booking the hotel, it is important to give information about the CSR activities of the hotel to them. During the guest's decision making process, they recognize the sustainability efforts of the hotel and get in touch with the topic of CSR and sustainability for the first time. This can be done by the hotels website, by traditional CSR reports or CSR labels.

In the second step, between booking and arrival, it is important to continue with the sensitizing of the guests for sustainability issues. For this purpose, for example information about eco-friendly transfers to the hotel could be used.

At the arrival, when the guests and the hotel staff meet the first time, the sustainable reputation of the hotel should be tightened. This can be achieved by giving information about the hotel's CSR policy.

The fourth step, during the stay, is the big chance to convince the guests about the CSR engagement of the hotel. The hotel should transparently show all the CSR efforts to the guests, for example by demonstrating sustainable technologies which are in use in the hotel.

The last step, after the departure of the guests, should be used to stay in contact with the guest's und to consolidate the guests' impressions about the CSR performance of the hotel. This should be done by using social media like facebook or twitter.

Overall, CSR related UGC should be stimulated by an involvement of the hotel employees. The staff as the "touch-point" to the guests should inform the guests about the CSR activities to sensitize them for sustainability issues. Therefore, the training and motivation of the hotel employees for sustainable development is vital.

2. Step: Screening

The second step within the overall model, the screening approach, deals with the question, how the guests can be utilized for CSR reporting issues. Important review generating factors are that UGC creates for the users a social identity and provides a sense of community belonging for them (Cantallops, Salvi 2014). In detail, the willingness to generate UGC depends mainly on the so called "homophily". Homophily can be described as the tendency of individuals to associate and bond with similar others. Due to this insight, for the purpose of CSR communication, it is necessary to create a network for the guests where they can communicate with each other. "The key strategy is to bring like-minded people together." (Delloite 2011 p. 2) This can be done by building up online platforms which focus precisely on the target guest segments. For example, the platform couchsurfing.org focuses on travellers who shun conventional tourist accommodation, whereas wayn.com focuses on younger travellers, and silvertraveladvisor.com targets mature travellers (Ayeh, Au, Law 2013). For the purpose of CSR communication, it is suggested to build up a suitable network or platform where the guest can exchange their CSR-related content with each other and where they get a sense of belonging to a sustainability-community.

3. Step: Monitoring

The third step headlined as monitoring addresses not only the former guests, but the whole public. The public is used as an independent third-party control mechanism, which reviews the CSR-related UGC of the guests in the term of consistency. This is a very important step to guarantee the high credibility of the CSR-related UGC (Mauri, Minazzi 2013). Research shows that the credibility of UGC is in particular high, when there is a big amount of reviews. When there are more reviews present, guests increase their behavioural intention. Further they perceive them to be more informative which reduces the uncertainty and the perceived risk (Viglia, Furlan, Ladrón-de-Guevara 2014). As a consequence, there should be a high diffusion and consolidation of the build-up network in the public to ensure the function as a third-party control mechanism.

A strategy to reach this necessary critical mass of reviews could be the intensive use of social media like facebook or twitter. These modern bi-directional communication channels provide the possibility to stay in contact with the guests and the whole CSR-interested public or stakeholders, and to reach a high diffusion very fast. To achieve a viral dissemination in the crowd, it is important to stay in contact in an interactive way. Research gives several recommendations for companies to force the interaction with their clients and guests (Griesam, Baierl 2013):

Be proactive: Take the initiative to begin an interactive exchange about your CSR efforts with the guests.

Be honest: Communicate only your realised and true CSR activities.

Be interesting: Report only about effective CSR efforts.

Be modest: Don't exaggerate with your CSR performance.

Be nonprofessional: Use an easy understandable language, don't use a professional jargon.

These recommendations can first be used to consolidate the build-up CSR-network, second to prevent the origin and initially shown difficulty of CSR communication – greenwashing – and in result, to achieve the superior goal of a sustainable hotel.

CONCLUSIONS

This paper presented a framework to prevent greenwashing in the CSR communication of hotels. Therefore, a change in the perspective of CSR communication is suggested. The actual CSR communication should be outsourced to the crowd. This brings several advantages to the hotel: The costs and efforts for CSR communication are lowed, the credibility of the CSR communication turns higher and the crowd is used as third-party control mechanism. The build-up of a CSR network is therefore a fundamental requirement to give the former guests the possibility to create UGC.

Further research should be conducted about the build-up of a suitable CSR network or platforms. Due to the effect of homophily, there should be a network to bring like-minded people together. This could be done by creating new CSR platforms or by the expansion of existing online review platforms like tripadvisor.com. Therefore, it should be taken into account in which way the target guest segment could be most accurately addressed.

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ABSTRACT

The aim of this paper is to explore the potential for integrated rural tourism development in border regions, drawing attention upon local products and traditions festivities. Local festivals associated with local products are considered to be significant cultural 'assets' that can substantially contribute to the preservation and promotion of traditional products and related production methods. Consequently, they consist part of the local cultural identity, an essential element of the originality and branding of rural areas, and may act as tourism attraction poles.

The paper argues that, the networking of local production activities and festive attractions can stimulate co-operation and partnerships among border rural areas, reinforcing local economies, as well as the non-economic 'intangible' aspects of regional dynamics. The project "LOFT- Local products Festivals and Tourism development in cross-border cooperation Greece-Bulgaria" is used as the case study to illustrate the proposed methodology. The situation analysis in the study area, illustrated by GIS-mapping reveals a large number of local fairs and festivals associated with local agricultural and traditional handicraft products, which attract visitors from the broader region. However, until now little research has been undertaken to study the tourism development perspectives of these events. Based upon the results of a questionnaire survey of local festivals' organizers, carried out within LOFT project, the paper highlights the implications of local stakeholders networking for cross-border tourism initiatives that can help bridging local production and tradition with economic activities at the local and regional level. It is suggested that, the development of cross-border synergies in order to support local products festivals and reinforce the involvement of local interest groups (e.g. local authorities, universities, producers, organizations, communities) from both sides of the borders, is essential for the successful implementation of joint rural tourism branding strategies.

Keywords: rural tourism, cross-border, festivals

INTRODUCTION

Tourism is widely acknowledged as one of the most important service industries in the global economy, an activity essential to the life of nations because of its direct effects on the economic, social, cultural and educational sectors of national societies and on their international relations (WTO, 1995; OECD, 2012). With substantial growth in tourism over the past several decades in the industrialized world, tourism promotion has become an important economic development strategy (Gibson 1993; Honey 2002; Dowling 2003; Hodur et al. 2005) for governments and local authorities that are increasingly recognizing its potential to diversify and stimulate economic growth and social contribution. (Martin et al., 2013) Tourism has the ability to create jobs, attract foreign currency and stimulate national, regional and local economic growth and as a result is frequently supposed to be a viable means of raising the economic activity of regions in both developed and developing countries (Irshad, 2010). The aspects of spatial distribution and development of tourism include, among others the concepts of rural tourism and cross-border tourism collaboration (Crozier, 2011).

Rural tourism, usually small scale and traditional in character, is identified as a means of promoting even development patterns in rural settings, opening new business initiatives and developing synergies with the existing agricultural production. Long and Lane (2000) underline the qualities inherent to rural settings, such as personal contact, authenticity, heritage, and individualism. As indicated by Briedenhann and Wickens (2004), the clustering of tourism activities and attractions in rural areas, stimulates cooperation and partnerships between communities in local and neighboring regions and serves as a vehicle for the stimulation of economic development through tourism. In recent years, festivals and special events became one of the fastest growing types of tourism attractions, increasingly recognized to be a cost effective way to boost local economies. A strong theory and evidence – base exists linking tourism development in rural areas and benefits from the organization of festivals delivering not only economic results, such as income growth, job generation, revenues, but also intangible ones such as place-image and community identity. As a result, worldwide national governments and local authorities are using festivals and special events as key elements within regional development strategies.

Local products festivals tourism, as a modern form of experiential tourism, is widely considered as a means of promoting cross-border tourism competitiveness and attaining regional developmental goals. Local products combined with stories and values of their respective areas play an important role in the development of a destination. The promotion of traditional products in local festivals may highly contribute to the local development of an area, by making a region popular for visitors and thus enhancing the income of the local community and facilitating the cash flow in the region. Small scale local festivals seen as best tourism marketing tools, may act as mechanisms to encourage regional economic development and tourism attraction (Kostopoulou et al., 2013). In recognition of these facts, many local, regional and national authorities worldwide make strategic decisions to embark on a collaborative approach to the development of local products tourism.

Culture, traditions, local products and food festivals can provide a better basis especially for cross-border collaboration in tourism development, with a shift towards personalized experiences characterized by authenticity. Border areas are said to be often marginalized areas within a country, due to their geographical position on the periphery of the country. Nevertheless, in the tourism sector global experience indicates that political and administrative borders are not suitable means to delineate tourism destinations and tourism development, since tourists do not keep to strict borders and tend to visit regions, rather than an area within a defined political boundary. Cross-border collaboration in tourism thus provides a means of coping with changes in regional cross-border dynamics, as well as preparing the way for the sustainable exploitation of local resources and the maintenance of a durable tourism industry (Inskeep 1994; Hall 2000). Joint cross-border tourism development initiatives fall under the scope of cooperative or collaborative tourism planning (Reed, 1999 and Timothy 1998) offering a means of creating linkages and cooperation between tourism destinations in rural settings in order to increase economies of scale. Cooperative planning among key players in festival tourism development is widely acknowledged to be crucial to respond to global changes and regional cross-border dynamics, by means of building institutional or informal networks.

In this paper an attempt is made to explore the potential for integrated rural tourism development in border regions, drawing attention upon traditional local products festivals. The project "LOFT- Local products Festivals and Tourism development in cross-border cooperation Greece-Bulgaria" is used as the case study to illustrate the proposed methodology. A large number of local fairs and festivals associated with local agricultural and traditional handicraft products exist in the area, attracting visitors from the broader region. However, until now little research has been undertaken to study the tourism development perspectives of these events. Based upon the results of a questionnaire survey of local festivals' organizers, carried out within LOFT project, the paper highlights the implications for local stakeholders networking upon joint cross-border tourism initiatives that can help bridging local production and tradition with economic activities at the local and regional level.

REVIEW OF THE LITERATURE

Worldwide, festivals and special events are widely acknowledged to make an important contribution to the economic development of their local areas, as they provide opportunities for tourism promotion, commercial outcomes and increased inward investment in host regions (Getz 2007; Van de Wagen 2005), contribute to the extension of the tourism season (Huang et al. 2010; Boo and Busser 2006; Mehmetoglu and Ellingsen 2005 and help recreate the image of a place. Festivals range from mega, hallmark, and regional/local events: mega-events are designed to reach a global audience and thus make a positive impact upon the national economy of the host country, whereas community events are primarily designed to deliver benefits to local stakeholders. Small scale local events usually require minimal capital development and thus, have the potential of generating substantial returns on small financial investments (Gursoy et al. 2004). Moreover, ssuccessful events can change the perception of places and the sense of being in and belonging to a community. As a result, cities and regions widely apply festival branding, due to the growing importance of cultural industries within the contemporary economy, for visitors, as well as for the local population (Kavaratzis and Ashworth, 2010:5).

While an extensive literature on the various social, cultural and economic elements of festivals does now exist (see Getz 2008 for a comprehensive review), festival studies mainly focused upon mega-events and other hallmark events leaving regional and small community events rather underexplored (Bres and Davis 2001), even though rural festivals have gained increasing attention academically (Higham and Ritchie 2001; Gorman-Murray et al. 2008; Kostopoulou et al., 2013). Empirical studies of small, provincial festivals all point to economic benefits, usually concerned with short-term impacts and direct, tangible outcomes such as extra jobs, hotel rooms and business revenues. However, as identified by Getz (2008) researchers should be critical and position studies within broad social, economic and environmental discourses.

Festival tourism is viewed as travel focused on experiencing cultural environments, including landscapes, visual and performing arts, and special lifestyles, values, traditions and events. It involves not only tangible or visible heritage such as sites and settlement patterns, but also intangible heritage such as societal structures, traditions, values and religion. Contemporary tourists are more and more looking for true experiences, for getting to know other people and other cultures. Increasingly, the focus shifts to personalized tourist experience, search for authentic atmosphere, specific character of the visited place, with predominance of intangible elements of cultural supply. Over the past decade, tourism businesses have been trying to meet this new demand by emphasizing on local products that have the potential to become a unique selling proposition. Local fairs and festivals associated with local products can contribute substantially in the preservation and promotion of traditional products, related production methods, infrastructure and equipment. Consequently, they consist part of the local cultural identity, an essential element of the branding and originality of each region, and function as poles of tourist attraction. For local festivals to succeed and be beneficial for the branding of the host areas, attention must be given to the strategy of networking all stakeholders involved: local and central governments, local business community, sponsors, media, branding agencies and moreover, networking local festival organizers.

Networking refers to a wide range of co-operative behavior between otherwise competing organizations and between organizations linked through economic and social relationships. Network relationships are widely acknowledged as a significant part of the development of intangible capital through their role in providing social capital which underlies much economic development (OECD, 2012). Experience shows that networks are an effective means of informing, inspiring and empowering local people in rural communities and thus networking is widely adopted as a tool for supporting and promoting sustainable rural development. Rural development networks have as main goals to improve the well-being, capacity and resilience of rural communities by promoting interaction between, and action by, different rural actors and stakeholders. This is a very important function that is described by Ward et al. (2005) as the mobilization of intangible intellectual assets through learning, innovation and the building of human and social capital. The most important reasons for local people to access rural networks thus are to receive advice and information; share local learning and experiences; develop creative ways to address local problems and needs; identify sources of funding (ENRD, 2012).

Local fairs and festivals associated with local products are significant cultural 'assets' for rural cross-border areas often promoting a rich tourism potential on both sides of the borders usually based on beautiful and varied nature, cultural heritage, authentic crafts and customs, delicious food and warm hospitality. In this context, there is an opportunity for both enhancing cooperation between local products' festivals in disadvantaged cross-border rural regions and further developing tourism through these events. However, local fairs and festivals associated with local traditional products in cross-border areas have been rather poorly publicized thus indicating a lack of coordination initiatives that can jointly promote, reinforce and further develop local festivals.

The Project "LOFT - LOcal products Festivals and Tourism development in cross-border cooperation Greece-Bulgaria" addresses this opportunity by proposing the networking of local festivals in the cross-border region. The Project LOFT is included in the Territorial Cross Border Cooperation Operational Programme Greece-Bulgaria 2007-2013, an important program under the European Territorial Cooperation Objective. Within the context of the European Union policy, border regions are now considered to constitute opportunities for development. In particular in the European periphery, such as the border zone between Greece and Bulgaria, problems of uneven development, differences in the institutional context and transitional processes make the planning of spatial cooperation processes in border regions a matter of special importance. At this end, the research analysis focuses at the challenges and obstacles towards encouraging the creation of local products' festivals networks so as to support the harmonious, balanced and sustainable development of the cross- border area under study.

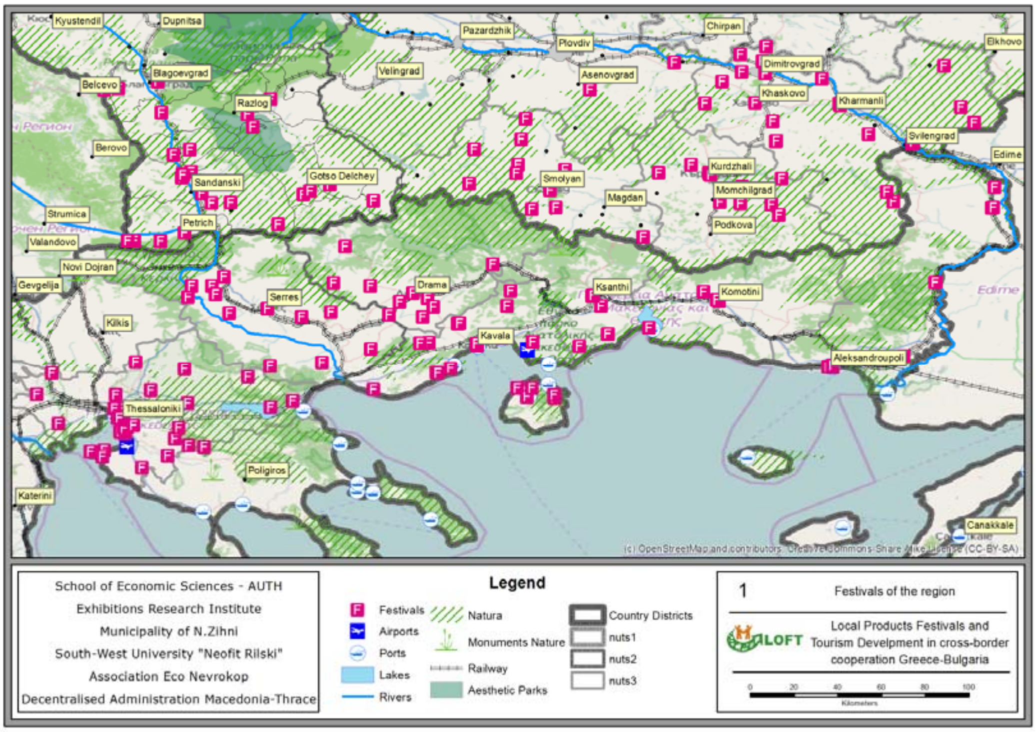
METHODOLOGY

In order to explore the dynamics of networking local products festivals so as to support rural tourism development in cross-border areas, a research survey was carried out addressed to the organizers of local products festivals within the cross-border area Greece-Bulgaria. The survey has been realized within the project "LOFT- Local products Festivals and Tourism development in cross-border cooperation Greece-Bulgaria", funded under the European Territorial Cooperation Programme "Greece-Bulgaria 2007-2013".

At first, a list of organizations and institutions involved in holding festivals on local products in the eligible cross-border area Greece-Bulgaria of the European Territorial Cooperation Programme "Greece-Bulgaria 2007-2013" was combined. The list included Local Authorities, Cultural Associations, Business Associations etc. in the districts of Blagoevgrad (BG413), Smolyan (BG424), Kardjali (BG425) and Haskovo (BG422) in Bulgaria and in the Regional Units of Evros (GR111), Kavala (GR115) (as adjacent area), Xanthi (GR112), Rodopi (GR113), Drama (GR114), Thessaloniki (GR122), Serres (GR126) in Greece.

Thereafter a recording of the local festivals in the eligible cross-border area Greece-Bulgaria was elaborated. The recording included 20 fields of data for each festival namely, identity number, festival's name, range, theme, website, social media, dates, duration, frequency, location (regional unit, municipality), site, number of visitors and participants and the contact details of the organizers (name, address, phone number, fax, e-mail, communication manager, website). Mapping local products festivals took place in the context of creating a WebGIS tool that was formed for LOFT project, an interactive tool that allows easy navigation into local events and products providing an abundance of information for visitors (products, festivals, location, transportation facilities etc.).

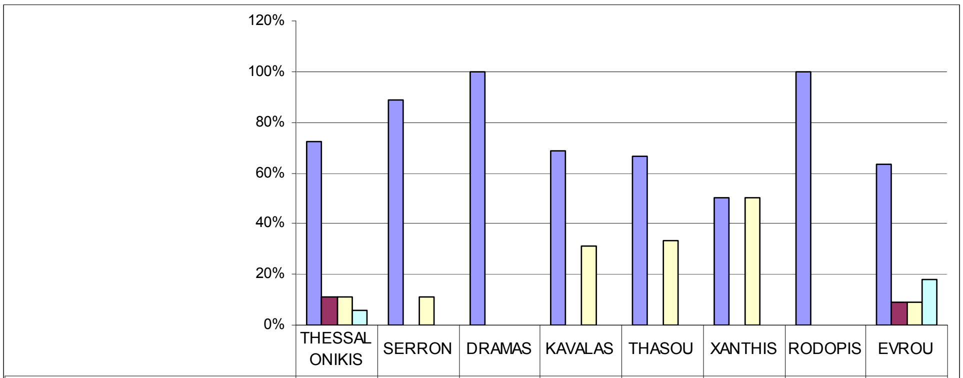
A total of 103 festivals was recorded within the Greek eligible cross-border area namely, in the Regional Units of Thessaloniki (36 festivals), Serres (13 festivals), Drama (10 festivals), Kavala (13 festivals), Thasos (6 festivals), Xanthi (9 festivals), Rodopi (5 festivals) and Evros (11 festivals). The spatial structure of the registered festivals reveals a rather uneven spatial distribution within the Greek study area, with a significant concentration in the Regional Unit of Thessaloniki (34%), where Thessaloniki the major urban center of Northern Greece is located, followed by Serres, Kavala, Drama, Evros and Xanthi (13%-9%) and a smaller one in Thasos and Rodopi (7% and 5% respectively). Within the Bulgarian eligible cross-border area a total of 107 festivals was recorded in the Districts of Blagoevgrad (44 festivals), Smolyan (20 festivals), Haskovo (30 festivals) and Kardzhali (12 festivals). The total of 210 local products festivals recorded in the cross-border area is presented in Map 1.



Map 1. Local products festivals in the cross-border region Greece-Bulgaria

An in-depth research followed recording local festivals by topic/product. Their identification was based on the delineation of the main categories of intangible cultural heritage, according to the definition of UNESCO Convention for the Safeguarding of Intangible Cultural Heritage and the categorization of WTO (2012): handicrafts and visual arts, gastronomy and culinary practices, social practices, rituals and festive events, music and the performing arts, oral traditions and expressions, including language as a vehicle of intangible cultural heritage, knowledge and practices concerning nature and the universe. On the above basis, the main cultural assets related to local/traditional products were described and identified leading to the elaboration of inventories for each administrative unit of the cross-border area Greece-Bulgaria. The topics of the festivals recorded cover a wide range of subjects that were identified in both sides of the borders.

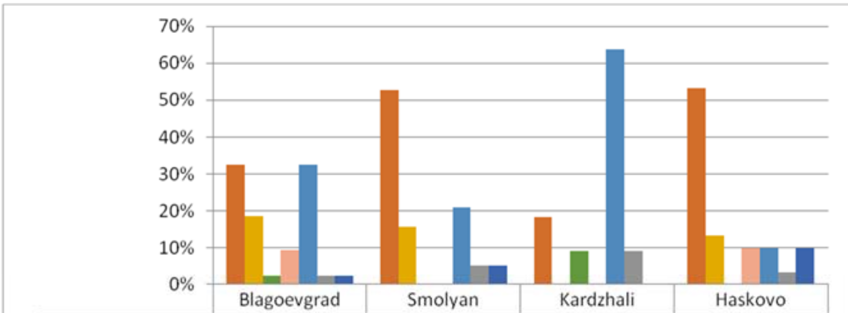
In the Greek study area, the festivals organized were grouped into four subject categories (Figure 1): Festivals dedicated to local agricultural products - Food/culinary festivals; Festivals of traditional crafts; Festivals based on cultural / historical heritage (tangible and intangible) - Folklore festivals - Festivals on traditional rites / rituals; Festivals of gifts of nature/natural resources. As shown in Figure 1, in the Greek side the prevalence of agricultural products and food festivals is significant.



	THESSALONIKIS	SERRON	DRAMAS	KAVALAS	THASOU	XANTHIS	RODOPIS	EVROU
Agricultural Products / Food/culinary festivals	72%	89%	100%	69%	67%	50%	100%	64%
Festivals of traditional crafts	11%	0%	0%	0%	0%	0%	0%	9%
Cultural / historical heritage Folklore	11%	11%	0%	31%	33%	50%	0%	9%
Gifts of nature/natural resources	6%	0%	0%	0%	0%	0%	0%	18%

Figure 1. Local products festivals in the Greek cross-border area, by theme

In the Bulgarian study area, seven types of festivals on local products have been identified (Figure 2): Folklore festivals; Food/culinary festivals; Festivals dedicated to local agricultural products; Festivals of traditional crafts; Festivals on traditional rites / rituals; Festivals on gifts of nature/natural resources; Festivals based on cultural / historical heritage (tangible and intangible). As shown in Figure 2, in the Bulgarian side the prevalence of folklore festivals is significant. Moreover, folk music and/or dances are a key component of the events organized in the four Bulgarian administrative districts under review, even for festivals where they do not consist of the central theme.



	Blagoevgrad	Smolyan	Kardzhali	Haskovo
folklore	33%	53%	18%	53%
traditional cuisine	19%	16%	0%	13%
historical heritage	2%	0%	9%	0%
agriculture	9%	0%	0%	10%
traditional ritual	33%	21%	64%	10%
crafts	2%	5%	9%	3%
natural resources	2%	5%	0%	10%

Figure 2. Local products festivals in the Bulgarian cross-border area, by theme

A more detailed recording of the local products festivals per subject and/or specific agricultural product has shown that the most widespread local festivals organized in the Greek cross-border area, are festivals on agricultural products such as cherry, wine, potato, honey, while on the Bulgarian side of the cross-border area, the most widespread festivals are the folklore ones.

The research survey realized within the LOFT project aimed to analyze the opinion of the organizers of local products and traditions festivals in relation to the key issues regarding the organizational characteristics and management obstacles of local festivals, and the role of festivals' networking in tourism growth in the cross-border area.

The survey was conducted online in Bulgaria and by e-mail and/or personal interviews in Greece, by use of a questionnaire, common for both sides of the cross-border area, so as for the results to be comparable. The questionnaire included 28 open and closed type questions in order to gather both qualitative and quantitative information from the organizers. The questions were organized in two parts: the first part included questions about the demographic data of respondents, (age, gender, education, position in the festival organization) and the type of festival organizations, and the second part included questions about the organizational issues and management obstacles of local festivals. The questionnaires were sent to 53 festival organizers holding a webmail address in Bulgaria and 103 in Greece, during the period January – March 2014. Twenty-one completed and valid questionnaires were received from the Bulgarian festival organizers and thirty two from the Greek festival organizers, forming a response rate of 39.6% and 31.1% respectively.

RESEARCH RESULTS ANALYSIS

Age of respondents

Regarding the age of respondents over the Greek cross-border area, it can be inferred that Greek festival organizations employ rather young staff, since 63.6% are 36-45 years old, while only 18.2% are 46-55 years old and 18.2% are 55-65 years old. In the Bulgarian cross-border area, results analysis shows that the majority of the staff of festival organizations are middle-aged, since the predominant share of respondents (55.5%) were 45-60 years old. The age structure of the respondents reveals that the workforce engaged in Greek festival organizations is expected to be more creative in introducing new tourism development and marketing tools than the respective festival staff in Bulgaria. This is an element that the Bulgarian organizations are challenged to take into consideration in order to support the future development of their festivals, since the participation of the new generation is essential in their organization.

Education of respondents

The educational level of the staff in both countries is relatively high. More specifically, in the Greek organizations 91% of the respondents have a higher education degree (45.5% are University graduates, 27.3% are Technological Educational Institutes graduates, 18.2% are Master graduates), whereas only 9.1% are High School graduates. Similarly, on the Bulgarian side 82.0% of the respondents have a higher education degree. The high educational level of the staff of festival organizers contributes to the better and more effective organization of local festivals.

Position of respondents in the organization

Regarding the position of respondents in the festival organization on the Greek cross-border area, 72.7% are executive employees, 18.2% are administration staff and 9.2% are volunteers. On the Bulgarian cross-border area, participants in the survey occupy expert positions by 64.0%, secretary positions by 27.0%, while 9.0% are members of the management board. From the analysis of the structure of the Greek and Bulgarian samples, we may conclude that the vast majority of respondents are highly ranked in the organizational bodies of festivals, and therefore have a good knowledge and well established view of the obstacles and challenges that organizers deal with during the organization of a local festival.

Type of festivals organizations

The predominant part of the festivals on local products in the Greek cross-border area is organized by cultural organizations (54.5%) and/or local authorities (45.5%) that could greatly benefit from partnerships with NGOs, professional associations and other organizations connected with cultural heritage and local development. In the Bulgarian side there are four types of organizations, local authorities, cultural institutions (community centers), NGO's and governmental institutions. This shows that the type of organizations is more diversified in Bulgaria compared to Greece, an element that gives an increased variety of incentives for organizing festivals in Bulgaria.

Reasons for organizing local products festivals

One of the main questions of the research survey concerns the reasons for organizing festivals on local products. The importance of predefined variables was assessed by using a 4 point Likert scale ranging from 1 (not important) to 4 (very important).

In Greece, festivals are organized mainly to support local products and traditions (81.8% very significant and 18.2% significant) and inform the public on a specific product at a similar rate; tourism increase is also considered of major importance (72.7% very significant and 27.3% significant), while entertainment and local economy are both evaluated very significant at 63.6%. Other considerable reasons for organizing local festivals include the creation of a brand name in the festival sphere (54.5% very significant and 45.5% significant), the reinforcement of the good reputation and prestige of the area (45.5% very significant and 54.5% significant) and the contacts with sponsors, advertisers and other people involved (27.3% very significant and 36.4% significant). Historical reasons are also considered important in organizing local festivals (9.1% very significant and 90.9% significant), while religious reasons are not considered of major importance (36.4% and 18.2% respectively).

In the Bulgarian cross-border area respondents consider that raising the prestige of the host area and the promotion of local products and traditions are the main reasons for organizing local festivals, together with creating a brand name of the festival and reinforcing tourism growth. The entertainment aspect and informing the public are also indicated as of significant importance. Bulgarian respondents evaluate that reasons related to history and religion are not of major importance in organizing local festivals. Making contacts with advertisers and sponsors, as well as public opinion leaders, and economic factors are also considered to be significant reasons for organizing local festivals.

The results show the important role that tourism plays in the organization of local products festivals and events on both sides of the border. While a few decades ago cultural institutions organizing local festivals focused their attention on the preservation and promotion of local culture, today an important part of their motives is related to the strengthening of tourism and the increase of tourist inflows at the destination.

Evaluation of the festival's role and benefits

Regarding the evaluation of the festivals' role and benefits, a differentiation appears between the two sides of the borders. On the Greek side, respondents considered as very significant and significant the role of local festivals for economic and touristic issues and also for local communities and businesses. More specifically, the role of local authorities is recognized as very significant by the majority of the respondents in terms of promotion of the local industry (36.4%), benefits for the local community (45.5%), creation of opportunities for recreation and leisure, (72.7%), opportunities for socializing (72.7%) and experience and cultural exchange (81.8%). Moreover, the majority of respondents evaluate as significant the role of local festivals for the attraction of tourists (54.5%) and the increase of municipal revenues (45.5%).

In the Bulgarian research area, results analysis revealed that respondents assessed at a relatively low rate the results achieved in terms of attracting tourists and promoting local business. The lowest benefit is indicated in the increase of municipal revenues, which is rather expected, since this is not considered to be one of the important motivations for holding a local products festival. Benefits associated with local businesses and local communities are higher than average, but still do not reach a very good score. The opportunities for entertainment and exchange of experience and culture are the top ranking benefits according to organizers. The results of the survey on both sides of the cross-border area Greece - Bulgaria underline the considerable cultural aspect of festivals, whereas the economic aspect is rather underestimated.

Evaluation of event characteristics

A number of specific characteristics of local products festivals were also assessed by the organizers in the same way on both sides of the borders. A five-point Likert scale was used, ranging from Poor (1) to Excellent (5). From the research results analysis it can be concluded that in both sides of the cross border area the majority of the event characteristics are of the same importance, except for the technical equipment and advertisement which are both very significant for the Greek organizers whereas they are of minor importance for the Bulgarian organizers.

Evaluation of the difficulties in the organization of festivals

Regarding the difficulties that organizers deal with during the organization of local festivals, problems seem to be common in Greece and Bulgaria. Assessment was based on a five Likert scale ranging from 1 (not important) to 5 (very important). In Greece the organizers indicate that the main difficulties arising during the organization of a local festival mainly involve insufficient funding (evaluated as very significant 54.5% and significant 45.5%), lack of active participation from the local community (evaluated as very significant 27.3% and significant 36.4%), while lack of tourism infrastructure is evaluated as significant at a lower rate (27.3%).

As for the Bulgarian organizers when asked about the main difficulties confronted, they indicated insufficient funding as of major importance, followed by the insufficient popularity of the event, lack of interest by local population and local businesses and poor tourism infrastructure, while respondents also underlined insufficient volunteer activity. Regardless of the difficulty indicated in finding the necessary financial resources, the majority of the organizers do not consider as necessary the introduction of participation fees.

The results of the survey on both sides of the cross-border area clearly show that the organizers are encountered by more or less the same problems. The deficient popularity of the events and insufficient funding, followed by the lack of interest from the local community and inadequate tourism infrastructure, are common obstacles that both Greek and Bulgarian organizers have to overcome in order to improve local festivals and create new successful ones.

Preferences on the duration of festivals/fairs

The duration that local festivals should have, according to the answers of the respondents in the research in both Greek and Bulgarian area, is 2 to 3 days. More specifically, 72.7% of Greek and 50.0% of Bulgarian respondents believe that the ideal duration should be 2 days, whereas 27.3% of Greek and 30% of Bulgarian respondents believe that it should be 3 days. Greek and Bulgarian organizers therefore share the same opinion about the ideal duration of local festivals.

Evaluation of respondents about the type of visitors

Research results analysis indicates slight differences in the origin of visitors to local festivals, in the Greek and Bulgarian areas. Greek festivals have a local and regional range of visitors, while Bulgarian festivals have a rather broader national and regional range of visitors.

Festivals' funding sources

The funding sources of local festivals appear to be different in the Greek and Bulgarian sides. In Greece, the funding of local festivals, already acknowledged as a significant factor of the organizational difficulties, is based mainly upon festival incomes (50%) followed by funding from municipalities (25%) and at a same rate (25%) by funding from donations and sponsorships.

In Bulgaria, the largest share of funding comes from the municipal budget, sponsorships and donations, as indicated by 82% and 73% of respondents respectively. Almost half of the respondents indicated festival revenues and less than a third funding from European projects. Overall, the results indicate untapped potential for funding from national and European programs.

Festivals' advertising modes

The advertising types used by local festivals are actually a mixture of traditional and modern types, similar for both Greek and Bulgarian festivals. In Greece, 36.4% of respondents prefer the internet, 18.2% flyers, 18.2% mailing lists, 18.2% regional media and 9.1% personal contacts. In Bulgaria the most popular advertising type is regional media (indicated by all respondents). The Internet ranks second (91%), national media are indicated by 64 % of respondents, almost half of respondents rely on personal contacts, while a relatively small percentage use mailing lists, brochures and printed media. Overall, results confirm that considerable opportunities for joint actions in advertising emerge in both countries, in order to save money and support the increase of cross-border tourism.

Participation mode

Regarding the type of festivals' participants it appears that a large percentage are regular visitors in both Greece and Bulgaria. In Greece 72.7% of respondents reported that some of the participants were regular, whereas 27.3% reported that all participants were regular. In Bulgaria, a large percentage of organized events (36%) have no regular participants, 46% have some regulars and 18% state that almost all their participants are regular. The large percentage of festivals organizers who fail to attract regular participation in the events could be explained by the fact that several festivals are taking place only for a few years; however, it could also be the result of inefficient management. The percentage of events that fail to attract regular participants also indicates lack of sustainability and further development of the event.

Degree of authenticity

When traditions are used for tourism purposes, it is essential that they be interpreted and presented authentically so as to avoid a negative impact on the culture of the local community. In the Greek side it appears that festivals present local products and traditions in an authentic way. More specifically, 27.3% of respondents believe that local festivals represent authentically local traditions and products and 72.7% also consider that they probably do. On the Bulgarian side, even though almost all respondents mentioned that they have good knowledge of traditions and typical local products, the survey results reveal a disturbing trend of neglecting authentic representation, where 18% of respondents believe that local events do not represent local tradition in an authentic way and 18% believe that this representation is only at some extent.

Finally, the participants in the research survey in the Greek cross-border area mentioned local traditional products that in their view represent better the area: wine, cheese, pastries, traditional pies, buffalo products, buns, potatoes, beans, kavourmas, sausages, garlic, asparagus, and traditional sweets like halva, malibi and retseli, sauerkraut, toursi, grapes, cherries. Similarly, participants in the Bulgarian cross-border area mentioned: herbs, chestnut, sesame, peanuts, walnuts, beans, cherries, sericulture, weaving, sheep-breeding, wood industry and wood products, viticulture and enology, potatoes, tobacco, bagpipe-making and bagpipe playing. Many products are identical due to similar geophysical and climatic characteristics, an element that may support festivals' partnerships and networking (e.g. specific products' festivals routes).

CONCLUSIONS

The overall conclusions from the research survey in Greek and Bulgarian local products festival organizers indicate that festivals on both sides of the border have many characteristics in common, such as organization process and structure, goals and incentives etc. Another important factor that both sides have in common is the high educational level of the organizers that ensures, at some extent, the progress of festivals. Both sides also share the main incentives for organizing local products festivals, gradually changing from the initial pursuit for promotion and representation of local traditions and culture into touristic motives with visible economic results for the host regions. However, significant differences also emerged, hence in matters of less significance. For example, the age of the organizing members is different in Greece than in Bulgaria, as well as the type of the organizations and institutions involved in local festivals. Nevertheless, these differences could be overcome through joint programs for the organization of local products festivals.

The main difficulties in organizing the events in both sides are related to insufficient funds and insufficient or ineffective advertising. In this regard, more attention should be paid to opportunities provided by the European operational programs. More effort should also be made to raise the participation rate of local festivals and enhance the visibility of the festivals by integrating festival planning, organization and promotion into local and regional tourism strategies and promotion plans. To this end, broadening some of the local festivals scope could also prove helpful since the predominant part of festivals are one-day events of local or regional importance. It is advisable to anchor other festivals of a region to the ones with national or international scope. This connection could take i.e. the form of advertising other festivals or creating some parallel demonstrations/events regarding their themes, during the international/national ones. Survey results also reveal the need to focus towards supporting festival organizers to become more business and entrepreneurship oriented.

Local products usually entail a dimension of local celebration and consist of valuable vehicles for reinforcing the branding of local production and tradition, as well as poles for tourism development that could be further promoted under existing or new local fairs and festivals. The main concerns of a growth strategy for tourism based on local products should be oriented towards issues of authenticity, quality and consistency, sustainability, marketing, research and knowledge development, with a prominent role to networking. By identifying the prominence of networking the development of organized packages around main products and local resources of the cross-border area can be proposed. To this end the clustering of local festivals could be introduced in three ways: geographically per administrative unit, seasonally per month, and thematically per product category.

As the main tools for networking and integrating local products to tourism growth, local food cooperatives and product theme routes are recognized. Numerous advantages can flow from bringing food producers, local products festival organizers and tourism providers together to develop local produce based tourism promotions. Whether the end result will be a formal partnership or network with a range of activities, working together enables more efficient and effective use of budgets for marketing and promotion, allows different but related businesses to support each other by sharing ideas and developing complementary offers, and can extend market reach by encouraging visitors to seek out products from the destination when they return home (Guthrie et al., 2013). Furthermore, by working together, local products festivals and tourism businesses can retain visitors spend in their area and minimize leakage by using locally sourced products. Therefore, the elaboration of a common planning scheme towards strengthening the "image" of the cross-border region Greece-Bulgaria as a "local products and traditions tourism destination" can be based upon a networking strategy among festival organizers.

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ABSTRACT

Since the Revolution of the 25th of January 2011, Tourism in Egypt has been facing major problems. Among these is the large number of unemployed tour guides due to trip cancellations. An increasing need emerged to develop strategies in order to improve the current situation of tour guides.

The main objectives of this research are to implement entrepreneurial approaches in the field of tourist-guiding. The study deals with starting a personal business as a tour-guide, through promoting tours and all related services. Such an enterprise has the advantage of being managed from home through the internet, using online applications and social media websites, not to mention the possibility to produce a large income.

The research will conduct a qualitative approach by interviewing a number of Egyptian tour-guides.

One of the main conclusions of the study is that Entrepreneurship would help tour-guides know how to market the services of their business. This requires building contacts with companies and individuals on all levels. The success of the business is accomplished by providing clients with the best offers they can get and to possess the know-how of promoting the required services.

Recommendations of the study include that tour-guide should look for entrepreneurial ideas doing all the effort needed to make their business succeed. It is also highly recommended to create coordination with tourism suppliers and to build alliances with all relevant tourism promoters.

Key-words: Tour-guides, guided tours, entrepreneurship.

INTRODUCTION

Tourism is becoming increasingly competitive. For many countries, tourism is an important sector of their national economy, an industry where tourists consume a wide range of products and services (Nassar, 2012). This adds up to the domestic demand with an impact on the economy and job creation. These activities contribute to national wealth and to the income of individuals and their households. On the other hand, international tourism provides foreign currencies to destinations and impacts positively on the balance of payments. Hence, it is considered to be more labour intensive than any other productive sectors (UNWTO-ILO, 2013). It is also considered as the life blood for developing countries, where it provides an effective transfer of income from developed to developing economies. Indeed, tourism is an important source of foreign exchange and foreign investment in many developing countries (UNEP, 2013).

The creation of professionally trained guides has thus become an essence. An increasing number of people are interested in travel and tourism. This has consequently created demand for intermediaries to link up travellers with what they want to consume as they travel and to make interesting and informative commentaries (Chilembwe & Mweiwa, 2014).

Tour guides are one of the key front-line players in the tourism industry. Through their knowledge and interpretation of a destination's culture, communication and service skills, they have the ability to transform the tourists' visit into an experience and knowledge level. Service professionalism has become an important issue as destinations compete for tourists in a very competitive environment (Chang et al. (2012). However, according to Mak et al. (2011), "*the tour guiding profession has been the "Cinderella" of the tourism industry: attractive, useful, but often neglected*".

Egypt has been going through very difficult times for almost four years now. Tourism has been badly affected by the Revolution of January 25th, 2011. Tourist guides of Egypt have never lost hope that tourism will recover and visitors will flood the great sites of Egypt again (WFTGA, 2014). Consequently, needs have arisen for entrepreneurial behaviour. Tour guides have to implement innovative methods in order to move forward with their career.

OBJECTIVES:

The main objective of the study is to examine tour guides' roles in promoting tourism in Egypt as a tourism destination. Therefore, the study identifies and evaluates roles of tour guides in creating a good destination image, establishes the need for tour guides' training to aid in tourism promotion and development, investigates challenges faced by tour guides and identifies possible solutions to challenges tour guides face in Egypt. One of the main objectives is to assess tour guides' attitudes towards using Information and Communication Technology in their business and to evaluate their ability to create an atmosphere of creativity and innovation. This study seeks to examine the critical issues impacting the service quality and professionalism of the tour guiding professions serving the Egyptian tourism market.

METHODOLOGY:

The goal of this study is to provide a clear understanding rather than to generalize findings. Therefore, the research relied on the qualitative approach and consisted of two phases;

-Phase 1: a pilot study with experts in the field was conducted to gain base for interview questions. This step was important to ensure validity and reliability of questions.

-Phase 2: a series of in-depth interviews was conducted with representatives of tour guide associations, and selected tour guides in Egypt in order to explore the critical issues related to tour guiding. Data collected was transcribed and analyzed using content analysis.

Based on some new findings, a set of recommendations was formulated. A key recommendation included the implementation of a series of procedures that will help improve the Egyptian tour guides' situation and working conditions. It is recognized that the experiences faced by the Egyptian tour guides are unlikely to be unique and there may be some issues and problems raised that are common to the guiding profession in most other countries.

4 LITERARTURE REVIEW:

Very few studies have dealt with the professional status and issues faced by tour guides. A number of researches have been devoted to define tour guides and to explain the different roles performed by them and the qualifications required for the profession (Pond, 1993; Howard et al., 2001; Prakash & Chowdhary 2010; Mak et al., 2011; Chilembwe & Mweiwa, 2014; Weiler & Walker, 2014;). Cohen (1985) was a pioneer of making tourist guiding a matter of scientific attention. He defined a tour guide as a pathfinder, a leader, an animator and a mentor who not only produces attractions in the marginal regions of the ecological tourist system but also reproduces the attractions in the central regions of the system.

Pond (1993) explains that skilful tour guides are of the most valuable assets a tourism company can have, since they are in many ways in the front line of a business or company; they are the ones who interact the most with visitors.

Tour guides are those who possess enthusiasm, knowledge, personality qualities and high standards of conduct and ethics that enable them to lead groups of people or individuals to the important sites while providing interpretation and commentary (Chilembwe & Mweiwa, 2014). They are the information-givers and caretakers (Mak et al., 2011). Through their knowledge and interpretation of a destination's culture, communication and service skills, they have the ability to transform the tourists' visit into an experience and knowledge level (Chang et al., 2012).

On the other hand, fewer studies dealt with Egyptian tour guides in particular. El-Sharkawy (2007) conducted an in-depth research about the requirements Egyptian tour guides must fulfil, shedding light on the historical background of the profession in Egypt. Furthermore, although some studies discussed tourism in Egypt after the Revolution of January 25th, 2011 (Nassar, 2012;; Abdou & Zaazou, 2013; Khodair, 2013; World Bank. 2013), no research tackled the issues of Egyptian tour guides and the problems and challenges they are facing, particularly after the revolution. The present study tries to involve entrepreneurship with tour guiding as a means of overcoming the actual situation. This research would thus represent one of the first attempts to deal with tour guiding with respect to entrepreneurship and innovation.

5 TOURISM AND TOUR GUIDES IN EGYPT:

Tourism is a dynamic economic sector that generates substantial foreign exchange earnings. Due to the forward and backward linkages of the sector with other activities, it tends to generate employment and income opportunities (UNEP, 2013; WTO-ILO, 2013).

In Egypt, around 70 sectors profit from the tourism industry which creates jobs across the board. It is considered a main provider of jobs where tourism employment (direct and indirect) is about 12.6% of the total employed population, with 1.2 million workers directly engaged in hotels and another 1.5 million in travel and other related tourism services, according to reports of January to December 2009 (Handoussa et al., 2010).

Since Egypt is a major tourism destination, accordingly it provides great job opportunities on all levels for those who work in the field. Generally speaking, the rise in need for travel in the tourism industry usually increases the demand for tour guides to provide tourists with all the necessary information and relevant services (Chilembwe & Mweiwa, 2014).

In the growing movement toward organizing and professionally accrediting positions within the travel industry in Egypt, the first official tour guides' association was founded in Egypt in 1965. In 1983 the Egyptian Tourist Guides Syndicate (EGTGS) was created. It established a sophisticated database about tour guides and their working conditions (El-Sharkawy, 2007).

Egypt has the largest tourist guides association in africa; the egtgs has today more than 17,000 members, according to the syndicate's database. it is also a founding member of the arab tourist guides federation (WFTGA, 2015).

Through the egtgs egypt is a member of the world federation of tourist guide association (wftga). the egtgs was established by law, part of the egyptian constitution; law N. 121 of 1983 organizes the work of tour guides in Egypt. It implies that egyptian tour guides must be licensed by the Ministry of Tourism and be a member of the Egyptian Guides Syndicate (Ministry of Tourism, 1983; El-Sharkawy, 2007).

Like tour guides all around the world, Egyptian tour guides have to fulfil qualifications and to achieve responsibilities and roles. Tour guides are representatives of a region, they are crossing points between tourists and destinations; they are interpreters making sense of the destination's culture and heritage (Mak et al., 2011).

They also contribute to the promotion of a tourist destination since they can sell the next tour (Chilembwe & Mweiwa, 2014), not to mention their leading, interpretative, inspiring and entertaining roles in a given geographical or environmental setting in which they apply specialized knowledge of various languages (Howard et al., 2001; McGrath, 2003; El-Sharkawy, 2007; Prakash & Chowdhary, 2010; Chilembwe & Mweiwa, 2014; Moteka, 2014,). They are also the "ambassadors" entrusted with the public relations missions of the destination (Holloway, 1981; Pond, 1993).

6 PROBLEMS AND CHALLENGES:

For many years, tour guides in Egypt have been suffering from major problems. Some of these are in fact common issues for tour guides in all countries such as the lack of recognition by employer, low social status, low and unstable income, lack of commitment, and high turnover rate and inadequate employment protection (Ponds, 1993; Mak et al., 2011).

Furthermore, an important defect of the business is seasonality. The seasonal nature of tour guiding offers guides little security and protection over their income, benefits, and employment status, consequently leading to their lack of commitment. This has undoubtedly resulted in a high turnover rate in the guiding profession, and the lack of skilled and trained tour guides (Ponds, 1993; Mak et al., 2011; Chilembwe & Mweiwa, 2014). Interviewed tour guides indicated that, during high seasons of work, they had recourse to some practices to increase their income such as selling goods or bringing tourists to various shops, encouraging tourists to make purchases that will generate sufficient commissions for the tour guides.

Altogether, the above issues have gradually led to a high turnover rate in the guiding profession. Tour guides started to look for joining other businesses if they were offered more favourable pay and working conditions. This has created difficulties in retaining skilled and experienced tour guides and thus, a decline in service quality and professionalism of the guiding profession.

On the other hand, tourism is a fragile industry which is highly vulnerable to internal and external shocks as diverse as economic downturns, natural disasters, epidemic disease, and international conflicts (Sönmez, et al., 1999; Nassar, 2012).

SINCE THE REVOLUTION OF JANUARY 25, 2011 HAS ERUPTED, Egypt has been undergoing a major political and social transition. At the same time, substantial economic disruptions have adversely affected all Egypt's sectors including tourism (World Bank, 2013). While some believe that the revolution has ended, the tourism industry, similarly for other sectors of the economy, is still facing major troubles (Nassar, 2012).

Egypt in 2010 had 14.7 million tourists, but after January the 25th, tourism revenues dropped by 60 percent. The country has lost around two billion U.S. dollars in tourism revenues due to this political unrest which resulted in cancellations of trips (Abdou & Zaazou, 2013).

Given all the previously mentioned conditions, whether the frequent challenges of the business or the negative status after the revolution of January 2011, the need had arisen to look for new approaches to deal with problems tour guides are facing. Entrepreneurial activities must consequently be established.

Entrepreneurship is a multi-discipline phenomenon that involves change initiation, creative resourcing, entrepreneurial learning, innovation and creativity, as well as knowledge leadership, opportunity alertness, relationship management, and timing of action (Aghapour, et al., 2012).

Many developed Western economies recognized the role of entrepreneurial activities in stimulating innovation and change, employment and new venture creation, growth in economic activity and technical progress (Lugosi & Bray, 2008; Skokic & Morrison, 2011; Aghapour et al., 2012). Entrepreneurship and innovation are critical factors in tourism and are both central to the continued success and development of the industry, both globally and regionally (Blichfeldt, 2009; Lopez et al., 2009). Recently some entrepreneurial activities such as booking agencies and low budget hotels or airline have been established (Aghapour et al., 2012).

7 ENTREPRENEURSHIP IN EGYPT:

Promoting entrepreneurship in Egypt for youth employment creation is a great challenge (Jochaud et al., 2014). The 2012 GEM Study (2012) has been the first to capture the effect of the 25th of January, 2011 revolution on entrepreneurship in Egypt (Hattab, 2013). Due to its vital role in job creation, opening up opportunities for youth, stimulating innovation and other aspects that contribute directly to the economic prosperity of the country, more attention has been paid to entrepreneurship in Egypt over the past few years. An increasing number of key players engaged in entrepreneurship in Egypt has appeared, such as The Middle East Council for Small Business and Entrepreneurship, BADER entrepreneurship programme, Egypreneur, Innoventure, Startup Weekend and others, through activities organised in the different governorates of Egypt targeting all age categories including business plan competitions, global entrepreneurship week that has been held on annual basis since 2008, networking events, etc (Hattab, 2013).

The entrepreneurial life cycle includes crucial factors to be promoted in order for entrepreneurs to thrive: entrepreneurship culture, education and training, support services, access to finance, access to market and technology transfer and the promotion of innovation (Jochaud et al., 2014). These are indeed the major factors needed for enhancing and promoting tourism and tour guiding in Egypt in the future.

8 RECOMMENDATIONS:

The recommendations of the research deal with various factors that mainly involve innovation, creativity and entrepreneurial activities. These, however, must be accompanied by a series of practices that will help to improve the present situation. In times of crisis, the main goal is sustainability and not profitability (Cernusca & Dima, 2010). There are some policies to be implemented:

8.1 Crisis management measures to be established:

The organization of a task force composed of local government officials, local travel and tourism industry professionals is highly recommended (Sönmez, 1999). This group should draft a current crisis management plan and develop a crisis management guidebook (Nassar, 2012). It will take the responsibility of restoring new levels of safety to an area of potential violence. It can also protect and rebuild the image of safety by re-establishing the area's business functionality and attractiveness (Nassar, 2012). A full recovery plan comprised of a partnership between the public sector (the Egyptian government) and private sectors (Tourism sector analysts and experts) needs to be developed to restore Egyptian tourism to its original state. It is also noteworthy that the Ministry of Tourism in Egypt has a main role in planning for the development of tourism and the coordination between public and private sectors. Its main efforts are encouraging enterprise development by resolving problems, removing constraints, and offering new opportunities (Handoussa et al., 2010). Tourism companies, on the other hand, must promote diversified tourism packages both for domestic and foreign tourists at relatively lower prices (Nassar, 2012).

8.2 Tour guides' education and training:

Educating and training guides is one of the great challenges in the present situation. A national theme curriculum must be created among academic institutions and tour guides syndicate, in order to deliver well educated and trained tour guides. This can be achieved by developing the educational programs adhered by the institutions, and the training courses organized by the syndicate under the patronage of the Ministry of Tourism (El-Sharkawy, 2007).

8.3 Entrepreneurial practices:

In this era of virtual communication, it is important to implement innovative tools to promote tourism and accordingly improve tour guiding, such as using websites and promoting tourism online through social networking (Facebook, Twitter, LinkedIn) (Cernusca & Dima, 2010; Nassar, 2012).

It has to be mentioned that some tour guides have initiated an entrepreneurial practice in the past few years; they designed private websites for themselves, through which they can promote for their work and sell tours (Viator Tour Guides; Egypt Private Tours; Egypt Guided Tours & Tour Guides Directory). Interviewed tour guides mentioned that this trend is becoming more widespread among Egyptian tour guides. It enables them to promote tours and all its related services through the internet, using social media websites. Marketing their services requires building contacts with travel agencies, hotels, companies and individuals on all levels in order to provide their clients with the best offers. It has the advantage of being managed from home and to produce a good income. The key to success is to create coordination with tourism suppliers and to build alliances with all relevant tourism promoters. They explained that it only has the inconvenient of adding more taxes to tour guides. They are treated differently by the government when they pay their taxes because they are the ones who organize the trips not travel agencies or tour operators.

In this respect, the researcher suggests the introduction of a new technology that might help tour guides improve their situation. It is a service offered online by tour guides in the form of Virtual Tours organized on the tour guides' websites. Such virtual tours will be paid online since they will be accompanied by commentaries and information given on the spot from tour guides to tourists. Tourists will have the opportunity to make a tour in sites through live videos or 3D sites, and to profit from guides' information.

Undoubtedly this might not totally satisfy tour guides who need live interaction with tourists, but it could be one of the proposed solutions for the present time. In fact, no one can deny that technology has had its negative effect on tour guiding with the development of Information and Communication Technology and the use of Tour Guides Applications that are now available on mobiles (Brown & Chalmers, 2003; Kenteris et al., 2009; Chang et al., 2012; Alshattnawi, 2013).

9 CONCLUSION:

To conclude, it must be mentioned that rising unemployment in Egypt is at the forefront of economic and social challenges (World Bank, 2013). THE importance of tour guides cannot be underestimated for quality tourism experience of tourists visiting a destination.

Tourism administrators and organizations have to help guides in carrying out their roles through creating a good work environment, superior quality of work life, pride in work, safe and secure jobs, not to mention good relationships with stake holders, and all procedures that enable them to enjoy their jobs and professionalism (Prakash & Chowdhary, 2010).

This paper raises a few issues about the intervention of technologies in tour guiding and the need to apply entrepreneurship in order to create innovative solutions that will cope with new trends and applications. Also, it points to the issue of funding that is necessary for tour guides, since the implementation of new techniques imposes financial resources (Jochaud et al., 2014).

The report of the World Travel and Tourism Council (WTTC) in 2014 offers 10-years forecasts which assess and quantify the value of Travel & Tourism's contribution to GDP and employment. According to the information it provides, the direct contribution of Travel and Tourism to GDP was EGP 96.8bn (5.6% of total GDP) in 2013, and was forecast to rise by 1.9% in 2014, and to rise by 4.9% pa, from 2014-2024, to EGP 158.6bn (5.5% of total GDP) in 2024. The direct contribution of Travel and Tourism to Employment in 2013 was 1,251,000 jobs (5.1% of total employment). This was expected to rise by 2.4% in 2014 and rise by 2.5% pa to 1,648,000 jobs (5.2% of total employment) in 2024 (WTTC, 2014). These valuable forecasts undoubtedly indicate that the situation in Egypt is still promising.

It is noteworthy that research and development play a crucial role in enhancing entrepreneurship and promoting new high growth ventures. Therefore, it is crucial to establish a strong link between different sectors, particularly between the academic and the private sectors (Jochaud et al., 2014).

Finally, it is highly assumed that, with the return of political stability, tourism activities, including tour guiding, will have a new powerful start.

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THE USE OF TEXT MINING TO EXAMINE THE EFFECT OF THE EGYPTIAN REVOLUTION ON TOURISTS' SENTIMENTS TOWARDS VISITING THE COUNTRY

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ABSTRACT

The Egyptian revolution (25 January 2011) had a major impact on the Egyptian society, the economic sectors as well as a shift in the political relationships with the outside world. Tourism, as one of the major sectors upon which Egypt has been relying for the past years to cover deficiencies in the balance of payment has been seriously affected.

This study tends to use text mining applications to examine tourist sentiments towards Egypt in the period of 2011-2015 using samples of blog posts from a popular social media platform (TripAdvisor). Furthermore, the study applies correlation analyses to test whether there was a relationship between tourists' sentiments towards Egypt at that period and actual tourist numbers visited Egypt at the same period.

The results of text mining analyses showed, that security problems played a major role in forming a negative sentiment towards visiting Egypt if also associated with foreign governmental bans to visit the country. These sentiments were clearly reflected in the number of tourists.

It is worth to mention, that also fluctuations between negative and positive sentiments and number of tourist visits were noted. That could be closely linked to different events occurring in the country at that period.

It is recommended that tourism stakeholders closely monitor social media platforms and provide accurate information to tourists to impact decision making.

Keywords: Egyptian revolution, Text mining, Tourism sector, TripAdvisor, Tourist visits.

1 INTRODUCTION

The Egyptian revolution, which had its outburst in the 25th of January 2011, was a result of anarchy and corruption that dominated the picture for several years. People flounced and the country's long-ruling regime was deposed.

The revolution and the numerous events that followed had a major effect on the tourism sector which is considered a highly sensitive sector if associated with political instabilities. Tourism is one of the important sectors that Egypt depends on to cover deficiencies in the balance of payment.

According to 2008/2009 statistics, the tourism sector covered about 42% of the deficiencies of the commercial balance of payment. This percentage fluctuated since then between increases and decreases till it reached 44% in 2012/2013(Ministry of Planning, 2014).

The objective of this research was to analyze the sentiments of actual and potential visitors in order to get useful insights about fears and concerns that overwhelmed visitors in the period between 2011 and 2015. The research also examined whether these sentiments could be linked to the number of tourists visiting the country at that period.

The research hyposized the following:

H1: Customer generated content are useful to extract valuable information about customer sentiments.

H2: There is a relationship between sentiment polarity of certain keywords used in reviews and number of tourist arrivals.

This research is divided into two parts. The first part includes some background information about an emerging field of research, namely sentiment and opinion mining and an overview of some events that occurred in Egypt after the revolution. This background information is necessary to understand the drop in tourist arrivals and the sentiments of visitors towards Egypt at that period. This part also covers a review of related literature and formulation of research question. The second part consists of a depiction of research approach and methodology that were used to test the hypotheses.

2 BACKGROUND ON TEXT MINING AND SENTIMENT ANALYSIS

Sentiment analysis or opinion mining refers to "the application of natural language processing, computational linguistics, and text analytics to identify and extract subjective information in source materials" (Katarzyna *et al.*, n.d.)

In today`s era of Internet technologies and associated social media avenues such as blogs, discussion forums, peer-to-peer networks and other types of social media, consumers have unprecedented possibilities to share their experiences and opinions regarding any product or service. Businesses and destinations have nowadays exceptional opportunities for information retrieval. This huge number of consumer reviews offers a chance for businesses to analyze and make statistical inferences about consumer behavioural patterns in the field of tourism and hospitality.

In late 2012, Expedia's set of verified reviews reached a total number of more than7.5 million (Media room Expedia, 2012). This huge number of available customer generated content could be effectively used to develop business intelligence strategies. These reviews reflect actual experiences and generate word-of-mouth marketing for certain brands or destinations. If not carefully monitored, this indirect marketing opportunity could harm brand reputation and destination images. Reputation management strategies are nowadays widely used to limit the negative word-of-mouth that can be quickly spread through the viral effect of social media.

The challenge that faces businesses and destinations is how to convert this wide range of data into useful insights. There are several approaches that can be used to extract useful information from social media such as *channel reporting tools, overview score- carding systems* and *predictive analytic techniques* like text mining (Pang *et al.,* 2008).

Companies and destinations are becoming more convinced, that the viral effect of social media can play a major role in shaping the opinions of other consumers, their brand loyalties and their purchase decisions. Sentiment-analysis technologies can be effectively used for extracting opinions from unstructured human-authored documents. This could help travel businesses and destinations change their marketing messages, consider different tools for brand building or develop different strategies for positioning.

Nevertheless, this data can be used to draw general insights about overall sentiments and opinions but need further investigation to stand upon customer needs, behaviours and preferences (Pang *et al.,* 2008).

The objective of this research was to extract useful insights about tourists` sentiments from online customer generated content posted on TripAdvisor. The reviews could be categorized as being posted by tourists that visited the country and were sharing their experience. Another category of reviews consisted of inquiries and investigations from those under consideration for a future visit. These potential visitors were seeking advice and were exposing their fears to go through with their plan to visit the country in the period of instabilities from 2011till 2015.

3 AN OVERVIEW OF THE POLITICAL SITUATION IN THE PERIOD OF 2011-2015 (MC-DAOULYIA, 2015).

The following events constitute the most important stations in the history of Egypt since the date of (January 25) until today.

On January 25th, more than a million demonstrators gathered in Cairo's Tahrir Square, which has become a symbol of the revolution. Demonstrations continued in Tahrir Square in Cairo and other parts of Egypt and the number of protesters escalated as days went by.

On February 11, 2011 Mubarak, after several speeches, stepped down and a military council headed by Supreme Commander of the Armed Forces announced running the country on a temporary basis.

In January, 2012 the Supreme Judicial Elections Commission announced that the Islamists have received more than two-thirds of the seats in the parliamentary elections.

June, 2012 Morsi won the run-off in the presidential election by 51.7%, and led the country on the thirtieth of June to became the first president of Egypt after free elections.

Due to chaos that ruled the country, a campaign to collect signatures calling for the isolation of Morsi and the holding of early presidential elections was launched.

In June 2013, on the first anniversary of Morsi`s presidency take-over, millions of Egyptians began mass demonstrations for days to demand him stepping down.

In July 3rd 2013, Sisi announced the isolation of Morsi and the inauguration of the President of the Constitutional Court Counselor temporarily as president. In May 2014, Sisi won presidential election by 96.91 percent.

All these events had major effects on Egypt internally and externally. The economy of Egypt in particular was majorly influenced by the events succeeding the revolution. Tourism, as a sensitive industry was extremely affected by the political unrest that ruled the country as will be presented later in succeeding parts of this research.

4. RELATED WORK AND RESEARCH QUESTION

With the emergence of social media and associated UGC a new stream of research tackled the approaches of sentiment analysis and opinion mining using language processing techniques (Hu *et al.*, 2004; Pang *et al.*, 2008). Some work was also devoted to automated extraction of product reviews (Lee *et al.*, 2011).

Other researchers studied the affect of product reviews on product sales with the focus on numeric review ratings (e.g., Godes *et al.*, 2004; Chevalier *et al.*, 2006; Liu 2006; Dellarocas *et al.*, 2007; Duan *et al.*, 2008; Forman *et al.* 2008).

Decker *et al.* (2010) used text mining to forecast the effect of product features and brand names on the overall evaluation of the products. A research by Ghose *et al.* (2012) aimed at improving the recommendation strategy for travel search engines in order to provide customers with most suitable hotel choice early on the search process.

A study by Marrese-Taylor *et al.* (2013) determined consumer preferences about tourism products, particularly hotels and restaurants, using opinions conveyed in customer reviews on TripAdvisor. Results showed that tourism product reviews could provide precious information about customer preferences that can be extracted using aspect-based opinion mining approaches.

The purpose of the study by Claster *et al.* (2013) was to examine whether tweets could convey market intelligence opportunities. The results showed that tweets or micro-blogs if sentiment mined can be used as a valuable source of information for market research in the tourism and hospitality industry.

A study by Banerjee *et al.* (2015) examined to what extent authentic and fake reviews could be distinguished. The researchers used supervised learning algorithms based on four linguistic clues, namely, understandability, level of details, writing style, and cognition indicators for analysis.

A research by ComScore (2007) revealed that customer generated content has a more significant influence on customer sales if compared to content generated by professionals.

The study by Xiang *et al*. (2010) confirmed the growing significance of social media in e-tourism and the importance of them as a source of information.

Based on the review of the literature the research question arised:

Could customer generated content be used to extract valuable knowledge about customer preferences and behavioural patterns?

In order to answer this question, the study adopted a methodology that extracted data from TripAdvisor reviews to examine sentiments and opinions of actual and potential visitors towards Egypt in the period of 2011-2015. The research also went beyond overall text polarity for sentiment analysis and shed light on some keywords that expressed concern and fears in order to get more subtle insights about customer needs, concerns and worries.

5 DATASET AND METHODOLOGY

TripAdvisor, a popular social media platform, was founded in 2000 and currently covers more than 4.9 million accommodations, restaurants, and attractions. TripAdvisor contains 225 million travel reviews and opinions written by 5 million registered members and counts 340 million visitors per month. People on TripAdvisor can exchange information about destinations, tourism products, services, travel experiences, weather, shopping or any other topic (TripAdvisor, 2015).

In order to conduct sentiment analysis for TripAdvisor reviews, the researcher relied on an open source text mining software called *Semantria*. This software accomplishes language processing tasks. It includes several features like overall text sentiment analysis, queries, intentions, facets, entities, language among others. Some of these features can be customized by the user.

The data collection phase entailed gathering reviews from TripAdvisor covering the period of 2011-2015. The phrase "Safe to travel to Egypt" was used in TripAdvisor search engine. The query generated a total of 2352 reviews. The results were filtered (data cleaning phase) and a total of 895 unrepeated reviews were extracted for the purpose of this research. The software is an excel add-in, so the results of the analysis were presented in the form of an excel sheet accompanied by some charts of selected features. The analysis focused on features such as overall text polarity (sentiment), queries, entities...etc.

5.1 Results

The data set of 2011:

Semantria uses an algorithm to calculate sentiment polarity. The document sentiment has a range spread from -2 to 2, where -2 is really negative, -1 is negative, 1 is positive, and 2 is really positive.

The data set of 2011, which comprised of 101 reviews, showed that the overall polarity of the reviews was positive (84%) while 4% were negative reviews and 12% were neutral reviews *(Table1).*

Table 1: Overall polarity of reviews according to year.

	Positive Polarity (%)	*Negative Polarity (%)*	*Neutral Polarity (%)*
2011	84	4	12
2012	92	1	7
2013	91	1	8
2014	92	2	6
2015	92	1	7

Source: Semantria, 2015.

This study tended to examine the effect of the Egyptian revolution on the sentiments of actual tourists and also on potential visitors. In order to examine this phenomena, special keywords related to "safety", "security", "curfew", "traffic", " politics", "service"…etc were chosen and set up in the query feature. The query count showed that in 2011 the keywords related to category "safety" appeared 100 times in the reviews and had an overall neutral polarity. The word "service" appeared 34 times with neutral polarity. The word "politics" appeared 31 with also neutral polarity *(Table 2).*

Table 2: Query, Query Count, Query Sentiment Score and Query Sentiment Polarity of TripAdvisor reviews of 2011

Query	Query Count	Query Sentiment Score	Query Sentiment Polarity
safety	100	0.012157905	neutral
service	34	0.033683971	neutral
Politics	31	0.021857854	neutral
security	22	0.026701482	neutral
traffic	21	0.027466889	neutral

Source: Semantria, 2015.

The feature entity entails some categories such as *Product, Company, Person* and *Place*. The sub-category place was chosen and customized with entities like "Egypt", "Cairo", "Luxor", "Aswan"…etc. The analysis showed that the keyword Egypt occurred 92 times in the reviews with 56 times as positive entity, 27 as neutral entity and 9 times as negative entity. The keyword "Cairo", which was categorized as place entity, appeared 43 times in the reviews with mainly positive polarity (33 times). "Luxor" and "Aswan" occurred mainly in the reviews as positive entity with no negative entity *(Table 3). Figure 1* is a bar chart of entity categories and their associated polarities.

Table 3: Entity Count, Type and Polarity of TripAdvisor reviews of 2011.

Entity	Entities Count	Entity Type	Positive Entities	Neutral Entities	Negative Entities
Egypt	92	Place	56	27	9
Cairo	43	Place	33	9	1
Luxor	18	Place	14	4	0
Aswan	9	Place	8	1	0

Source: Semantria, 2015.

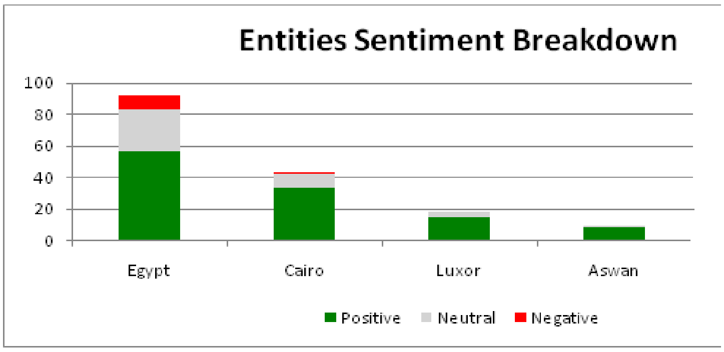


Figure 1: Entities Sentiment Breakdown of TripAdvisor reviews of 2011.

Source: Semantria, 2015.

The data set of 2012:

The data set of 2012 comprised of 121 reviews. The analysis showed, that the overall polarity of the reviews was positive (92%) while 1% of the reviews was of negative polarity and 7% can be categorized as of neutral polarity. The query count of the selected categories and associated keywords showed that in 2012 the category "safety" with its associated keywords could be detected 119 times in the reviews with an overall neutral polarity. The category "service" appeared 36 times with neutral polarity. In addition to that, the keywords associated to category "politics" appeared 34 times with neutral polarity. The category "Security" with its subcategory keywords occurred 26 times with also neutral polarity. Unlike the reviews of 2011, new categories like "media" appeared 21 times in the reviews of 2012 with also neutral polarity.

The *entity* analysis showed that the keyword Egypt occurred 106 times in the reviews with 63 positive entity, 34 neutral entity and 9 times negative entity. The entity "Cairo" occurred 44 times in the reviews with mainly positive polarity (26 times). "Luxor" showed up 15 times with 11 times as positive entity and 4 times as neutral entity.

The data set of 2013:

The data set of 2013 included 261 reviews. By analyzing the data it showed that the overall polarity of the reviews is positive (91%) while 1% of the reviews are of negative polarity and 8% of neutral polarity. The query count of the selected categories and their associated keywords showed that in 2013 the category "safety" could be detected 258 times with an overall neutral polarity. The category "service" appeared 74 times with also neutral polarity. Furthermore, the keywords associated to category "politics" appeared 67 times with neutral polarity. The category "Security" with its subcategory keywords occurred 61 times associated with neutral polarity. Category "media" occurred 42 times in the reviews of 2013 with neutral polarity. In 2013, a new category "curfew" appeared 17 times associated with neutral polarity while the keywords of category "danger" occurred 14 times with neutral polarity.

The *entity* analysis of the data set of 2013 showed that the keyword Egypt occurred 239 times in the reviews with 154 as positive entity, 66 as neutral entity and 19 times as negative entity. The entity "Cairo" occurred 98 times in the reviews mainly as positive entity (60 times). "Luxor" and "Aswan" mainly showed up as positive entities.

The data set of 2014:

The data set of 2014 comprised 266 reviews. By analyzing the data it showed that the overall polarity of the reviews was positive (92%) while 2% were of negative polarity and 6% of neutral polarity. The query count of the selected categories showed that in 2014 the category "safety" could be identified 263 times with an overall neutral polarity. The category "service" appeared 82 times with also neutral polarity. Furthermore, the keywords associated to category "politics" could be detected 54 times with neutral polarity. The category "Security" with its subcategory keywords occurred 47 times with also neutral polarity. In 2014, category "curfew" appeared 20 times associated with neutral polarity while the keywords of category "danger" occurred 9 times with neutral polarity.

The *entity* analysis of the data set of 2014 showed that the keyword Egypt occurred 240 times in the reviews with 160 times as positive entity, 68 as neutral entity and 12 times as negative entity. The entity "Cairo" occurred 96 times in the reviews mainly as positive entity (61 times). "Luxor" and "Aswan" could be mainly identified as positive entities. A new entity "Giza" appeared 14 times in the reviews of 2014 with 7 times as positive entity and 7 times as neutral entity.

The data set of 2015:

The data set of 2015 included 110 reviews. Analyzing the data it can be noticed that the overall polarity of the reviews was positive (92%) while 1% of the reviews were of negative polarity and 7% of neutral polarity. The query count of the selected categories showed that in 2015 the category "safety" could be identified 108 times with an overall neutral polarity. The category "service" appeared 31 times with also neutral polarity. In addition to that, the keywords associated to category "politics" could be detected 22 times with neutral polarity. The category "Security" with its subcategory keywords occurred 12 times with also neutral polarity. Category "traffic" occurred 15 times with neutral polarity. In 2015, category "security" appeared 20 times associated with neutral polarity.

5.2 Tourist arrivals in Egypt in the period of 2011-2015:

The following table 4 shows the number of tourist arrivals in Egypt in each month of 2011 (CAPMAS, 2015). It can be noticed that the number of tourist arrivals fluctuated in that period. This can be interpreted as a result of political instabilities that dominated the country in that year in particular. The number of tourist arrivals reached the minimum in the months of February and March as these months were the months that succeeded the events of the revolution. It can also be detected, that the number of tourist arrivals in the summer season of 2011 in particular declined if compared to the number of tourist arrivals in the same months of the year before.

An overview of the number of tourist arrivals of the period ranging from 2009-2015 showed that the number of tourist arrivals fluctuated between rise and fall according to events occurring in the country. The number of tourist arrivals reached its maximum in 2010 with approximately 14 million tourist arrivals. The number declined in 2011 due to political unrest and it picked up in 2012 to reach 11.5 million. In 2013 it decreased again due to instabilities in the political regime. After the presidential election in 2014, better security and stability in Egypt could be detected, which had been reflected in the lifting or softening of negative travel advisories and bans by a number of foreign countries. It is estimated that the tourism industry will recover in 2015 to reach 13 million tourists *(Table 5, Figure 2).* Tourists are starting to return after more than three years of turmoil that drove them away.

Table 4: No. of Tourist arrivals of 2011 per month

Month	No. of tourist arrivals 2011
January	**1147962**
February	**210971**
March	**535111**
April	**800458**
May	**708784**

Table 5: No. of Tourist arrivals in Egypt

Year	No. of tourist arrivals
2009	11,914,000
2010	14,051,000
2011	9,497,000
2012	11,500,000
2013	9,500,000

June	**731601**
July	**935585**
August	**907257**
September	**917354**
October	**1077081**
November	**1018352**
December	506484
Total	9,497,000
Source: CAPMAS, 2015	

2014	12,800,000
2015	13,500,000*
*estimated Source: CAPMAS,2015	

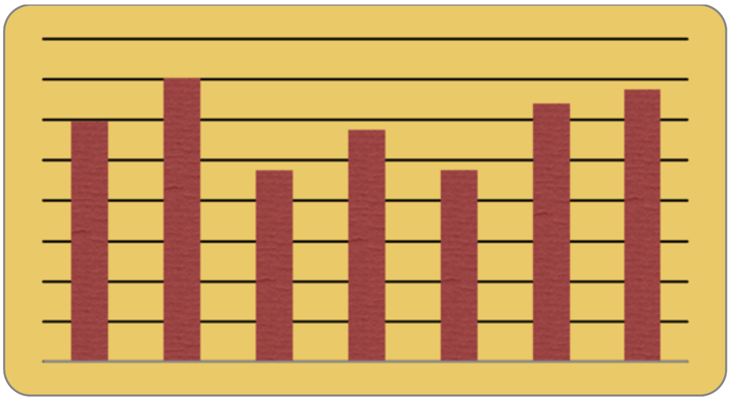


Figure 2: Bar chart that demonstrates fluctuations in number of tourist arrivals to Egypt from 2009-2015

5.3 Discussion of results:

The purpose of this research was to examine the importance of user generated content and the possibilities to extract useful data that could be effectively used by tourism organization to develop business intelligence strategies. This research also aimed at examining the possibility to monitor tourist sentiments towards a certain destination (in our case Egypt) and whether these sentiments could be linked to actual tourist arrival data.

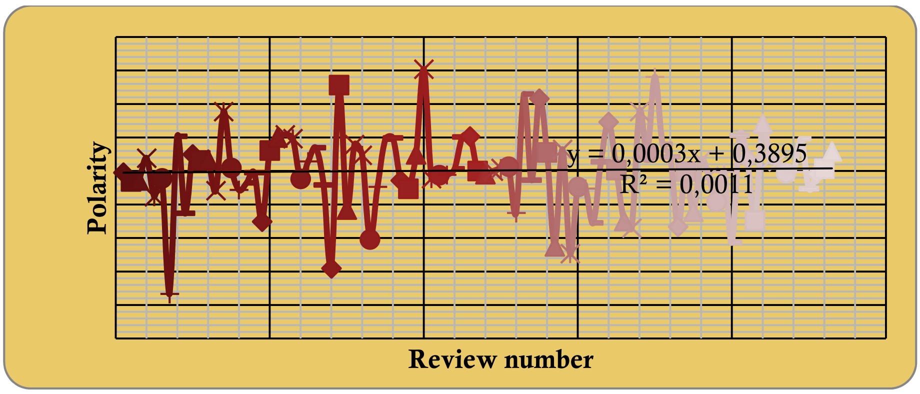
As mentioned before, tourist reviews in social media are playing an important role in the formation of opinions and sentiments towards products, services and destinations. Potential tourists are seeking advice to form an image about a certain product, service or destination. They find in the experience of others a guideline to decide for future plans.

The research showed, that social media reviews that were posted by actual tourists, consultants in the field or advisories reflected to an extent the overall sentiment and opinion about a certain destination. Although the results of the analysis conducted by the text mining software analytic showed that the overall sentiment of the reviews covering the period of 2011-2015 about Egypt were positive, an advanced investigation and analysis of the data revealed more subtle insights.

By calculating the median of sentiment polarity for the reviews of each year, it showed that the reviews were scattered around the score of 0.4. This means, that although the overall sentiment of the reviews was positive, the scores were very low and were closer to negative polarity. The tourists who visited the country or the inquiries of potential visitors showed to a certain extent some worries and concerns. *Table 6* is a scatter for overall polarity scores and median line of 2011 reviews.

In order to look closer at tourist sentiments, the researcher conducted special queries to examine keywords that describe concern, danger and anxiety. The analysis showed that categories like "safety" that enclosed keywords such as *safe* or *safety*, category "security" that included keywords like *danger* or *dangerous* or *secure* and category "politics" that comprised of keywords such as *election* or *constitution* or *political,* had occurred several times in all reviews covering the period of 2011-2015.

Table 6: Scatter of overall sentiment polarity scores and median line of 2011 reviews



Although the identified polarity of these categories and their associated keywords were neutral, the scores were ranging from 0.001 to 0.003. As previously stated polarity scores have a range spread from -2 to 2, where -2 is really negative, -1 is negative, 1 is positive, and 2 is really positive. This means that sentiments associated to keywords that expressed worry and concern were very near to negative polarity. Some keywords such as curfew, danger and media started to appear in some reviews of certain years. It is clear, that the occurrence and the density of some keywords reflect the sentiment of fear and anxiety overwhelming potential and actual visitors at that period of instability.

Accordingly, the first hypothesis of this research that states: Customer generated content are useful to extract valuable information about customer sentiments*, cannot be rejected.*

In order to test the second hypothesis that stated that: There is a relationship between sentiment polarity of certain keywords used in reviews and number of tourist arrivals, the researcher conducted a correlation analysis with polarity score of category "Politics" as *independent variable* and number of tourist arrivals as *dependent variable (Table 7).*

Correlation coefficient of the two data sets was 0.447629 with $p < 0.001$. This indicated a positive relationship between the two variables, namely polarity score of category "Politics" as *independent variable* and number of tourist arrivals as *dependent variable*. Pearson's r sign was positive which signified a positive relationship between the two variables, which means that if the polarity score of the category "politics" increased and was close to score 2, the number of arrivals (as dependent variable) increased and conversely as the independent variable decreased the dependent variable decreased. Therefore the second hypothesis *cannot be rejected* substantiated by the results of correlation analysis.

Table 7: Polarity score of category "Politics"

	Reviews of 2011	Reviews of 2012	Reviews of 2013	Reviews of 2014	Reviews of 2015
Polarity score of category "Politics"	0.02186	0.01688	0.005411	0.009961	0.031866

Source: Semantria, 2015

6. CONCLUSION AND SUGGESTIONS FOR FUTURE RESEARCH

Looking at the literature and practical experience in the Tourism and Hospitality industry it could be noted, that organizations and destinations are nowadays looking for new ways to gain knowledge about their customers. This knowledge could be further analyzed to gain insights for product development and customer service.

Previous research showed that through the use of customer generated content "businesses can improve customer profiling, customer acquisition, customer engagement, brand awareness, brand reinforcement, reputation management and customer service" (Dellarocas, 2003; Laboy and Torchio, 2007).

This research tended to examine the possibilities to make use of the huge amount of data gathered from customer-generated content. This data could be considered as a real-time knowledge of tourist`s sentiments, opinions and concerns regarding tourist destinations (Claster *et al.*, 2013)

Text mining methodologies had been used to extract useful data from TripAdvisor reviews. The analysis revealed some important insights about tourist sentiments, concerns and preferences towards Egypt in the period of 2011-2015.

It is recommended, that tourism organizations closely monitor customer generated content as these are becoming indispensible tools for travellers to formulate an image of a brand or destination. Also NTOs should draw more attention to social media platforms and provide up-to-date and real-time news in order to eliminate the dissemination of false news.

Future work could be dedicated to combining qualitative (e.g questionnaires and interviews) and quantitative research methods to validate the accuracy of sentiments conveyed by social media reviews.

Also future research should be devoted to examining the consistency of sentiments among several social media platforms of a certain topic.

As Claster *et al.* (2013) noted, that sentiment mining is beginning to be applied in the field of tourism and hospitality in order to predict future decisions of customers. This emerging field of research of sentiment mining should be more investigated by researchers in order to find methods to efficiently extract valid knowledge about customer behavioural patterns.

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ABSTRACT

Turkey is one of the top tourism destinations in the world and the tourism industry has become an indispensable source of income. The main inbound tourism market for Turkey is Europe with a 50% average of the total tourist arrivals followed by Russia and the Asian countries. Tourism is an important industry, especially for tourist receiving countries where tourism is a major source of foreign exchange earnings. As the foreign exchange earnings are directly related with the tourist expenditure, then the effects of prices or more commonly the exchange rates should be considered in any demand study. Accordingly, this study attempts to reveal the time varying causal relationships between exchange rates and tourist arrivals for different inbound tourist markets. The time varying linkages between the nominal Euro exchange rate and tourist arrivals from the EU-15 countries (namely; Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, United Kingdom) to Turkey for the period of 2002:01-2014:12 is investigated using time varying bootstrap analysis. The results indicate that time-varying causality is bidirectional for different time periods and different countries, but existing for each tourism market. Implications of the empirical findings are discussed in conclusion.

Keywords: Tourism demand, Exchange rates, Turkey, Time varying bootstrap analysis.

INTRODUCTION

International tourism plays an increasingly significant role in the world economy since 1950s. International tourist arrivals has increased from 25 million in 1950s to 1,1 billion in 2014 (UNWTO, 2015) with a total contribution of 9.8% to the global GDP (WTTC, 2015a). The growth of tourism in Turkey has pursued the same path and became evident in 1982 by means of the Tourism Encouragement Act, allowing government incentives for tourism investments. Turkey has been one of the top tourism destinations in the world and attracts over 40 million tourists. The total contribution of tourism to the Turkish economy is 12% through 34.3 billion US$ direct tourism receipts (WTTC, 2015b; Ministry of Culture and Tourism, 2015).

Turkey receives tourists from all over the world, however the main the main inbound tourist market is Europe with a 52 % of the total tourist arrivals followed by Russia (24%) and Asian countries (15%) according to 2014 statistics (Ministry of Culture and Tourism, 2015). The most important reason for Turkey being a popular destination for Europeans is that, Turkey is a nearby country with various attractions, relaxed visa regime and attractive exchange rate (Coskun and Ozer, 2011). Mostly, European markets have similar structures in terms of the purpose of travel, length and period of stay, visitor profile and expenditure. Tourists prefer Turkey for travel, entertainment, sportive or cultural activities with a share of 55% (Ministry of Culture and Tourism, 2009), and this assumption is valid for the Europeans as well.

Tourism contributes substantially to developing and developed economies by generating GDP, creating employment and creating socio-economic development opportunities (Wu, Li & Song, 2012). Regarding the importance of tourism to a destination economy and its direct link to tourism-related businesses, tourism demand analysis has attracted increasing interest from researchers. According to Song et al. (2009), tourism demand may be defined as the quantity of tourism product that consumers are willing and able to purchase under a specified period and a given set of factors. These set of factors or the determinants of tourism demand may vary from economic variables to cultural differences or cyclical circumstances and have been studied thoroughly in tourism literature (Uysal & Crompton, 1984; Crouch, 1994 etc.). the results of these researches indicate that economic variables have greater impacts on tourism demand than other variables and the most distinctive one is income followed by relative prices and then the exchange rates (Zhang et al, 2011).

The microeconomic theory argues that demand is sensitive to prices. Various studies have indicated that the price elasticity of tourism demand is considerably higher than unit elasticity (□çöz, Var & Kozak, 1997). Tourists compare market prices at the destination with the cost of living at home and substitute destinations. Relative price is the ratio of consumer price indexes between destination countries or substitutes and at home. However, as Crouch (1994) argued, tourists are generally not well informed in advance about price levels and price changes in destinations whereas they are reasonably well informed about the exchange rate mechanisms. With limited information on the price levels of destinations, tourists may have a tendency to respond to a change in exchange rates (Lee, 2012). The depreciation of a local currency will act as a decrease in the prices and stimulate international tourist arrivals (Wang et al., 2008). Conversely, appreciation of local currency will influence both tourist arrivals to the country and tourist departures from the country as well. Accordingly, exchange rates are used as a proxy to measure price levels of different destinations in general. Because they are easier to obtain information and to understand, even to compare alternative destinations for tourists than relative prices or consumer price indices (Crouch, 1993).

The aim of this paper is to investigate the time-varying causal relationships between Euro exchange rate and tourism demand from the EU-15 countries (namely; Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, United Kingdom) by using bootstrap Granger non-causality tests with fixed size rolling subsamples developed by Balcılar, Özdemir & Arslantürk (2010). The study is expected to contribute to a better understanding of tourist behavior interacting with exchange rates, as a proxy for relative prices. The results can be used by researchers, as well as practitioners to determine efficient market and price strategies and national policies for the tourism industry.

LITERATURE REVIEW

Uysal & O'Leary (1986) suggests, exchange rates can be used as independent variables along with per capita income, relative prices and promotional expenditures to predict and analyze international tourism demand. Furthermore, Webber (2001) states that exchange rate volatility affects tourists' destination choice and changes in the exchange rates are likely to have the same impact as relative price changes. That is the reason why exchange rate is a major determinant of tourist demand and exchange rate regimes with low uncertainty could promote tourism (Santana-Gallego et al, 2010; Wang et al., 2008). Fluctuating exchange rates can result in several different effects such as choosing a substitute destination or less traveling abroad, reducing the length of stay and expenditures.

In tourism literature, there are many studies investigating the relationship between exchange rates and international tourism demand. These studies often argue whether fluctuations in the exchange rates effect demand or not by employing cointegration techniques, regression analysis and different methods. For example, Webber (2001) analyzed the long-run Australian outbound tourism demand for the period 1983Q1-1997Q4 for nine major tourism destinations by Johansen cointegration and Granger causality tests. The exchange rate volatility is found to be a significant determinant of the long-run tourism demand. Rosello, Aguilo & Riera (2005) modelled tourism demand for Balearic Islands from the UK and Germany by considering exchange rates as an independent variable, a determinant of tourism demand. Yap (2012) examined the effects of exchange rate volatility on Australian inbound tourism demand from 9 tourist generating countries by multivariate GARCH method for the period of 1991M1-2011M1 and found out appreciation/depreciation of a country's currency has impacts on demand volatility. Yap (2013) also investigated the impacts of exchange rates on Australia's domestic and outbound tourism demand using panel generalized least squares models and showed that the exchange rates influence both domestic and outbound travel decisions of the Australians.

Lee (2012) studied the causal relationship between foreign exchange rates and inbound/outbound tourism demand in South Korea. Johansen cointegration and Granger causality test were used for 1990M1-2010M9 monthly data. The results demonstrate there is a long-run relationship between exchange rates and inbound/outbound tourism demand. Also, exchange rates affect outbound tourism demand, but the inbound tourism was not affected. DeVita (2014) analyzed the impact of exchange rate regimes on international tourism flows of 27 countries over the period of 1980-2011 by employing SYS-GMM method. The findings of the study supports that maintaining a relatively stable exchange rate using right policy decisions, tourism demand may also kept stable. Corgel, Lane & Walls (2013) investigated the effects of exchange rates on hotel demand in the US using quarterly data for 1988Q1-2012Q1 with a single equation partial adjustment framework. The results support the hypothesis of exchange rates effect hotel demand on different scales. Tang et al. (2014) investigated the dependence between tourism demand and exchange rates for China's inbound tourism demand using Copula-GARCH models using monthly data for the period 1994M1-2011M12. Among the studied six tourist generating countries, only Russia was found to be extremely sensitive to exchange rate volatility, but in general exchange rates were concluded not to be a determinant for the selected countries.

Var, Mohammad & Içöz (1990) modelled the factors effecting international tourism demand for Turkey by including exchange rates as an independent variable. İçöz, Var & Kozak (1997) analysed the determinants of tourism demand with multivaritate OLS based regression model. The results indicated that exchange rates have important effects on tourism demand. Akış (1998) also suggested exchange rates as a determinant of tourism demand in addition to a number of economic variables such as per capita income, prices in the host country and cost of travel. DeVita & Kyaw (2013) argues if the exchange rate is an indicator of Turkish inbound tourism demand from Germany using quarterly data for the period 1996-2009 by employing GARCH method. They conclude that exchange rates are significant determinants of tourism demand.

Nevertheless, the studies investigating the time-varying nature of this relationship are limited, and missing for Turkey in particular. Time-varying parameter (TVP) method is mostly used for examining the causal relationship between tourism demand/receipts and economic growth. Song & Wong (2003) proposed this new TVP approach to tourism demand modelling. This method ignores the restrictive assumptions of traditional methods assuming that the parameters remain constant over the sample period. They tested the appropriateness of the TVP approach to tourism demand modelling based on the data set of Hong Kong tourism demand from six major tourism origin countries, and confirmed that the method gave better results.

Li, Song & Witt (2006) developed time varying parameter (TVP) linear almost ideal demand system (LAIDS) to compare fixed parameter model results. The findings indicated that the TVP-LAIDS outperformed the traditional methods in case it allowed evolution of demand over time. Wu, Li & Song (2012) also analysed the dynamics of consumption behaviour of top four tourist markets for Hong Kong using annual data for the period 1984-2008 with TVP-AIDS model considering three major expenditure categories including shopping, hotel accommodation and meals outside hotels. Song et al. (2011) employed structural time series model (STSM) combining time-varying parameter (TVP) regression approach to forecast quarterly tourist arrivals to Hong Kong from four key source markets using quarterly data for the period 1985Q1-2008Q4. They compared seven different methods and STSM and TVP approach outperformed for ex post and ex ante forecasts.

Dragouni, Filis & Antonakakis (2013) employed VAR-based spillover index to investigate the time-varying relationship between tourism and economic growth for selected European countries using monthly data for the period 1995-2012. The results of the study indicates the relationship is not stable over time, exhibiting patterns during major economic events and these patterns are more apparent for some specific countries. Arslantürk, Balcılar & Özdemir (2011) investigated the causal link between tourism receipts and economic growth using rolling window and time-varying coefficient estimation method for South Africa for the period 1960-2011. The results indicate bidirectional causality between tourism receipt and economic growth, basically the opposite of full sample VECM indicating no causality.

Arslantürk, Balcılar & Özdemir (2011) compared time-varying coefficient model with VECM based Granger causality to determine the causal relationship between tourism receipts and GDP for the period 1963-2006 for Turkey. The results indicate that VECM based Granger causality does not exist, whilst time-varying coefficients model shows that tourism receipts can be used to predict GDP after the 1980s.

This study is expected to fill the gap in tourism literature and lead to a better understanding of the nature of tourist behavior with respect to the changes in the exchange rates, particularly for Turkey. Following section explains the methodology used for this purpose in detail.

METHODOLOGY

In this study, we investigate the time-varying causal relationships between international tourist arrivals to Turkey from the EU-15 countries and the Euro exchange rate by using bootstrap Granger non-causality tests with fixed size rolling subsamples developed by Balcılar, Özdemir & Arslantürk (2010). As mentioned in their study, if structural changes exist in the data, the examination of the causal relationships between variables cannot be adequate considering the full sample, since the dynamic linkages between variables can exhibit instability across different sub-samples.

In this approach, to test the causality relationship, Granger non-causality method was used. As is well known, a variable X does not Granger cause Y, if the past values of X does not help to predict Y. The Granger non-causality test is performed to determine whether the lagged values of X are jointly significant or not by carrying out joint restriction tests of the Wald, Lagrange multiplier (LM), and likelihood ratio (LR) statistics within the vector autoregression (VAR) framework. But, as indicated in Aye et al. (2014), to get valid results from the implementation of these tests, time series in question should be stationary. According to Balcılar & Özdemir (2013), if the time series do not exhibit stationarity, then these tests may not have standard asymptotic distributions, creating difficulties in the levels estimation of VAR models.

To solve these problems, some solutions can be utilized. As is indicated by Balcılar, Özdemir & Arslantürk (2010) and Aye et al. (2014), the first attempt to overcome these difficulties had been made Toda & Yamamoto (1995) and Dolado & Lütkepohl (1996) proposing a solution to obtain standard asymptotic distribution for the Wald test based on the estimation of an augmented VAR with I(1) variables, or the long-run causality test of VAR (p) coefficients. According to their solution, there has to be at least one unrestricted coefficient matrix under the null hypothesis to generate standard asymptotic distribution. However, Shukur & Mantalos (1997) showed that proposed Wald test does not exhibit the correct size in small and medium-sized samples after investigating the size and power properties of eight different versions of the Granger non-causality test in standard and modified form based on the Monte Carlo simulations. Shukur and Mantalos (2000) also suggested that the small sample corrected LR tests exhibit relatively better power and size properties, even for small samples.

Same Manto Carlo simulations indicated that the critical values may improve by applying the residual-based bootstrap (RBB) method because of the reason that the true size of the test in a system of one to ten equations converges its nominal value (Balcılar, Özdemir & Arslantürk, 2010). The results of Mantalos & Shukur (1998) indicate that, in the absence of cointegration, all standard tests that do not use the RBB method perform inadequately, especially in small samples. Furthermore, according to Mantalos (2000), the bootstrap test possesses the best power and size in almost all situations, regardless of cointegration properties. Therefore, based on the findings and reasons stated so far, we prefer to use RBB based modified-LR statistic to examine the causal relationships between exchange rates and tourism demand.

To illustrate the bootstrap-modified Granger causality, we use the following bivariate VAR (p) process:

Error! Objects cannot be created from editing field codes. (1)

where y_1 is international tourist arrivals; y_2 is Euro exchange rate. Error! Objects cannot be created from editing field codes.and Error! Objects cannot be created from editing field codes. are error terms with zero mean, independent white noise processes with nonsingular covariance matrix Error! Objects cannot be created from editing field codes. and p is the lag order of the process which is determined by the Akaike information criteria (AIC) or Schwarz criteria (SC). Also, Error! Objects cannot be created from editing field codes., i,j=1,2 and L is the lag operator which is defined as Error! Objects cannot be created from editing field codes..

To test causal relationships between international exchange rates and tourist arrivals, we have to impose some restrictions on the coefficients in Eq. (1). For instance, to test that international tourist arrivals does not Granger cause exchange rates, we have to impose zero restrictions on the coefficients of Error! Objects cannot be created from editing field codes.for i=1,2, … , p. In other words, the null hypothesis that international tourist arrivals does not Granger cause the exchange rates can be explicitly written as follows:

Error! Objects cannot be created from editing field codes.
(2)

If this null hypothesis is not rejected; then, we can conclude that international tourist arrivals does not Granger cause exchange rates. Also, to test whether exchange rates Granger cause international tourist arrivals, we have to test the following null hypothesis:

Error! Objects cannot be created from editing field codes.
(3)

Obviously, failing to reject the null hypothesis indicates that exchange rates does not Granger cause international tourist arrivals.

To test these hypotheses, we use the modified-LR statistic[39], which has Error! Objects cannot be created from editing field codes. distribution with a degree of freedom equals to the number of restrictions imposed on coefficients. To compute the sample value of this test statistic, following expression is used:

Error! Objects cannot be created from editing field codes.
(4)

where T is the number of observations and $k = 2 \times (2p + 1) + p$ and denotes the small sample correction term, $\det S_R$ and $\det S_U$ are the determinants of the restricted and unrestricted covariance matrices respectively.

As specifically emphasized in Balcılar and Özdemir (2013) and Aye et al. (2014), test procedures that used to test the null hypothesis above assume the coefficients of the VAR model used in testing are not subject to any structural break: In other words, they are assumed to remain constant over time. Therefore, to get reliable results from the analysis, this assumption should be hold. Otherwise, we have to identify the structural changes and take into the estimation using techniques such as sample splitting or dummy variables. However, these techniques, according to Balcılar and Özdemir (2013), may cause a pre-test bias. Therefore, to solve the parameter non-constancy problem and avoid pre-test bias, we use the rolling-window bootstrap estimation following Balcılar, Özdemir & Arslantürk (2010). In this estimation, to analyze the effect of structural change, the rolling-window Granger-causality tests, based on the modified bootstrap test is used. If there is a structural change in the coefficients of VAR model, one can find instability across different sub-samples of the dynamic linkages between variables in question. Considering this instability, we apply the bootstrap causality test to rolling-window sub-samples for Error! Objects cannot be created from editing field codes., where Error! Objects cannot be created from editing field codes. is the size of the rolling window. Implementing the rolling-window technique, a researcher uses a fixed-length moving window sequentially from the beginning to the end of the sample by adding one observation from ahead and dropping one from behind (Balcılar and Özdemir, 2013). Notice that, each rolling-window sub-sample includes Error! Objects cannot be created from editing field codes. observations. In each step of the process, the causality test is applied to each sub-sample, providing a (T– Error! Objects cannot be created from

[39] The details of the full explanation of the RBB Bootstrap procedure can be found in Nyakabawo et al. (2015) and Balcılar and Özdemir (2013).

editing field codes.) sequence of causality tests, as opposed to just one because of the two main reasons (Nyakabawo et al. ,2015): First, the rolling window approaches recognize the fact that the relationship between variables changes over time. And, secondly, there will be an instability across different sub-samples caused by structural change taken into account by rolling-window estimation.

To examine the causal relationship between exchange rates and international tourist arrivals, we adopt three steps bootstrap rolling-window approach in four steps. In the first step of the process, we analyzed the unit-root properties of variables, by carrying out Carrion-i-Silvestre, Kim and Perron (2009) multiple break unit-root tests. Before implementing this test, we also performed Bai-Perron (2003) test to determine breaks in series. Secondly, to determine the parameter stability from the coefficients of the rolling-window VAR regressions, we perform the Sup-F, Mean-F, and Exp-F tests, which are developed Andrews (1993) and Andrews and Ploberger (1994). Then, we apply the LR test of parameter stability and the Johansen (1991) cointegration test to determine whether a cointegration relationship exists between the series, where we apply the fully modified ordinary least squares (FM-OLS) estimator to test for cointegration. Finally, we estimate the rolling VAR regressions and perform Granger causality tests using a fixed 156 monthly window. The results are obtained by 1000 bootstrap repetitions.

EMPIRICAL FINDINGS

This paper analyses the time-varying linkage between Euro exchange rate and Turkish international tourist arrivals from the EU-15 countries using monthly data for the period 2002M1-2014M12. Data for the exchange rates were obtained from Turkish Republic Central Bank and the data for tourist arrivals were obtained from the Ministry of Culture and Tourism websites. Eviews 8 and Gauss 10 software were used for analysis. The variables included in the analysis are as follows. Tourist arrival series are; LNAUS (Austria), LNBEL (Belgium), LNDEN (Denmark), LNFIN (Finland), LNFR (France), LNGER (Germany), LNGRE (Greece), LNING (United Kingdom), LNIRE (Ireland), LNITL (Italy), LNLUX (Luxemburg), LNNED (Netherlands), LNPOR (Portugal), LNSPA (Spain), LNSWE (Sweden) and LNEU (total tourist arrivals from EU-15 countries). LNEUR is the nominal exchange rate for Euro. All of the demand series show strong seasonality and trend, and Euro shows trend as seen in Figure 6.

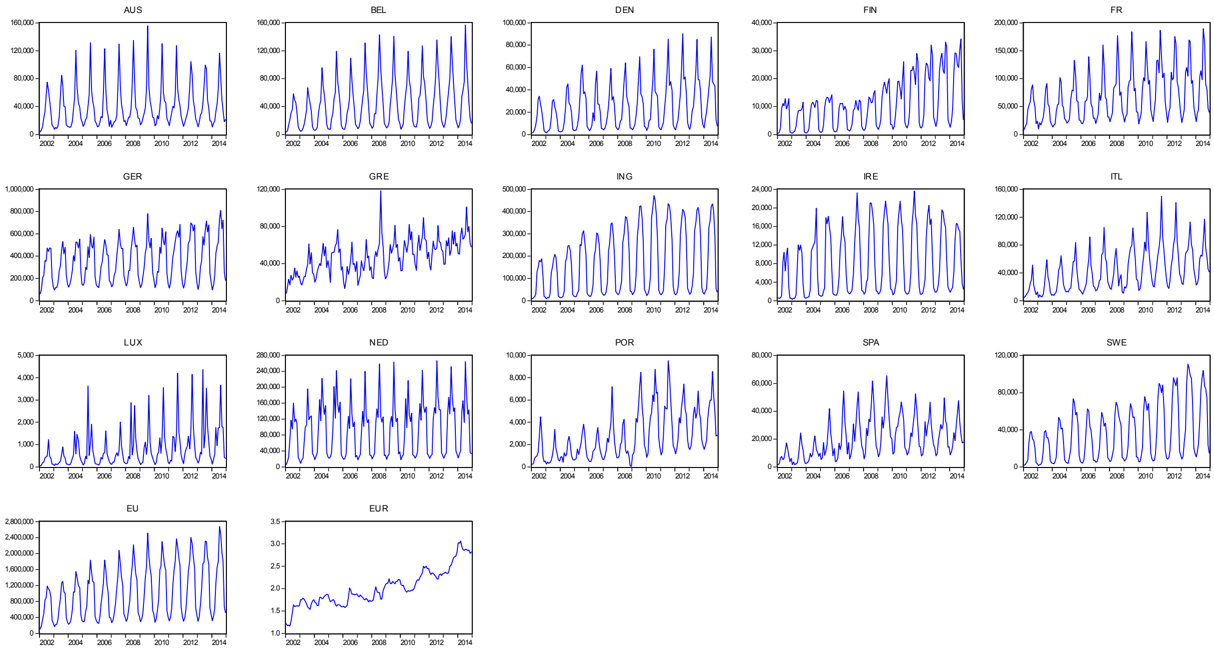


Figure 6 Graphs of Original Variables

To avoid bias in the analyses, the demand series were seasonally adjusted using TRAMO/SEATS method and natural logarithms of all variables were used. Figure 7 shows the graphs of seasonally adjusted natural logarithms of the variables.

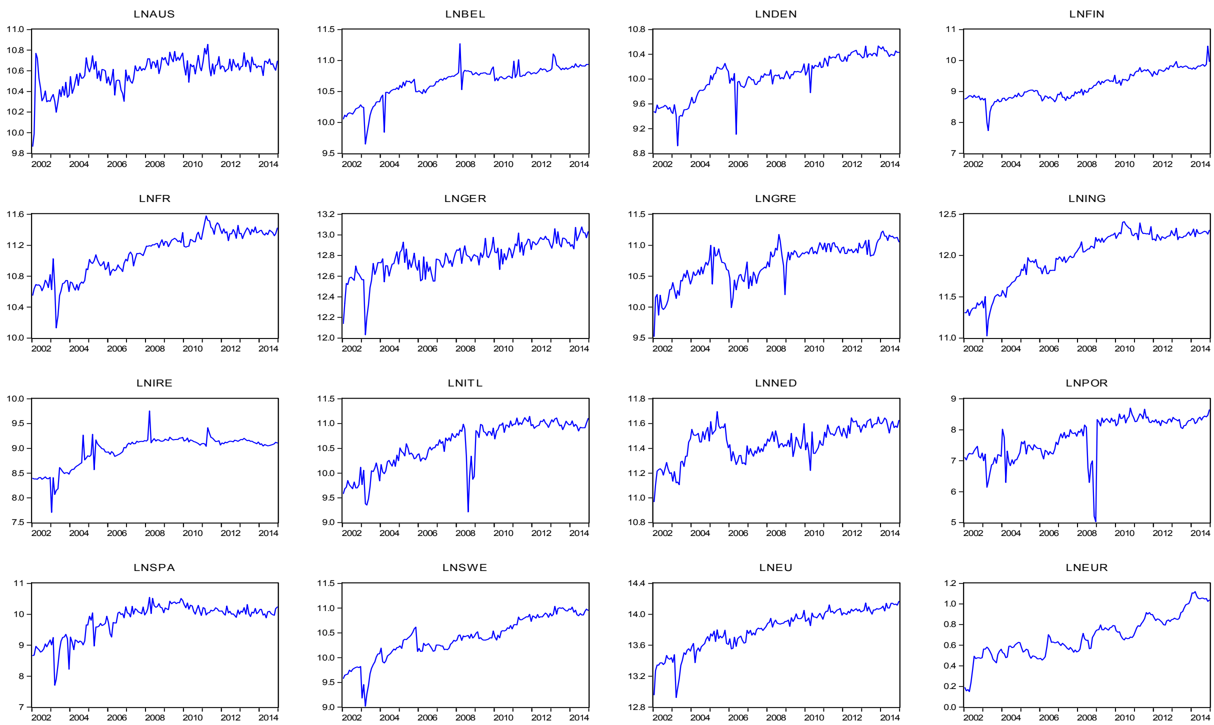


Figure 7 Graphs of Seasonally Adjusted Log-Values of Variables

Figure 7 also indicates multiple breaks in the series. Therefore, Bai-Perron multiple breakpoints test was used to determine significant breaks in the series. Table 6 summarizes the test results, indicating significant multiple breaks in all series.

Table 6 Bai-Perron Breakpoints Test Results

Variables	LNAUS	LNBEL	LNDEN	LNFIN	LNFR	LNGER	LNGRE	LNING	
# of Breaks	2	3	3	4	3	3	4	3	
Breakpoints	2004:01, 2007:06	2004:04, 2007:02, 2012:06	2004:05, 2009:01, 2011:01	2004:05, 2008:10, 2010:10, 2012:11	2004:11, 2007:12, 2010:09	2003M12, 2007M11, 2011M02	2004M02, 2006M01, 2008M01, 2010M09	2004M04, 2006M11, 2008M12	
Variables	LNIRE	LNITL	LNLUX	LNNED	LNPOR	LNSPA	LNSWE	LNEU	LNEUR
# of Breaks	2	3	3	4	2	2	3	3	5
Breakpoints	2004M07, 2007M01	2004M05, 2006M07, 2009M01	2004M01, 2008M01, 2011M04	2003M12, 2005M12, 2007M11, 2011M01	2004M12, 2009M01	2004M11, 2006M10	2003M12, 2008M01, 2011M04	2003M12, 2007M06, 2011M01	2003M12, 2006M05, 2008M10, 2011M03, 2013M02

As testing for stationarity is a crucial part of time series analysis, testing for unit roots using the right method is very important in this process. Structural break unit root test proposed by Carrion-i-Silvestre, Kim and Perron (2009) was used for this purpose. The stationarity levels are given in Table 7. The variables are stationary at different levels, thus their level values or first differences were used in time-varying causality analysis according to these results.

Table 7 Structural Break Unit Root Test Results

Variables	Integration Level	Variables	Integration Level
LNAUS	I(1)	LNITL	I(0)
LNBEL	I(0)	LNLUX	I(1)
LNDEN	I(1)	LNNED	I(0)
LNFIN	I(0)	LNPOR	I(0)
LNFR	I(0)	LNSPA	I(1)
LNGER	I(1)	LNSWE	I(1)
LNGRE	I(1)	LNEU	I(1)
LNING	I(1)	LNEUR	I(0)
LNIRE	I(0)		
* ( ) show breaks in level and slope of time trend *PT test statistic was used to determine stationarity levels.			

The initial aim of this paper is to determine the time-varying nature of the relationship between the tourist demand from different countries and the exchange rate. In addition, whether there are differences or similarities in these relationships is at concern. For these purposes, the causal relationship between international tourist arrivals and Euro exchange rate, we use rolling-window approach combined with time-varying bootstrap analysis. As seen in Table 8, all of the series show significant results for causality in different time periods.

Figure 3 shows the time varying causal relationship between tourism demand and exchange rate. The graphs can be interpreted as each EU-15 country and the total EU-15 tourism demand are effected by the exchange rates and vice versa in some cases. Total demand is likely to affect the exchange rates more frequent than the opposite. LNEUR (Euro exchange rate) causes LNEU (total demand) for 13 months, on the other hand LNEU causes LNEUR for 22 months in the sample period.

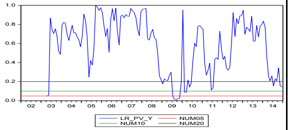
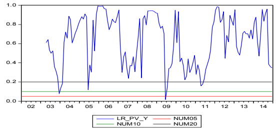
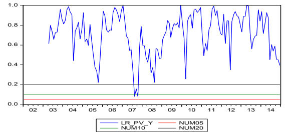
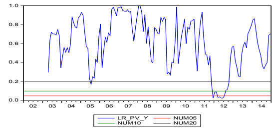
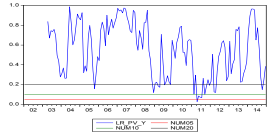
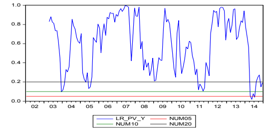
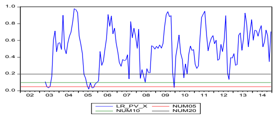
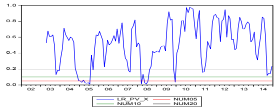
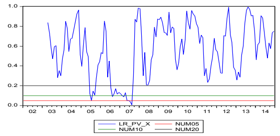
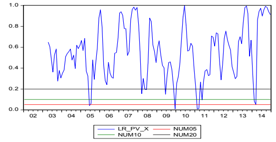
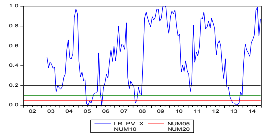
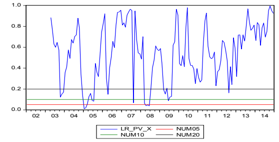
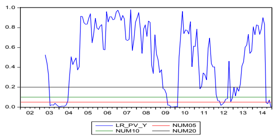
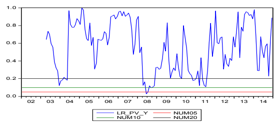
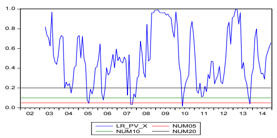
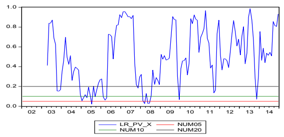
Overall results are as follows: Luxembourg has the longest (38 months) period of causality and Denmark has the shortest (5 months) when causality from exchange rates to tourism demand is considered. On the opposite side, causality from tourism demand to exchange rate is strong for Portugal with 38 months, and poor for Denmark and Luxembourg with 9 months.

Country	Austria	Belgium	Denmark	Finland	France	Germany	Greece	England	Ireland	Italy	Luxembourg	Netherlands	Portugal	Spain	Switzerland	EU
Exchange Rate → Tourism Demand	2009:01 2009:06-2010:01 2010:01 2011:06-2011:08 2014:06-2014:08	2003:12-2004:02 2005:06 2009:06-2009:08, 2011:04-2011:06	2007:07-2007:11	2005:07 2011:11-2012:10	2005:10 2008:11-2009:01 2009:03-2011:02 2011:04-2011:08 2011:09-2011:11 2012:03-2012:05 2014:09-2014:11	2003:12-2004-:02 2005:06-2005:08 2011:06-2011:10 2014:04-2014:08 2014:11	2003:06-2004:07 2009:05-2010:02 2011:04 2012:02-2012:09 2012:11-2013:05 2014:09-2014:12	2003:11-2004:02 2004:04-2004:05 2008:04-2008:11 2010:11-2011:01 2011:03 2011:05-2011:08	2005:08 2006:05-2006:06 2008:03 2010:02 2010:06 2011:03 2013:04 2013:11	2003:11-2004:01 2004:03-2004:05 2007:03-2007:04 2008:07 2008:10 2010:01-2010:02 2011:05-2011:10 2012:02-2012:05 2013:08-2014:11	2004:07-2005:04 2007:10-2008:03 2008:05-2009:02 2011:05 2012:03-2012:05 2013:05 2014:06-2014:12	2010:08 2011:03-2011:12 2012:03 2013:07 2014:08-2014:12	2003:12 2005:06-2005:08 2008:06-2008:12 2009:12-2010:06 2013:05	2003:12-2004:05 2005:11-2005:12 2010:01-2010:03 2010:06 2011:03-2011:08 2012:06-2012:09 2014:08-2014:12	2004:04-2004:05 2005:06-2005:09 2005:11 2007:07-2007:08 2010:02 2012:11 2013:01 2014:05-2014:12	2003:12-2004:02 2008:04 2008:06 2011:09-2011:10 2012:01 2012:03-2012:05 2014:10-2014:11
Tourism Demand → Exchange Rate	2005:04-2006:02	2003:10-2003:12 2004:10-	2005:06-2005:10 2006:06-	2005:05-2005-08 2008:08	2003:10-2004:02 2005:05-	2003:10-2003:12 2004:12-	2004:08 2005:06-2005:10	2003:10-2003:12 2004:12-	2006:01 2006:09-2006:11	2003:05-2003:07 2003:10-	2005:10 2006:03-2006:04	2005:07-2005:09 2006:03-	2004:11-2005:10 2006:03-	2003:10-2004:02 2004:04	2004:12-2005:07 2005:09	2003:10-2003:12 2004:12-

	2007:08 2008:02 2008:05-2008:07 2009:11 2010:05 2012:09	2005:05 2007:07 2008:03-2008:09 2009:11 2011:05-2011:07 2014:09-2014:12	2007:09	2009:06 2009:11-2010:01 2011:01-2011:04 2011:05 2014:01-2014:04	2006:01 2006:03-2006:06 2007:10 2008:01-2008:06 2011:03 2013:02-2013:12	2005:07 2006:04 2007:08 2008:03-2008:07 2009:03-2009:08 2013:08	2006:03-2006:05 2007:07 2007:09-2007:12 2010:04-2010:06 2011:02-2011:03 2011:04-2011:08 2013:09-2013:12	2005:07 2005:09-2005:10 2006:02-2006:04 2007:11 2008:02-2008:07 2009:12 2011:09-2011:10 2013:11	2007:09-2007:11 2008:02-2008:03 2008:05-2008:09 2011:03-2011:05 2012:05-2012:07 2012:09-2012:10 2014:07-2014:12	2004:02 2005:06-2006:01 2006:03-2006:04 2007:07 2008:03 2008:08 2008:10 2008:12 2009:07-2009:12 2011:06 2014:03	2008:03-2008:05 2013:06-2013:08 2013:12	2006:09 2008:03-2008:06 2009:03-2009:06 2012:03 2012:05-2012:06 2014:02-2014:03	2006:04 2006:09-2006:11 2007:04-2007:07 2008:08-2008:12 2009:12 2012:02-2012:09 2013:10-2013:12	2005:05-2005:08 2005:10 2006:12 2007:04-2007:07 2011:02-2011:03 2011:05-2011:07	2008:03 2008:05-2008:07 2010:06 2011:01-2011:07 2013:01-2013:03 2014:07-2014:10	2005:07 2005:09-2005:10 2006:04 2008:03-2008:07 2009:04-2009:06

Table 8 Time-Varying Causality Periods

Figure 8 Time Varying Causality Graphs

Country	Austria	Belgium	Denmark	Finland	France	Germany
Exchange Rate → Tourism Demand						
Tourism Demand → Exchange Rate						
Country	Greece	England	Ireland	Italy	Luxembourg	
Exchange Rate → Tourism Demand			Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	* Straight lines indicate 5%, 10% and 20% significance of time-varying causality using LR test statistic.
Tourism Demand → Exchang			Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	

e Rate						
Country	Netherlands	Portugal	Spain	Switzerland	EU	
Exchange Rate → Tourism Demand	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	
Tourism Demand → Exchange Rate	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	Error! Objects cannot be created from editing field codes.	

Table 9 summarizes the findings of time-varying bootstrap analysis for the five top and bottom tourist generating countries included in the analysis.

Table 9 Time-Varying Causality for Top and Bottom 5 Countries

Top 5 *Germany, UK, France, Greece & Netherlands*	Bottom 5 *Luxembourg, Portugal, Finland, Ireland & Denmark*
SIMILARITIES *Exchange Rate to Tourism Demand* Significant causality in 2011 for all countries Longest period Greece (28 months) UK 22 months, France 20 months, Netherlands and Germany 18 months *Tourism Demand to Exchange Rate* Similar causality periods for Germany, UK and France Significant causality for all countries between 2006-2009 Similar period length for causality Longest period France (36 months) Greece 28 months, UK 27 months, Germany 25 months, Netherlands 23 months	SIMILARITIES *Exchange Rate to Tourism Demand* Causality period is shorter than 12 months for Ireland and Denmark Denmark has the shortest causality period for both directions *Tourism Demand to Exchange Rate* None
DIFFERENCES *Exchange Rate to Tourism Demand* Every country has significant causality for	DIFFERENCES *Exchange Rate to Tourism Demand* Denmark has causality only for the period 2007:07-

different periods *Tourism Demand to Exchange Rate* No evidence for causality in 2008 and 2009 only for Greece	2007:11 Longest period Luxembourg (38 months) Portugal 19 months, Finland 13 months, Ireland 9 months and Denmark 7 months *Tourism Demand to Exchange Rate* Different causality periods for each country Causality for 2005:10 and 2006:06-2007:09 period is only valid for Denmark Period length for causality is different for all countries Longest period Portugal (38 months) Ireland 25 months, Finland 17 months, Luxembourg and Denmark 9 months

As given in Table 9, the top five tourist generating countries show more similarities, where bottom five countries show more differences in the results. The top 5 countries also have similar length of causality, on the other hand bottom five countries have different length and periods of causality. These results and their implications are discussed in the conclusion.

Conclusions

As traditional tourism demand modelling approaches have restrictions on demonstrating the changing behaviour of demand over time, this paper uses time-varying bootstrap analysis to overcome the constancy assumption of these approaches. This paper investigates the timewise change in the causal relationship between exchange rates and inbound tourism demand for Turkey. According to the demand theory, exchange rates act as a change in the price levels of tourism services in a destination country, therefore they affect the tourists' decision to choose among substitute destinations.

Europe is the largest inbound tourist market for Turkish tourism demand, generating 50% average of tourist arrivals. Therefore, analysing the tourist behaviour in relation with the exchange rates has important implications for the national economy, as well as the tourism industry. The findings of the study exhibits that exchange rates effect the tourism demand from each and every country from the EU-15 and also are affected by it in some cases, probably depending on the magnitude of demand. The top five tourist generating countries react similarly to the exchange rates. The tourists mostly prefer Turkey for holiday purposes, showing strong seasonality during summer months. As Turkey is considered to be an affordable country compared to its competitors like Spain, France and Greece, middle class generally prefers Turkey. The empirical findings reflect these similarities and indicate that tourism demand is either affected by or affects exchange rates for similar periods and period lengths for these countries. For example, Germany, UK and France are the largest markets and they have an evident tendency to visit Turkey in summer, and the results show they Granger cause exchange rate during similar periods. In addition, the volume of tourists from these countries is so high that they can change the behaviour of microeconomic theory and influence the exchange rates. On the contrary, bottom five countries tend to indicate different results for time-varying causality. The underlying reasons are probably the relative small volume of demand and different peak seasons for each county in this group. The causality periods are significantly short when compared to top five countries, and the direction of causality is basically from exchange rates to tourism demand.

Tourism is an important source of income considering the exchange rate earnings and the idea that tourists can affect the exchange rates by visiting a country is an important issue to be handled. Understanding the timewise behaviour of tourists depending on exchange rates may allow investors, managers and decision makers to implement better strategies and policies.

The possible reasons can be listed as limited or concentrated tourist markets and strong seasonality causing instability in the economy. The reverse, where exchange rates affect tourism demand, has probable outcomes as losing customers to substitute destinations, decrease in the competitive power resulting in price and quality reduction, idle capacity and wasting resources. Therefore, to control either circumstance, the destination country has to implement policies to avoid seasonality and support diversification of alternative tourism services.

The limitations of this paper is that only a typical tourism market, holiday travellers from Europe is considered and the method used does not allow to identify the direction of causality. Future research could further compare different tourist markets and use different methods to explain the increasing/decreasing relationship between tourism demand and exchange rates.

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CULTURAL TOURISM AS A TOOL STIMULATING COASTAL TOURISM IN RURAL AREAS

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ABSTRACT

The rising demand for new destinations, for different cultures and realities, the search for authentic heritage, and the need for real and genuine experiences is setting the course for the development of tourism in the future. A tourism destination where a strong image is associated with the cultural heritage can display forms of culture interpretation and communicate symbolisms that activate the minds of tourists awakening them to the historical and cultural specificities of territories.

Coastal tourism in rural areas, as a diverse territory of peculiar features that combines sea culture and tradition with the simplicity and genuineness of the sparsely-populated territories can be strongly stimulated by a unique and transversal communication and interpretation culture, promoting a new image of the territory.

The aim of this study is to understand how cultural tourism can contribute to the leveraging of development opportunities for this territory (rural coastal) based on new forms of governance and spatial planning, and whether these can contribute effectively to its development and to, consequently, reduce the effects of seasonality.

The study that we intend to/will develop is based on the model of development of coastal tourism in rural areas proposed by Ramos (2014), which coupled with the knowledge and study of cultural heritage sites through questionnaires and interviews, can might respond to our question and serve as a valuable input to the knowledge and development of this type of tourism.

Cultural heritage, as a center for the representation and promotion of cultures, allows for a richer human experience and an inspiring source of knowledge and perpetuation of traditions. It constitutes, in our view, a strong contribution to the development of the rural coastal territories.

Key Words: Coastal tourism in rural areas, cultural tourism, destination management, information and communication technologies, territory, travel motivation.

INTRODUCTION

The sustainable development of locations that offer creative tourism alternatives, new programs, diversified and innovative supply that answer the needs of the tourist must be pillars of modern tourism. Innovation of the tourism supply can be key to the success of projects and initiatives, specially in regions where tourism is mainly sun and sea.

It's indispensable to create bridges between coastal and rural tourism, relieving tensions from areas of mass tourism, essentially in times of intense demand, and creating new programs which ally existing attractions in coastal and adjacent rural areas through combined programs that may, through innovation, extract more visitors throughout the year.

In this way, information and communication technologies can play an important role developing solutions related to new tourist necessities and promoting accessible tourism for all (people with disabilities, families, the elderly, etc.) (InvestInCotedAzur, 2014).

Assuming that new forms of governance are the foundations of destinations development strategies, it is understood that this alliance between the exploration of the coastal and rural territory and the existing cultural heritage may be a positive enabling factor of the development of these territories.

Characterization of the rural coastal territory

Coastal tourism in rural areas needs the comprehension of the decision-makers, to allow them to draw up innovative planning strategies, creating complementary networks between coastal and rural areas. Sustainability and strategic planning could be the guarantee for creation and enhancement of new development leverages, based on the sustenance of rural and cultural tourism zones.

From our point of view this concept could be guarantee for creating new and diversified forms of tourism and tourism promotion of a specific region leveraging the demographic enhancement and reducing the financial dependency on sun and sea products, characteristic of these regions.

It is necessary however, that these changes encourage the optimization of resources, improvement of infrastructures and synergies between parties allowing the development and promotion of coordinated and audacious joint plans. The creation of new supply, new products, reinventing existing coastal zones, endowing them with new infrastructures, concepts and tourists motivators all through the year should be present in this complementarity between coastal and rural zones. The promotion of sustainability, customer satisfaction with defining products, wealth generating products, and products which stimulate return to the destination are essential factors for the development of a successful tourism strategy.

Using the model of coastal tourism in rural areas (Ramos, 2014) as a strategic concept in which encompassed territorial planning is based on new forms of governance, network politics and partnerships will enable the creation of synergies through the use of new marketing tools, technological tools and integrated an sustainable planning tools in accordance with strategic development projects from each of the covered rural area, proving essential to analyze the potential and existing dynamics in each of the territories.

Butler (1982) identifies the various phases in the life cycle theory of tourism areas and how to encompass them in coastal and rural destinations. According to this concept it is possible to ascertain in which distinctive stage of its life cycle the coastal destination is, usually somewhere between the development and consolidation stage, while the adjacent rural is still, generally, at a very incipient state of development.

These regions need to be capacitated to create economic environmental and social development synergies through innovation and adaptation to new markets.

This adaptation could promote the development of new local economies in rural areas, guaranteeing the preservation of existing resources. Promoting local development is a guarantee for preservation of traditional cultural heritage resources and a dynamizing factor for turning territories into centers of tourist attraction, answering to the demand for a varied market and new products based on experiences and participated activities.

Also acting as a reengineering agent for an existing destination, this approach translates the beneficial effects of tourism development for the resident populations, allowing development of new experiences, new products and participative experiences. Thusly, promoting local development takes a major role in the regional sustainable economic growth. The development model of coastal tourism in rural areas is based on " models as strategic management for tourism, which according to Costa et al. (2014) focus on "the effective and efficient management of resources associated with the necessity to assure means of economically, environmentally and socially sustainable growth and development and have originated models which, attempt to associate parts of rational systemic and product models with philosophy and a strategic view of the future". The model previously cited was initially conceived to emphasize that the planning and management of a destination should be put in place taking into consideration a careful evaluation of the internal and external conditions of a tourism destination (Mill & Morrison, 1985). Its innovation resides in the link between tourism in coastal and rural areas and how, together, they can generate new forms of development for coastal areas which need to be reinvented in terms of their management and to use new methodologies, enabling them to contribute to that reengineering. Their proximity to adjacent rural areas allows them to consequently make use of this reengineering as a form of sustainability for their locations, contributing to the development of new networks that can be the pillar for the development of regions.

For this it is necessary that destinations organize their supply based on the newly created products through partnerships between the private and public sectors, adapting the new forms of governance to the characteristics of the region.

Historical and cultural particularities of coastal and rural territories

The coastal population studied in this research is mostly of a rural nature, their houses are constructed with poor materials; however they are usually very elegantly built, elaborately designed and very attractive. Fishing is traditionally embedded in these peoples' traditions, be it for sport or as a means of livelihood, making it the basis for some of the main local gastronomic delicacies.

The existence of mills, for example is a characteristic of this rural coastal landscape, and is tied to the permanent supply of water circulating in streams that allows the population to transfer cereals for personal consumption.

We based this documental research on an article by Fazenda et al. (2007) and characterized the main elements that comprise the region as showing characteristics of rural and coastal areas alike. Within the natural elements which comprise this type of region we identified beaches, commonly rich in natural and environmental resources, forests and traditionally rural and subsistence cultures.

As cultural elements we were able to identity folklore, theatre, maritime museums, pilgrimages along with various and diversified concerts from town to town.

In sports, the identified elements are characterized by niche markets either in nautical sports, (surf, rite surf, rowing and others) or bird watching and plants as a tourism activity.

When it comes to historical and heritage elements we had no difficulty finding century old buildings with traditional and religious elements, many of which portraying traditional culture such as life at sea, influenced by the strong fishing industry in that area.

Also visible was a significant variety of gastronomic delicacies most of which tied to the sea but also to agriculture (influenced by the cultural and geographical proximity with rural life). In these locations the great variety of local delicacies sold in restaurants shows how even the most recent restaurant strives to maintain traditional recipes alive which have been passing from generation to generation.

Cultural heritages' contribution to the development of rural coastal territory.

Heritage is part of the memory and identity of a community. Prats (1997) defined heritage as social construct, conceived by someone for certain ends, which means it could be historically altered according to new criteria or interests. This symbolic nature and its capacity to symbolically represent an identity are the reasons why so many resources are mobilized to conserve it.

Alcantud (2003) states that the relationship between heritage and memory is fundamentally symbolic, seeing as our societies do not support destruction, the end of things and of individuals, searching numerous means of prolonging their social existence.

Cultural heritage bases its importance on being a bond between peoples, their history and their land. Incarnating the symbolic cultural identity of a destination is often key to understanding other cultures.

Often it contributes to the reestablishment of understandings between civilizations and cultures, and even contributed to maintaining and reestablishing the peace between peoples. The preservation process must be the foundation for the relationship held between heritage and the evolving context, on the way in which the local community is related and the meaning and historical context which the ethnographic object possesses. This process of recovering traces, uses and costs to reconstruct and (re)signify heritage, is supported on the direct observation and ascertainment on the existence of a whole significant group of transmitted legacy (such as crafts, professions, craftsmanship, music, dance and other ethnic and cultural elements), be it through manifestations of daily life, which express values and actions established in an inherit time and space of a community (Beni, 2001).

A tourism destination with a strong image associated to cultural heritage exhibits means of cultural interpretation and methods of communicating its identity with a meaningfulness to which tourists will not be indifferent . In light of the challenges set by globalization, cultural heritage appears as a sought after answer for tourism destinations, cultural witnesses and local community heritage promoting authentic appropriation (Lopes, 2014), drawing qualitative changes, answering mandatory worldwide integration models, allowing to associate heritage to cultural tourism.

One of the main challenges to tourism development and destination management are the heritage resource planning, as well as policies and politics' practices, because they directly contribute to territorial development specially supporting the decision making process and the creation of new public management policies for the development and appreciation of cultural heritage. New tendencies point towards a tourism industry more motivated to cultural consumption, experimentation and promoting emotions and feelings that lead to the "appreciation of authenticity" (Lopes, 2012). This said the tourism industry must contemplate this tendency and contribute to the development of a cultural contacts matrix to maximize the socioeconomic benefits tourism destinations assume in the implementation of public policies and governance procedures which comprise a line of local necessities and global demands, resulting in a greater awareness of tourism practices in terms of tourism planning, and organizational strategies, including sustainability concerns. This said, discussing the participation of local communities in the planning and development of a tourism destinations is of great interest because it will instigate new management models and the development of tourism in a given region and in this sense cultural heritage is increasingly important in face of the appropriating and agglutinating consumption of experiences and skills simultaneously authentic and global, of society which anguish towards falsity stimulates the search for authenticity (MacCannell, 1999), thusly contributing to the development of territories.

Methodology

The collection of data through questionnaire allowed us to relate to previously announced theoretical principles. In this research we used scientific techniques, resorting to quantitative methods and aiming to confirm results, measure them and proceed to the analysis of reliable content.

In order to answer the objective of this research paper, the inquired population was defined as "public who has participated in tourism activities in a area of a rural beach at least once" and the questionnaire was validated by 86 answers (considered valid), in a universe of 103 answers. The questions were divided in homogeneous groups attributed on a five point Likert scale, distributed between not important and very important.

In another group of questions the inquired were asked to select between various factors which could influence their choice of these territories. In order to analyze the results of the questionnaire we used the statistical Package for social sciences (SPSS) and EXCEL to test the presented hypotheses. The use of these auxiliary statistic tools allowed us to draw conclusions for "a broader dominion of where these elements came from" (Pestana et. al., 1998)

New means of governance and planning which boosted cultural tourism in a rural coastal zone.

By analyzing the replies to our questionnaires, and with this research, we were able to confirm that there are opportunities to develop a rural coastal territory based on new forms of governance and territorial planning allied to the study of cultural heritage of these regions. This survey was answered mainly by individuals aged between 31-45 years old (48%), with higher learning degrees (60%), employed (by the public and private sector 51%). 50% of the inquired considered cultural and historical locations (cultural and natural heritage) as an important or very important factor in the choice of a destination. 69% of these consider cultural tourism activities, of recreation or leisure as important. Nautical activities (47%) and night life activities (28%) were rated with low levels of importance or medium importance. Furthermore, 33%of the inquired considered the existence of ethnographies and museums related to the sea as a relatively important or important factor (26%); however on this question it was noted that 21% considered this factor of little importance in choosing rural coastal destinations when going on holidays. According to the inquired, the activities mostly looked for in a destination are traditions and cultural reenactments, together with animation, emphasizing both of them as important and very important. This analysis gives special focus to what the inquired consider important when visiting a coastal rural location. When given the choice, the enquired are prominent in affirming that what most influences their choice of destination is, in relative terms, the existence of traditional regional products (71,5%), the rural space by itself (52%)

and the new touristic supply in rural areas (48,56%), rating these elements as very important or important.

Through this analysis it is important to understand how the significance given to the management of these spaces (public and private) could be an important contribution to the development of these coastal rural spaces. Indeed, it allowed us to determine whether a dedicated form of governance (giving special attention to this relationship) could generate a differentiating factor for those who visit these locations. And we obtained from our answers that 35 % considered this important and 14% very important, translated as almost half of the enquired considered its importance in the top end of our scale. This leads us to believe that the implementation of new forms of governance for these territories is of great importance. Considering the attributed importance of cultural facts during a visit to a given coastal and rural region relatively to other facts and the introduction of new forms of governance as very important facts, we conclude that cultural tourism in a coastal region as a key leaver for new forms of governance and planning.

7. CONCLUSION

This research comes to answer our initial quest to understand how cultural tourism contributes to leverage the development of rural coastal territories, based on new forms of governance and spatial planning, which would enable the soften of strong seasonality and create new opportunities for the entire region. cultural tourism is relevant as a development factor of coastal tourism in rural areas and fundamental as a guarantee of attracting new opportunities and activities for these areas. it can also contribute to the its dynamic development in a sustainable way, reducing the high economic, social and environmental impacts and seasonality in coastal areas, if and when, well planned in terms of economic sustainability, social and environmental impacts, and by introducing new forms of governance and innovation, which include information and communication technologies. and finally, we conclude that coastal tourism in rural zones is a guarantor of tourism development of coastal areas and adjacent rural areas,while cultural heritage can be a strong inductor based on new forms of governance.

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THE ROLE OF INSURANCE IN POST DISASTER RECOVERY PLANNING IN EGYPTIAN TOURISM COMPANIES

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ABSTRACT

The whole world is facing a substantial amount of disasters which brings severe damages throughout the world. These disasters severely affect the tourism industry. Hence, recovering damages in tourism business becomes a major issue for the continuation and development of the business. In this context, insurance plays a vital role to restore the business while reducing the financial consequences of the disaster. The issue of availability of insurance in the tourism industry is addressed for the tourism companies across Egypt. It has been particularly problematic especially in the current circumstances where Egypt faces different attacks that threaten the tourism businesses. Therefore, the issue of availability of insurance in the tourism industry is addressed for the tourism companies across Egypt. It has been particularly problematic especially in the current circumstances where Egypt faces different attacks that threaten the tourism businesses. The main challenge appears to be in relation to securing commercial general liability coverage and/or obtaining such coverage on a cost effective basis.

Therefore, the objective of this study is to investigate the role of insurance as a provision to recover the disastrous destruction of the tourism business community in Egypt through exploring the travel agencies' attitudes and perceptions towards insurance, as well as exploring the behaviour of insurance companies towards tourism activities and providing recommendations to enhance the insurance penetration to the tourism business to provide a safer environment for investors. To achieve this, the survey method was employed and data were collected by using semi structured interviews. Experts from the tourism tour operators and travel agencies were interviewed to explore the role of insurance to support their business.

By analyzing data, it can be concluded that the main purposes of obtaining insurance are quick recovery of business and to fulfil the borrowing requirements. Some issues of the current practice are identified as less awareness, and dishonesty of the insured which leads to less identification of the insurance as a risk management strategy within the tourism companies. Recommendations are developed to increase the awareness, and encourage the government participation to increase the insurance penetration to the tourism industry.

Key Words: Insurance; Recovery planning; insurance legislation; types of travel insurance.

1 INTRODUCTION

Terrorism and political instability have a severe impact on tourism business activity. The increased frequency of severe terrorist attacks as well as the unsafe and unstable environment facing the Arab countries, and hence Egypt caused huge amounts of damage to the tourism industry in Egypt and presented a very challenging situation to maintain this business viable. Tourism business has suffered significant losses as a result, particularly due to the subsequent decrease in visitor numbers. Tourism in Egypt isn't experiencing the same demand it has previously enjoyed, as an example the economic crisis in 2008 had a negative effect on tourist arrivals to Egypt. The percentage change of tourist arrivals had decreased with -2.3% in 2009 (World Tourism Organization, 2011). Similarly, the 25th January revolution in 2011 caused an unprecedented and sustained drop in tourist arrivals in Egypt. The percentage change of tourist arrivals had decreased with -33.1% in 2011 (World Tourism Organization, 2012).

Since the disasters are non-routine events that require non-routine response, any business cannot rely on normal procedures to implement appropriate responses to dealing with disasters (Atmanand, 2003). Davies and Walters (1998) revealed that reduce revenues, customer loss, and reduce market shares may be the minimum effect of a small business interruption but major business interruption may threaten a company's survival. However, the intention is to reduce the possibility for damage, as well as to minimize the negative impact, and to prevent the risk.

Alexander (1992) highlighted that the plans must be developed and implemented to assure that all critical business functions continue successfully in the incidence of disasters. Moe, et al. (2007) explained that post Disaster Recovery Planning (DRP) process involves decisions and actions taken after a disaster to reinstate or improve the pre-disaster business situation while facilitating to obtain necessary adjustments to reduce disaster risk. Disaster recovery is essential for an organization to remain viable in the face of disasters because many companies go bankrupt or close after a disaster (Hardly, et al. 2009). Thus, Paradine (1995) argued that insurance protects organizations from the financial consequences of loss which avoids the potential business bankruptcy in the future.

Paradine (1995) indicated about two ways to handle the financial risk of disaster: either by deciding to bear the cost itself- that is, retain the risk or transfer the risk to the insurer. He further stated that, DRP and planning for insurance protection are linked because the obvious solution for organization finance needs during an interruption of business is to transfer the risk of loss through the insurance. Atmanand (2003) reported that insurance represents an important requirement for many economic activities. Simultaneously, Paradine (1995) specified that one of the major ways of financing the disaster risk is through an insurance cover by ensuring that funds are available after a disaster, to enable the business to continue. Furthermore, he argued that insurance on its own protects organizations from the financial consequences of losses; nevertheless it does nothing to prevent it. In addition, Paradine (1995) indicates insurance has a major role in determining how to well survive in the interruption of normal business.

It is obvious it is important for all business owners to make sure that they have adequate insurance coverage in all aspects of their business particularly tourism businesses, as they face challenging market conditions and specialized risks. Accordingly, insurance has relevant importance in the progress of the business of tourism in particular.

Nowadays, the need for insurance is greater, especially voluntary insurance which is necessary to cover the risks which are not included in the insurance policies imposed by the regulative laws. It is critical when there is a major downturn to investigate whether businesses are underinsured or not insured at all. Hence, an important question arises, do the travel agencies in Egypt have a level of insurance coverage, and how does insurance assist in travel functions practically if it exists. Thus, this paper intends to identify the role of insurance in post disaster recovery planning in the tourism business community in Egypt through exploring the travel agencies' attitudes and perceptions towards insurance, as well as exploring the behaviour of insurance companies towards tourism activities, and providing recommendations to enhance the insurance penetration to the tourism business to provide a safer environment for investors. The structure of this paper contains risk management in tourism, and then insurance in post disaster recovery planning in tourism business community. Research methodology and the findings of the research will then be addressed. Finally, the conclusion will be presented.

2 RISK MANAGEMENT IN TOURISM

Risk management is a rational approach for dealing with the risk. Risk management includes determination of the level of exposure that is acceptable to the tourism business and its clients, identification of the hazards to the business and its clients, evaluation of the hazards, selection of appropriate strategies, implementation of these strategies and appropriate response to emergency situations (Taleski & Tashkov, 2011; Kaushalya et al., 2014).

Risk is defined as the occurrence possibility of a certain situation that might influence goals' fulfilment. All risks have potential to go out of control and create crisis, but risks will not escalate if they are treated systematically (Taleski & Tashkov, 2011). While Eden & Matthews (1997) defined disaster as any incident which threatens and damages human, buildings, equipments and systems. Chow & Ha (2009) stated that disaster can be identified as any event that can cause a significant disruption in information services capabilities for a period of time and affect the operation of the organization.

According to Popesku (2011) as cited in (Taleski & Tashkov, 2011), risks in tourism may be divided in four main groups: Human and institutional environment (ex. Terrorism , violence, ..), Tourism and complementary businesses (ex. Transportation accidents, lack of protection against earthquakes etc.), Passengers as individuals (ex. Visiting dangerous places, loss of personnel belongings, etc.), Physical risks and risks from the environment (ex. tourists who: not aware with the natural characteristics of the destination, do not take appropriate medical measures, etc.).

Common ways of dealing with risk include four available options such as acceptance of risk, risk reduction, risk transfer and avoidance of risk. Acceptance of risk is in cases where the frequency and size of risk is small and only if its consequences can be managed without any negative impact on the destination or the perception of visitors (Taleski & Tashkov, 2011). Risk reduction could be managed by modifying the probability of risks or reducing its effects (for example, reducing the consequences of fire in the hotel with evacuation plans, training employees, etc.) and/or increase the adaptability (for example, capacity for submission of losses). Risk transfer is used when there are significant consequences (such as consumer injury, damage to property), and the risk is transferred in whole or in part, on the other (such as insurance companies). Avoidance of risk will occur if the frequency and size of a large risk is to an extent that an operation is suspended or withdrawn from the market (Taleski, & Tashkov, 2011). Thus, the purpose of disaster recovery plan is to minimize financial losses, maintain the continuity of operation, ensure the integrity of data and restore normal operation in a timely and cost effective manner (Chow, 2000; Chow & Ha, 2009). Chow & Ha, (2009) further explained effective management and control of disaster risk will provide long-term cost reduction, minimize disruption in the event of a loss and enable the business to operate more effectively.

Good insurance brokers and consultants can provide valuable assistance on risk management and insurance matters.

3 INSURANCE IN POST DISASTER RECOVERY PLANNING IN TOURISM BUSINESS

Insurance is an essential aspect to manage the residual risk which cannot be eliminated further (Suncorp Group, 2007). There are different types of insurance for different types of risks (Fabozzi et al., 2009). The primary function of an insurance company is to compensate policyholders if a prespecified adverse event occurs in exchange for premiums paid by the policyholder (Saunders & Cornett, 2007).

Insurance is an integral part of the risk management process. In deciding which policies and what level of insurance to take out, a business needs to develop an insurance plan which includes determining which assets and hazards to the business will be insured. The insurance plan will also determine how much of the assets and the hazards will be covered through an insurance policy and how much will be self-insured (covered by the business itself), as well as the conditions required. This subsequently requires deciding on the critical areas to cover to remain competitive with other tourism businesses. As well as deciding on how much the business can afford to pay for insurance without impacting on profit target (Krasniqi, 2010; Taleski & Tashkov, 2011; and Kaushalya, et al. 2014). It is important to note that insurance will not make activities safer and will neither reduce the possibility of, nor stop incidents from happening (Taleski & Tashkov, 2011).

The decisions regarding the purchase of insurance should be based on some internal factors such as tolerance for risk which includes how much risk is in the business and the business owners willing and capable to bear. Another critical decision is how much insurance to purchase. The second factor is business longevity and business structure and if the business structured in a way that protects the owners and the assets. The third factor is the assets that have to be protected and if there are assets that will be costly or difficult to replace. The final factor is employees, shareholders/owners/partners (Taleski & Tashkov, 2011).

The decision of purchasing insurance in the tourism industry is also based on some external factors such as the legal and regulatory requirements, such as industry and business requirements (business that impose insurance requirements for example, the bank, tour operator or similar). Some types of insurance cover are required by law, but others are voluntary. For example in Egypt , The required documents for establishing a tourism company according to the implementing regulations provisions for the law number 125 for 2008 includes the receipt of paying the insurance (insurance guarantee) to the ministry of tourism according to its category (A, B, or C) (Ministry of Tourism, 2015). The overall factors affecting insurance purchase decision is shown in figure 1.

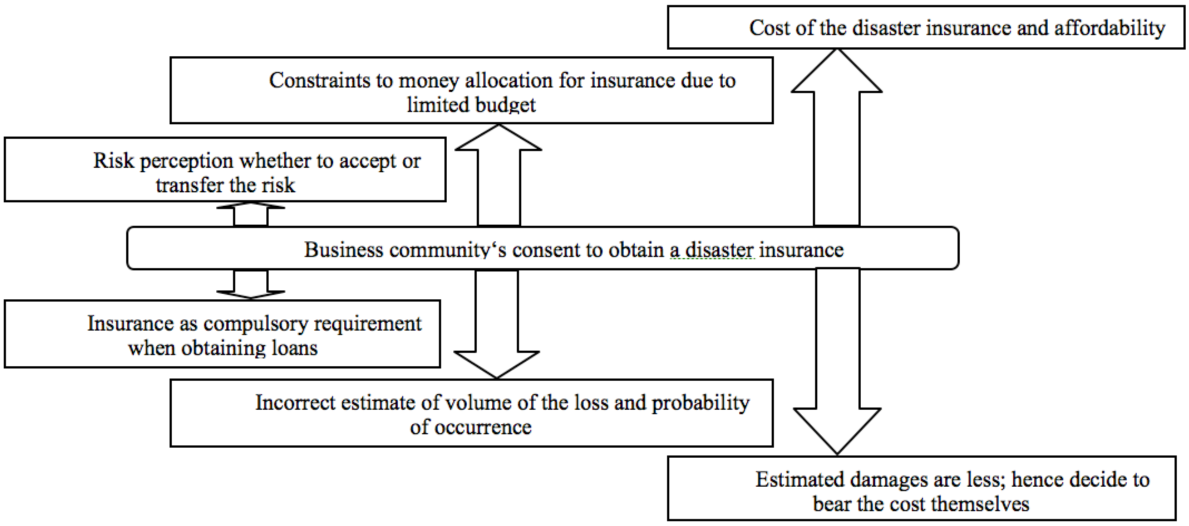

Figure 1: Factors affecting obtaining disaster insurance

Source: Kaushalyaa, et al. (2014), p. 631

4 RESEARCH METHODOLOGY

As mentioned before the aim of this study is to identify the role of insurance in post disaster recovery planning in tourism business community in Egypt through exploring the travel agencies' attitudes and perceptions (insured) towards insurance, as well as exploring the behaviour of insurance companies (insurer) towards tourism activities.

A qualitative methodology is considered most appropriate to describe and explore the complex issues associated with this subject, as well as the descriptive analytical approach. Survey method proved to be the most appropriate, as it enables the researcher to obtain information about practices, situations or views at one point in time through interviews (Easterby-Smith et al., 2008; Saunders et al., 2009). The use of Semi-structured interviews was used with a number of pre-determined questions. This allowed some comparisons between the responses of the participants and also afforded the opportunity to digress further, when appropriate.

Fifteen key-persons (managers or owners) of tourism companies in Egypt were interviewed to identify their attitudes and perceptions towards insurance, as well as the reasons behind the less identification of insurance in post disaster recovery planning in tourism companies in Egypt. Moreover, desk survey was conducted to explore and analyze the behaviour of the insurance companies in Egypt towards tourism activities. Sampling size for the purposive sampling method is determined on the basis of theoretical saturation, sample size for the pilot interview was limited into four experts in insurance companies and tourism companies, and the sample size of the detail survey was limited to fifteen individuals of small and medium scale tourism tour operators and travel agencies as it was saturated at that point.

Accordingly, interviews were conducted during February and March 2015. The collected data was analyzed by using Thematic coding (Saunders et al., 2009). Interviews were divided into different sections include types of insurance; the existence of insurance on tourism investment; types of support; the factors affecting the decision of purchasing insurance; the factors affecting the insurance coverage; manner to deal with these risks and the insurance companies' role. Furthermore, it includes existence of an insurance plan.

5 RESEARCH FINDINGS

Findings of the study are discussed under both tourism companies' perception and attitudes towards insurance, as well as insurance companies' behaviour towards tourism business.

Travel agencies agreed that insurance is compulsory in the form of conditions to establish travel agencies (an insurance guarantee letter to the ministry of tourism), social insurance for the employees, tourism transportation insurance, insurance for the outbound religious tourists travelling to Saudi Arabia. Respondents agreed that the insurance coverage includes travellers not the company itself which means that insurance does not support the business itself. Tourism companies agreed that there is no tourism investment insurance and no post disaster insurance from insurance companies. Nevertheless, it was noticed that they were not aware that this type of insurance could exist. Even though, they confirmed that they wish such insurance exists. In different countries this form of insurance exists like Sri Lanka where Kaushalya et al. (2014) mentioned that there is post disaster insurance especially for natural disaster such as droughts, flood, landslides, and storm.

As regards to types of support, most of the respondents agreed that there is support from insurance companies in some cases for example tourists' luggage loss. However, the indemnification conditions are very strict and difficult; medical insurance; tourism transportation insurance; as well as travel insurance for travelers (tourists).

By analyzing insurance policies offered by insurance companies in Egypt, it was noted that they offer traditional insurance such as fire and burglary insurance, transportation insurance, medical insurance, and against several accidents. However, Misr Insurance company offers insurance for dishonesty, and composition that has been paid (Misr Insurance Company, 2015). Furthermore, Suez Canal insurance company offers decimal insurance in which the insurance company covers the responsibility built on the damage caused to others, civil responsibility, riots, employee unrest, civil unrest risks, as well as natural disasters. Moreover, this company offers insurance for hotels as well as insurance for real state funding (Suez Canal insurance company, 2015). In addition, the Mohandes insurance company offers insurance for dishonesty, general insurance for hotels and resorts, as well as civil responsibility (The Mohandes insurance company, 2015). Allianz Egypt as an international company also offers a comprehensive business protection plan to secure the business against accidental damage or destruction (Allianz Egypt, 2015). It was noted that these particular forms of insurance are offered to all businesses and are not addressed particularly to the tourism businesses. From the previous discussion, it can be noted that there a lack of awareness of tourism companies. And this is subsequently a cause of the failure of insurance companies to market and sell these forms of insurance. However, it is also noted that no insurance will be offered in the areas which have a higher frequency of disaster risk such as investment insurance particularly in the tourism industry. In case they do, it is accepted only under the higher premium payment or higher amount of deductibles. The reason behind this is that the insurance companies are profit oriented companies and always looking forward to earn profit. Indemnifying the insurer in every frequent disaster situation may not be either reliable or profitable for the company.

Respondents also agreed that there is support from the government in some cases. As an example the Egyptian travel agents association decreases its dues during crisis and the insurance fees for the outbound religious tourists to KSA, as well as the association colleagues' box. Respondents also confirmed that there is no support from tourism associations. This opinion contradicts one of the roles of the Arabic tourism organization which offers insurance for foreign investment against risks with the cooperation with the Islamic association for insurance guarantee. The covered risks include political risks, nationalization and confiscation, wars and civil unrest, restriction on foreign exchange conversion, contracts disruption, and the failure to meet the government financial obligations. They also identify the proportion of indemnification to be 90%, which represents a satisfactory coverage (Arab Tourism Association, 2015).

In relation to factors affecting insurance purchase decision, respondents indicated different factors such as types of services, manager or owner experience and companies' assets. No one stated self capability to bear losses, length of company in the market place and existence of partners. Concerning factors affecting the coverage amount differ according to respondents. Some mentioned types of services; size of the business; company property; manager experience; insurance companies' conditions, and the amount of the company assets. Its proportion from the total company capital is unidentified as it depends on the agreement with the insurance company.

As to external factors such as legislative requirements or the tourism business requirements, the majority of the respondents agreed that there are no legislative requirements affecting the insurance purchase decision. Some embassies require travel insurance as a condition for getting the visa.

With respect to types of risks confronting tourism companies, some identified theft, tourists' assaults, kidnapping, etc. They also determined the size of loss to be large. Concerning tools to overcome these risks, respondents identified following the instructions of the tourism policy as well as these of travel insurance. However, insurance companies' role is very limited, the compensation is good but with severe conditions that cannot be easily achieved. Other respondents labelled transportation accidents, fire, deficiencies in the health aspects and labor strikes, such as tourism transportation accidents. Concerning tools to overcome these risks, they determined the use of limit speed devises, as well as to train drivers. Insurance companies' role is summarized in helping to repair damages in the tourism buses.

All the respondents identified economic risks such as increasing competition, and sudden change in exchange rates causing very huge losses for example losses were huge in 2013 because of the instability in the exchange rates. They identified that it was very difficult to overcome these losses and risks; one respondent suggested that minimizing the duration of the trip may decrease losses. Insurance companies do not have any role in these types of risks. The role was from the tourism government through the Egyptian travel agents association.

In relation to how to deal with risks, some respondents determined accepting risks. They also identified that they try to learn from previous problems to minimize the negative impacts. Most of the respondents deal with risks through minimizing risks. They mentioned that they try to train drivers through the Egyptian travel agents association, use limit speed devices, and learn from previous mistakes. They stressed on the importance on the training employees as a tool to minimize risks.

Some of the tourism companies considered transferring risks in the case of buses and cars accidents, as well as tourist injury. In such cases international insurance companies' coverage reaches 30 thousands Euro. The coverage and support from insurance companies is very large. Some international companies such as Euler Hermes offers trade insurance which protects the business from both commercial and political risks. It helps to grow profitability and minimizing risks and improve access to funding (Euler Hermes, 2015).

Concerning the existence of an Insurance plan, most of the respondents identified that they do not have an insurance plan. Although they practice some of its steps, as some of them identified the assets to be insured. They also determined the common risks they often insure to prevent against, for example travel insurance against theft, as well as transportation insurance against accidents, buses and cars accidents. They also agreed on the insurance size that will be covered by insurance companies. But the majority is not interested to identify the coverage amount (indemnification) the tourism company can bear it itself. The majority also didn't identify insurance premiums that they can afford without affecting profits' targets.

The problem is to determine the cause which hinders tourism company's consent for obtaining disaster insurance plan. The answer includes cost of the disaster insurance and affordability, Constraints of money allocation for insurance due to limited budget, Risk perception whether to accept the risk or transfer the risk, as well as lack of awareness of the insurance role in the post disaster recovery.

Moreover, most of the time the insured are underestimating their property value with the idea of reducing the premium amount. In such situation, the insurer pays a percentage value of the damage as according to the sum insured of the property. Furthermore, if an insured is going to under insure the property where the sum insured is less than the actual value of property, he cannot be indemnified totally.

The most crucial aspect of disaster response is to learn the lessons of previous disasters and implement improvements over time. Such business can reinstate their business with the help of insurance. Businesses are interrupted in disaster situation. Nevertheless, there are some situations where the insured cannot recover a large portion of damage in disaster situation due to facing of great financial consequences. Unsatisfactory insured are creating because of not having a proper knowledge on the insurance policy. Thus findings revealed that attention should be done to enhance the disaster insurance penetration to the tourism business community.

6 CONCLUSIONS AND RECOMMENDATIONS

Although, insurance is considered one of the vital factors to the success of the disaster recovery planning process, tourism companies do not have a proper knowledge on the insurance policy, as well as its different forms. Even though, they wish they can have an appropriate insurance coverage to mitigate their risks. Nevertheless, they do not make any efforts to communicate with insurance companies to inform them with their needs and requirements as well as the specific characteristics of the tourism business to reach a satisfied agreement. On the other hand, insurance companies fail to market and buy the forms of insurance which cover investment and financial losses.

Egyptian Tourism companies aim to reduce the impact of a disaster, but still they do not follow an insurance plan which results in losses in the case of disaster incidence. On the other hand, insurance is an economic device that uses to avoid the collapsing of economic development of the country hence it spreads the risk within the society as a whole. However, it is not suitable to take decision to transfer every risk that would be resulted with losses and transferring the risk for insurance is most suitable only where the severity of risk is high and frequency of risk happening is low.

Moreover, some issues of the current practice are also identified as less awareness of the tourism companies which leads to less identification of the insurance as a risk management strategy. Based on the research findings, increase the awareness of insurance is a very crucial issue to save the tourism business after disasters to reduce loss that could be suffered. Tourism companies have to treat the insurance as more important aspect of making large competitiveness. Mostly the insurance in tourism industry is on voluntary bases. Usually, if something is based on voluntary concept, mostly the companies treat the insurance as an additional cost.

Tourism companies must deal with in the increase exposure to risk by increasing the need for capital to allow for the additional volatility, or alternatively well-designed reinsurance programmes or the equivalent, as well as increasing travel insurance premiums to pay for the additional risk and cost of capital. Moreover, they must seek to change the policy wordings to allow for changes in risk.

The problem is to determine the causes which hinder tourism company's consent for obtaining disaster insurance plan. The answer includes cost of the disaster insurance and affordability, constraints of money allocation for insurance due to limited budget, risk perception whether to accept the risk or transfer the risk, as well as lack of awareness of the insurance role in the post disaster recovery.

Finally, several steps should be tracked to enhance the disaster insurance penetration to the business community are: Strong relationship between Tourism companies (insured) and insurance companies (insurer), Awareness programs, Public Educating, Government Involvement, Encouragement for risk assessment, Risk based premiums at affordable rates, Special attention for tourism business community because it is a high risk area and increase the effectiveness of the insurer.

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FORECASTING THE TOURISM DEMAND USING TIME-SERIES – A CASE STUDY ON THE PREFECTURES OF WESTERN GREECE

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Abstract: The present work studies the well-timed issue of forecasting the tourism demand for the three prefectures of the Region of Western Greece: Achaia, Etoloakarnania and Ilia. The proposed approach consists in finding a proper model, for each prefecture, based mostly on the effectiveness and complexity of the proposed models. Utilizing the official statistical data for the tourist occupancy of all tourist accommodations (except camping sites) from the above three prefectures, for all months between 2005 and 2012, a trend and seasonality analysis has been realized in order to construct suitable models using the well-known ARIMA (Box-Jenkins) methodology. Then a series of statistical test have been employed to select the best fitted model to given data. The forecasting effectiveness of the chosen model is measured using the last twelve observations as a training set. Finally, a 12-period prediction for the three prefectures is proposed.

Keywords: Prefectures of Achaia, Ilia & Etoloakarnania, ARIMA, forecasting model, Western Greece tourism.

Introduction

It is a common truth that tourism is a perishable product which strongly depends on various factors as the current financial status, natural disasters, cultural events, social behaviors, marketing policies etc. In this work the issue of forecasting the tourism demand will be studied in the prefectures constitutes the Region of Western Greece.

Tourism industry in Greece is composed from very crucial economic activities and constitutes a valuable source of earnings; tourism employment, contribution in gross domestic product and multiplier effect investments. A key-factor of Greek tourism industry is its ability to host visitors in various places. Therefore, a desirable task is to forecast monthly and/or annually percentages of occupancy in Greece and in the various regions of this country. Potentially, this task leads to more effective use (allocation) of the available sources for the Greece visitors.

The current global and local financial crisis comes, also, to demonstrate the decisive role of tourism in Greek economy. In fact, Greek tourism managed to maintain its strength and prove to the state - but also the society - that with an effective support, the sector can become a driving force for the creation of more income in the country and the improvement of the economy competitiveness.

The perspective of local communities to gain strong currency, with high travel receipts fast enough, charms the national government, local authorities and groups of owners of capital, who pursue and encourage tourism. Tourism is an important source of income for many Greek regions, and especially for those with less developed modern service/industrial based economies, such as the Region of Western Greece.

The possibility of forecasting tourism demand at regional and local level, and particularly at different scales of the Region of Western Greece, will give firstly a clear picture of the development of tourism in the study region and secondly the possibility of continuous updating of this picture, and also prediction of the type and intensity of tourism demand (and especially hotel demand), at various spatial scales. So that any attempt for policy making of tourism development, in public and private sector, be based on a reliable depiction of the trends and patterns (such as seasonality) of hotel demand at different spatio-temporal scales. The continuous quantitative and qualitative expansion of such data would allow the formation of a framework for monitoring the evolutionary progress of hotel demand and consumption, and thus will play a key role in creating an integrated system of planning tourism development at regional and local level.

Forecasting is about predicting the behavior of future events (Makridakis & Hibon, 1979; Frees, 1996; Franses, 2004) and plays a significant role in tourism planning. Tourism investments should be based on professional business planning and on achievement vision of the industry future. The tourism industry needs to reduce the risks of poor decisions. One prompt way to reduce this risk is by discerning future events or environments more clearly (Smith, 1995; Burger et al, 2001). Benefits derived from forecasting are imaginable. In the case of forecasts of demands turning out too high, accommodation firms will suffer; there might be, for instance empty rooms in hotels, unoccupied apartments, and so on. If, on the other hand, the case turned out to be that forecasts of demand are too low, then firms will lose opportunities; for example, there may be inadequate hotel accommodation etc. (Chu, 2004). In practice, time series forecasts are extrapolations in future times of the available time series values. A good projection should provide a forecaster with a sense of the reliability of the forecast. A convenient way to capture this sense is the prediction interval, which provides a measure of the reliability of the forecast (Psillakis, Panagopoulos, & Kanellopoulos, 2009). An exhaustive review on forecasting time series can be found in (Song, & Li, 2008).

In this paper, motivated mostly from absence of systematic research of the Region of Western Greece (Panagopoulos, & Panagopoulos, 2005), we used the well-known Box-Jenkins method (Box,

& Jenkins, 1976; Box, Jenkins, & Reinsel, 1994) to model the hotel tourism occupancy (except camping sites) for the three prefectures of the Region of Western Greece, for the period 2005-2012. The choice of an ARIMA model consists mostly in its flexibility and generality as it can handle different types of data. Furthermore, despite of the hard programming implementation of Box-Jenkins method it can be easily found and applied in many computational and statistical packages (e.g. Minitab) and it can produce reliable predictions when the appropriate model is chosen.

The structure of the paper is as follows: In the next section we present a short profile of Western Greece and in section 3 we develop the forecasting models for each prefecture, as well as, we demonstrate the prediction results. Finally, in the last section we discuss some conclusions and remarks.

Short Profile of Western Greece

The Region of Western Greece occupies the northwest Peloponnese and the western tip of mainland Greece. It includes the prefectures of Etoloakarnania, Achaia and Ilia. For the most part the land is mountainous (45.3%) and half-mountainous (25.6%), while only 29.1% are lowlands. It has extensive coastline at all three prefectures, which are bounded by the Ionian Sea and the gulfs of Amvrakikos, Patras and Corinth. The main lines in the investment profile of Western Greece are described by the followings (Invest in Greece Agency, 2012; Research Institute for Tourism, 2014):

Main economic activities include agriculture and tourism services.

As in many other Regions of Greece, production of wine and olive oil is significant. Dairy products are also important to the local economy as well as fish farming, unique to the area and a traditional source of income.

Western Greece is quickly becoming one of the top tourism destinations in Greece. The emergence new hotel units and new investments in the area have strengthened the local economy and are currently changing the overall profile of economic activity.

The geomorphology of Western Greece has great diversity. It includes mountains with a very high altitude, large natural lakes and rivers.

The Region of Western Greece is privileged in terms of accommodating many, various and significantly sensitive ecosystems.

Significant tourism infrastructures (Western Greece is served by 2 airports and 6 ports)

In 2013 there were in Western Greece 292 Hotels with 11368 rooms and 21417 beds.

The tourism development of the Region’s prefectures is dynamic but spatially restricted, since specific areas (as enclaves) are developing a complex superstructure, where tourist accommodation and services, for organized package tourist plays a prominent role, but as important is the development of holiday home enclaves, and camping units. It is mainly a Region for domestic tourism. Greek tourists present a stable consumption (in terms of hotel nights spent) all over the year, particularly in the prefectures of Achaia and Etoloakarnania. In contrast, the consumption of foreign tourists presents a relatively high seasonality, especially in the prefecture of Ilia (May to September).

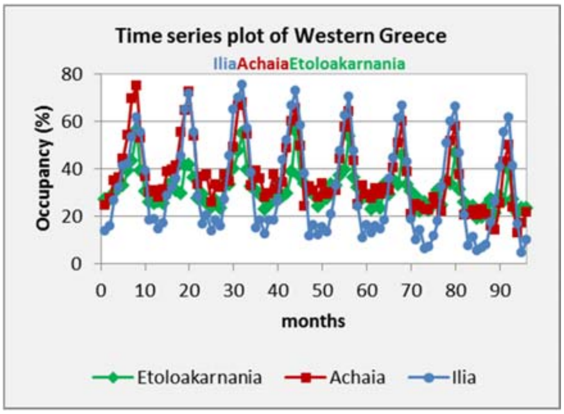
The proposed models

For each of the studied prefecture a forecasting is proposed based on ARIMA forecasting models. For the evaluation of the proposed models, we used the monthly occupancy of all tourist accommodations (except from camping sites) from the Prefectures of Etoloakarnania, Achaia and Hlia for January of 2005 till December 2012. The used data were obtained from the official records of the Hellenic Statistical Authority. It is underlined that Hellenic Statistical Authority has not released any similar data for the period 2013 until now. The development of proper models for each prefecture was made using the Minitab package.

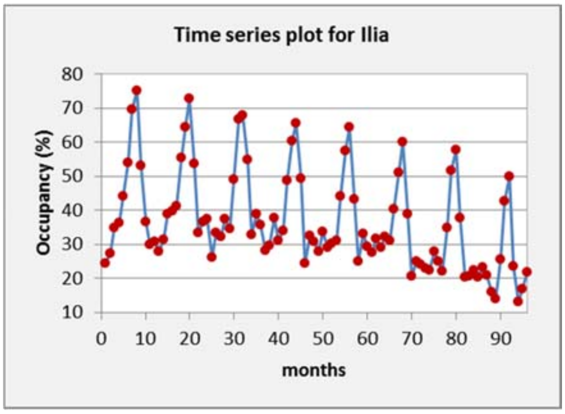
For all three prefectures, the plotted data (Figure 1) reveal a strong seasonality with considerable variation in the rates of occupancy between summer and winter months. Maximum occupancy is observed in August in all three prefectures and for the three summer months a significantly increased occupancy is noticed, contrary to the winter months where the occupancy rates are very low. The greater volatility in occupancy occurs in Ilia which during the summer months the occupancy exceeds 70%, while during the winter months fall below 10%. On the other hand, the smallest fluctuation in occupancy between summer and winter months is observed in the prefecture of Etoloakarnania (19% - 57%).

It is of particular interest the underlying trend in the plotted datasets. The entire region of Western Greece (Figure 1a) discloses a clear decreasing trend over the last 3 years. In prefecture of Achaia (Figure 1c) is much more intense and occurs throughout the study period. On the other hand this downward trend is not as pronounced in Ilia (Figure 1b), and a fall is observed in Etoloakarnania (Figure 1d), especially during the summer months, where the maximum values of this time series occur.

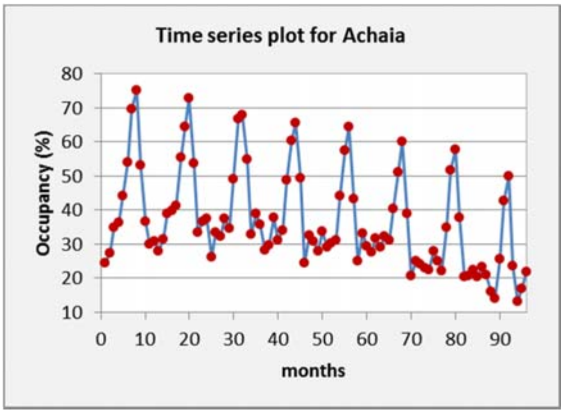
Figure 1. Time series plot for three prefectures and the Region of Western Greece for period 2005-2012



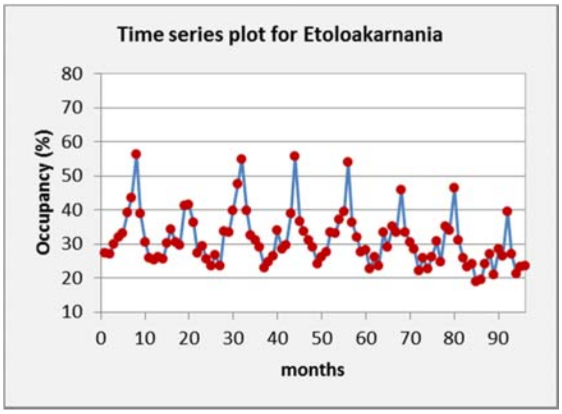
a. Region of Western Greece



b. Prefecture of Ilia



c. Prefecture of Achaia



d. Prefecture of Etoloakarnania

After a series of tests the best model (all coefficients are statistically significant and, moreover, they have the lowest MSE error) for each prefecture is given below. The created models are used to predict the occupancy for the corresponding prefectures of Western Greece.

Table 1. The ARIMA model for Etoloakarnania: $(1,1,0)(0,1,1)_{12}$

Type	Coef	StDev	T	P
AR 1	-0,5626	0,0925	-6,08	0
SMA 12	0,8519	0,0957	8,9	0
Differencing: 1 regular, 1 seasonal of order 12				
Number of observations: Original series 96, after differencing 83				
Residuals: SS = 761,418 (backforecasts excluded), MS = 9,400 DF = 81				

Table 2. The ARIMA model for Achaia: $(1,1,2)(2,1,1)_{12}$

Type	Coef	StDev	T	P
AR 1	-0,9114	0,1244	-7,33	0
SAR 12	-1,1376	0,1878	-6,06	0
SAR 24	-0,6417	0,1095	-5,86	0
MA 1	-0,4005	0,1536	-2,61	0,011
MA 2	0,5551	0,1075	5,16	0
SMA 12	-0,6213	0,232	-2,68	0,009
Differencing: 1 regular, 1 seasonal of order 12				
Number of observations: Original series 96, after differencing 83				

Residuals: SS = 885,282 (backforecasts excluded), MS = 11,497 DF = 77

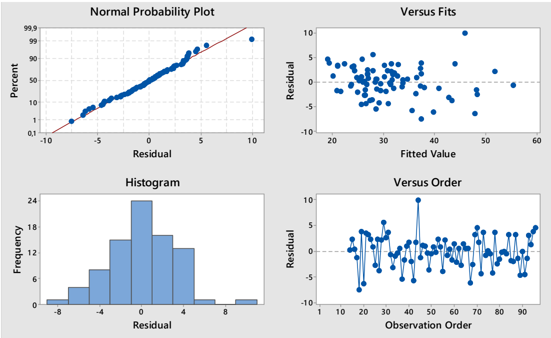
Table 3. The ARIMA model for Ilia: $(1,1,1)(0,1,1)_{12}$

Type	Coef	StDev	T	P
AR 1	0,4805	0,1119	4,29	0
MA 1	0,98	0,0482	20,34	0
SMA 12	0,8581	0,0855	10,04	0
Constant	-0,01851	0,003672	-5,04	0
Differencing: 1 regular, 1 seasonal of order 12				
Number of observations: Original series 96, after differencing 83				
Residuals: SS = 1008,24 (backforecasts excluded), MS = 12,76 DF = 79				

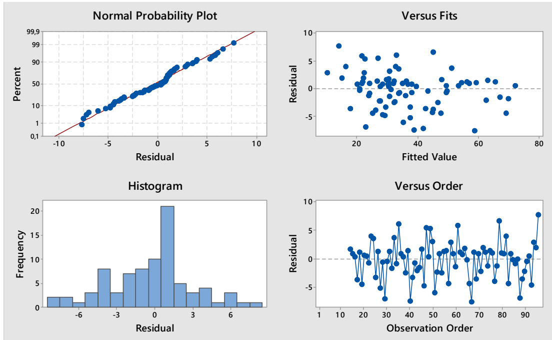
The next step in presented analysis is the verification of the proposed models for best fitting to the corresponding data. Thus, we have to check model parameters for being statistically significant and then to check the residuals for zero mean, for being normally distributed and being not correlated.

As it can be seen from the above tables all parameters of all the proposed models are statistically significant (P-Value < 0.05). According to the following figures the normality of residual distribution is accepted at any level of significance.

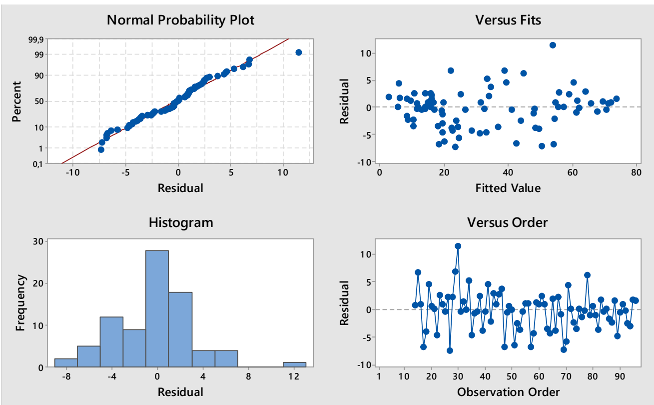
Figure 2. Normality of residual distribution for prefectures of Western Greece



a. Prefecture of Etoloakarnania



b. Prefecture of Achaia



c. Prefecture of Ilia

All the proposed models have the best fit to the corresponding data and we can use them to predict the percentages of occupancy of accommodation in the specific prefectures for the next 12 months.

It is well-known that a good fit of the model does not always imply a reliable prediction. Thus, the measurement of forecasting ability of the proposed models will be evaluated using real data, excluding the last 12 observations forecasting over this time interval (Xenakis, 1998). We estimated the model without these observations and take forecasts for this latter interval. Finally we compare these forecasts with the data that we kept separate of the above procedure.

Table 5. Comparison of forecasting and actual values for the year 2012 with confidence level of 95% for prediction intervals for Ilia.

Period	Forecast	Lower	Upper	Actual
85	5,4169	-1,5865	12,4204	5,5
86	8,2616	0,4301	16,0932	6,7
87	11,1608	3,1197	19,2018	8
88	17,5273	9,4223	25,6323	17,5
89	31,0422	22,9129	39,1716	26,2
90	43,6204	35,4791	51,7617	40,7
91	56,1052	47,9563	64,2542	55,5
92	62,4516	54,2969	70,6064	61,9
93	44,2532	36,0933	52,413	41,4
94	21,0722	12,9076	29,2368	16,6
95	5,0398	-3,1294	13,209	4,5
96	8,7675	0,5938	16,9412	9,9

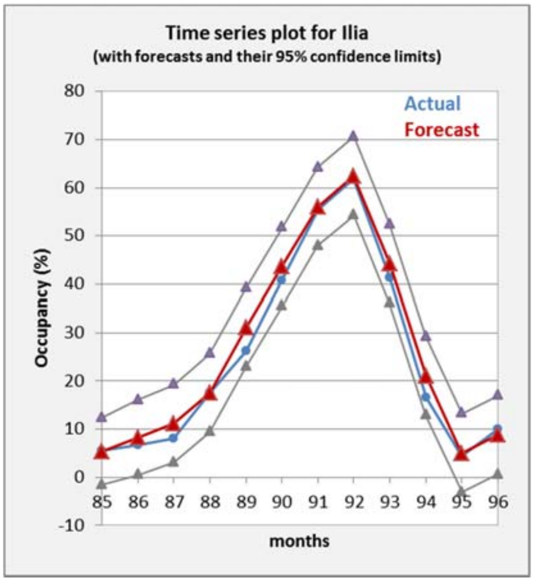


Table 5. Comparison of forecasting and actual values for the year 2012 with confidence level of 95% for prediction intervals for Achaia.

Period	Forecast	Lower	Upper	Actual
85	20,7528	14,1056	27,4	20,5
86	24,1567	16,757	31,5564	23,2
87	21,4766	13,6145	29,3387	20,9
88	23,4454	14,9576	31,9333	16
89	21,6915	12,7832	30,5998	14,1
90	32,8462	23,3958	42,2966	25,6
91	49,6473	39,8065	59,4881	42,8
92	55,6825	45,3594	66,0056	50
93	34,7389	24,0487	45,4291	23,7
94	18,5152	7,3878	29,6425	13,1
95	21,7641	10,2886	33,2395	16,9
96	20,2892	8,412	32,1664	21,8

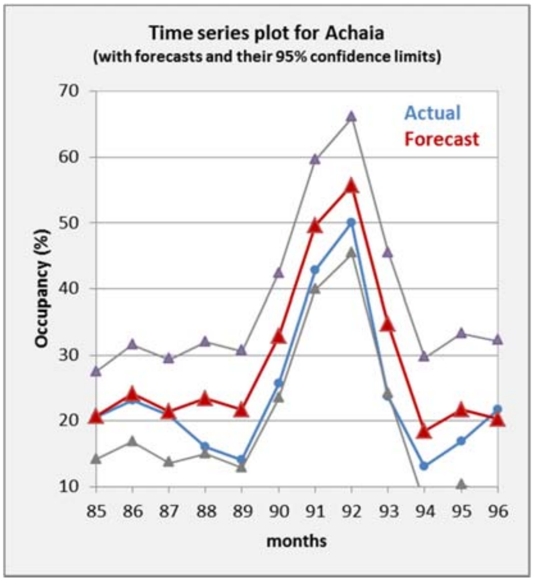
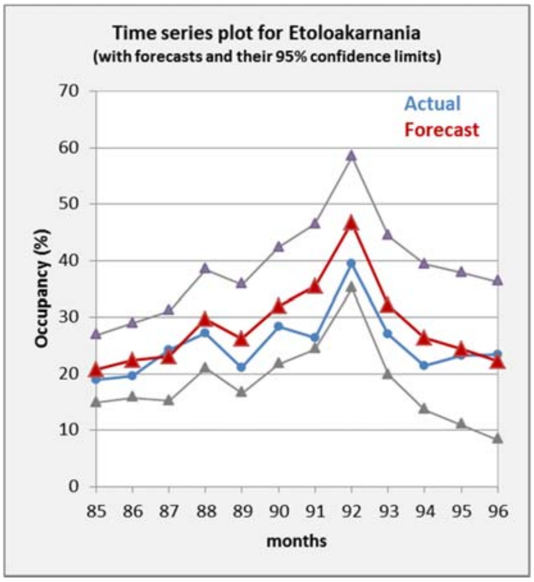


Table 6. Comparison of forecasting and actual values for the year 2012 with confidence level of 95% for prediction intervals for Etoloakarnania.

Period	Forecast	Lower	Upper	Actual
85	20,8384	14,8279	26,8489	19
86	22,3424	15,782	28,9029	19,6
87	23,1566	15,1833	31,1298	24,2
88	29,6899	20,9978	38,3821	27,2
89	26,2026	16,6076	35,7976	21,1
90	32,0312	21,7386	42,3238	28,4
91	35,4123	24,4002	46,4244	26,5
92	46,8002	35,1483	58,4521	39,5
93	32,0969	19,8197	44,3741	27
94	26,4594	13,5973	39,3215	21,4
95	24,4159	10,989	37,8428	23,2
96	22,3151	8,3491	36,281	23,5



For all models, the forecasts from the twelve months (period 85 till 96) are satisfactory because these values are close to real values and all of them are between the lower and upper limits. Finally, we predict the percentages of occupancy of accommodation in the specific prefectures for the next twelve months. The ex-ante forecasts from period 97 till 108 are presented in Figures 3-5.

Figure 5. Ex-ante forecasting for 12 months (2013) for Ilia

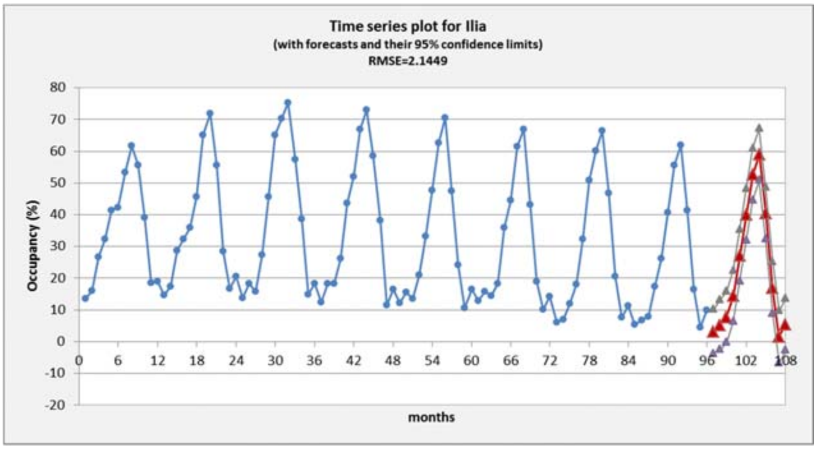


Figure 6. Ex-ante forecasting for 12 months (2013) for Achaia

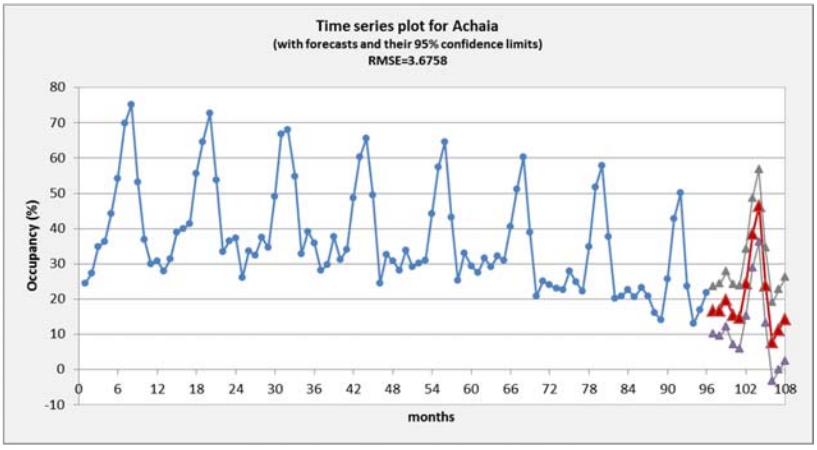
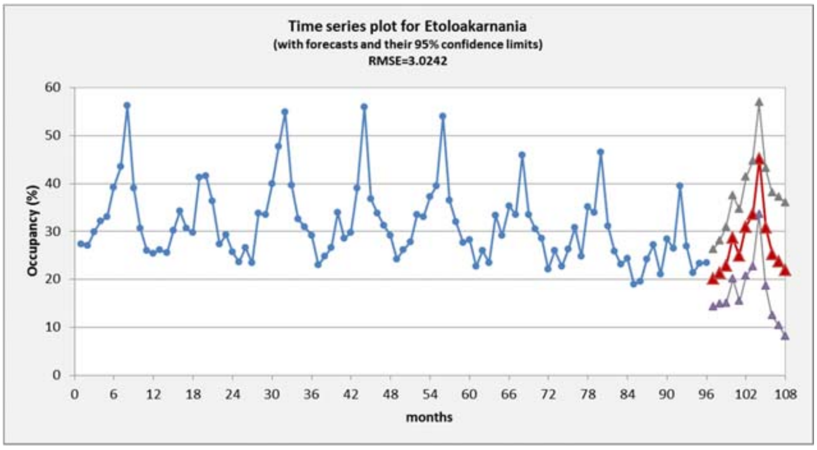


Figure 7. Ex-ante forecasting for 12 months (2013) for Etoloakarnania



Conclusion

In this paper we have proposed three new models to forecast tourism demand from observed time series. The proposed approach is lying on the well-known Box-Jenkins method for finding a proper model, for each prefecture, based mostly on the effectiveness and complexity of the proposed model. The models were testes on the occupancy of all tourist accommodation (except from camping sites) on all three prefectures in the Region of Western Greece from January of 2005 till December 2012. A series of statistical test have been employed to examine the best fitted model to given data. The forecasting effectiveness of the chosen model is measured using the last twelve observations as a training set and, finally, a 12-period prediction for the three prefectures is proposed.

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The data that involves the monthly occupancy of all tourist accommodations of both foreign and domestic tourists came from the official records of the Hellenic Statistical Authority (EL. STAT., www.statistics.gr).

ANTI-ECONOMY AS A TOURISM BUSINESS STRATEGY

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Abstract

The rational operations management considers as given the alignment of the operational components and the reduction of the operational cost, in favor of maximizing the profits and improving the operational outcome of either profit or loss.

In the tourism market though, there are enterprises that aim to maximize the customer's gain, regardless the increase of cost. This strategy may seem non profitable, however can lead to increased profits

Keywords: Economy, anti-economy, increased product, emotions

Enterprenual motives

The most important enterprenual motives are (Brockhouse 1982):

- Profit
- Independence
- Social status
- Achievements

From the above referred motives, profit making is the most important, since it guarantees the corporate sustainability and provides the enterprise with the ability to fulfill the rest of the motives.

Profit making is connected to the human natural tendency that is called economy. Economy referees to the maximization of the profit, with the minimum of cost.

That economic gain is the enterprenual target of nowadays companies, which seek the maximum of profit with the minimum of cost. Most of the enterprises attempt to reduce cost, while reducing their services and their product quality to the point that there is no serious customer loss. At the same time, several pricing policies (like revenue management), determine the higher affordable price, leading to maximization of the income.

The emotions as behavior motives

According to Maisonneu (Maisonneu J. 1964 p. 117), emotion is one's psychic mood, which derives from past experiences, categorizing the emotions in positive and negative.

The emotions are spontaneous and they are subjected to one's inner psychic state. The emotions are affected by one's thought, will, physical needs and social state, though they are autonomous.

As Goleman (Daniel Goleman 1999 p. 32-33) indicates, the emotions are exhortations to action. "Emotions" as a word is British, and comes from the Latin verb "motere" which means "move", which indicates the galvanizing character of the emotion. That can be obvious if we monitor children or animals' behavior, who act as soon as the feel an emotion. On the other hand, human adults demonstrate an anomaly of neglecting their emotions, diminishing their motivating role

Further on Goleman indicates that the emotions lead persons to take some difficult decisions, while they complete some gaps in the human logical procedures. Feeling and thinking are equally important for human beings.

Goleman, divides the brain, in two different modes. The thinking brain, and the feeling brain. Under normal circumstances, the thinking brain and the feeling brain, possess a given percentage of control over human actions. In cases when human emotions are stronger and more intense, this percentage of control changes with the feeling brain taking the upper hand in the action control. Those different brain modes tend to cooperate naturally. The feeling brain fuels and defines the thinking brain's functions and operation. On the other hand the thinking brain improves the feeling brain and sometimes calms the exaggeration of the emotional effect.

The above analysis demonstrates how can positive emotions be a strong behavioral motive and lead to entepренual decisions.

Dalai Lama (Dalai Lama, 2009), claims that humans are happier when offering than when receiving. This claim can provide a different perspective to the enterprenual motives. Under this view, the entrepreneur tries to offer the highest quality and quantity product that he can, while not paying the equivalent attention to the income and profits.

The augmented product

Each customer develops some expectations regarding the profit that will be gained via the purchase and consumption of a selected product. In marketing terms, this particular product is known as the "expected product". The expected product contains meanings like expected yield and expected quality (Kotler, Philip 2000).

According to Drucker (Drucker Peter, 1954), quality is the consumer's perception, that the service one receives satisfies his/hers needs according to one's standards and the price paid for that service.

Quality in the tourism sector is highly dependent on the customer's personality, the consumer's prepossession and disposition against the selected service and/or product, the reason for travelling and the product price.

In the enterprenual field, the offered product often is characterized by subjectivity. Thus, the product itself may prove to overwhelm the expected product. This is the situation when the augmented product arises. The augmented product, contains some services or items beyond expectation, which are not charged additionally and they can improve the overall consuming experience.

The augmented product is expected to generate the increase of cost at several operational levels. This is the main reason why most of the enterprises, attempt to offer a relatively low cost range of items and services in order to transform the expected product, into augmented product.

The augmented product can increase the quality of the total product that is offered, which will result in:

- Increasing the customer loyalty
- Advertising via the word of mouth method
- Increasing internet sales, as an outcome of the company's improved reputation

Contrary to the augmented products potential benefits, the lack of quality can lead to unsatisfied customers and further on major reduction of the product's demand.

Anti – economic enterprises of high financial performance

In tourism business there are enterprises that operate contrary to the laws of economy, being very efficient in achieving their enterprenual goals. Those enterprises tend to offer an augmented product, not cost efficient at all, and not aiming to claim higher revenue through this procedure. In such enterprises, when services are the key part of the product, the fundamental rules of economics are reversed. The entrepreneur is not obliged to reduce cost and raise the total income in order to obtain the desired profit.

Case study No 1.

Nick, is the owner of a small camping in the region of Akrata, north Peloponnese. Nick is not obsessed with personal welfare and obtaining riches. His primary interests are the benefits that his guests can enjoy through the consumption of the product that he has to offer in his camping. Based on his enterprenual perception, Nick organizes thematic night events with good wine and regional food without charging anything extra for those experiences. Nick also hires minibuses and organizes some excursions to nearby areas of interest. He also takes his guests to Greek live music nightclubs. All those additions are the supplementary parts that create the augmented product (P. Kotler, 2000) to a relishing point. In any given way, Nick is trying to satisfy his guests with his main motive being the way he conceives reality rather than profit.

A number of Nick's guests do not accept those offers and they only consume the core product that is expected to be offered. Some others gladly accept Nick's offers and they do not return for their vacation to the specific camping in the future. Most of the guests though, tend to appreciate Nick's behavior and they try to return the positive manners. Those guests are keen on leaving good tips and giving presents to the owner and the staff. The most important is that while time passes, these guests can provide 100% occupancy for the whole season.

The outcome is that after a series of years with that behavior from Nick, the enterprise has developed a very loyal clientele which allows the camping to operate in a full capacity all season round. The guests can demonstrate friendly relations to the owner. The fact that the camping is full and the guests are eager to return the positive behavior, leads to increased revenue to the highest potential. The cost is increased, though the revenue leaves a satisfying profit.

Case study No 2.

An enterprise like Nick's has been developed in Karpathos Island. It is a tavern, which due to its positioning serves solely tourists. The tavern is situated by the sea, in a large estate where vegetables are cultivated to serve the tavern's needs for ingredients. The tavern owner provides the ability of free camping in his estate, as well as he encourages the campers and the visitors to take any vegetables they wish along with them.

That behavior develops friendly relations among the tourists and the owner. That attitude has made the enterprise popular, increased its reputation and resulted in a vast number of very loyal guests who turn this tavern into a very profitable enterprise.

The meaning of anti-economy

Through the above referred cases, it is obvious that there is a contradistinction in the behavior of the guests and the entrepreneur.

. Normal economic behavior

- The enterprise demands the higher gain with the lower offer
- The guests demand the higher offer with the lower pay

. Anti-economic behavior

- The enterprise provides the highest offer for the least gain
- The guests offer the higher pay without demanding the higher offer

The second case refers to an augmented product that is generated by the entrepreneur's emotional motives. The entrepreneur is emotionally satisfied with the exaggerated offers to his guests. The entrepreneur's behavior leads a part of the clientele to an equivalent behavior. This specific part of the clientele, feel the same emotions as the entrepreneur, which finally lead to the guests' initiative of increasing the entrepreneur's reward.

Taking under consideration the rarity of such behaviors in the modern society when the gain of riches is a fundamental principal, there are strong friendly relations developed among the guests and the entrepreneurs.

It is this relation that leads the enterprise to an instant increase of the revenue and reassurance of a loyal clientele high demand. Those entreprenual achievements are secondary to the entrepreneur's increased satisfaction from his labor.

Starting from the social dimension of the enterprises, companies exist as long as they serve the society, fulfilling its needs. Under that prism, the fact that a company that serves the society in which it belongs to a greater extent compared to the competition can generate major profits, can be an acceptable theorem.

The enterprise that has developed relations with its customers can offer:

A sense of security for the guests in a foreign country, due to the friendly relations with the entrepreneur.

The maximization of positive emotions during the vacation, due to the experience that the augmented product has offered.

Conclusion

The above referred cases can drive to the conclusion that an enterprise can prove an anti-economic strategy effective and sustainable under the following circumstances:

- The supplementary product has to be of major importance.
- Fundamental entreprenual motive should be the good human relations and not the profit.
- The relations between the entrepreneur and the customer must be sincere, unselfish and honest.
- The product that is offered must be personalized. The provider should be the entrepreneur or a selected employee.
- The entrepreneur can take part in the consumption of the supplementary product.
- Developing strong relations with the customers is a process that takes time.
- Offering the supplementary product to an extreme level is not appreciated by the whole of the clientele, only by a part of it.

Anti-economy as a corporate developing strategy can be sustainable and efficient, to the extent that this strategy can affect the clientele to behave anti-economical as well.

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AN ASSESSMENT OF THE RELATIONSHIP BETWEEN MANAGERIAL COMPETENCIES AND EXEMPLARY LEADERSHIP PRACTICES: CASE OF THE LODGING INDUSTRY IN LEBANON

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ABSTRACT

Facing the rising demand for improved quality, reduced costs, and constant innovation necessitates to continuously up-grade knowledge, skills, and abilities as essential for all leadership roles including those held by top management. With management scholars racing to meet the aforementioned demand, "Competency Modeling" has become one of the most frequently used techniques to help organizations profile jobs, select, as well as prepare the right person for the right leadership position. Moreover, scholars introduced the "Exemplary Leadership" model which aims at helping managers lead their organizations more effectively where there is a belief that the "great person" theory is not accurate since anyone can aspire to become an exemplary leader by following the five practices characterizing the former model.

In general, the lodging industry has plenty to benefit from adopting competency models in identifying competencies necessary for current and aspiring leaders of lodging establishments and to stay competitive it must identify the competencies required for leadership not only for the present but also for the future.

The aim of this explanatory research is to examine the relationship among Managerial Competencies, and Exemplary Leadership practices of managers in the Lebanese lodging industry. The design was a non-experimental, quantitative, explanatory, correlational design, and has been conducted through an onsite survey to collect data. The survey used a modified version adopted with permission from of Koenigsfeld's Managerial Competency, and the Kouzes and Posner's LPI surveys. The target population consisted of 254 conveniently selected general and department managers of hotels in Lebanon. The methods of data analysis included descriptive statistics, Pearson product moment correlation, factor analysis, and hierarchical (forward) regression analyses that tested the research questions. Also, scales were examined for reliability and validity.

Findings indicated that there exists a relationship among the Managerial Competencies (Conceptual/Creative, Leadership, and Interpersonal); and Exemplary Leadership practices of managers in the Lebanese lodging industry. Outcomes of the research help explore other industries in the country where different business environments exist as well as replication in other countries to further extend the body of knowledge of Leadership practices globally.

Key Words: Competencies, Exemplary, Leadership, Lebanon

1 INTRODUCTION

In facing the rising demand for improved quality, reduced costs, and constant innovation, the need to continuously upgrade knowledge, skills, and abilities is essential for all leadership roles including those held by executives, managers, and supervisors (Kay & Russette, 2000; Mirabile, 1997; Okeiyi, Finley, & Postel, 1994; Tas, LaBreque, & Clayton, 1996). With management scholars racing to meet this demand, *competency modeling* has become one of the most frequently used techniques to help organizations profile jobs, select, as well as prepare the right person for the right leadership position (Katz, 1955; Sandwith, 1993).

Under the auspices of transformational leadership, Kouzes and Posner (1995) introduced the *Exemplary Leadership* model which aims at helping managers lead their organizations more effectively. The authors believe that the "great person" theory is not accurate since anyone can aspire to become an exemplary leader by following the five practices in their model (Goldsmith, 2007).

The purpose of this explanatory (correlational) study was to examine the relationship among the *Managerial Competencies* and *Exemplary Leadership* practices of managers in the Lebanese lodging industry. The design was a quantitative, explanatory, correlational design, and has been conducted through an onsite survey to collect data. The target population consisted of 252 general managers and department managers of hotels in Lebanon with a sample design that was considered a convenience sampling plan. The methods of data analysis included descriptive statistics, Pearson product moment correlation, factor analysis, and hierarchical (forward) regression analyses that tested the research questions. Finally, all scales were examined for reliability and validity.

2 Literature Review

2.1 Leadership

The *New York Times* has rated Beirut as the number one destination to visit among forty-four most compelling destinations around the world (Sherwood & Williams, 2009). Lebanon has been in-and-out of the travel and tourism spotlight since its existence. Internal and external civil unrest and wars have affected the country on all frontiers: socially, financially, and politically. However, relative stability in the last two decades is finally starting to pay off especially in the travel and tourism sector which constitutes a major part of the country's economy (Lebanon, 2010).

Leadership is defined as "the ability to inspire confidence and support among the people who are needed to achieve organizational goals" (Dubrin, 2007, p.2). It is understood by many to imply "collective action, orchestrated in such a way as to bring about significant change while raising the competencies and motivation of all those involved-that is, action where more than one individual influences the process" (Bornstein & Smith, 1996, p. 282). In this study, the focus was on one specific type of leadership, *Exemplary Leadership* as theorized by Kouzes and Posner (1995).

For the past three decades, the most dominant leadership theory is concerned with differentiating between two leadership styles: *transactional* and *transformational* (Tourangeau & McGilton, 2004). Simply stated, transactional leadership is based on the concept of an exchange between leaders and followers while transformational leadership goes beyond such an exchange to a level where the leader uses personal traits and relationships to influence followers (Nahavandi, 2009). Based on such interaction, a transformation of attitudes, values, and behaviors occurs which facilitates major organizational change as well as increases organizational performance (Burns, 1978). Consequently, organizations that are anticipating or embarking on major organizational changes would greatly benefit from implementing transformational leadership practices. To achieve this, organizations are realizing that leadership is needed at all levels of the organization and not necessarily exclusively found among people in high levels of the organization. Although such a statement can be promising for aspiring leaders, this is easier said than done since developing leadership skills is a much more complex process than developing a structured skill (Dubrin, 2007).

Furthermore, scholarly research asserts the need to constantly develop leadership theories in order to maintain not only competitiveness but also sustainability. *Exemplary Leadership* as a form of transformational leadership is among the latest leadership theories that is achieving promising results (Kouzes & Posner, 1995). Proclaiming that leadership is not a reserve for a few lucky men and women, Kouzes and Posner (1995) identified five *Exemplary Leadership* practices that enable leaders to get extraordinary things done. Consequently, studying the relationship between *Managerial Competencies* and *Exemplary Leadership* is a new area of study associated with leadership effectiveness.

2.2 Exemplary Leadership

Exemplary Leadership is a theoretical framework developed by Kouzes and Posner that has its roots in transformational leadership (1995). Based on their research, Kouzes and Posner (1995) identified human relations skills as the means through which leaders promote success within the organization. After studying thousands of best leadership experiences, where leaders performed at their best, the authors identified five *Exemplary Leadership* practices common to successful and effective leadership that can be adopted by anyone who accepts the leadership challenge. These are: "*model the way, inspire a shared vision, challenge the process, enable others to act,* and *encourage the heart*" (Kouzes and Posner, 1995). Each practice includes two commitments that were identified as leading to exemplary practice.

Kouzes and Posner measured *Exemplary Leadership* using the Leadership Practice Inventory (LPI). The LPI is made up of thirty questions from which every six assess one practice. These questions describe various leadership actions and behaviors reflected in the five practices mentioned earlier. There are two versions of the LPI-self and observer. The self-assessment is completed by the individual leader while the observer assessment is completed by a peer, superior, or subordinate of the leader (Kouzes and Posner, 1995). In a meta-analysis of 18 different leadership competencies, the LPI received top scores both in psychometric soundness and in ease of use (Huber et al., 2000).

2.3 Managerial Competencies

Understanding and studying managerial skills or competencies is a relatively new area of study that has started with the research of scholars such as Katz (1955) and McClelland (1973). Over the past twenty years, the question of what competencies managers need to be effective in their jobs has changed considerably from an emphasis on technical abilities in the 1970s and early 1980s to a more personnel-management abilities focus in the late 1980s until the present time (Katz, 1955; Sandwith, 1993; Tas et al., 1996).

A competency model is defined as the "output from analyses that differentiates high performers from average and low performers" (Mirabile, 1997, p. 75). Leadership competency models based on performance rather than traits have been the focus of many researchers in the second part of the last century (Chung-Herrera, Enz & Lankau, 2003; Katz, 1955; McClelland, 1973; Sandwith, 1993). This focus was due to the fact that performance is easier to identify and measure and is less likely to be misinterpreted. The motive was to present a more useful approach that aims at understanding what good executives *do* (i.e., skills exhibited in carrying out jobs effectively) instead of what good executives *are* (i.e., innate traits and characteristics) (Katz, 1955, p.33).

Katz's approach is based on firsthand observation of executives at work coupled with field research in administration and suggested that there are three basic developable skills which necessitate the need for identifying specific traits that can also provide a useful way evaluating the administrative process. These are: (1) *Technical*, (2) *Human*, and (3) *Conceptual* (Katz, 1955, p. 34). In comparing and contrasting the above skills, the relative importance of the *Technical* skill lies at the lower levels of the organization. As the administrator moves further from the actual physical operation, the need for *Technical* skill diminishes to the point it might become nonexistent due to the existence of the *Technical* skills of others who took the administrator's position. At this level, the administrator might still be able to perform effectively if the other two skills, *Human* and *Conceptual,* are adequately developed. Katz did not provide measurements for his constructs; therefore, reliability and validity were not discussed

Since the publication of Katz's (1955) study, many other researchers have used this typology of research. The most notable is the work of Sandwith (1993). Sandwith (1993) developed a model of competency *Domain*s that guides large organizations in their management training and development programs. Sandwith's (1993) model had its origin in the three skills approach that was initially addressed by Katz (1955) in his work *Skills of an Effective Administrator*. In the following years, other renowned researchers such as Mintzberg discussed this model and its application by a number of organizations (Sandwith, 1993). These researchers found that there exists a broader range of activities used by managers than was previously conceived. As a result, the *Human* skill factor of the original concept was becoming too general.

To solve this problem, Sandwith (1993) updated this category and divided it into three separate *Domain*s which he labeled: *Leadership, Interpersonal,* and *Administrative*. Consequently, Katz's (1955) original three category model was expanded to include five areas of *Managerial Competencies* or *Domain*s (noting that a manager's work is rarely confined to one Domain). These included (p.46):

Conceptual/Creative Domain: this refers to the cognitive skills associated with comprehending important elements of the job. It should be noted that the creative term was added to encompass recent understanding of functions related to brain and creative thought.

The Leadership Domain: this domain provides a strategic link between the *Conceptual/Creative Domain* and all other domains.

The Interpersonal Domain: this domain focuses on the skills for effective interaction with others.

The Administrative Domain: this domain addresses the activities that lie between the *Interpersonal Domain* and the *Technical Domain*. It refers to the personnel management and financial management aspects and does not mean paper work and processes that are found in most aspects of the organization.

The Technical Domain: this refers to the actual work the organization does such as production standards; work processes; monitoring, reporting and evaluating processes; and the knowledge and skills required to implement them.

Sandwith (1993) claimed that a competency model based on these five *Domain*s can be very useful for organizations because: (1) the model can develop a competency profile for a particular job to identify the knowledge and skills requirements, (2) the competency requirements of an individual can be matched to that for a particular job, (3) appropriate learning tools can be identified to accommodate competency needs in one or more *Domain*s, and (4) the model can provide a complete set of managerial competency profiles which can aid in creating a comprehensive framework for training and development efforts of organizations (p.45).

The Managerial Competencies Model is socially significant addressing essential issues about hiring, training, and promoting techniques in the discipline of management in general and sociology and psychology in particular; and is useful in describing and predicting managerial effectiveness among those aspiring leadership positions. Later, various researchers such as Kay and Russette (2000) and Tas et al. (1996) conducted studies that verified the propositions, or five areas of *Managerial Competencies*, providing empirical validity to this model. The major proposition with conflicting results is related to the ranking of *Technical* over *Interpersonal* competencies which necessitates the need for further empirical evaluation in this area (Kay & Russette, 2000) while the most useful proposition is the dominance of leadership competencies in those same studies. The model has been adapted to different situations and populations with over seventy studies referencing its use in recent management history.

The idea of testing for competence in the hospitality industry is credited to Richard Tas (1988) who conducted what is considered the pioneering study that aimed at identifying important competencies for hotel general manager trainees. Tas (1988) introduced a conceptual framework that identified three categories: Essential Competencies, Considerably Important Competencies, and Moderately Important Competencies. Tas suggested that the most important competencies were focused on human relations skills.

Tas's (1988) conceptual framework has been used by many scholars in the field such as Baum (1990) and Okeiyi et al. (1994); and had been adapted by Tas et al. (1996) to include another competency model by Sandwith (1993). Several empirical studies such as that by Kay and Russette (2000) led to a special focus on Essential Competencies (EC) and their significance in selection and recruitment of managers as well as in the preparation of hospitality programs curricula.

Examples of major studies that followed Tas's suit are those belonging to Okeiyi et al. (1994) that focused on competencies in F&B management; Tas et al. (1996) that focused on competencies related to property management; Kay and Russette (2000) that focused on competencies related to general hospitality management; and Chung-Herrera et al. (2003) that presented a model focused on leadership competencies needed for future hospitality managers.

Managerial Competencies in the lodging industry were measured using the club manager competency survey developed by Koenigsfeld (2007). The original survey consisted of three sections: club and manager demographics, *Managerial Competencies*, and ability and success measure with a total of 356 questions. Of those, the second section consisted of 151 *Managerial Competencies* that were placed into five *Domain*s according to Sandwith's (1993) *Competency Domain Model.*

For the purposes of this paper, the *Managerial Competencies* developed by Koenigsfeld (2007) were adapted to reflect those of the lodging industry instead of the club industry. The same five-point Likert scale was used to measure the *Managerial Competencies* of managers in the Lebanese lodging industry. Worth mentioning that the competency model developed by Koenigsfeld (2007) was used with permission for adaptation to fit the purpose of the study. Moreover, lodging managers, in this study, are defined as those who are 18 years of age or older, speak and write English fluently, are currently employed at a hotel in Lebanon, and who are holding the title of at least a department manager in the hotel.

2.4 Research Justification

Today, most large international companies including hospitality companies, are spread over the world with leadership teams managing the global operations; such teams and their leaders have a critical task ahead of them due to "highly diverse cultural bases, little face-to-face contact, and infrequent full-scale team meetings. Their leaders are projected to them electronically or via videoconference. They must constantly deal with the issue of weak commitment, divergent values and ambiguous power bases" (Miller, 2001, p. 26-27). Evidently, disasters happen and whether they are natural or manmade, successful organizations are realizing the importance of leadership and its valuable role in steering the operation to safe harbor with the least possible damage.

Effective leadership and *Managerial Competencies* is a topic of local and global interest (Chapman & Lovell, 2006; Chung-Herrera et al., 2003; Katz, 1955; Sandwith, 1993). Effective and competent leaders have been identified as crucial to organizations wanting to thrive locally, nationally, or globally. From there, competency models have started to emerge based on studies from various researchers who preached their usefulness on multi-levels such as increasing organizational performance, reducing executive turnover rates, improving training and development programs, and improving educational programs to offer more compatible curricula. As such, having and continuously updating competency modeling can influence the performance of hospitality industry leaders in general and the lodging industry leaders in particular to show better performance in competitive times (Dalton, 1997; Kay & Russette, 2000; Mirabile, 1997; Okeiyi et al., 1994; Perdue et al., 2002; Sandwith, 1993; Tas, 1988; Tas et al., 1996).

It is noteworthy to mention that the investigation of *Managerial Competencies* in the lodging industry (before investigating relationships with other variables such as *Exemplary Leadership*) is a new area of study that has only recently attracted the attention of researchers and practitioners in the field (Chung-Herrera et al., 2003; Kay & Russette, 2000; Okeiyi et al., 1994; Perdue et al., 2002; Tas, 1988; Tas et al., 1996). While recommendations of studies done so far suggest the need to pursue research in more hospitality-related industries and in various geographical locations; preliminary research using databases of scholarly, peer-reviewed articles yielded no results of *Managerial Competencies* and its relationship to *Exemplary Leadership* in the lodging industry. Moreover, no results were found of such relationship as pertaining to the country of Lebanon. This was a major gap in the literature that is hoped to be filled in by extending research in this field.

The topic of this study is researchable because all variables, research questions, and hypotheses could be measured by scientific questionnaires and statistical analysis. This study is also feasible, because it can be implemented under reasonable time and cost limits.

2.5 Research Question

The aim of this study was to determine if there is a relationship between *Managerial Competencies* and *Exemplary Leadership* practices. There is one major research question accompanied by one main hypothesis (H) and five (5) sub-hypotheses. The main research question of this study was to empirically investigate the relationship between Lebanese lodging industry managers' perceived importance of *Managerial Competencies* and *Exemplary Leadership* practices.

2.6 Research Hypotheses

H1: There is a significant positive relationship between perceived importance of Managerial Competencies and Exemplary Leadership practices of managers in the Lebanese lodging industry.

H1a: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the "*model the way"* practice of managers in the Lebanese lodging industry.

H1b: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the "*inspire a shared vision"* practice of managers in the Lebanese lodging industry.

H1c: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the "*challenge the process"* practice of managers in the Lebanese lodging industry.

H1d: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the "*enable others to act"* practice of managers in the Lebanese lodging industry.

H1e: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the "*encourage the heart"* practice of managers in the Lebanese lodging industry.

3 METHODOLOGY

3.1 Research Design

To examine the relationship among the *Managerial Competencies* and *Exemplary Leadership* practices of managers in the lodging industry, a study was conducted on managers of lodging properties in Lebanon. The design was a non-experimental, quantitative, explanatory, correlational design, and was conducted through an onsite survey to collect data. An explanatory research design is a "correlational design in which the researcher is interested in the extent to which two variables (or more) co-vary, that is, where the change in one variable is reflected in changes in the other" (Creswell, 2005, p. 327). Based on the literature review, there are no empirical studies that have examined the research question and hypotheses outlined in this study.

The purpose of this research design was to test one hypothesis with H1 having five sub-hypotheses. Multiple regression analysis was utilized with SPSS to test the aforementioned hypotheses. The independent variables are the *Managerial Competencies* of managers in the Lebanese lodging industry; the dependent variable is *Exemplary Leadership* practices.

In this study, lodging properties consisted of property characteristics that include sleeping accommodations among an array of services. *Managerial Competencies* referred to the *Conceptual/Creative, Interpersonal, and Leadership* skills of managers based on a model developed by Sandwith (1993); and tested by Koenigsfeld (2007) in the club management industry. Finally, *Exemplary Leadership* referred to five practices identified by Kouzes and Posner (1995) (*model the way, inspire a shared vision, challenge the process, enable others to act*, and *encourage the heart*) as essential for success as an effective manager.

The survey contained three parts where Part A covered the *Demographic Profile* of Lebanese managers participating in the survey, Part B covered the *Managerial Competencies* adapted from the instrument developed by Koenigsfeld (2007), with permission, and part C covered the five practices of *Exemplary Leadership* developed by Kouzes and Posner (1995) with permission.

3.2 Sampling Plan

The target population consisted of general managers and department managers of all hotels in Lebanon. Due to the relatively small size of the country and in an effect to maximize responses, the accessible population was the same as the target population. The main entity contacted is the Ministry of Tourism since all hotels are required to obtain permission to operate and comply with the Ministry's rules and regulations. Also, to ensure anonymity, only hotels with a minimum of five managers will be contacted to participate in the survey. The selection of participants was based on certain criteria to enhance the internal validity of the study. For inclusion in this study, participants must be:

18 years or older

English speaking

Currently employed at a hotel in Lebanon

Holding the title of General manager or, at the minimum, a Department Manager of the hotel

The target and accessible population were the same for this study: the General Manager and Department Heads holding the title of at least a Manager in a hotel whose position is indicative of leadership to a group of hotel employees. Therefore, the final sample consisted of hotel managers and department managers who responded to the researcher's request for administering the survey on them and who fit the eligibility criteria for this research.

Because this plan is categorized as a convenience sampling plan, the participation rate is not a key figure to mention since only willing and eligible employees participated in the survey. Nevertheless, not all returned surveys were usable surveys.

In this study, a total of thirty hotels were contacted to participate by sending an email to the general manager and/or human resource manager of each hotel. From these, and over a period of two months, a total of 284 surveys were picked up from the various participating hotels resulting in 254 usable surveys which constitutes a valid response rate of 89% (254/284).

3.3 Survey Instruments

For this research, the questionnaire to be used was made up of three survey instruments. Part A was developed by the researcher and measured the *Demographic Profile* of managers/leaders, Part B measured the *Managerial Competencies* of managers/leaders using an adapted version of the Club Manager Competency Survey developed by Koenigsfeld (2007). Part C measured the five practices of *Exemplary Leadership* using the LPI instrument developed by Kouzes and Posner (1995).

3.4 Data Collection and Analysis Methods

Hotels with a minimum of five managers were contacted. Permission was requested from General Managers of hotels prior to delivering and administering surveys. Completion of the survey by respondents was anonymous. A box with a slit on top was left at the Front Desk where respondents dropped off their finished surveys.

The data collected from the survey was analyzed using the Statistical Product and Service Solutions, (SPSS) version 19.0, an IBM product acquired by IBM in 2009 (Hejase and Hejase, 2013, p. 57). The methods of data analysis included descriptive statistics, Pearson product moment correlation, factor analysis and multiple regression. Validity of the instrument was enhanced by having Parts A, B, and C reviewed by a panel of experts. All hypotheses were tested using a 5 percent level of significance:

To test H1, if there is a significant positive relationship between *Managerial Competencies* and *Exemplary Leadership* practices, multiple regression was used.

4 RESULTS AND FINDINGS

4.1 Demographics

The sample indicated that respondents were almost entirely Lebanese (94.1%) with North Americans (1.2%) and Western Europeans (2.8%) comprising less than five percent of the sample. The majority of respondents were between 18 and 34 years old (75.5%). Respondents over the age of 65 represented the smallest age group (1.2%). Almost two thirds of respondents were males (69.3%) and about one third was females (30.7%).

The majority of respondents had an undergraduate degree (44.1%) followed by those with a graduate degree (25.6%) while those with a doctoral degree represented the smallest percentage of respondents (2.4%). A little less than two third (60.6%) of respondents studied hospitality management during their education period.

The majority of respondents had an average of three years of professional experience in the lodging industry (40.9%) followed by those with an average of eight years of experience (29.9%) with few respondents having over twenty years of experience in the lodging industry (2.4%). Almost two thirds of respondents had an average of three years of management experience in the lodging industry (67.7%) followed by those who have an average of eight years of management experience in the lodging industry (19.7%). Most respondents had three years as an average for years employed in current position (83.9%).

The majority of respondents worked in hotel properties that had an average of 150 rooms (41.7%). Properties that had an average of 450 or more rooms represented the lowest category (1.6%). As far as number of employees per property, 54.3% worked in hotels that employed an average of 150 employees while only 3.6% worked in properties that employed an average of 450 or more employees.

Since only four and five star hotels were selected for the study, respondents who worked for five star hotels as rated by the Lebanese government were 57.1% compared to 42.9% working for four star hotels. As for property affiliation, the majority worked for chain hotels (61.8%) with the rest working for independents (38.2%). Finally, 78.7% of respondents classified hotels they work in as city hotels compared to 21.3 describing hotels they work in as resort hotels.

4.2 Frequency Distribution for LPI Survey

Worth mentioning that respondents in their assessment of all selected statements, allocated ten scales ranging from 1: Almost never; to 5: Occasionally; and then 10: Almost always. For each of the five practices, hotel managers responded to six items related to their perception of the frequency of use with which they used these items.

Model the way practice. *Model the way* encompasses two commitments that revolve around clarifying values by finding one’s own voice and affirming shared ideas, as well as setting an example by aligning actions with shared values. In this practice, the mean for each of the six behaviors ranged from 7.75 (sets a personal example of what is expected) to 8.44 (follows through on promises and commitments).

Inspire a shared vision practice. *Inspire a shared vision* practice encompasses two commitments that revolve around envisioning the future by imagining exciting and ennobling possibilities, as well as enlisting others in a common vision by appealing to shared aspirations. The mean for each of the six behaviors in this practice ranged from 7.48 (talks about future trends influencing our work) to 8.13 (speaks with conviction about meaning of work).

Challenge the process practice. *Challenge the process* practice encompasses two commitments that revolve around searching for opportunities by seizing the initiatives, as well as experimenting and taking risks by generating small wins and learning from experience. The mean for each of the six behaviors in this practice ranged from 7.41 (experiments and takes risks) to 8.10 (makes certain that goal plans and milestones are set.

Enable others to act practice. *Enable others to act* practice encompasses two commitments that revolve around fostering collaboration by building trust, as well as strengthening others by increasing self-determination and developing competence. In this practice, the mean for each of the six behaviors, ranged from 7.39 (supports decisions other people make) to 8.67 (treats people with dignity and respect).

Encourage the heart practice. *Encourage the heart* practice encompasses two commitments that revolve around recognizing contributions by showing appreciation to individual excellence, as well as celebrating the values and victories by creating a spirit of community. The mean for each of the six behaviors in this practice ranged from 7.66 (recognizes people for commitment to shared values) to 8.48 (give team members appreciation and support).

4.3 Frequency Distribution for Managerial Competency Survey

Part B of the survey was the *Managerial Competency* Survey and contained 60 *Managerial Competencies* for hotel managers or supervisors to rate regarding importance of use. Based on Sandwith's (1993) *Competency Domain Model*, the competencies were placed in three *Domain*s: *Conceptual/Creative, Interpersonal, and Leadership.* In this study an adaptation of Koenigsfeld (2007) resulted in three *Domain*s remaining the same. Each competency was rated on importance using a five point Likert scale where five (5) was critically important and one (1) was not important.

Conceptual/Creative Domain. For the *Conceptual/Creative Domain*, hotel managers responded to twelve items (eleven items plus one overall item for the *Domain*) related to their perception of the importance of use with which they used these items. The *Conceptual/Creative Domain* encompasses items related to the organization's mission, strategic environment, new idea development, and adaptation to changing circumstances (Koenigsfeld, 2007). The mean for this *Domain* ranged from 3.70 (Considers a broad range of factors "internal and/or external trends" when solving problems and making decisions) to 3.94 (Translates business strategies into clear objectives and tactics).

Interpersonal Domain. For the *Interpersonal Domain*, hotel managers responded to seventeen items (sixteen plus one overall item for the *Domain*) related to their perception of the importance of use with which they used these items. The *Interpersonal Domain* encompasses competencies related to communication functions such as writing, speaking, and listening as well as interactions with others including negotiations and providing feedback to employees (Koenigsfeld, 2007). The mean for this *Domain* ranged from 3.54 (Engages in social and causal-rapport communication with individuals outside the organization) to 4.05 (maintains working relationships and good communication with all departments).

Leadership Domain. For the *Leadership Domain*, hotel managers responded to 31 (30 plus one overall item for the *Domain*) related to their perception of the importance of use with which they used these items. In addition to providing a link between the *Conceptual/Creative* and other *Domain*, the *Leadership Domain* encompasses competencies that link thoughts and ideas into action (Sandwith, 1993). Leaders must be trustworthy role models that exhibit trust in followers and supporters as well as empower them to do their job effectively (Koenigsfeld, 2007). The mean for this *Domain* ranged from 3.69 (Employs a team approach to solve problems when appropriate) to 4.18 (treats people with respect).

4.4 Reliability and Validity of the Measurement Scales

The survey was composed of three parts which included two scales that were used in this study. Part A was developed by the researcher and contained questions related to the *Demographic Profile* of managers where managers worked. Part A had a total of thirteen dichotomous or multiple choice items. Part B was the *Managerial Competency* survey by Koenigsfeld (2007), and adapted for this study, measured hotel managers' perceived importance of competencies. Part B had a total of 60 questions under three overall *Domain*s or *Cluster*s. Lastly, part C of the survey was the *Leadership Practices Inventory* (LPI), developed by Kouzes and Posner (2002), measured hotel managers' perceived importance of the 30 statements that make up the LPI.

Prior to answering research questions and testing hypotheses, reliability and validity analyses were conducted on each of the two scales to ensure the adequacy of their psychometric qualities. Exploratory factor analysis and internal consistency reliability analysis using Cronbach's alpha for both scales was used.

Cronbach's alpha for the three *Domain*s/*Cluster*s of the managerial competency survey ranged from .878 (*Conceptual Creative Cluster*), followed by .894 (Interpersonal Domain) to .947 (*Leadership Domain*) which exceeded the minimum of .7 (Lee et al., 2005). For all three *Domain*s/*Cluster*s, there were no items which would significantly increase Cronbach's alpha if deleted.

Cronbach's alpha for the five practices of *Exemplary Leadership* ranged from .821 (Model the Way) to .868 (Encourage the Heart) which exceeded the minimum of .7 (Lee et al., 2005).

4.4.1 Exploratory factor analysis for the managerial competencies survey

Factor analysis is used to identify groups or *Cluster*s of variables by reducing data from a group of interrelated variables to a smaller set of factors (Field, 2009, p. 628). By extracting interrelated variables, factor analysis ensures an instrument's construct validity (Morgan, Leech, Gloeckner, & Barrett, 2011). The *Managerial Competencies* Survey is composed of 60 statements that are grouped under three main *Domain*s (Sandwith, 1993): *Conceptual/Creative, Interpersonal, and Leadership*.

Kaiser-Meyer-Olkin (KMO) and Bartlett's test of Sphericity were used to examine the sampling adequacy of items and the multivariate normality of items (Field, 2009). In general, KMO test values between 0.7 and 0.8 are considered "good", values between 0.8 and 0.9 are considered "great", and values above 0.9 are considered "superb" (Field, 2009, p. 659). As for Bartlett's test, it should have a significance value less than .05 *($p<.05$)* for factor analysis to be appropriate (Field, 2009, p. 660). In this study, KMO test result was .894 and Bartlett's test had a significance value of .000. Both tests indicated that factor analysis on the scale was appropriate.

In the following step, Exploratory Factor Analysis (EFA) was conducted to examine the 60 variables that make up the *Managerial Competencies* Survey and determine which ones were associated with which *Domain* or *Cluster*. To further establish construct validity of the *Managerial Competencies* Survey, exploratory factor analysis (EFA) using Varimax rotation was conducted on the 60-item *Managerial Competencies* scale. Factor extraction was initially based on eigenvalues greater than 1.0. However, initial extraction resulted in 31 factors. Subsequent factor extraction was based on a fixed number of factors to extract, resulting in four factors that accounted for 52.30% of the total variance explained.

Generally, a loading of 0.4 is recommended for satisfactory EFA analysis (Field, 2009). This was the cutoff used when computing the factor totals for each of the Managerial Competency *Domain*s/*Cluster*s. The factor loadings were as follows:

Factor 1 (*Leadership/Interpersonal*) consisted of 23 items (19 *Leadership* and four *Interpersonal*) with factor loadings ranging from .406 to .639. Factor 2 (*Conceptual/Creative*) consisted of eleven items that all belonged to the same *Domain* with factor loadings ranging from .447 to .661. Factor 3 (*Interpersonal*) consisted of six factors (five *Interpersonal* and one *Leadership*) with factor loadings ranging from .422 to .583. Factor 4 (*Leadership*) consisted of four factors that all belonged to this *Domain* with factor loadings ranging from .414 to .589.

4.4.2 Exploratory factor analysis for the LPI

The LPI is composed of thirty statements where six statements measure each of the five key practices of exemplary leaders: *model the way, inspire a shared vision, challenge the process, enable others to act* and *encourage the heart*.

In this study, KMO test was .942 and Bartlett's test had a significance value of .000. Both tests indicate that factor analysis on the scale is appropriate.

In the following step, EFA was conducted to examine the thirty variables that make up the LPI and determine which ones were associated with which practice.

To further establish construct validity of the LPI scale, exploratory factor analysis (EFA) using Varimax rotation was conducted on the 30-item LPI scale. Five factors: *model the way, inspire a shared vision, challenge the process, enable others to act*, and *encourage the heart* were expected to emerge from the analysis. Factor extraction was based on eigenvalues greater than 1.0 resulting in four factors that accounted for 65.30% of the total variance explained.

Generally, a loading of 0.4 is recommended for satisfactory EFA analysis; however, to ensure all items loaded on to a factor, a cutoff of 0.35 is used (Field, 2009, p. 645). The factor loadings were as follows: Factor 1 consisted of ten items (four encourage, three enable, two model, and one challenge) with factor loading ranging from .460 to .805. Factor 2 consisted of nine items (two inspire, two enable, two challenge, two encourage and one model) with factor loadings ranging from .470 to .749. Factor 3 consisted of five items (three inspire, one model and one challenge) with factor loadings ranging from .498 to .724. Factor 4 consisted of six items (two model, two challenge, one inspire and one enable) with factor loadings ranging from .449 to .760.

4.5 Results for Hypotheses Testing

Research Hypothesis 1

H1: There is a significant positive relationship between perceived importance of *Managerial Competencies* and *Exemplary Leadership* practices of managers in the Lebanese lodging industry.

To test Hypothesis 1, multiple regression analyses using the hierarchical (forward) method were performed to determine whether there was a significant explanatory (correlational) relationship between each of the *Exemplary Leadership* referred to five practices (*model the way, inspire a shared vision, challenge the process, enable others to act*, and *encourage the heart*) as essential for success as an effective manager as dependent variable and perceived importance of the three different *Managerial Competencies (1-Conceptual/Creative Domain; 2-Interpersonal Domain; 3-Leadership Domain)* as independent variables.

Before performing regression analysis, Pearson *R* was used to determine the statistical significance of the correlations between the pairs of variables. Then regression model analysis was fully performed. Worth mentioning that Collinearity statistics were examined to assure validity of the exercises performed. The Variance Inflation Factor (VIF) is a predictor of strong linear relationships with other predictors and may be a concern if over 10, while tolerance should be greater than .10 (Field, 2005, p. 224). For all the models produced in H1 regressions, the (VIF) ranged from 1.000 to 4.291, while the tolerance ranged from .240 to 1.000. These results were well within the recommended guidelines, suggesting multicollinearity was not a problem for H1 hypotheses. Finally, although *t*-tests are easiest to conceptualize as measures of whether the predictor is making a significant contribution to the model, the standardized beta values (□) provide a better insight into the importance of a predictor in the model. Therefore, the standardized beta values (□) will be used to indicate the degree of importance in the best model (Field, 2009, p. 239).

Pearson *R* was used to determine the correlations between perceived importance of *Managerial Competencies (1-Conceptual/Creative Domain; 2-Interpersonal Domain; 3-Leadership Domain).*and the 5 practices of exemplary leadership. Results showed significant correlations with all *Managerial Competencies*. Results are presented in Table 1.

Table 1: Pearson R Correlations between the Three Managerial Competencies and Exemplary Leadership Five Practices

Managerial Competencies and Model the Way Practice	*Pearson R*	*p*-value
Conceptual/Creative	.362	.000
Interpersonal	.444	.000
Leadership	.522	.000
Managerial Competencies and Inspire a Shared Vision Practice	*Pearson R*	*p*-value
Conceptual/Creative	.357	.000
Interpersonal	.424	.000
Leadership	.483	.000
Managerial Competencies and Challenge the Process Practice	*Pearson R*	*p*-value
Conceptual/Creative	.368	.000
Interpersonal	.455	.000
Leadership	.526	.000
Managerial Competencies and Enable Others to Act Practice	*Pearson R*	*p*-value
Conceptual/Creative	.374	.000
Interpersonal	.440	.000
Leadership	.528	.000
Managerial Competencies and Encourage the Heart	*Pearson R*	*p*-value

Practice		
Conceptual/Creative	.362	.000
Interpersonal	.461	.000
Leadership	.543	.000

Note. $p < .05$.

Results of the regression analysis are presented next for each hypothesis.

H1a: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the *model the way* practice of managers in the Lebanese lodging industry.

Using hierarchical multiple regression testing for a relationship between perceived importance of the three *Managerial Competencies* and the *model the way* practice of managers in the Lebanese lodging industry. The model had significant F value (F = 12.345, p = .000) with *Adjusted* R^2, explaining between 31% to 33.7% of the variance. As such, the model was selected as the explanatory model to predict managers' perceived importance of *Managerial Competencies* and the *model the way* practice.

Analysis of the individual predictors in the explanatory model indicated significant explanatory relationships between one predictor and the *model the way* practice. The standardized beta coefficient (□) for the predictor indicated its relative importance in explaining the *model the way* practice results. *Leadership* was the most important predictor in the model (t = 5.339, p = .000, □ = .578). Thus, H1a was partially supported.

H1b: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the *inspire a shared vision* practice of managers in the Lebanese lodging industry.

A model was produced from the hierarchical multiple regression testing for a relationship between perceived importance of the *Managerial Competencies* and the *inspire a shared vision* practice of managers in the Lebanese lodging industry. The model had significant F value (F = 9.441, p = .000) with *Adjusted* R^2, explaining between 25.0% and 28.0% of the variance. As such, the model was selected as the explanatory model to predict managers' perceived importance of *Managerial Competencies* and the *inspire a shared vision* practice.

Analysis of the individual predictors in the explanatory model indicated significant explanatory relationships between one predictor and the *inspire a shared vision* practice. The standardized beta coefficient (β) for the predictor indicated its relative importance in explaining *model the way* practice results. *Leadership* was the most important predictor in the model (t = 3.683, p = .000, β = .415).

Leadership Managerial Competencies had a positive relationship with the *inspire a shared vision* practice indicating that managers with higher perceptions of the importance of those *Managerial Competencies* used the *inspire a shared vision* practice more frequently. Thus, H1b was partially supported.

H1c: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the *challenge the process* practice of managers in the Lebanese lodging industry.

A model was produced from the hierarchical multiple regression testing for a relationship between perceived importance of the *Managerial Competencies* and the *challenge the process* practice of managers in the Lebanese lodging industry. The model had significant F value, (F = 11.035, p = .000) with *Adjusted* R^2, explaining between 28.5% and 31.3% of the variance. The model was selected as the best explanatory model to predict managers' perceived importance of *Managerial Competencies* and the *challenge the process* practice.

Analysis of the individual predictors in the best explanatory model indicated significant explanatory relationships between one predictor and the *challenge the process* practice. There is no need to indicate the order of strength relationship since *Leadership* was the only significant predictor in the model (t = 4.817, p = .000, β = .535).

Leadership Managerial Competencies had a positive relationship with the *challenge the process* practice indicating that managers with higher perceptions of the importance of those *Managerial Competencies* used the *challenge the process* practice more frequently. Thus, H1c was partially supported.

H1d: There is a significant positive relationship between perceived importance of *Managerial Competencies* and the *enable others to act* practice of managers in the Lebanese lodging industry.

A model was produced from the hierarchical multiple regression testing for a relationship between perceived importance of the *Managerial Competencies* and the *enable others to act* practice of managers in the Lebanese lodging industry. The model had significant F value, (F = 11.264, p = .000) and had the *Adjusted* R^2, explaining between 28.9% and 31.7% of the variance. As such, this model was the best explanatory model to predict managers' perceived importance of *Managerial Competencies* and the *enable others to act* practice.

Analysis of the individual predictors in the explanatory model indicated significant explanatory relationships between two predictors and the *enable others to act* practice. The standardized beta coefficient (β) for each of the predictors indicated its relative importance in explaining the *enable others to act* practice results. *Leadership* was the most important predictor in the model (t = 5.143, p = .000, β = .565).

Leadership Managerial Competencies had a positive relationship with the *enable others to act* practice indicating that managers with higher perceptions of the importance of those *Managerial Competencies* used the *enable others to act* practice more frequently.

H1e There is a significant positive relationship between perceived importance of *Managerial Competencies* and the *encourage the heart* practice of managers in the Lebanese lodging industry.

A model was produced from the hierarchical multiple regression testing for a relationship between the ten *Managerial Competencies* and the *encourage the heart* practice of managers in the Lebanese lodging industry. The model had significant F value, (F = 12.599, p = .000) and had *Adjusted* R^2, explaining between 31.4% and 34.1% of the variance. As such, this model was selected as the explanatory model to predict managers' perceived importance of *Managerial Competencies* and the *encourage the heart* practice.

Analysis of the individual predictors in the explanatory model indicated significant explanatory relationships between one predictor and the *encourage the heart* practice. The standardized beta coefficient (β) for the predictor indicated its relative importance in explaining *encourage the heart* practice results. *Leadership* was the most important predictor in the model (t = 5.222, p = .000, β = .563).

Leadership Managerial Competencies had positive relationships with the *encourage the heart* practice indicating that managers with higher perceptions of the importance of those *Managerial Competencies* used the *encourage the heart* practice more frequently. Thus, H4e was partially supported.

5 DISCUSSION AND CONCLUSION

The importance of competency models lies in their ability to accurately develop job profiles as well as in performance appraisals by rating an employee's level of competency against a standard model or profile selected by the organization (Mirabile, 1997). Sandwith (1993) added that the value of a *Competency Domain Model* is particularly important for large organizations because it provides an excellent template that guides training programs in profiling job competencies and identifying needed competencies for each managerial level.

Large organizations with multiple managerial levels are great beneficiaries of *Managerial Competencies* (Katz, 1955); however, the hospitality industry in general and the lodging industry in particular have plenty to benefit from adopting competency models in identifying competencies necessary for current and aspiring leaders of lodging establishments. In today's global business environment, lodging companies that want to stay competitive must identify the competencies required not only for today but also for tomorrow's industry leadership. Existing research in competency modeling, while in its early stages, is already proving to be fruitful for many hospitality organizations. Prior studies in the hospitality industry, however, explored only competencies needed by lodging managers or leadership styles required for successful leadership in the lodging industry independently. This study was the first to combine theories of managerial competency modeling and a currently popular leadership style, namely, *Exemplary Leadership*. Furthermore, based on the researcher's literature review, this study was the first in Lebanon to use the *Leadership Practices Inventory* (LPI) by Kouzes and Posner. Therefore, this study extended previous research to a new area of study as well as a new culture and thus contributed to the existing body of knowledge.

The purpose of this non-experimental and correlational (explanatory) study is to determine if there is a relationship between Lebanese lodging industry managers' perceived importance of *Managerial Competencies* and *Exemplary Leadership* practices.

5.1 Research Hypothesis 1

H1: There is a significant positive relationship between perceived importance of *Managerial Competencies* and *Exemplary Leadership* practices of managers in the Lebanese lodging industry.

Hypothesis 1 tested for a relationship between the perceived importance of *Managerial Competencies* (*1-Conceptual/Creative Domain; 2-Interpersonal Domain; 3-Leadership Domain)* and the five practices of the dependent variable, *Exemplary Leadership (1-model the way, 2-inspire a shared vision, 3-challenge the process, 4-enable others to act,* and *5-encourage the heart*). Therefore, Hypothesis 2 had five separate sub-hypotheses.

H1 was supported. All of the five sub-hypotheses (H1a, H1b, H1c, H1d, and H1e) were partially supported indicating that there is a relationship between perceived importance of *Managerial Competencies* and each of the five practices of *Exemplary Leadership*. Although this study's literature review did not find previous research that studied the relationship between *Managerial Competencies* and *Exemplary Leadership* practices instruments, studies using similar constructs supported findings. Table 2 presents a summary of results for H1 and its sub-hypotheses. The analysis of results follows.

Table 2: H1 Summary Results

	Hypotheses	Conceptual	Interpersonal	Leadership	Results
H1	There is a significant relationship between the perceived importance of *Managerial Competencies* and *Exemplary Leadership* practices of managers in the Lebanese Lodging Industry.				Partially Supported
H1a	*Managerial Competencies →Model the Way*			√	Partially Supported
H1b	*Managerial Competencies →Inspire a Shared Vision*			√	Partially Supported
H1c	*Managerial Competencies →Challenge the Process*			√	Partially Supported
H1d	*Managerial Competencies →Enable Others to act*			√	Partially Supported
H1e	*Managerial Competencies →Encourage the Heart*			√	Partially Supported

Leadership Managerial Competencies had positive relationships with the *model the way, inspire a shared vision, challenge the process, enable others to act,* and *encourage the heart* practices indicating that managers with higher perceptions of the importance of *Leadership Competencies* used all five practices more frequently. Findings were supported by study results by Tas et al. (1996) who stressed the importance of modeling the way and coaching in both training and education programs. Chathoth and Olsen (2002) study results on *Leadership* characteristics of lodging firms in India reported that challenging the process championed by their president who is designated as Chief Disorganizer is a core value for good *Leadership* characteristics. Chathoth and Olsen (2002) study results on *Leadership* reported that empowerment and enabling employees though education, training and skill development as well as rewarding and recognizing employees (similar to *encouraging the heart*) are core values for good *Leadership* characteristics. They further reported that providing a clear vision was important for incorporating change into the business strategy and the organizational structure of the company.

Furthermore, Chung-Herrera et al. (2003) study results indicated that fostering motivation (similar to encourage the heart), developing others (similar to enable others to act), and embracing change (similar to challenge the process) scored high under their *Leadership* factor. Kay and Russette (2000) study identified role modeling as essential competencies common to more than one functional area or level of management. Mwendia (2006) study results on lodging industry in Kenya and the East African Region indicated that personal role modeling, having a clear shared vision, empowerment, and enabling others to act as part of people *Leadership* competencies showed moderate positive relationship between leadership and profitability on rooms (POR). Mwendia (2006) further indicated that empowerment and enabling others to act showed moderate positive relationship between leadership and profitability on rooms (POR). Solnet, Kralji, Kay, and DeVeau (2008) study results on expectations of industry professionals from students upon internship completion reported that role modeling competencies topped the list of *Leadership Domain*.

To summarize the results for the research question of this study, the following is presented. Managers of the Lebanese lodging industry who had higher perceptions of the importance of *Leadership Managerial Competencies* used the *model the way*; the *inspire a shared vision*; the *challenge the process*; the *enable others to act*; and the *encourage the heart* practice more frequently.

The aim of this study was to examine the relationship among the *Managerial Competencies* and *Exemplary Leadership* practices of managers in the Lebanese lodging industry. Findings of this study supported the hypothesis, therefore confirming the relationship between the independent variables and dependent variable used in this study.

5.4 Implications

In the world of business management, futurists are predicting that the next 25 years will bring more change than what the world has seen in the last 100 years. If their predictions turn out to be true, *adaptation* to *innovation* must progress with the same speed of this anticipated change (Kipp, 2001). In order to achieve this goal, leaders must be prepared to face the leadership challenges that the future holds. For the lodging industry in Lebanon, hospitality leaders have a particularly daunting task in preparing current and future leaders to successfully resume or assume the managerial responsibilities that lie ahead. The implications for this study are as follows:

Hospitality educators have agreed on the need to have an educational balance that combines theoretical education with practical experience and training (Okeiyi et al., 1994). This study supports these recommendations. Both educators and industry professionals from the private sector should coordinate efforts with relevant offices from the public sector in order to provide the Lebanese hospitality industry with a labor force that is competent in managing hospitality related operations.

Similar to what Tas et al. (1996) proposed, Human Resource departments in the Lebanese lodging industry should consider adding competencies required for management positions in their hotels, in addition to job descriptions. Later on, supervisors can rate manager trainees on a checklist of competencies performed and most importantly, manager trainees can evaluate themselves against the checklist to identify areas of improvement.

This study will help Lebanese hospitality curricula in developing programs for entry level management positions that would better prepare graduates to meet current industry needs.

Leadership Managerial Competencies was perceived as the most important in relation to LPI since *Leadership Competencies* indicated a positive relationship with all five practices of *Exemplary Leadership*. Therefore, stakeholders should focus on and enrich such skills in HR practices and educational curricula.

5.5 Conclusion

In facing the rising demand for improved quality, reduced costs, and constant innovation; the need to continuously upgrade knowledge, skills, and abilities is essential for all leadership roles including those held by executives, managers, and supervisors (Dalton, 1997; Kay & Russette, 2000; Mirabile, 1997; Okeiyi et al., 1994; Perdue, Ninemeier & Woods, 2002; Sandwith, 1993; Tas, 1988; Tas et al., 1996). With management scholars racing to meet this demand, *competency modeling* has become one of the most frequently used techniques to help organizations profile jobs, select, as well as prepare the right person for the right leadership position (Katz, 1955; Sandwith, 1993). According to Sandwith (1993), the best solution can be found in creating a comprehensive competency model that delineates a distinct hierarchy of knowledge, skills, and abilities (referred to as competencies by Sandwith), required for effective managers (p.43).

5.6 Limitations

The focus on Lebanon narrowed the scope of the sample geographically to may possibly be interpreted as a convenience sampling plan. Therefore, results may not be generalizable beyond the specific population from which the sample was drawn since each country has its unique culture that may encompass economic, political, religious, and traditional values

The results of this study are meant to represent *Managerial Competencies* to *Exemplary Leadership* practices of managers in the lodging industry within the country of Lebanon. Hence, results may not be applicable to other industries, because each industry has its own leadership style, organizational culture, levels of job satisfaction, working hours, and reward system.

The study does not take into consideration any unpredictable internal or external factors, such as financial difficulties, political difficulties, or war; nor macro-economic factors or indicators such as unemployment rate, Gross Domestic Product (GDP), or Consumer Price Index (CPI).

Other profile variables, not studied in this research, and which need to be addressed are the professional and organizational profiles.

5.7 Recommendations

This study was the first to provide a research on whether a relationship between *Managerial Competencies* and *LPI* practices exists in the lodging industry in Lebanon. Several recommendations are suggested as follows:

Lebanese educators must continue to keep abreast of industry expectation and incorporate them into hospitality management curricula, as competences requirements change, curricula must be updated accordingly.

Hospitality educators should conduct a longitudinal follow up study to assess whether their graduates actually demonstrate the competencies expected by general managers and hotel companies in Lebanon.

Since the Ministry of Tourism is studying updated rules and regulations, it would be interesting to duplicate this study under the new laws. The results of determining if there is a relationship between *Managerial Competencies* and *Exemplary Leadership* practices could then be compared in both studies to observe if any differences occur, especially those related to *Administrative* competencies.

Regardless of whether changes by the Ministry of Tourism are incorporated, this study is considered a snapshot in time and therefore, must be replicated over time to determine whether competencies perceived importance have changed, or whether competencies need to be added or eliminated.

The same study could be conducted in other industries such as the banking industry or the education industry to observe if there are any relationships between *Managerial Competencies* and *Exemplary Leadership* practices. Results may reveal similarities or differences that can have national repercussions on both industry and educational preparations.

The same study could be conducted in other countries in the MENA (Middle East and North Africa) region with the same sample of the same positions in order to further investigate the relationship between *Managerial Competencies* and *Exemplary Leadership* practices. This would help in extending the body of knowledge in this field tremendously as recommended by Hodgetts (as cited in Amunckmanee, 2002) who indicated that although *Leadership* is widely recognized as a significant study of international management, however, little has been done to systematically study and compare *Leadership* approaches throughout the world since most studies have focused on specific countries or geographic areas.

Future studies could be reversed to include the input of subordinates in order to test how they observe the relationship between *Managerial Competencies* and *Exemplary Leadership* practices especially those related to *Leadership* competencies which revealed a positive relationship when it comes to *Leadership Managerial Competencies* and all five practices of *Exemplary Leadership*.

Finally, it is important to repeat the research to see if there is a relationship between the managers' demographic, professional and organizational profiles and the managerial competencies.

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PEDAGOGICAL TECHNIQUES IN LIFE LONG LEARNING AND HOSPITALITY

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Abstract

Hospitality instructors in Life Long Learning Institutions as well as Hospitality Executives in most cases need to improve their pedagogical skills in order to train employees to meet company's goals and objectives. The scope of this paper is to suggest efficient methods in order to assist Hospitality instructors and executives in their training on the job tasks, and thus to improve employee's satisfaction and ultimately, to increase guest satisfaction. Firstly, an examination of the theoretical approach is made on Innovation and Quality Circles. Then suggests the Imagination, Innovation, Adaptability, (IM.I.A.) approach as training method. Lastly, examines the findings of a practical approach for instructors and executives -via Field Study- in the Greek hospitality industry.

Key words: Imagination, Innovation, Adaptability (□□.□.□.), Soft Skills, Quality Circles, Greek Hospitality Industry, Employee's Satisfaction

1. Introduction

Enhancement of employees' soft skills within the hospitality sector plays a vital role, since in most of the time they interact with guests and the overall task to be performed necessitates initiative, imagination and adaptability. Executives face difficulties how they can foster soft skills to front line employees. On the job training it is more convenient for them to give emphasis to routine tasks and to technical skills. Moreover, in Lifelong Training Centers, instructors face the same difficulties when training of participants of various departments of hotels occurs. Furthermore, employees need support when preforming their tasks especially when are in front line working positions and encounter the needs and wands of guests. Living space for initiatives potentially facilitates management and employees' motivation.

Yet the unique challenges that an executive meets in practice when is performing as an instructor and/or as an executive, constitute the *Imagination, Innovation, Adaptability (IM.I.A.)* concept a potential powerful tool for employees' increased performance.

2. Methodology

The methodology of this research was based on two main pillars: Secondary research and Field Study. In specific:

A. Secondary data.

A theoretical approach on secondary data took place examining the topics of: a) Innovation, b) Quality Circles and c) The Greek Tourism Industry

B. Field Study

On the Field Study Emphasis was given in the planning, implementation and evaluation of 7 different groups of 25 students each – 175 in total - in Life Long Learning Institutions. The duration of each seminar was four weeks with additional time for individual research before or after lessons. The method that has been used was the formation of Quality Circles with setting the objectives for each group by the participants themselves. The implementation took place during December 2014 - to March 2015 in Life Long Learning Institution with topic "Innovation". The students (sample) where form various target groups within the service sector and in particular from the tourism and hospitality industry (*See Table 1*). The members of the groups, where from various departments of hotels of all types mainly from 4 and 5* categories. During implementation of the "Bottom up" approach was used with various implications to both Life Long Learning Institutions & Hospitality Organizations. In the latter case, this approach could implement in training sessions on the "job training" with respective results. Evaluation of the seminars clearly have shown that participants are more prone to set the standards of their performance especially when are dealing with complex tasks.

Limitations

The major limitation of the Implementation of such teaching approaches methods is that the results of each individual/ participant of each group has performed is very difficult to be measured. Although the deliverables and the group work is clear the degree of the participation of each member was not clear. The nature of the objective set, the experience of the participants along with their background, constitutes the setting of objective performance criteria a complex task.

3. Innovation

The most comprehensive definition of the term innovation is given by Chris Freeman (1982): "industrial innovation includes technical design, production, management and marketing associated with the introduction of a new (or improved) or the first commercial application a new (or improved) process or equipment."

Innovation is defined as "the use of knowledge in order to produce and provision of new products or services that consumers want. "The Innovation that can refer to a new product or a new service to their production methods or technology used, as in the administrative structure of an organization". (Tomala, & Seneccal, 2004).

3.1. Innovation Development Forms

A company can develop and implement three basic forms of innovation, based on its scope:

a) the *Innovative Product or Service*,

b) *Innovation on Production Processes* and

c) *Organizational Innovation* (Phelps, et all 2007), (Omachonu & Einspruch 2010), (Chang 2011).

4. Soft skills vs. Hard Skills

4.1. Soft skills

Since there are various definitions and various debates of the extent and the content of Soft Skills to facilitate the purpose of this article, Soft skills could be defined as a term often associated with an individuals' characteristics, the cluster of personality traits, social and communication skills, knowledge of foreign languages, personal habits, friendliness, managing people, leadership, etc. that characterizese relationships with other individuals. Hard skills, are generally easily quantifiable and measurable, for instance Front Office software knowledge, basic cleaning skills in Housekeeping, while as soft sills are not easy to be measured..

Within the above context, Innovation, Imagination and Adaptability, as part of Soft Skills are set into test in order to prove their efficiency in the work place of the Hospitality industry as well as within the Lifelong Learning process.

4.2. Hard Skills

On the other end the Hard/ Technical skills can be as all the professional qualifications necessary for every specific task that needed to be performed in the respective hotel department. For example, in the Food and Beverage (F & B) department of a hotel, the knowledge, experience and skills that a master chef needs in order to deliver culinary products.

5. Quality Circles

5.1. Definition of Quality Circles: They are small groups of employees 5-15 persons who perform the same or similar work, come together at regular intervals to determine the causes of labour problems that arise in the workplace, suggest solutions to senior Management of the company and responsible for implementing their proposals, if this is possible.

The problems with which mainly involved members of a Quality Circle are as follows:

a) Improve the quality of manufactured products, b) Conditions of safety, c) Reducing production costs, d) Improvement of the production process but even with problems of the overall improvement of quality of life in the workplace.

The Quality Circles are not the very essence of organization and the structure of formal Project Teams, with the traditional sense, within the official structure of the enterprise. They lack the principle of authority, as expressed in the relationships between executives and subordinates-existing in a typical project team (Departments, Administration etc.). Another key element that distinguishes Quality Circles from traditional formal working teams/groups is the voluntary participation of members and the free withdrawal from the group if they wish. The Quality Circles operate in parallel but independently of the formal organization of the firm for the success of their own goals, ideally defined by the base (team members).

The Quality Circles have their own organization and differ greatly from traditional organizational structures operating in businesses in Western Societies such as: Task Force, Semi-autonomous groups learning groups in the workplace.. These differences mainly refer to: a) the clarity and advance fixing of team objectives, b) the leadership of these teams, provided by members of senior Management (Task Force), c) the main object of interest, d) to the extent of flexible participation and withdrawal of members from the group (Semi-autonomous work group and e) the subject employees' education (Drucker, 1981).

6. Characteristics of the Greek Hospitality Industry

It is worth mentioning that every Quality Circle is unique. Thus, the hotel manager or the instructor respectively must elaborate IM..I.A. not only with the different variety of employees / students experiences and backgrounds but also has to take under serious consideration the overall PEST environment that the Institution/ Organization is operating in. This is if for instance, the Political. Economic, Social. Technological (PEST) environment is as also told «Hostile», the hotel management should take this fact into account when formulating the Quality Circle/ team. In particular, when for instance the overall economy of a country is under recession, he would act differently as the overall economy is at its best. By the same token employees'/ students' values and attitudes may vary among participants of the team - Quality Circle, thus once again selection of members should be granted as very important.

Furthermore, by the term «Hostile» environments probably a wide area of variables -beyond economic recession- could be included. The micro- environment of the hotel company or the educational institution is a good example when interpreting hostile environments. Loans, debts, shortage of employees, low annual occupancy, new emerging tourism destinations, and shift of customers' expectations are namely some examples of hostile environments. In addition, the characteristics of tourism employment are in brief as follows:

Small size of the hotel business.. 95% of hotels in Greece are small to medium size). In addition is worth mentioning that out of the 9.670 Hotels in Greece only 348 are 5* star hotels (See table (SETE. 2013, Hellenic Chamber of Hotels, 2013).

labour intensive

the majority of the workforce has limited qualifications and attracts workforce from other service sectors which face recession

time pressure mainly due to the encounter with guests

high demand fluctuations (seasonality), This accounts annually, monthly weekly and even on a daily basis

low salaries of employees and executives in comparison with other service industries

hospitality employees and executives are forced to internal migration in order the workforce to meet tourism demand with supply complex services

diversity of tasks (Front Office, Food & Beverage, Housekeeping, Sales, Animation and others)

managers face difficulties to measure employees' performance and satisfaction (Papayiannis, 2003).

7. Implications for the hospitality Industry

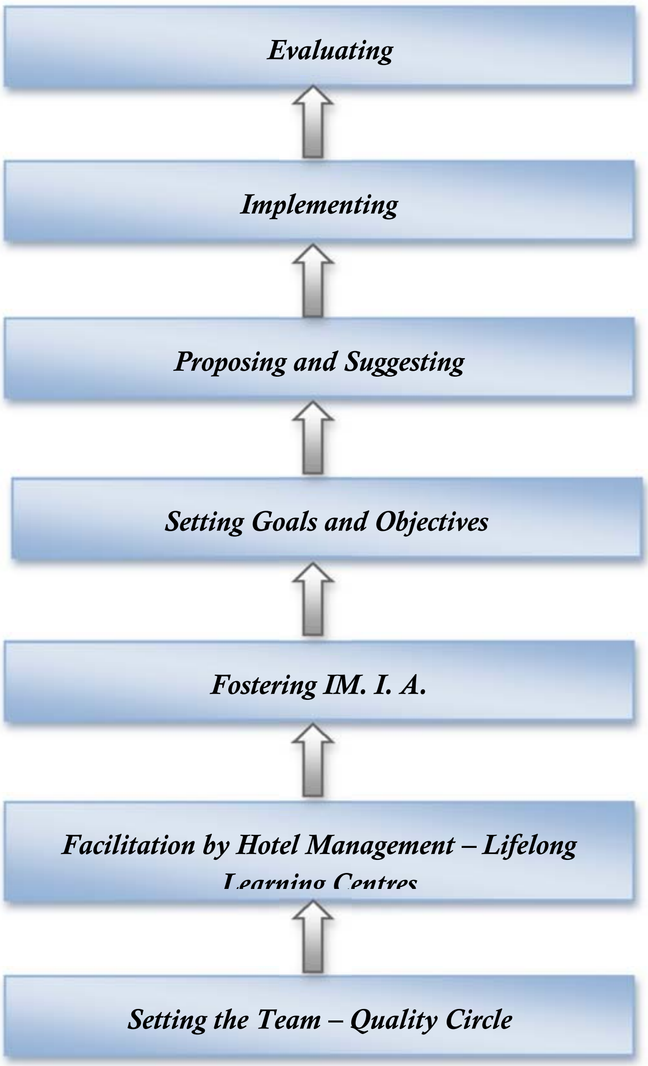
7.1. IM. I.A in Practice in the Hospitality Industry The Bottom up approach

The IM.I.A concept could be used in the Hospitality Industry in practice for both hospitality organizations as well as training institutions. What is important that it should be based on the "Bottom up approach", i.e. give space to employees and trainees to build up with no limits and borders their own goals and objectives. In contrast, the classical "instructing" top - down approach should be inefficient and thus will minimise the potential abilities of the participants. (See Figure 1). Moreover, in the case that complex tasks needed to be performed, the Bottom up approach is more likely to succeed in terms of productive ideas. On the contrary the top-down approach is more likely to be efficient on daily routine tasks that not require anything else but obedience (Papayiannis, 2003, 345- 370).

Figure 1

IM. I.A in Practice in the Hospitality Industry

The Bottom up approach



Source: By the authors

Setting the Team – Quality Circle

Selection of members of the team is a prerequisite for the efficient workflow of the overall task. In addition, according to each unique qualification that each member has, can actually work as team member later on when contribution of all is required.

It is important to emphasize that participation in such teams is on a voluntary basis.

Facilitation by Hotel Management – Lifelong Learning Centres

Both the Hotel Management when training on the job is fully accepted and Lifelong Learning Centres should facilitate all needs and wants of the members of the team.

For instance if the actual formation of the team needs to be set out of the working hours, then the management need to provide the appropriate meeting room.

Fostering IM.I.A. Culture to the Team

Fostering Imagination, Innovation and Adaptability (IM.I.A.) culture in the formatted team requires the following steps taken by the instructor/ manager of the Hospitality Organization:

a) Creating Class Culture, b) Describing aims and Goals, c) Set expectations d)Brain storming, e) Suggestions/ alternatives, f) Implementations g) Propose and evaluate

Setting Goals and Objectives

Setting the team Goals and Objectives is crucial. The team highly respects these objectives since they are not instructed by any other senior executive or is not part of the routine daily tasks need to perform on a daily basis. Therefore, the sense of pride is involved for a "job well done". The team leader that arises among other members of the team, due to soft skills he/she has, takes initiatives and the burden of failure or success of these set objectives.

Proposing and Suggesting

The team then proposes and suggests solutions and alternatives either to the senior management or to the team itself, in order to proceed to implementation. In the latter case, the team feels more obliged to achieve the objectives that have set for its self.

Implementing

The implementation of the task is rather a priority than an obligation on behalf of the team members. In fact they are looking forward to see if what they proposed can be implement in reality. Since the management has authorized them to implement their own proposals the overall members' job satisfaction will be increased. Furthermore the degree of this satisfaction lasts even when the team will end its task and members will go back in their usual working positions. In the case of Lifelong training institutions, where students-members of the team go back to their hotel organizations still the overall job satisfaction remains strong at least for a short period of time.

In addition, if the management of the respective hotel will follow the proposals and suggestions of the team, then the grade of job satisfaction will further be increased.

Evaluating

As an aftermath, the team makes a self-assessment both for their overall performance as a team and of the individual input of each member. Is crucial to mention that this evaluation is been made by the members themselves and not by the senior management.

7.2. IM.I.A. in Life Long Learning Institutions & Hospitality Organizations

It has already been implemented in 7 different groups of 25 students each during December 2014 - to March 2015 in Life Long Learning Institution with topic "Innovation". The participants where form various target groups within the service sector and in particular from the tourism and hospitality industry. The members of the groups, where from various departments of hotels of all types mainly form 4 and 5* categories. During implementation of the "Bottom up" approach was used with various implications to both Life Long Learning Institutions & Hospitality Organizations. In the latter case, this approach could implement in training sessions on the "job training" with respective results. In specific:The IM.I.A. concept applies equally to both Lifelong Learning Centers and Hospitality Executives. The former gives the opportunity to students to enhance their potential in class while as the in the latter case the hospitality employees can increase their productivity.

Means of Facilitation

Provide to trainees, students and employees all necessary means in order to facilitate their work. Delete obstacles and provide them the appropriate tools for self- development. In turn complex tasks that require mental input will be solved with less effort.

Enhancement of Soft Skills

Enhance all types of soft skills in order to adjust each one of them in the respective situation in the work place or in the class.

Fostering IM. I. A.

With the use of interactive teaching methods, the IM.I.A. culture could be fostered among participants. In specific the following tools could be used in practice: a) Group work, b) Role playing, c) Case studies d) Simulations, e) Assignments

Formation of Quality Circles

Formation of Quality Circles is only one potential tool that might be used if the instructor/ educator/ manager will decides that this is the most appropriate if the all other variables are suitable for the case in question. Once again if the overall environment as well the qualifications of the target group and s the nature of the task are favorable, then the choice of Quality Circles could be useful.

Achieving Goals &Objectives

The means to achieve goals and objectives is also important. The team -Quality Circle- are more prone to implement projects, problem solving techniques and so on. Moreover, when the team will actually materialize the outcome of their work can more easily to transfer the results or at last the methodology use in their own working environments. In particular, the experience gained by the methodology used in the Lifelong Training Centres will be very useful in the training sessions and the team formulation in the hospitality organizations.

Customer's Satisfaction &Profitability

As an aftermath employees' or/and trainees participation in such training pedagogical seminars will increase job satisfaction and thus to a better job performance. Thus this will lead to a potential customer's satisfaction and increased companies' profitability

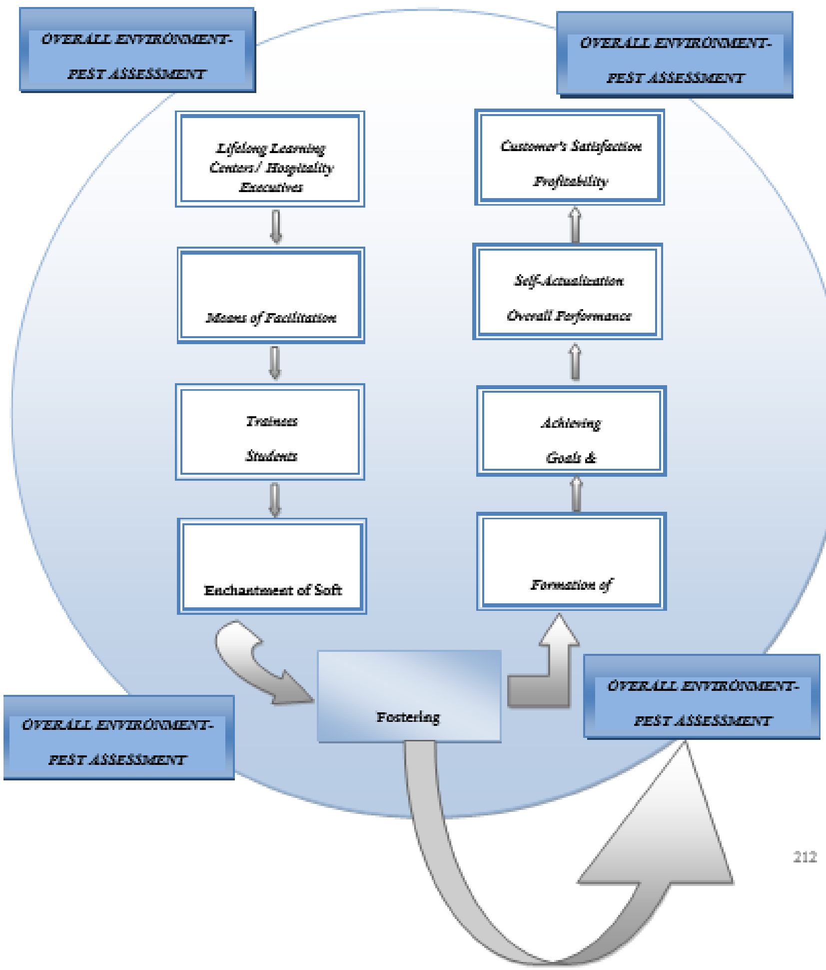
OVERALL ENVIRONMENT - PEST ASSESSMENT

Instructors always should take under consideration the overall environment that the Lifelong Learning institutions or the hospitality organization is operating in. A political, economic, social and technological assessment is vital. Thus in each specific variation an instructors should be able to adapt new tools and pedagogical methods (See Figure 2).

Figure 2

IM.I.A. in Life Long Learning & Hospitality Organizations

Source: By the authors



8. Conclusions

To conclude, the *IM.I.A.* approach could prove useful tool for enhancing both employees' and students' involvement in decision making and thus to increase self-motivation and ultimately to job satisfaction. The Quality Circles might be used in practice; however it is up to the instructor/ manager to choose the appropriate pedagogical method. He can use his own Imagination, Innovative approaches and his Adaptability to the specific Political, Economic, Social and Technological parameters given to each particular organization. Even if the participants are not adequately able to perform in such team working conditions he/she could find alternatives by using the IM.I.A. concept. Further research is required related to the hospitality industry, in order to have more concrete and definite conclusions. Nevertheless, the aforementioned approach remains valid and could be used as «pilot» for further comprehensive research concerning the Human Capital in the Hospitality Industry.

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ABSTRACT

Everything is changes. But, what are the most important changes in the Hospitality Industry? New segment, new technology, new expectations on quality appeared on the market. Millennials have become the fastest growing customer segment. High quality service is the only way to ensure loyal customers for the hotels. Innovative technology is a must to have: electronic /mobile check-in time is here. Reputation Management is on focus by guest reviews and comments .

Know your guests, satisfy their needs and create your services around them is the best recipe of a successful hotel operation. Due to new technologies, and changes in guest behaviour, consumers' satisfaction is everything, but not easy.

One of the most important priorities at our College is, to be able to provide the most up-to-date information to our students about their future professions. We always follow recent changes in the hospitality industry the appearance of new *legislative provisions, or latest technologies, for instance.*

Keywords: New trends, Demanding segment, Innovative technology, Reputation Management

INTRODUCTION

Changes in the macro environment in terms of technology, economic situation, cultural and generational differences, political uncertainty, etc. cause shifts in the hotel industry cycle.

In recent years consumer behaviour in the international hospitality sector has changed dramatically.

The 'new' consumer the Millennials has become the fastest growing customer segment within the hospitality industry. Millennials, as the member of the newly formed consumer society, has always the problem with the shortage of time. "Today's 86 million Millennials, born between 1980 and 2000, hold $200 billion in spending power and represent the most lucrative market for hoteliers."[40]

Therefore all the solutions that are effective and fast mean the way to success. As a result, the importance of the up-to-date information has increased.

According to Rauch (2014) this consumer segment is interested in utilizing technology to do things that many others have become adopted to doing manually: checking in at hotels, make up their restaurant and bar bills and looking up places to eat, shop and play to name a few.

In addition to wanting technology, Millennials have no problems speaking up. If what they are looking for is not handled to their liking, they will turn to Twitter, Facebook, Yelp or TripAdvisor to voice their complaints.[41]

Easily accessible information coupled with economic uncertainty has made today's tourists extremely discerning in their choices regarding the hotel properties they book and how they book them.

Meanwhile, hotel keepers are under pressure to maximize occupancy, fight for every guest and earn their loyalty. Simply relying on offline marketing practices, offering a promotion or two, or counting on online travel agencies (OTAs) to fill rooms is not enough anymore. It is obvious that this is a disrupted marketplace for hoteliers.[42]

If the hospitality industry wants to react immediately on the arising demand, should be aware of the new emerging trends.

Innovative technology -New Trends in the Hospitality Sector

This new segment is very demanding and expects high quality services from the commercial accommodations. Therefore customer service is strongly highlighted among the new trends in the hospitality industry in 2015.

In the past years the adaptation of the tools of electronic and information technology in the tourism industry made the customers as well as the suppliers to study. Due to the rapid changes of the technology, the role of the new online tools like social media and mobile applications formed a very

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[40] Junvi Ola (2015) how to get millennials to join your hotel loyalty program, http://hospitality.cvent.com/blog/junvi-ola/how-to-get-millennials-to-join-your-hotel-loyalty-program

[41]Robert Rauch (2014): Top 10 Hospitality Industry Trends in 2015.
Monday, 8th December 2014 http://www.4hoteliers.com/features/article/8736

[42] http://www.jda.com/realresultsmagazine/view-article.cfm?did=3111

strong influencing power on the customers' decision making procedure on travelling. "High tech, high touch"[43] is the service, the e-tourist wants from the hotels.

E-tourism represents the *paradigm-shift* experienced in the tourism industry as a result of the adoption of ICTs and the Internet[44].

Innovative technology became one of the most important issues in the operation of hotels. Electronic check-in can be done either by mobile phone or by an Apple watch. But what is electronic check-in exactly? Most of the hotels are offering it as a part of their "Loyal Guest" programme. Customers registered as Preferred/Privileged guests are sent key cards equipped with the latest of identification technology that uses radio frequencies.

On the day of guest's confirmed arrival, a text message is relayed to his mobile device, carrying basic figures like room number, timing, etc. Upon his actual arrival, the client doesn't need to confirm his stay at the Front Desk. He simply moves to his room and apply the key-card.[45]

2.1. Guests can use their mobile phones as the key to the hotel room

Hilton Worldwide launched digital check-in with room selection technology, now available at more than 3,700 hotels, and worldwide by the end of this year.

This technology empowers Hilton HHonors members to check in via their HHonors profile on desktop, mobile or tablet and choose the exact location of their room - right down to the room number.

Mobile-enabled room key goes a step further in simplifying the guests' travel, allowing travelers to check-in, select their room and access their room upon arrival entirely via the HHonors app on their smartphone. Service Available for Hilton HHonors members staying at U.S. Hilton Hotels &

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[43] Naisbitt, John (1982). *Megatrends: Ten New Directions Transforming Our Lives*. Warner Books / Warner Communications Company

[44]Dimitrios Buhalis - Soo Hyun Jun (2011) E tourism, In: Contemporary Tourism Reviews, Goodfellow Publishers Ltd.

[45] Maansi Sanghi (2014): 6 Hotel Hospitality Industry New and Current Trends You Should Know About - http://www.hotelogix.com/blog/2014/02/06/6-hotel-industry-trends-you-should-know-about/#sthash.6CmoCPKj.dpufhttp://www.hotelogix.com/blog/2014/02/06/6-hotel-industry-trends-you-should-know-about/

Resorts, Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts and Canopy by Hilton properties.[46]

“Unlock a whole new way to stay”-Starwood is already offering mobile room key in a number of Aloft, Element and W hotels. The website even shows a video about it: https://www.spgpromos.com/keyless/[47]

But, why is it good for the hotels? Mobile room keys bring the following benefits to both the guests and to the hotel (according to the brands and the door lock companies): [48]

Seamless Check-in…when combined with the rise of mobile check-in, mobile room key introduces the seamless check-in for the guest. The traveler can now check-in via his/her smartphone and go right to their assigned room without needing to stop at the front desk.

Reduced load on Front Desk = Labor savings for hotel & let staff to focus on meaningful interactions with the arrival guests that choose a full service check-in process.

Convenience & Choice of Service for the Connected Guest…those travelers that value the ‘full service’ check-in procedure can go to the front desk as has always been the case. At the same time, the “silent traveler”…those guests that value speed and convenience can choose their preferred silent path.

Increased TripAdvisor Scores… the research is in. Hotels that deliver on service choice and decreased waiting gain higher scores on the all important review sites. And as the industry now notices, increased review scores directly lead to increased revenues. Proof? A hallmark study conducted by the Cornwell University School of Hotel Administration[49] found a 1% increase in RevPar (an industry measure of revenue) for every 1% increase in the hotel’s “online reservation score” directly equating improved ratings with increase revenues.

Mobile room key is part of a larger industry shift that in the end will be a win-win for the hotel and for guests.

Apple Watch is the new hotel room key

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[46] Hilton worldwide truly opens doors: company to roll out mobile room keys in 2015 at hundreds of u.s. hotels across four brands, November 03, 2014 http://www.hiltonworldwideglobalmediacenter.com/index.cfm/newsroom/detail/27701

[47] https://www.spgpromos.com/keyless/

[48] Tim Kinsella(2015) the hotel room key goes mobile…what’s the big deal? The answer is “choice of service”. Http://stayntouch.com/hotel-mobile-room-key-whats-the-big-deal/

[49] *Danny King (2012): Cornell-study-links-hotel-reviews-and-room-revenue, http://www.travelweekly.com/Travel-News/Hotel-News/Cornell-study-links-hotel-reviews-and-room-revenue/*

The upcoming new Apple Watch[50] is a possible game changer for travelers everywhere: the era of losing your hotel cardkey may soon be gone.

Starwood hotels is developing an app for the Apple Watch that will allow hotel guests to use it to unlock their rooms. Just wave it in front of the door and there you go! If you have the watch (and a compatible iPhone), you can get into your hotel room. [51]

Accor Launches Accorhotels app for Apple Watch. In honor of the recently revealed Apple Watch™ Accor is launching an Accorhotels iOS app available starting at the end of April.

"By launching the Accorhotels application for Apple Watch™, Accor is establishing itself as a leading digital hospitality player," said Romain Roulleau, Accor's SVP e-commerce and director of the "mobile first" program.

"The policy is part of the group's digital plan that aims to align with the changeover to new mobile practices. Accor is keeping up with consumer demand by embracing the era of connected wearables and is providing guests with a value-added service before, during and after their stay."

The Accorhotels app for Apple Watch™ will be available in ten languages and works in connection with the smartphone app. In addition to promoting hotels and destinations, the app will allow users to manage current bookings. With the app, Accorhotels customers will be able to:

Receive alerts telling them the online check-in service is open

Access information about their bookings: arrival date, number of nights, number of guests

Receive information about the hotel's services (free Wi-Fi, parking, spa, swimming pool, etc.)

Access the interactive map, including the hotel's location and the local weather forecast

Access Le Club Accorhotels loyalty card details, including status and loyalty points.[52]

Apple Watch and Android Wear are most certainly the platform of the future. Horological history shows how clocks migrated from bell towers, to walls, to pockets, to wrists. A strong allegory will be drawn from desktops, to laptops, to smartphones, to smart watches. Surely, one day we'll look at smart phones the way people in the early 1900's looked at pocket watches.[53]

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[50] *http://www.apple.com/watch/guided-tours/*

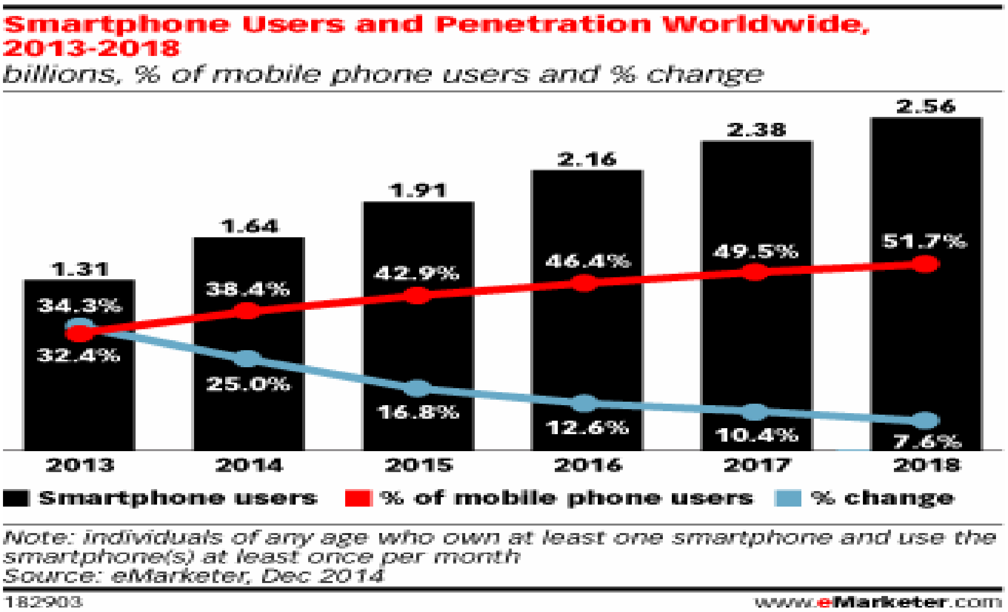
[51] *Apple Watch is the new hotel room key (2014) http://nypost.com/2014/09/12/apple-watch-is-the-new-hotel-room-key/*

[52]Accor launches accorhotels app for apple watch (2015) http://www.hospitalityupgrade.com/_news/newsarticles/accor-launches-accorhotels-app-for-apple-watch.asp

[53] Tim Kinsella, (2015) Hotel management software – let's get the mobile phone right first, http://stayntouch.com/hotel-management-software-lets-get-mobile-phone-right-first/

According the eMarketer's forecast[54] the number of smartphone users worldwide will surpass 2 billion in 2016. For the first time, more than one-quarter of the global population will use smartphones in 2015, and by 2018, eMarketer estimates, over one-third of consumers worldwide, or more than 2.56 billion people, will do so.(Chart1)

Chart1: Smartphone Users and Penetration Worldwide (2013-2018)



Source:eMarketer, Dec 2014

That 2018 figure also represents over half—51.7%—of all mobile phone users, meaning that feature phones will have finally become a minority in the telecommunications world.

eMarketer's latest mobile user forecast added 19 new countries, bringing the total to 41—including our first estimates for any individual countries in the Middle East and Africa. Following are the top 25 countries worldwide ranked by smartphone users in 2014, according to eMarketer estimates. (Chart2)

On a country-by-country basis, here are year-by-year other milestones eMarketer expects during its forecast period:

2014: China will top 500 million smartphone users for the first time.

2015: Russia will surpass Japan as the fourth-largest smartphone user population.

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[54] http://www.emarketer.com/Article/2-Billion-Consumers-Worldwide-Smartphones-by-2016/1011694

2016: India will exceed 200 million smartphone users, topping the US as the world's second-largest smartphone market.

2017: The US will surpass 200 million smartphone users, or nearly 65% of the country's total population.

2018: Indonesia will pass 100 million smartphone users, firmly established as the fourth-largest smartphone user population.[55]

Chart2: Top 25 Countries, Ranked by Smartphone Users (2013-2018)

Top 25 Countries, Ranked by Smartphone Users, 2013-2018
millions

	2013	2014	2015	2016	2017	2018
1. China*	436.1	519.7	574.2	624.7	672.1	704.1
2. US**	143.9	165.3	184.2	198.5	211.5	220.0
3. India	76.0	123.3	167.9	204.1	243.8	279.2
4. Japan	40.5	50.8	57.4	61.2	63.9	65.5
5. Russia	35.8	49.0	58.2	65.1	71.9	76.4
6. Brazil	27.1	38.8	48.6	58.5	66.6	71.9
7. Indonesia	27.4	38.3	52.2	69.4	86.6	103.0
8. Germany	29.6	36.4	44.5	50.8	56.1	59.2
9. UK**	33.2	36.4	39.4	42.4	44.9	46.4
10. South Korea	29.3	32.8	33.9	34.5	35.1	35.6
11. Mexico	22.9	28.7	34.2	39.4	44.7	49.9
12. France	21.0	26.7	32.9	37.8	41.5	43.7
13. Italy	19.5	24.1	28.6	32.2	33.7	37.0
14. Turkey	15.3	22.6	27.8	32.4	37.2	40.7
15. Spain	18.9	22.0	25.0	26.9	28.4	29.5
16. Philippines	14.8	20.0	24.8	29.7	34.8	39.4
17. Nigeria	15.9	19.5	23.1	26.8	30.5	34.0
18. Canada	15.2	17.8	20.0	21.7	23.0	23.9
19. Thailand	14.4	17.5	20.4	22.8	25.0	26.8
20. Vietnam	12.4	16.6	20.7	24.6	28.6	32.0
21. Egypt	12.6	15.5	18.2	21.0	23.6	25.8
22. Colombia	11.7	14.4	16.3	18.2	19.7	20.9
23. Australia	11.4	13.2	13.8	14.3	14.7	15.1
24. Poland	9.4	12.7	15.4	17.4	19.4	20.8
25. Argentina	8.8	10.8	12.6	14.1	15.6	17.0
Worldwide* **	**1,311.2**	**1,639.0**	**1,914.6**	**2,155.0**	**2,380.2**	**2,561.8**

*Note: individuals of any age who own at least one smartphone and use the smartphone(s) at least once per month; *excludes Hong Kong; **forecast from Aug 2014; ***includes countries not listed*
Source: eMarketer, Dec 2014

182905 www.eMarketer.com

Source:eMarketer, Dec 2014

[55] http://www.emarketer.com/Article/2-Billion-Consumers-Worldwide-Smartphones-by-2016/1011694

If the hoteliers want to satisfy the guests' demand they have to be aware of the latest technologies.

The most online specific products are the services of the tourism industry. Since the emergence of the Internet, travel planning (e.g., travel information search and booking) has always been one of the main reasons that people use the Internet.[56]

The cost of tours can be high, consequently, good prices always play an important role in the planning and selection of a holiday destination. Nowadays on-line travel agencies (OTA's) with their good prices and special travel packages come before hotels' websites in popularity.[57]

Online travel agencies (OTA'S) vERSUS direct booking

How to increase revenue and same time decrease the costs of OTAs is the question here. Distribution channels play a very important role in the hospitality sector. However the commissions the hotels pay to the Online Travel Agencies can range from 15-30% and that cause problems by reaching the targeted REVPAR. So, the solution is to increase direct hotel bookings.

The reach of OTAs has risen by 45% since 2008 in spite of the fact that travelers booking directly on the website is cheaper for hoteliers. The answer is simple; it has nothing to do with the travelers or the OTAs, but it's to do with the hotel website.[58]

OTAs like TripAdvisor, Expedia and Booking.com will clearly be listed on the first 4 results, when you look up for accommodation.

Patak (2014) says, that having an easy-to-navigate, effective and attractive website wherein everything from rates to rooms to services and packages are clearly highlighted. An excellent website with all important details and strong booking engine are the key to reclaiming victory over OTAs.

But, according to Sourabh Matur (2014) as OTA commission checks continue to rise, small and mid-sized hoteliers are increasingly considering TripConnect as a viable platform to generate direct bookings.

Before the introduction of TripConnect, lets see some basic information about Tripadvisor.

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[56] Buhalis, D. (2003). eTourism: Information Technology for Strategic Tourism Management. London, UK: Pearson (Financial Times/Prentice Hall)

[57] Veres Zoltán - Grotte Judit (2009): Turizmusmarketing In: Dr. Veres Zoltán: A Szolgáltatásmarketing Alapkönyve; Akadémia Kiadó, Második b□vített átdolgozott kiadás; Budapest, 2009. ISBN 978963058572 (459.-479.o.)

[58] Manisha Patak (2014): Simple ways to overcome OTA blues and increase direct hotel bookings http://www.hotelogix.com/blog/2014/12/22/simple-ways-to-overcome-ota-blues-and-increase-direct-hotel-bookings/

”TripAdvisor branded sites make up the largest travel community in the world, reaching nearly 260 million unique monthly visitors**[59] in 2013, and more than 200 million reviews and opinions covering more than 4 million accommodations, restaurants, and attractions. The sites operate in 42 countries worldwide. TripAdvisor also includes TripAdvisor for Business, a dedicated division that provides the tourism industry access to millions of monthly TripAdvisor visitors. TripAdvisor Content:More than 200 million reviews and opinions from travellers around the world, More than 3.7 million businesses and properties in 139,000+ destinations, More than 19 million candid traveller photos. And 82 million people have downloaded the various TripAdvisor apps, up nearly 150% year-over-year.”[60]

How does TripConnect Work?[61]

TripConnect lets your hotel compete with OTAs on TripAdvisor by placing bids. It displays real-time room rates and availability. So, instead of travelers booking via OTA sites, it lets them book directly from your site.

1. Your hotel needs to have a TripAdvisor business listing to use TripConnect.

2. TripConnect works on a bidding model, basically through a cost-per-click (CPC) campaign. Hoteliers need to use the TripAdvisor Auction platform and bid for bookings.

3. Once you place bids, your hotel’s official site icon appears as an option alongside the OTAs on your hotel’s TripAdvisor page.

4. Only if a traveler clicks on your official link and comes to your website to book, do you pay the bid price to TripAdvisor.

What Should Hoteliers Know About TripConnect[62]:

Get a Web Booking Engine: In order to sign up for TripConnect, your hotel needs a TripAdvisor certified internet booking engine.

Sign Up: You get the maximum features of TripConnect with signing up. For e.g. The Review Express feature where you can send automated mails to guests who have stayed in your hotel to post reviews on TripAdvisor.

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[59] **Source: Google Analytics, average monthly unique users, Q1 2014; does not include traffic to daodao.com
[60] http://www.tripadvisor.co.nz/PressCenter-c4-Fact_Sheet.html
[61] Sourabh Matur (2014)TripConnect: A Hotelier’s Tool to Outsmart OTAs http://www.hotelogix.com/blog/2014/07/23/tripconnect-a-hoteliers-tool-to-outsmart-otas/
[62] Sourabh Matur (2014)TripConnect: A Hotelier’s Tool to Outsmart OTAs http://www.hotelogix.com/blog/2014/07/23/tripconnect-a-hoteliers-tool-to-outsmart-otas/

Set the Right Price: As per TripBarometer Global Report of April 2014, 95% of global travelers indicate price is an important factor in choosing an accommodation. Ensure that your room rates are competitive.

Try to Reach the First Position: Ensure that you bid aggressively to reach the first position as OTAs are also as aggressive. Travelers are most likely to click on the first position.

TripConnect will certainly take guests to the hotel's website which will give hoteliers an advantage to reduce dependency on OTAs and get better controls of the online distribution channel. (Sourabh Matur (2014)).Reaching as many potential guests as possible, out of good distribution channels, reputation management plays a crucial role in this sector.

Reputation Management

According to Bin Yu and Munindar P. Singh (2002) one of the major challenges for electronic commerce is how to found a relationship of trust between different parties. Creating trust is nontrivial, because the traditional physical or social means of trust cannot apply directly in virtual settings.

In many cases, the parties involved may not ever have communicated before. Reputation systems seek to address the development of trust by recording the reputations of different parties.[63]

With the tools of social media individuals and communities share, co-create, discuss, and modify user generated content.[64]

Not only can consumers easily publish their views on purchase through ratings, reviews, and online feedback, but other consumers interested in knowing these views.[65]

For reputation management, Tripadvisor is one of the most important platform in the hospitality industry. But online comments and reviews can come eg.: from Facebook, Yahoo, Yelp and Expedia (OTA) as well.

Rauch (2014) suggests to hotels to use only one tool instead of different others for managing a property's reputation process. Based on his oppinion, one of the means is Revinate as a complete, one-stop solution for reputation management instead of the cumbersome process of logging into

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[63] Bin Yu and Munindar p. Singh (2002) distributed reputation management for electronic commerce, in: computational intelligence VOLUME 18, ISSUE 4, pages 535–549, november 2002

[64] Kietzmann, J.H. , Hermkens, K. , McCarthy, I.P. , Silvestre, B.S. (2011). 'Social media? Get serious! Understanding the functional building blocks of social media'. *Business Horizons*. *54*, 3, 241-251

[65]Lee, L.W.(2014) 'Advice from creative consumers: a study of online hotel reviews', Int. J. Technology Marketing, Vol.9., No.1,pp.53-71

each platform and spending an exorbitant amount of time on a crucial yet time consuming aspect of the hotel industry. Engaging with guests and responding to their needs publicly through these forums can go a long way in driving future bookings to the property.

But what is revinate all about?[66]

Revinate, a San Franciso-based technology company that is reinventing the hotel guest experience, launches inGuest in Europe. inGuest brings together reservation (PMS) data and stay histories, with preferences, social media activity and guest feedback to surface comprehensive rich guests profile on a single platform. For the first time hoteliers can truly understand their guests and engage with them more effectively before, during and after their stays, increasing guest satisfaction and revenue. With inGuest, hoteliers can execute precisely targeted engagement campaigns. The platform also includes a request center to establish a two-way communication channel with guests via email, SMS and app notifications, a hotel-branded native app and a branded mobile website to streamline advance check-ins, room service orders, service requests, problem solving, concierge tips and more.

The Boston Harbor Hotel was among the first properties to deploy inGuest. Stephen Johnston, General Manager says, "At boston harbor hotel, anticipating guest needs and building deeper relationships with them is a top priority this year. inguest gives us access to guest data that we've never had before and a set of powerful tools we can use to personalize the guest experience. hotel guests are becoming increasingly tech savvy and inguest's rich guest profiles are going to completely change how hoteliers engage with their guests, deepen loyalty and drive incremental revenue."Already launched with proven success at leading hotels such as Provenance Hotels, Grande Colonial Hotel and Makena Resort, inGuest is now available in the UK and Ireland at Macdonald Hotels, Grange Hotels and Fuller's British Hotels and Inns.

How does inGuest works?

InGuest contains 3 stages: 1.Pre-stay, 2. On-site and 3. Post-stay. To be able to understand clearly the process, let me describe it through an example. The client is a female, between 24-35 , and an active user of LinkedIn, Facebook, Twitter and Tripadvisor.

1. Pre-stay : "Adele makes a reservation at the Avertine Hotel. inGuestbegins to fill in her guest profile with past stay information. The hotel receives an arrival report with a VIP guest list. Adele's

[66] Theodore Koumelis(2015) revinate launches inguest in europe to deliver a breakthrough in guest engagement: rich guest profiles, http://www.traveldailynews.com/news/article/65110/revinate-launches-inguest-in-europe#sthash.gfogtvdg.dpuf

profile shows 6 hotel reviews and high social activity with 5K Twitter followers. Adele receives an advanced check-in email and upgrades to a suite. The front desk gets an SMS and confirms with Adele. After checking-in, Adele receives a welcome SMS and heads to the bar for happy hour. 2. On-site. She uses the Mobile App to order room service for breakfast. 3. Post-Stay. The hotel gets an alert that Adele has written a 5 star review on TripAdvisor. Three months later, the hotel sends a targeted email to Twitter VIPs and wine lovers. Adele makes her 5th reservation."[67]

As we can see it above, apart from good quality service and interactive communication with our potential guests, flexibility is a key issue for the hoteliers in these years. A good marketing plan for a given period of time is a must for each hotel. However, the fast changes in the macro environment requires flexibility from the hotels. Real time marketing is the answer for this challenge.

Real time marketing

According to Trackmaven "Real Time Marketing is marketing that is based on up to date events. Instead of creating a marketing plan in advance and executing it according to a fixed schedule, real time marketing is creating a strategy focused on current, relevant trends and immediate feedback from customers. The goal of real time marketing is to connect consumers with the product or service that they need now, in the moment."[68]

Through the social media (eg.: Twitter, Facebook, etc.) sites, companies can gain information about their segments. With this knowledge, in a few minutes, hotels can easily define their up-to-date marketing messages. But, the contant must be valuable for the potential guests!Every consumer wants to be the member of the 'Being Trendy' group. If, hoteliers strategically structure their advertisements to reflect a current event (eg.: Formula1 after party, fashion show, etc.), their service may become more appealing to guests. The application of this type of marketing, must take place on a regular basis and include guest-generated content.

Whether it is Facebook or another social media tool, guests should be able to contact the hotel with an expectation that they will receive a response in a timely manner. Video campaigns (eg.: Flip to) on social media, when done properly, are proving to be successful for hoteliers looking to generate guest engagement. Flip.to allows for hotels to connect with guests from the moment they make a reservation and to create a unique experience upon arrival. (Rauch 2014).

Gary Vaynerchuk, a well-known Internet entrepreneur and author, famously said, "Content is king, but marketing is queen, and runs the household." Creating great content for your website and/or blog is helpful, but good content alone will not drive the results your hotel desires. A quality content marketing strategy sets a purpose behind the content. We may have read the articles about the

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[67] https://www.revinate.com/downloaded 2015.05.21

[68] http://trackmaven.com/marketing-dictionary/real-time-marketing/

importance of content for SEO, but it only drive results and increases brand awareness when deploying content with a custom marketing strategy.[69]

DeVoren, Herweg (2015) at TravelClick, the company's content marketing packages follow this strategic process:

Research demand generators, local attractions, and events within close proximity to the hotel.

Link researched topics with long-tail keywords that show low competition and high search volume.

Create engaging blog articles, infographics, videos, and white papers to add to the hotel blog and/or website.

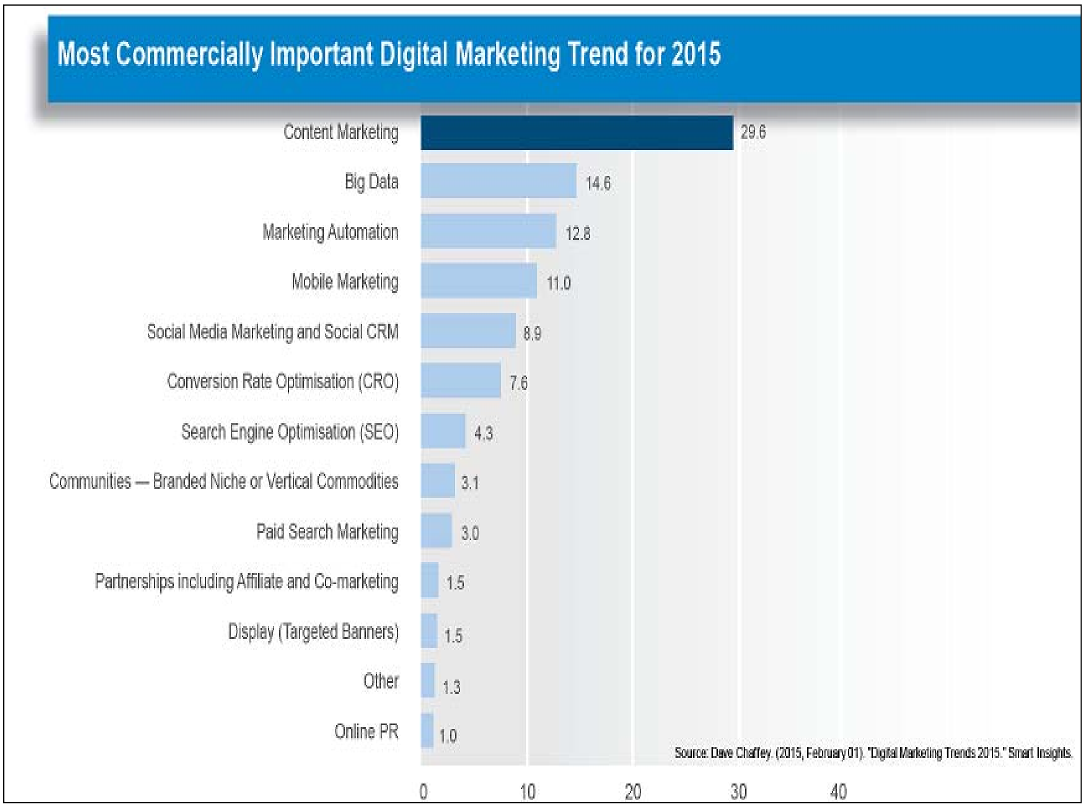
Syndicate the content on distribution networks to attract new visitors, create brand awareness, and promote natural links back to the website.

Measure the success of the content through the amount of referral traffic it attracts, the quality of the traffic (bounce rate and average session duration), and conversions it generates.

Based on a recent digital marketing trends survey by Smart Insights, content marketing was listed as the most commercially important digital marketing trend for 2015. (Chart3)

Chart3: Most Commercially Important Digital Marketing Trend for 2015

[69] Danielle Devoren / and Rew Herweg, the travelclick perspective – march 2015: digital marketing trends for the hospitality industry, http://www.travelclick.com/en/news-events/press-releases/travelclick-perspective-march-2015-digital-marketing-trends-hospitality-industry



Source: Dave Chaffey (2015) Digital Marketing Trends 2015

http://www.smartinsights.com/managing-digital-marketing/marketing-innovation/digital-marketing-trends-2015/

Simply creating original content will not keep the SEO strategy up-to-date in 2015. Be intentional with the content marketing strategy because the importance of content is not a secret anymore. How content is researched, put together, and distributed will separate the winners and losers in organic search moving forward.

"What is your hotel's content strategy? Are you simply writing more content because you've read that it's the right thing to do? Would you create a package for your hotel just for the sake of having a package to offer? When approaching content development, create a strategy with clear, measurable goals to further the growth of your hotel or brand."[70]

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[70] Danielle Devoren / Andrew Herweg, the travelclick perspective – march 2015: digital marketing trends for the hospitality industry, http://www.travelclick.com/en/news-events/press-releases/travelclick-perspective-march-2015-digital-marketing-trends-hospitality-industry

Summary

Tourism is very information-intensive and information is often dubbed the "life-blood" or "cement" of the industry which holds together the different producers within the travel industry - airlines, tour operators, travel agencies, attractions, car rental, cruise lines, and other supplies.(Zhenhua Liu,2000*)*

Changes in the macro environment in terms of technology, economic situation, cultural generational differences, political uncertainty, etc. cause shifts in the hotel industry cycle.

In recent years consumer behaviour in the international hospitality sector has changed dramatically. The 'new' consumer the Millennials has become the fastest growing customer segment within the hospitality industry. Millennials, as the member of the newly formed consumer society, has always the problem with the shortage of time.

All the solutions that are effective and fast mean the way to success. As a result, the importance of the up-to-date information has increased. This new segment is very demanding and expects high quality services from the commercial accommodations. Therefore customer service is strongly highlighted among the new trends in the hospitality industry in 2015. Innovative technology became one of the most important issues in the operation of hotels. Electronic check-in can be done either by mobile phone or by an Apple watch.

Distribution channels play a very serious role in the hospitality sector. How to increase revenue and same time decrease the costs of OTAs is the question here. The commissions the hotels pay to the Online Travel Agencies can range from 15-30% and that cause difficulties by reaching the targeted REVPAR. The solution is to increase direct hotel bookings. TripConnect lets the hotels compete with OTAs on TripAdvisor by placing bids. It displays real-time room rates and availability. So, instead of travelers booking via OTA sites, it lets them book directly from your site.[71] Reaching as many potential guests as possible, out of good distribution channels, reputation management plays a crucial role in this sector.

According to Bin Yu and Munindar P. Singh (2002) one of the major challenges for electronic commerce is how to establish a relationship of trust between different parties. Founding trust is nontrivial, because the traditional physical or social means of trust cannot apply directly in virtual settings.

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[71] Sourabh Matur (2014)TripConnect: A Hotelier's Tool to Outsmart OTAs
http://www.hotelogix.com/blog/2014/07/23/tripconnect-a-hoteliers-tool-to-outsmart-otas/

each platform and spending an exorbitant amount of time on a crucial yet time consuming aspect of the hotel industry.

A good marketing plan for a given period of time is a must for each hotel. However, the fast changes in the macro environment requires flexibility from the hotels. Real time marketing is the answer for this challenge. The application of this type of marketing, must take place on a regular basis and include guest-generated content. Simply creating original content will not keep the SEO strategy current in 2015. Be intentional with the content marketing strategy because the importance of content is not a secret anymore. How content is researched, put together, and distributed will separate the winners and losers in organic search moving forward.[72]

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[72] Danielle DeVoren / Andrew Herweg, The TravelClick Perspective – March 2015: Digital Marketing Trends for the Hospitality Industry, http://www.travelclick.com/en/news-events/press-releases/travelclick-perspective-march-2015-digital-marketing-trends-hospitality-industry

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STRATEGIC MANAGEMENT PERSPECTIVE ON THE CHALLENGES AND OPPORTUNITIES IN IRAN HEALTH TOURISM

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Abstract: The tourism industry is one of the world's largest and most efficient economic activity that creates the highest level of added value and directly and indirectly influences other economic & cultural activities . Tourism is one of the major sources of employment & income generation in the world such that many refer to it as the world's first industry. Health tourism plays an important role in national revenue of many countries; This industry earns about 100 billion dollars for the governments each year. However, Tourism is not developed in Iran and it is in its initial paces. As a matter of fact, the Ministry of Health recognized tourism-therapy in 2003. In addition, by doing this, rather than supporting tourism-therapy, the ministry mainly tried to create new jobs for the graduates of medical sciences. However, tourism-therapy was introduced as an independent industry in 2004 by the merger The Cultural Heritage Organization to The Iran and World Tourism. According to the planning, the Iranian government has devised plans to cover 30% of medical and health needs of the country, by the end of 4th national development program, through exporting medical products and services. Therefore, determining the obstacles in the way of optimum development of tourism-therapy industry is of great help to the country.

This paper sets out to determine the effective factors for attracting health tourism to Iran & examined the actual potential that foreign patients represent based on costs, quality & recognizing other aspects of marketing mix & investigated the role of the government & related organizations in

this market. Iranian health facilities according to the special situation of Iran can provide a massive & potential for medical & health tourism & Iran can become a hub of medical tourism in the region in future.

Keywords: Tourism industry, Health Tourism, Iran, Attracting, Effective, SWOT

1. Introduction

Nowadays , health tourism is one of the fastest growing type of tourism, & there are number of reasons of travel and tourists motivation in this area such as improvement in health of body & mind (weight loss programs, greater physical health and stress management), rest and relaxation, use of medical services & facilities (as surgical specialty) & use of climate and natural features of an area to relax body and mind.

The market of health tourism is introduced as one of lucrative and competitive industries in the world and is one of modern realms in advanced tourism. In national level, governments are interested in taking advantage of financial rewards stemmed from this industry. Increasing competition among different countries, in particular Asian developing countries has begun to attract health tourists [1].

Today, the relationship between economic growth and health development is bright well. In the new approaches it is not only the health sector that has been enjoying benefits of economic growth, but also it could bring many business advantages for countries and beside providing new financial resources for infrastructure and technology development, undertake important role in cross-section plans sustainable development. Health Tourism is an organized travel outside the usual realm of health care and is done to maintain and improve one's physical and mental health of the restoration [2]. Tourism industry in developing countries has turned into a productive and income-generating industry, and competing in attracting international tourists have resulted in making easier political relations between countries and adjusting process of travel and tourism. Foreign exchange or foreign money is a decent commodity that always developing economies in the world have competed with each other in an effort to generate more amounts. Tourism industry is recognized by a currency messenger operation. So tourism development is considered by governments willing to attract more currency sources to their countries (Ranjbarian and Zahedi, 2005). At present, with respect to the low cost and high income of this industry, many countries interested in tourism development, have focused their attention on this section of tourism industry and are planning in this regard (Kazemi, 2008). Iran has potential abilities in tourism industry development. But it is facing the challenges that could note the comprehensive sanctions.

2.Research Background

World Tourism Organization (WTO), in particular, defines health tourism as follows:

Use of services which increase or improve the health or enhance mood of the person (mental/physical by using mineral waters, climate or medical intervention) in a place outside the residence of the person & lasts more than 24 hours or less in a year [3].

Health tourism world's slogan is about facilities and services at same level as those in the first world or advanced countries & prices and costs at same level as those in the third World or developing countries .

Fields of activities in the world health tourism , includes hot water treatment, weight management programs, cosmetic and plastic surgery, joint replacement surgery, coronary artery bypass surgery, organ transplants, ophthalmology (LASIK) , dentistry and dental implants, rehabilitation and etc. [4].

The special position of Iran’s geographical location, its history of medical science and existence of expert medical and paramedical workforce, low costs and high quality of its health services, all could increase the importance of medical tourism in economic and medical fields in this country [5]. Legal essentials such as achievement of the goals defined in the “Forth Development Planning” and “Vision Document” reveal another aspect of medical tourism necessity [3].

Now the country's reliance on oil revenue is more than 50 percent. Iran economy is based on oil revenue therefore exchange revenue earned by oil export constitute the main part of Iran economy & in the long run this might expose the country to some economic problems . Therefore, measures should be considered in this regard ; & opportunities for exchange revenues & economic prosperity should be identified in order to change the oil-based economy to non-oil based economy so that to be able to compete internationally & get active presence in all industries. Here is a program that can be used for manufacturing and exporting of goods and services which can be obtained for gaining exchange revenue. The tourism industry in all its branches is a perfect source of employment & exchange revenue. [6]

Sadrmomtaz and Agharahimi (2010) studied health tourism in Iran; they believe that the most important factors in developing the health tourism industry in order to develop a strategy for public infrastructure are as follows: human resources development strategy, strategy of development in information systems and marketing, and product development strategy. They suggest that for development of medical tourism, the government should take all factors into consideration and develop a comprehensive and coordinated program to develop its medical tourism industry [7].

Ghezelbash and Abdollahi (2013) in their research concluded that Iran free trade zones because many incentives of investing, is a safe place of economic sanctions for developing medical tourism and strategy of health tourism development is need of using investment opportunities and incentives of free trade zones in medical tourism development [8]. The result of Izadi et al (2012) showed that Iran has many strength points, including expert physicians, up-to-date medical technology and natural healing regions to attract health tourists; however, weaknesses and challenges such as poor coordination among the organizations responsible for medical tourism and inappropriate planning [9].

Haghighi and his colleagues (2005) prioritized the factors on development of health tourism in Iran .Based on the result of their research on the Business practitioners in the health tourism there are three factors for branding the development of health tourism in Iran which are prioritized as health area ,true coordination among the institutions related to the health tourism & intersectoral institution of investment [10].

Nature therapy is a branch of health tourism, that focuses on the region natural and climatic characteristics and this potential is also seen in Iran such as hot water springs in Alborz mountains range, sludge treatment in areas like Lake Orumieh and Taftan mountains range in Balochistan ,hospice summer such as kelardasht and Javaherdeh in Mazandaran, Deylaman in Gilan , Shandiz in Mashhad and Sardasht ,international hubs like hot water springs in Sarein due to its water quality and also natural geography & surrounding landscape &spa in Geno in Hormozgan province .Also hot water baths which usually by use of hot water springs provide services to tourists , are one of the special ways to attract targeted visitors in Iran such as *daily hot water bath* for providing specialized services in one day, *destination hot water bath* which besides hot water bath provides services like health food menu planning & programs and strategies to improve life and health , *hotel hot tubs* which provides hotel hot tub services & offers health plans & *warm bath therapy* which is founded by one or more physicians and specialists and their main goal is to provide convalescence & complete medical services in an environment comprising a hot water bath. In such an environment, both traditional and complementary therapies are offered. Loyal customers in Iran primarily include increased number of tourists from Persian Gulf countries in Iran in recent years & secondary include tourists from Europe, Japan and Korea due to the history of their presence in Iran .Also *special surgeries* are cosmetic procedures & special surgeries are attractive for many tourists around the world. The boom in cosmetic surgeries in Iran has increased the quality of these types of surgeries . Surgical hospitals in Shiraz, Qeshm, Kish and Tehran can host foreign tourists, especially from the countries of the Persian Gulf.

But also Iran is facing the challenges that could note the comprehensive sanctions. Review of world health tourism condition shows that many of regional countries are using their health abilities including high quality and low cost health services to overcome on foreign threats such as economic sanctions. The main challenges of health tourism in Iran are as follows;

a. Economic

Oil-dependent economy and no need for tourism income, reluctance of private sector to invest in tourism industry and low income margin are some of the factors that negatively influence Iran's tour-ism development [11]. Private section of medical industry has simply low activity in this section [9].

b. Social

Lack of public knowledge as for tourism and national tourism attractions, enough welfare, health, and medical facilities, legal problems (customs regulations, visa issuance) are among the social challenges ahead of tourism industry [12] & also an ineffective airline service in Iran is a great challenge ahead of Iran's tourism industry [13,14].

c. Administrative and organizational

Tourism programming was first started in Iran in 1962), however, after more than 40 years, Iran's tourism is not in acceptable position [15].

Lack of well-trained workforce in tourism industry, lack of knowledge among the staff of tourism institutes (hotel servants, tourism agency staff) are along with some of administrative and organizational problems of Iran's wellness tourism [16].

Service sector comprises 46% of Iran' GNP, still the sector suffers lack of supportive programs and health tourism constitutes a small portion of the market [17].

Mehrabi studied the challenges ahead of development of Iran's tourism industry and found a significant relation between administrative problems and development of the industry [18].

d. Research and education

In view of the fact that the industry is a newly emerged market in many developing countries, most of them suffer lack of expert work force and even training facilities are not fully developed yet [19]. Lack of permanent education for training technical, executive, and training staff, and lack of effective and efficient research system to recognize the strategic needs of the industry are of the main research and educational obstacles [20]. An international study also emphasized poor English language skills among the work force of Iran's hospitals [21].

e. Welfare facilities and services

1. Lack of welfare and accommodation services in the tourism industry.

2. Lack of supervision and controls on improvement, repair and maintenance.

Poor transportation system, lack of standard hotels and other services were mentioned in another study as infrastructural problems of Iran's tourism industry [22]. Furthermore, lack of treatment VISA makes it impossible for these tourists to use medical insurances.

f. Cultural and advertisement

1. Attitudes, negative mental image and wrong perception regarding tourists;

2. Irrational and different methods in dealing with tourists;

3. Structural drawbacks in advertisement and public information; and

4. Failure to used proper methods in dealing with tourists; [23,24]

3: Methods

3.1. Research Method

This article is part of a qualitative study of descriptive, comparative and applied research in the field of health services.

3.2. Research Society

According to a study by Jabbari et al (2013) to identify the beneficiaries in health tourism, health tourism stakeholders in province of Isfahan includes these group: Governor, Office of Cultural Heritage, Handicrafts and Tourism, University of Medical Sciences, medical & health care service providers, tourism service providers, export development bank, private sector investors , Chamber of Commerce, Industry, Mines and Agriculture. Therefore, these groups constitute the statistical community & a sample will be selected among them.

3.3. Statistical Sampling

Most researchers don't have enough power and time to run the study on the whole society so they limit it to a small sample. In this study the snowball sampling method has been used. Snowball or chain or network sampling is frequently used in qualitative research. In this sampling, you choose participants then by their contribution depending on your desired features you will get to the next participants . Patton says, "by questioning number of people about those who you can talk about, the snowball will get bigger and bigger as far as you accumulate items which are rich in information ."In this study, 110 questionnaires were distributed which out of them 104 questionnaires were collected.

3.4. Measuring Tools

In order to identify challenges and opportunities in health tourism , questionnaire was used. Questionnaire is filled by the considered sample and comments will be collected and analyzed. Due to the qualitative nature of the subject and in order to better exchange ideas and information , researcher will do face to face interviewing of respondents .

3.5. Methods of Data Collection

In this research which includes descriptive, scientific, correlation, experimental ,etc , the researcher should study the literature and history of the problem and research subject & hence for the formulation of the research literature, researcher used library methods and scientific internet search engines and upon which the theoretical foundations of this study was prepared. Also in the field part of the research in order to develop and design measurement tools, the method of interviews with number of respondents will be used .

3.6. Stages of Research

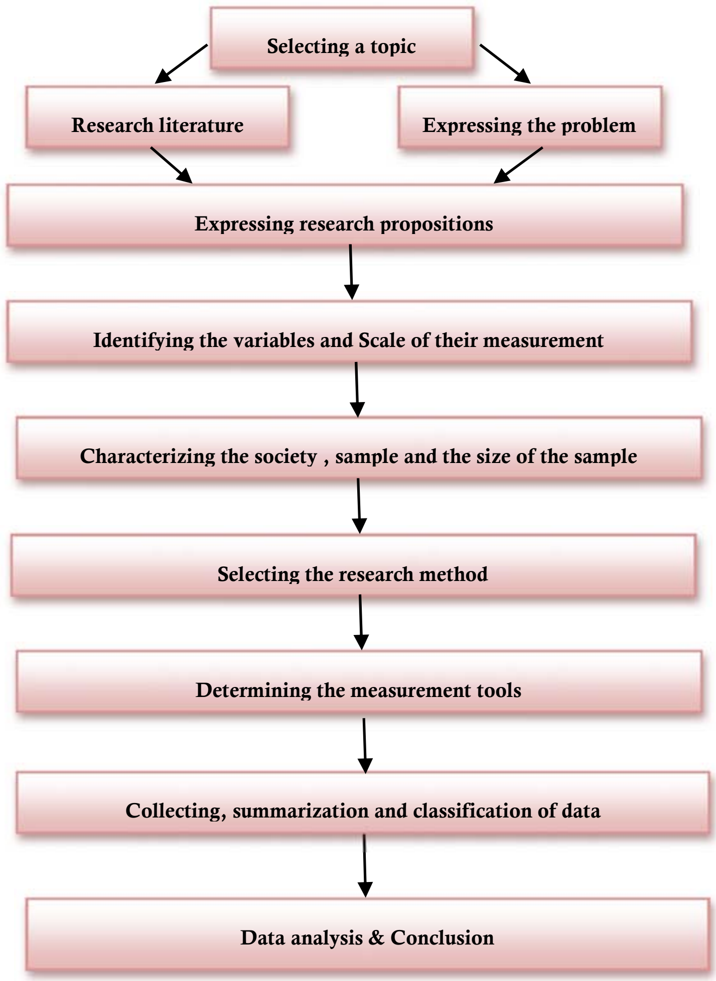

Diagram 1: The process of present study

3.7. Quality of data and Research tools

To ensure the quality of data tools collection, It is important to examine them by two essential criterion that are validity and reliability.

of Questionnaire[73]a. Validity

C.H Lawshe invented a useful method for assessing content validity . According to Lawshe theory, if more than half of the expert assessor or reviewers stated that those items or questions are beneficial & essential for assessing the structure which is subject matter of research, they at least have some content validity. Whatever the jury more agree on essentiality or profitability of a given item, the higher the level of the content validity. Lawshe invented a formula for assessing the content validity that is called proportion of the content validity . To determine the exterior validity of the present questionnaire , a designed questionnaire based on the integration of the subject literature and the assessment results by specialists were provided to 3 expert people and they were asked to comment on the validity of the questionnaire to confirm whether it is explicit & also examine whether this questionnaire measures the trait or subject matter of the study or not? All of the above stated that the survey is explicit and questions consider related data.

of Questionnaire[74]b. Reliability

To assess the reliability of questionnaire in the present study ,internal consistency or Cronbach's alpha has been used. In principle, when calculating Cronbach's alpha , in fact, the correlation between each question score and the total score of each individual is obtained & the comparison between that question & variability of every single question is done . Cronbach's alpha coefficient is always between 0 and 1 & it is interpreted same as the correlation coefficient. Whatever more the Cronbach's alpha coefficient is closer to 1, indicates higher internal consistency, and vice versa, whatever more the Cronbach's alpha coefficient is closer to zero, indicates a lower internal consistency. Usually the acceptable alpha coefficient is at least 70% (Mirzaei, 1388).In this study 25 questionnaires collected out of the statistical society , and transferred to SPSS 20 software & then reliability of questionnaires was measured by using Cronbach's alpha coefficient .In this survey calculated Cronbach's alpha coefficient for the whole questionnaire is equal to 0.920 which is a very high coefficient and suggests that the reliability of the research tool is at an excellent level. As can be seen in table 3.1 , the obtained Cronbach's alpha coefficient is 92% for the whole questionnaire, which is a very high rate. So it can be concluded that in this this research ,the reliability of the measurement tool is very high.

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[1] –Validity

[2] – Reliability

Table 1 : Calculated reliability for whole questions in the survey questionnaire

Questionnaire items	The number of questionnaires	Cronbach's alpha coefficient	The number of items
Whole Questionnaire	**104**	**0.920**	119

3.8. Methods of data analysis

Illative method of each survey data analysis is selected on the basis of the structure of questions, hypothesis, the nature of data and objectives of the research study. Also in this research after collecting the whole research data, collected data transferred to the existing and related software , which was SPSS 20.

4 : Results

After Practical preparation of the questionnaire , the distribution and collection ,the relevant data were entered into the software for the analysis.

4.1. Goals and Stages in Studying SWOT in Analyzing the Factors Affecting Health Tourism in Iran

A: Study of the internal factors affecting heath tourism in Iran

This stage aims to assess the internal environment for identifying the strengths and weaknesses of tourism. Indeed, the important and effective aspects in achieving the strategic planning objectives of tourism and their technical implementation in Iran have been considered.

B: Study of external factors affecting various sectors of health tourism in Iran

This stage aims to study the impacts of external factors in health tourism in Iran and also to analyze and develop appropriate strategies through identifying opportunities and threats facing health tourists in this country.

Accordingly, necessary steps have been taken by providing a table consisting of these factors, and how they affect health tourism functioning, and analyzing them based on SWOT model.

According to the *SWOT analysis* and Likert evaluation scale (1=absolutely low, 2=low, 3=moderate, 4=high, 5= absolutely high) ,in most cases , the importance of items is close to 3 that shows respondents assessed the value on items as an average .

The rating of factors as described in the questionnaire are as follows:

*Internal factors (strengths and weaknesses):

One is equal to Maximum strength

Two is equal to Relative strength

Three is equal to Relative weakness

Four is equal to Sever weakness

*External factors (opportunities and threats):

One is equal to Maximum opportunity

Two is equal to Relative opportunity

Three is equal to Relative threat

Four is equal to Sever threat

It should be noted that all numbers have been rounded , for example, 2.65 to 3 , but 2.45 to 2 have been rounded.

According to the assessed data we list importance & rating of 10 cases out of the whole for both of internal factors (strengths and weaknesses) and external factors (opportunities and threats) .

Table 2: strengths and weaknesses of 10 cases

rating	degree of importance	strengths and weaknesses
1	2.7788	There are job opportunities, due to the presence of tourists, and many health centers in the country
8	2.7115	Natural and tourism attraction in Iran.
10	2.6442	Benefit from the infrastructure, and health fields, and areas prone to medical and human capital
7	2.7212	There is adequate space tourism, natural and cultural history, ranging from medical centers
4	2.7596	There are well-equipped hospitals, elsewhere in Iran
3	2.7692	Lack of government supporting of private sector to provide health for medical tourists.
6	2.7404	Limitations of human resources capabilities especially in IT and language skill.
5	2.7405	Lack of required coordination among responsible authorities in tourism issues and the shortage of a coherent management
2	2.7693	Lack of facilities and transportation infrastructures, hotels, hospitals hotels and private hospitals
9	2.6731	Lack of insurance rules consistent with international standards

Table 3: opportunities and threats of 10 cases

	degree of importance	opportunities and threats rating
9	2.5096	Dealer's abuse of curative tourism markets
10	2.4808	Increasing the number of foreign tourists
6	2.5962	Enhancing services quality and tourism infrastructure
5	2.6442	Incentive travel, for the people
4	2.6827	Develop and equip the health center, recreation facilities
3	2.7019	Investment in infrastructure and superstructure, in order to service better service
1	3.0000	Increased attention from the government and the private sector, the medical tourism sector
8	2.5288	Optimum use of all attractions within the area of health sites
7	2.5481	Increased attention from the government and authorities to invest in medical tourism
2	2.7115	Reduce the incentive to travel to Iran for treatment among people

5: Discussion

5.1. Developing the Strategies Affecting Health Tourism in Iran

At this stage, four basic strategies (competitive, diverse, defensive and reviewing) are presented for Iran in order to plan and develop its strategies which are as follows:

A: Competitive-Aggressive Strategies (SO) Effective in Iran Health Tourism

- utilizing medical services with low prices to attract curative tourists from various countries

- Utilizing the experiences achieved in successful countries to attract patients with regard to new discoveries and abilities in Iran in the field of medicine

- presenting comprehensive plans to take advantage of Iran's strategic position in the field of health tourism

- Utilization and equipment of mineral water sources and therapeutic sources to do natural therapeutic tourism activities

- using young and professional workers in the field of health and curative tourism

- doing extensive and modern advertising in the field of health tourism potentials and various tourism attractions in Iran

- utilizing common religious, cultural and linguistic commonalities to attract health tourists from neighboring countries

- paying special attention to positive impacts of health tourism such as creating exchange and preventing from brain drain and getting out of single product

- Utilization of neighboring with the Persian Gulf and Central Asia states

B: Contingency or Diversity Strategies (ST) of Iran Health Tourism

- providing health packs with regard to current potentials and presenting special services along with these packs to attract tourists - synchronization of equipment and national health tourism services with international developments in order to compete with rival countries

- familiarizing the medical tourists in internal and external parts of the country with new achievements and methods in the area of treatment such as recombination drugs, stem cells and ophthalmology treatments in Iran

- hiring young skilled labor in the field of health tourism to prevent from brain drain

C: Reviewing or Adaptive Strategies (WO) of Iran Health Tourism

- coordinating the trustee authorities of national health tourism to take advantage of current potentials

- improving the facilities and transportation infrastructures, hotels, private hospitals and hospitals hotels in the country

- developing a comprehensive and coordinated system to develop health tourism in the country and raising the number of health tourists

- paying attention to the accomplishments resulted from health tourism while developing health tourism strategies such as getting rid of single product

D: Defensive Strategies (WT) of Iran Health Tourism

- developing comprehensive plans to expand health tourism and taking advantage of young labor force to prevent from brain drain

- Equipment of the hospitals and health tourism infrastructures for further development of health tourism

- supporting the private sector

- Performing check-up processes on arrival of foreign patients to prevent from infectious and contagious diseases.

6. Conclusions

Iran has potential opportunities and capabilities for tourism development. However, is facing number of inhibitors and challenges that can cite the widespread sanctions of America and its allies including Security Council in hampering economic agreement developments. Boycotting Iranian banks and insurance institutions has made the entry and exit trends of foreign exchange and international services of travel insurance to have some problems, and on the other side negative propaganda of west versus Iran, has distorted mentality of tourists community to Iran .Applying different kinds of restrictions in investment importantly foreign direct investment has minimized the utilization opportunity of foreign exchange sources.

In this condition by looking at health tourism industry situation in developing countries and assessing medical tourism position in these regions, we can find out that these countries utilize their abilities including high quality and low costs of medical services along with health tourism development and has subjugated on foreign threats comprised of economic sanctions.

This flow by regional countries could be a strategy in overcoming on current sanction problems and beyond this a threat for Iran utilization of health tourism development; because now regional countries such as Lebanon, Bahrain, Saudi Arabia, UAE, Jordan, China, India and ... are considered as a strict opponents of Iran in health tourism specially medical tourism. In such condition utilizing a comprehensive strategy for health tourism development and introducing capabilities of country, require a meticulous and genius policy and plan of tourism management organizations of country. Based on last researches, local development rising from tourism activities requires expense of tourists and by providing more foreign investment in specific areas we could attract tourists. The strategy implies the necessity of utilization opportunities and investment incentives in medical tourism development. capacity of country in sciences such as stem cells, repairing SCIs, infertility, liver and kidney linkage, ophthalmology and radiology topics beside the appropriate cost of health care services and high success rate of specialized operating, apply high potent of Iran to develop medical tourism. Choosing suitable place for development is comprised of sustainable tourism development funds.

Medical tourism must be dealt with is a systematic way. Specialized committees must undertake tourism attraction and advertisement measures. Moreover, the trend of patients leaving the country for medical care must be stopped through investment in research and education fields and development of modern and traditional health services centers.

Programming to overcome each one of the mentioned problems is recommended for further development of tourism industry. Although the factors introduced in this work are mutually related and working on none of them in isolation may solve the problems of the tourism industry in Iran.

7. Suggestions

Regarding the results obtained from the present study, the researchers suggest some strategies which can result in improving medical tourism in iran:

Investigating and comparing strengths and weaknesses of issues of medical tourism in medical centers of Iran with medical centers of successful countries in this field such as India, Thailand, Malaysia, and Singapore and then analyzing the experiences of these centers for enhancing this industry in medical centers of Iran.

Creating websites related to medical tourism in international languages for the patients to access information, because most of medical tourists search their needs through the Internet.

Using modern and advanced facilities and equipment according to international standards.

Periodical training of professional human forces in the field of using and maintaining medical equipment optimally.

Applying mechanisms in line with preventing the migration of skilled doctors, because in recent years, many famous doctors of Iran emigrated abroad.

Providing the latest and best advanced treatment methods of the world.

Clarifying the costs of medical and tourism services in order to provide the possibility of its comparison with other countries for patients.

Supervising the prices and quality of medical and tourist services provided for patients.

Contracting internationally active insurance contracts regarding payment of medical and tourism facilities regarding the way of the payment of medical and tourist costs according to other countries through travel, traveler's checks, credit cards, wire transfers and money in today's world.

Providing national and international service training courses to improve the professional skills of scientific human forces in the world.

Hiring interpreters in international languages, especially English and Arabic in hospitals.

Utilizing expatriate Iranian physicians with expertise and experience in international boards high-level human resources professional and fluent in English having strong public relations.

Special and sub-special medical services such as organ transplantation, stem cells, infertility treatment, cosmetic, joint replacements, dental procedures and CAM and traditional services.

Integrating hospitals information system and enhancing it and amending methods for collecting, recording and reporting information to foreign patients.

Enhancing rapid access to networks and databases strong line of communication with the patient, physician, and implementation of technologies such as telemedicine remote, remote consultation, remote education.

medical tourism potentials of Shiraz through electronic and non-electronic advertising (Medical Tourism in International Trade, embassies, tourist guidebooks, specialized magazines, brochures and satellite networks).

Customer retention and market penetration, identification of target markets in the region with common cultural, religious, linguistic, geographical proximity.

Contracts with other countries, especially Islamic countries, referral partners and the countries of medical tourism.

Trying to recruit Iranians abroad for healthcare and tourism issues.

Giving facilities and concessions to patients and their relatives.

Using marketing consultants, contracting medical tourism companies or creating medical tourism companies, creating agencies in other countries, using hotel representative in Staff Board of Directors of hospitals.

Providing hotel-apartments in the hospital premises for accommodating patients and their relatives or for recovery period and providing facilities of transportation of patients and their relatives.

Providing facilities accordance with the national and cultural facilities an interpreter for the comfort of patients and their relatives and communications.

Organizing tours before and after treatment according to patients' condition.

Building a health city in a good climate zones of Shiraz or near it.

Providing comprehensive medical tourism plan.

Creating an independent and active unit in the field of medical tourism in hospitals. Investigating and studying advances of successful hospitals of other countries in this filed and using their experiences.

Tax and customs rebates for entering medical equipment standard.

Offering facilities for convenient entry of foreigners such as medical visa for medical tourists from other countries and elimination of visa problems.

The possibility of the extension medical visa in order that the patients do not have to return to their countries before completing their process of treatments.

It is necessary for Ministry of Health and Medical Education to perform standards of hospital services in the world level and provide conditions for receiving international credits such as receiving a confirmation from JCI.

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PERSUASION IN TOURISM ADVERTISEMENTS REPRESENTING ARMENIA

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ABSTRACT

The paper aims at studying the linguostylistic and cultural peculiarities of tourism advertisements representing Armenia on social media tourist sites.

On the one hand the texts on tourist sites provide information about different destinations, often complemented by pictures and videos, but on the other their main function is persuasion. Our focus is on what linguistic and visual means are used to persuade the customers to buy country brands, and how countries, as culturally marked places, are introduced as brands.

The development of e-tourism is also considered within the framework. It is studied weather the dialogue with the tourism industry changes the attitude of tourists towards the commercials and the information provided in them.

The methodology of our research is critical discourse analysis that helps reveal text, image and video interaction in tourism discourse.

The overall conclusion is that textual and visual elements on social tourist sites are equally important in tourists' evaluation of the destinations (in this certain case Armenia), and often differ from the information included in the advertisements on commercial sites. It can be suggested that the authentic tourists' real experiences represented through stories, photos and videos shared on social media sites strengthen the persuasion component, and thus compete with the advertisements on commercial sites vitally changing the potential tourists' attitudes.

INTRODUCTION

The process of learning about the country begins before the intended travel. The process of acquiring knowledge about tourist destinations may be realized through different sources– friends, family, social media, official tourism websites, TV programs about the destination and so on.

Countries are transformed into brands to be advertised and to be purchased. The country brands are connected with the culture and history of the countries to a great extent and, therefore, with the identity of the countries and the nations. Hence, branding a country is a more complicated process than branding a product, taking into consideration the fact that it should be realised according to various perspectives. Countries want to sell their country-brands to develop their economy; in this respect, the task is more difficult for small, developing countries when compared to such countries as France, Italy, UK, US are.

The country-brands are connected with the reputation of the country, stereotypes about this or that nation and are often designed by professionals to change the stereotypical perception of a certain nation or country. With the spread of social sites and special tourism social sites such as tripadvisor, virtualtourist or lonelyplanet are virtual places, i.e. the ones where the customers not only book hotels or flights but also may join in forums or write reviews.

‘Conversations, whether a review on tripadvisor, a picture on flickr or an interaction on twitter, drive the informal exchange of thoughts, opinions and feelings between customers who are increasingly listening to each other. Those conversations ultimately shape your brand and, at its most extreme, your brand becomes its reputation online defined through the conversations customers are having about their real brand experiences.’ (Munro and Richards, 2011)

Fotis et al. write that their study showed that social media are used during all stages of the holiday planning process (before, during and after holidays) and that information from other travellers on various sites is trusted more than that of official tourism websites and travel agents’. The information gained from other travellers has changed the tourists’ plans concerning their future destination or hotel to different extent. (2012)

As noted by Fairclough (1995) ‘ 'discourse' is use of language seen as a form of social practice, and discourse analysis is analysis of how texts work within sociocultural practice. Such analysis requires attention to textual form, structure and organization at all levels. The distinction between what is explicit and what is implicit in a text is of considerable importance in sociocultural analysis. Fairclough claims that one cannot properly analyse content without simultaneously analysing form, because contents are always necessarily realized in forms, and different contents entail different forms and vice versa.’

‘Via static and moving pictures, written texts and audio-visual offerings, the language of tourism attempts to persuade, lure, woo and seduce millions of human beings, and, in so doing, convert them from potential into actual clients— Thus, since much of this rhetoric is both logically and temporally prior to any travel or sightseeing, one can legitimately argue that tourism is

grounded in discourse.’ (Dann, 1996)

The paper claims to study what linguostylistic tools that are used in tourism discourse to persuade the customer to buy the country brand through the function of impact taking into consideration photos that complement the advertisements.

Advertising the country-brand ArMENIA

The first advertisement on Armenia is from tripadvisor. It is the ad of the site and not a part of a review written by a tourist.

Long fought over by warring empires*, the city of Yerevan survived centuries of foreign occupation, finally becoming independent with the fall of the Soviet Union. This capital city, a center of Armenian culture, has celebrated its freedom with a flurry of construction and a growing population. Despite this push forward, history survives in Yerevan - The Institute of Ancient Manuscripts houses books dating back to the 9th century, and the ruins of the Erebuni Fortress, built in 782 BC,* still stand*.* (/http://www.tripadvisor.com/Tourism-g293932-Yerevan-Vacations.html/)

This advertisement realizes both informative and impact functions. It is a short introduction to the history of Yerevan (informative function), secondly, some word-combinations and collocations serve to interest and persuade the potential tourist to buy the country brand which is the ad’s main function, and stylistically it realizes its impact function. Surprisingly, the advertisement is not rich in adjectives intrinsically charged with positive connotation that is peculiar to the language of advertisements. The adjectives found in the ad are the following: *long, foreign which* acquire a connotative meaning in the context whereas the adjectives *capital, Armenian, growing, ancient* are neutral. The persuasive function is carried out through the syntagmas which have connotative meaning. In the example under consideration the following word-combinations have been detected as connotative and persuasive:

1)Long fought over by warring empires… the phrasal verb ‘*fight over’* acquired connotative function due to adjective *‘long’*, which inherently doesn’t have an evaluative function but in this context the phrasal verb fight over acquires an adherent connotative meaning, emotional-evaluative overtone and changes the informative influence of the phrasal verb and connotatively refers to the hard and lasting history of Yerevan and Armenia. The sentence continues in the following way:

2)…the city of Yerevan survived centuries of foreign occupation –Yerevan is personified and metaphorically is transformed into a hero that survived centuries of foreign occupation, the adjective *foreign has a* negative connotative meaning used with the noun *occupation* which has a denotative negative meaning. Two other examples of personification are found in the advertisement, they are the following:

3) This capital city, a center of Armenian culture, has celebrated its freedom with a flurry of construction and growing population – personified Yerevan – *“hero”* celebrates freedom.

4)The third example of personification is found in the last sentence …*history survives in Yerevan.*

The first visual text is the map of Armenia beneath which is written 13.652 reviews and opinions followed by small photo icons: on the left side is an icon on which it is written ‘2.394 candid traveller photos’ that is followed by three photos: two of them present the Republic Square of Yerevan, one of them shows khachkars (crosstones) and on the last one is written ‘Traveller’s Choice: Tripadvisor’. This clickable icon takes the reader to the page entitled ‘10 destinations on the rise – Asia’, on the 9th place is Yerevan, Armenia. The potential tourists may log on with Facebook and find out what their friends say about the destination.

All the icons are clickable, take the potential tourist to the whole photogallary enabling to see the photos with captions and together with small avatar of the site member and his/her nickname. The potential tourist has the opportunity to read the reviews written by the tourists and ask them questions about the destination. Most of all the photos are authentic and not photoshoped.

They illustrate many aspects of the Armenian culture: places of interest, museums, galleries, souvenirs, local people, cars, restaurants, clubs, pubs, food, national dress, thus, shaping the country’s brand.

The next example of an ad representing Armenia is from Lonely Planet:

Introducing Armenia

Although Armenians carry a lot of psychological baggage from a traumatic 20th century, you’d hardly notice it from a quick tour around the country. The rapidly modernising capital, the boutique tourism industry and the warm welcome you’ll receive everywhere seem to belie the country’s reputation for tragedy. Rather than letting past woes weigh it down, Armenia (ՀԱՅԱՍՏԱՆ) has built its memorials, dusted itself off and moved on. For travelers, easily visited highlights include ancient monasteries, candlelit churches and high-walled forts – but lasting impressions lie more with the Armenians *themselves. You'll easily find friends among these gracious, humble and easy-going people, even without a common language. The travel experience is wide-ranging – you can have a four-star holiday in Yerevan and Sevan or a much simpler experience in rural towns like Dilijan and Goris. Many travelers only spend a week or less as they shuttle around the region but those with more time get to experience the best spots in crowd-free bliss.* (http://www.lonelyplanet.com/armenia#ixzz3agld1m8b/)

Beneath the advertisement are placed two photo ads: 1) Top things to do in Armenia – photo of Geghard monastery

2- Best places to stay in Armenia – photo of a hotel pool

The advertisement addresses the consumer informally as the auxiliary verbs are contracted (you'd, you'll x2). It is rich in epithets to convey the emotional evaluation of the country-brand.

The adjectives found in the advertisement are the following: *psychological, traumatic, quick, modernising, boutique, warm, past, ancient, candlelit, high-walled, lasting, gracious, humble, easy-going, common, wide ranging, four-star, simpler, rural, crowd-free.*

The following collocations have connotative meaning:

1) psychological baggage - is an example of deformation of idiom as the original idiom is *emotional baggage*, hence the collocation acquires adherent connotative meaning referring to the historical memory of Armeninans related to their traumatic past – the genocide (1914-1915), Sumgait pogrom (1988). The author figuratively calls the 20th century traumatic – *2) traumatic 20th century.*

3) Rather than letting past woes weigh it down, Armenia (ՀԱՅԱՍՏԱՆ) has built its memorials, dusted itself off and moved on. – This sentence is an example of personification.

4) crowd-free bliss – The collocation is used in a figurative sense and means quiet bliss.

The next advertisement is from Tourism Armenia. The first thing that strikes the customer's attention are interchangeable pictures representing Armenia: the Biblical Mount Ararat

(historically on the territory of Western Armenia), an eagle flying in the sky, rocks, red, ripe currents, architectural carvings, ruins of Zvartnots Cathedral, Lake Sevan. Below the pictures a verbal advertisement is presented:

When you visit Armenia, take the occasion to stop and listen attentively to your inner rhythm. Attune it to the rhythm of the life pulsing through "the country of a found and a lost Eden". Set your pace to its pace - stroll through the bustling avenues of major cities, walk along the quaint streets of provincial towns. Relax on the sun-warmed steps of a hilltop chapel. Enjoy a leisurely conversation in a mountain hamlet - let the flow of the life of the country embrace you. Sharpen your senses and feel Armenia (http://www.tourismarmenia.org/#ixzz3aguxUsyP).

The verbs are given in the imperative mood though there are no exclamation marks at the end of the statements. The advertisement is written as an instruction - advice for the tourist. The stylistic devices used are the following: personification, allusion, repetition.

1) let the flow of the life of the country embrace you – personification

2) "the country of a found and a lost Eden"- In this phrase an allusion can be traced in reference with biblical Eden.

3) *Set your pace to its pace* - is an example of repetition to strengthen the function of influence.

Taking into consideration the ads analyzed above. It can be inferred that the advertisements are written in a literary style, they are linguistically well designed, rich in metaphors and exaggerations, lack first person narration and often are manifested in the imperative mood. The modern tourist, I believe, needs a more interactive and personified information. Nowadays, the potential tourist is able to find reviews they can comment on or make enquiries regarding the information provided, rank the usefulness of the review, and thus be in a trialogue with the industry (Dann, 2012). The nickname of the reviewer is 'Horscheck' and his avatar, the date of his last visit to the destination and the date of the last update of the review are also available. These details make the review more reliable psychologically and thus, persuades the potential tourist to take up the tour.

The next example is a review about Yerevan written by a tourist from 'Virtual Tourist'.

"Yerevan – The pink city of Armenia" Yerevan by HORSCHECK

The main idea of my first trip to the Caucasus region in May 2014 was to explore Georgia. In the early planning phase I realised that neighbouring Armenia can be visited visa-free as well, so I thought about taking a detour to this country. After I had read some travel tips about Armenia I eventually ended up spending 8 days in Yerevan. From there I explored large parts of the country on day trips.
The Armenian capital is often referred to as "pink city". This is derived from the colour of a volcanic tuff stone, which is used for many buildings in the city. Yerevan has just over 1 million inhabitants and to my surprise it is located at an altitude of around 1000 metres. On clear days the famous Mount Ararat (5137 m), where Noah's ark is said to have come to a rest, can easily be seen from Yerevan.
I especially liked the multitude of Soviet style buildings. Many of these can be found at the Republic Square, but my personal favourite was definitely the Railway Station, which was built in Stalinist wedding cake style in 1956.
Other well worth seeing sights include the large Saint Gregory the Illuminator Cathedral, the Persian Blue Mosque, the Opera Theatre, the Mother Armenia Statue and the Karen Demirchyan Complex. Apart from these, the Cascade is a must-visit in the city. It is is a giant stairway from whose top panoramic views of Yerevan with the Mount Ararat in the background can be enjoyed.
Among the highlights in the city was also my stay in the Downtown Hostel, where apart from the friendly staff I also met many travellers from several countries like Singapore, America, Iran, the Netherlands, Poland and quite a few more.
Last but not least, Yerevan is the perfect location for both organised and independent day trips to other parts of Armenia. I took part in two organised tours with different companies, one through southern and one through northern Armenia.
Besides I went to Armenia's first capital Ejmiatsin by public transport and explored the town by myself.

"Even if one believes that there is nothing to expect, we always expect something or someone."
--- Charles Aznavour ---

Pros and Cons

Pros: Soviet style architecture, tasty food, friendly people.

Cons: Letterboxes are not really emptied.

In a nutshell: Yerevan – The pink city of Armenia.

*Last visit to Yerevan: Jun 2014 Intro Updated May 1, 2015 (*http://members.virtualtourist.com/m/3a000/1a163f/)

The review is written in the form of a first person narration.

Noah's ark is said to have come to a rest – this is an example of allusion referring to the Bible.

The author expresses his emotions and feelings through the following phrases: *I especially liked* the maltitude of Soviet style buildings; *my personal favourite* was definitely the Railway Station, other well worth seeing sights include...; the Cascade is a *must-visit*.

The quotation by Aznavour *"Even if one believes that there is nothing to expect, we always expect something or someone"* is used to emphasise and prove that the destination is worth visiting: I assume that stylistically it realizes the impact function.

Below the review the replies of the other members of the site Virtual Tourist are given. The potential tourists reply to the review using informal language, addressing the reviewer using his nickname, their photos and nicknames are also available together with the photos, date and time when the reply was written.

Nemorino *Yesterday*

Me again, coming back for another look at this updated page.
When I first came to Germany I heard lots of jokes about "Radio Yerevan", but these have gone out of fashion since about 1990.

magor65 *Mar 7, 2015 at 9:40 AM*

Very interesting and useful tips about Armenia. I'd love to go there.

starship *Jan 11, 2015 at 11:42 AM*

Holger, your excellent introduction page was very interesting! Enjoyed all your tips and photos which I thought made Armenia a very appealing destination! Great work!

Regina1965 *Jan 9, 2015 at 6:52 AM*

A very good page. I would love to visit Armenia one day.

Kuznetsov_Sergey *Dec 29, 2014 at 11:04 AM*

A very exciting trip to Yerevan, Holger! I've never been to Armenia and looking forward to go there someday. It becomes more actual now when the trip to Europe will be too expensive for Russians after the rouble falling down.

hunterV *Nov 28, 2014 at 1:23 AM*

Hello, Holger! Thanks for your comprehensive page and travel advice!

yumyum *Nov 3, 2014 at 8:05 AM*

Excellent page on Yerevan! It certainly changed a lot since I've been there in 1984 during Soviet times. I remember the market hall with its colourful produce on offer which now obiously houses a supermarket. Should look at my slides again some day

wabat *Oct 31, 2014 at 7:44 PM*

Holger - got through half this great page and look forward to returning to read your things to do section soon.

xaver *Oct 31, 2014 at 2:08 PM*

some really great tips here. The idea of a combinated trip Georgia Armenia is on my mind for a too long time....

IreneMcKay *Oct 25, 2014 at 5:09 AM*

This looks like a fantastic city. Exactly the sort of place I really, really like. Another one on my to do list. Great page. Irene

german_eagle *Oct 23, 2014 at 4:02 AM*

Another excellent page, Holger. I enjoyed reading your tips and watching the pictures - the number of sights from the Soviet era is amazing. Cannot say I'm the biggest fan of that kind of architecture, but it's interesting. I'm wondering if you were able to go inside the churches or if photography was just not allowed there.

MalenaN *Oct 21, 2014 at 10:46 AM*

Enjoyed reading your tips Holger! They brought back many nice memories from my two visits to Armenia.

Nemorino *Oct 19, 2014 at 3:36 PM*

Holger, I like your new page on Yerevan. The Downtown Hostel sounds really nice. Do you know if they actually perform operas at the Opera Theatre?

globetrott *Oct 19, 2014 at 1:27 PM*

an interesting page about a special Location ! Great to see these great vintage cars with the "special charmes" of the CCCP ! ;-)

toonsarah *Oct 19, 2014 at 7:54 AM*

Great new page Holger! This looks a fascinating city to visit and I also very much enjoyed your accounts of the day trips you did and the photos of all those beautiful monasteries. Great restaurant and transport tips too!

Gili_S *Oct 17, 2014 at 11:12 PM*

What a lovely page, looks like a full guide for this place and you had excellent weather. PS: Very danger postal service here, so everyone should be aware of that ;)

BillNJ *Oct 13, 2014 at 4:27 AM*

Very interesting. You're really getting off the beaten path with some of your latest trips!

Chinggis_n_Borte *Oct 12, 2014 at 1:39 PM*

Excellent information, beautiful pics. A really great page with great useful tips, and great photos.

Chinggis_n_Borte *Oct 10, 2014 at 7:24 PM*

I will come back for a look when you have had a chance to finish it. Looking forward to it!!

(http://members.virtualtourist.com/m/3a000/1a163f/)

I have compiled the list of adjectives used in the replies that have inherent positive denotative meaning. These adjectives evaluate the review together with the destination making the review more trustworthy and the destination appealing. Below the list of the adjectival collocations picked up from the review is presented: updated page, very interesting and useful tips, excellent introduction, very inetersting, a very appealing destination, great work, a very good page, a very exciting trip, comprehensive page, excellent page, colourful produce on offer, great page, really great tips, amazing, an interesting page, nice memories, really nice, great vintage cars, special charmes of the □□□□, great new page, fascinating city, beautiful monastaries, great restaurant and transport tips, what a lovely page, looks like a full guide for this place, you had excellent weather, excellent information, beautiful pics, great useful tips, great photos.

The list of phrases from the replies that express intention of the repliers is supplied to meet the subject-matter of my presentation. They are – I'd love to go there. I would love to visit Armenia one day. ...looking forward to going there someday. Should look at my slides again some day; look forward to returning to read your things to do section again; the idea of combined trip Geaorgia Armenia is on my mind for too long time; another one on my to do list; this looks a fascinating city to visit; I will come back for a look when....

The list of the adjectival collocations and the phrases expressing intention compiled from the replies show that the potential tourists trust the reviewers' narratives and intend to visit the places captured and described. The frequently used exclamatory sentences express the emotional attitude of the potential tourists towards the reviewer, the review and the destination.

Conclusions

The findings of the article are the following:

The tourism advertisements, reviews and dialogues are rich in adjectives, metaphors, adherenet connotative collocations, exclamations as well as personification.

The photos present Armenia's historically and culturally marked sights and the national lore to contribute to the country's identity paradigm.

The reviews and replies of the potential tourists play a vital role in the creation of the brand, they evaluate not only the reviews and photos about the destination but also the destination itself.

The language is highly emotional abundant in traditional phrases of desire and intention to rely on the reviews and photos provided by an ordinary person who simply expresses and shares his impressions.

Based on the examples it can be stated that the verbal impact function is rather more successfully conveyed by the tourists themselves than by the tourist agencies; the persuasion component is strengthened and the reviews, statuses and photos by the tourists compete with the advertisements on commercial sites vitally changing the potential tourists' attitudes.

Psychologically the reviews written by the tourists with their photos and indication of name are more trustworthy than the ads without any authors mentioned and without the opportunity to get involved in a dialogue with the author. Therefore, it can be inferred that this format can also be regarded as a way of destination branding and advertising as it contributes to the advertising function AIDA (capture attention, maintain interest, create desire, get action).

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DISAGGREGATING TOURISTS IN CYPRUS BY MONEY SPENT AND CRIMINAL OFFENDING

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ABSTRACT

Tourism in Cyprus, as in many other countries, is considered a main economic activity and a lot of effort is put into its promotion. However, many are those who believe that tourism is the reason for the increase of illegal behaviour and higher crime rates on the island. As crime investigation is financially a very costly undertaking, the optimum for the country's tourist industry would be to aim at high quality tourism, by attracting tourists who spend lots during their stay and at the same time do not commit any criminal offences while on holidays. Unlike previous work, this report identifies tourists in the Republic of Cyprus that are highly involved in crime based on their nationality and type of offence and quotes their mean expenses. This intends to identify those tourists that are more 'beneficial' for the country's economy and less 'harmful' for the country's society and tourist industry. In an effort to estimate more accurately the involvement of tourists in crime, (a) a representative sample of police criminal records was used to code data for SPSS analysis and (b) comparable statistical data pertaining to a passenger survey has been utilized. The paper reports findings and considers policy implications when tourists are disaggregated on the basis of their nationality, type of offending and money spent in Cyprus. Without ignoring the methodological limitations of the data used, the paper reports important findings as far as the most favourable tourists in terms of their expenditures and criminal acts are concerned. The findings are expected to raise awareness for stakeholders involved in the tourism industry, including researchers.

Key Words: Tourism, Crime, Expenditure, Cyprus

1. INTRODUCTION

As indicated by many researchers in the past, tourism is becoming a growing industry sector for many countries, contributing to the standard of living of the host's society and the locals' quality of life, as the income resulting from tourism expenditure increases (Foster, 1985). Tourism contribution is noticeable in the development and innovation of the host's infrastructure with the expansion of construction projects like new roads, buildings and airports for better receipt of tourism impacts and exploitation of cultural exchange between tourists (Inskeep, 1991). Moreover, as shown by several studies (Allen et al., 1988; Davis et al., 1988), many opportunities are generated from tourism referring to entertainment, leisure, shopping and consumption activities. For these reasons, many countries spend millions on promoting their tourism product and attracting as many tourists as possible and at the same time the amount of money earned. In 2014, the Cyprus Tourism Organisation's (CTO) budget allocated on promotion and publicity was €27 million (Cyprus Gazette, 2015).

On the other hand, several studies have examined the negative impacts of inbound tourism on a country's socio-culture, by highlighting the interaction of tourism and crime. The development of tourism is often related with the rising tendency that certain types of crime show (Mathieson & Wall, 1982; Pizam & Mansfeld, 1996). In addition, the locals' perceptions and beliefs about tourism development is highly associated to crime (Milman & Pizam, 1988; Long et al. 1990; Lankford, 1996). These concerns about the negative impacts of tourism, mainly the modification of the traditional culture, change in lifestyle and influence on crime, were also identified among the locals in Cyprus (Peristianis & Warner, 1996).

However, it is accepted that it is very difficult to measure the consequences of tourism as it involves many products, services and parties, hence the resulting estimations cannot be completely agreed or applied. The two main factors that are usually studied and analysed are the actual tourist arrivals and the corresponding revenue. Any negative consequences of tourism come second and thus less effort is generally made for their prevention.

The purpose of this study is to identify the best type of tourists, that the promoting parties and decision makers in Cyprus, like CTO, should attract, so that the 'benefits' in terms of the amounts spent are in excess of the 'losses' in terms of their involvement in criminal activities. For the case of Cyprus, this is an innovating study as there is no previously similar work done relating tourists' expenditure and crime involvement. The finding by Cleanthous (2008) that Cyprus' marketing efforts should mainly target the colder countries, was based on the determinants and the relative effect of country-of-origin characteristics on the demand for tourism in Cyprus.

2. CRIMINAL OFFENDING IN CYPRUS

As Nkosi (2010) reminds us, a manifestation of human behaviour, tourism is sensitive to crime and is immediately affected by it. Ferreira and Harmse (2000) warned about a decrease in tourism in South Africa due to increasing crime levels. In cases of isolated but serious crime news of which are spread fast by word of mouth and by the media, the tourist industry, as one of the stakeholders, has a vested interest to join forces with other stakeholders in order to minimise the impact of negative publicity on tourists (Dimanche, 1999). As will be shown below, the relationship between tourism and crime is more complex than early studies claimed. Let us, therefore take a look at the picture of crime in Cyprus. Comparatively speaking, the Republic of Cyprus enjoys low crime rates. On the basis of the latest (2011) census, the free areas of the Republic of Cyprus have a population of 856,060 million inhabitants. As far as serious criminal offences by type in the Republic of Cyprus[75] are concerned, examination of the annual police statistics for the period 1981-2013 shows the number of cases reported to the police by type of serious offence have, generally speaking, been increasing significantly for homicide, arson, robbery, drugs, and destroying property with explosives whereas

[75] The northern part of Cyprus has been occupied by Turkey since it invaded the island in 1974. The Republic of Cyprus is only able to exercise control in the free areas of the Republic in the southern part.

thefts and burglaries have levelled off the last few years. Focusing on 2014, according to the police statistics for 2014 for serious offences there were: 20 murders and attempted murders, 16 rapes and attempted rapes, 229 arson and attempted arsons cases, 104 robbery and extortions, 1080 drugs cases, 47 cases involving criminal damage by explosives, 2333 burglaries/housebreak-ins, 966 thefts, and 1786 'other' serious offences. Regarding the gender of crime suspects, males were involved as suspects in the great majority of the crimes reported to the police in 2013: 100% of causing criminal damage with explosives, 98% of robbery and extortion, 95% of break-ins, 94% of drugs, 93% of murder and attempted murder, 90% of causing grievous bodily harm, 86% of arson, and 78% of thefts.

3. TOURISM AND CRIME

Research into tourism and crime (see Perry and Potgieter, 2013)[76] has focused on a number of topics, namely: tourists as both offenders as well victims; higher level of offending in tourist areas; the impact of tourism on a region's crime level; tourism and terrorism; tourism as instrumental for deviance or offending; and, finally, how the authorities respond to the issue of tourism and crime, especially as far as crime prevention measures are concerned. Let us next consider the evidence for tourists as offenders before examining the evidence for the criminal victimization of tourists, especially in comparison to local residents, a distinction emphasised by Albuquerque and McElroy (1999).

3.1 Tourists as Offenders[77]

Assuming that most tourists who are victims of crime report it to the local police who, in turn, record the offences reported to them, it would not be unreasonable for one to hypothesise that tourism increases crime in tourist destinations because: tourism creates opportunities for local criminals to address certain tourists' demands for drugs and/or sex; among the tourists there are persons who routinely commit crime, including football hooligans and drug 'mules'; tourists are vulnerable for being victimised (see below); and local criminals are presented with additional opportunities to offend. Of course, it is not uncommon for certain tourists, especially those with a criminal record for property offences in their own country and who travel on low budgets to commit property offences or sell drugs or prostitute themselves to meet the cost of their holidays. Low-cost air travel has vastly increased the opportunities for such persons, too, to holiday overseas.

Ochrym (1990) examined the mean crime rates in three tourist areas (including Atlantic city where casino gaming was legalised in 1976) and two urban centres in New Jersey and found that tourist destinations had had mean crime rates significantly higher from urban centres. As criminologists are not tired of reminding us, crime is, generally speaking, an urban problem. The early study by Jud (1975) of a cross section of 32 Mexican cities for the year 1970 examined the relationship between tourism and crime controlling for urbanization and found that the volume of officially recorded crime and property-related crime (theft, fraud, robbery) are closely related to crime in a positive way. A weak relationship between tourism and crime was reported for a cross section of 50 US States by Pizam (1982) found that total crime and property-related offences such as theft, fraud, and robbery were positively correlated with tourism but offences against the person (assault, abduction, kidnapping, rape, and murder) were not. Kokkinos and Kapardis (2014) found in

[76] They cite Brunt et al. (2000:417) and George (2010:807)

[77] For studies in this section I have drawn partly on Biagi et al (2012).

their study of the impact of tourism on crime in Cyprus during 2009-2012 that, contrary to popular belief, tourist offenders in Cyprus did not significantly contribute directly to increases in the total volume of crime by offence type. A positive relationship between tourism and economic-related offences was reported by McPheters and Stronge (1975) in Miami, Florida, who, used time series analysis and found (like Fuji and Mak, 1980- cited by Biagia et al 2012) a significant seasonality to tourism and increases in theft, burglary and robbery. In support of earlier studies, Campaniello (2011) found that when Italy hosted the Football World Cup, there was a significant increase in property offences. Further evidence that tourism is associated with economics-related crimes was reported by Biagi and Detotto (2014) for a cross-section of Italian provinces. Regarding the impact of tourism on crime in different countries, in their study of 46 European countries, Van Tran and Bridges (2009-cited by Biagi et al., 2013) reported that, as the rate of tourists arriving in a country increased, crimes against the person were reduced. As Biagi et al (2012) reminded their readers, a mere correlation between tourism and crime does not tell us whether the victims of the crimes attributable to tourism are other tourists or local residents. Biagi et al tested whether total crime in Italy was affected by tourism during the period 1985-2003. Controlling for the propensity of tourists and residents to be victimised, the likelihood was quite similar for the two groups and concluded that it was urbanization that appeared to provide the main explanation for the effect of tourism on crime. We see that the weight of the evidence, taking quality of methodology into account, with the notable exception of Van Tran and Bridges (2009), points to a positive relationship between tourism and crime when controlling for urbanization.

3.2 Tourists as Victims of Crime

Tourism management and tourism academics have reported more studies of tourists as offenders than as victims and have paid even less attention to tourists' experience of and fear of crime. Mention was made above that tourists are particularly vulnerable to criminal victimisation. This is surprising given that "crime has significant impacts on the tourism industry" (Perry and Potgieter, 2013:104). Comparing tourists and local residents as victims of crime, it needs to be acknowledged that tourists are, of course, more vulnerable for a number of reasons, including: they frequent specific high-risk locations such as night clubs; generally speaking, are not familiar with the area they are holidaying in; often do not speak the local language; carry such sought-after-by criminals valuables as cameras and cash; they are often overcharged or swindled or defrauded; and, finally, recent years have seen international terrorists attacking tourists resorts in order to kill citizens of particular countries (e.g., Israel) holidaying there and/or to damage the economy of a country. Not surprisingly, perhaps, when Albuquerque and McElroy (1999) analysed crime data for Barbados for 1989-19993 and reported that tourists had a greater crime victimisation rate than local residents and, also, tourists' victimisation involved property crime and robbery while locals experienced violent crime. It should be noted in this context that when comparing victimisation of tourists vs locals, one should also consider possible differences in reportability of different offences and as a function of the whether the victim and/or the offender is local or a tourist.

As far as crime victimisation of tourists is concerned, Mawby et al. (2000) and Brunt et al (1999) carried out a postal victim survey of a national sample (N=514) of British people focusing on their last holiday and found that (a) those surveyed experienced higher victimisation rates that they would have done at home, and (b) while criminological research indicates that fear of crime normally exceeds one's actual risk of crime victimisation, for the sample surveyed risk exceeded their fear. Interestingly, although many of the respondents said they had taken how they perceived safety into account when choosing where to go on holidays, only a small number of them considered crime a problem while on holiday. Biagi et al. (2012) examined whether crime in Italy is affected by tourist arrivals. Using data for the period 1985-2003 they found that (a) there was a positive correlation between tourism and crime tourist destinations. However, when they controlled for the difference between tourists and local residents to be victimised, no significant differences were found.

The discussion of the literature on tourists and criminal offending shows a link between tourism and property-related offences. The present paper reports findings from an examination of the relationship between tourism and crime, taking into account the money spent by a tourist.

4. RESEARCH DESIGN AND METHODOLOGY

As this project focuses on two research areas namely (i) the involvement of inbound tourists in crime and (ii) the amount of money they spend; two different data bases were initially used.

For the purposes of estimating tourists' involvement in crime, a sample survey within the police records was employed, with reference the period 2009-2012. As most of the information on tourist offenders is kept in written form in police records, this practice helped us to build a data base in SPSS in an effort to better analyse their antisocial behaviour, based on their demographic characteristics and type of crime committed. It should be noted that for statistical purposes, the counting unit used is the case recorded by the police with the number of offenders. It is possible that the same offender may be involved in more than one case.

For the purposes of studying the revenue from the inbound tourism and the expenditures of tourists, the research in this study utilised the results from the passenger sample survey conducted by the Cyprus Statistical Service (CYSTAT, 2012), which took place at the departures of the airports during the same period 2009-2012.

The methodologies used in both of these sample surveys were similar. Particularly, the data collections were completed with the aid of survey questionnaires, the same expansion techniques were used for estimating the population parameters from the sample statistics and finally the ratio factors applied considered similar variables, such as the year and tourist's nationality.

The main constraint in this research work was the fact that no unique record, database or survey exist that reports the expenditure habits of each tourist offender. Thus, the next and final step was to create such database by joining the two – the resulting database from the sample survey within the police records and the findings from the passenger sample survey; in order to relate the expenditures with each tourist offender. This was done under the assumption that each tourist offender spends the same amount as any other tourist from the same country. Thus the unique key used for merging the two was the nationality of each tourist offender.

5. ANALYSIS AND FINDINGS

In order to identify any significant differences concerning the variables investigated and draw conclusions about the population under study, the findings of this project were examined based on the demographic characteristics. The survey data was coded and analysed using SPSS. Apart from descriptive statistics, inferential statistics and tests, like Chi-square tests and t-tests were employed.

With the aim of achieving the main goal of this research study and identify those tourists that are more 'beneficial' for the country's economy and less 'harmful' in terms of their criminal acts, Table 1 was constructed. The results as described in Table 1, present, for the main countries only, the estimated frequency of crimes committed by tourists with respect to their country of origin, along with the estimated results concerning the type of crime and amount of money spent. Apparently, it is expected that the frequency of committed crimes related to the tourist offender's origin, is proportional to the value of tourist arrivals from that country. However, based on the project's findings and using a Chi-square test, this is not always the case. In fact, it is indicated that tourists' antisocial behaviour depends on their country of origin. "A key risk factor for involvement in fights on holiday includes nationality" (Hughes et al., 2008).

Figure 1: Tourist offenders by country, for the period 2009-2012

Country	Tourist Arrivals	Total Crime	Serious Crime	Minor Crime	Mean Exp. per person (€)
U.K.	44.1%	33.8%	16.7%	51.0%	715.4
Russia	12.9%	10.2%	14.7%	5.6%	946.2
Germany	6.2%	0.3%	0.1%	0.4%	748.9
Greece	5.8%	0.2%	0.3%	0.0%	433.2
Sweden	4.9%	3.8%	0.4%	7.2%	651.3
Norway	2.8%	0.3%	0.1%	0.5%	760.4
Switzerland	1.9%	0.1%	0.2%	0.0%	950.1
Israel	1.5%	0.3%	0.5%	0.2%	488.0
Netherlands	1.5%	0.2%	0.2%	0.3%	703.0
Finland	1.4%	0.0%	0.0%	0.0%	603.9
Denmark	1.4%	0.1%	0.0%	0.2%	618.6
France	1.4%	0.7%	1.5%	0.0%	750.0
Poland	1%	3.4%	5.5%	1.3%	579.7
Romania	1%	14.2%	15.4%	12.9%	692,0
Bulgaria	0.4%	15.7%	19.3%	6.1%	596,7
Others	11.8%	16.7%	25.2%	14.2%	n/a
Total	100.0%	100.0%	100.0%	100.0%	743.7

Tourists from the United Kingdom, who constitute the majority of the tourist industry in Cyprus, with 44,1% of the tourist arrivals, are involved in 33,8% of the total crime committed by tourists. Even though, their contribution in serious crime is relatively low with 16,7%, their contribution in minor crime is much higher, as they are responsible for half of them (51,0%). Concerning their expenditure habits, tourists from the United Kingdom spend on average €715,4 per person, which is below the total average (€743,7) of all tourists.

The second biggest market of tourists in Cyprus is from Russia who amount to 12,9% of the tourist arrivals. Their crime contribution could be considered relatively important with 10,2% in total crime. Furthermore, their participation in serious crime (14,7%) could be highlighted, as it is more than twice that in minor crime (5,6%). On the other hand they are big spenders with mean per person expenditure of €946,2; much higher than the rest tourists, indicating that they are much profitable for the country's tourists industry.

The third important group of tourists is from Germany, counting for 6,2% of the tourist arrivals. Their involvement in crime could be characterised as insignificant as they add up to only 0,3% of the total crime, while their expenditure are close to the total mean. Similar is the case for tourists from Greece, who count only for 0,2% of the total crime, but who seem to spend less with only €433,2 per person. This could partially be explained by the fact that many tourists from Greece stay with their relatives in Cyprus.

Important to the Cyprus tourist industry in terms of arrivals are those from Sweden with 4,9%, whose participation in total crime is proportional to their arrivals with 3,8% and whose expenditure is less than the total average with €651,3 per person.

Tourists from Switzerland could be highlighted as ideal for both the country's tourism industry and country's society. Their contribution in total crime is insignificant (0,1%), relative to their arrivals, while they spend most probably the most with average €950,1 per person. Yet, their arrivals is kept at low levels with only 1,9%.

Moving down the list, it is remarkable to analyse the tourists from Eastern European countries, whose expenditures are kept at lower levels. Specifically, for Romania and Bulgaria the situation could be considered as worrying since their participation in crime is very high compared to their arrivals, especially in serious crime. While tourists from Bulgaria count for only 0,4% of the total tourist arrivals, they are responsible for 15,7% of the total crime and more worrying the 19,3% in serious crime. Similarly, while Romanian tourists count for only 1% of the total, their crime involvement is much higher with 14,2%. However, after further investigation, these high rates in crime could be explained to the few itinerant crime groups arriving, with the intention of committing crimes against property like thefts and calling themselves tourists. Even though these groups were made up by few persons, they were responsible for many criminal acts/cases, thus increasing the ratio. This phenomenon could also be the case for other countries, since with the accession of more countries in the European Union and free movement it has become more difficult to identify and distinguish real tourists. As also argued by Brunt et al. (2000) the motivation to travel in some cases is irrelevant with holidays.

To further understand the antisocial behaviour of tourists, a break down was made based on the types of criminal offences and nationality. The majority of the crimes committed by tourists from the United Kingdom concerns indecency and drunkenness. For tourists from Russia, the most frequently committed crimes are those of forgery and conspiracies. Conspiracies are also at the top of the list for tourists from Bulgaria, while tourists from Romania and Poland are keen in committing burglaries, housebreaking and similar offences.

In support of the interaction of the tourist criminal offending with the amount spent and economic status of the tourists visiting the island, a one sample t-test was used. The mean expenditure of tourist offenders was estimated and compared with the mean expenditure of tourists in general. Another constraint in this comparison is that in the calculation of the mean expenditure of tourists in general, tourist offenders are also included, since this measure is obtained from the passenger survey of CYSTAT.

According to the survey data, the mean per person expenditure of tourist offenders during 2009-2012 is estimated to be €713,4, whereas the mean per person expenditure of all the tourists in general for the same period is estimated to be €743,7. Based on the t-test results, there is enough statistical evidence to indicate that the mean per person expenditure of tourist offenders is smaller than the mean per person expenditure of tourists in general. Hence, we can conclude that tourist offenders are tourists who spend less and possibly have a lower economic status. This result is also consistent with the result (Prideaux, 1996) that higher crime rates are observed in cases of cheap tourism as opposed to high-class tourism.

6. CONCLUSIONS AND RECOMMENDATIONS

As the importance of the tourism industry was recognised through this project work, namely the revenue resulting for the host country, the possibility of any negative consequences, such as the development of crime behaviours was also pointed out.

The interaction of tourism and crime is a complex phenomenon and thus difficult to be studied. It is a challenge to many decision makers to decide if the gains outweigh the losses. In addition, the problem of shortage of information currently existing on the extent of antisocial and criminal behaviour between visitors, on the reasons that boost their involvement in criminal activities during holidays and on their economic status and expenditure habits, was identified.

Regardless of the complexity and the level at which tourism and crime are interacted, the lack of information, the several restrictions and limitations, a practice was suggested by this study to disaggregate tourists by the amount of money spent and criminal offending. The intention was not to accuse or point the finger at any tourist, but to identify that type of tourists that are best for the country's tourism industry, namely those who spend the most and commit crimes the least. Such type of tourists identified by this project was for instance tourists from Switzerland. Yet, the absolute figures for tourists arriving from Switzerland are found to be at low levels. Thus, a suggestion to stakeholders is to consider targeting more this group, by taking into account of course other factors not considered in this study, like distance, traveling costs, demand, feasibility, etc. Tourists from Russia are also very beneficial and are already very supportive for the country's tourism industry. Still with better understanding of antisocial behaviour and prevention measures, their involvement in criminal acts could be minimized. As pointed out by this study, due to the fact that not much information is kept for the characteristics of the offender in the police records, it is difficult to identify and distinguish real tourists from those who claim to be tourists. This could be a reason for the higher reported crime figures for "tourists" from Eastern European countries, who with the accession in the European Union can easily travel across the Member States.

Consistent with the results of other studies, it is recommended that by attracting tourists of higher economic status, better outcomes would be gained from both the economic and the social consequences of tourism.

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Tourism forecasting using backtracking optimization

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ΤΜΗΜΑ ΔΙΟΙΚΗΣΗΣ ΕΠΙΧΕΙΡΗΣΕΩΝ ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΑΤΡΩΝ

DEPARTMENT OF BUSINESS ADMINISTRATION

ΤΜΗΜΑ ΜΑΘΗΜΑΤΙΚΩΝ ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΑΤΡΩΝ

Introduction

For all the specialists in the field of tourism beyond their major activities a crucial question must to be answered: what shall happen tomorrow? It is evident that forecasting plays a major role in tourism planning and policy making. Furthermore, the promotion of crucial tourism projects involving the absorption of significant financial funds, especially in countries where the tourism is one of the fundamentals of domestic and local economy, requires a reliable estimation of future demand and market penetration. The development of tourism activities would be much easier if it were possible to analyze current and past tourist traffic and predict the nature of changes in tourism demand.

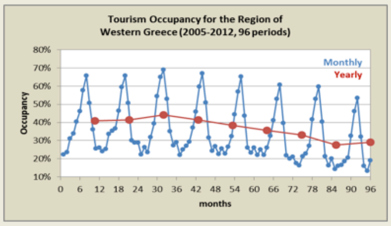

Figure 1: Montly & yearly occupancy of the Region of Western Greece

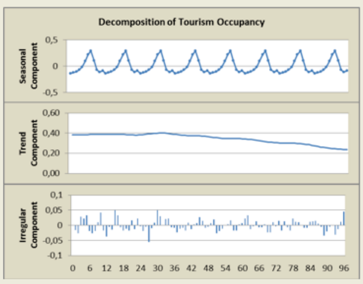

Figure 2: Decomposition of time series into seasonal, trend and irregular components

The Region of Western Greece

The Western Greece region consists of three dissimilar prefectures (Achaia, Ilia, Aitoloakarnania) regarding the type of the visiting tourists, the available resources and infrastructures and the level of development and employment [1].

Forecasting Time Series

Traditional tourism demand forecasting approaches concentrate mostly on collecting monthly or yearly tourism data (Figure 1 shows the monthly and yearly tourist occupancy of Western Greece in a form of a time series for the period 2005-2012) in the form of time series and then projecting the mining knowledge to the near or distant future. These methods predict the time of a future optimum in the same form as the original data are, that is in a form of time series.

Backtracking Optimization & Long-Term Forecasting

Lisgara and Androulakis [2] proposed a backtracking optimization technique where the history points of a time series are exploited to approximate the time when a future optima point occures. This optimum point could be an estimation of a future instance where the current trend of tourism demand will be concluded, either in terms of getting the maximum or the minimum tourism demand.

The basic idea is the usage of a gradient unconstrained optimization algorithm in the process of the Lipschitz constant estimation towards the approximation of the objective functions optimas - our time series optima.

More detailed, the estimation of the Lipschitz constant is calculated on sequenced points that come from the repetitive process of optima finding, and their function values, as well. Thus, the past and known points from the time series are chosen in such way that they apply the conditions described on [2]; furthermore these points represent sequence points of a repetitive process that leads to local optima of the objective function. This optimum will occur at a future time *n+m* where m given by the relation

$$m = w_n\,(0.5/K)\,(T_n - T_{n-1})$$

Note that n denotes the last known value of time series T, K is the local approximation of the Lipschitz constant and w_n is a case-determined stability coefficient.

According to our analysis if a sequence's next point represents a time series future point, then this would, finally, be in the neighborhood of local optimum.

Long-Term Forecasting

From the decomposition (Figure 2) of time series a strong seasonality is revealed, as well as, a decreasing trend as the years tend to 2012. The application of the adopted backtracking optimization algorithm will result for the monthly data the following results

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2005		-1	-1	-1	-1	-1	-7	-9	5	5	7	-1
2006	1	-1	-9	-1	-1	-8	-6	-1	5	4	1	-1
2007	1	-1	1	-9	-1	-5	-7	-1	5	4	9	-1
2008	1	-1	-1	-1	-1	-9	-6	-1	5	4	1	-1
2009	1	-1	1	-1	-1	-6	-6	-9	4	4	1	-1
2010	1	-1	1	-1	-1	-9	-6	-1	4	4	1	-1
2011	1	1	-1	-1	-1	-5	-7	-1	4	4	1	-1
2012	1	-1	-1	-1	-1	-6	-6	-1	4	5	1	-1

The number shown in each cell is approximately expresses how many years are expected to see the future extreme, minimum if the time series is on a downward path or maximum when it is increasing. The sign expresses the type of the future optimum, i.e. minus for a future local minimum and plus for local maximum. It is clear that for June and July values a downward spiral occurs that are expected to persist for six years according to the data of 2012. On the other hand the data for September and October show an upward trend that is expected to persist for 4 and 5 years, respectively, according to the values of 2012. .

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Introduction

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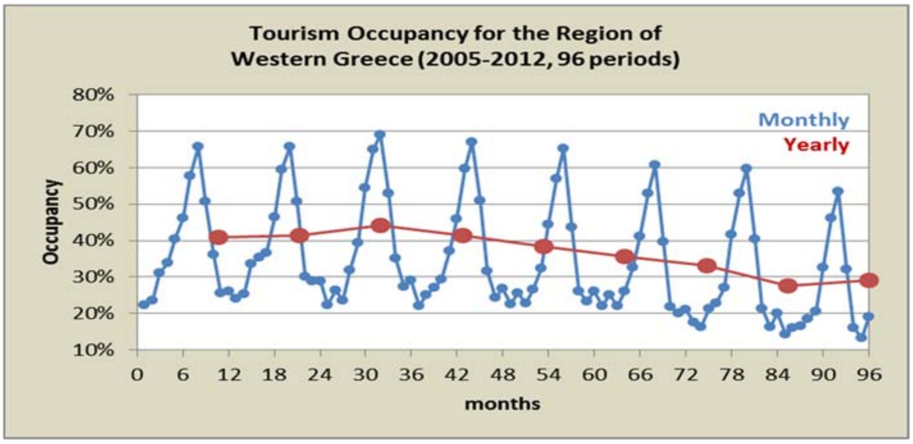

Figure 1: Montly & yearly occupancy of the Region of Western Greece

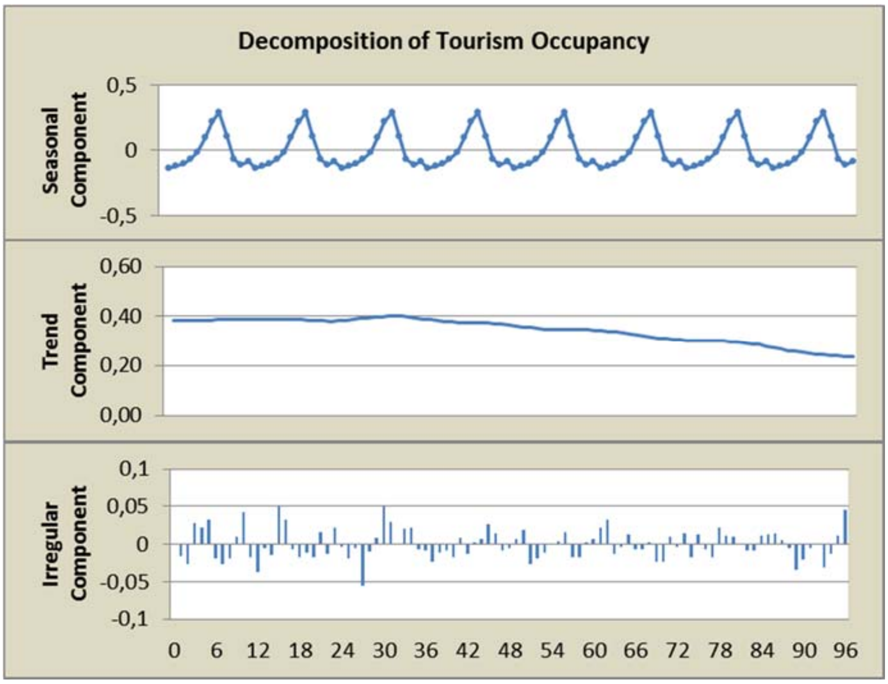

Figure 2: Decomposition of time series into seasonal, trend and irregular components

The Region of Western Greece

The Western Greece region consists of three dissimilar prefectures (Achaia, Ilia, Aitoloakarnania) regarding the type of the visiting tourists, the available resources and infrastructures and the level of development and employment [1].

Forecasting Time Series

Traditional tourism demand forecasting approaches concentrate mostly on collecting monthly or yearly tourism data (Figure 1 shows the monthly and yearly tourist occupancy of Western Greece in a form of a time series for the period 2005-2012) in the form of time series and then projecting the mining knowledge to the near or distant future. These methods predict the time of a future optimum in the same form as the original data are, that is in a form of time series.

Backtracking Optimization & Long-Term Forecasting

Lisgara and Androulakis [2] proposed a backtracking optimization technique where the history points of a time series are exploited to approximate the time when a future optima point occures. This optimum point could be an estimation of a future instance where the current trend of tourism demand will be concluded, either in terms of getting the maximum or the minimum tourism demand.

The basic idea is the usage of a gradient unconstrained optimization algorithm in the process of the Lipschitz constant estimation towards the approximation of the objective functions optimas - our time series optima.

More detailed, the estimation of the Lipschitz constant is calculated on sequenced points that come from the repetitive process of optima finding, and their function values, as well. Thus, the past and known points from the time series are chosen in such way that they apply the conditions described on [2]; furthermore these points represent sequence points of a repetitive process that leads to local optima of the objective function. This optimum will occur at a future time $n+m$ where m given by the relation

$$m = w_n (0.5/K) (T_n - T_{n-1})$$

Note that n denotes the last known value of time series T, K is the local approximation of the Lipschitz constant and w_n is a case-determined stability coefficient.

According to our analysis if a sequence's next point represents a time series future point, then this would, finally, be in the neighborhood of local optimum.

Long-Term Forecasting

From the decomposition (Figure 2) of time series a strong seasonality is revealed, as well as, a decreasing trend as the years tend to 2012. The application of the adopted backtracking optimization algorithm will result for the monthly data the following results

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2005		-1	-1	-1	-1	-1	-7	-9	5	5	7	-1
2006	1	-1	-9	-1	-1	-8	-6	-1	5	4	1	-1
2007	1	-1	1	-9	-1	-5	-7	-1	5	4	9	-1
2008	1	-1	-1	-1	-1	-9	-6	-1	5	4	1	-1
2009	1	-1	1	-1	-1	-6	-6	-9	4	4	1	-1
2010	1	-1	1	-1	-1	-9	-6	-1	4	4	1	-1
2011	1	1	-1	-1	-1	-5	-7	-1	4	4	1	-1
2012	**1**	**-1**	**-1**	**-1**	**-1**	**-6**	**-6**	**-1**	**4**	**5**	**1**	**-1**

The number shown in each cell is approximately expresses how many years are expected to see the future extreme, minimum if the time series is on a downward path or maximum when it is increasing. The sign expresses the type of the future optimum, i.e. minus for a future local minimum and plus for local maximum. It is clear that for June and July values a downward spiral occurs that are expected to persist for six years according to the data of 2012. On the other hand the data for September and October show an upward trend that is expected to persist for 4 and 5 years, respectively, according to the values of 2012. .

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INFORMATION AND COMMUNICATION TECHNOLOGIES AND CULTURAL TOURISM: APPRECIATING THE ART OF TINSMITHING

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ABSTRACT

The art of tinsmithing is one of the expressions of craftsmanship that was been around for several centuries, although with the industrial procedures and with the advent of new and cheaper materials became almost obsolete as a means of producing every day tools and objects. Nowadays its expressions relies in some specific art forms that may catch just the glimpse of its initial propose and vast use. This paper promotes debate on the work and legacy of tinsmiths as an expression of cultural heritage and form of integration as a piece of cultural and educational tourism. Since most tin workshops have disappeared or remain in specialised and industrialised form, there are fewer and fewer places where one can see this art form in progress, as a form of producing daily use tools and not as a form of producing some kind of art-oriented objects. The use of information and communication technologies (ICT) is an extraordinary tool for disseminating knowledge and expertise, making it a strategic vector in the field of cultural tourism nowadays. This paper presents an example where ICTs are used as a tool to keep this tradition alive, which is deeply rooted in the history of Tomar, a small town in central Portugal. ICTs play an important role in providing visitors with a more interactive experience while promoting access to information by the visually impaired and foreign visitors. The ICT tools available such as audio and video information included in websites, QR codes, apps for mobile devices, among others, will be explored as means for dissemination of integrated and inclusive cultural tourism.

Key Words: Information and communication technologies (ICT), cultural tourism, tinsmithing, craftsmanship

INTRODUCTION

The regressive trends observed in many territorial areas have raised growing concern among authorities leading to the adoption of innovative models in order to maximise the endogenous potential and actively involve local actors in the development process. This notion is shared among several institutions and bodies, both at community, local and national levels and even at scientific level (Cristóvão, 1999; Ribeiro e Marques, 2000). Today, territories are faced with the challenges resulting from the restructuring of traditional economic activities. These challenges have promoted new local development policies sustaining the exploitation of local resources and the diversification of craft activities. The present paper deals with the preservation of memory and local culture craft arts, particularly tinsmithing, allowing the development of well-being generating activities that are attractive to tourism and affirming local culture and know-how as distinguishing factors of a given territory. This is the context in which we recognise the importance of using information and communication technologies and cultural tourism in the valorisation of the art of tinsmithing. We have demonstrated that importance by submitting a proposal to create a website for the *Museu de Latoaria Américo Migalhas* (Américo Migalhas Tinsmithing Museum) as well as the use of QR codes and audio guides.

The art of tinsmithing: a piece of cultural and educational tourism

Public intervention with a view to regulate traditional arts related activities has been growing in Portugal over the last decades as a result of their increasing recognition as having patrimonial interest, as well as social, cultural, symbolic and economic potential. In Portugal, specific concerns about traditional arts produced in different contexts and with different materials have evolved and encountered the first institutional constraint in the very concept of traditional arts and crafts (Antunes 1999: 18). The change of the values of use and representation of tourism-related goods has enabled to re-establish the identity of objects. This is closely related with the cultural commodification process (of traditional arts and crafts), which causes alterations in shape and materials during the manufacturing processes. Pratts analysis (1997) on "cultural commodification processes" suggests that the assignment of values to certain manifestations of the past by social actors from different settings and driven by different interests relies on "distinct powers" to ensure that recognition is granted, and this can be applied to cultural tourism.

Many people view tourism as a key sector for the development of the territories by establishing a set of actions that aim to maximise local resources. The promotion of a set of activities that qualify and identify the tourist offer, particularly in terms of traditional arts/crafts and local products, has generated a growing concern with the protection and recovery of cultural heritage. Traditional arts/crafts are an important aspect in the attractiveness of a tourist destination (Richards & Wilson, 2007) contributing to the maintenance of cultural identity and the survival of traditions at risk of being lost. This becomes even more relevant when new trends point to greater readiness for tourism consumption, for experimentation and strong emotions, for "sensing and valuing authenticity" (Lopes 2012: 296). In this context, the art of tinsmithing is of highest importance in the sphere of cultural tourism. As highlighted by Nield (2004), in future the competitiveness of a place as a tourist destination will strongly depend on the sustainability of its cultural, historical and traditional resources. The benefits generated by the close relationship between the art of tinsmithing and tourism are conveyed by local cultural identity. Moesch (2002) argues that tourism is a complex combination of interrelationships between production and services favouring the socio-cultural dynamics and exchange of intercultural information. This way, appropriate actions for cultural intervention adjusted to the realities of each region can minimise the undermining of territorial identity.

Cultural tourism can become an excellent vehicle for the transmission and dissemination of the art of tinsmithing. Its interaction with tourism is crucial for the attractiveness of destinations. All the more so as modern globalisation poses particular challenges to this sort of art such as the demand for peculiar tourist destinations where the existence of distinctive heritage from local communities encourage its "authentic appropriation" (Lopes 2014). Information and communication technologies are a key means for the dissemination and promotion of information and know-how related with the art of tinsmithing as they allow direct, attractive and user-friendly forms of communication or, in other words, the democratisation of knowledge.

Therefore, this art is of great importance in the context of cultural tourism in which information and communication technologies have a particularly proeminent role to play in its dissemination and fruition.

The use of information and communication technologies to promote cultural tourism

Information and communication technologies are powerful instruments in the promotion of cultural tourism as well as in the consolidation of strategies and operations of the tourism industry (Buhalis, 2004). There are more and more websites and mobile applications in this sector and technologies such as QR codes, audio guides, digital guides and augmented reality are becoming increasingly important.

The QR (Quick Response) code is a free-of-charge two-dimensional code created by the Japanese company Denso-Wave, which has a storage capacity far superior to conventional bar codes. A QR code can store more than 7000 characters and accepts numeric and alphabetic characters, Kanji, Kana, Hiragana, symbols, binary digits and control codes (Denso-Wave, 2012). This code was initially applied in the automotive industry, but quickly expanded to a wide range of industries, including tourism.

A QR code can be created in seconds using online tools such as *QR Stuff* (http://www.qrstuff.com), *QR Code Generator* (http://goqr.me) or *The QR Code Generator* (https://www.the-qrcode-generator.com/). No specific equipment is required to read it, just free applications for mobile devices such as smartphones or tablets.

QR codes can be found in various locations and in several sizes. The first QR code in *calçada portuguesa* (Portuguese traditional pavement) can be found in the area of Chiado, in Lisbon, and provides tourist information about the area (Figure 1).

Figure 1. QR code in the city of Lisbon (source: http://tinyurl.com/qhu2g9a)

Also in Rio de Janeiro, the competent authority for tourism is using QR codes in sidewalk pavements to help tourists to get to know the city better, including the beaches and historic sites. In Manchester, the Manchester Art Gallery and Julian Tomlin launched the Decoding Art project that aims to disseminate 20 artworks located in several points of the city making use of QR codes (Grimes, 2011).

This technology is already used in numerous museums such as the Chicago Field Museum (Figure 2), the Amsterdam Museum, the Australian Museum, the Brooklyn Museum, the Cleveland Museum of Art, the Derby Museum, the Grant Museum of Zoology, the Museo Civico Archeologico di Bologna, Museo Civico del Risorgiment, the National Museum of Scotland, the National Naval Aviation Museum, the Powerhouse Museum, the Santa Cruz Museum of Art & History, the Smithsonian Natural History Museum and the Virginia Museum of Fine Arts. In Portugal we can found this technology in the Museu Nacional do Traje (National Costume Museum) in Lisbon.

Figure 2. QR code at the Chicago Field Museum (source: http://tinyurl.com/nwz4o9w)

Audio guides are generally sound files in MP3 format that can be downloaded from the Internet or specific hotspots using wireless technologies such as bluetooth and Wi-Fi. There are also mobile devices that already have the audio guides incorporated.

Audio guide machines can be turned on by the user or activated by GPS. When the mobile device with GPS is on a specific location an audio file with detailed information about the place is automatically reproduced.

In Portugal the village of Monsanto was the first location to use an audio guide system activated by satellite technology. Today audio guides can be found in most tourist sites and are often provided free of charge. For example, the website of the municipality of Tavira offers audio guides in several languages that allow visitors to take several tours around the town. The municipality of Ansião also provides audio tours of the town.

As regards museums, the free platform Audite has been gaining some importance allowing the visitors to download free guides for over two dozens of museums including the Museu do Brinquedo, the Museu de Lamego, the Museu Nacional de Etnologia, the Museu Militar de Lisboa, the Museu do Oriente and the Museu dos Transportes e Comunicações. The use of audio guides, not only allows most enriching experiences, but also improves museum accessibility (Grandson, 2010).

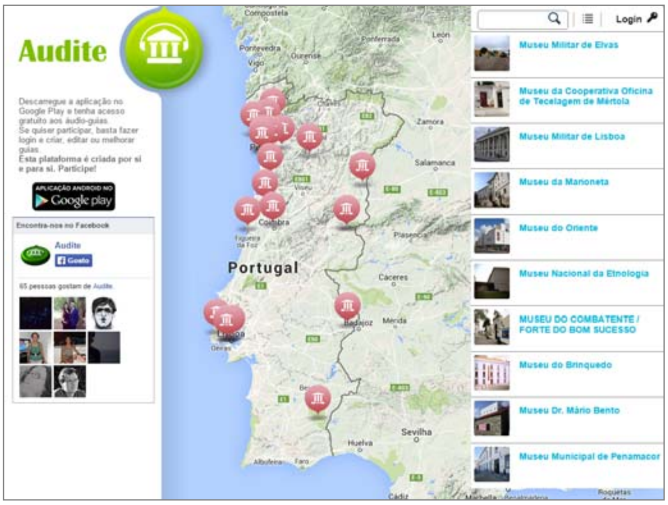

Figure 3. Audite platform (source: http://tinyurl.com/nq6wyz4

In addition to audio guides, tour guides on mobile devices and applications allowing tourists to create their own itinerary are becoming increasingly common. The scope and level of detail of the information contained are diverse. There are tour guides of villages, towns, cities, regions and even countries, as is the case of *Argentina Travel Guide* and *Amazing Thailand*.

If you travel to Brazil from the Porto or Lisbon airports you can download the application Brazil Mobile in the boarding areas via a bluetooth connection. This digital guide has information about a range of cities such as Belo Horizonte, Brasília, Florianópolis, Fortaleza, Manaus, Porto Alegre, Recife, Rio de Janeiro, Salvador and São Paulo.

In Portugal there are also good examples such as the YouGo guides, Braga Digital (Braga), the Caldas da Rainha City Guide (Caldas da Rainha), Just-in-Time Tourist (Castelo Branco), Mobitour Guimarães (Guimarães), oPORTOnity City (Porto), VisitAlgarve (Algarve) and Vive Chaves (Chaves).

The use of augmented reality services for mobile devices allows to provide additional information. Among the most popular applications with augmented reality services for mobile devices is Wikitude. But there are many more platforms such as DroidAR, DWARF, Layar, IN2AR, FLARManager, PanicAR, SudaRA and FLARToolKit (Kounavis, Kasimati & Zamani, 2012).

According to a report presented by Buhalis and Yovcheva (2014), augmented reality can be used for a wide range of purposes: an enhanced booking experience; museum interactivity, AR browsers in the destination, responsive experience through gaming, services in the restaurant, re-living historic life and events, the hotel experience, transportation, accessibility and translation and participative destination management.

Figure 4. Augmented reality in a museum (Source: http://tinyurl.com/nmfkmrd)

The use of augmented reality adds an extra view of reality increasing the interest of tourists in visiting certain locations, helping them choose what to see and making it easier to create their own itineraries (Jesus & Silva, 2009).

PROJECT DESCRIPTION

With the aim of promoting the dissemination of Tomar's art of tinsmithing, we launched a project in 2015 consisting on the creation of a website for the Museu da Latoaria Américo Migalhas and the use of QR codes and audio guides. The project aims to bring international recognition to this century-old art, to show some of the emblematic pieces of the cultural heritage of Tomar and to publicise the workshop run by Otília Marques (daughter of Américo Migalhas) who is trying to keep the art alive.

The development of the website relies on the collaboration of the students Ana Cascão and Joana Valentim as part of the final project work of Information Society: Tourism and Culture - a course of the bachelor's degree in Tourism and Culture Management offered by the business school within Instituto Politécnico de Tomar.

The website makes use of free software and will be adapted for mobile devices and translated into several languages.

Figure 5. Website of the Museu da Latoaria Américo Migalhas - Tomar

QR codes with detailed information will be created for the pieces on display and, in some cases, also videos that will enable the visitors watch the manufacturing of the pieces, which enhances the art even more (figure 6).

Figure 6. Pan used to bake the Fatias de Tomar, a traditional local delicacy (http://tinyurl.com/no6agvw)

The aim is also to create an audio guide to be downloaded at the museum to the visitors mobile devices via bluetooth as well as to integrate the Museu de Latoaria Américo Migalhas into the tour of museums proposed by Marques and Santos (2012).

Figure 7. Tour of Tomar museums (Marques & Santos, 2012)

The tour of Tomar museums, as initially proposed, includes the João de Castilho Municipal Museum with its three sections: Ancient Art, Naturalistic Art and Contemporary Art; the Museu Hebraico Abraão Zacuto (Abraão Zacuto Jewish Museum) and the Museu dos Fósforos (Matches Museum) (Figure 7).

Conclusions

The new tourist culture seeks to influence tourist motivations, forcing destination locations to preserve their differences (local culture, traditions, architectural and environmental values, traditional arts and crafts, etc.) and, therefore, information and communication technologies are crucial tools for the promotion of cultural tourism. This paper confirms cultural tourism as a vehicle of cultural assertion. The concern to maintain some local/regional identity is an undeniable reality led by the art of tinsmithing. Cultural tourism is one way of preserving the art. The increased demand for tin objects within the cultural tourism sector can open up new perspectives for development of tourist and cultural activities, emerging as an aspect of local culture.

We further conclude that the dynamics of demand could stimulate the development and marketing of objects relating to Tomar's tangible and intangible cultural heritage, converting them into tourist products and, therefore, the creation of a website for the Museu da Latoaria will contribute to the valorisation, dissemination and preservation of patrimonial aspects involved in this art. Once again we stress that information and communication technologies play a crucial role in the internal management of organisations and in the articulation between all actors involved in the tourism industry. Real access to tin objects is not just a matter of taste and fruition. True enjoyment is in understanding their context and consequently in perceiving them as a vehicle of knowledge transferral. Thus, information and communication technologies become a key means of promoting knowledge via cultural tourism, disseminating and democratising it in a more direct, attractive and appealing way. Finally, we conclude that the creation of the Museum's website, the use of QR codes and the creation of audio guides is a real challenge for the dissemination and understanding of the art of tinsmithing and at the same time becomes an essential support for the creation and transferral of expertise.

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COMMUNITY RESPOND IN TOURISM CRISIS MANAGEMENT DUE TO NATURAL DISASTER CASE STUDY CANDIREJO VILLAGE TOURISM DESTINATION

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ABSTRACT

Tourist destinations are increasingly challenged by environmental disasters brought by natural events such as earthquake, floods, drought, windstorms, volcano eruption, typhoon, etc. The role of community surrounding areas in the tourism destination has become very important. This paper aims to investigate the community based tourism crisis management following the disaster lifecycle in Candirejo village tourism, which includes emergency, recovery and prevention phase. The study applied qualitative analysis through interview toward stakeholders and villagers. Library research and recording through audio and visual were also used for this study. The research resulted the examination of community-based management in emergency case, recovery and preparation in the village that becomes a tourism area.

Key Words: resident, disaster, tourist, destination, and preparedness

INTRODUCTION

Tourism is one of the largest industries in the world in terms of both number of employment and revenue. According to United Nation World Tourism Organization (UNWTO), a total of US$ 1,075 billion in international tourism revenues were generated by 1.035 million international tourism arrivals in 2012, the highest number ever recorded (UNWTO, 2013). In 2012, travel and tourism accounted for 9% of global gross domestic product (GDP), 1 in 11 jobs, 5% of global investment and 5% of world exports (World Tourism and Travel Council (WTTC), 2013). The industry's direct contribution to global GDP is projected to grow by an average of 4.4% per annum over the next ten years, and to outpace growth in the wider economy and other industries such as retail and public services (WTTC, 2013). International arrivals are expected to reach nearly 1.8 billion by the year 2030 (UNWTO, 2013).

Travel and tourism industry is an increasingly significant part of the employment structures of advanced industrial nations and lesser-developed countries. The growth potential of the tourism industry means more opportunities for investment in the future. This industry has become a highly dynamic spatial network of production and consumption, and as such is implicated in some of the critical theoretical issues of current concern to economic geographers; globalization of capital and firms, deindustrialization and regional economic restructuring, increased significance of strategic alliance networks, spatial division of labour, urban revitalization, the growth of economic-based information technology service, evolution of advanced services and creation of postmodern/post-industrial/post-Fordist landscape (Ioannides & Debbage, 1998).

Each and every tourism development context whether local, regional, or national, is unique. Not only are destinations defined by a particular combination of environment resources, natural or man-made but also the robustness or fragility of those resources. Furthermore, the destination is defined by the types of attraction, which influence the tourism experience, the scale, scope, character, and stage of development of the tourism sector. It generally represents parameters within which the tourism-environment interface may be perceived, and consequently appropriate policies for the management and development of tourism are considered.

Geographically, Indonesia is located at the ring of fire which is rich of the active volcanoes, the subject to frequent eruption. It put the country in the up position in much volcano statistic rank. It has 147 active volcanoes. Indonesia has the largest number of historically active volcanoes (76), its total of 1,171 dates eruptions (Volcano discovery, 2014). Indonesia volcanoes mostly part of the Sunda Volcanic arc, which stretches over 3,000 km from northwest Sumatera to the Banda Sea. Furthermore, the volcanic arc is resulted from the sub-duction of Indian Ocean crust beneath the Asian Plate.

This paper aims to investigate the community based tourism crisis management following the disaster lifecycle in Candirejo tourism village, which includes emergency, recovery and prevention phase. In October 2010 the Merapi Vulcano in the Province of Yogyakarta and Central Java erupted and impacted to physical aspect, civilization and economic aspect. After that, Kelud volcano erupted in February 2014. It has been four years from Merapi eruption and one year of Kelud eruption meaning that there is sufficient time to analyze three stages of disaster lifecycle in term of tourism crisis management through community based. In addition, Kelud eruption would also give additional phenomena to be recorded in this paper. The location of the study is the village of Candirejo, as the representative of the community surrounding the area of heritage site Borobudur that is located in the Regency of Magelang, the Province of Central Java.

TOURISM DISASTER MANAGEMENT

In tourism management, the term of crisis is currently well known. In order to understand the disaster event with the relation to tourist destination we need to consider the concept of disaster lifecycle and destination lifecycle. The disaster lifecycle is introduced by Baker et.al (2014). Disaster as a cycle shows no clear beginning or ending point, with each phase influencing the next (Baker, Cormier, & Cormier, 2014). They argue that the intervention intersecting at any point in the cycle will influence the entire chain. Besides, the National Response Framework from FEMA (2013) introduces five areas of cycle including prevention, preparedness, responses, recovery and mitigation.

Prevention. Although not every disaster can be prevented by the occurrence of disaster that might be predicted. Prevention capabilities, being able to prevent an event from happening, are in a constant state of development as more have learned about disaster aetiology (Baker et al., 2014). It is therefore, understanding the technology especially on meteorological system and weather tracking greatly improves the capabilities in preventing from disaster. Improved national and local securities enable the targeted prevention of man-made disasters such as bombing and acts of terrorism that have influenced the occurrence of events.

Preparedness. The next phase in the disaster life cycle is preparedness. Preparedness consists of individuals, families and community anticipating personal needs. This identification is conducted in the event of a disaster and maxing on ways to meet those needs by increasing awareness, establishing a plan; obtaining physical supplies such as food, water and health related items, and identifying shelter options. Ideally, personal preparedness builds response capacity helping individuals to meet their own needs without the assistance of external resources hence plans and preparation activities conducted prior to an event allow for a more efficient use of resources post-event, and contribute to saving lives and property (Baker et al., 2014).

Response. Disaster response involves post event activities aimed to limit loss of life and property, assisting a population in regaining a pre-event level of functioning (Baker et al., 2014). The scale of the response varies greatly but is in direct proportion to magnitude of the disaster, geographic and population vulnerability of the region, and the availability of resources. Immediate response efforts centre on providing crisis intervention service and stabilizing the community. General public oftentimes confuses response activities with longer phase work that occurs in recovery. While there is some overlap, the goal of response is stabilization of opposed to restoration of pre-event functioning, the goal of recovery.

Recovery and mitigation are also important parts on the disaster life cycle. However recovery activities commonly receive less attention in the media even though such activities can take place months or years after the event, depending on the level of devastation. The recovery period includes damage and risk assessment by authorities, resulting in plans for mitigation, or actions taken in order to lessen the effect of future events. Recovery and mitigation go hand in hand as efforts made to restore communities involve changes that make areas less vulnerable to future risk (Baker et al., 2014).

The disaster lifecycle would be very useful to be linked with the destination lifecycle ideas. Butler (1980) wrote about the basic idea of Butler's Tourism Area Life Cycle (TALC) model that a destination begins from exploration – involvement - development – stagnation – rejuvenation – decline. The first cycle is exploration as a relatively unknown and visitors initially come in small number restricted by lack of access, facilities, and local knowledge, which is labelled as *Exploration.* When people discover the destination, the information about it is spread which spurs the increased attraction, amenities and better facilities and infrastructure; this is called the *development* stage. In this stage the number of tourist arrivals begins to grow rapidly (Butler, 1980). When the tourist arrivals grow rapidly the issue that comes up is carrying capacity. There is a limited number of tourists who can visit the destination area without causing negative impact. The concept of carrying capacity applies for amenities, accommodation, and facilities. When the number of visitors is over the limit, the stage is called stagnation; meaning if the number of tourist increases then there will be lower of satisfaction. The rise from exploration to stagnation often happens very fast, this is an implication of the exponential nature of growth curve.

Tourist destination is defined by a particular combination of environmental resources both natural and man-made. It also includes the factor of robustness or fragility of those resources, the significance or centrality to the tourism experience, and the scale, scope, character and stage of development of the tourism sector more generally represent parameters within which the tourism-environment interface may be perceived. It should be supported by appropriate policies for the management and development of tourism considered.

Tourism development is facing the challenge of natural disaster. Managing the tourism is not only merely about managing its development but also managing the condition during crisis. There is very little literature discussing about how to manage tourism sector in crisis especially in crisis due to natural disaster. According to Ritchie (2009), there are three main stages in managing such incidents on tourism; 1) prevention and planning; 2) implementation; 3) evaluation and feedback. This stage mostly follows the disaster lifecycle introduced by Baker et.al (2004). Moreover, there are visible similarities between the lifecycle of crisis/disaster and the strategic planning or management framework.

The phase in disaster process introduced by Ritchie (2009) is included in six phases. The first stage is *pre event*, when action can be taken to prevent or mitigate the effects of potential disaster. This stage is precursors which the element including set up the destination management team; identify the agencies and institution relevant with the cases; establish the framework of cooperation; develop the disaster management strategy; educate of stakeholder, industry, employees, customers and communities; and provide agreement between actors. The second phase is *prodromal*, when the event is obvious imminent. In this step, the important elements management is warning system, disaster management command centre, and secures facilities. The third phase is *emergency*, when the action is very necessary to protect people and property. The element of emergency in this phase is action such as rescue/evacuation procedures, emergency accommodation and food supply, medical/health services and monitoring and communication systems. The fourth phase is *immediate*, a point where the short-term needs of people to restore services and make it normal live. The next phase is *recovery* in long-term process. It includes the repair of damaged infrastructure, rehabilitation of environmentally damage areas, and trauma centre for victims, and new strategy to promote the area. The last phase is *resolution* means routine activities to improve the establishment.

In the late twentieth century, the term of community based disaster management has risen. In fact, government in many countries has used citizen participation for disaster response. The government has promoted the community-based disaster management concept to their citizen through different programs. Community based disaster management approaches can be built through physical support and psychological support. The physical support means by providing the facilities and infrastructure that are needed for the community related to disaster prevention. Hence the psychological support can be provided by developing the local resources, providing training and capacity building, upgrading the local structure and institution (Arora & Arora, 2013). In term of developing the community based disaster management approaches government intervention is much known rather than community initiative.

METHOD

The study applied the qualitative analysis through interview toward stakeholders and villagers. Library research and recording through audio and visual were also used for this study. Since quantification and categorization of data in tourism studies have been criticized as a tedious attempt to refine what is already known rather than creating knowledge along new frontiers (Coalter, 1999). The data collecting and analysis are carried out gradually as follows: Library Research, Observation, Photography, tapping and interpreting and In-depth Interview. The interview was conducted at December 2013, however researcher observed the study case location since 2010 to 2013. The respondents were selected based on snowball system. The first respondent was Pak Tatak as the community leader in Candirejo. After Pak Tatak, researcher went to the management of Village Tourism Coop and conducted interview with the people in charge. Researcher also joined the tourism package to experience as the tourist in the area. Author stayed in the village for about three days joined the tourism package. The analysis method used in this study is qualitative descriptive analysis. The data are analysed by interpreting the tendency and the concentration of the informants' statements on the raised issue (in data collecting instrument).

RESULT AND DISCUSSION

Community Based Tourism in Candirejo Village

The Candirejo Village is located in the Regency of Magelang, which is one among villages in the surrounding area of Borobudur Temple World Heritage Site. Administratively, Candirejo Village is located in Borobudur Sub-district, about three km south east of Borobudur Temple. This village is now known as one of village's tourism in Borobudur area. With the area of 366.25 hectares, the number of population is 4,133 people (1,153 households) scattered in 14 hamlets, which are: Kedungombo, Sangen, Brangkal, Kaliduren, Butuh, Wonosari, Ngaglik, Judahan, Kerten, Cikal, Palihan, Mangundadi, Pucungan, and Kerekan.

Candirejo Village is an agricultural based village, with the village people mostly work as farmers. With the topographic character, alluvium type of soil and tropical climate, Candirejo Village has fertile land. The land is mostly used as settlement and agriculture farming, including paddy field, dries field, and plantation. Paddy field is a wet farming that uses irrigation water, whereas dry field and plantation depend on rainwater. Mostly chilli, tobacco, cassava are planted in the dry field, and plantation is mostly papaya, rambutan, and various productive trees.

Since 1999, the government of Magelang has been promoting Candirejo as the tourist destination based on village attraction. Afterward, Candirejo have been visited by hundreds of tourist every year. The main attraction of Candirejo is the living culture. It provides unique package for tourist to get high value of experiencing the Javanese local culture, include enjoying the landscape, traditional transportation vehicle, traditional housing, local culinary, and performance. Community is trained to serve the different niche and types of attraction for tourists. They organize 50 local houses as homestays that open for visitors at any time, both include in package or separate order. Community also provides the cultural workshop package such as cooking classes, batik classes, performance and others. In addition, the destination is supported by the facilities such as transportation, telecommunication, medical centre and accommodation. They are selling the home industry and souvenir. Furthermore, the Candirejo village has been known as the tourist village destination, and currently the tourism activities influence the variation of local people income (Dwipayana, 2013).

Table 1. The number of foreign visitors to Candirejo village 2003 – 2011

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011
	43	61	611	644	1056	1424	1796	1872	3063

Source: Candirejo Village Tourism Coop report, 2011

In term of tourist attraction element, Candirejo has strong natural and cultural aspects that are important to develop a tourism activity. In addition, this village is easily accessible as it is only three km from Borobudur Temple or about 1,5 hours from Jogjakarta by car. According to Fatimah (2012), the tourism development phases of Candirejo can be divided into four phases. First was in 1980 – 1990 as agriculture development. It was characterized with the cleaning activities by cutting unnecessary and overcrowded trees (i.e. bamboo, coconut, jackfruit, etc.) inside their settlement area and replaced them with more productive trees (i.e *rambutan* and papaya). The second phase was cultural improvement and community empowerment in 1991 – 1998. After the vegetation replacement program had done, some improvement programs on nonphysical aspects such as managerial skill, art, craft, and home industry were also carried out. The third phase started in 1999 – 2003, called tourism formation. The villager contacted the PATRA –PALA Foundation and then supported by JICA in 2001 – 2004 they got assistance from PATRA-PALA Foundation whose project was called NRM-LCE. During the assistance program, they developed the concept of "Community Based Ecotourism". The last phase started from 2003 up to now which is called as independent phase. Candirejo Village was then designated as village tourism in 2003 by Ministry of Culture and Tourism Indonesia. Since then, the number of visitors has been increasing especially foreign visitors (FATIMAH & KANKI, 2012).

Since Candirejo declared as tourism village, the activities in the village have been cultured with the tourism activities. The role of institution is very important in term of Candirejo village development. The community members of Candirejo established the Tourism Village Coop *(Koperasi Desa Wisata)*, as the local institution to manage the tourism activities for the village. In this program they manage village tour packages such as village tour by bicycle, walking or *andong* (traditional horse carriage), sun rise trekking to Watu Kending Site in the top of Menoreh Hills, cooking lesson, lunch in traditional house, homestay, etc. The tourism activities provide the opportunities for local community as the business actors. However, it is noted that the number of people taking the opportunities are limited, the majority of people remain working in agriculture sector.

Although Candirejo offers a lot of unique attractions, in term of tourism the main attraction to this area is the existence of Borobudur temple. Consequently Candirejo is very dependent on Borobudur temple. It has been a magnet for tourist to visit the complex of the temples, which include *Mendut, Pawon, Ngawen, Canggal temple, Gunungwukir, Selogriyo, Gunungsari, Lumbung, Pendem and Asu*. In addition, there is a Museum called Senirupa Museum as a part of the tourist destinations in the complex of Borobudur.

Disaster Risk in Candirejo Tourism Village

Candirejo Village is situated on the foot of Menoreh Hills in the south side, while the north side is bordered by Progo River. A small river called Sileng River flows in the middle of the village. With this location, topographically this village has two types of land topography, hilly area on the south side and plain area on the north side, with the land height ranges from 100-600 meters above sea level. This combination of physical characteristic follows the natural disaster risk. The types of disaster experienced by Candirejo Village are volcanic eruption, storm and erosion. The storm or *angin ribut* (in Javanese language) have been noted by the people that it usually occurs during the rainy season. Furthermore, according to one of the respondent the last storm was in March 2013. The storm swept Butuh Hamlet, broke seven houses and caused two houses completely collapsed. Storm mostly happens in the mid-season, between dry and rainy season called *pancaroba*. Another type of disaster in Candirejo Village is erosion or landslide (*longsor* – in Javanese language) that has been experienced by the hilly areas in the southern part of the village, and areas in the riverbank that have steep slopes.

In October 2010 the Merapi Vulcano in the Province of Yogyakarta and Central Java erupted and gave its impact to physical aspect, civilization and economic changes. Historically, Merapi volcano was recorded that in 1006 there was a huge eruption made the volcanic ashes and materials covered Borobudur area including the Borobudur temple. The eruption of Merapi Volcano actually happened many times before that time (van der Zwan, Froukje M, Chadwick, & Troll, 2013) mentioning that from 1050 BC to 10 BC, there were two times of mass eruption of Merapi Volcano with the maximum pyroclastic volume up to 370 million meter^3, with volcano explosion Index (VEI) was 4. From 10 BC to 300, there were two time eruptions; in 1170 there were eight eruptions; and in 1950 there were nine eruptions with VEI 3 and 4. One can be drawn that massive Merapi eruptions happen in every 150 to 500 years with the average of 400 years. Those Merapi eruptions have influenced the character of geology, landform, soil type, and hydrology of the area. Those eruptions also became one of the reasons that *Old Mataram Kingdom* in Central Java moved to saver place in East Java in 10 Century. In 1584 it was also recorded a big earthquake hitting Borobudur area that changed the landscape of the area. In 14 February 2014, the Kelud volcano erupted. Kelud volcano is located in the Province of East Java for about 200 km from Candirejo village. However, the ashes of Kelud volcano reached the village including Borobudur area and surrounding temples such as Pawon and Mendut. Due to the ashes from Kelud eruption Borobudur should be closed for tourists. Although the Kelud eruption was not in peak season, it was reported that a lot number of tourists postpone their visitation to Candirejo.

Emergency Phase

Candirejo area is considered as a safe and stable area from disaster. In 2010, when Mount Merapi erupted, the ash covered the whole area including the Borobudur Temple up to three cm. Even though the village and surrounding area experienced the impact from Merapi ashes, and it was mentioned that 2010 eruption was the biggest Merapi eruption in the last 100 years, there were no human victims reported in Candirejo. The sign of eruption had been detected by BPPTK (*Balai Penyelidikan dan Pengembangan Teknologi Kegunungapian*) the Office of Volcanology Research and Development, and it had been informed to the community. In September 2010 Merapi showed a lot of physical changes and the eruption signs increased. Finally, on 28th of October 2010 Merapi erupted by outpouring of lava and spraying of volcanic ash. The eruption that happened for about three weeks destroyed 76 villages in two provinces, Yogyakarta and Central Java. Due to the high volume of ashes, the Borobudur temple should be closed for visitors. Closing Borobudur created problems for Candirejo, which was the beginning of crisis. The number of tourists visiting Candirejo dropped significantly and even there was no tourist visit, it was only several researchers of government officer visiting the village to check the condition of the people.

Merapi eruption at 2010 impacted negatively to the villager's activities. The loss from Merapi eruption 2010 was reported in Rp 4,23 trillion or USD 430 billion, which 39% loss was settlement, 13% of water and irrigation, 43% is agriculture, and 12% was industry and small medium enterprise industry. In agriculture sector, the ashes covered the vegetation including the paddy field and others crops. It was reported that there was *silica, quarts, cristobalite or tridimit*, chemical substances that harmed the vegetation (Supriyati, 2010). After one day covered by the substances, the vegetation became dry and die. Moreover, the crafts, home industries and tourism were reported dropped. Figure 3 shows the Merapi ashes covering the street and vegetation.

Figure 3: Merapi Ashes covered street and vegetation

Figure 4. Volcanic ash covered the temple and surrounding area; cleaning the temple

Emergency response requires reliable communication, coordination and delivery of service. Based on the interview in the case of Merapi volcano eruption 2010 the community had very limited knowledge on how to do something with the ashes. Since the previous eruption in 2006 did not reach Candirejo. The community did not pay attention to the risk of eruption at 2010 because they thought that the ashes would not harm Candirejo. Government through the BPPTK informed the community to prepare for the worse case for people living in the closest area to Merapi especially in the 5 km zone from the cone of volcano but not for Candirejo.

Hand in hand, the local community and PRB worked together to help those victims. PRB looked for the help from Badan Penanggulangan Bencana Daerah/BPBD (Local Disaster Reduction Board) Magelang in the forms of food materials and basic needs (rice, sugar, oil, etc). The local community, then, voluntarily helped to rebuild the collapsed houses. They collected money and building materials such as bamboo, timber, stone, and so on. In the construction process, the men voluntarily worked as construction workers, and the women (wives) prepared food and drink during that time. This is the type of *swadaya* and *gotong-royong* (community self-help with local resources and mutual cooperation).

It was reported that number of tourists groups cancelled the tour package to Candirejo. Some of them were postpone until the condition was getting better, and some of them were cancel due to the force major. At that time villagers used the spare time to clean the house and environment from ashes. The condition in the village was not only the main reason. The airport of Adi Sutjipto Yogyakarta was closed for two weeks in respond to the eruption. It was reported that the ashes could endanger the plane engine. Therefore, automatically a lot of tourism packages were cancelled or postponed.

Recovery Phase

Recovery process of tourism activities in Candirejo could not be separated from the recovery process of Borobudur heritage sites. When the Borobudur Temple was covered by volcanic ash from the Merapi eruption, the local community of Candirejo and PRB voluntarily involved in the temple cleaning activity. The volunteers were from Buddhist organization members, hotel employees, tourist guides, vendor sellers, students, tourists and community surrounding areas. The cleaning itself was not the simple task. There was certain meticulous process of cleaning the detailed of the temple. The steps were to clean the dust by sweeping the surface and to do wet cleaning using water in each pores of the temple. In the process of cleaning as part of recovery, the management opened voluntary action from the community including Candirejo community. Their sense of belonging that Borobudur Temple is a part of their life encouraged the people to save the temple from the disaster. They left their works for a couple of days, and hand-by-hand cleaned the temple stones from the ash without payment. The cleaning process was focused on the temple that was done by the government and community.

Figure 6. The cleaning process of Borobudur area

Prevention Phase

In Candirejo, there is a community groups called PRB (*Pengurangan Resiko Bencana*). The organization is basically developed by the national government under the programs from BNPB[78] (National Board of Disaster Preparedness). The BNPB has established local community groups in order to strengthen the community preparedness in the area including Candirejo as study area. The village residents have a regular community forum called *selapanan* in which they discuss any problems occurred in their village. This meeting is also called *rembug desa*, which means 'village meeting'. The forum is held every 35 days, either in village level as well as in the hamlet level. Actually there are other meetings such as *arisan* and *pengajian*; those also become gathering moments in smaller group such as in level RT[79] or RW. There are several main organizations (LSD/LPMD, BPD, PKK, POKJA) that form the institutional framework of Candirejo's community system.

Establishment of local groups, communities and council helps to empower local communities politically in term of disaster management. Based on the data from the Village Office in 2013, the number of population in the Candirejo was 4,618 people that consisted of 2,326 male and 2,293 female, with 1,384 households. In addition, there were 584 people unemployment and the rest were working in public sector or private sector. The education level of the villager mostly dominated by the elementary school, and the second dominant was junior high school level. Hence, there were 1,446 people who never got education. They were mostly some senior citizen and kids.

The existence of PRB enhances the information access to locals, which contributes to social and political empowerment. The PRB regularly updates and publishes information in various forms including pamphlets, resource maps, etc. They disseminate the information to the general public, tourists in the village and visitors. Furthermore, information can be obtained from various individuals and organizations upon request. Information directly or indirectly helps to create awareness of the importance of disaster preparedness in the tourism area, and helps to maintain creativity. There are some specific awareness activities mainly focused on the disaster preparedness such as mitigation education, evacuation road information, street sign and several disaster simulations.

[78] BNPB is abbreviation of *Badan Nasional Penanggulangan Bencana*

[79] RT (*Rukun Tetangga*) is a smallest community group in neighbor environment, which usually consists of 20 – 25 households. RW (Rukun Warga) is the bigger group formed from some RTs. RT and RW group system usually has their own informal rule for their community daily life.

The involvement of NGO had been reported in prevention phase. REKOMPAK an organization funded by Japan Relief Foundation (JRF) the World Bank supported the community in disaster risk preparedness. Three Borobudur villages (Candirejo, Wanurejo, and Borobudur) were chosen as villages considered to be able to have a community's organization in disaster risk reduction and preparedness, based on their high community awareness in disaster risk preparedness. REKOMPAK gave training to a number of people from those three villages in 2010, and 50 people from Candirejo Village involved in that training. After the training, a community-based organization in each village was set up formally, called a Disaster Risk Reduction Team (*Tim Penanggulangan Resiko Bencana*/PRB). At this time, PRB Candirejo is lead by Mr. Suphadi, a village office staff, with 50 trained members from 15 hamlets in Candirejo Village. One month after the Merapi eruption in 2010, PRB conducted a simulation on disaster evacuation for all the households of the village community, with the support funding from REKOMPAK. In the disaster evacuation simulation, the village community showed their enthusiasm in every activity. The high community awareness in disaster risk preparedness and evacuation was also seen in this simulation. This simulation is very important for improving the understanding and awareness of the village community in disaster risk reduction, disaster risk preparedness, and disaster evacuation.

Figure 7. Community Meeting in house of community leader (left) and in sub-district office (right)

PRB has a routine activity, which is to socialize to the village community about how to handle the risk of the disaster, how to reduce and prepare those risks, and how to evacuate when the disaster happens. PRB actively gathers the village households twice a year to give that socialization, and actively attends the community meetings once a month for the same thing. PRB with the help of the community also has already prepared the evacuation route map and some evacuation signs to be put in several places. It would enable the community to be aware of hazard mitigation, strengthen their capability to resist natural disasters, and develop an organization in order to carry out sustainable risk reduction actions.

Figure 8. Evacuation Route Sign (left) and Community Gathering Place which first was purposed to disaster evacuation

The last program of the government implemented in villages is the provision of the final disaster evacuation place, in the form of an evacuation building. Three final evacuation buildings were built in Candirejo, Borobudur, and Wanurejo Villages with the funding from *Badan Nasional Penanggulangan Bencana*/BNPB (National Disaster Reduction Board). This two-storey building is for evacuation of the community when there is a disaster.

The location of the building is accessible for the village community, easy to reach from every direction of the village area. In Candirejo Village, the location of this evacuation building is on the side of the main village road. The village prepared the site and it was administratively the village land. Since it is a public building, village people can use the building for public activities, such as village meetings and various social activities. It is therefore, when the disaster does not strike the village the building is not useless because villagers can use it for community gathering purposes such as weeding, meeting, and party.

Based on the interview and observation, which was conducted in December 2013, the result showed that the village community had strong awareness in disaster risk prevention, particularly after the big Merapi Vulcano eruption in 2010. This was proved by their strong knowledge of disaster. However, in term of organizing the awareness into the more formal organisation, the government has supported the villager. Government influences the local leader to establish the organisation, which is not directly linked with the tourism village organisation. The government intervention can be seen from the funding support to build the evacuation place and to conduct the simulation and training. Although the village communities have strong awareness, they are lack of right action on how to prepare themselves from the environmental disasters.

Due to the lack of linked between disaster preparedness organisation and village tourism coop in Candirejo, the information and preparedness for tourist have been neglected. There is almost no direct program to the tourists such as giving the knowledge for tourists about the risk and how to deal with the risk. It is however; tourists could see a lot of signs in the village environment, which then they can initiate to ask to the tourist guides.

Conclusion

A natural disaster can affect to the local tourism industry in numerous ways. In order to understand the disaster event with relation to tourist destination we need to consider the concept of disaster lifecycle and destination lifecycle including prevention, preparedness, responses, recovery and mitigation. The disaster event that brings impact to the damage facilities and infrastructure triggers negative impact toward media stories, which have long time influence to the tourism market. The community based tourism faces challenges in order to deal with the natural disaster. Some village-based tourism, which mainly managed by the communal activities, tends to wait from the government help. Although the research shows that community has local knowledge in the mitigation of natural disaster however the local knowledge has a limitation regarding on the exact time to take an action, which mostly waiting from the government instruction.

While the village community has strong awareness, they are lack of knowledge and understanding on how to prepare themselves from the environmental disasters. Safety and evacuation systems in the village have not been developed yet. The insufficient community-based disaster management knowledge, guidelines and materials still become significant problem though. The lack of sustained support from government makes the community based disaster management concept hard to put into action.

In post disaster phase, the role of government and NGO was bigger than the community. Several programs have been established to Candirejo as a respond to decreasing numbers of tourist. The number of capacity building program has also been introduced by government and NGO during the recovery action. However, the actions are included as a program based that means the program does not conducted regularly. Residents who have been experience the damage tend to join the activities however the other residents have less concern about natural hazard because it is something not necessary.

I found that it is important to provide regular education on natural hazards, and steps that can be taken before, during and after a disaster event as well as follow up training in order to raise or maintain public awareness, skills and knowledge. The development of specific educational materials targeted at different community characteristics is also necessary as well as the need of advisory team to guide the Candirejo. Combining the disaster management program with community development plan in order to keep public interest in hazard mitigation also becomes a significant matter. Moreover, the future research is recommended to look for the opportunities to incorporate disaster management concepts and community empowerment into sustainable development.

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THE PATTERN OF MASS TOURISM AND THE RELATIONSHIP WITH LOCAL RESOURCES. THE PATTERN OF ENDOGENOUS DEVELOPMENT

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Abstract

The product of hotel consists of a combination of services and commodities. The cultural experience is the result of a mixture of these elements. But the location is one that provides the specific product with characteristics of each unit.

The standard of Greek tourism product (3S) was bound with' mass tourism for years. Local resources were exhausted by this standard and areas been developed in an anarchistic and uncontrolled way. Endogenous development is the proposal to solve the development problems caused by the previous policy.

"Amalia" hotels group is one of the oldest hotel chains in Greece and includes six luxury hotels located in different touristic destinations, founded during a period of 35 years. Through this 35years long period, the touristic model has been altered, following the developments in transportation technologies (means, information technology, telecommunication, digital communication), as well as social achievements (working rights, Social Security) These developments took place simultaneously with the tourist product and differentiated the meaning of travelling and hospitality.

The three hotels chosen as case studies are the following:

"Amalia" Hotel of Athens City (1956) a building subsumed into the modernism movement within the frame of holistic design and qualitative tourism.

"Amalia" Hotel of Olympia (1979) is constructed in a period in which the turn to mass tourism model is completed. Nevertheless, the hotel remains focused on qualitative tourism, which is the "Amalia" Group's strategy.

"Amalia" Hotel of Kalambaka (1991) is a building where the architectural design introduces certain elements from the local traditional architecture. During this period the touristic model was transformed from mass tourism product to quality customized tourism product.

The methodological tools for this research are the use of archival material (photographies and architectural plans), interviews and PEST analysis method concerning the characteristics of the touristic models, in order to establish a connection between the hotel environment (macro-spatial parameters) and the intertemporal transitions of the Greek Touristic models. These are connected, in our point of view, with the architectural analysis of the case studies, which will reveal the relationship between location, product and model. In conclusion, we consider the adjustment of the local economy according to the characteristics of endogenous development.

Keywords: hotel architectural design, tourist facilities, local tourist resources, hotel space and touristic model, Amalia Hotels.

Presentation Method: Regular Oral

1 INTRODUCTION

The period following the termination of the Second World War and the Civil War adventure, Greece multiply injured (socially, economically, politically, ethically), is directed to Tourism industry as a springboard for reconstruction. The periods that followed, international developments consolidated tourism as one of the sectors with a higher participation rate in GDP growth, now estimated at 20%. The characteristic of the association and the involvement of other sectors in the production of the Greek tourist product is the connecting factor with the increase of the level of development achieved in the past.

Rising incomes and increased leisure time, improved transportation, the "industrialization" of the tourist production by multiplying the travel organizations and tourist guides, the abolition of borders, the status of lasting peace, the evolution of technology information and, in conclusion, the rise of life standards, were some of the most important factors that gradually altered the tourist model and signaled a new era with the number of tourists being increased and redistributed in time and place. In the next 20 years (1970-1990), Greece followed the international tourism data, which was constantly growing. Greek tourism reached its peak in 80s, urbanizing basically much of the rural countryside. In this twenty years the coordinated tourist structured design of the previous period, aiming at the qualitative development model is weakened and is delivered to an unconditional industrialization – massification of the tourism activity.

Industrialization carries significant load on the infrastructure of the hosting area while uncontrollable building, seasonal character and occasional jobs created conditions of dualism, and one range – sector development model. The peripheral problem and intensity was rather invigorated by the presence of Tourism. Local endogenous development may provide a solution to deal with the pathogenic phenomena.

In the late 1980s the first sign of slowing down appears because of participation in the European Economic Community, the inflationary pressures of this season and the increased of costs prices in the hotel market, leading to a shift of the Greek tourism product to options such as new forms of tourism and qualitative upgrading of the existing one. To strengthen its turnaround, Greece aims to reclaim the 1996 Olympics.

The study area and the methodology of analysis

The hotel group "Amalia" is one of the oldest hotel chains in Greece and includes six luxury hotel establishments in different areas, implemented on different dates in over 35 years. During the 35-year period the tourism model changes, along with developments in transportation technologies (means, information technology and telecommunications) and social achievements (labor rights, working hours, social security). These developments, playing a leading role in tourism demand, caused a significant change in the nature of travelling and hospitality. The evolution of tourism demand is investigated and connected to the spatial features of the hotel "Amalia". The study focuses on three of the hotels of the group, where the connection between tourism model of one period and to the initial spatial design in the location is attempted.

The methodological tools used is the Political, Economic, Social and Technological (PEST) analysis with respect to the characteristics of the tourism model, while three of the six hotels of the group "Amalia" were selected as case studies. Specifically, Hotel Amalia of Athens, Hotel Amalia of Olympia and Hotel Amalia of Kalambaka were selected, because they cover the entire period of tourism model development in Greece from 1956 to 1991. The analysis was carried out in an open questionnaire, architectural study of archival material and economic specialization of the statistical processing. The PEST analysis aimed at studying the evolution of temporal stages. The main target of the argument refers to the exploration of the intertemporal course of Greek tourism. Different periods are successive evolutionary phases. These phases are also common and occur worldwide, whereas their components are found universally. The case study method involves a questionnaire and interview with the head manager of the group "Amalia" and questionnaires to the directors of the units surveyed.

The Amalia Hotel in Athens

The group of hotels Amalia started as a coaching transportation company "Hermes en Greece", which was acquired from 1954 to 1955, by Christos Koulouvatos, which evolved into "Chat de tour". The idea of extending the company's to hotel facilities came from the need to accommodate tourists of high economic status (mainly British and Americans during the first period), who, in the context of cultural experience desired to visit historical and archaeological sites. So the first hotel in Athens was constructed in the area of Syntagma Square in 1957, named after Amalia Avenue, in an area covering the capital, the historic center and the Acropolis. The Hotel was designed and created by the rising architect Nikos Valsamakis, who was appreciated for his actualized work and maintained friendly relations with the owner. The building covers 5556 sq.m. area spread over 11 floors (including the basement) in a land plot of 661 square meters, with a capacity of 194 beds in 97 rooms today. The architectural design, follows the parallel modern development of Xenia project with many designing samples of qualitative tourist buildings in the same spirit, having as a main goal the creation of "model hotel units" in selected areas, on the basis of "*offering high quality tourist accommodation and pointing out to the private entrepreneurs the desired level of new hotel units, which should be constructed if tourism is to be developed as a new profitable economic activity aimed at by the state*" . The design of all hotel units, including Amalia Hotel in Athens, in those years conveys the basic principles applied to the overall architectural composition of the shell, the architecture of interior spaces in terms of the form simplicity, natural materials, color and textures, as well as the standardization of furniture and equipment, in a holistic design concept, and with absolute consistency with the principles of early Modernism. The building shell has been classified as preserved, a monument of modern cultural heritage, while the interior has been fundamentally renovated twice (1994, 2006)[i].

The operation of this hotel corresponds to the first period of tourist development, 1950-1960, with Greece coming out heavily wounded both economically and socially of the recent war conflicts. It's a popular destination for tourists of high income and education level, who are mainly interested in the monuments of ancient civilization. The currency devaluation in 1953 had the effect of making Greece as one of the cheapest destinations. The Group «Amalia Hotel» keeps up with the standard of tourism cultural product, constructing its first city hotel to accommodate numerous visitors and the second one in Delphi in 1963, inaugurating the option of the establishment sites of hotels near major ancient sites - monuments. It recognizes the economic conditions, particularly those of monetary devaluation, and the upcoming rise of mass tourism as an important opportunity. It adopts the trend of "cultural experience", and targets the high and middle income.

The historic center of Athens and the direct approach from the airport of Hellinikon, the major roads that lead to the center of Athens and the Plaka (the Herodion, the Acropolis, Zappeion, etc) give particular local characteristics to the hotel. Tourists participate either in cultural experience visiting the tourist area "Plaka" or seek for entertainment at the shops and nightlife of Athens. The product «Athens by night» is known to those who take the urban center as a city break.

The fact of the deterioration of the touristic product of Athens, due to declining of mass tourism packages, the development of charters flights to other destinations and the environmental, functional degradation have led the tourism demand to significant decline. As main spatial entity, the historic center of Athens is characterized as "mature"[ii], it has the characteristics of over-concentration of facilities with significant negative impacts reflected in weak development of tourist flows (arrivals rate, stays …). The touristic offer is burdened by the minimal development of existing units and the total lack of innovative infrastructure.

The study hotel upgraded its services as described above. In the functions covered, a conference area has been added, while, as in the initial stage, all the communal functions are also intended for passers-by, not only for its occupants.

The «Athens Amalia» hotel maintains its profitability despite the decline of the importance of Athens as a tourist destination (97% occupancy during high season, 85% low).

<u>Hotel Amalia in Olympia</u>

The third in order of implementation hotel of Amalia Group is Amalia of Olympia. Continuing the tradition to better serve tourists who choose the four-day excursions to places of historical interest, the group Amalia decides to build a hotel in the area of ancient Olympia. Architect N. Valsamakis who is in his second design period, " *has now escaped from the formalist up surges of the past and the solid glass has been replaced by an elaborate game of volumes on the exterior and a sensitively processed interior respectively with level differences, interpenetration of spaces and wisely scheduled impressions from flights*"[iii] .The hotel Amalia of Olympia, was designed and implemented during the period 1977-1979. It has a capacity of three hundred beds and contains one hundred forty-seven (147) rooms distributed on three levels. Lounges, a restaurant, a cafeteria, a conference hall, shops and a swimming pool complete the whole lot with a total surface of 9700 sq.m. The idea to arrange the spaces in four wings (wing system) around a central patio and the use of the slope to create levels, accomplices the volume breakdown and its integration into the environment. The purchase of large land plots in the region contributed to this accomplishment aiming, to spread and expansion the complexes to be built in small heights.

During this period, Greece followed the international tourism standards. By the 90s, international tourism has been constantly massified. The model was followed by the Greek tourism that was developed and reached its climax (peak point) by the middle of the 80s. Major markets were the US, UK, and the industrialized countries of Europe (France, Germany, and Scandinavia). A number of factors contributed to this: the loss of popularity of Spanish destinations, the trend for new destinations and the relatively cheap Greek product, as well as the potentiality it acquired by the tour operators, the development of major infrastructure and restructures, developments in aviation, etc. In the late 80s, the first signs of decline appear because of the participation of Greece in the EEC, while inflationary pressures of the time and rising of costs / prices in hotel market are the reasons of the Greek product shift, to options such as new tourism forms and qualitative upgrading of the existing mass model. Greece in order to strengthen its turnaround, has been working hard to claim the 1996 Olympics. The Amalia hotel group continues to develop, relying on the strategy to invest in units placed near important ancient monuments and important road junctions and in the development of local infrastructure and restructuring.

The spatial characteristic of the touristic product of the area is important both in abundance and variety. The area of Olympia[iv] (Olympia, Patras, Kyllini) collects 94% of the region and also has significant infrastructure for special interest tourism. Nevertheless, insufficient utilization of these resources is found in a number of indicators:

• 21 beds per 1,000 inhabitants, compared to 60 in the whole country,

• Average length of stay 5 days versus eight in the entire country,

• Increase of beds number 4% in the period 1999-2000, compared to 29% in the whole country.

This situation appears in the hotel data first. It works during the high season (the last two years) and completeness is 35%. Also, an important spatial feature is the presence of foreign tourism in the area, with the rest of the region attracting Greek customers.

<u>Hotel Amalia in Kalambaka</u>

The fifth and final Hotel of Amalia Group Hotel was constructed in Kalambaka in 1996 on the occasion of Meteora, which has always been a tourist attraction. The Amalia Hotel in Kalambaka is the latest hotel designed by the architect N. Valsamakis for the Group. He is in his mature creative period and the style of his works, during this phase, can be described as postmodern. Without abandoning his basic synthetic principles, N. Valsamakis, designs again a building based on the atrium core, the wing system for the bedrooms, the breakdown of the volumes and the connection to the place and the local characteristics. Because of its size, the specific nature of the space and specificity of the place, there are there are two atriums, so that no space is any less than another in terms of the view and accessibility.

The hotel is built on 3 levels and has 170 rooms and 2 suites with a view to Meteora and the lush gardens, an area of about fifty acres. On ground floor is the magnificent entrance on many levels, with distinct areas of the living rooms, in small or large recesses with a fireplace in some cases, and in front or next to large openings to exploit the natural light and view. The rest of the common areas (dining room, bar) follow the slope and the idea of direct access to the pool and to the outdoor area around it. The architectural design is of particular importance. The international style seen of the architect's design has been taken out of this project, giving way to visible "Greek" local characteristics, both on the outside and mostly on the inside. In the architectural shell we find postmodernism elements not adopted by the totality of architect's projects contemporary to this hotel (e.g. houses), which appear to be compatible with his mature style of the previous period with building volume simplicity. The interior is dominated by wood-carved ceilings and painted surfaces, assisted by different types of carpets, carved chests, etc. and all these coexist with different styles of furniture (for example, leather “chesterfield” sofas). It is perhaps the only hotel where “massification” in the furniture form and decoupling of the separate elements, embedded in the holistic planning of the previous hotels, can be seen[v].

Since 1980, Greek tourism has been declining. The government's inaction, the opportunistic way of exercise and the tactic of "skimming" followed in previous years by the business community, and the impact of massification on environment and define these results as non-reversible.

To deal with these phenomena, tourism is now looking at improving the quality features and product upgrade. The goal of the Olympics centenary and the request of hosting them, marks the starting point of this strategy. A request, through, that does not involve a solid intervention of development nature (main pathologies being the lack of planning and inadequate training), and does not cure the "mutilated" parts of the tourism product. Ranking twentieth and being in one of the lowest revenue position, the customer tank is the countries of Western and Central Europe. Over the last decade and after the Olympic Games, it is catching up and it’s repositioned in the global market, which however make progress and is dominated by better-informed consumers, with requirements in quality characteristics. It is also oriented to the search of "cultural experience», equivalent with the concept «value for money».

Conclusion

The model of mass tourism 3S, should be seen as a part of the historical context.

The various developments in the political, economic and social level is either interpreted in terms of transnational or regional or local terms influenced the current form of the Greek product. Its features dominated in these twenty years and the structured tourist planning of the previous period with the aim of quality development model is weakened and is delivered in an unconditional industrialization –massification of touristic activity. Industrialization carries significant load on the infrastructure of the hosting area while the uncontrollable and anarchistic building, seasonal character and occasional jobs created conditions of dualism, and of establishing an *one range* development model.

The parameter "space - place" participates in the development as a variable of social welfare. In this relationship, issues that arise concern spatial parameters such as:

- Population data and distribution.
- Developments of transport (means, communication, computer science)
- Percentage relationship population / area and exploitation of natural resources (capacity, scarcity).
- Environment - Natural Resources.

Local development is based on the participation of decentralized government agencies to evaluate their own resources in the activation of the "intramural" productive forces and internal control of the development process.

The characteristics of such a process in general may be:

• The process of development is linked to economic growth whose results are compact, corrective, lasting and irreversible.

• All modules have a spatial resource stocks (financial, human, institutional and cultural, natural associated with territorial concessions) and of various levers of mobilizing (agencies and institutions, entrepreneurship and initiative).

The Group "Amalia" kept targeting the cultural experience - product choosing installation points where local resources were the attraction of their customers. For local development, the business model of the Group can be an example. The major reasons are summarized:

• The commitment to quality of hotel infrastructure (technical, operational, institutional) at each level of operation that ensures sustainability.

• The units were constructed in an environmental friendly way (Olympia, Kalambaka).

• The perception to the staff of the group which ensures employment and education of employees and of the members of the family as well, showing the orientation towards sustainability rather than temporary profit.

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EMERGING MARKETS OF RUSSIA AND CHINA IN GLOBAL AND GREEK TOURISM MARKET

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ABSTRACT

Characteristics of global tourism have changed during last decades. One of these changes is the rise of new markets of outbound tourism which is well documented by researchers. The countries referred as BRICS (Brazil, Russia, China, India and South Africa) are also among the most well known emerging markets in tourism. Rise of outbound tourism from these countries have affected tourism flows and types of tourists that arrive across Europe. As a result several European countries try to take advantage of this trend.

This paper focuses on these emerging markets and especially on Russia and China and their impact on Greek tourism sector. A brief exhibition of emerging markets in global tourism takes place at first and facts and figures for Russia and China are shown. Afterwards, there is an analytic approach on how these two emerging markets have already affected Greek tourism in terms of several indicators such as arrivals, spending, length of stay, receipts etc. Moreover, these indicators are compared to those ones from countries that are considered as traditional incoming markets for Greek tourism such as Germany, United Kingdom, France, Italy and others.

Finally, current paper comes up with suggestions on how tourism sector in Greece can adapt to specific characteristics of these "new" incoming tourists and fully address to these new tourism trends. Particularly, the main suggestion is to create and promote specific tourism products such as cultural tourism, city tourism, religious tourism etc. adapted to Chinese and Russian tourism market. These products can positively impact the demand of Greek tourism product and contribute to reduce tourism seasonality.

Keywords: Russia, China, Emerging Markets, Greece

INTRODUCTION

Russia and China are the two largest countries on the planet and two of the strongest economies, which, during the last two decades are characterised by remarkable economic growth and political liberalisation.

Economic growth and socio-political liberalisation are the main prerequisites for the emergence of a more liberal and mobile youth, an extended middle class, together with a new bourgeoisie, social conditions that are much in favour of tourism, both as a social phenomenon inasmuch as an economic activity.

The above conditions in the two countries offer extensive possibilities of tourism within their borders, because of their size, geo-morphological and cultural differences. This serves as an 'educational' step for outbound tourism, i.e. travel to other countries.

Thus, the development of the tourism phenomenon in these countries and the increasing numbers of outbound tourists from Russia and China creates tourist flows towards traditional tourist destinations worldwide, including destinations such as Greece.

The purpose of this article is to analyze the course of tourism phenomenon in Russia and China today and to present figures and trends, in terms of incoming tourism to Greece. In addition, and based on the analysis, to propose ways of better addressing the potential of two emerging markets in our country, adapting to the specific characteristics of each market.

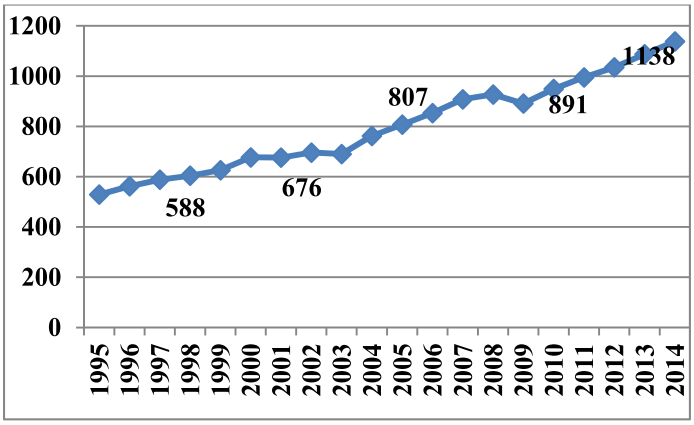
GLOBAL TOURIST FLOWS AND EMERGING MARKETS

Basic figures regarding world travel

It is a fact that tourism in recent decades has risen steadily except a slight hesitation in 2008-2009. For 2013, international tourist arrivals reached 1.087 billion worldwide, while in 2014 there was an increase of 4.7%, larger than the initial forecast (4.5%) of the World Tourism Organisation, to 1.138 billion arrivals. This increase exceeds the average increase envisaged for the period 2010-2020, which is around 3.8%. The increase in air traffic is even higher, 6.1% (WTTC, 2015).

For 2015, globally, the Travel and Tourism (T&T) sector is expected to perform better than the wider economy, and register the sixth successive annual positive growth. In 2014, the tourism industry contributed US$7,580 billion in GDP and 277 million jobs to the global economy, being some 9.8% of the World GDP.

During 2015, the industry's contribution to global GDP is forecast to grow by 3.7% and employment by 2.6%. This demonstrates the sector's enduring ability to generate economic growth and create jobs at a faster rate than the global economy, which is due to grow by 2.9% in 2015. Thus, by the end of 2015, the T&T sector will contribute US$7,860 billion, 10% of global GDP, once all direct, indirect and induced impacts are taken into account. The sector will account for 284 million jobs, 9.5% of total employment, or one in eleven of all jobs on the planet (WTTC, 2015).

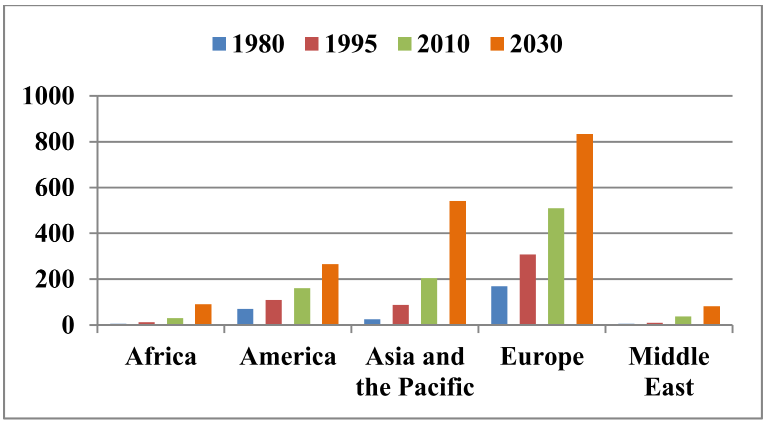


Source: WTO, 2014; WTTC, 2015

Figure 9: Global International tourist arrivals (mil.) 1995 – 2014

As WTTC forecasts, the United States and China will retain their rankings as the two biggest Travel and Tourism (T&T) economies in the world. Germany overtook Japan and now ranks as the third largest T&T economy. Russia faces the continuing sanctions being imposed and the devaluation of the rouble. This increases the inbound tourism arrivals but not the total T&T revenue expressed in $. South Asia is expected to experience the highest growth in 2015 at 6.9%, whilst Europe and Latin America are the regions with the lowest forecast growth of 2.4%. Long-term forecasts for Travel & Tourism show continued annual growth at 3.8% over the next ten years to $11.4 trillion. By 2025, the global Travel & Tourism sector is expected to contribute 357 million jobs, some 73 million more jobs than this year. Figure 1 provides some detail for the global tourist arrivals' path.

As regards future trends, Figure 2 shows the expected increase in number of tourists from each region at a global level. It is clearly stated that tourists from Asia and the Pacific region are expected to increase more than 100%. Nevertheless, Europe will still accounts for more than half of the global figure.



Source: WTO, 2011

Figure 10: Numbers of tourists from selected regions of the world (forecast for 2030)

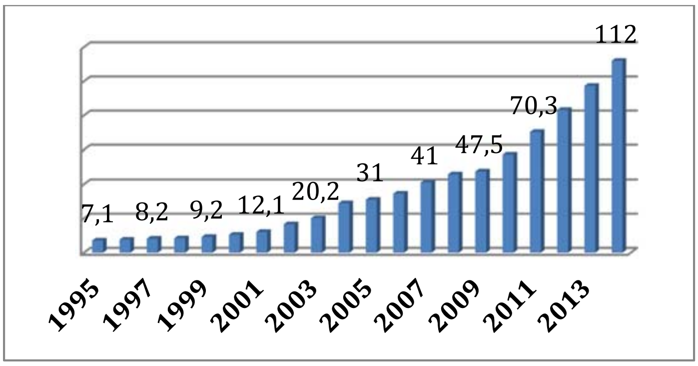
Emerging Markets: China and Russia

As shown by the data, the share of international arrivals corresponding to emerging economies is expected to surpass that of developed countries. Regarding arrivals, the average percentage change for emerging economies is expected to show an increase of 4,4%, which is double that of developed countries. The growth of international tourism by residents of emerging economies has become a fact that is clearly reflected when considering the tourism trends in recent years.

China

Undoubtedly, tourism is a booming sector for the Asia - Pacific region, which includes China. For the period 2010-2030, major changes in inbound and outbound tourism markets, as estimated by the Organisation for Economic Cooperation and Development (OECD, 2014), which have already begun to emerge concerning the share of emerging tourist markets and economies. China is investing in tourism, although its importance is still comparatively small for its economy. Investment in Tourism development was 2.9% of all investment in China, in 2014, which is planned to rise to 4.1% of total investment in 2025. Direct contribution in China's GDP was 2.6%. This is forecast to increase by some 6% annually. This will make it reach to 2.8% by 2015. Total Contribution of travel industry is estimated to 9.4% in 2014 and expected to rise to 10.3% in 2025.

Regarding Chinese outbound tourism, Figure 3 shows clearly that a growing number of Chinese tourists prefer to travel abroad. During 2013 total number of Chinese outbound tourists reached 97,3 millions, 90 million over the respective number of year 1995. It has to be mentioned that this increase outnumbered previous forecasts for Chinese outbound tourism[80]. This rapid growth happened due to the fact that a growing number of Chinese tourists can afford to travel abroad. It has to be mentioned that the annual average growth of Chinese outbound tourism reached 13% for the current period (1995-2013).



Source: China Travel Trends (2012) and www.china-outbound.com (2014)

Figure 11: Chinese Outbound tourists 1995 -2014[81] (millions)

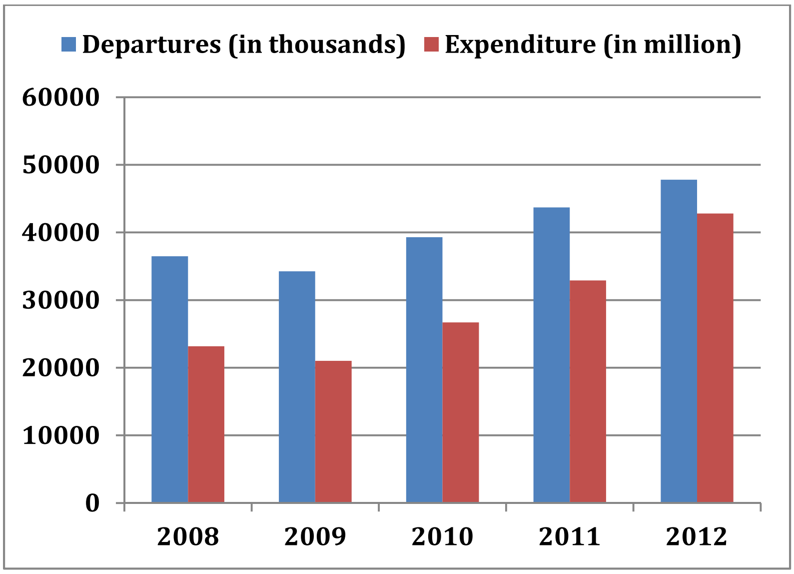
[80] 88 million were expected in 2013 (Pavlopoulos 2005)

[81] 112 millions in 2014 is estimation.

Russia

Our analysis presents a picture of an economy that has undergone three crises: the deregulation of prices, opening the economy to trade and hence to world prices, the devaluation of the ruble in 1998, the recent devaluation of 2014 with the slide of the ruble (from 40 R/ € in 85 R/ €), and the recent (2015) rebound to 58 R/€. All scenarios remain open to the development of 'Ukrainian' crisis. These fluctuations led the Russian economy to seek international business that would ensure a more stable cash flow, preferably in 'hard' currencies. Tourism business fit perfectly in this frame. Devaluation of the Ruble enhanced the tourist flows to Russia.

Russian outbound tourism increased with an average of 7% per year from 2008 to 2012 with a 31,3% total increase which reflects the trend for outbound trips (Figure 4). At the same time, expenditure of Russian tourist has already increased but it has to be mentioned that this increase is expected to reduce its growth as it referred further down.



Source: OECD, 2014

Figure 12: Departures of Russian tourists

Russia and China as emerging tourism markets for greece

Table 1 and Table 2 present data regarding arrivals of incoming tourists to Greece from selected countries. Germany and UK are at the first two positions with an average annual change in arrivals of -0,1% and – 1,4% for the period 2008 to 2014. These two countries account for about 1/5 of total arrivals in Greece during 2014.

Third comes Russia and it is obvious that today it can be considered as one of the main tourism markets of Greece. It has already outnumbered traditional markets such as Italy (in 2014) and France (since 2013) and has been increasing in terms of arrivals with an average rate of +26,2% per year (2008-2014). However, during 2014, there was a decrease in arrivals of Russian tourists but still they represent a significant percentage of total incoming arrivals (5,7%).

China on the other hand represents a very small percentage of total arrivals (0,2%). Nevertheless, it is a rapidly emerging market, with unlimited potential. The arrivals of Chinese tourists increase with an average of 41,4% per year from 2008 to date.

Table 10: Arrivals of international tourists in Greece per country of origin 2008-2014

Country	2008	2009	2010	2011	2012	2013	2014
Germany	2,469,151	2,364,486	2,038,871	2,240,481	2,108,787	2,267,546	2.459.228
UK	2,278,014	2,112,149	1,802,203	1,758,093	1,920,794	1,846,333	2.089.529
Russia	309,071	276,021	451,239	738,927	874,787	1,352,901	1.250.174
France	910,021	962,435	868,346	1,149,388	977,376	1,152,217	1.463.157
Italy	1,099,983	935,011	843,613	938,232	848,073	964,314	1.117.712
Turkey	207,609	200,348	561,198	552,090	602,306	831,113	976.758
USA	612,825	531,276	498,301	484,708	373,831	466,520	591.853
Canada	158,447	134,983	113,358	142,287	102,694	186,701	145.720
Australia	136,086	133,869	108,088	115,902	117,852	129,112	183.080
China	5,941	7,793	13,620	15,838	12,203	28,328	47.482

Source: Bank of Greece

Table 11: Share of international arrivals to Greece per country of origin, and average annual change,

2008-2014

Country	2008	2009	2010	2011	2012	2013	2014	Average Annual Change in Arrivals (2008 -2014)
Germany	15.5	15.9	13.6	13.6	13.6	12.7	11,2	-0,1%

UK	14.3	14.2	12.0	10.7	12.4	10.3	9,5	-1,4%
Russia	1.9	1.9	3.0	4.5	5.6	7.5	5,7	26,2%
France	5.7	6.5	5.8	7.0	6.3	6.4	6,6	8,2%
Italy	6.9	6.3	5.6	5.7	5.5	5.4	5,1	0,3%
Turkey	1.3	1.3	3.7	3.4	3.9	4.6	4,4	29,5%
USA	3.8	3.6	3.3	3.0	2.4	2.6	2,7	-0,6%
Canada	1.0	0.9	0.8	0.9	0.7	1.0	0,7	-1,4%
Australia	0.9	0.9	0.7	0.7	0.8	0.7	0,8	5,1%
China	0.0	0.1	0.1	0.1	0.1	0.2	0,2	41,4%

Source: Bank of Greece

Respectively, Table 3 presents the share of tourist receipts for Greece, per country of origin and the average annual change for period 2008 -2014.

Russia was the third country in terms of receipts although it was fourth in terms of arrivals during 2014. This fact states clearly the importance of Russian market for Greece. The average annual increase between 2008 to 2014 for receipts from Russian tourists was 19,3%.

China, at the same time, accounts for a very significant increase of average annual receipts, of about 61,5% which clearly shows the dynamic of Chinese market.

It is obvious that Greece should implement well targeted and specific policies in order to take advantage of this dynamic increase of emerging markets. It is a fact that Greek authorities have already made efforts for focusing on Chinese and Russian Markets (e.g. Athens to Shanghai direct flight[82]). However, additional efforts should be implemented and adapted to specific characteristics of Russian and Chinese tourists. These characteristics are described further down.

[82] The first direct flight from Shanghai landed on 16/06/2014 with 180 Chinese tourists. (www.imerisia.gr)

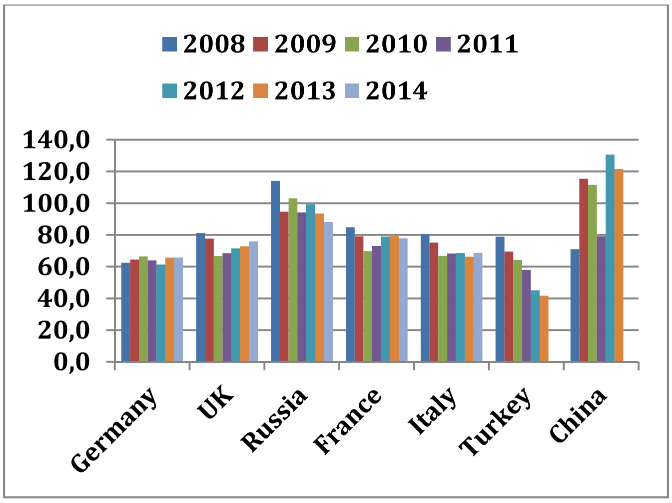
Table 12: Share of tourism receipts for Greece per country of origin, and average annual change, 2008 - 2014

Country	2008	2009	2010	2011	2012	2013	2014	Average Annual Change in Tourism Receipts (2008-2014)[83]
Germany	16.5%	17.7%	16.9%	17.5%	15.8%	15.6%	14,9%	0,7%
UK	16.1%	15.6%	12.9%	11.5%	13.6%	11.1%	11,6%	-5,2%
Russia	3.4%	2.9%	5.2%	7.1%	9.0%	11.0%	8,6%	19,3%
France	6.7%	7.0%	6.7%	8.0%	7.3%	7.5%	8,4%	6,4%
Italy	7.1%	6.1%	5.6%	6.0%	5.2%	4.9%	5,3%	-2,6%
Turkey	0.7%	0.6%	1.2%	1.0%	0.8%	0.9%		3,7%
USA	6.2%	5.5%	6.2%	5.1%	4.1%	4.7%	4,9%	-1,7%
Canada	1.6%	1.4%	1.4%	1.6%	1.3%	2.1%	1,2%	-2,2%
Australia	1.4%	1.7%	1.5%	1.6%	1.5%	1.5%	1,8%	6,9%
China	0.0%	0.1%	0.1%	0.1%	0.1%	0.2%		61,5%

Source: Bank of Greece

As regards Russia, it is critical to mention that Russian tourists prefer the classic tourist product of sea and sun. As a result, an extremely competitive environment is being developed since Turkey has the ability to offer respective travel experiences to competitive prices. According to this, Greek tourism product should focus on improving quality so as to differentiate from the price competition. This policy might be very effective for Russia and emerging markets.

[83] Data for China and Turkey is for 2008 – 2013 period.



Source: Bank of Greece

Figure 13: Average tourism expenditure per night spent in Greece, by country of origin (in €)[84]

Incoming tourists from these markets usually record high tourism expenditure. Thus low price is not necessarily the main reason for choosing travel destinations. Figure 5 shows the expenditure per night of stay to Greece for Russian, Chinese and other markets. It is obvious that Russian and Chinese tourists spend greater amount of money compared to other markets, even from French that traditional tend to spend a lot. Also, other emerging markets such as Turkish show high level of tourism expenditure in Greece.

Specific data for Russia (Figure 6) show that expenditure decreased compared to 2008. However, it has been stabilized in high levels especially after 2011 with a little decrease after 2013. Spending during third and fourth quarter remain about 90 Euros per day. The decrease of expenditure may have happened either because a growing percentage of population travelled abroad or because of increased concern for Russian economy. This situation has been aggravated due to bankruptcy of several Russian tour operators during 2014[85]. It has to be mentioned that Greek travel agents and hoteliers have made great efforts to overcome these problems. The Russian market in general is expected to slow down its increase due to recent instability in Ukraine.

According to Russian National Tourism Organization[86] weather conditions is the main reason for choosing travel destination for 64% of Russians aged 18-34 and for 56% of those aged 35-55. Respectively, positive online reviews are the basic criteria for choosing hotel for 39 and 41 per cent of the above age categories. Due to the aforementioned Greece gains competitive advantage, as it is a close destination to Russia.

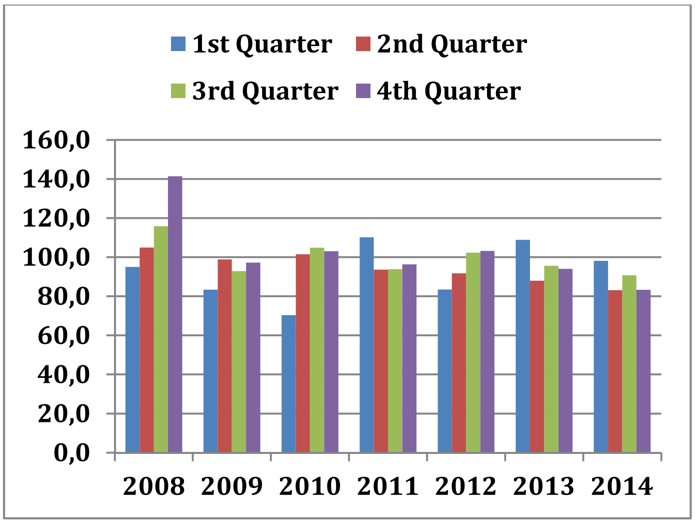
In addition, Russian tourists tend to travel during May and November and this trend should be carefully considered by several destinations in Greece as they have the potential of offering an attractive trip for

[84] Data for China and Turkey till 2013

[85] From June to August of 2014 the following tour operators were bankrupted: Neva, Expo-tour, WindRose World, Labirint and Intaer

[86] Sample consisted of 500 Russians of Moscow, which were categorized at age groups of 18-34 and 35-55 with medium and high levels of income. Additionally, they had travelled abroad at least two times during the last two years (Embassy of Greece in the Russian Federation, 2014)

Russians due to weather conditions[87]. Arrivals of Russian tourists during November and May can damper tourism seasonality. Furthermore, religious tourism is an alternative for attracting Russian market. Common religion might be an important reason for Russians to visit Greek religious sites[88]. Implementing effective promotion practices by several destinations in Greece can contribute to extended length of stay and increased tourism expenditure.



Source: Bank of Greece

Figure 14: Russian tourists' expenditure per night of stay (in Euros)

As regards the Chinese tourists coming to Greece, they increase rapidly in terms of arrivals, overnights and receipts. Nevertheless, arrivals of Chinese tourists still represent a very small percentage of total inbound tourism for Greece. According to various estimates, Chinese outbound tourism arrivals to Europe will keep increasing. Growing numberw of Chinese tourists prefer travelling to destinations far from Asian area.

Regarding the purpose of travel, culture is the basic motive for Chinese tourists. They travel abroad in order to meet foreign cultures and as a result Greece appears to have a strong competitive advantage. However, the expected trend of the Chinese to visit several European destinations only in one trip weakens. On the other hand, Chinese tourists tend to visit fewer destinations or even only one during a single trip (ETC, 2011). Main outcome of this trend is that Greece will face strong competition in attracting Chinese tourists by other preferable European destinations such as UK and France. Greek tourism product should be enhanced with elements that will attract more Chinese tourists and take advantage of the rapid development of Chinese emerging tourism market.

Except of meeting new European cultures, Chinese tourists tend to buy luxury brand products. Chinese spend greater amount of money in this type of tourism activities rather than in accommodation and food, presenting

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[87] According to ETC (2010), during May and November, Russians travel to close destinations(4-5 flight duration). Also, they prefer cultural but also sea and sun trips during these months.

[88] Indicative Greek religious sites are: Meteora, Mountain of Athos, Cave of the Apocalypse.

higher daily tourism expenditure in comparison with tourists of other countries[89]. This fact explains the tendency of Chinese outbound tourists to choose city tourism trips – they like the market and culture rather than the climate or the sea. More specifically, it is estimated that 40% of the Chinese outbound tourists prefer city tourism trips while 30% of the outbound tourists opt to visit seaside destinations[90].

It is important to notice that while more and more Chinese tourists tend to travel abroad, they become more demanding regarding their needs during the trip and their shopping activities. Additionally, it is crucial to take into account the low seasonality of Chinese outbound tourism and the fact that during winter, the Chinese outbound trips remain in higher levels compared to other tourism origin markets. (Table 4).

According to the above, promotion of city tourism to Chinese tourists is strongly recommended, since urban environments combine both cultural and shopping activities. The decision for shopping centers to be open on (several) Sundays as well, contributes to the enhancement of tourism activities during weekends. However, it is suggested that the aforementioned decision should be combined with right promotion of travel packages, good quality and direct flights[91], so as to attract upper segments of the tourism markets. Furthermore, combination of the above with low seasonality of Chinese outbound tourism can contribute economically to large urban centers during low demand seasons.

Furthermore, a friendly environment offered to Chinese tourists can be considered as one of the key success factors. As a result Greece should invest towards this direction in order to be able to offer more attractive and competitive tourism products to Chinese. It is important to take into account several difficulties in offering tourist services to Chinese, due to the fact that they are not quite familiar with English language and European cultures in general. This difficulty creates an additional need of careful and continuous handling of Chinese tourists by travel agents and tour guides. Translation of the Greek official website "visitgreece"[92] into Chinese is expected to contribute to the effective promotion of the Greek tourism product as well as the enhancement of the communication strategies of Greece.

Table 13: Seasonality of Chinese outbound tourism & national holidays

Month	Percentage of overseas trips per month (2007-2008)	National Holidays
January	8.09%	2011: 2 -8 of January 2012: 22-28 of January
February	8.37%	2011: 3-5 of April

[89] High level of expenditure of Chinese tourists in Greece is well documented in Figure 3
[90] According to World Travel Monitor of IPK International (ITB, 2013)
[91] Extension of direct flight period between Athens and Shanghai should be carefully considered
[92] Greek National Tourism Organization - www.visitgreece.gr

		2012: 5-7 of April
March	8.13%	2011: 1-3 of May 2012: 1-3 of May
April	7.95%	2011: 6 of June 2012: 6 of June
May	8.16%	2011: 12 of September 2012: 30 of September
June	7.31%	2011: 1-7 of October 2012: 1-7 of October
July	9.08%	
August	8.51%	
September	8.29%	
October	8.81%	
November	8.47%	
December	8.84%	

Source: ETC, 2011

Conclusions

The current paper analyzes trends of the emerging tourism markets of Russia and China. Both countries are characterized by high level of tourism expenditure.

More specifically, Russia's market is considered as one of the main income tourism markets of Greece. This fact underlies their high importance to Greek tourism. Unfortunately, the bankruptcy of several Russian tour operators is a great threat for Greece and a serious problem to overcome in near future.

On the other hand, Chinese market presents quite different dynamics. China's market is very important for Greece due to the increasing volumes, the high daily spending and the off-season demand. Key element for the development of the latter will be the investment on Chinese language. Simultaneously, other markets should be utilized. For example, Turkey shows growing number of arrivals in Greece. Utilization of emerging markets should be always an important matter for Greek tourism product that managed to reposition to global tourism map.

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PROPOSED CERTIFICATION STANDARD FOR THE SUSTAINABLE MANAGEMENT AND DEVELOPMENT OF MEDITERRANEAN BEACHES

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ABSTRACT

Costal Zones are recognized of strategic importance to all Europeans and in general coastal is perceived as the land sea interface. A land use model is a representation of the interactions between different non□ linear systems – biophysical and anthropic, that influence the dynamics of Land Use/Cover Change (LUCC).

This uniqueness, a result of the coexistence of land, sea and air, accounts for the ecological and environmental sensitivity of all coastal zones. They are unfortunately under severe pressure leading to huge environmental impacts due to the intense and unregulated human intervention.

Although the beaches of the general Mediterranean region constituted and still constitute a part of its significant natural heritage, nothing has been done to support the sustainable development of these areas, which would ensure both the protection of the environment and natural resources, and the general progress of the region.

This problem can be solved through the use of a pioneering and innovative tool: the certification standard for sustainable beach management and development called Costa Nostrum® (= our coast), applicable to all Mediterranean beaches.

The main purpose of Costa Nostrum® is the development of a management model-draft and a certification standard, under which sustainable management and development of each beach will be achieved. Through this process the protection of the environment, the economic development of the areas around the beach and general societal prosperity will also be ensured. Upon completion, it will provide a number of sustainability indicators, which should be recorded, as well as several principles and steps that will facilitate the success of the sustainable development of the beach. A classification of all sustainable beaches will also be provided, depending on the criteria and specifications they meet.

This standard can be adopted and implemented either by individual beaches of certain municipalities or regions. It is also directly applicable to beaches that "belong" to private entities-companies, such as hotel units. It is designed in such a way that all beaches, whether organized or not, even those that are considered

eco-beaches, can potentially qualify and be characterized as sustainable, provided they meet the basic criteria of the management plan-standard.

At the same time, each beach has its own unique characteristics, needs and requirements as well as its own specific capabilities in regard to service provision. Therefore, the proposed standard evaluates those services as well as the characteristics of the beach, and ranks it accordingly in one of four categories (only for organized beaches), while also contributing to the upgrade of the provided services.

The benefits of meeting the sustainability standard for one or more beaches, are diverse, important and cover all three aspects of sustainable development (economy, society and environment), thus greatly facilitating the general advancement and progress of the coastal area.

It should be emphasized that the use of the proposed indicators, principles and steps will result in an objective and fair assessment of the standard, which would ensure the sustainable development of the beach.

Keywords: Sustainable Beach Management, Sustainable Development, Sustainable Tourism, Sustainable Indicators

INTRODUCTION

Due to the combination of sea, land and air, the coastal zone is considered a unique and ecologically sensitive ecosystem, which however, since ancient times favoured for a variety of political, social, environmental, economic and defence reasons, the creation and development of great civilizations (Babilis, 2012; Moschovoudi , 2009).

Indicative of the extreme importance of the coastal zones is that although they account for about 15% of the total surface of the planet, 60% of the world population lives on them (Tzouma 2012; Economou, 2007; Moschovoudi, 2009; Mastrodimou, 2010). Indicative of the increasing population pressure on coastal areas is that by 2020 about 75% of the world population is estimated to have settled in a narrow strip of land with a maximum width of 60 kilometres from the coastline (Mastrodimou, 2010).

The main factors influencing and determining coastal regions are (Dimopoulou, Avagianou and Zentelis, 200?):

The density of the population living and working in the coastal zone.

The significant and fragile biodiversity existing in these areas due to the interaction between the terrestrial and marine ecosystems.

Their geomorphological structure.

The physical processes taking place such as the sedimentation mechanisms, and

Finally, the potential for the development of various human activities such as tourism.

THE PROBLEMS OF THE COASTAL ZONES - BEACHES

The intense coexistence of humans with the sensitive ecological parameters and the physical processes taking place in coastal areas has resulted in the continuously increasing pressure on the environment and natural resources contained in this narrow land strip. The problems faced by coastal areas other than environmental are both social and economic, with grave consequences and implications for the wider community, with the major of them being (Mitoula and Economou, 2003; Papaioannou, 2012; Tzouma, 2012; Mediterranean SOS, 200?; Chatzimpiros and Panayotidis, 200?)

The rapid development of these areas results in urban sprawl and infrastructure and services problems.

The massive migration towards coastal areas may result in increased unemployment and social instability

Destruction of cultural heritage due to the intense urbanization and development of economic activities.

Attraction of a large number of visitors - tourists, greater in many cases than the carrying capacity of coastal areas especially during the summer months, while facing social desolation during the winter season.

From an environmental point of view, the most important problems faced by coastal areas are (Mitoula and Economou, 2003; Babilis, 2012; Papaioannou, 2012; Mastrodimou, 2010; Tzouma, 2012; Dimopoulou, Avagianou and Zentelis, 200?; TEE, 2009; Kalaitzidaki, 200?; b; Moschovoudi, 2009; Ntasiopoulou, 2008; Zisimopoulos, 2012a; Zisimopoulos, 2012b):

Biodiversity loss due to habitat destruction in order to address the increasing needs for housing, tourism and industrial development.

Loss of coastal forests with a rate of about 200.000 hectares per year due to urbanization and wildfires

Increased pollution rates of land and water resources since the sea is the ultimate recipient of pollutants derived from processes both within the marine area, such as ship discharges and urban waste water discharges, and from land-based processes such as excessive use of pesticides and uncontrolled dumping sites leachates carried by rivers to the sea

Depletion of water reserves and water quality degradation due to increased demand especially during the summer months and simultaneous groundwater pollution from pesticides and sewage

Increased urbanization with environmental impacts due to the rapid development of tourism

Coastal erosion due to human intervention in the natural process of sedimentation

Risks from global climate change and its effects, in particular the increase of sea levels which may flood several coastal areas

Soil loss and destruction of coastal infrastructure due to the elevation of water levels caused by heavy storms during the winter months

Last but not least, are the impacts on coastal areas mainly in the Mediterranean region due to the desertification process caused by natural phenomena and anthropogenic factors.

Concluding, it should be highlighted that although the problems of coastal areas are common to almost all regions, however, in each coastal zone they have different weight and importance, and of course different impacts, which depend on a variety of factors (Tsolakos, 2009). Although the ranking of the aforementioned problems is purely subjective, it is commonly accepted that their effects are particularly destructive and severe in both the natural environment and the lives of people residing in coastal areas around the world (Tsolakos, 2009).

THE TOURISM SECTOR IN THE MEDITERRANEAN SEA

Tourism and leisure are two of the most important economic and social activities at both the European and global levels, which favour job creation, increase income levels in tourist areas, assist intercultural understanding and motivate the conservation of the natural and cultural heritance of a region.

One of the most famous tourist destinations in the world is the Mediterranean basin, which, in the last few years, hosts annually around 200 million tourists and likely this number is set to increase dramatically over the next ten years and touch 355 million by 2025 (A Fleischer, 2012; Michalena, Hills and Amat, 2009; Lacitignola, 2007).

Mass summertime tourism thrived on the shorelines of the Mediterranean after the WWII when the coasts of southern Europe became the symbol of mass tourism by offering a product that long remained without particular contenders (Onorfi and Nunes, 2013).

Data indicate that the wider region of the Mediterranean basin receives 30% of global arrivals which provide about 25% to 28% of global tourism revenues, amounting to $131.8 billion for 1999 for the economies of touristic countries (Arlem, 2013; Zorpas, 2007; Magoulas and Pappas, 2008; Michalena, Hills and Amat, 2009; Hadjikakou, Chenoweth and Miller, 2013). Of the total number of tourists visiting the Mediterranean, 80% come from European countries with Germany possessing the lion's share and 90% of the total number of tourists spend their holidays in the European part of the Mediterranean shoreline (Magoulas and Pappas, 2008; Arlem , 2013; Zorpas, 2007). Of the remaining 10% a 6.4% visited the African coast and only a small percentage of 1.3% spend their holidays in the Asian coastal areas (Magoulas and Pappas, 2008).

Of all the Mediterranean countries Greece holds a fairly good position compared to its competitors regarding tourism activity, possessing 2.9% of the European and 1.5% of the world market share, data 2012 (SETE, 2013a). The contribution of tourism to national GDP for both 2011 and 2012 was about the same, averaging 16.4% to 16.5% and contributing 10 billion euros to the Greek economy (SETE, 2013a; Karoulia and Tsionou, 2013). The number of arrivals in Greece during 2012 reached the highest level in the last decade, totalling 17 million and showing an increase of 3.16% compared to 2011 when 16.5 million arrivals were recorded (SETE , 2013a). The highest percentage of arrivals (69%) was observed during the summer months from June to September, while the region with the most arrivals for 2012 was Crete totalling 2,830,750 arrivals (SETE, 2013a).

THE PROBLEMS OF THE MEDITERRANEAN BEACHES

Although most beaches of the Mediterranean basin are considered of outstanding natural beauty with special cultural heritage elements and attract each year millions of tourists who seek relaxation and leisure, unfortunately their situation regarding both environmental conditions and services to visitors – bathers, in some cases is particularly daunting if not catastrophic for both the environment and the local economy.

The main problems faced by coastal areas today are (Zisimopoulos, 2015):

Pollution of coasts from garbage and waste discharged into the coastal zone.

Pollution of seawater close to the shore from garbage and waste discharged from bathers.

Substandard and often poor services provided by the entrepreneurs-operators of beaches.

Use of unattractive equipment (sunbeds - umbrellas - waste bins) which are absolutely incompatible with the general scenery and nature of the beach.

Use of damaged or broken equipment.

Overpricing of goods, products and services provided within the coastal zone.

Substandard if not non-existent planning for the management of waste produced at the beach.

The number of visitors often exceeds the carrying capacity of the beach with disastrous consequences for the natural environment.

THE NEED OF SUSTAINABLE DEVELOPMENT OF THE MEDITERRANEAN BEACHES

Taking into account the data presented it is easily understood that Mediterranean coastal areas - beaches, but also beaches throughout the world, daily receive enormous pressures from the expansion and proliferation of human activities like tourism, resulting in the continuous deterioration of natural resources and environmental pollution within these areas (Tzouma, 2012).

The need to adopt a sustainable development - management model of coastal areas - beaches is highly imperative and arising after the recognition of the key factors that are directly related to the coastal zone – beach, and these are (Economou, 2007; Tzouma, 2012; Moschovoudi, 2009; Vittis, 2004; McLachlan et al, 2013; Lamberti and Zanuttigh, 2005):

The impact on these areas from environmental changes on the climate and geomorphological level.

The recognition of the economic and environmental importance of these areas.

The impacts of human activities both inland and in coastal areas have a direct or indirect effect in these areas.

And finally, the lack of coordination between the authorities involved in coastal zone management in each state and their conflicting plans which are often inconsistent with the protection of the natural environment in coastal areas.

The main purpose of a sustainable management plan of the coastal zone - beach is to combine the protection of the environment and natural beauties of this area while developing it, although with full respect of the natural and cultural specificities of each coastal region, and at the same time aiming to achieve prosperity for the peripheral population, which unfortunately, until now, is facing particularly serious problems (Iliosporoi.net, 2008).

The main axes that should be followed when designing and implementing a system of sustainable management of coastal areas - beaches are (Iliosporoi.net, 2008):

Identifying the social, environmental and economic problems faced by local communities.

The clear defining of the objectives that will lead to an overall problem resolution.

Identifying concrete steps with partial measurable and defined results.

The implementation of measures and actions within the local community.

Securing the financial and human resources and infrastructure, and generally all the necessary tools needed to implement the defined actions.

Creation of an audit and evaluation mechanism.

Exchange of best practices and experiences through networks.

Active involvement of local authorities and residents

Finally, raising the awareness and knowledge of local residents in order to achieve the necessary community involvement.

WHAT IS "COSTA NOSTRUM®" STANDARD CERTIFICATION?

The Standard Certification for the Sustainable Management and Development of Mediterranean Beaches - Costa Nostrum® is a standard and innovative "tool" that can objectively ensure the sustainable development of Mediterranean beaches, by primarily protecting the environment, contributing decisively to the economic development of the region around the Costa Nostrum® sustainable beaches and of course ensuring the social cohesion and prosperity of the region`s citizens.

At the same time, the standard certification Costa Nostrum® will be an online tourist information portal for visitors - tourists of the Mediterranean, regarding infrastructure and the classification and characteristics of each Costa Nostrum® sustainable beach. In its full and extended development, each interested person visiting a coastal area in the Mediterranean, by accessing www.costanostrum.org or by downloading the special mobile application will be able to see which are the Costa Nostrum® sustainable beaches and what are their characteristics (natural – such as flora, fauna, weather, etc. and technical - such as provided services) and infrastructure. At the same time the visitor will be able to choose a Costa Nostrum® sustainable beach according to his preferences, such as infrastructure for disabled people, babies changing facilities etc., through a simple options form. In each Costa Nostrum® beach there will be both an electronic and printed short questionnaire and a complaints - proposals form which the visitor will be able to fill. In the information section for each Costa Nostrum® beach, in the website or the mobile application as well as at the beach itself (where possible in existing beach facilities such catering businesses) and at other catering businesses in the broader area, there will be advertisement – promotion space for local traditional products from the region as well as for the businesses that produce them.

Anyone having selected a sustainable Costa Nostrum® beach through the mobile application will also be able to get directions to the beach and information for businesses producing traditional local products that are in his path and can be visited.

At the same time another innovation of the standard certification is that it has a control evaluation mechanism for the compliance with the relevant legislation and rules regulating both the use of the beach and the operation of leisure enterprises, for example marine activities businesses.

WHICH BEACHES CAN BE CHARAXTERIZED AS "COSTA NOSTRUM®" SUSTAINABLE BEACHES?

This management plan - standard certification is designed in such a way that all beaches, whether organized or not, even those considered of "ecological" character can potentially qualify as sustainable beaches, providing they meet the basic criteria of the management plan.

THE ADVANTAGES AND INNOVATION OF "COSTA NOSTRUM®" STANDARD CERTIFICATION

The proposed management plan - standard certification Costa Nostrum dominates in the following areas (Zisimopoulos, 2015):

The Sustainable Development of beaches and the surrounding areas is the main objective and purpose.

It emphasizes all three pillars of Sustainability (Economic, Environmental and Social).

Holistic and comprehensive approach to the criteria and requirements for the development of the beach aiming towards its sustainability.

Classification of beaches depending on the services provided and their characteristics.

Calculation of the carrying capacity of each beach.

International promotion and advertising of Sustainable Beaches via Internet, Facebook, Twitter etc.

Application to all kinds of beaches with the same positive results.

Evaluation of the standard and each beach by the visitors through a questionnaire.

Promotion and advertising of local traditional products.

Engages directly and indirectly the local institutions (Schools, Municipalities, Regions, etc.) and the wider society (Beach visitors and residents of the region).

Ability to design the standard accordingly in order to adapt to the local conditions and particularities of each beach.

It is easily applicable - measurable and controllable.

Adopts and is based on principles of various certification systems such as ISO 14001, EMAS, ISO 9001 and ISO 13009.

Raises awareness on environmental protection and sustainability through the education of visitors and local residents.

Has a sound process of balancing – rating and classification.

Is as strict as it needs to be and specific.

Covers the absence of state control on the compliance with all the rules and laws regarding the use of the coastline and beaches - control mechanism.

Corresponds to the real needs of the beaches of the Mediterranean Basin.

Has a system of promotion and advertisement of Sustainable Beaches.

CONCLUSIONS

The Costa Nostrum® standard certification for the sustainable development and management of Mediterranean beaches is an innovative and pioneering tool aiming to protect the environment of the coastal areas - the coastal zone, and assist the economic development of the wider region around the Costa Nostrum® sustainable beach and the cohesion and prosperity of the region`s society.

This model can be adopted and implemented by all the municipalities or regions in the Mediterranean countries as well as by private entities - businesses like hotels for example, which administer some beaches without contrasting and conflicting with the respective state laws. It is designed in such a way that all beaches can potentially qualify as Costa Nostrum® sustainable beaches, providing they meet the basic criteria - indicators of the standard certification.

The benefits that can arise by enacting one or more beaches as Costa Nostrum sustainable beaches are diverse, very important and cover all three aspects of sustainable development by helping significantly the development and evolution of the coastal area (Zisimopoulos, 2015).

On the economic level:

Increased number of visitors to the Costa Nostrum Sustainable Beaches.

Increased income for the managing entity of the Costa Nostrum Sustainable Beach.

Creation of new jobs.

Increase in other types of tourism such as Ecotourism.

Increased added value for the Costa Nostrum® Sustainable Beach.

Global advertising of the Costa Nostrum® Sustainable Beach and the region through the website www.costanostrum.org and the Mobile Application.

Surplus value on land adjacent to less popular beaches which, upon certified as Costa Nostrum® Sustainable Beaches will bring benefits for both the landowners and municipalities.

Linking Costa Nostrum® Sustainable Beaches with local businesses – craft industries and cooperatives producing traditional products.

Advertising and promotion of local - traditional products worldwide.

Connecting the visitor of a Costa Nostrum® Sustainable Beach with the mainland and its cultural identity with direct effect in the number of visitors to businesses and other tourist attractions of the region.

Direct economic effect in the region by the promotion of the quality - cultural characteristics of each area:

Increased turnover for the nearby Tourism Businesses.

Unemployment reduction.

Increase of state revenues, through the collection of indirect and direct taxes.

In the environmental level:

Informing and raising the awareness of the visitors of the beach and the residents of the region.

Protection of the Environment and the Ecosystems in the coastal zone.

Protection of Natural Resources - Flora and Fauna.

Cleaner Beaches.

Increase of recycled and composted material - better waste management.

More appropriate and better management of hazardous Biological Waste such as nappies.

More appropriate and better management of cigarette butts.

Protection and Conservation of protected species such as the Caretta - Caretta turtle.

CO_2 emissions reduction due to the use of Public Transport and Bikes to access the Costa Nostrum® Sustainable Beaches.

At the social level:

Increased satisfaction of bathers – visitors of the Costa Nostrum® Sustainable Beaches.

Conservation and promotion of local culture.

Better service quality.

Increase and consolidate the egalitarian sentiment since specific social groups like disabled people, pregnant women and elderly people will have equal access to the Costa Nostrum Sustainable Beach.

Better control of the businesses operating within the coastal area and the employees who work in them.

Compliance with all the essential rules and law requirements verified by the annual audits which will be carried out as part of the standard.

Increased social cohesion.

Increased security in the Costa Nostrum® Sustainable Beach resulting from the information provided to the visitors - bathers on potential dangers and by hiring qualified personnel for the Costa Nostrum Sustainable Beaches.

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KASPAR' S SYSTEMIC APPROACH AND THE COMPETITIVENESS OF THE GREEK TOURISM

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Abstract

At nowadays, where the modernized economy based on networks, Max Weber's theory about the organization as a rigid structure with fixed rules and procedures begins to decompose. In the rapidly changing world of e-commerce, companies must be much more protean and capable to transform simultaneously in order to conform in the new economic conditions. In this new fact, the systemic approach of Kaspar, where tourism consists an open, flexible and interactive system, obtain greater potential.

In the first part, we attempt to analyze Kaspar's systemic approach and its implementation effectiveness in the Greek Tourism. This systemic approach refers to an open system model, as an open flexible structure that interacts with its environment. In this context, we present the operation of tourism enterprises and tourism destinations through their interactions with the environment, as designated by the systemic analysis of Kaspar, having as reference the Greek economic and tourism reality.

Competitiveness has become a central point of tourism policy. As tourism activity intensifies and competition increases, tourism policy focuses on improving competitiveness by creating a statutory framework to protect resources, and monitor, control and enhance quality and efficiency in the industry. Within this context, various organizations and academic researchers developed and suggested frameworks and models to enhance and assess tourism competitiveness. One of these models is the Travel and Tourism

Competitiveness Index. Tourism indicators will be investigated to provide a measure of the past and current activity of Tourism in the Greek economy.

This paper aims to illustrate the importance of tourism as an economic activity and investigate the potential competitiveness effects of the Greek tourism destination, in the context where tourism is perceived as an open and interactive system.

Keywords: Kaspar's systemic approach, Tourism Indicators, Competitiveness, Regional Development.

1. Introduction

The purposes of this article are: (i) to analyse the systemic approach of Kaspar and (ii) to identify and highlight the competitiveness of Greek tourism destination. In addition to, this paper attempts to relate the above purposes with the environments which constitute the open system of Kaspar. The study's aim is addressed by applying the methodology of critical analysis.

In the first section Kaspar's systemic approach is presented, highlighting the fact that tourism system is an interactive open system, where the economic, political, social, ecological, and technological environment influencing decisively tourism growth and development.

The next section deals with the strategic situation analysis of Greek tourism by presenting the performance of Greece over the last years according to the Travel and Tourism Competitiveness Index (TTCI),and presenting the interventional strategies to demonstrate its competitive position.

The last part is devoted to prove that the most important benefits of considering tourism as an open system, are the growth of tourism enterprises and the regional development. Therefore, the competitiveness strategies of Greek tourism coincides with those of an open and interactive tourism system.

2. Analyzing the Tourism System structure by C. Kaspar

Tourism evolution coincides with the most widely accepted political, economic, social, environmental and technological dimension. This dimension refers to the structure of the tourism system, elaborated by C. Kaspar (1976), in an approach based on a systemic analysis (Varvaressos, 2013:50-53).

According to C. Kaspar, the tourism system is composed of two subsystems:

A) The subject of tourism, which activate the demand of tourist services (tourist-consumer)

B) The object of tourism. This subsystem includes three variables: the tourist resort, tourist enterprises, and tourism organizations.

These two subsystems are in a constant interaction and interdependence. Therefore, the tourist activity is structured in different sections that are mutually interdependent and form a structured and well-organized system. A systemic analysis of Tourism by C. Kaspar indicates that the tourism system is an open system, which is characterized in interdependence with the other systems above.

The most important systems (environment) are:

- The economic environment (Economical)

- The political environment (Political)

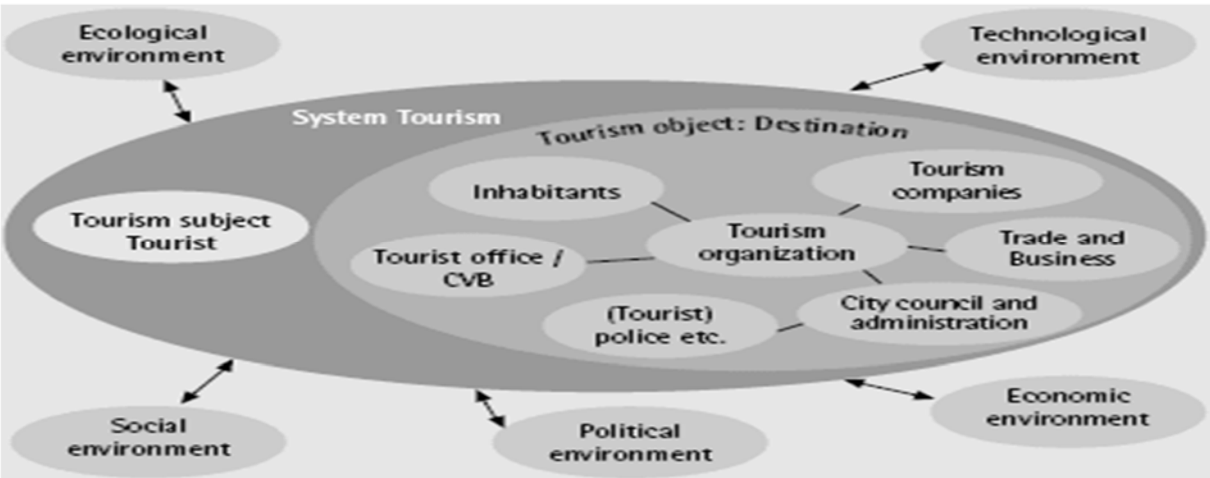
- The social environment (Social)

- The technological environment (Technological)

- And the ecological environment (Ecological)

This integrated approach, which facilitates the understanding of the tourism phenomenon, considers as incentive the tourist-consumer. The tourism system determined and simultaneously influenced by the elements of its subsystems, (tourist enterprises), while simultaneously performed an interaction and connection of effects with the existing environment.

Figure 1: Kaspar's Tourism System Structure Analysis



Source: Kaspar,1976.

The external environment of enterprises includes all those external elements and affects either directly or indirectly.

3. The Economic Environment

Tourism consists one of the largest and most dynamic sectors of the global economy, marking a continuous increase and diversification with the emergence of new countries-destinations in the world tourism map. Economic growth and rising living standards in several countries, have contributed to an increase in disposable income, improved infrastructure and transport. The evolution of tourism determinant of social and economic progress has resulted an integral part of international trade. The receipts from foreign tourism ranks fourth worldwide (IOBE, 2012: 7).

According to a survey of the Greek Statistical Authority (ELSTAT), in 2013 Greece was facing high unemployment rate stood at 27.5%. The first quarter of 2014 the figure was 27.8% in the second quarter raised up to 26.6%. (Greek Statistical Authority, 2014). The dynamics of tourism in Greece and its growth state tourist employment around 800 thousand employees (direct, indirect and consequent employment).

The integration of the major sub-sectors of the tourism circuit shows that the tourist productive circuit reaches 88.700 companies. Taking into account a large number of companies and organizations with special tourist and cultural infrastructure by aquariums, sports, museums, collections and exhibitions, as well as a large number of retail and specialized retail outlets is conservatively estimated about 40,000.The number of production units reaches 129,000 units representing approximately 18% of all production units in the country.

The tourism receipts amounts up to 51.2% of the trade deficit and contribute to 16.4% of Gross Domestic Product (GDP). (SETE, 2014). According to forecasts of SETE for 2014, tourism receipts are expected to be 13.5 billion. Referring to the first half of 2014 we assume that the tourism receipts increased by 13.4%, and the balance of travel services by 12.6%.

Based on the available data of SETE on international air arrivals at major airports, continues the impressive increase of + 15.8% in tourist arrivals level for eight months in 2014, compared to the same periods in 2013(http: //www.traveldailynews.gr).

Furthermore, the travel services balance showed a significant surplus of 2.916,5 million. Euro in the first half of 2014 compared with the first half 2013 was 2.589,4 million. Euros, up by + 12.6% compared to a high increase by + 26.8% made in the first half of 2013 (https://www.hol.gr).

In 2013, 63% of tourism businesses operated without encountering operational difficulties and for the year 2014 the rate decreased by 8%. 1/5 business argues that the reduction resulted from the lack of demand and 17% of the lack of investement (IOBE, 2014).

3.1. Travel and Tourism Indicators

The key role of tourism in the Greek economy has been highlighted by SETE (2013): Tourism contributes 16.2% to the GDP, covers 51.2% of the trade balance deficit, employs 1 out of 5 residents, and generates 34 billion euros total demand. This subsection presents Travel & Tourism (T&T) indicators that aim to provide a measure of the past and current activity of T&T in Greek economy. The contribution of tourism to Greek economy is shown in table 2.

Table 1: Tourism Industry in Greece - Main Indicators (Year 2013)

Indicators	**Year 2013**
International Tourist Arrivals	16.4 millions
International Tourism Receipts	11.23 billion €

Contribution to GDP	16.2%
Contribution to employment	18.2%
Average per Capita Tourism Expenditure	646 €
European Market Share	2.9%
World Market Share	1.5%

Source: SETE (Greek Tourism Confederation), 2014

The tourism industry has been and still is one of the main pillars of the Greek economy over a period of more than forty years. It has been proved that tourism industry has supported and still does economic development because the industry cuts across and is linked to many other industries, and its benefits are widely distributed within national economies. In comparison to other industries, it possesses distinct advantages as a driver of economic development (Oxford Economics, 2012). More specifically: (i) tourism has strong linkages to other industries within national economies generating significant indirect benefits; (ii) it is highly dispersed within national economies and its benefits are widely distributed; and (iii) it generates valuable spinoff benefits by developing infrastructure that other industries can use, and by boosting investments in other industries.

4. Political Environment

The political environment includes the system, the institutions and the political situation of the state.

The Ministry of Economics, Infrastructure, Maritime and Tourism is the competent government body in tourism, (Law 2015).Under its supervision there a few boards, such as the Greek National Tourism Organization (GNOT), the Hellenic Chamber of Hotels (Tourism Education and Training). In addition to, the Association of Greek Tourist Enterprises (S.E.T.E)

Indicatively, as a part of the applied Greek tourism policy constitute the new Law Draft "Special Framework of Spatial Planning for Tourism" (Gov. Gazette 1138/V/2009).The Special Framework of Spatial Planning for Tourism (Gov. Gazette 1138/V/2009) aims primarily at creating or improving the conditions of prosperity and quality of life in the county's regions and communities. Therefore, it sets directions, rules and criteria for the spatial structure and the organization of tourism in Greece and determines the necessary infrastructure. In this way, a realistic action plan for the next 15 years is formulated (2009 - 2024). A draft Joint Ministerial Decision has been set (from 09/03/2012) for Public Consultation, approving the Special Framework for Spatial Planning and Sustainable Development for Tourism and Environmental Impact Assessment, evaluating the experience gained from the implementation of the relevant Ministerial Decision of 2009.

4.1. Educational Programs

Tourism contributes to the promotion of social cohesion by offering development and business opportunities particularly in areas of the country, such as islands, which are characterized by depopulation, while enhancing the standard of living through the jobs it creates. This highlights the importance of tourism education and training, which should be developed in Greece as part of tourism quantitative and qualitative upgrading (IOBE, 2013: 5.7).

4.2. Sponsored employment programs

Also important is the impact of tourism on employment, since several professions are affected directly, but also indirectly from tourism development, and mobilize a significant number of production units working to meet the demand created. The tourism education and training can contribute substantially to upgrade the quality of Greek tourism product, (IOBE, 2013: 5.6).

At a time when the effects of the economic crisis reflected in a largely negative way in the labor market, sponsored employment programs in the tourism sector, enhance entrepreneurship and create new jobs. The above employment programs are part of a new development model, in which tourism should play a more active role for the country's economic development.

5. Social Environment

The social environment includes social structure, social organizations, demographic elements, trade union actions.

The tourist arrivals can influence in the tourism destination, as follows, (Varvaressos, 2000):

- the structure and the operation of social organizations
- the local value stratification
- the behavior of residents

In 2014 there was an increase of tourists from France (1.152 thousand/ 2013). Also slight rise showed the German market (2.267thousand/ 2013) and especially noticeable was the increase of tourists from the United Kingdom (1.846thousand/ 2013). Of the rest of the world growth trends were recorded mainly from the USA (467 thousand/ 2013) and Russia(1.353thousand/ 2013). This situation is the result of:

a) A stable and moderate promoted image abroad,

b) Social, political and economic instability which adjacent known tourist destinations face (Egypt, Turkey, etc.)

c) Development of alternative new (or not) forms of tourism.

In contrast with the high tourist arrivals, the Institute for Tourism Research and Forecasting (ITEP) noted that 74% of Greeks went holidays 2013, as envisaged in 2014 (Dawn, 2014).

6. Technological environment

It is a basic requirement for maintaining a company's competitive position in the market. There are three main areas of technological environment to be taken into account when making decisions (Buhalis, 2001, Poon, 1993)

- The innovation process: is a term more economic rather than technological. It consists the notion, through which the company creates new resources or improve the existing ones. Innovation, therefore, as a dimension of technology is an important development tool for modern businesses.

- The technology transfer process: in businesses technology transfer process becomes either gradually or radically depending on the managerial evaluation of the possible reactions and the adapting of the employees.

- The current state of technology: refers to the most recent technological evolution, although the evaluation of the needs assumed as a prerequisite necessity.

Furthermore, the introduction and implementation of new technology in a business, is a major concern of managers, mainly because of the potential impacts, as it constitutes changes in many levels, such as employment situation, working conditions, product differentiation (Buhalis, 2001, Poon, 1993).Technology, Internet and especially the social media play an important role in the tourism sector. A positive impact of using internet services which invades more and more in hospitality businesses, is a fact. This method is evolving rapidly, although in Greece according to the results of the European Study of Hospitality Services 2014, only 24.6% of the reservations made by this way, when in competitor tourism destinations such as Italy and Spain, the rates reach 40.5% and 36% respectively.

7. Ecological environment

The ecological environment consists of the natural environment and ecological characteristics and problems.

The climatic changes projected to affect the Mediterranean countries in the following years will bring significant reduction of tourist arrivals. Reason for that could be the rising temperatures, the reduced summer rainfall and the increased winter rainfall. Possible consequences may be fires, floods, tropical diseases etc. These changes significantly affecting tourism and hospitality issues, consequently there is a tendency to use friendly environmental policies (Melisidou, Varvaressos, 2004).

Some of the business subsidy programs in which enterprises can participate, in order to implement “green development”, are:

- Operational program “ Environment & Sustainable Development” (EPPERAA)

- Development Law 3299/2004
- Operational program 'Competitiveness and Entrepreneurship (OPC II PRIORITY AXIS 4)
- Project "Green Tourism"

The Ecolabels for tourism enterprises, are listed below:

- AISE Charter for Sustainable Cleaning
- BIO Hellas
- BIO Suisse
- Blue Angel
- "The Green Key" Ecolabel

8. Competitiveness: Concept and its Evaluation

Competitiveness is a comparative concept of the ability and performance of a company, industry, sector or country to sell and supply goods and/or services in a given market. The concept is widely used in business management and economics. Competitiveness captures the awareness of both the limitations and challenges posed by global competition, at a time when effective government action is constrained by budgetary constraints and the private sector faces significant barriers to competing in domestic and international markets. The Global Competitiveness Report of the World Economic Forum (WEF) defines competitiveness as "the set of institutions, policies and factors that determine the level of productivity of a country." (WEF, 2011: 2).

8.1. Tourism Destination Competitiveness

Through the analysis of the structure of Greek tourism system according to the systemic approach of Kaspar, and the assumption that tourism is an open system that receives interactions from the environment, competitiveness is formed in tourist destinations.

According to Vanhove (2011), the concept of competitive destination contains two elements: destination and competitiveness. A tourism destination is a well-defined geographical area within which the tourists enjoy various types of tourism experiences. It is believed that competition in tourism is mainly between clusters and not so much between countries (Sotiriadis, 2012).Applied to tourism the concept of Porter's cluster, it might be defined "as a group of tourism attractions, enterprises and institutions directly or indirectly related to tourism and concentrated in a specific geographical area" (Vanhove, 2011:108). Competitiveness has become a central point of tourism policy. As tourism activity intensifies and competition increases, tourism policy focuses on improving competitiveness by creating a statutory framework to protect resources, and to monitor, control and enhance quality and efficiency in the industry. Within this context, various organizations and scholars developed and suggested frameworks and models to enhance and assess tourism competitiveness. One of these models is the Travel and Tourism Competitiveness Index (TTCI).

8.2. The Travel and Tourism Competitiveness Index - TTCI

The TTCI is a holistic platform, jointly developed by international bodies and organizations (i.e. the WEF, IATA, UNWTO, and WTTC). This tool has been developed within an effort to better understand the drivers of T&T competitiveness and the challenges that face the industry. The aim and objectives of the TTCI are(Dwyer et al., 2011): (i) to help to explore the factors driving T&T competitiveness worldwide, thus providing a basis for implementing policies on a country-by-country basis; (ii) to provide a comprehensive strategic tool for measuring the factors and policies that make it attractive to develop the T&T industry in different countries; and (iii) to provide benchmarking tools that enable countries to identify key obstacles to competitiveness, and to provide a platform for dialogue among government, business and civil society to discuss the best ways of removing them. Its results can be used by all stakeholders to work together to improve the industry's competitiveness in their national economies, thereby contributing to national growth and prosperity (WEF, 2011). It is believed that TTCI is a useful initiative that allows different countries to assess their performance (i.e. destination competitiveness) against other countries at various levels of development. Further, TTCI is a useful basis for policy making to enhance tourism's potential as an engine for growth. This framework was used to evaluate the performance of Greek tourism industry.

8.3. The Competitive Position of Greek Tourism

This section presents the country's performance on the TTCI and its various components .The competitive score and ranking for Greece over the last years are shown in table 2.

Table 2: TTCI for Greece (Years 2008-2013)

Year	**TTCI GREECE**	
	Rank (out of 140)	**Score (1-7)**
2008	22	4.9
2009	24	4.9
2011	29	4.8
2013	32	4.8

Source: WEF, 2008, 2009, 2011 and 2013

From the above table it is evident that the competitive position of Greece has been deteriorated over the last six years. Greece is facing competition from traditional and emerging destinations, active in the global tourism arena and aiming at market shares. That is why it is necessary to reposition the Greek tourism offering in the global market by improving, differentiating and enriching its offering (Varvaressos and Soteriadis, 2011a). The evaluation of performance of Greece and of its main Mediterranean competitors (Spain, Croatia, Turkey) in terms of TTCI is depicted in the following table 3.

Table 3: The TTCI in detail (Year 2013)

COUNTRY	**GREECE**		**SPAIN**		**TURKEY**		**CROATIA**	
INDICATOR	**Score**	**Rank**	**Score**	**Rank**	**Score**	**Rank**	**Score**	**Rank**
1st pillar: Policy rules and regulations	4.2	98	4.5	67	4.9	34	4.2	96
2nd pillar: Environmental sustainability	4.5	72	5.2	25	4.3	95	4.9	44
3rd pillar: Safety and security	4.7	69	5.7	23	4.6	79	5.3	38
4th pillar: Health and hygiene	6.4	13	6.1	24	4.9	64	6.0	31
5th pillar: Prioritization of T&T	5.2	28	5.9	10	4.5	63	4.5	61
6th pillar: Air transport infrastructure	4.7	20	5.3	10	4.5	29	3.0	68
7th pillar: Ground transport infrastructure	4.0	58	5.9	10	4.1	52	4.1	53
8th pillar: Tourism infrastructure	6.8	3	6.7	5	4.8	45	6.7	5
9th pillar: ICT infrastructure	4.3	33	4.5	28	3.1	71	4.3	30

10th pillar: Price competitiveness in T&T	3.6	127	4.1	106	4.0	112	4.0	109
11th pillar: Human resources	5.0	50	5.2	34	4.9	68	4.6	93
12th pillar: Affinity for T&T	4.8	55	4.9	39	5.0	35	5.1	29
13th pillar: Natural resources	4.2	40	4.8	29	3.4	78	3.8	56
14th pillar: Cultural resources	4.3	25	6.6	1	5.2	19	3.9	32

Source: WEF, 2013

The above indicators constitute the factors of an open system which is represented by the systemic approach of Kaspar.

Therefore, the proposed strategies contribute in the improvement of Greek tourism destination's rank, in the context of international competitiveness can focus on two subsystems (Varvaressos, Melisidou et al.: 2013).

a. Tourism Enterprises and

b. Regional Development.

9. Greek tourism destination and interventional strategies

This integrated review of the Greek tourism reality, simplifies the notion of tourism system structure and considers that the main motive is the tourist – consumer.

In the Greek case, tourism as an open system could accept interventional strategies, which can operate "therapeutically" in the specific sub-systems, and in whole tourism system. The above strategies considered as:

- **a.** Tourism Enterprises
- **b.** Regional Development

a) Tourism Enterprises

The internal environment includes those elements of the environment with which the tourism destination tourist business develops trade or receives and carries direct interactions. The key elements are (Okumus, Altinay, et al.: 2010):

- The competitors of the undertaking in products and supplies market
- The suppliers of materials or services
- Customers and consumers
- Banks and other creditors
- Trade unions
- The cooperating companies or bodies
- The government agencies.
- The state tourist bodies at national, regional and local level.

The elements of the organization that is available to be used in achieving its objectives, are the resources of the organization. These resources are divided into human, physical, technological, and financial resources.

b) Regional Development

The interaction of the consumption of the tourism product with its regional base is one of the main characteristics of the activity, showing the fundamental role it plays in the strategies for regional development. In most economic activities, it is the product that reaches the consumer, but when it comes to tourism, it is the opposite in that the consumer seeks for tourism services. Because of this characteristic, tourism has a heavy impact on regional development. From this perspective, tourism and regional development are interconnected because they take place if the regional socio-cultural and environmental characteristics are respected where the activity takes place.

10. Conclusions

The Kaspar's system approach is fostering tourism development strategies in a regional level, by introducing a great amount of environments which are interconnected and act interactive within them, having as reference tourism enterprises and the tourist-consumer(Varvaressos, Soteriades : 2011 b).

The most important benefits of considering tourism as an open system, where the specific government policies fostering the competitiveness indicators, listed below:

- Acquisition of new clients due to the "green" trend in the industry by creation of green brands/ Ecolabels to stand out;
- Easier founding if the regional development principles are being applied into companies strategy;
- Lowering the cost of the companies activities by improving their efficiency;
- Encouraging qualified employees to join the companies as there are becoming more attractive;
- Higher competitiveness and quality in the tourist product/ services;

- Long-term regional development;
- More advanced technologies.

The improvement of indicators competitiveness can be achieved if the applied strategies of the Greek tourism policy consider that tourism is an open interactive system, where various environments effect positively in the tourism destinations, enterprises and tourist consumers.

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THE IMPACT OF PRODUCT INNOVATION UPON RECREATIONAL CULINARY ENTERPRISES

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Abstract

The tourism business sector is highly dependent on the human factor. The most components of the tourism product are services which are offered by the employees. The services are not what most of us experience. Part of those services, are the polite behavior, honesty, willingness and an attitude that makes the service a positive memorable experience.

The employees need to have the equivalent motivation in order to demonstrate a specific desired behavior and repeat it when necessary. On the other hand there have to be a few anti-motives that will prevent non desired behaviors to be exterminated. The management of a tourism enterprise needs to comprehend the behavior motive and anti-motives to lead the employees to the desired behavior and assure the automatic adjustment of the employee to the given circumstances.

Keywords: Motives, behavior, employee, productivity

Introduction

The employees' effectiveness is affected by several factors. Some factors have to do with the working conditions (wages, working environment) and some other have to do with the employee himself (knowledge, ambition).

An enterprise can affect many of those factors both regarding the working conditions and the employee's psychological elements. For instance larger wages, on the job training, bonuses can increase the employee's interest in his job.

In cases of a manager who faces non normal behavior from an employee, the questions why it happened and how to react against it have to be answered. Thus the behavioral motives must be known to a manager.

Tourism businesses are those which mostly serve tourists. A major characteristic is the intangibility of the services which makes them consumed at the moment of their production. Therefore the interaction between guests and employees is constant.

Productivity is the quantity and quality of work produced by an employee. Productivity in the tourism sector has a broader meaning since it contains good manners, willingness etc. The extent of productivity's meaning leads to the need for knowing the behavioral motives, to ensure the guests' satisfaction.

Another impact of the product's intangibility in the tourism sector is the up and downs in the work flow. It is essential that the quality is not affected by the increased demand for the offered services.

A manager, needs to know the motive for the employees' behavior so as to improve the operational policy, select the appropriate candidate for a position, or offer a series of potential benefits to improve productivity.

The motives

Aristotle believed that the reason for our behavior is our needs. Determinism is the fundamental principle for our actions, since there is always a reason for our actions and the final reason is to reach happiness. Plato believed that the behavioral motives are physical (desires) and psychological (knowledge)

A few anti-determinism theories indicate that the human decides for his behavior depending on his reason and emotion. Psychology[v] determined the human behavior as inherent urges that were called instincts. From the 1960's there are developed several theories regarding the behavioral motives, categorizing them as internal or external, emotions, ideas, outcomes of knowledge or will.

The motives lead to action for the achievement of a goal. The impact of the motive is neutralized when the goal is achieved or abandoned.

For example someone feels hungry. This person heads for the kitchen and finds a desert on the kitchen table and the person satisfies the hunger. On the other hand someone may see the desert on the table and eat it without being hungry. In the first case the motive is internal and in the second case it is external.

Some motives are quickly satisfied (hunger, need for sleep) and some others take longer (professional achievements).

Instincts and urges

Humans are born with their instincts. Instincts are denoted as urges, needs or internal motives. The instincts are noted as urges, needs, and internal motives. Those urges are divided into physical and social. The physical urges are the need for food, water, sleep and the social are the needs for interaction with other humans. Those urges, determine to a great extent the human behavior. Other urges are the mobilizing urge, the self-protection urge and the cohabitation.

Social are the urges of power, ambition and glory. Those urges last for a long time so they are called tendencies.

Conscious and non conscious behavior

The humans do not comprehend the motives[v].They often follow non conscious[v] urges, reacting automatically without considering the outcome of a notion. Non conscious behavior lacks self knowledge and leads to out of control actions

Those non conscious urges release energy for their expression. This energy is motivating. There are a few cases in which someone is withheld by his conscience behaviorally. A waiter is hungry, though the conscience stops him from eating the guest’s food.

The urges lead to vital actions which on the other hand may prove to be harmful. This is where conscience often takes control in order to avoid the harm and satisfy the need. Thus we tend to control our urge and deploy a plan to satisfy our need to the maximum.

There are possibilities that an urge may be suppressed by the conscience and still not be satisfied. In this case the energy waits until externalized. The reaction is having non conscious visions or even physical disease.

An employee may behave oddly. This behavior has a reason that lies in the non conscious part. Even jokes and funny stories contain a non conscious urge that needs to be expressed[v]. Overreactions of employees are expression of a non conscious urge against a task. Extreme reactions are attempts to control those non conscious urges. Those reactions are a wide tank of information for managers regarding the employees’ usage.

Some persons face their non conscious urge sand use the conscious to satisfy their needs. Those persons tend to take action and face each situation realistically[v].Some other persons give up easily on the satisfaction of their urges and the tend to be lazy and avoid reality..

Physical urges

Part of the physical urges is the wages receiving. The satisfaction of the physical urges, have a quantitative and a qualitative perspective. The wages are connected with the social urges’ satisfaction to some extent.

An important urge is the economy urge, which aims for the maximum effect with the minimum effort. This urge can clarify the behavior of employees who tend to maximize their gain with the least possible offer. This urge tends to be manipulated by the conscience.

Humans tend to economize but tend to put the demanded effort for a certain outcome. The gain (wages, bonus) for an employee should be connected with his productivity. His urges will lead to intense actions in order to maximize the gain and at the same time increase the effort and his efficiency.

The employee tends to be non efficient under the condition of not having penalties for the reduced productivity. A manager can react by three main models. The manager can check the employee on the job, manipulate the employee’s gain and generate positive urges towards the actual work. The recognition of an employee's value, a promotion, the good social positioning among the colleagues are key urges that can lead to specific behavior.

The sexual prototypes and the acceptable sexual behavior in the working environment can lead to certain behaviors and they are related to each social environment[v].

Sexual urges can lead to behavioral mistakes. The sexual urges are based on strong feelings and emotions. Erotic relations among the employees can be a ticking bomb for a tourism enterprise. Several companies prohibit the sexual relations among the members of the personnel. The sexual urge contains some energy. This energy has to be exterminated under some control[v]. The opposite will lead to non comprehensible behaviors within the enterprise which will neglect the management.

The self protection urge[v] tends to function in an aggressive manner. The pressure, the competition and cut wages lead to aggressive behavior. This behavior tends to be expressed to both colleagues and gests with negative outcomes[v].

The social urge is important for the tourism sector. This urge tends to lead persons to behave in a manner that will form a group. That behavior is crucial in servicing.

The urge of motion leads humans to act since action is a meaning of life. Persons motivated by the urge of motion are highly effective in any working environment.

The urge of curiosity can lead to an exploring behavior. It is important though, not to invade the guests' personal space. Employees like waiters or barmen who tend are obliged to converse with the customers under difficult conditions such as drunkenness[v].

Social urges or tendencies

Those tendencies are developed from the cohabitation of the humans. They have a more permanent nature and they assist the physical to some extent.

The tendency of possession leads to acquisition of items that will satisfy a physical need.

Humans are affected by the tendency of power. That tendency leads a human to controlling his environment[v] and is often seen in a working place when an employee tends to control the rest of the team. Some cases are normal like a superior controlling his inferior. In cases when this is not happening there is a hierarchical disruption. That hierarchical disruption leads to anarchy and poor performance.

The tendency for ambition is close to the tendency of power. Ambition is a positive urge. The ambition should be manipulated in order to avoid negative behaviors regarding the means of achieving that goal. Flattery and slander can disorganize an enterprise.

The tendency for recognition leads the employees to improved performance, since this results in the team's recognition to a person.[v]. Increased wages, bonuses and material items are often used in proclaiming that recognition[v].

Humans demonstrate cultural tendencies. Justice, truth, knowledge, moral satisfaction, avoiding guilt and aesthetic enjoyment are some of those tendencies. Those tendencies are crucial for the tourism enterprise since they determine the cultural level of the enterprise via the cultural level of the employees.

Justice means more than a cultural tendency. Justice is a factor that can make the difference from failure to success. A just enterprise can provide the employees with the motive to improve their productivity and invest much more effort in their work[v].

The moral satisfaction can lead to increased performance. This tendency is equally valuable to the employee as the wages.

The force of habit

The urges can be taught to humans. This tuition leads to developing a habit. Those habits lead to specific behaviors. The employees use the most efficient habits. The more efficient a habit, the more usable it becomes.

External conditions lead the employee to select a habit as a reaction. Habits can provide a manager with the expected reaction from a person in a given set of conditions.

Behavioral motives are a combination between habits and urges. The more intense the urge, the stronger the habit becomes[v]. A hard working employee works overtime (habit) and he needs money (urge). An extra paid shift will increase his excitement. The wages are dependent on the productivity, thus the employee will try harder. An employee is acting when the urge is strong enough.

The level of tension of an urge can lead to stress[v]. Stress can lead to incorrect reaction and finally the opposite outcome[v].

Stress can lead to wrong estimation of the effort and time needed for a task to be completed. Easier and known tasks are preferred and new unknown ones are treated alike the old tasks. The employee needs to pay attention to any differences in the production process in order to avoid the increase of the stress's level[v].

Employees with lower levels of stress should be appointed with more demanding tasks compared to persons with higher level of stress who should be appointed with less demanding tasks[v].

Habits in the working environment are a tool that allows an employee to execute a task with automatic notions. That can diminish the time needed for that task, improve performance and guarantee a certain result.

Habits can provide the employee with confidence that a demanding task is easily executed[v]. That can make chefs and barmen a spectacle while they are working.

Automated operation for the employees of the tourism sector has a drawback. Automation leaves an emotional gap, which needs a larger or an extra urge to be filled.

Reward and punishment as motivational factors

According to the theory of motives, behavior is the outcome of a stimulus connected to its answer[v].

The behavior is dependent to the memory of previous experiences[v]. If an action is rewarded, it will be probably repeated. Reward is the gain of a benefit or avoidance of a loss.

Punishment on the other hand ensures that a behavior will not be repeated. The managers should be aware of the complex of rewards and punishments that can be used in order to manipulate the employees' behavior.

The reward[v] should be connected to a specific behavior, to generate its repeat. Except from the result of the behavior, the attempt should be rewarded as well

The reward should be offered spontaneously and provide a range of options. It may not be a pay-rise, it may be recognitions among the team, promotion and other positive reactions. An employee will consider that the rewarding system is to be trusted and put more effort in his obligations. It is important for the employee to trust the enterprise in reward issues. The reward tends to guide all of the employees to specific behaviors.

Contrary to the reward, punishment is used for avoiding specific behaviors. The punishment alike the reward should be equivalent to the achievement or the loss[v]. The punishment could be the final stage of the action an enterprise can take. A threat of the punishment in many cases is enough. If not the employee may be reprimanded or even fired..

The reward should follow the behavior. If the reward is provided prior the behavior, the demanded behavior will seem like a punishment[v]. In cases when the employee is rewarded and then asked to execute a task that is hard and demanding beyond the regular standards of the employment, the employee tends to feel like being punished for no reason.

Interaction between external and internal motives

The internal motives lead to a predefined behavior that will satisfy the need. The need's satisfaction comes from the environment[v]. The environment will become the field of the external motives[v]. A person needs money and decides to get a job. The need for money is internal motive, though the market where this person will search for the working position is the external motive that will satisfy the needs.

The internal motive serve the basic needs for the organization and the external serve a wider range of needs and wants[v].

Setting targets refer to external motives. If a behavior is not connected to a reward the motives are internal for this behavior[v]. It is possible that the internal motive become external.

Any reason that enhances the chances of displaying a certain behavior is called behavior amplification[v].

The reward (wages) for the employees is given once a month for a series of tasks which take place throughout the month[v]. In this case the employee is working with the expectation of the reward. The expectation is a fundamental motive for the human behavior[v].

The expectation is an external motive. The waiters tend a banquet and there are a few bottles of wine unfinished. Supposing the waiters are allowed to drink the wine after their shift, their experience will be a positive one[v]. The expectation of having the same positive experience, rises the employee's will to participate in another banquet[v].

The expectation has to be fulfilled. The opposite will motivate the opposite behavior. Supposing the employee is not paid at the end of the month, he is not likely to continue working.

The motives are not common for every person[v]. Moreover a person is not led to a non changeable behavior by a certain motive[v]. That happens due to the fact that human needs change over the time. Thus the selections made are affected by the existing needs.

The effectiveness and the productivity of an employee, are dependent on the external and internal motives of that person[v].

Motivational conflicts

Humans prefer a balance between their thoughts and actions[v]. The existence of choices disrupts that balance since a selection equals a rejection. Thus the working environment should not put dilemmas on the employees[v]. Adopting a single acceptable method of dealing with an issue or executing a task diminished the number of dilemmas.

In cases when an employee faces a dilemma, there is a motivational conflict[v]. The motivational conflicts tend to reduce the productivity of the employees. The person faces psychological tension, which is normally controllable. The person's efficiency is determined by the control over this tension. The employee will harm the enterprise as a notion of revenge if the control of that tension is lost, even if the employee will be punished[v]. The defensive reaction to that psychological tension is the understanding of the employer's difficulties and the patience from the employee.

In such cases the employee has three options:

- Resign
- Reduce his productivity in terms of quality and quantity
- To strike back at the employer or the enterprise[v]

Previous negative experiences can affect an employee even in a positive environment. The employee tends to be ineffective due to the lack of trust to the new environment.

A different type of conflict is that between facts[v]. That conflict redefines an opinion according to new details regarding an issue. For example a receptionist appreciates his colleague who seems to steal money from the tips[v]. There is a conflict of facts regarding the colleague's integrity.

In case of a person being driven to take a decision or action, there is often an internal conflict.

Humans tend to rethink about their decisions and if the result was not the desired one the options of reaction are the following.

- Acceptance of the outcome
- Decrease of its value
- Regret[v]

In an enterprise the employee may have some personal goals which are not compatible with the corporate goals. That conflict of goals is a state of stress[v] which is called stress of reality[v].

Every enterprise should provide the employees with reasonable explanations for everything. The corporate operations must be coherent and connected to each one's productivity. There should be no conflict between the employees and the employers since that affects the effectiveness of the labor.

Difficulty level to the appointed task

Each employee prefers a production role that is not too hard or too easy depending on his IQ, capabilities and experience. Managerial decisions that presage threat to the employee, lead to less effort. Those decisions that presage reward tend to increase efforts[v]. The negative decisions affect the employees' focus and distract the person from his efforts[v]. The employee tends to decrease the efforts, boosting the possibility of decreased efficiency. On the other hand positive decisions have the opposite effect.

The employee's emotional arousal should be maintained in a medium level. Low level of stimulus leads to lack of interest, high level of stimulus lead to stress[v]. The each person's character, play a key role in that process[v].

Employees tend to prefer tasks with which they are accustomed and the difficulty level is medium[v].

Ambition is the search for success and goals achievement. Each person defines ambition according to previous experience in similar roles. The ambition determines the difficulty level of an appointed task. Success or failure, redefine the ambition for one person[v].

Η προσδοκία αμοιβής από ένα αρκετά δύσκολο έργο όταν αυτό ολοκληρώνεται, δημιουργεί θετικά συναισθήματα στον εργαζόμενο. Συναισθήματα υπερηφάνειας και ικανοποίησης. Το κίνητρο που ωθεί τον εργαζόμενο στο να αναλαμβάνει αρκετά δύσκολες εργασίες, The ambition is affected by the reward and recognition expectations. This is called the motive of achievement[v]. The motive of achievement is generated when an employee considers him-self responsible for the positive accomplishment of a difficult task for which he is confident[v]. The value of the task and the possibility of completion, increase the motive's impact[v]. Employees who try to achieve goals prefer tasks of medium difficulty[v].

The motive of achievement affect persons in their logic via which they recruit the employees that they believe will contribute to the task completion.

Employees may adopt the motive to avoid success[v]. This motive is found in cases when an employee is asked to complete a task that is considered insulting or has to be avoided. For example, asking the waiter to do the plumbing.

A factor that determines the difficulty in the appointed tasks is the self esteem. Persons with high self esteem tend to take over difficult tasks contrary to persons with low self esteem.

Obsessed with the target

Each task normally leads to the next. The selection of an action is based on the strength and sign of the motive, the person's intention and the "distance" between the person and the target[v].

A stronger motive will attract the employee compared to a weaker motive. Each person estimates the loss and the gain and decides on the expected benefit that will lead to action or not[v].

The motive may be poorly valued and the action will be postponed according to the value of the motive and the person's judgment.

The employees tend to forget about their achievements. Memories' fading, is a normal process. The achievements that are not accomplished are stronger motives. The memories return in states of stress as a relief[v]. At the presence of a stronger motive, the previous target is neglected. The progress to the target will determine the person's future attempts to achieve that goal or abandon it.

The will to hit a target, strengthens or weakens according to being obliged by another person or choosing to hit that target by oneself. The management should convey the whole of the responsibility to the lower levels of the personnel. The goal that should be accomplished must be combined with the employee's position. The employee must have the appropriate means to achieve the predetermined goal.

The successful actions lead to repetition unlike the failed ones. The reward will define the success and the value of the repetition. A poor reward will act like a failure.

Conclusions

The motives are the reasons for a certain behavior and the play a key role in the effectiveness of a tourism business.

The improvement of the employee's productivity is based on their emotional balance. Thus the corporate goals must comply with the social values and principles. Moreover the corporate operation must be coherent with the set goals.

The satisfaction of the employees' needs is an important factor for the parallelism of the corporate and the employees' goals.

An enterprise cannot alter the IQ and the capabilities of the personnel. An enterprise can increase their knowledge, create a set of positive intentions towards their work and lead them to invest more effort in their activities. The level of difficulty must match each employee and each task for the most fruitful operation.

The enterprise must develop a rewarding system that is connected to the operation and is determined by the productivity. The punishing system is not effective at all, on the contrary the rewarding system is an efficient motivational factor especially when connected to positive behaviors, given promptly, is spontaneous and varies

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