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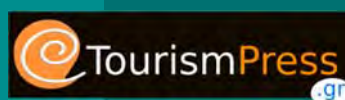


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## **Going Green in Egyptian Hotels: Importance and Implementation of Water and Energy Practices**

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### **ABSTRACT**

Due to the growing interest in environmental issues, many businesses have become more environmentally friendly. The hospitality industry worldwide is beginning to adopt the concept of a green environment. Hotels are more likely to invest in the implementation of green practices into many of their facilities activities. Such practices will help decrease the operating costs and increase the profits. It is important for hotel managers to be aware that green practices will not only help to protect the environment, but will increase revenue as well. A hotel uses large amounts of energy and water for daily operations that puts stress on the environment. Therefore, hotel management, staff and guests should be actively encouraged to participate in environmental practices. Moreover, government authorities may adopt a significant role to facilitate green practices. With awareness increasing, tourists are more likely to look for eco-friendly hotels. Accordingly, hotels are beginning to implement various innovative methods to increase the green concept throughout operations.

The research aims to investigate the importance and the implementation of green practices in hotels in Egypt, regardless of being certified and non-certified. It will depict the current status of green practices in Egyptian hotels, specifically in two main areas—water and energy consumption. It aims to determine the degree of awareness toward green practices and their level of implementation.

To achieve the objectives, the research used a quantitative and qualitative data collection approach through reviewing literature and distributing questionnaires. The research instrument utilized was online questionnaires. A benchmark was developed by gathering reliable information from the green certifications' benchmarks in Egypt. The population of the study included only 5-star hotels in Egypt, which are 150 hotels. This category represents the niche market of hotels that is more capable to adopt such relatively new trend. A link to the online questionnaire was emailed to all population elements, from which 49 were valid for data analysis, giving a response rate 32.6%.

Results of the research indicated that there is a significant difference between importance and implementation of green practices in Egyptian Hotels; with variance in each group practices. The exception was for those practices that are related to water conservation in green-certified five-star hotels; since most of the practices that were considered important, from managers' points of view, were implemented in their hotels. The outcome will give hotels recommendations to enhance green practices and encourage potential implementation.

**Key Words:** Going Green, Water Practices, Energy Practices, Green Certifications, Hotels, Egypt

## **1 INTRODUCTION**

Many people are beginning to realize that the Earth is quickly becoming inhospitable due to the huge amount of air, land, and water pollution. They began to recognize that there is an ideal opportunity for people to take a step toward a greener Earth to help future generations. Based on such a perspective, many corporations have become more environmentally friendly.

Tourism is one of the most promising drivers for growth of the world economy. While tourism has many advantages for any country, there are negative impacts associated with it as well. Some of these may include air, water and noise pollution, negative social aspects, labor problems, and detrimental effects on animal and plant life, along with natural resources (Bohdanowicz, 2005; Dodds & Butler, 2005; Holden, 2008; Graci, 2009; Hall & Lew, 2009; Micioni, 2009). Tourism and the environment go hand in hand. People travel far and wide to enjoy recreational activities such as skiing in the mountains or surfing on tropical beaches (University of Nebraska, 2010). Green Hotel Association (2006) mentioned that the environment and human well-being are connected. The hotel industry cannot ignore how their practices influence the environment (Brown, 1996; Claver-Cortes *et al.*, 2007; Chan, 2008). In reality, a hotel uses a massive amount of energy and water for daily operations that puts stress on the environment. A hotel alone cannot maximize the energy and water savings. However, everyone involved including staff and customers should be encouraged to participate in such saving practices. Energy and water consumption has the largest effect on a trip's ecological issue (Zein, *et al.*, 2008). With environmental laws and awareness increasing, tourists are more likely to look for eco-friendly hotels. Accordingly, some hotels are beginning to implement various innovative methods to increase the green concept throughout operations. (Manaktola and Jauhari, 2007). In fact, the size and reach of tourism sectors make it critically important, from a global resource perspective. Slight changes toward going green have significant positive impacts (UNEP and UNWTO, 2012). The hospitality industry worldwide is starting to become environmentally viable by the implementation of green practices into their facilities. It is important for hotel managers to understand that going green will not only help the environment. But, it will decrease operating costs, allowing for increases in profits and enhancing employee retention rates (Elvis, 2013). Therefore, the hoteliers have to begin making the changes necessary for a greener tomorrow.

Accordingly, the purpose of this research is to investigate the importance and the implementation of green practices in hotels in Egypt, regardless of being certified or non-certified. It aims to determine *to what extent* there is awareness toward green practices and their level of implementation. Moreover, it would develop guidelines and recommendations based on the outcome to help implement green practices in hotel's facilities.

## **2 LITERATURE REVIEW**

### **2.1 Going Green History**

The history of going green emerged in the 1980s and the 1990s. It was a new trend within all industries, which proved its predominance through the years (Kirk, 1995; Roarty, 1997). There are some green hotels that have been in existence for more than thirty years (Pizam, 2009).

In 1992, at the Earth Summit in Rio de Janeiro, the worlds' leaders agreed on a global environmental movement called Local Agenda 21 (LA21). This is the well-known initiative to start off the local programs in the 21<sup>st</sup> century by developing programs and putting them together to promote green practices around the world (Leslie & Muir, 1996; Ashkin, 2007; Rachel, 2007; Klepsch & Schneider, 2012).

In 1993, Green Hotels Association started a campaign called '*Save the Earth*,' which spread around the United States very quickly. This campaign authorized the hotels to give guests the option of not changing the sheets and towels daily. By this practice alone, hotels saved approximately \$6.50 a day per occupied room and 5% of the utilities (Honey, 2008).

Many of hotel companies have developed a number of reporting tools to protect the environment. For instance, in 1997, Hilton International took an initiative action to create Hilton Environmental Reporting (HER), which is a benchmarking tool of Corporate Social Responsibility (CSR) used for environmental reports (Bohdanowicz *et al.*, 2005).

### **2.2 Concept of Green Hotel**

The concept of a green hotel is revolving around a lodging property that performs a lot of practices and programs like energy and water savings and waste management to protect the earth (Manaktola & Jauhari, 2007; Kasali, 2009; Romppanen, 2010; Hatane *et al.*, 2012). Green hotels perform practices to reduce the negative impacts on the environment globally (Friend, 2009; Chan & Hawkins, 2010; Radwan *et al.*, 2010), such as recycling and purchasing eco-products (Abu Taleb, 2005; Han *et al.*, 2011). They decrease the ecological impact by reducing the energy, water and waste use (University of Nebraska, 2010; China Luxury Travel Network, 2010). On the other hand, guests may perceive going green from a different perspective, such as using renewable energy and planting organic food (Siegenthaler, 2010).

The green hotel concept is an umbrella that includes the ecolodge. Eco-hotels are environmentally friendly properties that incorporate stable green practices into their operations with the goal of preserving the Earth. Such hotels are expected to utilize distinctive strategies to minimize the negative effects on the earth; by employing strategies to use the water, energy and material in productive ways and by recycling and reducing solid waste (Alexander, 2002; Zsolnai, 2002; Han *et al.*, 2010; Romppanen, 2010). Eco-hotels are built in a way to protect the environment, culture and the surrounding natural ecosystem. They also help increase the awareness among all partners, including employees, guests and local people to be more environmentally friendly (Wood, 2002).

### **2.3 Reasons for Going Green**

There are two reasons to go green. First, there is an environmental imperative to adopt green practices to conserve the environment. Second, business stakeholders are already concerned about the environment. They require businesses to implement green practices by reducing the misuse of natural resources and negative impacts on them. More pressure from the government, non-governmental organizations (NGOs), stakeholders and consumers is put on businesses; green practices can also be implemented (Gonzalez-Benito & Gonzalez-Benito, 2005; Saha & Darnton, 2005; Esty & Winston, 2009).

Many publications reviewed fields for going green within hotel industry, and mentioned some of their issues as well. These are usually occurring in four areas: *energy* (Kirk, 1996; Middleton & Hawkins, 1998; Fedrizzi & Rogers, 2002; Bohdanowicz & Martinac, 2003; Dascalaki & Balaras, 2004; Bohdanowicz, 2005; Bohdanowicz *et al.*, 2005; Shdeifat *et al.*, 2006; Ashkin, 2007; Budeanu, 2007; Zein, *et al.*, 2008; Romppanen, 2010; Klepsch & Schneider, 2012; Baerbel, 2014); *water* (Salen, 1995; Kirk, 1996; Alexander, 2002; Cespedes Lorente *et al.*, 2003; Essex *et al.*, 2004; Bohdanowicz, 2005; Kasim, 2007; Holden, 2008; Zein, *et al.*, 2008; Romppanen, 2010); *waste* (Kirk, 1996; Alexander, 2002; Bohdanowicz, 2005; Kasim, 2007; Zein, *et al.*, 2008; Romppanen, 2010); and *pollution* (Middleton & Hawkins, 1998; Gössling, 2002; Mensah, 2006; Bohdanowicz, 2006b; Graci & Dodds 2008; Holden, 2008; Zein, *et al.*, 2008; Hall & Lew, 2009; Romppanen, 2010; Halbe, 2013).

### **2.4 Benefits for Going Green**

Going green creates a good relationship with the local people and reducing poverty (OECD, 2012). By implementing green practices, hotels will have many benefits: (1) showing the hotels' dedication toward the environment, not only their profits; (2) helping to enhance the natural scenery; (3) making the environment healthier; (4) helping the hotels to reduce their costs (Abu Taleb, 2005; Tzschentke *et al.*, 2008; Radwan *et al.*, 2010); and (5) improving the hotel image (Anglada, 2000; Anguera & Ayuso, 2000; Morrow & Rondinelli, 2002; Gonzalez, 2004; Bohdanowicz *et al.*, 2005).

Going green could bring additional benefits to employees (Graci & Dodds, 2008; Esty & Winston, 2009); achieve competitive advantage (Graci & Dodds, 2008; Esty & Winston, 2009; Lee *et al.*, 2010); develop customer loyalty (Manaktola & Jauhari, 2007; Claver-Cortes *et al.*, 2007; Esty & Winston, 2009; Zhang *et al.*, 2012); optimize financial benefits (Bentley, 2007; Claver-Cortes *et al.*, 2007; Doody, 2008; Katz, 2008; Esty & Winston, 2009; Esty & Simmons, 2011); and support law compliance, social responsibility and risk management (Graci, 2002; Graci & Dodds, 2008).

## **2.5 Green Hotel Certifications**

The certification procedure is the strategy by which an outsider gives affirmation to the organization that an item, process, administration framework complies with certain requirements (Toth, 2000). Certification is a method for guaranteeing a movement or that an item meets certain standards. Inside the tourism industry, distinctive associations have created affirmation programs measuring diverse parts of tourism for quality within the entire industry (Bien, 2006). The application and participation in all green certification programs, eco labels, awards, codes of conduct and environmental/sustainable management systems are handled on a completely voluntary basis; with no obligation for joining an environmental initiative (EPA, 1998). When a hotel has made the decision to accept and apply green practices, they can be implemented without the use of outside experts, following the manuals and directions.

It was found that certifiers and verifiers are a boundary for hotels to be green (Chan, 2008). Certification fees are too high especially for auditing, assessment and accreditation (Toth, 2000; Chan, 2008; Tzschentke *et al.*, 2008). However, going green will decrease hotels' expenses and increase their revenue (Tzschentke *et al.*, 2008). Hotels that take eco-certification programs raise their room rates. Such a case might promptly increase income for every guest, but it might cut down the volume of guests. It might drive the guests to go for less expensive hotels that do not apply green practices (Houdre, 2008; Stark, 2009). Certification helps to improve the green practices, expand benefits and give accurate data to guests (Mowforth & Munt, 2009; Geerts, 2014). Green certification is done by ensuring hotels are truly green.

The beginning was back in 1992, when Hilton International and other chains made one of the primary moves towards general green certifications in the hotel industry. They were establishing individuals from the International Hotels Environment Initiative (IHEI), which has 86 individuals including 11,200 hotels around the world. Then, it was later merged with the International Tourism Partnership (Honey, 2008). Hotels like Hyatt and Disney have their own certification programs. This additionally changes the edge in which hotels can have their own benchmarks and certifications (Bergin, 2010).

In December 1998, the United Nations Environmental Program (UNEP) distributed the primary report to welcome *Green Globe* to the business sector and urged governments and NGO's to use it. Suddenly, Green Globe became the biggest system in the field and the only one with a genuine worldwide scope, despite its disadvantages in the market up until now (Font, 2002; Griffin & Delacey, 2002; Ustad, 2010).

***Green Hotel Certifications in Egypt:*** In Egypt, there are two categories of green hotel certifications—National and International. The *national* certification is Green Star Hotel (Green Star Hotel, 2015, 2016), whereas the *international* category includes four types of certifications: Green Globe (Green Globe Certification, 2015), Green Key (Green Key, 2016), Green Key Global (Green Key Global, 2016), and Travelife (Travelife, 2016). Each of these certifications has its objectives, standards, procedures, and rating levels.

## **2.6 Hotel Green Practices**

There are *nine* areas that a hotel can apply significant green practices to its facilities. These include: (1) training programs for staff (Fedrizzi & Rogers, 2002; Shdeifat *et al.*, 2006; Kim *et al.*, 2011) and guests (Diener *et al.*, 2008; Millar & Baloglu, 2008; Morgan, 2009; Romppanen, 2010); (2) housekeeping in terms of guest rooms (Fedrizzi & Rogers, 2002; Shdeifat *et al.*, 2006; Hanna, 2008; Kasavana, 2008) and laundry (Getz, 2000; Fedrizzi & Rogers, 2002; Riggs, 2007; Green Hotel Association, 2015); (3) meeting rooms (Fedrizzi & Rogers, 2002; McPhee, 2006; Serlen, 2008); (4) food and beverage facilities including restaurants and kitchens (Fedrizzi & Rogers, 2002; Jones, 2002; Shdeifat *et al.*, 2006); (5) energy productivity either for lighting or air conditioning and heating system (Fedrizzi & Rogers, 2002; ESCWA, 2003; Bohdanowicz, 2006a; Shdeifat *et al.*, 2006; Diener *et al.*, 2008; Zein, *et al.*, 2008; Dalton *et al.*, 2009); (6) water protection (ESCWA, 2003; Bohdanowicz, 2006a; Kasavana, 2008; Godwin, 2012); (7) waste management (Bohdanowicz, 2006a; Baker, 2008; Lee, 2009); (8) indoor environmental quality (Fedrizzi & Rogers, 2002; ESCWA, 2003; Diener *et al.*, 2008); and (9) Recreation & Transportation (Fedrizzi & Rogers, 2002; Shdeifat *et al.*, 2006; Baker, 2009).

There are numerous examples for implementing green practices in hotel chains around the World. Among them are The Intercontinental Hotel Group (IHG) (Klepsch & Schneider, 2012); Marriot Chain (Dasha, 2007; Blanke & Chiesa, 2008; Lee, 2009); Hyatt Chain (Fedrizzi & Rogers, 2002; Mandelbaum, 2008); Fairmont Hotel and Resorts (Fairmont Hotel and Resorts, 2008); Accor Chain (Blanke & Chiesa, 2008); and Ramada (Liz, 2016).

*In Egypt*, tourism policy incorporates green practices as a general objective (Helmy & Cooper, 2002; Helmy, 2004). However, *El-Gouna town* located 22 km north of Hurghada, was constructed based on being environmentally friendly. This town was awarded by the *Green Globe* certification, honoring its engineering and ecological responsibility. It draws in vacationers from various nations particularly Germany, UK and Belgium (Ibrahim, 2009).

The Ministry of Tourism (MoT) focuses on green practices in the hotel business sector. It created Green Sharm Initiative which is based on the 4 pillars of emissions mitigation, biodiversity, waste management best practices and water conservation. These pillars translate into 33 quantifiable projects to deliver a low carbon, environmentally friendly city by the year 2020. It is the primary example in the Middle East that will upgrade *Sharm El Sheik* to be a worldwide green city. It has reduced the gas outflow by 36%, decreased the hotel guestroom energy by 13%, diminished water utilization by 13% for each current lodging and 28% for every new hotel, decreased the water wastage by 75%, achieved level 3 out of 5 in the strong waste administration, achieved level 2 out of 3 in sewage treatment, and decreased the coral reef destruction by 5% every year (OECD, 2012).

In 2013, the hotels sector in Egypt attempted to outfit 100,000 hotel rooms with new clean innovations and solar-heated water, which would take 5 years to be installed. Also in 2013, 45 hotels set up a plan to install solar-heated water system framework (Baerbel, 2014).

### **3 METHODOLOGY**

#### **3.1 Research Objectives and Hypotheses**

The main objective of this research is to investigate the importance and the existence of green practices in hotels in Egypt, regardless of being certified or non-certified. It will depict the current status of green practices in Egyptian hotels, specifically in two main areas—*water* consumption and *energy* consumption. It aims also to determine to what extent there is awareness toward green practices and their level of implementation. Moreover, it would develop recommendations based on the outcome to help implement green practices in hotel's facilities. The following research hypotheses will be tested:

H. There is a significant relationship between hotel's management awareness of green practices and its commitment for implementation.

*However, such hypothesis can be divided, based on certification into:*

H.a: There is a significant positive relationship between hotel's management awareness of green practices and its commitment for implementation in green *certified* hotels.

H.b: There is a significant negative relationship between hotel's management awareness of green practices and its commitment for implementation in green *non-certified* hotels.

#### **3.2 Research Technique and Instrument Development**

To achieve the objectives, the research used a quantitative and qualitative data collection approach through reviewing literature and distributing questionnaires. Due to the large number of hotels, the research considered only 5-star hotels in Egypt, either being green certified or non-certified hotels. The reason for such consideration is that this category represents the niche market of hotels that is more capable to adopt such relatively new trend. Also, this segment is often managed by world-wide chains that usually have experience and provide money for such leading researches.

The research instrument utilized was online questionnaires. It was developed based on the reliable benchmark that was gathered from literature review as well as the *five* green certifications' benchmarks in Egypt—both national (Green Star Hotel) and international (Green Globe, Green Key, Green Key Global, and Travelife). The respondents were asked to indicate the various green practices used in their hotels concerning *water* and *energy* consumption (since they represent the large amount of hotel's consumption), by using a *Likert* scale. It was divided into *two* sections: (1) the degree of *importance*, which has three choices ranging from Not Important, Partially Important and Important; whereas (2) the level of *implementation*, which had three choices ranging from Not Implemented, Partially Implemented and Implemented. Finally, a pilot survey was conducted with some experts, including national certification manager and hoteliers, before distribution process.



### **3.3 Questionnaire Distribution**

The population of the study included 150 five-star hotels in Egypt, according to the Egyptian Hotel Guide. In order to secure high responsiveness, trials were made to reach each hotel to determine the potential respondent either by phone and/or email. Then, a link to online questionnaire was emailed to all population elements. It was directed to the manager who is responsible for implementing the green practices in the hotel (i.e. general manager, engineering manager, executive housekeeper, and the green department manager if available, etc.). In order to get a high response rate, following-up and a reminder email was sent to those who did not answer. Out of the 150 distributed questionnaires, only 49 were valid for data analysis, with a response rate 32.6%.

## **4 RESULTS PRESENTATION AND DISCUSSION**

### **4.1 Green Certified and Non-Certified Hotels**

The results revealed that there were 60 green certified five-star hotels, which represented 40% of the total population. They were certified with the following details—26 had national green certification, 25 had international green certification, and 9 hotels had both types, national and international. The other 90 five-star hotels were non-certified as green properties. As mentioned before the total responses were only 49 questionnaires, which were valid for data analysis, with a response rate 32.6%. Responses were almost distributed equally between green-certified (24 hotels, representing 49%) and non-certified (25 hotels, representing 51%) hotels. Hotels were divided into the main five tourist areas in Egypt— North West Coast, Cairo, Red Sea and Sinai, Suez Canal and Upper Egypt. Most of the responses were gathered from the Red Sea and Sinai area (18 green-certified and 16 non-certified, with sum of 34 hotels out of 49 total responses, representing 69.4%); followed by Cairo area (3 green-certified and 5 non-certified, with a total of 8 hotels, representing 16.3%); and North West Coast area (2 green-certified and 3 non-certified, with a total of 5 hotels, representing 10.2%). Such a case is not surprising, since the high proportion of population (87 hotels out of 150 five-star hotels, representing 58%) is located in the Red Sea and Sinai area. Moreover, all responding hotels were managed by chains.

### **4.2 Green Practices Assessment**

This section represents an assessment of green practices in terms of the degree of *importance* and the *implementation* level in the surveyed hotels. Both green-certified and non-certified hotels will be discussed separately. Managers were asked to evaluate the degree of importance and the implementation level of green practices in their properties from their own point of view. The practices were collected from all the benchmarks of the green certifications in Egypt, from which only two main areas were covered—*water* and *energy* consumption. Mean values and standard deviation have been calculated for each practice in the investigated areas, in terms of importance and implementation scales. *Mann-Whitney* test was employed in order to compare analysis results for these practices, using descriptive statistics including means of scores, resulting in *p*-values at level (0.05), to identify if any significance relationship is recorded.

### 4.2.1 Green-Certified Hotels

The total number of Green-certified five-star hotels was 24 hotels representing 49% of total respondents. The following table (1) presented the comparison between the importance and implementation level of the green practices in the green-certified hotels.

Table 1: Comparison between the Importance and Implementation of Green Practices for Green-Certified Hotels

Green Practices		Importance Degree		Implementation Level		P-Value
		M	SD	M	SD	
<b>1. Water Consumption</b>						
W1.	Monitoring the water consumption in each department at least once a month.	3.00	0.00	2.95	0.22	0.078
W2.	Installing water-saving devices in the appropriate places (flow regulators, water flow sensors, self-closing taps, etc.).	2.83	0.38	2.61	0.66	0.035*
W3.	Installing low flow showerheads that do not exceed 9 liters per minute.	2.88	0.33	2.90	0.30	0.364
W4.	Following the instructions for saving water and energy during operation of dishwashers (must be displayed near the machine).	2.88	0.33	2.71	0.63	0.067
W5.	Maintaining regularly plumbing fixtures and piping in order to avoid water losses.	2.98	0.15	2.83	0.38	0.013 *
W6.	Reusing the water used in the kitchen to wash fruits and vegetables for watering the garden.	2.51	0.70	1.90	0.85	0.000*
W7.	Watering grass and plants early in the morning and late at night to limit evaporation.	3.00	0.000	2.95	0.22	0.078
W8.	Cleaning the swimming pool in a way that will reduce the water wastage such as manual and mechanical processes, filtration maintenance etc.	2.78	0.41	2.29	0.71	0.000 *
W9.	Using less chemical detergents like phosphate-free or whitener-free in the laundry.	2.76	0.58	2.56	0.63	0.075
W10.	Giving guests a choice on having linens exchanged.	2.93	0.34	2.85	0.47	0.215
<b>Overall Score</b>		<b>2.85</b>	<b>0.21</b>	<b>2.85</b>	<b>0.47</b>	<b>0.211</b>
<b>2. Energy Consumption</b>						
E1.	Monitoring the energy use at least once a month for each department.	3.00	0.00	2.95	0.22	0.078
E2.	Using any renewable energy system like solar system and wind turbines.	2.90	0.43	1.88	0.80	0.000*
E3.	Using energy efficient light instead of Fluorescent light and depending on natural light more than artificial lights.	2.98	0.15	2.83	0.38	0.013*
E4.	Installing energy-efficient equipment like water heaters, air conditioners, dishwashers etc.	2.85	0.35	2.54	0.55	0.001*
E5.	Switching off equipment when not in use.	2.93	0.26	2.83	0.49	0.134 *
E6.	Depending on natural light more than artificial lights.	2.85	0.35	2.66	0.61	0.042*
E7.	Having a thermostat system in the guest rooms to control maximize and minimize temperatures	2.93	0.26	2.71	0.55	0.013*
E8.	Changing the air conditioning filters equipment regularly.	2.98	0.15	2.80	0.40	0.007 *
E9.	The air conditioning automatically switches off when windows are open.	2.76	0.53	1.37	0.72	0.000 *
E10.	Keeping the water temperature at 24°C to save the energy.	2.80	0.45	2.34	0.75	0.001*
<b>Overall Score</b>		<b>2.95</b>	<b>0.45</b>	<b>2.49</b>	<b>0.55</b>	<b>0.003*</b>
M=Mean, SD= Standard deviation, p-value= Significant difference at level 0.05.						

Firstly, concerning the **water consumption** green practices, there was *no* significant difference between the scores of importance degree and implementation level (p-value= 0.211). Therefore, such a result revealed that most of the practices that were considered important, from managers' points of view, were implemented in their hotels. However, there were some practices that showed significant gaps, such as W6 and W8 (p-value= 0.000).

Regarding the *importance* of those practices, the highest degrees were recorded to practices W1 and W7, which showed also the highest level of *implementation* with means 3.00 and 2.95 respectively. On the other hand, the least important practice was also the least implemented one, i.e. W6 practice with means 2.51 and 1.90 respectively.

Secondly, concerning the **energy consumption** green practices, there was a significant difference between the importance and the implementation level (p-value= 0.003). Therefore, such result exposed that most of the practices that were considered important, from managers' points of view, had not been implemented in their hotels. The highest two gaps were dedicated to practices E2 and E9 (p-value= 0.000). The most important and implemented practice was E1 (with Means 3.00 and 2.95 respectively). Conversely, the least important and implemented practice from was E9 (with Means 2.76 and 1.37 respectively).

According to the mentioned results, the research hypothesis related to green-certified hotels; **H.a**: There is a significant positive relationship between hotel's management awareness of green practices and its commitment for implementation in green *certified* hotels; could be *accepted* regarding **water consumption** green practices. On the other hand, it could be *rejected* regarding **energy consumption** green practices.

#### **4.2.2 Green Non-Certified Hotels**

Twenty five green non-certified hotels were studied, representing 51% of total respondents. The following table (2) presented the comparison between the importance and implementation level of the green practices in the non-certified hotels. Firstly, concerning the **water consumption** green practices, there was a significant difference between the scores of water consumption importance and implementation level (p-value = 0.000). Most of the practices were important from the manager perspective, but they did not implement them. Practices W4, W8, W9 and W10 were the highest in gaps (p-value = 0.000).

Regarding the *importance* of those practices, the highest degrees were recorded to practices W5 (M= 2.95) and W4 (M= 2.93). However, the least important practices were W6 (M= 2.48) and W3 (M= 2.67). Regarding the *implementation* level of those practices, the highest implemented practice was W1 (M= 2.79), followed by practice W5 (M= 2.74). Conversely, the least implemented practice was W6 (M= 2.07).

Secondly, concerning the **energy consumption** green practices, there was also a significant difference between the importance and the implementation (p-value= 0.021). Some practices recorded a significant gap like E2, E4, E5, E6 and E9 (p-value= 0.000). Although, managers thought they were very important practices, they did not implement them in their hotels.

Moreover, it was noted that all practices have been evaluated as highly *important* with a mean that scored 2.85, as shown in Table 2. Three of most important practices were E4, E5 and E6 (M= 2.95), while the least important practices were E10 (M= 2.57) and E8 (M= 2.88).

Table 2: Comparison between the Importance and Implementation of Green Practices for Non-Certified Hotels

Green Practices		Importance Degree		Implementation Level		P-Value
		M	SD	M	SD	
<b>1. Water Consumption</b>						
W1.	Monitoring the water consumption in each department at least once a month.	2.86	0.41	2.79	0.41	0.217
W2.	Installing water-saving devices in the appropriate places (flow regulators, water flow sensors, self-closing taps, etc.).	2.76	0.43	2.57	0.54	0.040*
W3.	Installing low flow showerheads that do not exceed 9 liters per minute.	2.67	0.52	2.50	0.79	0.132
W4.	Following the instructions for saving water and energy during operation of dishwashers (must be displayed near the machine).	2.93	0.26	2.52	0.59	0.000*
W5.	Maintaining regularly plumbing fixtures and piping in order to avoid water losses.	2.95	0.21	2.74	0.49	0.006*
W6.	Reusing the water used in the kitchen to wash fruits and vegetables for watering the garden.	2.48	0.79	2.07	0.94	0.019*
W7.	Watering grass and plants early in the morning and late at night to limit evaporation.	2.83	0.43	2.64	0.65	0.061
W8.	Cleaning the swimming pool in a way that will reduce the water wastage such as manual and mechanical processes, filtration maintenance etc.	2.81	0.50	2.14	0.83	0.000*
W9.	Using less chemical detergents like phosphate-free or whitener-free in the laundry.	2.79	0.46	2.19	0.85	0.000*
W10.	Giving guests a choice on having linens exchanged.	2.90	0.29	2.45	0.59	0.000*
<b>Overall Score</b>		<b>2.80</b>	<b>0.20</b>	<b>2.50</b>	<b>0.58</b>	<b>0.000*</b>
<b>2. Energy Consumption</b>						
E1.	Monitoring the energy use at least once a month for each department.	2.93	0.26	2.88	0.32	0.232
E2.	Using any renewable energy system like solar system and wind turbines.	2.93	0.34	2.12	0.88	0.000*
E3.	Using energy efficient light instead of Fluorescent light and depending on natural light more than artificial lights.	2.90	0.29	2.67	0.52	0.006*
E4.	Installing energy-efficient equipment like water heaters, air conditioners, dishwashers etc.	2.95	0.21	2.40	0.76	0.000*
E5.	Switching off equipment when not in use.	2.95	0.21	2.62	0.53	0.000*
E6.	Depending on natural light more than artificial lights.	2.95	0.21	2.64	0.53	0.000*
E7.	Having a thermostat system in the guest rooms to control maximize and minimize temperatures	2.93	0.26	2.79	0.46	0.044*
E8.	Changing the air conditioning filters equipment regularly.	2.88	0.32	2.74	0.54	0.074
E9.	The air conditioning automatically switches off when windows are open.	2.93	0.26	2.19	0.88	0.000*
E10.	Keeping the water temperature at 24°C to save the energy.	2.57	0.49	2.24	0.87	0.018*
<b>Overall Score</b>		<b>2.85</b>	<b>0.46</b>	<b>2.53</b>	<b>0.63</b>	<b>0.021*</b>
M=Mean, SD= Standard deviation, p-value= Significant difference at level 0.05.						

Regarding the *implementation* level, the most implemented practice was E1 (M= 2.88), followed by practice E7 (M= 2.79); whereas the least implemented practice was E2 (M= 2.12).

According to the mentioned results, the research hypothesis related to non-certified hotels; **H.b**: There is a significant negative relationship between hotel's management awareness of green practices and its commitment for implementation in green *non-certified* hotels; could be accepted regarding green practices for either **water** or **energy consumption**.

## 5 LIMITATIONS AND FUTURE RESEARCH

Due to the large number of hotels, the research considered only 5-star hotels in Egypt, either being green certified or non-certified hotels. Nevertheless, other hotel categories, in Egypt, should be surveyed to determine whether they apply green practices to their facilities. Exploring the barriers for going green, as well as the gap and opportunities to have green hotel certifications might be investigated. Other areas of applying green practices that might be used in hotels could be studied, such as waste management, pollution elimination, green purchasing, and training for both employees and guests. The guests' behaviour toward green practices as well as their concern and positive attitude toward the environment conservation might be recommended for future research. Another significant dimension that should be further investigated in future research is the role of Governmental Authorities and NGOs in encouraging hotels to adopt green practices.

## 6 IMPLICATIONS AND CONCLUSIONS

The main objective of the research is to investigate the importance and the existence of green practices in hotels in Egypt. Such objective is fulfilled through the field study, specifically in the two main areas of water consumption and energy consumption. Also, the research explored the current status of Egyptian 5-star hotels, in terms of green certification. It depicted whether they are being green certified or non-certified, based on theoretical review and practical study. There were 60 green certified five-star hotels, which represented 40% of total population. They were certified with the following details—26 had national green certification, 25 had international green certification, and 9 hotels had both types of certifications. The other 90 five-star hotels had not any green certifications.

Furthermore, hotels were divided into the main five tourist areas in Egypt— North West Coast, Cairo, Red Sea and Sinai, Suez Canal and Upper Egypt. Most of the responses were gathered from the Red Sea and Sinai area, followed by Cairo area and North West Coast area. Such a case is not surprising, since the high proportion of population is located in Red Sea and Sinai area. Moreover, all responding hotels were managed by chains.

The research can conclude that green certified and non-certified managers have a relatively high awareness regarding green practices. However, the implementation level was limited in the non-certified hotels than the green-certified ones.

Results of the research indicated that there is significant difference between importance and implementation of green practices in Egyptian Hotels; with variance in each group elements. The exception was for those practices that are related to water conservation in green-certified 5-star hotels; since most of the practices that were considered important, from managers' points of view, were implemented in their hotels. Therefore, extensive concern should be maintained toward increasing awareness and implementation. Green-certified and non-certified hotels should improve their water and energy green practices to optimize the use of resources. Moreover, areas for future research are recommended.

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## **The effect of Hotel Ownership Type on Hotel Website Contents**

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### **ABSTRACT**

This study contributes to the literature on the evaluation of the hotel website contents. It drives to examine the effect of hotel ownership type (chain hotels vs. independent hotels) on hotel website contents by conducting a content analysis. To map the multi-approach research area of hotel website contents, the study draws on literature in the fields of hotel E-Marketing, hotel websites, internet, social media, and mobile applications. The population frame for this study is the list of all five-star hotels in Egypt and Croatia to examine the effect of hotel ownership type on hotel website contents. Although, the findings show that the contents of five-star chain hotels in Egypt significantly vary from five-star chain hotels in Croatia ( $p < 0.00$ ), the contents of five-star independent hotels in Egypt do not significantly vary from five-star independent hotels in Croatia ( $p > 0.05$ ). A natural extension of this research would thus be comparing these results with the importance of the hotel website dimensions from the customers' perspectives. The nature of this study can be considered as a distinctive research in the field of E-Marketing commonly and E-Marketing in chain and independent hotels in both Egypt and Croatia precisely. For practitioners, the checklist of the hotel website content by adding new features to the dimensions like social media (Twitter, Facebook, LinkedIn, Trip advisor, YouTube... etc.) and mobile applications should be precisely considered into account which it was noted that some of the hotel websites had other contents rather than the checklist. As the first integrative analysis of the hotel websites between Egypt and Croatia,

this study tends to understand the current tendency, argues for its wider relevance, and paves the way for its future trends.

**Key Words:** *Chain hotels, Independent hotels, Hotel website, Egypt, Croatia*

## INTRODUCTION

In an ever-changing marketplace, where the only certainty is uncertainty, corporate success comes from consistently creating, distributing and using innovative technologies. Globalization, the renovation of the enterprise, the presence of digital establishment, and transformation of tourism and hospitality fields are four powerful worldwide changes which have altered the business environment (Laudon, 2002; Wu and Lin, 2009).

The importance of information technology in the hospitality industry, principally the World Wide Web, has enhanced enormously in the prior period. As information is the vital spark of the hospitality field, effective use of information technology is fundamental for marketing and promotional actions (Wang and Fesenmaier, 2006). From the viewpoint of customers, the internet permits them to connect directly with hotels, to request information and to obtain services and products without any geographical and time limits. For hoteliers, in specific marketing and sales managers, the successful structures of hotel websites are lower distribution costs, greater profits, and a more market share (O'Connor, 2003). The Internet in the hospitality industry has provided a great chance for independent firms to compete in various markets with the similar opportunities of the big players. Like businesses across the tourism industry, hotels are embracing this technology and working dynamically to use websites to offer customers the ability to search information and book rooms online (O'Connor and Frew, 2002). Hence, the internet is a central communication tool and is very essential for independent hotels to use it as an effective marketing tool.

While the prospects accessible by the Internet in Egypt appear readily apparent, Essawy (2011) clarified that there is still much speculation on exactly what impact it will have on marketing independently owned hotels. Independent hotels in Egypt were not examined cautiously and broadly in prior studies. There is an absence of practical evidence in terms of what hotel managers are actually thinking and more significantly doing in response of the dispersion of the Internet in hotels.

It is auspicious to mention that hospitality more and more needs to embrace innovative methods to improve their competitiveness. It is also crucial to emphasis on the most operative means of marketing, advertising, information services, and allocating goods on hotel websites to both local

and universal marketplaces. Moreover, the internet is an important channel of distribution to customers. Progressively, customers can undertake their entire tourism product search and booking online and, therefore, they require flexibility, specialized, accessible, interactive products and to communicate with different hotels. This increases the importance of internet use and the content of hotel websites.

Consequently, the foremost aim of this study is to evaluate the hotel website contents for both chain and independent hotels. Hence, this study exemplifies the current state, investigates the content of hotel websites, and thus contributes to the progress of independent hotels. Therefore, the research problem can be stated mainly in the following question “**what is the current situation of analyzing five-star hotel website contents in Egypt and Croatia?**” From the main research problem, sub-questions can be stated in the following questions:

1. Are there differences of hotel website contents in chain hotels between Egypt and Croatia?
2. Are there differences of hotel website contents in independent hotels between Egypt and Croatia?
3. Which hotels have more contents on their websites; chain hotel websites or independent hotel websites in Egypt?
4. Which hotels have more contents on their websites; chain hotel websites or independent hotel websites in Croatia?

## **2. LITERATURE REVIEW**

### ***2.1 Internet***

The Internet is a powerful tool for providing product or service information to customers. Customers are individuals with computer knowledge and with willingness to obtain more in-depth information relating to their query through a computer connected to the Internet. Effectiveness of the Web site will determine further consumer actions. The purpose of the website is to motivate customer on purchases. Attracting those customers is an essential to the effectiveness of the Web site (Panian and Jakovic, 2006). The Internet is the most operative when used as marketing and advertising tool. It provides opportunities for an organization to enrich its business in a practical and cost-effective method. Thus, the Internet can be invested to accomplish and conduct marketing research, better serve customers, distribute products faster, extend new markets, communicate more powerfully with corporate buddies, and solve customer's complications. The Internet is likewise a valuable tool for collecting brainpower on potential markets, clients, and competitors, in addition to linking information about companies and/or products (Buhalis and Law, 2008; Bui et al., 2006; Cai et al., 2004; Garces et al., 2004; Honeycutt et al., 1998; Law and Hsu, 2005; Lee et al., 2006;). In this scope, the Internet has rapidly changed the way enterprises and organizations run as the number of Internet users' increases second after second.

Around 40% of the world population has an internet connection today. It was less than 1% in 1995. The number of internet users has greater than before tenfold from 1999 to 2016. The **1<sup>st</sup> billion** was gotten in 2005, the **2<sup>nd</sup> billion** in 2010, and the **3<sup>rd</sup> billion** was reached in 2014 (*Internet Live Stats*, 2016).

In Egypt, the number of Internet users has dramatically increased, growing from 424,111 (18%) in 2000 to 34.8 million in 2016 (38.6%) and ranks 14 in Internet penetration. In Croatia, the number of Internet users represents 3.13 (73.8%) million in 2016. Nevertheless, the use of e-commerce in Egypt, has been disappointing. For instance, a report by the Networked Readiness Index (2016) ranks Egypt 96 while Croatia ranks 54 out of 139 countries with respect to the use of e-commerce.

The prominence of Internet applications in the hospitality industry has been emphasized by academic researchers and practitioners. To hospitality consultants, the Internet provides a means for them to sell their services and products to universal customers without any geographical or time borders (Law and Hsu, 2005). In line for the growing number of websites, it is difficult for hotels attract guests and even convert them to real consumers (Auger, 2005). Furthermore, 56% of the potential customers in the U.S used the Internet to book their hotels, however online hotel reservations in 2004 reached approximately \$15 billion (Yesawich, 2005). In a study in Europe, 63% of hotels owns a website with direct access to prices and other services (Knauth, 2006). Thus, the website content richness plays a pivotal role to attract visitors and transform them into real customers.

Among (67%) of the overall online chain hotel reservations comes from brand websites (TIAA, 2005). Concerning effort, chain hotels appear to be more conscious of providing the website facilities (O'Connor, 2003). E-customers are fonder of higher class hotels and thus websites of branded hotel chains are more appealing to them. Although the benefits of online marketing, hotels still have faced extensive challenges since the Online Travel Agent (OTA)'s web site still handles a substantial part of online reservation (Law and Cheung, 2006).

Website evaluation relates to the presence of specific website features/characteristics, irrespective of an evaluation framework is included or not. It encompasses evaluation of (a) website design, (b) website content, and (c) website design and content (Ip et al., 2011). Definitely, this study is to focus on the evaluation of hotel website content.

## ***2.2 Hotel website contents “features”***

Numerous studies have evaluated websites in the tourism and hospitality field which can be categorised as either empirical or theoretical research. Theoretical studies develop or modify concepts or approaches (Robbins & Stylianou, 2003; Tong, Duffy, Cross, Tsung, & Yen, 2005), while empirical studies validate or verify hypotheses or approaches through experimental investigations (Chung & Law, 2003; Teo & Pian, 2004; Yeung & Law, 2004; Zafiroopoulos et al.,

2005; Zafiroopoulos and Vrana, 2005; Au Yeung & Law, 2006; Law & Cheung, 2006; Lee & Kozar, 2006; Cheung & Law, 2009; Lin, Zhou, & Guo, 2009; Horng & Tsai, 2010; Tsai et al., 2010; Tang, Jang, & Morrison, 2012; Salavati and Hashim, 2015; Salem and Cavlek, 2016).

Most of first studies were conducted to examine the contents and features of hotel websites. After these studies, many have been conducted to measure the depth and detail of information that can be given to customers as well as the depth of the collected customer information (richness). Richness occurs because data movement is faster, deeper and, greater than it is in the traditional market. As customers have additional product/service information, businesses' clearness among prices and retailers increase (Sigala, 2003).

One of the first studies, Murphy et al. (1996) conducted a study to investigate the contents and features of hotel websites. They examined 20 chain hotels and 16 independent hotel websites, in the US. They noted that 32 different features that were on those 36 websites. The different features were then positioned into four comprehensive nonexclusive classifications: service and information, promotion and marketing, interactivity and technology and management. A uniformed but personalized e-mail survey was sent to all 36 hotels asking particular questions about their websites experiences. They emphasized that Cyber-hoteliars must, supposed, examine how these features influence or develop the task, margin, procedure, marketing and maintenance of their websites.

Furthermore, Wan (2002) studied the web site content of worldwide tourist hotels and tour suppliers in Taiwan. The assessment system comprised of three general user criteria: user interface, diversity of information and online booking. Respectively, each website was appraised by grading the overall excellence of user interface and, diversity of information on a 5-point rating scale. Outcomes show that "diversity of information" received the lowest score. More customer hotels provide on-line booking systems than do tour suppliers. Findings also indicated that the use of the Internet in Taiwan's tourism/hospitality industry is mainly for advertising, not marketing. Schegg et al. (2002) examined 125 websites of Swiss hotels using a benchmarking approach that classified website attributes on five factors: trust, cyber marketing, service process, customer relationship and value creation.

Likewise, Baloglu and Pekcan (2006) evaluated the websites of upscale (4- and 5-star) hotels in Turkey based on the following four dimensions: interactivity, navigability, marketing and functionality. They determined that although the websites of 5-star hotels are better developed than those of 4-star hotels, all websites must be developed across all dimensions apart from navigability. These authors also stated that hotel companies should continuously modify the designs of their websites and update their technological capabilities to adapt them to their customers.



Another study in this concern is the results of Zafiroopoulos and Vrana (2006), they assessed the framework for hotel websites, which categorized web information services into six information dimensions and also used managers and customers' perspectives. They determined that a hotel website must provide numerous vital features to stand-in a better online experience and claimed that "weak hotel website design will cause a cost of 50% of prospective sales due to customers being unable to find what they want, and a loss of 40% of prospective repeat visits due to initial negative experience".

Further, Schmidt et al. (2008) compared the effectiveness of the websites of small and medium-sized Spanish and Brazilian hotels based on the following factors: the existence of price segmentation (price), information on hotel services (product), multimedia availability such as videos of the hotel and its surroundings (multimedia), ease of navigating the website (navigability), the probability of reservation online (reservation system) and the presence of elements for retaining existing customers (customer retention).

Also, Shuai and Wu (2011) evaluated 48 websites of international tourist hotels in Taiwan based on information, communication and executing transactions. The findings show that hotels use their websites for providing information and for transactions, but not for interacting with customers. Given the findings attained, they suggest that hotel managers must have a "more interactive presence" on their websites using the interactive tools available on the Internet.

According to PhoCusWright (2012) about 52.3% of all reservations were made online in 2010. On the other hand, the rating of online sales has diminished by 4.7% compared with the previous year. This suggests that hotels need to invest further to improve the quality of their websites to attract new customers and increase online sales. Herrero and San Martin (2012) indicated that given the level of competition in the industry, hotels aim to design their websites to be a marketing tool and use this in an attempt to influence the decision-making of their customers.

Recently, Salavati and Hashim (2015) evaluated the content analysis of each hotel website. They noticed that existing hotels use website predominantly to present their business. Electronic commerce activities are negligible among Iranian hotels; moreover, none of the Iranian hotels in this study offered online reservations, and only half of the 75 evaluated websites offer a multilingual option. Also, the structure of websites that offer information in other languages, such as English and Arabic, can aid customers who are unaware with Iran find required information. Table 1 shows the recent studies that examine website dimensions.

Table 1. Previous studies of hotel website evaluation

<b>Previous studies that examine hotel website dimensions</b>	<b>Authors</b>
An updated comprehensive review of website evaluation studies in hospitality and tourism	<b>Sun et al. (2017)</b>
An empirical study on the influence of economy hotel website quality on online booking intentions	<b>Li et al. (2017)</b>
A Modified Model for Hotel Website Functionality Evaluation	<b>Leung et al. (2016)</b>
conceptual model of interactive hotel website: The role of perceived website interactivity and customer perceived value toward website revisit intention	<b>Abdullah et al. (2016)</b>
Present and future hotel website marketing activities: Change propensity analysis	<b>Li et al. (2015)</b>
Impact of hotel website quality on online booking intentions: eTrust as a mediator	<b>Wang et al. (2015)</b>
A hybrid multi-criteria decision making model to evaluate hotel websites	<b>Akincilar &amp; Dagdeviren (2014)</b>
Framework for the characterization of hotel websites	<b>Correia et al. (2014)</b>
Website evaluation of the top 100 hotels using advanced content analysis and eMICA model	<b>Ting et al. (2013)</b>

### ***2.3 Hotel website evaluation in Egypt and Croatia***

Research results by Panian and Jakovic (2006) displayed that hotel websites in Croatia have main problems in attracting customers. The outcomes of this study also presented the quality of the hotel Website was not related to hotel classification. The analysis should be repeated from time to time to observe how hotel websites remain to compare to others. Furthermore, hotel managers should always classify other durable hotel websites and tourist websites whose ideas and practices could be adopted to develop their hotel website even further. The utmost substantial feature of the website value was its maintenance, as this frequently permits contact for novel information and new contents for the website customers.

Recently, Jakovic and Galetic (2014) conducted a research and they evaluated the Croatian five-star hotel websites in order to create the magnitude to which electronic business is functional in this segment of Croatian tourism. The utmost shortage is the lack of usage for mobile applications, as 20% of five-star hotel websites in Croatia only have their own mobile application, which could help customers to directly get if there are vacancies and where they can pay for their accommodation directly. Unexpectedly, 80% of the Croatian five-star hotels websites use Facebook profile for additional promotion. Moreover, 70% of the Croatian five-star hotel websites

use twitter, an online social networking service and micro blogging service that enables its users to send and read text-based posts of up to 140 characters.

More significantly, to our knowledge, the existing hospitality literature has no published articles that examined the issue of hotel website dimensions and attributes from the perspective of hoteliers in Egypt for Five-star hotels, either chain or independent hotels. While recent studies by Salem and Cavlek (2016) examined hotel website features in Egypt by conducting a content analysis and it examines customers' viewpoints about the importance of the contents of hotel websites. The study involved a quantitative method of measurement and evaluation of the information provided by hotel websites. It tried to evaluate the richness of definite and ample information dimensions, which as a whole constitutes the information services offered through the website.

*Based on the above, this study has developed a conceptual framework that includes the following main research variables: Hotel website features, chain hotels, and independent hotels (see figure 1).*

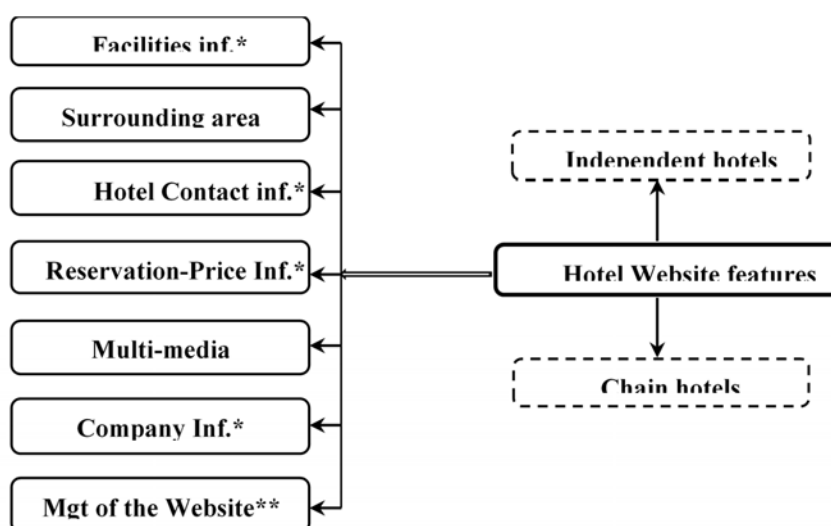


Figure 1. Conceptual framework:

\*= Information \*\*= Management

### **3.1 Population frame**

This study of evaluating hotel website based on exploring the contents of the hotel website which they already exist. Egypt and Croatia are selected as this study is original in this geographic context. It fills the gap between two Mediterranean countries. Moreover, It clarifies if there are differences between hotels in both countries. More specifically, comparing chain vs. independent hotels adds a critical point in this study. As hotel chain, has standardised operating systems, centralised reservation systems, unity in IT for all their hotels. While, this study explores the

independent hotels with their procedures to cope with other chain hotels. A researcher counts the number of features present in website by using a standardized checklist. The foremost benefits of this technique are its simplicity in collecting data and diminishing error, and the affluence of analysis. With reference to statistics from the Ministry of Tourism (2016), Egypt, there are 156 five-star hotels in Egypt. Besides, according to statistics from the Ministry of Tourism (2016), Croatia, there are 31 five-star hotels in Croatia. Consequently, the population frame for this study is the list of all five-star hotels in Egypt (113 chain hotels and 43 independent hotels, representing 156 hotels) and Croatia (19 chain hotels and 12 independent hotels, representing 31 hotels) based on complete census technique to scrutinize the effect of hotel ownership type on hotel website contents from analyzing website contents. In Egypt, number of chain hotels with a website 113 hotels represented 100% of chain hotels. While number of independent hotels with a website 34 hotels represented 79% of independent hotels and the others may be under installation. In Croatia, all five star hotels either independent or chain hotels have a website. Table 2 shows the number of five-star hotels and number of hotels with a website in Egypt and Croatia. The researcher browsed each hotel's website, both chain and independent hotel, to evaluate the website contents by using the hotel evaluation survey. Website evaluation uses inspective procedures and research to thoroughly determine the value of a web-based information system on a reliable base. Hotel website evaluation plays a substantial role in testing website services and activities, structural planning, and in familiarizing objectives and goals. This technique of 'formative' evaluation, where the goals and customer needs correlate with the evaluating process, differs with a 'summative' procedure of evaluation through which the degree to which the website is meeting set goals and customer needs is identified (Thompson, McClure and Jaeger, 2003).

Table 2. No. of Five-star hotels and no. of hotels with a website in Egypt and Croatia

Country No.	Egypt →		website		Croatia →		website	
	No. of Hotels	%	No.	%	No. of Hotels	%	No.	%
Chain hotels	113	72	113	100	19	61	19	10
Independent hotels	43	28	34	79	12	39	12	10
<b>Total</b>	156	100	147	90	31	100	31	100

### **3.2 Measures and questionnaire development**

Based on the earlier studies, there are a little of standardized rules or characteristics that cover the real existence of the hotel website content. Thus, the hotel website evaluation form is modified from the standardized website evaluation form developed by prior studies (Law and Chung, 2003; Morrison et al., 2004; Weeks and Crouch, 1999). More precisely, the hotel website evaluation survey was developed by Zafiroopoulos et al. (2005). In the current study, the form was modified to explore the existence of the hotel website content. The hotel website evaluation survey is categorized into seven dimensions (Hotel contact information, Surrounding area information, Facilities information, Reservation-price information, Management of the website in terms of maintenance and administration, and web site design, multi-media and finally, Company information) (Law and Chung, 2003; Morrison et al., 2004; Weeks and Crouch, 1999; Zafiroopoulos et al., 2004; Zafiroopoulos et al., 2005). Table 3 displays the measures used in the study.

Table 3. Measures of the study

<b>Construct</b>	<b>Authors</b>	<b>Examples of measurement items</b>
Facilities information		<ul style="list-style-type: none"> <li>• General description for the site</li> <li>• Description of facilities</li> </ul>
Hotel contact information		<ul style="list-style-type: none"> <li>• Address</li> <li>• Feedback form</li> </ul>
Reservation-price information	Chung and Law, 2003; Law and Chung, 2003; Morrison et al., 2004; Weeks and Crouch, 1999; Zafiroopoulos et al., 2004;	<ul style="list-style-type: none"> <li>• Availability of booking online</li> <li>• Availability of special offers</li> </ul>
Surrounding area information		<ul style="list-style-type: none"> <li>• Area short description</li> <li>• Availability of map</li> </ul>
Management of the website	Zafiroopoulos et al., 2005.	<ul style="list-style-type: none"> <li>• Availability of sign in</li> <li>• The website provides Multilanguage</li> </ul>
Company information		<ul style="list-style-type: none"> <li>• Information about us \ brand</li> <li>• Availability of hotel policy</li> </ul>
Multi-media		<ul style="list-style-type: none"> <li>• Questionnaire</li> <li>• Newsletter</li> </ul>

### **3.3 Reliability and validity analysis**

Cronbach's alpha was calculated to examine the reliability. For the entire questionnaire, the alpha value of overall attributes was 0.846. According to Sekaran (2003) and Spector (1992), an appropriate level of internal consistency reliability is greater than 0.7. Cronbach's alpha values for the individual constructs indicated a satisfactory level as all seven variables Tabled were well above the expected level of 0.70 (see Table 4).

To attain validity, a number of procedures have been tracked. Such procedures, as suggested by Remenyi et al. (1998), include (a) reviewing a large body of literature to carefully identify

concepts, ideas, relationships, and issues under study; (b) developing the questionnaire from existing related studies; and (c) pre-testing the questionnaire formally with executive and academic experts to evaluate whether individual items appear to be appropriate measures of their respective constructs. All suggestions and clarifications concerning construction, phrasing, and questions were considered in the final draft of the questionnaire.

Table 4. Reliability analysis.

Attributes	Number of Cronbach's	
	items	Alpha
Facilities_info	9	.811
Hotel_contact_info	7	.825
Reservation_price_info	9	.843
Surrounding_area_info	8	.826
Company_info	3	.827
Multi-media	7	.809
Management_of_website	9	.829
<b>Overall attributes</b>	<b>51</b>	<b>.846</b>

#### 4. FINDINGS AND DISCUSSION

##### *4.1 Dimensions of Hotel website evaluation*

Table five clarifies the analysis of hotel website content in 5-star hotels in both Egypt and Croatia. This study involves a quantitative method of measurement and evaluation of the richness of the information provided by hotel websites. By using a large checklist, when the hotel website provides all information, this means a hotel website with the richest information offered. Moreover, these information services were classified into seven dimensions which are clarified in the same exhibit.

As for *facilities information* dimensions, it appears that all five-star chain hotel websites in Egypt and Croatia has a general description for the site. All five-star chain hotel websites in Croatia has a description from room facilities, description of dining rooms, and description for bars. More than 90% of five-star chain hotel websites in Egypt has a description of the facilities, description of room facilities, and a description of entertainments activates. It appears that more than 94% of five-star chain hotel websites in Croatia described conference halls. While five-star chain hotel websites in Egypt represented 53%. Less than 30% of five-star chain hotel websites in Croatia has a description of reception facilities, shops, and gifts, while in Egypt, they represented more than 55%. On the other hand, it appears that all five-star independent hotel websites in Egypt and

Croatia represented reasonable scores in facilitates information dimension. While, less than 40% of them have a description of reception facilities, shops, and gifts.

Regarding *surrounding area information*, it looks that all five-star chain hotel websites in Egypt published short area description, while the same types of hotels in Croatia represented 84%. More than 90% of chain hotel websites in Egypt publish the availability of maps and description of the distances. Even though the same type of hotel websites in Croatia represented less than 70%. Description for the shops in the area represented 35.4% in five-star chain hotel websites in Egypt, but it represented 5.3% in the same types of hotels in Croatia. For independent hotels, more than 90% in Croatia has availability of maps, while less than 70% in Egypt have. It is surprising, 21.1% of chain hotels in Croatia published weather information, while more than 60% of independent hotels in Croatia published.

Concerning *current hotel contact*, it appears that all five-star chain hotel websites in Egypt have address and telephone information. In Croatia, all five-star chain hotel websites have Address, telephone, fax, e-mail, and complaint form. On the other hand, it appears that more than 60% of five-star chain hotel websites in Egypt have feedback form and frequently asked questions (FAQs), while in Croatia represented 10.5%. As for independent hotels, all five-star hotel websites in Croatia have Address, telephone, e-mail, complaint form, and feedback form. While in Egypt, complaint form, feedback form, and FAQs represented 5.9%, 35.3%, and 20.6% respectively. Surprisingly, it appears that 10.5% of chain hotels in Croatia have complaint form, while independent hotels have 100%.

With reference to *reservation-price information*, it appears all five-star chain hotel websites in Egypt and Croatia have online booking. All five-star hotel chain websites in Croatia provides information about rates and payment for travel agencies, while in Egypt, they provide 61.1%. On the other hand, independent hotels in Croatia and Egypt published 8.3% and 17.6% of information about rates and payment for travel agencies correspondingly.

In relation to *multi-media*, all five-star chain hotel websites in both Egypt and Croatia have Facebook. While Facebook in independent hotel websites in both Egypt and Croatia represented 52.6%, and 57% correspondingly. Besides, all five-star hotel chain websites in Croatia have questionnaire form, but in Egypt 23.9% have questionnaire form. On the other hand, 14.7% and 16.7% of independent hotel websites in Egypt and Croatia have a questionnaire form respectively. In Croatia, it appeared that 75% of independent hotel websites, published a newsletter, while chain websites published with 52.6%. Moreover, 58.3% of independent hotel websites in Croatia published announcements, whereas chain websites published only 10.5%.

Regarding *company information*, more than 85% of five-star chain hotels in both Egypt and Croatia have information about the company and brand. Moreover, information about the company and brand is higher in chain hotels than independent hotels in both Egypt and Croatia. It is noticed that all independent hotels in Croatia has availability of hotel policy, while chain hotels represented 15.8%. On the other hand, chain hotels in Egypt represented 63.7% higher than independent hotels (44.1%).

With reference to the *management of the website*, all five-star chain hotels in Egypt and Croatia have a photo album on their website. Moreover, more than 90% of independent hotels in Egypt and Croatia have also a photo album on their website. On the other hand, all chain and independent hotels in Croatia provide Multilanguage. While in Egypt, chain hotels and independent hotel represented 80.5% and 41.2% respectively. All five-star chain and independent hotel websites in Egypt and Croatia have the availability of help.

By comparing earlier findings, with Salavati and Hashim (2015) study, they examined the content analysis of each hotel website. They found that existing hotels use website primarily to introduce their business. E-commerce activities are minimal among Iranian hotels; in fact, none of the hotels in this study provided online reservations, and only half of the 75 evaluated websites provide a multilingual option. The construction of websites that provide information in other languages, such as English and Arabic, can help tourists who are unfamiliar with Iran find required information.

From a management perspective, Díaza and Koutrab (2013) have identified the major groups of hotel chains in relation to a number of indicators measuring website persuasiveness. The results demonstrated that the content of hotel chain websites is different in relation to hotel category, so investment strategies should also be different.

Moreover, from a survey of 249 leisure travelers, Toh et al. (2011) found that 80 percent of the travelers searched for hotel information using web tools, with more than half, making their bookings through hotels' host websites or third-party websites (i.e., online travel agencies). Thus, the findings of studies on customer behavior propose the important role of the online channel as it plays a crucial role in the hospitality industry. Moreover, the findings of this study go in line with the results of Ettestad (2008) study in which he clarified that many hotels have an account on social networking sites like Facebook.com to help increase their web presence and establish high value links back to their home page. It is noted that most of the hotels in the current study has Facebook as a social media to communicate effectively with the customers. Facebook has become a critical tool for each hotel to publish products, services, amenities, promotions... etc.

Other more marginal information can improve a site by including value-added features such as updated exchange rates, destination links and animation. In particular, attention should be given to online guest comments or survey forms, and adapting marketing mix variables of the website regardless of the hotel type. The use of visual features such as photographs (Lee and Gretzel, 2011) or video clips and YouTube (Kim and Mattila, 2011) is relevant customer evaluation. Positive experiences with online services are likely to improve the hotel's customer base, and should therefore influence positively on the company's final performance (Sullivan and Walstrom, 2001). All these studies go well in line with the current study as it explored that most of the hotels has lack of animation, YouTube, feedback form, and currency converter.



Table 5. Dimensions of Hotel website evaluation, n= 147, 5-star hotels in Egypt and 31, 5-star hotels in Croatia

Country Dimensions	Egypt				Croatia			
	Ch. (113)		Ind. (34)		Ch. (19)		Ind. (12)	
	No.	%	No	%	No	%	No	%
<b>Facilities information</b>		<b>79</b>		<b>72.2</b>		<b>78</b>		<b>75</b>
1. Is there a general description for the site?	113	100	31	91.7	19	100	11	91.7
2. Description of facilities	105	92.9	33	97.1	16	84.2	11	91.7
3. Description for room facilities	106	93.2	30	88.2	19	100	10	83.3
4. Description for different activities\entertainment.	109	96.5	33	97.1	16	84.2	11	91.7
5. Description for dining room(s)	90	79.6	28	82.4	19	100	12	100
6. Description for bars	87	77.6	23	67.6	19	100	11	91.7
7. Description for conference halls	60	53.1	19	55.9	18	94.7	8	66.7
8. Description for reception facilities	70	61.9	12	35.3	5	26.3	4	33.3
9. Description for shops/ Gifts	64	56.6	12	35.3	4	21.1	3	25
<b>surrounding area information</b>		<b>72.2</b>		<b>53.7</b>		<b>51</b>		<b>55</b>
1. Area short description	113	100	30	88.2	16	84.2	9	75
2. Availability of map	105	92.9	23	67.6	13	68.4	11	91.7
3. Description for distances	105	92.9	27	79.4	13	68.4	6	50
4. Description for area interests	85	75.2	16	47.1	15	75.7	7	58.3
5. Description for ways of transportation	75	66.4	12	35.3	14	73.7	4	33.3
6. Availability of weather information	52	46	12	35.3	4	21.1	8	66.7

7.	Description for different dining facilities in area	78	69	17	50	1	5.3	3	25
8.	Description for shops in area	40	35.4	9	26.5	1	5.3	5	41.7
<b>Hotel Contact Information</b>		<b>77</b>		<b>56.3</b>		<b>60</b>		<b>57</b>	
1.	Address	113	100	33	97.1	19	100	12	100
2.	Availability of telephone information	113	100	27	79.4	19	100	12	100
3.	Availability of fax information	84	74.3	25	73.5	19	100	11	91.7
4.	Availability of E-Mail address	91	80.5	28	82.4	19	100	12	100
5.	Complaint form	65	57.5	2	5.9	19	100	12	100
6.	Feedback form	69	61.1	12	35.3	2	10.5	12	100
7.	Frequently Asked Questions (F.A.Q)	74	65.5	7	20.6	2	10.5	1	8.3
<b>Reservation-Price Information</b>		<b>70.1</b>		<b>50.3</b>		<b>63</b>		<b>59</b>	
1.	Availability of prices / Rates	90	79.6	17	50	18	94.7	11	91.7
2.	On-line availability	93	82.3	25	73.5	15	78.9	11	91.7
3.	Availability of booking on line	113	100	28	82.4	19	100	11	91.7
4.	Availability of packages / Promotion	89	78.8	20	58.8	13	68.4	8	66.7
5.	Availability of special offers	90	79.6	17	50	8	42.1	5	41.7
6.	Info. about types of cards accepted	66	58.4	15	44.1	18	94.7	10	83.3
7.	Info. about rates & payment for travel agencies	69	61.1	6	17.6	19	100	1	8.3
8.	Availability of currency converter	48	42.5	14	41.2	15	78.9	5	41.7
9.	Availability of group promotions / members special	58	51.3	12	35.3	2	10.5	2	16.7

		<b>45.</b>		<b>33.</b>					
<b>Multi-media</b>		<b>5</b>		<b>2</b>		<b>40</b>		<b>51</b>	
1. Newsletter	60	53.	16	47.	10	52.6	9	75	
2. Announcements	57	50.	14	41.	2	10.5	7	58.3	
3. Awards	43	38.	14	41.	12	63.2	7	58.3	
4. Press	40	35.	5	14.	11	57.9	4	33.3	
5. Questionnaire	27	23.	5	14.	19	100	2	16.7	
6. Recommendations	77	68.	12	35.	11	57.9	8	66.7	
7. Social media (Facebook)	113	10	17	50	19	100	9	75	
		<b>72.</b>							
<b>Company Information</b>		<b>3</b>		<b>46</b>		<b>54</b>		<b>42</b>	
1. Info. about us \ brand	97	85.	22	64.	17	89.5	10	83.3	
2. Info. about employment \ careers	48	42.	10	29.	11	57.9	5	41.7	
3. Availability of hotel policy	72	63.	15	44.	3	15.8	12	100	
		<b>75.</b>							
<b>Management of the Website</b>		<b>3</b>		<b>46</b>		<b>45</b>		<b>50</b>	
1. Is there a photo album \ photos?	113	10	33	97.	19	100	11	91.7	
2. Does the website provide Multilanguage?	91	80.	14	41.	19	100	12	100	
3. Is there a photo video \ virtual tour?	56	49.	19	55.	8	42.1	9	75	
4. Availability of sign in	61	54	18	52.	8	42.1	4	33.3	
5. Possibility of downloading	48	42.	12	35.	12	63.2	6	50	
6. Availability of terms of use	98	86.	13	38.	5	26.3	4	33.3	
7. Search engines/ Links	77	68.	17	50	6	31.6	5	41.7	

8.		113	10	12	35.		2	16.7
	Availability of Help		0		3	19	100	

#### **4.2 Ranking and significance of hotel website dimensions**

Table six clarifies ranking and significance of hotel website dimensions in five-star chain and independent hotels in Egypt and Croatia. It is noted that **facilities information** ranked the first dimension in chain hotels in Egypt (79%) and Croatia (78%). This may be due to those hoteliers preferred to show all hotel services and facilities to their potential customers. On the other hand, **multi-media** ranked the last dimension in chain hotels in Egypt (45%) and Croatia (40). This may be due to some hoteliers ignored the importance questionnaire, awards, press, and announcements. Of course, loyalty programs play a vibrant role in attracting and transforming potential customers into actual customers. Moreover, the opinions of customers are of critical importance to any hospitality industry as any hotel is established mainly to serve customer only. There is a significant variance regarding surrounding area information, hotel contact information, and management of the website dimensions in five-star chain hotels in Egypt and Croatia ( $p < 0.00$ ). This finding answered **the first question**, as it appeared there are differences regarding hotel website contents in chain hotels between Egypt and Croatia. The study results show that the contents of five-star chain hotels in Egypt significantly vary from five-star chain hotels in Croatia ( $p < 0.00$ ). It appeared that the overall evaluation of hotel website contents in five-star chain hotels in Egypt (70.2%) is higher than in Croatia (56%). Even though there is a significant variance and the overall evaluation of hotel website contents in five-star chain hotels in Egypt are higher than in Croatia. However, the difference is a little bit and this may be due to the number of chain hotels in Egypt is more than Croatia. This is also due to chain hotels in Egypt concerned more with reception facilities, weather information, availability of map, description of distances, description of different dining areas, feedback form, FAQs, special offers and group promotions, availability of hotel policy, and search engines than Chain hotel in Croatia. However, the number of internet users in Egypt vs Croatia have not played a vital role in the difference as most people became using internet globally.

As for independent hotels, it is noted that **facilities information** also ranked the first dimension in independent hotels in Egypt (72%) and Croatia (75%). On the other hand, **multi-media** ranked the last dimension in independent hotels in Egypt (32%) but **company information** in Croatia (42%). There is a significant variance concerning **multi-media** dimension in five-star independent hotels in Egypt and Croatia ( $p < 0.00$ ). The Table shows that the contents of five-star independent hotels in Egypt do not significantly vary from five-star independent hotels in Croatia ( $p > 0.05$ ). While the overall evaluation of hotel website contents in five-star independent hotels in Egypt (51.1%) is lower than in Croatia (56%). This finding answered **the second question**, as it appeared there are differences regarding hotel website contents in independent hotels between Egypt and Croatia.

This due to independent hotels in Croatia concerned more with weather information, complaint form, feedback, Facebook, recommendation, and Multilanguage's than independent hotels in Egypt.

This finding is similar to Zafiroopoulos et al. (2006) study, which concluded that the richest dimensions are 'facilities information' and 'hotel contact information' because they both reach 60% of the full capability to offer information services. However, they also recorded the uppermost values of importance rates regarding to managers' rating. In contrast, multi-media dimension considered as the least occurrence information dimension (17.08%) to make online business.

Moreover, this study's findings go in line with a study conducted by Law and Chung (2003); they clarified that facilities information and reservation information as the most and second most important dimension. Also, Avcikurt et al. (2010) showed that hotel contact information is the most used dimension in thermal hotel websites. Surrounding area information (53.8%) is the second, hotel facilities information (49.8%) is the third and reservation information (38.9%) is the fourth most used dimension in thermal hotels. The website management dimension (29.3%) is the least used dimension in thermal hotels. On the other hand, Law and Hsu (2005) stated that reservation information and facilities information are the most important dimensions that the customers expect from a hotel website.

Table 6. Evaluating, ranking, and significance of hotel website dimensions

Website dimensions	Chain hotels					Independent hotels				
	Egypt		Croatia		Sig.	Egypt		Croatia		Sig.
	%	R.	%	R.		%	R.	%	R.	
<b>Reservation-Price Information</b>	70	5	63	2	.22	51	4	59	2	.27
<b>surrounding area information</b>	71	4	51	5	.00**	54	3	55	4	.60
<b>Hotel Contact Information</b>	76	2	60	3	.00**	56	2	57	3	.87
<b>Facilities information</b>	79	1	78	1	.80	72	1	75	1	.60
<b>Management of the Website</b>	72	3	45	6	.00**	50	5	50	6	.90
<b>Multi-media</b>	45	7	40	7	.52	32	7	51	5	.04**
<b>Company Information</b>	64	6	54	4	.18	46	6	42	7	.68
<b>Overall</b>	<b>70.2</b>		<b>56</b>		<b>.00**</b>	<b>51.1</b>		<b>56</b>		<b>.38</b>

\*\* Correlation is significant at the 0.05 level (2-tailed). M. = Mean, R. = Rank, Sig= Significant

#### **4.3 Website dimensions' evaluation: chain vs. independent hotels in Egypt and Croatia**

It is shown in Table seven that the website dimensions' evaluation: chain vs. independent hotels in Egypt and Croatia. **In Egypt**, the content of chain five-star hotel website (70%) is higher than independent five-star hotels (51%). The study results show that the contents of five-star chain hotel websites significantly varies from independent hotels ( $p < 0.00$ ). Moreover, there is a significant variance in all dimensions of the hotel website evaluations ( $p < 0.00$ ) except facilities information ( $p > 0.05$ ). This finding answered the *third question* that indicated that chain hotels have more contents on their websites than independent hotel websites in Egypt. This finding indicated that half of five-star independent hotels in Egypt have a lack of information in their websites which due to lack of; description for reception facilities, description for shops/ Gifts, description for area interests, description for ways of transportation, complaint form, feedback form, FAQs, availability of prices, availability of special offers, information about rates & payment for travel agencies, social media, availability of hotel policy, availability of Multilanguage, and availability of help. For an international chain, it has one master website that can manage other hotels under the same chain all over the world. In Egypt, the privileges of chain hotels appeared in central reservation system, standardized system, loyalty programs ... etc. Moreover, almost five-star chain hotels have the organizational structure capability for facilitating the flow of knowledge, which is shaped by an organization's policies, processes, and system of rewards and incentives, which determine the channels from which knowledge is accessed and how it flows (Salem, 2014).

This finding was in line with the results of (O'Connor, 2003) study, in which he stated that major international hotel chains' electronics-distribution activities are indicative of industry patterns, as other study has shown that big companies are most active on the web-perhaps because their size often gives them an advantage in terms of technical expertise and financial resources. Moreover, one of the important results of Zafiropoulos et al. (2006) is the correlation coefficients among the chain hotels and the seven information dimensions. Chain membership is also significantly correlated with every one of them.

Besides, the findings of this study were also in line with the results of Yeung and Law (2004) study, they suggested the usability of the hotel websites as a website evaluation criterion. A modified heuristic model was developed to compare and contrast the usability performance between chain and independent hotel websites. Experimental results indicated that the website usability performance of chain hotels was significantly better than independent counterparts.

Moreover, Scaglione et al. (2005) found larger, chain and luxury hotels adopted the domain name earlier than their smaller, budget and independent competitors. Similar findings were also identified in Siguaw et al.'s (2000) study. Drawing on the results from these studies, hotel with brand membership is possible to directly affect a hotel's preference towards IT adoption and chain hotels generally have a longer history of technology adoption than independent hotels.

This study is also in the line with a study carried out in Hong Kong by Law et al. (2011); the results of this study have contributed to better understanding the use of hotel website applications in the hospitality industry. Focused mainly on a content analysis of 109 hotel websites in Hong Kong, a trend of increasing adoption of hotel website was identified among the hotels in Hong Kong. The difference in the adoption rate of hotel websites was found between chain and independent hotels.

**In Croatia**, it is noted that the content of chain and independent five-star hotel website represented the same proportion (56%). The results also show that the contents of five-star chain hotel websites does not significantly vary from independent hotels ( $p>0.05$ ). Moreover, there is no significant variance in all dimensions of the hotel website evaluations between chain and independent hotels ( $p>0.05$ ). This finding answered the *fourth question*, as it appeared there is no difference between five-star chain hotels and independent hotels in Croatia regarding the contents of the hotel website. It is due to all five-star hotels in Croatia concerned with description for dining room, address, availability of telephone information, availability of E-Mail address, complaint form, availability of prices, availability of booking online, and provide Multilanguage. All hotels either chain or independent concerned with all facilities and services to be published on their website.

Table 7. Website dimensions evaluation: chain vs. independent hotels in Egypt and Croatia)

Website dimensions	Chain (Egypt)		Indp. (Egypt)		P. Value	Chain (Croatia)		Indp.(Croatia)		P. Value
	Mean	S.D	Mean	S.D		Mean	S.D	Mean	S.D	
<b>Facilities information</b>	.79	.2	.72	.1	.14 (.08)	.78	0.1	.75	.2	.104 (.58)
<b>Hotel Contact Info.</b>	.76	.2	.56	.2	.38** (.00)	.60	0.1	.57	.1	.209 (.26)
<b>Reservation-Price Info.</b>	.70	.2	.51	.2	.34** (.00)	.63	0.2	.59	.2	.103 (.58)
<b>Surrounding area info.</b>	.71	.2	.54	.2	.39** (.00)	.51	0.2	.55	.3	.091 (.60)
<b>Company Info.</b>	.64	.3	.46	.3	.24** (.01)	.54	0.3	.42	.3	.233 (.21)
<b>Multi-media</b>	.45	.3	.32	.3	.18* (.02)	.40	0.2	.51	.3	.243 (.20)
<b>Management of the Website</b>	.72	.2	.50	.2	.46** (.00)	.45	0.1	.50	.3	.153 (.41)
<b>Overall website evaluation</b>	<b>.70</b>	<b>.2</b>	<b>.51</b>	<b>.2</b>	<b>.43** (.00)</b>	<b>.56</b>	<b>0.1</b>	<b>.56</b>	<b>.1</b>	<b>.005 (.99)</b>

\*\* Correlation is significant at the 0.05 level (2-tailed). S.D= Standard deviation

## 5. CONCLUSIONS AND RECOMMENDATIONS

Currently, conversely, the Internet is accessible to most everyone as it became one of the priorities and anyone can search for any hotel or tourism destination on their own. Potential customers are able to take a look at hotel websites, as these websites are vibrant advertising and promotional networks. Therefore, the more gorgeous and valuable a hotel website is, the more possibility to

turn a potential customer into actual customers. The findings of this study display that the contents of five-star chain hotels in Egypt significantly vary from five-star chain hotels in Croatia. It appeared that the overall evaluation of hotel website contents in five-star chain hotels in Egypt (70.2%) is higher than in Croatia (56%). Besides, the contents of five-star independent hotels in Egypt do not significantly vary from five-star independent hotels in Croatia. While the overall evaluation of hotel website contents in five-star independent hotels in Egypt (51.1%) is lower than in Croatia (56%). The content of chain five-star hotel website (70%) is higher than independent five-star hotels (51%) in Egypt. The study results show that the contents of five-star chain hotel websites significantly vary from independent hotels. Furthermore, there is a significant variance in all dimensions of the hotel website evaluations except facilities information. On the other hand, it is noted that the content of chain and independent five-star hotel website represented the same proportion (56%) in Croatia. The results also show that the contents of five-star chain hotel websites do not significantly vary from independent hotels. Moreover, there is no significant variance in all dimensions of the hotel website evaluations between chain and independent hotels.

A decent web design is a hotel's first impression to the user. That is a vital part of the dilemma, nevertheless not the extreme significant. Concentrated on the purpose of the hotel website (sales and publishing information) may be the content that is more vital, or the site usability that is more imperative. The results of this current study are useful and beneficial to hotel practitioners and academic researchers in terms of being able to better understand the current situation of Egyptian and Croatian hotel websites. Regarding *theoretical* implications, the nature of this study can be considered as a distinctive research in the field of E-Marketing commonly and E-Marketing in chain and independent hotels in both Egypt and Croatia precisely. This is a comparative study which has made a considerable contribution to all different categories and types of hospitality field at a wider broad. The most important implication of the current study is to develop and update theoretical part continually as the event changes in a dramatic way. *Practically*, the checklist of the hotel website content by adding new features to the dimensions like social media (Twitter, Facebook, LinkedIn, Trip advisor, YouTube... etc.) and mobile applications should be precisely considered into account which it was noted that some of the hotel websites had other contents rather than the checklist. Therefore, it is crucial to develop, test, and validate this evaluation framework to be coping with the latest innovations. It is essentially more significant for hotels to reform their website to stay up-to-date with the recent trends in hotel website design.

As for independent hotels in Egypt, hoteliers should care about the weak points in their hotel websites and revise the content of the website continually specifically; *description for reception facilities, description for shops/ Gifts, description for area interests, description for ways of transportation, complaint form, feedback form, FAQs, availability of prices, availability of special offers, information about rates & payment for travel agencies, social media, availability of hotel policy, availability of Multilanguage, and availability of help*. In spite of chain hotels is better than independent hotels in Egypt regarding the contents of the website, but these chains should into



consideration their website in terms of; *availability of weather information, description for shops in area, availability of currency converter, awards, press, questionnaire, information about employment, availability of photo video \ virtual tour, and possibility of downloading*

As for independent hotels in Croatia, hoteliers should pay attention to the weak points in their websites like; *description for reception facilities, description for shops, description for ways of transportation, description for different dining facilities in area, description for shops in area, frequently asked questions , availability of special offers, information about rates & payment for travel agencies, availability of currency converter, availability of group promotions , press, questionnaire, information about employment , search engines/ Links, and availability of help.* In addition, chain hotels in Croatia should pay attention to many of their website contents as; *description for reception facilities, description for shops/ gifts, availability of weather information, description for different dining facilities in area, description for shops in area, feedback form, frequently asked questions, availability of group promotions, announcements, availability of hotel policy, availability of a photo video \ virtual tour, and Search engines/ Links.*

In general, there are many recommendations which will be fruitful for all hotels; it is imperative to click on a competitor's website, browse, and then repeat this practice continually. Moreover, Platforms such as Instagram, and YouTube have increased rapidly in popularity, demonstrating customers' need for a more visual website. For tourists, this facilitates to share and discover information about hotels, destinations, and travel experiences. Furthermore, hoteliers should highlight their guests' reviews directly on the hotel website, this is why online review sites such as Trip Advisor, Guest Review, and Yelp are so popular amongst tourists who searching for hotels online. These online reviews facilitate for tourists to get numerous, latest, and balanced information about a hotel directly from the perspective of tourists just like them.

Likewise, tablet or smartphone offers a good opportunity to search at any place and at any time. This is why it's vital for hotels to have a website that's designed to work through different devices and offer a great experience for desktop, tablet, and smartphone customers. In recent times, with the fabulous growth of demands of mobile phones/devices, swift expansion of wireless Internet, and GPS, hoteliers have started turning to Mobile Hotel Reservation to transport fresh services to existing customers and attract potential ones (Wang and Wang, 2010). Hotel Website and mobile applications will not be only a promotion channel, but also a vigorous generator of the hotel business and growth. All hotels, especially with higher categorization, have to adopt the new technologies, because any potential customer could use new technologies to find more information about the hotel. Only 20.00% of the Croatian five-star hotels have their own mobile application which clients could use directly on their mobile phones and make reservations more easily and comfortably (Jakovic and Galetic, 2014).

## **6. LIMITATION AND SUGGESTIONS FOR FUTURE RESEARCH**

This study had several limitations. Initially, hotel websites are living, vibrant targets of study that in some cases develop rather rapidly. As a result, the findings may soon become dated; in other words, the data attained on a particular date may rapidly miss its validity. Accordingly, it would be appropriate to regularly monitor the chosen sample. Therefore, future research should take into account of the ongoing changes and updating of websites is one of the major challenges in website content analysis.

Secondly, the data for this investigation came from five-star hotels in Egypt and Croatia only; therefore, it is difficult to generalize these findings to other categories of hotels. More research is needed to evaluate hotel website content analysis in other categories of hotels as well as other types of service contexts such as restaurants and motels.

Thirdly, this study is mainly focused on hotel website content analysis. A natural extension of this research would thus be comparing these results with the importance of the hotel website dimensions from the customers' perspectives.

Further research may be extended to examine how website persuasiveness influences customer behavior or organizational performance. Finally, an extensive research should emphasize on the scrutiny of different variables that moderate the relationship between website features and customer behavior. Customer characteristics such as demographics and personality traits could act as moderators.

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## **Complaints Management Strategies in Greek Hotel Units**

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## **ABSTRACT**

The hypercompetitive, globalized tourism industry, has come to heavily depend on the “attention to detail” strategy by the players aspiring to prosper, especially at the level of the Hotel Unit, for which it has become a sine qua non, given today’s competitive threats. A Hotel Unit encompasses a diverse set of functions, demanding highly versatile personnel, with a plethora of capabilities and skills, all of which need to be managed in the most efficient way possible. One rather common characteristic of “Customer-Employee” relationships is the occurrence of conflict, sometimes benign in nature, while other times intense. While the customer may freely express his/her complaints, the employee is expected to receive it, whether it’s justified or not. Higher level employees typically, abide by the dictum “the customer is always right” a short-sighted view, failing to address issues in an impartial manner. The employees often feel the lack of support by the management, leading them to being alienated from their work, becoming less engaged and reducing their effort, involvement as a result. The answer to these problems is a high quality leadership, which with the help of a powerful coalition will enable employees of all levels to resolve conflicts in ways acceptable to both the employees and the customers. Nevertheless, these leaders’ qualities notwithstanding, the organization, in order to secure its prospects of survival and growth will need to formulate and implement the appropriate strategies and organizational structures that will fairly address the issue of complaint handling, regardless of their origin.

**Key-words:** Complaint Handling, Strategic Processes, Organizational Structure, Hotel Unit, Greece

## **1. INTRODUCTION**

Each of the developing conditions of the contemporary local and international touristic environment presupposes that the existence and evolution of a hotel unit should be based on its qualitative integrity and its competitive force. A primary role in the achievement of these objectives is played by the provision of goods and services of the highest level by the unit itself, combined with the marketing of these objectives in such a way that will satisfy to the fullest extent the needs, desires and up to a point the traits of a customer (Oktay, 2011: 4239).

But as it frequently occurs, the extent and quality of the offered goods and services are construed with different evaluating criteria and disposition by the customers (Plymire, 1991), it is expected and in short inevitable that complaints will emerge and as a result conflictive situations between them and the staff will arise for which in most cases their resolution requires the arbitral intervention of the senior executives of the Hotel Unit (Ngai et al., 2007; Asimakopoulos et al., 2011).

And although the appearances of complaints on the customers’ behalf are often inevitable, the satisfaction of the customer as to the above issue plays a major role in the proper function and survival of the Hotel Unit (Ngai et al., 2005; Chen et al., 2010). If, in fact, we take into account that each customer comes from a different background who views the Hotel Unit as a single and inseparable organization

(Defranco et al., 2005 ; Chen et al., 2010), such negative opinions have a harmful impact in all proportions in both its internal and external surroundings (Mayer, 2015).

Therefore, the executives and employees should realize and comprehend the reasons for which these complaints arose and the customers' associated behavioral ways of expression, so that they will be in the position of diminishing or even eradicating them (Defranco et al., 2005). Moreover, every intention to conceal them acts inhibitory in the prospect of undertaking any correctional initiatives on the administration's behalf, while simultaneously hindering any well meaning disposition to convert a dissatisfied customer into a loyal satisfied customer (Oktay, 2011).

It is also worth mentioning that a customer's expression of complaints should not automatically signify that his reaction is justified. In many cases the customer is excessive and even unjust which may expose the employee to undesired situations and dangers; given the common perception of the administration that even the unjust customer prevails over the just of the employee.

Based on the above references, the purpose of this assignment is the development of innovative strategies of customer complaint management in a Hotel Unit, via utilization of appropriate structural groups and functional processes in an attempt to radically face any of the Unit's members who raise issues that will create and express complaints.

## **2. LITERATURE REVIEW**

The evaluating process of the "consumption" of a product or a service in a Hotel Unit may be defined as the means of confirmation, questioning and concealment of a value and its utility from the customer's perspective (Oktay, 2011: 4240). In this context, confirmation is realized in situations where the offered product and service satisfy the expectations of the customer, questioning-which is usually demonstrated in the form of dissatisfaction; often as a complaint; appears when there is a clear deviation between expectations and effectiveness of the "consumption" of the product or service from the customer, and finally concealment is perceived intuitively in situations when similar to the former case deviations exist, but for some reason the customer does not wish to demonstrate and much more express them (De Klerk, 2006; Oktay, 2011: 4240).

Research has recorded an inverse relation between the expression of a complaint and the satisfaction of a customer. Therefore, the more the number of the exposed customer complaints towards the administration of the Hotel Unit increases the less the Unit satisfies them and vice versa (Ali et al., 2010; Oktay, 2011: 4240).

According to Oktay (2011) the demonstration and expression of complaints signifies the starting point of diverse behavioral complaints of customers. Chronologically, before and after the expression of the above view, the field of behavioral complaining has been studied relatively well, at least as to why the customer expresses his reaction (Davidow, 2003: 225). Most of the times these behaviors are caused by the perceived dissatisfaction of the customer in relation to the response deficit of the hotel enterprise and its associates in the cost of purchasing their tourist package (Barlow and Møller, 2008;

Oktay, 2011). In fact, Jacoby and Jaccard (1981) determine the behavioral complaints of their customers as an individual activity which entails the conveying of negative perceptions and messages to the Hotel Unit or even to the external parts of the Unit.

Particular research significance was given to the form of expression of behavioral complaints of the customers, as well as to the way of determining, classifying and facing the above complaints on the behalf of the Hotel Unit (Singh, 1998; Velazquez et al, 2006; Oktay, 2011) given the fact that they play a significant role in sales and profit, but foremost in the preservation of today's complex and intensely competitive global tourist field (Ngai et al., 2007; Samaraki, 2010; Mayer, 2015).

Similar gravity was given to the thorough examination of the cases of non behavioral replies that are referred to the situations where the customer either forgets or doesn't wish to express his dissatisfaction (Day et al., 1981). It was clearly found that taking or not taking action, regarding the complaints, customers initially proceed to an intuitive benefit analysis (Plymire, 1991; Blodgett and Granbois, 1992; Maxham and Netemeyer, 2002). Therefore if the cost of expressing a complaint and the time spent provide a greater benefit for the customer then he will act accordingly, in the opposite situation he will remain inert and quiet (Huppertz, 2003; Oktay, 2011: 4241).

Recently, extensive research has been carried out on different types and sizes of Hotel Units, on the employee and customer relationships according to the degree of the satisfaction of the latter. In the majority of the cases it was found that that relationship sustains high level satisfaction, a fact that ensures the necessary loyalty and therefore the re-visiting of the same Unit. In some cases, a rupture in the employee-customer relationship was found which was expressed in a form of complaint on behalf of the customer. The most important cause of complaint was attributed to the excessive demands of a customer on behalf of the employees. Most customers have certain expectations regarding the satisfaction of their needs. When their personal experiences coincide with these expectations, they seem completely satisfied.

Otherwise, depending of course on the development of the problematic situation and to the extent of his feeling victimized, the customer is led to the expression of his complaint with the notion that only then will there be a positive reaction on behalf of the Hotel Unit. The customer evaluates positively the offered service and feels the needed satisfaction only if the total value is greater than the total cost which he is asked to pay for. In the opposite case his dissatisfaction is indisputable. (Samaraki, 2010: 9-10).

Unfortunately, less emphasis has been placed on the consequences of the customers' behavioral complaints towards Hotel organizations regarding the human resource; especially when these behaviors are labeled as excessive (Davidow, 2003: 225). In the majority of the cases the employee feels deeply hurt and very often exposed to several dangers that may even lead to his loss of employment. The handling of such situations by management can be superficial and excessively unfair for the employee in order to achieve a positive "reaction" from and/or "impress" the customer.

### **3. THEORETICAL APPROACH**

The hotel unit in its full function entails an aggregation of diverse human characteristics and features which it must manage in the best possible way. In the common bipolar relationship “customers-employees” often arise certain mild controversies to intense conflicting situations. The customer expresses these situations in the form of a complaint, while the employee is forced to succumb.

The complaints in situations like this are perceived as “productive” and “behavioral” gaps of the greater organization of the hotel unit, which determine the extent of the customer’s trust in his relationship with the unit and improve its effort to offer qualitative services for the greatest satisfaction of its customers. Under no circumstances should they be considered as the means of restitution, but as the tool used for the improvement of quality inside the unit. The expressing of complaints on the one hand and the improvement of the quality of the services, on the other, constitute initially a “conducive function” which is finally addressed as a “managerial necessity” for those complaints (Somaraki, 2010:10-11)

According to Samaraki (2010:10-11), Complaints Management in hotel units is determined as a strategical procedure whose aim is to successfully deal with “critical omissions and occurrences” that arise from the problematic communicative relationship between the employees of these units and the customers, in relation to restituting the satisfaction of the customer making the complaint and to stabilize the vulnerable customer-employee relationships. It presupposes taking all the necessary measures which the hotel unit is obliged to sustain and which fundamentally have to do with both improving the type and quality of the offered goods and services and the problematic stance of the staff towards the customers and vice versa (Tronvoll, 2007).

As these enterprises have to mostly deal with the human factor and people often make mistakes, the common prevailing notion that “the customer is always right” constitutes a short-sighted perception from which the high rank executives of the hotel units rarely truly wish to be disengaged and alter it. On the other hand, the employees intensely feel the lack of the executives’ support and therefore frequently show signs of provocation, occasionally verbal aggressiveness towards the customers while in other cases spiritual alienation behaviors from their work.

For all the above, which function on a “thin red line”, the leading figure and the high quality guidance coalition can become the basic factor for the mitigation or even the resolution of these situations completely (Kotter, 1996). But besides human quality, the enforcement of the appropriate strategical processes and organizational compositions for the development of a complaints management model, in a spirit of fairness of any aspect of the above - mentioned bipolar relationship originates.

### **3.1 The Procedure of Temporary Management of a Complaint**

Since the moment of expression - statement of a complaint on behalf of the customer, an atmosphere of internal turmoil is created within the hotel organization. The intensity and range of this

turmoil depends on both the extent of turmoil the customer wishes to achieve and the resistance of the hotel unit and managerial skills of the unit's executives. In fact, in some special or extreme situations this intensity reaches "epidemic" proportions and is easily spread throughout the whole organization with extremely negative consequences, sometimes even beyond the unit (Mayer, 2015).

As previously mentioned in several cases the complaint issue is blown out of proportion, or even if that is not the customers intention; and as a result an intense atmosphere of dissatisfaction is created this time on the employees' behalf, whose fate depends on the greatness and sensitivity of the hotel unit's administration.

Therefore, the flows and interactions of the created relationships since the moment of making the complaint on behalf of the customer are multidimensional and are expressed in a form of a Complaint Relationship Cycle (*Figure 1*).

The poles of this cycle are the customer, the employee, who usually bears the greatest burden of the expression of the complaint and the hotel unit itself with its authorized for the matter administrative bodies. A special reference must be made to the formation of two basic forms of relationships during the expression of the complaints. On the one hand, the indirect relationship between the customer and the employee where the hotel unit intervenes conductively and on the other hand the direct relationship between the customer and the employee from which mutual explanations and resolutions are given without the issue reaching harmful proportions for all the involved parties of the hotel organization. Also worth mentioning are the development relationship flows that have a two dimensional physiognomy. One stems from the customer and the other from the employee, in a different form each time.

It is therefore obvious that the exploitation of this circular logic concerning complaint management should constitute the basis and the priority of the hotel unit if it wishes to achieve positive results towards the resolution of the matter of complaints and its consequences for the unit itself and its human factors.

### **3.1.1 Determination and approach of the cycles and cultural web of the customer**

The hotel unit usually accommodates customers who come from different countries and therefore different cultures. In this case the added value of a hotel unit is also characterized by the capability of its administrative executives to identify all those particular surroundings variables that determine the individual and total cultural physiognomy and behavior of people from those countries (Hofstede, 2001). These particular variables can be expressed in the form of a range of "cultural cycles", the composition and co-existence of which will develop a web called the "cultural web" (Johnson et al., 2015) (*Figure 2*).

#### ***Indirect Relationship of Complaint Formation***



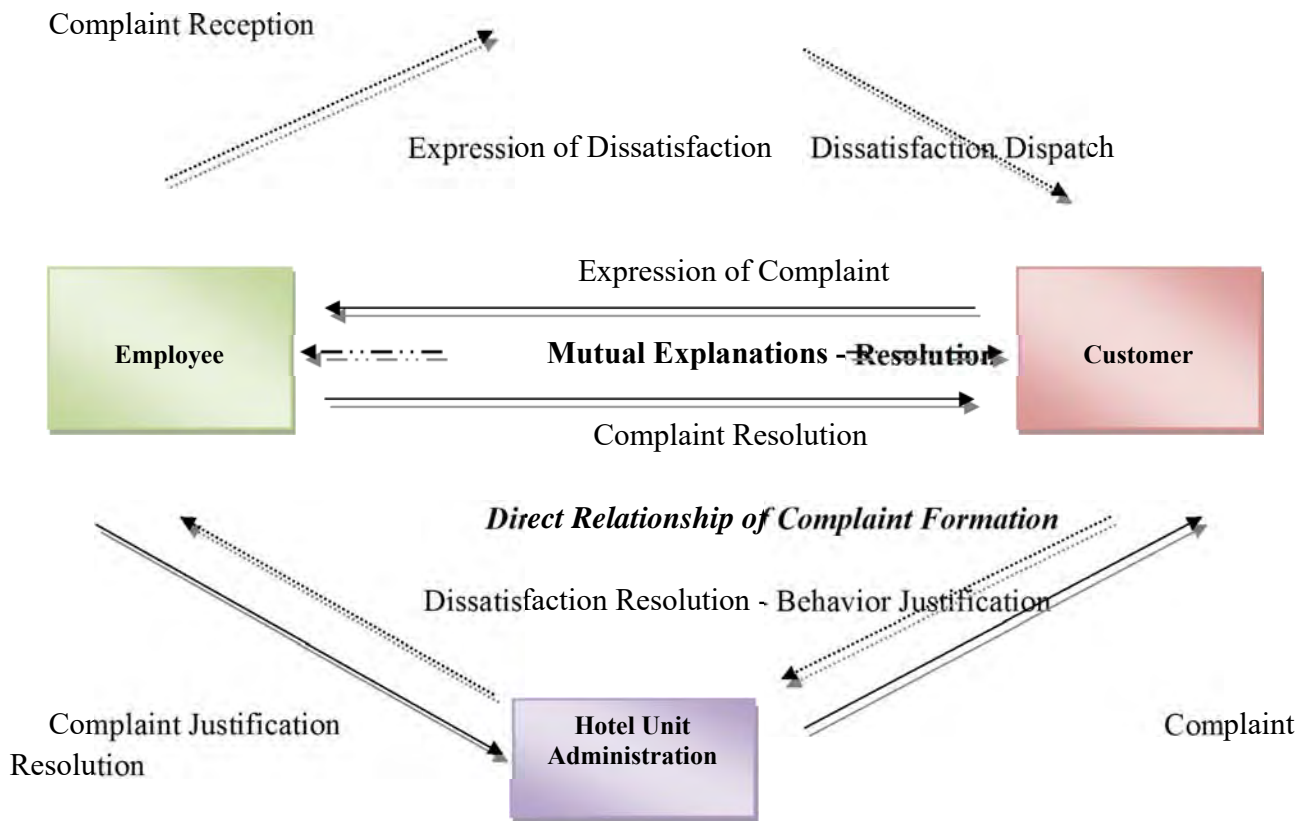


Figure 1: Complaint Relationship Cycle  
Source: Own Depiction

The “cultural web” as a plan and procedure identifies and records “systemic” a total of specific individual and social variables that co-exist in extensive cultural surroundings and determine the variables and their way of interacting. The more complete the collection and recording of the variables it entails is, the more successful and effective the determination and results of their relationship (Staehele, 1990; Johnson, 1992). In this particular study case, the case of a customer of a hotel unit, this format consists of those forces that act on their goals, expectations, planning, programming, the strategy and their every customer’s tactics. Its full comprehension often impinges on the debility to exactly take into consideration all the parameters (here: cultural cycles) that may influence the stance and behavior of a customer.

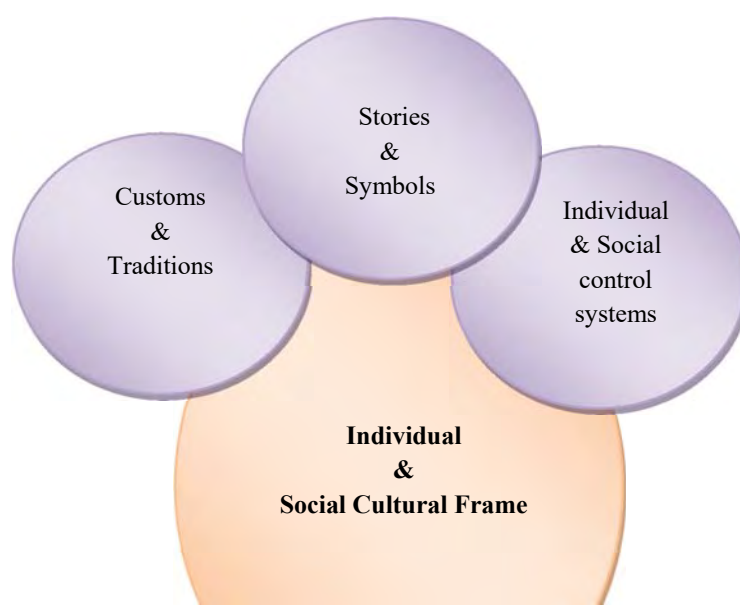
It is therefore required on the hotel unit’s behalf to thoroughly detect, haste and prediction of the cultural format of each customer in other words an “environmental investigation” which as a function of early warning is materialized via a wide ranging and pervasive procedure of detection of the above mentioned parameters that determine even its minimal portion (Brownlie, 1995).



In fact, the same “environmental investigation” will be enabled to predict the possibility of change and interacting that will gradually occur and which indisputably affect the reputation, business and even the existential status of the hotel unit, and on the other hand, its results will guide it to a correct prospect of implementing the necessary procedures for an effective organizational and functional re planning of the unit itself, to diminish or even the permanent resolution of critical situations and omissions, like that of complaint expression on behalf of the customers and the mistaken handling of the administrative executives which expose the hotel organization significantly (Tufts, 2014).

As those variables are deeply engraved in the subconscious of the customer, he bears them in all formats he experiences and reacts accordingly. If suddenly he realizes a series of negative for him modifications towards his awaited expectations in regard to the extent and way of satisfying his tourist needs and mainly he realizes an indifferent and provocative behavior of the hotel unit’s staff, it is logical that he will react through expressing a complaint. In this case the administration of the unit should (**Table I**):

- Have plans and alternatives prepared as to how to manage complaints, exploiting the strategical tool of the cultural cycles and the cultural web which are relevant to the complaining customer (Kau et al., 2006).
- To implement the "open door" policy. To, in other words, offer the customer the opportunity of easy access to competent bodies for the direct expression of a complaint. This policy is evaluated as a highly constructive hypothesis, as the content of the complaint is openly discussed and offers of moral or material restitutions to the customer are provided almost immediately (Drigotas et al., 1995).
- To notify the members of the hotel organization and the customer of the consequences that the person responsible for creating this situation will suffer. In this way, on the one hand the customer and his trust are restored and on the other hand the organization itself is protected from the possibility of similar accusations being made (Oktay, 2011).



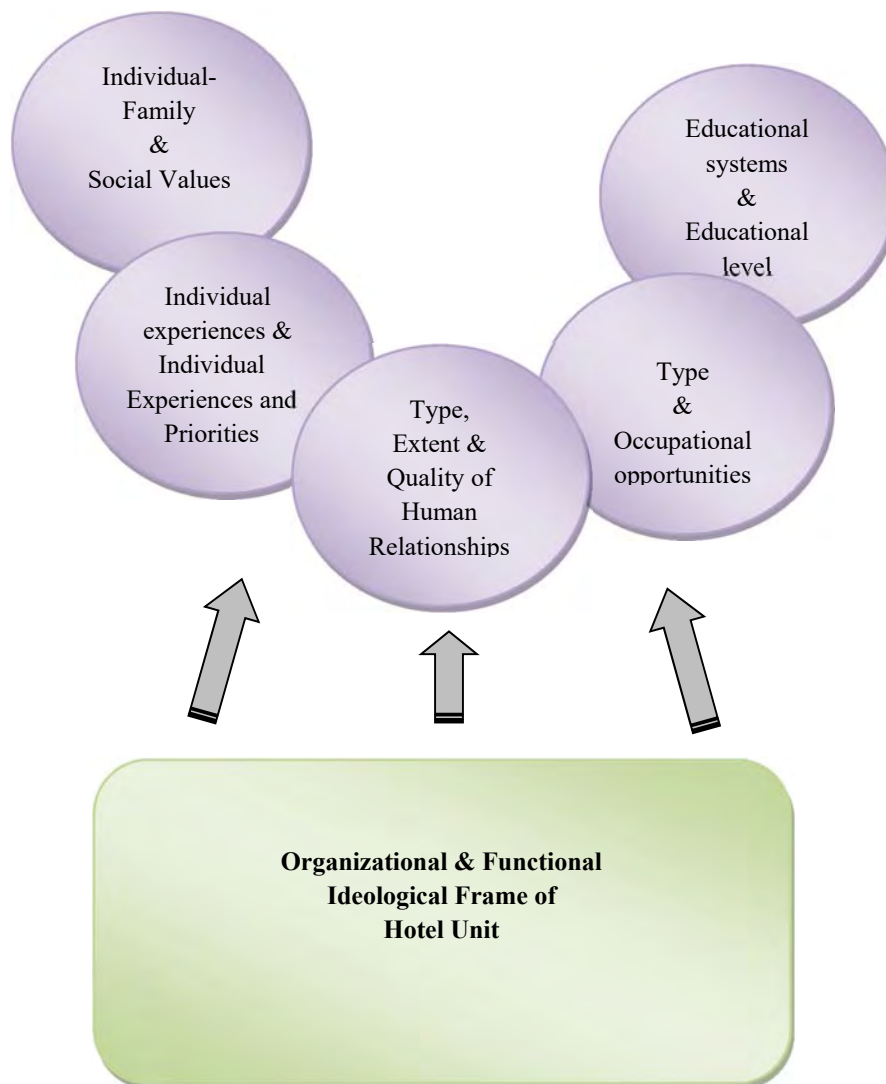


Figure 2: Cultural Cycle and Cultural Web of a customer of a hotel unit  
Source: Johnson et al., 2015 & Own Depiction

### 3.1.2 Organizational and functional reformation

Because of the intense competition, the complexity of the internal and external surroundings of the hotel unit and its high operational intensity, the organizational and functional reformations are often necessary. It is also impossible nowadays for this to occur by only one person. Therefore, the creation of a powerful team is imperative, a powerful "guidance coalition" with a great degree of trust and with

a common goal and vision (Kotter, 1996). The main duty of this team will be to strengthen the position and reputation of the hotel unit in a broader tourist field, via making vital strategical decisions.

Exploiting the power of its position, leading skills and its members' credibility, it will be able to act promptly and effectively on the significant matters that will occupy the hotel unit. As for the issue of appearance and expression of complaints on behalf of the customers of the hotel unit, the coalition will be in position to:

- Plan and clarify the strategical handling of such critical matters without discrepancies, insinuations and queries.
- Express itself less with austere logic or in some cases complacently and with more soul and emotions.
- Train and incite the employees to undertake behaviors and actions on their behalf that will not expose themselves and the unit to such issues.
- Promote the just and moral even if it causes dissatisfaction to the customer and satisfaction to the employee.
- Pursue the exchange of opinions and ideas with the executives, the employees, but also with the customers regarding the reasons of creation and the ways of handling such issues, emphasizing the significance of a customer's value and the employees offer.
- Systematically examine and face the mental and emotional reactions of the customer, the evaluation of the negative incident which caused the complaint and its expression to the administration. In this particular case, the expression of the complaint creates a stressful situation itself for the customer but he evaluates his skills for the handling of an unpleasant experience and on the other hand the severity of the impending harm which it is expected to bring to the unit (Lazarus, 1991).

### **3.2 The Procedure of Handling a Complaint Definitively**

The resolution of a complaint should be considered on behalf of the administration as a temporary procedure. Its definitive resolution will be obvious much later and will depend on the out coming negative consequences for the hotel unit. As such, may be considered the bad reputation and the propagation of negative information from the customer to his family and friendly environment or to the touristic organization that provided him with the touristic package, but also the loss of repeating his preference for the same hotel unit (Kim et al., 2003).

For this reason the administration of the hotel unit should develop a system of collecting and processing actual facts which must be based on the below axes (**Figure 3**):

- To the point of *degree of satisfaction* on behalf of the customers after they return to their place of residence, so that definitive impressions and views are stabilized during their stay at the hotel unit. The implementation of this procedure can be achieved by sending appropriate questionnaires via e-mail from the executives of the hotel unit or communicating on the telephone with the customers as in this way an element of intimacy is promoted.
- To the extent and degree the customers *repeat* their preference towards the hotel unit.

- To the extent of the size of the hotel's choice of new customers, as a result of their *constitution* by former complaining customers.
- To the extent of *neutrality* of the local and international touristic organizations that cooperate with the hotel unit and to what point this extent indicates indirectly the definitive or problematic adjustment and resolution of the issues that have to do with the expressed complaints of customers.

It is easily perceived that the higher the indicative figures, the less potent these negative consequences are for the hotel unit in relation to the former ways of managing complaints and vice versa.

#### **4. CONCLUSIONS**

In the contemporary touristic environment, the business prospect of a hotel unit mainly depends on the degree of its structural systems and the functional capabilities. In its full function it contains diverse human elements which must be managed with particular attention and increased effectiveness. In the prevailing ambivalent relationship "Customers- Employees", often arise mild controversies to intense conflicts. The customers express the situations in the form of a complaint, whereas the employee is forced to fairly or not succumb. The prevailing opinion that the customer is always right does not stand and unfortunately the high rank executives of the hotel unit do not always desire to change it. On the other hand, the employees intensely feel the lack of compassion and support from those executives and as a result feel deeply disappointed. The leading physiognomy of the administration, and so the high quality guidance coalition can become the determining factor for the limitation and even the full resolution of these situations. In addition, the implementation of the appropriate development strategies of a complaint management model from whichever side of the bipolar relationship it originates is considered imperative and it should constitute one of the basic priorities of the hotel unit if it wishes to maintain its participation in the touristic market.

Table 1: System of customer complaint management of a hotel unit

Methods & Procedures	Features	Advantages	Disadvantages
<p>1. <i>Proactive Reaction-Initiative</i></p> <p>2. <i>“Face to face” policy</i></p>	<p>1. - Frequent communication with the customer to assure that all is well                      - Emission of a constant positive feeling on behalf of the employees of the hotel unit</p> <p>2. - Developing communication with the prominent will and the capability of the administrative executives to listen carefully and realize the complaint of the customer                      - Disposing sufficient time and the necessary sensitivity towards the customer to detect the true causes of the creation of the complaint.</p> <p>3. - The door of each managerial executive is open to the customer to express his complaint</p>	<p>1. - The generation of dissatisfaction (complaint) from the customer must be avoided                      - Satisfaction of the customer for the particular interest shown on behalf of the hotel unit's administration</p> <p>2. - The expressed suggestions comprise essential information (data) for the hotel unit itself                      - It contributes to the necessary correctional acts that have to be taken on behalf of the administration of the hotel unit                      - It contributes significantly to the enhancement of the actual yield and extent of the expressed complaint</p> <p>3. - It encourages the customer to express himself freely, to open communication, conversation and feedback for the matter of the complaint</p>	<p>1. - The negative feeling on behalf of the customer that everything is being done typically and purely out of personal benefit and not out of true human concern</p> <p>2. - There is a danger of spiritual exhaustion and internal disappointment, when the customer realizes ,as time goes by, that the suggestions which should have been accompanied with the equivalent solutions are continuously decreasing</p> <p>3. - While the "Open door" policy intends to encourage and instill a sense of transparency and openness,</p>

<p>3. <i>“Open door” policy</i></p>		<ul style="list-style-type: none"><li>- Deviating the supervising, for this issue, employees that could cause delay and distortion of the content of the complaint</li><li>- Quick adjustment of complaint management for all involved with transparent and effective procedures</li><li>- It contributes to the enhancement and strengthening of the relationships, leading towards mutual trust, cooperation and respect between the administration and the customer</li></ul>	<p>some customers hesitate to speak or to be honest because of fear of being intimidated, criticism or even censure</p>
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Table 1: System of customer complaint management of a hotel unit (*continuity*)

Methods Procedures	Features	Advantages	Disadvantages
<p>4. <i>Written expression of a complaint</i></p>	<p>4. - Supporting the will of a customer to submit a written complaint if for some reason he wishes to keep his anonymity</p> <ul style="list-style-type: none"> <li>- Supporting of the customer on behalf of the administration for the written expression and deposition of his complaint</li> <li>- Written reference and justification of the complaint on behalf of the customer</li> </ul> <p>5. - Tripartite in the procedure of managing a complaint, the customer, the employee who caused the problem and the authorized high rank administrative executive of the hotel unit. The same framework is applied when the complaint is expressed on behalf of the employee for misconduct from the customer</p> <ul style="list-style-type: none"> <li>- The administrative executive plays a coordinating and arbitrary role to the positions of the other two sides</li> </ul>	<p>4. - The customer feels that he will be taken seriously into consideration when his accusation is formally registered</p> <ul style="list-style-type: none"> <li>- The written reference acts as a means of official confirmation for the administration and its employees, as well as a means of control</li> <li>- It ensures a specific and highly responsible accusation on behalf of the customer</li> </ul> <p>5. - It is probably the most open and just procedure of approach of the underlying causes of the issue of the complaint</p> <ul style="list-style-type: none"> <li>- Exaggeration is avoided when the managing of the conversation is done in a very responsible and just manner by the authorized administrative executives of the hotel unit</li> <li>- After some time an atmosphere of laxity and relief is created, contributing to the finding of a final solution</li> </ul>	<p>4. - The negative consequences of not resolving the issue of complaint can be unpredictably harmful for the hotel unit</p> <ul style="list-style-type: none"> <li>- In some cases, the official written policies which are supported by the administration are considered as threats by the customers, especially in the case when mistakes or omissions appear, a fact that makes him abstain this initiative</li> </ul> <p>5. - There is a danger of aberration due to the expression of a single point even if it was not intentional</p> <ul style="list-style-type: none"> <li>- As time proceeds, it becomes clear as to whose side the "scales tilts" and as a result certain facial expressions of the involved can be distinguished, some stressful feelings and difficult human situations</li> <li>- In rare occasions, for example, for reasons of emotional preference,</li> </ul>

	<ul style="list-style-type: none"><li>- Everything concerning the unfortunate incident is described and recorded in the form of a discussion</li><li>- The definitive formation of its final position by the administration on this matter is not taken at that time, but alone in the direct future</li></ul>		haste or gain the danger of unjust managing of the matter on behalf of the administrative executive exists and as a result leads to moral disappointment and personal bitterness of the unjustified party (usually the employee)
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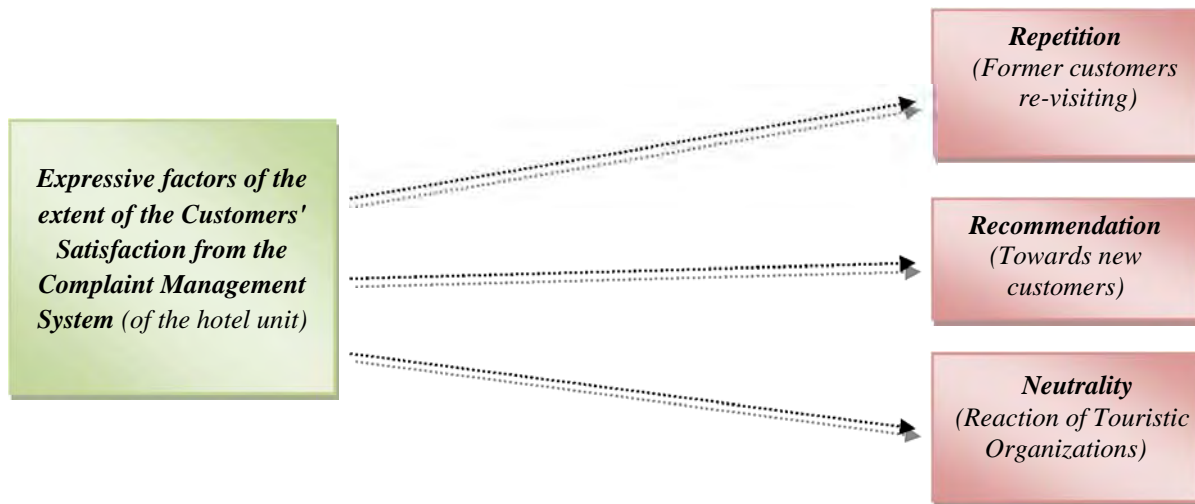


Figure 3: Axes of collecting and processing information System in relation to the complaint of the customers of the hotel unit

Source: Own Depiction

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## **How the practice of Emotional Intelligence enhances positively, delivering high-quality standards in Food Services at all stages**

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### **ABSTRACT**

As competition in Tourism market increasing rapidly, the need for qualitative services become a reality . Tourists and travelers in general , are more experienced , and demanding . Quality in every part of the service operation is a fact . Sciences of Total Quality management , or Service marketing giving a lot of information about how can make a well organized operation . Besides these , an important issue is the method of Emotional Intelligence . How people in the certain industry reacts using the proper behavior controlling emotions without causing pressure first to themselves, and then to the others. It is an every day effort for any individual . A very useful practice which build good reaction and communication with other people. That works wisely in Tourism market , where are a lot of different nationalities , who need to communicate properly .

Aristotle, the ancient Greek philosopher, wrote in “Ethica Nikomachea” : Everyone can get angry, it's easy. But getting angry with the right person, to the right degree, for the right reason at the right time and in the right way, this is not easy at all .

This philosophy, has been the basis for practicing the technique of emotional intelligence in human resource management.

.Working with a team, in food and beverage industry, takes a lot of effort and positive energy . Dealing every day with different personalities who carrying a variety of ethics , culture, education, character, needs to build up certain communication skills, in order to proceed this professional attitude should work a lot on personal Emotional Intelligence .

**Key words:** Intelligence, empathy, service, qualitative

## **Introduction**

Within a continuously changing work environment which imposes socio-economic changes, demands for quality services are increasing. Its work and organization, as well as experience as it is, are issues to be investigated so that the work environment can function properly depending on the location and the sector. The service sector and, in particular, tourism services are more vulnerable to change. It is important the identification of the human-central element. As a social science, tourism has a different approach and parameters to be studied in order to produce a result that will contribute to quality upgrade.

### **1. The definition of quality**

Quality is understood as the customer's perception, which is created after the provided service. Counting Customer Satisfaction, a food company can assess its development, possibly in new services, in order to keep the customer happy, in case it has not been able to provide it to him so far. Satisfaction can be determined: by events occurring during consumption, and by the final achievement that results from the customer's overall experience.

#### **1.1 Quality Measurement Models**

- SERVQUAL: (the quality as perceived by the customer)
- SERVPERF: (the quality as perceived by the customer after using the service)
- INDESERV: (it finds application in industrial services, which are difficult to evaluate)

There is a gap that creates problems for the customers, as far as concerns promised firm services never deal with. There are not many times where a service provider promises consumer services, which he can not actually observe. (Gounaris, 2003: 88)

The concept of an internal client as it is formed through its environment internal marketing, gives a different dimension to the provision of services by personal contact. A balanced inner state is always transferred to the final recipient, which is the customer.

#### **1.2 The concept of service**

Serving means helping / providing service. This is the feeling that emerges from the way to meet the needs of the customers used by professionals of the industry. The identifying information is as follows:

- Material supply services (serving)
- Interaction of employees and clients (courtesy, willingness, good position, human approach)
- Hygiene and appearance of employees/ers

- The quality of the serving.

The elements just mentioned occur service as a practice. There is also another definition of service which has to do with the general experience of enjoying vacations or staying in a hotel. Also has to

do a lot with the managers who operates these vacancies. One of their managerial aim is to coordinate the personel in a way that they collaborate and communicate in a balanced and professional way.

Quality service is characterized by speed and accuracy in response, characteristics that require fast working people, with good knowledge in art restaurant and with good memory.

The delay between dishes (eg between the first and second dishes) creates a sense of frustration to customers, which would stop their meal or continue in bad mood. The search for a waiter as well, is another important issue in the process of serving.

- The quality of personel - client interaction.

Willingness, courtesy and good inter-Position of employees in the F & B departments are important elements of a qualitative product.

Beside the professional attitude of the waiters, there is also being created a beginning of their human interaction. Often customers are looking for contact with waiters , asking questions about menu items or the area's attractions, often, even ask about personal data such as origin and family. They describe their experiences or even their own professional,Family or psychological condition. All this proves the necessity of human communication and approach in a different way as appropriate. This customer mood contains risk factors, mainly due to misunderstandings. For this reason, employees are obliged to be cautious but not negative about the human part of communicating with the customer. Of course, quality in communication of this type depends on business culture , where its lack is replaced by the employee's culture.

- Hygiene and appearance of waiters.

The cleanliness, and the tidy appearance in food and service industry is critical. Keeping personal Hygiene is mandatory, as well as keeping their outfit in good condition. It is a must to avoid heavy perfumes, as well as to avoid eating foods which contains garlic or onion, before the personnel begin their shift, because the result is unpleasant.

The fabric of the outfit should be made of good quality, in cotton preferably, so that sweat is absorbed.

A basic requirement is personal hygiene on a daily basis, and regular change of work shirt.

Service is a non-material, and non-storable good. This element defines its relativity.

The elements that determine relevancy in the concept of serving in restaurants are the following:

A. The human factor

B. Ethnological and Cultural Differences

- The human factor. Human substance is a complex condition of psycho-mental and intellectual processes. These processes combined with the experiences of each human life, as well as how sees life, has the result of own uniqueness.

- Ethnic and cultural differences. Every nation has its own habits, and behavior codes . They give different interpretations of body language, and communicate with their own way. Quality must be respected in order to provide professional services to these variations, and adopt such behavior. It is difficult for all customers to enjoy good service at the same time.

However, what is important is the effort to maintain a high level of service, which is interrelated with the quality that exists between personal relationships as well. Either way it is not possible to provide quality if it is not part of living and every day behavior.

### **1.3 Quality service techniques**

The basic techniques used to have quality service are:

- The smile and Confidence
- Respect
- To know how to listen
- Commitment
- Good memory

- The smile. At this point, we are particularly privileged since it is in our idiosyncrasy easily smile, and therefore treat our customers with Smile, carrying positive energy and well-being.
- Confidence . When we talk, we need to show the emotion, the confidence that we know very well what we say and what we do, but also that we feel ourselves peaceful and available to offer our services.
- Respect. It is essential partners respectancy. In this way the behavior towards the customer will be proportional. A very good technique is to listen to his words without doubt. The customer needs to complete what he wants to say. By listening to him the personnel can be more effective and persuasive.
- Attentiveness. There is an important theory based on body language of different nations , which define the necessity of avoiding staring at customers eyes while the personnel provides service . According to this theory this would be easily misunderstand. Scientists of human behavior concluded that it is good to focus on the area between the eyes, and over the nose. That gives a neutral look.
- Good memory. When it comes to the customer, it is good to use his name. It makes him feel special and at the same time creates an intimacy that is in personnel discretion to handle it properly, in order to have the desired result. Still is not always useful using names .

Also remembering his preferences in eating and drinking, or even putting him in his preferable sit, is important element which is also under circumstances useful.

## **2. Requirements for quality service.**

Working in Food and Service Industry requires anthropocentric elements who define the qualitative working condition .

These elements are the following:

- Improving communication skills
- Self knowledge
- "winner" mentality
- Positive Energy
  - Improving communication skills. This can be done through the training of personnel in communication issues and techniques. You need to become a self-assessment, to identify the weaknesses of the individual worker and trying to improve.
  - Self knowledge. It is very important for the employee to know the positive and negative points of his character so that he tries to improve himself.
  - "Winner" mentality. To believe in himself and not give in to the difficulties.
  - Positive Energy. It is important to be optimistic. To focus on the positive side of things, because the positive energy as well as the negative create corresponding feelings which are also transmitted.

A person who collects these elements is able to provide good service since he will consider this an extension of his everyday life.

Continuous training definitely helps those who are involved in the service sector to improve their technique and make them more effective.

It is a fact , that service field , creates stress and crisis management is an every day issue either for basic line of employees and managers . So stress management is on top of the list , helping communication.

There are people who work much better under pressure, and others who cannot control their impulses and are getting nervous and causing a discomfort situation in job. They have no patience with the colleagues or guests, or even worse if this happens to the manager , will transmit to all the other members of his team negativity and unhappiness. It is finally a way of life being and acting qualitative , with respect and a stable emotional attitude to each difficult situation . In addition is critical for an individual to find out soon what type of personality it has , and make job preference accordingly. An introverted personality is less flexible to communication skills with colleagues and guests. At the contrary extroverted people are flexible , usually good communicators , and curious to learn about other people behavior and habits .

### **3. The role of Emotional Intelligence in quality service**



### **3.1 Definition of Emotional Intelligence**

It is considered to be more important than the IQ , regarding how successful can a professional be in every aspect. The elements that they identify are:

- Self-awareness. The ability of an individual to recognize his feelings as they are . Also the knowledge of the strengths and weaknesses of the character so can accept constructive criticism. It is through self - awareness that confidence is the certainty of the value and potential of a person
- self-regulation. The way I control and adjust feelings like stress, fear, or anger so that they do not interfere with the prossiding of the duties and generally with everyday behavior of the individual.
- the mobilization, the ability of one to remain optimistic and to continue effort despite any obstacles or difficulties.
- empathy, or in other words the ability to recognize the feelings of the people. They may also have a position that allows them to help develop others by enhancing their abilities and exploit diversity of others recognizing the principles and dynamics of their group. Emotions are often manifested through other signals.

To understand someone's feelings, we need to have the ability to read the non-verbal elements of communication. To interpret the tone of the voice, the gestures, facial expression, and more. Social skills, help to establish and maintain positive relationships. Society skills are for example the ability to influence, effective communication, leadership that inspires, crisis management, effective collaboration and teamwork.

(Goleman, 2011: 23)

Adopting Emotional Intelligence , a manager , or any food service industry employees\ers , helping at first himself and secondly the rest of the organization . It is an everyday effort and takes hard work to achieve, learning how to control feelings , reactions , behavior . And all this without pressing yourself , and turn to a creativity and productive attitude .

### **3.2 Ways of enhancing emotional intelligence**

Enhancing emotional intelligence first comes from cultivating awareness of emotions. It is not useful to criticize or stop the feeling before it started. Non-stress control is another important factor that affects : the person does not think clearly and therefore take wrong decisions. The difficulty approach with humorous mood is another indicator.

According to Professor Mr. Michail Gjadjädmichali, a psychologist at the University of Chicago, "the word" flow "describes the charismatic state in which perfection has come effortlessly. The person's ability to flow is the best moment of emotional mental intelligence.

Streaming probably represents the zenith of manipulation of emotions, subduing in the service of performance and learning. In the flow, feelings are neither contained and channeled.

They are positive, activated and aligned with this particular duty. When you are trapped in the bouts of depression or anxiety, this is blocked. People who are in the flow show a skillful control on what they are doing and their reactions are perfectly in harmony with the alternatives.

There is enough difficulties for food industry employees to provide this flow for different reasons. For many workers whose basic occupation based on survival reasons is difficult to adopt the model, as it has so far been described. This results in several times creating crises during work that are difficult to manage.

Such examples are the solutions to disputes in a negative way as it becomes particularly important, through the lack of emotional intelligence, to perceive those involved.

The proper manager should not get involved with disagreements and not give dimensions to pointless issues .

A proposal that helps and solve the problem is training the team to be cultivate of their intelligence. In this way they will improve communication skills, conduct, command, control and motivation of their associates.

Emotional intelligence gives the greatest results in how to manage customer intercourse. With this better communication between employees is achieved. At this level the team is trained to listen better the needs of its members, better manage stress in general, and balance between personal and professional life without allowing one sector to get involved to the other. (Goleman, 2011: 58)

Mr Albert Buntur, says: "People's beliefs about abilities have a profound effect on these abilities.

There is a huge variety in the way you act. People who have the feeling of

Self-efficiency are met by failures. They approach things with purpose to confront them, not to worry about what can go wrong. "

Simonov (1970) discusses the relationship of emotions with creation and learning.

He believes positive feelings are far more productive than negative ones. The development Creativity in this respect, presupposes more than just the simple blowing unwanted feelings ".

Education has a very important place in the application of theories. It is possible to create specific fields of emotional intelligence culture in every different level of food and beverage management. A change of mentality is needed in order to support new practices.

This will reduce the real labor cost. Despite the personnel's reduction. Quality service can be provided from the existing, working people in the team. The real investment is on the human resource.

### **3.2 Territory of the family**

Many studies have shown that the way parents behave in children has a profound and lasting effect on their emotional life. Although some sentimental skills are practiced through friendly relationships as the years go by, emotionally sufficient parents can help their children in their core elements of their Emotional intelligence:

The practice of emotional intelligence enhances the provision of food services

- like, learn to recognize it
- to handle
- to curb their feelings
- and handle the feelings they make in their relationships

Through the emotional sufficiency of parents, the same is created for children.

It is expected, a person with the above qualitative characteristics , when is professionally involved in Food Service sector to offer quality service and high service Level in general.

## **Conclusion**

In the future, it will be necessary to combine both the emotional intelligence and the artificial intelligence , which refers to the intelligence of computers and systems, since development in this field increased rapidly.

As far as the food and beverage management sector is concerned whether it operates within a hotel unit or outside of it. The quality difference in the provision of services will depend on a large extent on this ability. Both for executives and personnel as well as owners.

The environment in workplace has changed very much. There is a constant rotation of people in important positions in the Food industry. People who have never had anything to do with the subject are also entering the field by starting relevant business.

A solution to this situation is education. Through specific seminars, so the people of this industry can acquire this skill. By having psychological thinking its easier for an executive or other employee/er , to adopte this attitude in life in general .

If he has the physical capacity of empathy and recognition of his emotions, will be easier to see and manage them creatively. Also will be able to recognize the feelings of the other team members , creating calm atmosphere and positive feelings at a time of crisis management. This will have the effect of keeping his team cool , while emotions being transmitted. In other case the effort is bigger, but it is really worth it.

It is no coincidence that the most successful food and beverage professionals in the world are those who, in addition to high intelligence, and managerial skills, have a high level of emotional intelligence.

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# **The effect of Job Resources on Employees' Work Engagement in Five-star Hotels in Egypt**

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## **ABSTRACT**

Employees' work engagement (WE) is gaining continuous significance, since it reflects the trend towards 'positive psychology', and represents employees' involvement, devotion to their jobs, and willingness to go the extra mile to help the company succeed. Employees' WE is transferred to clients in the form of high-quality services, and also raises productivity, profitability, customer satisfaction and loyalty, in addition to lower employee turnover. Relevant studies spotted several job resources (JR) that are positively related to employees' WE. JR are those physical, social, psychological and/or organizational job aspects necessary for achieving goals, reducing job-related demands and physiological and psychological costs, and stimulating personal development.

This study's aim is to investigate the influence of different JR, and employees' demographic profiles on their WE and its main dimensions; vigor, dedication, and absorption, and determining WE's current level in Egyptian hotels. Adopting a quantitative research approach and stratified random sampling, 621 five-star hotels' employees were surveyed.

The study came out with significant findings and contributions. JR had a significant positive effect on employees WE's dimensions; vigor, dedication, and absorption. WE level and available JR have been found to be above moderate in surveyed hotels. Among WE's dimensions, vigor was the most influenced by the availability of JR, thus increasing employees' feeling of enthusiasm and passion for work, and dedication and proudness of their job. Whilst, among JR, rewards had the least effect on WE, due to that, in the current tourism depression and unemployment, employees tried to adapt to these circumstances and focused on nonmonetary JR.

Employees' profile dimensions (age, gender, educational level and experience) were positively related to their WE. Higher WE is associated with employees over 40, female employees, employees holding a bachelor degree, and those who enjoyed an experience of more than ten years in current hotel, and in the hotel industry.

In this context, hotel managers should be more knowledgeable of specific JR, and their contribution to develop and create the proper environment and culture that fosters employees' WE in addition to business success, and how to target specific employees' segment with the most vulnerable profiles.

**Key Words:** Work Engagement, Job Resources, Employees' Profile, Egypt

## **1. INTRODUCTION: the concept of WE**

Employees' WE has emerged as a positive psychological construct of occupational health to measure positive work-related state of mind (Bakker & Demerouti, 2008). According to Kahn (1990, 1992), WE involves personal engagement, well-being and psychological presence in the workplace, and the amount of energy and commitment employees have for work. Later, Rothbard (2001), May et al. (2004), Saks (2006) and Bakker et al. (2008), confirming and extending Kahn's findings, supported that the psychological conditions of meaningfulness, safety, availability, attention and absorption in job-related roles are linked to WE.

WE also involves organizations' practices towards enhancing employees' emotional and intellectual commitment, contribution and cognitive, behavioral and affective dedication to achieve greater outcomes (International Survey Research, 2003; Hewitt Associates, 2004; Andrew et al., 2012), and creating opportunities for employees to connect with their colleagues, managers and wider organization (Kular et al., 2008), in a way that results in the willingness to go above and beyond what is expected to help the company succeed (Gebauer & Lowman, 2009; Bedarkar & Pandita, 2014).

From employees' perception, WE is comprised of energy, involvement and efficacy (Maslach et al., 2001; Bakker et al., 2008; Kular et al., 2008), and represents their involvement, satisfaction and enthusiasm for work. Overall, the most accepted and referred to definition of WE is that of Schaufeli et al. (2002a; 2002b) who defined WE as "a positive fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption".

## **7 Review of literature**

## **7.1 Benefits of WE**

WE provides benefits for individuals as well as for organizations. Park & Gursoy (2012) and Bedarkar & Pandita (2014) stated that organizations can utilize engaged employees as a strategic partner in the business. Martel (2003) claimed that in order to obtain high performance in intangible-products-based tasks that demand innovation, flexibility, and speed, employers need to engage their employees. WE's benefits include positive attitudes towards work and towards the organization, such as job satisfaction, organizational commitment, and low turnover intentions (Salanova et al., 2005; Demerouti et al., 2001; Schaufeli et al., 2003; Hakanen et al., 2006; Christian & Slaughter, 2007; Ram & Prabhakar, 2011; Robinson et al., 2004). It also includes positive organizational behaviors and business performance metrics such as personal initiative and learning motivation, extra-role behavior (Salanova et al., 2005), proactive behavior (Salanova et al., 2005; Salanova & Schaufeli, 2008; Cook, 2012) increased productivity, customer satisfaction and loyalty, and profitability (Harter et al., 2002). For example, a study among about one-hundred Spanish hotels and restaurants showed that employees' levels of WE had a positive impact on the service climate, which, in turn, predicted employees' extra-role behavior as well as customer satisfaction (Salanova et al. 2003).

WE is also linked to better work performance and productivity, and meeting customers' needs and business objectives (Brown, 1996; Bakker & Demerouti, 2014; Coleman, 2005; Salanova et al., 2005; Xanthopoulou et al., 2009; Bakker & Bal, 2010; Bhatnagar & Biswa, 2010). For instance, a study conducted by Young et al. (2009) revealed that engaged employees are more friendly, attentive to customer problems, prompt in service delivery, and motivated to recommend appropriate products based on customer needs. WE also have positive outcomes for individuals, including better psychological health (Schaufeli et al., 2003; May et al., 2004; Christian & Slaughter, 2007; Schaufeli et al., 2008; Xanthopoulou et al., 2009), better physical health (Lockwood, 2007), and lower levels of depression, distress, absenteeism and psychosomatic complaints (Demerouti et al., 2001; Harter et al., 2002; Schaufeli & Bakker, 2004).

WE fosters employees' self-efficacy (Luthans & Peterson, 2002; Salanova et al., 2005; Seijts & Crim, 2006). As stated by Seijts & Crim (2006), engaged employees believe they can make a difference in the organization. Besides, personal positive feelings also exist, such as of happiness, enthusiasm, joy, and optimism (Bakker & Demerouti, 2008). Less engaged employees are more prone to physical, cognitive, or emotional job-related withdrawal (Kahn, 1990), and burnout (Maslach & Leiter, 1997 & Schaufeli et al., 2002a).

## **7.2 Dimensions of WE**

According to the WE's definition of Schaufeli et al. (2002a; 2002b), three key WE dimensions are derived; feeling of **vigor**, strong **dedication**, and high levels of **absorption**. Vigor refers to high energy levels directed toward organizational goals, on-the-job mental flexibility, employees' readiness to exert needed efforts in their job, and diligence in difficult situations (Schaufeli et al., 2002a, 2002b; Albrech, 2011). Dedication refers to profound work-related psychological involvement, along with productive feelings of respect, enthusiasm, significance, pride, challenge, and inspiration, (Brown, 1996; Schaufeli et al., 2002a, 2002b; Dicke et al., 2007; Mauno et al., 2007). Absorption is being

concentrated on and immersed in one's work, quick passing of time on the job, and difficulty to detaching from work (Maslach et al. 2001; Schaufeli et al., 2002a, 2002b).

### **7.3 Job Resources: Concept and Correlation to WE**

According to previous studies, multiple factors influence WE, among which, job resources' (JR) availability is the key driver of employees' WE (Demerouti et al., 2001; Hobfoll, 2002; Salanova et al., 2005; Schaufeli et al., 2003; Schaufeli & Bakker, 2004; Hakanen et al. 2006; Llorens et al. 2006; Koyuncu et al. 2006; Bakker & Demerouti, 2007; Bakker et al. 2007; Llorens et al., 2007; Mauno et al., 2007; Xanthopoulou et al., 2007, 2009; Bakker et al., 2008; Hakanen et al., 2008; Schaufeli et al., 2009; Weigl et al., 2010; Christian et al. 2011; Demerouti & Bakker, 2011; Vera et al., 2016).

Moreover, previous empirical studies' findings suggested that lack of JR resulted in job burnout which is the opposite of WE (Cordes & Daugherty, 1993; Lee & Ashforth, 1996; Leiter 1988, 1991; Maslach, 1998). Furthermore, acting as a mediator, JR had a positive impact on various indicators of organizational commitment (Schaufeli & Bakker, 2004; Hakanen et al., 2006) and positive work-to-home interface (Mauno et al., 2007) through enhancing employees' WE.

JR represent various motivational job aspects; psychological, social, physical, or organizational, necessary to minimize job-demands-related negative aspects, and attain organizational goals, and increase personal development, growth, and learning (Demerouti et. al, 2001; Hobfoll, 2002; Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007; Xanthopoulou et al., 2007; Hobfoll & Schumm, 2009; Karatepe & Olugbade, 2009; Schaufeli et al., 2009; Schaufeli & Bakker, 2010; Matamala, 2011). Employees may repay their organizations' efforts to provide needed JR by their level of WE (Saks, 2006; Weigl et al., 2010; Altunel et al., 2015). Such JR create psychological meaningfulness and safety for employees, which are needed to be engaged in one's job (May et al., 2004; Main, 2011).

Specifically, JR that drive WE include social support from supervisors and co-workers, performance feedback, coaching, job control and autonomy, task variety, training facilities, rewards, education, and independence at work (Demerouti et al., 2001; Maslach et al., 2001; Bakker et al., 2003; Salanova et al., 2005; Schaufeli et al., 2003; Schaufeli & Bakker, 2004; Hakanen et al. 2006; Llorens et al. 2006; Koyuncu et al. 2006; Bakker & Demerouti, 2007; Bakker et al. 2007; Pitt-Catsouphes & Matz-Costa, 2009; Schaufeli & Taris, 2014).

Among JR provided by organizations, two main resources are to be spotted in the current study; job control and autonomy, representing a significant psychological job resource, and rewards, as the main physical job resource.

### **7.4 Job Control and Autonomy**

Representing a basic psychological need for employees (Deci & Ryan, 1985), job control or autonomy refers to employees' independence, flexibility, discretion, and control, decision making possibilities, and utilizing personal discretion for performing job tasks (Hackman & Oldham, 1975, 1976; Jackson et al., 1993; Parker & Axtell, 2001; Morgeson et al., 2005; Aubé et al., 2007; Stone et



al., 2009; Trépanier et al., 2014). It helps increase productivity, performance, positive work experiences, intrinsic motivation, activated states of psycho-physical well-being, and WE (Deci & Ryan, 1985; Sauter et al., 1989; Van der Doef & Maes, 1999; Saavedra & Kwun, 2000; De Lange et al., 2003; Gagné & Deci, 2005; Marinova et al., 2008; Gagné & Bhave, 2011; Liu et al., 2011; Trépanier et al., 2014). Hakanen et al. (2006); Mauno et al. (2007), Van den Broeck et al. (2008) and Schaufeli et al. (2009) found that job control is among major predictors of WE's dimensions, and within the hospitality industry as well (Salanova et al., 2005; Slatten & Mehmetoglu, 2011). More specifically, job control and autonomy is positively associated with absorption as one of WE's dimensions (Bakker & Geurts, 2004; Bakker, 2005).

According to the previous discussions and implications concerning the importance of providing abundant JR for enhancing employees' WE, and, necessarily, a specific hypothesis has to be stated and investigated concerning the correlation between job control and autonomy and employees' WE: H1: There is a significant and positive correlation between job control and autonomy, and employees' work engagement.

## **7.5 Rewards**

Job rewards are the financial and nonfinancial benefits that employees receive based on their perceived performance and productivity (Matiaske & Weller, 2007; Newman & Sheikh, 2012). In many cases, employees consider rewards as the direct financial compensation consisting of one or more of salaries, wages, incentives, bonuses and/or tips (Hayes & Ninemeier, 2009). Previous studies stated that employees' WE depends on the level of returns, represented mostly in rewards and financial recognition, which should be a part of the overall company values (Kahn, 1990; Maslash et al., 2001; Koyuncu et al., 2006; Matiaske & Weller, 2007; Sakovska, 2012; Schaetzle, 2016). Whilst lack of rewards and recognition can lead to burnout and disengagement (Maslash et al., 2001).

Consequently, it is essential to hypothesize and investigate the correlation between rewards and employees' WE, as stated in the following hypothesis:

H2: There is a significant and positive correlation between rewards and employees' work engagement.

Finally, it has been noticed, throughout the vast array of reviewed literature, that employees WE has not been clearly correlated with employees' profile characteristics. Few studies have linked WE to employees' characteristics such as gender (Johnson, 2004), and age (Pitt-Catsoupes & Matz-Costa, 2009; Simpson, 2009). And since employees are the main asset in the hospitality industry, the following hypothesis has been introduced:

H.3 There is a significant correlation employees' profile characteristics (age, gender, educational level and experience) with their work engagement.

Since the dimensions of vigor, dedication and absorption are those that best reflect how employees are connected and engaged to their work (Roof, 2015), and that they have been mostly utilized by previous studies to measure WE (Stoerber & Damian, 2016); hence, they will be used for further researching the relationship between JR, employees' profile characteristics, and employees' WE.

## 8 Research Methods

After pinpointing the significance of the chosen research variables via discussing relevant previous studies, the field study is intended to complement and further explores the concepts cited in the theoretical demonstration. The objectives of the study are to investigate the current status of WE perceptions and JR in five-star hotels in Egypt, examine the relationship between the JR and profile of employees, and their WE.

### 8.1 Characteristics of the Population and Sample

The current study targeted five-star hotels' employees in Egypt. They totalled 152 hotels at the time of conducting the study (Egyptian Hotel Guide-33<sup>st</sup> edition, 2013), among which employees of 76 hotels across different touristic areas in Egypt were chosen to be the sample, representing 50% of the population, according to the stratified random sampling technique. The sample thus represents more than 30% of the total population, as required for the sake of further reasonable, reliable generalization attempts (Gay & Diehl, 1992). Questionnaires were submitted to be randomly distributed to employees in the employees catering cafeteria. Table 1 illustrates the total population and the sample selected for conducting this study.

Table 1 Questionnaire distribution on the selected sample among main tourist areas in Egypt

	Area	No. of Hotels/ar	% of the Populatio	Location	No. of selected hotels/area	% of sample
1	Cairo	33	22 %	Cairo	17	22 %
2	North West Coast	13	9 %	Alexandria (8), Marsa Matrouh (3), Alamein (2)	6	8 %
3	Canal Zone & Sinai	53	35 %	Port Said (1), Arish (1), Dahab (2), Sharm El-Sheikh (41), Taba (8)	27	35.5 %
4	Red Sea	41	26 %	El Gouna (3), Hurgada (24), Safaga (6), Quseir (2), Marsa Alam (3), Ain Sokhna (3)	20	26.5 %
5	Upper Egypt	12	8 %	Luxor (7), Aswan (5)	6	8 %
	Total	152	100 %	152	76 (50% of the population)	100 %

Reference: The Researcher with reference to Egyptian Hotel Guide, 33rd ed. 2012/2013.

Moreover, selecting five-star hotels is attributable to that they usually enjoy higher business volumes and operate more operations and sales outlet than lower-grade hotels, in addition to serving more demanding guests. Consequently, these implications impose providing ample JR, and necessitate employees who are well engaged in their jobs, thus helping obtain meaningful results and research implications, and ensure that field study efforts are not in vain.

## **8.2 Scale Development and Data Collection Techniques**

The instrument conducted for data collection was the survey questionnaire, with a 5-point Likert Scale. To assess status quo of employees' WE, the research's survey questionnaire has basically adapted the Utrecht Work Engagement Scale (UWES), derived from Schaufeli et al. (2003), which is the most utilized scale to measure WE (Slatten & Mehmetoglu, 2011), and has been tested in over 10 different countries, using heterogeneous populations, and has been published in many versions. Examples of the studies that adopted the UWES scale are Bakker & Demerouti (2007), Slatten & Mehmetoglu (2011), Rigg (2012), Bedarkar & Pandita (2014), Vera et al. (2016). JR measurement was based on several studies, where Job Control and Autonomy's measure was derived from Digkas & Baltoglou (2014), Pierce & Dunham (1978a, 1978b), while Rewards' measure was developed depending on the studies of Davenport & Prusak (1998), Hargadon (1998), Lawler & Hall (1970), Spector (1985). Employees have been finally asked to provide data concerning their gender, age, educational levels, and experience in current hotel and in the hotel industry.

## **8.3 Scale's Validity and Pilot Study**

Before distributing the questionnaires, a pre-test stage was conducted to perform due adjustments and improvements, and uncover any difficulties which respondent may face while answering the questions. The questionnaire was tested for its validity through the help of 25 academics and colleagues at the Hotel Studies Department, Faculty of Tourism and Hotels, Alexandria University; then piloted with 5 employees in a five-star hotel in Alexandria. All pilot study members were not included in the sample to avoid any possible bias.

This pre-test stage's outcomes have been assuring face and content validity and the clarity of questionnaire, ensuring the extent to which the questionnaire statements represent all facets of WE and JR, bringing about experts' opinions and emotional responses, known as test concepts, to different components and concepts stated in the questionnaire, improving and rephrasing of some statements to avoid ambiguity and misunderstanding, changing academic expressions to common business terms, deleting or integrating repeated and similar questions, adjusting few double-barrelled and leading questions to ensure complete avoidance of bias, performing slight adjustments to the introduction, discussing and reasoning the technical aspect of statements, determining the time required to fill in the questionnaire, and finally, expecting and being ready for side talks that might arise between the researcher and respondents, if any.

## **8.4 Questionnaire Distribution and Administration**

The final questionnaire form was developed and translated into Arabic. Questionnaires have been distributed in February through April 2016, 20 copies for each hotel (five copies for each of the departments of front office, housekeeping, foodservice, and food preparation/kitchen, to guarantee coverage of front-of-the-house and back-of-the-house staff members). Total questionnaires distributed were 1520 (20 copies in 75 hotels). Only 656 copies were returned to the researcher,

among which 621 copies were valid for statistical analysis, representing an accepted response rate of 40.8%.

### 8.5 Reliability Analysis

The reliability coefficient, Cronbach’s Alpha, was calculated to investigate the reliability of the data collection instrument; the questionnaire, after being distributed, and before being further analyzed. The Cronbach’s Alpha correlation coefficient for individual variables, and for the whole questionnaire, was safely and sufficiently higher than the cut point of 0.70, which is deemed acceptable by Nunnally & Bernstein (1994), as shown in Table 2.

Table 2 Reliability test of questionnaire items using Cronbach’s coefficient alpha

Scale	Vigor	Dedication	Absorption	WE construct	Autonomy	Rewards	Job Resources	The whole construct
Cronbach’s Alpha	.893	.904	.857	.946	.874	.934	.914	.963
No. of Variables	5	5	5	15	5	5	10	25
No. of Cases	621	621	621	621	621	621	621	621

Source: Field Study Results Analysis

## 9 Results and Discussion

This part first demonstrates the respondents' profiles and hotels’ characteristics. The research hypotheses and related variables are then comprehensively analyzed and discussed descriptively and inferentially. Interpretation and discussion of results are provided along with results.

### 9.1 Respondents' Profile Characteristics

Employees’ demographic and job-related data are presented in Table 3. Most respondents were males (80.5%), while female respondents represented only (19.5%). Respondents have been distributed among the three age group categories with the largest proportion within the age group from 20 to 30 years old (55.6 %), followed by those who are in the age group of 30 to 40 years old (29%) and the last age group of more than 40 years old (15.4). The educational level of respondents ranged from Institute/technical or secondary school graduates, representing the highest percentage (53.9%), followed by bachelor-degree holders (41.2 %), while respondents who had less than secondary school education represented (2.7%), and those whose working while studying at faculty (2.2%) had the lowest percentages. Regarding the working experience of the employees, most respondents (58.5%) enjoyed an experience of 1-5 years in their current hotels, followed by those with experience of more

than 10 years (16%), those who worked for less than 1 year (14.7%), and lastly those with 6-10 years' experience (10.8%). Also, most respondents had a work experience in the hotel industry of 1-5 years (45.5%), followed by those with more than 10 years' experience (28.1%), those with 6-10 years' experience holders (20.3%), and finally the least percentage of (6.25%) was for respondents with less than 1 year experience. Respondents were almost equally distributed among the four departments, but the highest percentage of them (29%) were working in Food and Beverage preparation (Kitchen). All respondents were entry level workers.

Table 3 Respondents' Profiles Characteristics

Employees' Personal Data									
Gender	No.		Age		Educational Level		No.		
		%		%		%		%	
Male	508	80.5	From 20:30	351	55.6	Bachelor degree	260	41.2	
Female	123	19.5	From 30:40	183	29.0	Undergraduate	14	2.2	
			More than 40	97	15.4	Institute/ technical/ secondary school graduate	340	53.9	
							Less than secondary School	17	2.7
Employee Experience									
Experience in Current Hotel			No.	%	Experience in Hotel Industry			No.	%
Less than 1 year			93	14.7	Less than 1 year			39	6.2
From 1:5 years			369	58.5	From 1:5 years			287	45.5
From 6:10 years			68	10.8	From 6:10 years			128	20.3
More than 10 years			101	16.0	More than 10 years			177	28.1
Department									
Direct Customer-Contact			No.	%	Indirect Customer-Contact			No.	%
Front Office			150	23.8	Housekeeping			167	26.5
Food and Beverage (Service)			131	20.8	Food and Beverage (Kitchen)			183	29.0

Source: Field Study Results Analysis

## 9.2 Descriptive Analysis of Research Variables

A descriptive analysis of research variables is provided in Table 4, based on the scores reported by employees, where questionnaire statements have been rearranged in descending order per means of scores.

Table 4 Summary of Descriptive Analysis Results of Research Variables

Work Engagement		Level of Repetition										Mean
		Never		Rarely		Sometimes		Often		Always		
		F.	%	F.	%	F.	%	F.	%	F.	%	
Vigor		Overall Mean of the Vigor Dimension										3.77
1	At my job, I feel strong and vigorous	13	2.1	62	9.8	135	21.4	205	32.5	216	34.2	3.87
2	When I get up in the morning, I feel like going to work	18	2.9	90	14.3	113	17.9	171	27.1	239	37.9	3.83
3	At my job, I am very resilient, mentally	11	1.7	47	7.4	166	26.3	225	35.7	182	28.8	3.82
4	At my work, I feel bursting with energy	8	1.3	71	11.3	169	26.8	180	28.5	203	32.2	3.79
5	I can continue working productively for extra hours after my shift ends	33	5.2	90	14.3	190	30.1	152	24.1	166	26.3	3.52
Dedication		Overall Mean of the Dedication Dimension										3.95
1	To me, my job is challenging	15	2.4	36	5.7	117	18.5	205	32.5	258	40.9	4.04
2	I find the work that I do full of meaning and purpose	7	1.1	58	9.2	118	18.7	212	33.6	236	37.4	3.97
3	I am proud of the work that I do	9	1.4	33	5.2	145	23.0	227	36.0	217	34.4	3.97
4	I am enthusiastic about my job	12	1.9	59	9.4	130	20.6	213	33.8	217	34.4	3.89
5	My job inspires me	16	2.5	57	9.0	150	23.8	184	29.2	224	35.5	3.86
Absorption		Overall Mean of the Absorption Dimension										3.75
1	I am immersed in my work	9	1.4	48	7.6	131	20.8	204	32.3	239	37.9	3.98
2	Time flies when I'm working	19	3.0	36	5.7	180	28.5	189	30.0	207	32.8	3.84
3	When I am working, I forget everything else around me	12	1.9	57	9.0	162	25.7	224	35.5	176	27.9	3.78
4	I get carried away when I'm working	21	3.3	57	9.0	173	27.4	221	35.0	159	25.2	3.70
5	I feel happy when I am working intensely	38	6.0	83	13.2	205	32.5	165	26.1	140	22.2	3.45
Overall Mean of WE												3.82
Job Resources		Level of Employees' Agreement on Implementation										Mean
		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
		F.	%	F.	%	F.	%	F.	%	F.	%	
Autonomy		Overall Mean of the Autonomy Dimension										3.27
1	I can participate in the decision-making process regarding my work	17	2.7	125	19.8	158	25.0	240	38.0	91	14.4	3.42

2	I have control over the way my work is executed	14	2.2	114	18.1	202	32.0	205	32.5	96	15.2	3.40
3	I'm free to decide my working schedule	53	19.5	123	19.5	165	26.1	168	26.6	122	19.3	3.29
4	This organization gives me the freedom to get the job done rather than insist on following rules and procedures.	37	5.9	134	21.2	214	33.9	145	23.0	101	16.0	3.22
5	If I had a complaining guest, I can offer him/her suitable compensation without approval from my supervisors	109	17.3	120	19.0	153	24.2	163	25.8	86	13.6	3.00
Rewards		Overall Mean of the Reward Dimension										3.26
1	I prefer working in this hotel no matter what I receive as a bonus/ reward	56	8.9	96	15.2	127	20.1	227	36.0	125	19.8	3.43
2	When I do my work well, I receive a bonus/reward	57	9.0	94	14.9	162	25.7	229	36.3	89	14.1	3.32
3	When I do my work well, I receive higher salary / wage or pay raise	52	8.2	117	18.5	157	24.9	223	35.3	82	13.0	3.26
4	My pay is fair for the work I perform	61	9.7	127	20.1	166	26.3	211	33.4	66	10.5	3.15
5	When I do a good job, I receive the financial recognition for it that I should receive	67	10.6	128	20.3	162	25.7	193	30.6	81	12.8	3.15
* F. = Frequency												

Source: Field Study Results Analysis

Means of scores of WE and its dimensions were noted to be moderate to high (3.82). This result goes in line with Seijts & Crim (2006), who identified that most employees in different areas around the world were moderately engaged. This indicates that employees in the selected sample are moderately to highly engaged in their work roles. Among the three dimensions of WE, dedication was the highest, with overall mean of (3.95). In general, more organizational efforts and endeavors are required to engage employees in their jobs. For example, vigor's 5<sup>th</sup> statement showed the lowest score, indicating that although employees feel energetic at the beginning of their shifts, they are prone to losing this energy gradually during the shift, and at the end of their shifts they simply feel exhausted that they are not able to continue working productively for extra hours. Absorption's 5<sup>th</sup> statement score confirms this, indicating that employees might not feel happy about being restricted to be totally involved in their daily work routine and that they are, to some degree, mentally detached from the work they perform.

As for the provision of JR, the dimensions of autonomy and rewards showed moderate scores; (3.27) and (3.26) respectively. Job autonomy and control clearly need organizational boost. According to reported scores, employees cannot discretely handle guests' complaints, mainly affecting guests' service recovery satisfaction issues, in addition to employees' decreased control over the approach to perform their tasks and duties, leading to less confident, unsatisfied employee.

Regarding the dimension of rewards, it is a positive indication that employees somehow (3.43) prefer working in their current hotel regardless financial remuneration. This might be attributable to the



many crises that the Egyptian tourism sector has faced in recent years, where employees might not find suitable vacant jobs with higher salaries, so it's better for them to keep working with low rewards rather than to quit. However, according to other statements' responses, it is still not encouraging for employees not to be rewarded for their efforts.

### 9.3 Inferential Analysis of Research Hypotheses

In order to determine the relationships among the study variables, regression analysis was utilized to test the relationship between selected JR and employees' WE. Inferential analysis results of research variables are provided in Table 5.

Table 5 Summary of the Inferential Analysis of Research Hypotheses

Dependent Variable Independent Variable		Work Engagement	Vigor	Dedication	Absorption
H1: Job Control and Autonomy	Adjusted R <sup>2</sup>	.446	.439	.372	.396
	B value	.668	.663	.610	.630
	T value	22.541	22.234	19.330	20.349
	Sig.	.000	.000	.000	.000
H2: Rewards	Adjusted R <sup>2</sup>	.369	.367	.310	.321
	B value	.608	.607	.557	.567
	T value	19.210	19.151	16.835	17.277
	Sig.	.000	.000	.000	.000

Source: Field Study Results Analysis

H1: There is a significant and positive correlation between job control and autonomy, and employees' work engagement.

WE is positively correlated with job control and autonomy. The first hypothesis was supported (Sig. < 0.01, Adjusted R<sup>2</sup> = 0.396), indicating that the more job control and autonomy is provided to employees, the more they will be engaged in their jobs.

H2: There is a significant and positive correlation between rewards and employees' work engagement.

WE is positively correlated with rewards. The second hypothesis was supported (Sig. < 0.01, Adjusted R<sup>2</sup> = 0.321), indicating that the more rewards are provided to employees for their performance, the more they will be engaged in their jobs.

These findings are consistent with several previous studies that identified that job control and autonomy and rewards, among other JR, lead to higher WE (Demerouti et al., 2001; Salanova et al., 2005; Schaufeli et al., 2003; Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007; Bakker et al., 2007). Additionally, prior studies revealed that WE is increased if employees feel that they have control over their jobs, and receive rewards and recognition for their outstanding performance (Maslach et al., 2001; Schaufeli & Bakker, 2004).

More specifically, regarding the positive significant correlation between job control and autonomy and WE, current research results are congruent with previous research (Gagné & Deci, 2005; Marinova et al., 2008; Stone et al., 2009) who stated that with higher perceived autonomy, employees feel a greater sense of motivation, more WE, greater empowerment and competence. In other words, when hotel employees are given the appropriate authority to control their own work tasks and deal with work negative situations such as offering suitable compensation for complaining guests, this makes them feel responsible for their work performance, as well as being accountable for the job they do. Therefore, they tend to act like representatives of the hotel organization they work for, increasing in turn their devotion and passion for work and making them more engaged with their work.

Moreover, the idea that the hotel organization's reward system is a significant job resource that has a positive effect on employees' WE has been addressed by many researchers such as (Maslach et al. 2001; Matiaske & Weller, 2007), who suggested that employees reach higher levels of WE in a well-designed compensation system with appropriate recognition and rewards, while a lack of rewards and recognition may lead to burnout, the opposite of WE. They also stated that rewards are energizing, enhances employee performance, makes employees more engaged and encourages employees to stay in the organization.

However, according to results, employees are considering rewards and recognition as a less-influential motivator for their WE. This might be due to that employees are more concerned with gaining more expertise and being promoted, which eventually raises their salaries and provides them with more benefits and job security; or else they might prefer to work in that organization regardless of financial recognition as they are satisfied with other JR provided by that organization. In addition, it was noted during the field study, which was conducted during the time of recession after the crisis of the Russian airplane crash that the employees' salaries and bonuses were at its lowest level in almost all sample hotels. Therefore, those employees might have not considered rewards as their primary work motivator because they believed this would be a temporary procedure, and were more concerned with other motivating JR.

#### **9.4 Contingency Analysis of Research Hypotheses**

In order to determine the relationships among contingency variables and WE, ANOVA and means of scores were utilized to test the relationship between selected employees' profile characteristics and employees' WE. Contingency analysis results of research variables are provided in Table 6.

Table 6 Summary of the Contingency Analysis of Research Hypotheses

Contingency Variables	Mean of WE	F Value	Sig.
Age		11.950	.000
From 20 to 30	3.737		
From 30 to 40	3.784		

Contingency Variables	Mean of WE	F Value	Sig.
More than 40	4.190		
Gender		4.242	.040
Male	3.787		
Female	3.958		
Education		10.693	.000
Bachelor Degree	4.024		
Undergraduate	3.766		
Institute/ Technical School Graduate	3.694		
Less than High School	3.282		
Experience in current hotel		5.850	.001
Less than 1 year	3.832		
From 1 to 5 years	3.728		
From 6 to 10 years	3.879		
More than 10 years	4.109		
Experience in the hotel industry		2.956	.032
Less than 1 year	3.463		
From 1 to 5 years	3.809		
From 6 to 10 years	3.859		
More than 10 years	3.889		

Source: Field Study Results Analysis

H.3 There is a significant correlation between employees' profile characteristics (age, gender, educational level and experience) with their work engagement.

WE is significantly correlated with selected employees' profile characteristics (age, gender, educational level and experience). The third hypothesis was supported.

Results revealed that there is a significant positive correlation between the employees' *age* and their WE ( $F = 11.950, P < .01$ ). Employees over 40 years old were more engaged than younger employees, with the highest mean score of WE ( $M = 4.190$ ). This result conforms to the findings of previous studies (Pitt-Catsouphe & Matz-Costa, 2008; Simpson, 2009). It is suggested that aged employees who have been with a hotel organization for numerous years are more likely to be engaged, since they are mostly more committed, loyal, and familiar to their organization and related work procedures. Also, they feel more secured and satisfied with their achievements and are seeking for more job stability, and are not willing to quit their current jobs. Whilst, employees in the middle age group may be lacking challenge, and become separated from their expectations, that otherwise might not be met. Also, *gender* was found to have a significant correlation with employees' WE ( $F = 4.242, P < .05$ ), where female employees have slightly higher WE ( $M = 3.958$ ) than males ( $M = 3.787$ ). The reason behind this might be due to that female employees are more dedicated to their jobs as they are looking forward to achieving higher positions and would like to prove themselves as efficient and productive, just like male employees. It is also rationalized that they are more concerned with securing higher standards of living to be more independent, rather than relying financially on their husbands or

families. Likewise, female employees are now having almost the same social responsibility of spending on their living, so their jobs become more crucial for them and thus they are exerting all their efforts to stay and excel in their jobs. This result goes in line with previous research of (Johnson, 2004) who pointed out that according to the research of Gallup, women tend to find more fulfilments in their jobs and are more engaged in their work than men are.

In addition, a positive significant correlation is found between the *level of education* and employees' WE ( $F = 10.693, P < .01$ ), where employees holding a bachelor degree were the most engaged ( $M = 4.024$ ), while the least engaged employees were those who had less than high school education ( $M = 3.282$ ). This proves that higher levels of education increase employees' WE. Employees with higher levels of education are more engaged in their work because they probably feel that they are achieving their goals in life, as they completed their education and then entered the work, hence they would exert all their efforts to prove they are capable to succeed in their working career. They might also have their own goals to get promoted, and therefore have passion for work. Whereas the less educated employees might feel unfairness and tiredness as they worked before finishing their education. They might also be aware that their promotion opportunities are very limited, hence they lose enthusiasm and feel frustrated that they work only to earn their living or because this is the only work opportunity available for them.

Moreover, *years of experience* of employees was found to have a positive significant correlation with work engagement, where ( $F = 5.850, P < .01$ ) for experience in current hotel, and ( $F = 2.956, P < .05$ ) for experience years within the hotel industry. The most engaged employees were those who enjoyed an experience of more than ten years in current hotel ( $M = 4.109$ ) as well as the those who spent more than ten years working in the hotel industry recording a work engagement mean score of ( $M = 3.889$ ). This states that the more experience with current hotel or hotel industry, the more engaged the employee will be.

This result is congruent with and confirms the previously stated age results, which indicated that the older, and consequently more experienced employees were more engaged than younger employees. In other words, the older employees who have a long work experience with the hotel facility will be more engaged than younger, less experienced employee. It could be clearly assumed that the more time an employee spends working in a hotel organization or even in the hotel industry, the more engaged he would be. Those experienced employees are more familiar with their job tasks and have good relations with their colleagues and supervisors than new, less-experienced employees. Hence, such experienced employees have more passion and attachment to their jobs, and are more committed to their organizations.

## **10 Conclusion and recommendations**

The importance of WE to organizational effectiveness have been amply confirmed, in addition to the essential role of providing proper and sufficient JR for employees, and their significant, positive correlation to employees' WE. In particular, Job control and autonomy, and rewards were found to correlate directly to WE, in addition to the significant correlation of employees' profile characteristics, specifically age, gender, educational level and experience, to their WE. The results of this study have significant implications for preventing such negative behaviors of employees'

disengagement in the Egyptian hospitality sector. These implications can be introduced to the academe, hospitality managers, and to further researching efforts.

First, as for implications for the academe; this study contributes to the research pool of human resources management by conferring attention to the importance of investigating the positive impacts of certain job resources on employees' WE. Human-resources based curricula should be broadened to address more seriously such current trends most beneficial to the hospitality industry.

Moreover, this study provides significant implications for hospitality managers. Being knowledgeable of employees' needs as well as the various effects of different JR implemented in hotel organizations, will help managers and practitioners to develop and create the environment and culture that fosters employees' WE in addition to business success. Engaged employees are more energetic and inspired by their work, to the point that they are happily engrossed in their job tasks. Those employees therefore will help hospitality firms gain much more benefits and secure its success in the highly competitive work environment.

Therefore, it is very important that hotel managers set a strategy to periodically measure employees WE, and carefully analyze and discuss the results, to find out and provide employees' mostly desired and motivating JR that make them more engaged in their work. Such periodical measurement is crucial to uncover cases of decreased WE, relevant organizational symptoms, reasons, due improvements and actions.

More specifically, managers and supervisors should work on increasing their employees' job control and autonomy, through allowing and even encouraging them to participate in decisions that are relevant to them, to exert control over the way their work is executed and scheduled, and, most essential, empowering them to resolve and handle situations involving service failures and guest complaints without the hierarchical need to get approval from supervisors or managers. Moreover, rewards and other forms of financial recognition should be carefully designed and directed to be fair and correlated to employees' performance.

Furthermore, concerning employees' profile characteristics, hotel managers should offer the less engaged employees with growth and advancement opportunities, training, and other benefits that would help to decrease unmet expectations and disengagement for them. Likewise, managers can provide older workers with performance incentive and opportunity to utilize their knowledge and expertise in the hotel facility and invest their increased WE.

Still more implications are directed to further research. The present study has surveyed JR's correlation to WE only in five-star hotels in all five main touristic areas in Egypt. Further researches can enlarge the sample size to survey other hotel categories like three- or four-star hotels in Egypt. The current study also focused on reviewing the perceptions of only the employees of four hotel departments, so it would be a good chance for other researches to investigate other department employees' perceptions that might or might not be engaged in their work for example, accounting, recreation, sales and marketing, maintenance and others.

In addition, the study was directed to the hotel sector only; further researches can be done in other sectors in hospitality industry such as; restaurants, cruise ships, and hospitals. In addition, further research can use other variables rather than job resources to deepen the understanding of the most effective factors that have a positive effect on employees' WE, such as personal resources. Another suggestion would be using WE as a mediator between JR availability and customer satisfaction or any other important organizational variables.

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# **Investigating the potential use of E-HRM: the Context of Egyptian Hotels and Travel Agents**

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## **ABSTRACT**

Nowadays, information technology (IT) plays a dominating role in each and every sector with its technology up-gradation. Human resources Department is increasingly depending on IT in the form of e-HRM (Electronic Human Resource Management). E-HRM is a process where all the activities of HR professionals are converted into electronic for the sake of smoother employee and employer relationship in the workplace, reduced administrative burden, as well as, simpler and easier organizational process. However, there is relatively little research on factors that influence e-HRM use, particularly, in a HRM challenging area, like Tourism & Hospitality Industry.

Therefore, the purpose of this study is to investigate the current status of e-HRM application in Egyptian Hotels and Travel Agents, specifically in payroll management, employees' database, recruitment, performance management and knowledge management. In doing so, determinants of e-HRM will be explored. The determinants include Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI) and Facilitating Conditions (FC) will be studied. The study also aims to investigate the probable challenges facing e-HRM application.

A convenience sample of twenty three establishments included travel agencies, tour operators and 4 & 5 star hotels. Respondents included HR managers or assistant/general managers. Eventually, the study is expected to contribute to the existing e-HRM literature by representing an overview of the current status of e-HRM in Egyptian Hotel and Tourism sector.

**Keywords:** E-HRM, e-HRM determinants, behavioral intention, acceptance theory.

## **1 INTRODUCTION**

There have been major changes in the way human resources (HR) has been managed in recent years (Obeidat, 2015). Particularly, the way HR practices and functions are delivered with the use of information technology. (Strohmeier, 2007)

E-HRM can be defined as “a way of implementing HR strategies, policies and practices in organisations through the conscious and directed support of web technology-based channels in order to comply with the HR needs of the organization (Ruël et al., 2004, p. 281). It has been argued that the implementation of e-HRM can be extremely valuable to the organisation. In particular, it will increase productivities by dropping down HR operational costs. It can also be used flexibly on an unlimited number of occasions at little or no marginal cost. Lastly, the effective use of e-HRM can free up HR professionals to provide strategic value to the organization. (Heikkilä and Smale, 2011)

The use of e-HRM has been researched with some limitations. (Obeidat, 2015) For example, there are partial empirical findings for the relation between e-HRM and HRM effectiveness. Few studies also have pointed out the expected consequences of introducing e-HRM within an organization as well as the strategic value of e-HRM. (Bondarouk and Ruel, 2009 and 2013)

Therefore, the purpose of this study is to investigate the current status of e-HRM in Egyptian Hotels and Travel Agents, in doing so; level of application, determinants and challenges of e-HRM will be explored.

## **2 LITERATURE REVIEW**

In today’s knowledge- based economy, the organizational success and its competitive advantage is depending heavily on the performance of HRM. (Masum et al., 2016; Adli et al., 2014) Within the past few years, electronic human resource management (e-HRM) has been another face of human resource (HR). This new face has been arising based on internet and intranet technologies. There are many reasons for HRM's needs for IT for its powerful capability in accelerating processing, in handling complexity of all HRM issues and in measuring the performances HRM practices need to learn and track.

Most of E-HRM definitions are general and emphasize the internet-supported way of performing HR policies and/or activities. Some researchers claimed that e-HRM has been interchangeably coined with Intranet-based HRM, virtual HRM, web-based HRM and HRIS. (Masum et al., 2015) However, Kabir et al. (2013) specified that E-HRM is defined as an integrated information system that comprises some applications of HR supply and demand forecast, HR planning, staffing information, recruitment and selection, information on training and development, pay increase, compensation forecast, promotion-related information, employee relations, and so on.

Nevertheless, Strohmeier (2007) presented a specific definition that works well with the objects of this study. E-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. This definition highlights two main feature of e-HRM; namely, the idea of interaction and networking of e-HRM besides the multilevel nature of e-HRM as it requires the involvement of the whole organization that interact in order to perform HR activities.

The literature distinguishes three types of e-HRM in terms of their potential goals: operational (salary management and maintain employees’ database), relational (training and development, recruitment, performance management), and transformational e-HRM (knowledge management, strategic re-orientation). (Strohmeier and Kabst, 2014; Rajalakshmi and Gomathi, 2016)

The main goals of e-HRM are improving HR services and effectiveness, cost reduction, and improving strategic orientation. (Normalini et al., 2012; Ruel et al., 2007 and Obeidat, 2015) This is

owing to its ease of speedy accessibility to information related to employees, eliminating of unnecessary HR activities and improving the strategy of decision making process. (Rodríguez and Ventura, 2003; Marler and Fisher, 2013 and Lakshmi, 2014)

On the other hand, factors like shortage of management attention, fear of high costs, lack of experience, and lack of training on e-HRM are the main challenges for implementing e-HRM. (Jahan, 2014; Kabir et al., 2013) Determinants of e-HRM adoption can be categorized as organizational, technological and environmental determinants. Organizational determinants represent some administrative characteristics which influence adoption of E-HRM such as a skilled workforce and top management support (Troshani et al., 2011; Teo et al., 2007). Technological determinants represent the manner where technology characteristics can influence adoption, as strong organization's technology infrastructure indicates the technology readiness of a firm. (Oliveira and Martins, 2010) Environmental determinants describe the area where organizations conduct their business, and include industry characteristics, and supporting infrastructure. (Oliveira and Martins, 2010 and Troshani et al., 2011) Previous researches asserted that unified theory of acceptance and use of technology (UTAUT) frames most of the determinants of the e-HRM usage as it refines the critical factors related to the intention to use a technology, like e-HRM, in an organizational context. (Venkatesh et al., 2012) Within the theory, the determinants had been classified into (performance expectancy, effort expectancy, and social influence).

Previous researches exposed that e-HRM practices are essentials in many business contexts (Hotels, banking sector, health care). Results revealed an appreciation of e-HRM applications in association with HRM effectiveness, talented management, differences in the relative weight of using e-HRM categories. (Bondarouk et al., 2009; Obeidat, 2015; Choochote and Chochiang, 2015 and Alkerdawy, 2016) Nevertheless, reviews evaluated e-HRM research area acknowledges the opportunities to continue to refine this important area of research. (Maler and Fisher, 2013) Baum (2015) confirmed that HRM is still a challenge for the tourism and hospitality sector due to its dynamic nature.

The current study mainly aimed at finding the emerged applications of e-HRM in Tourism and Hospitality industry in Egypt. It depicts the current status of E-HRM application and shed light on the challenges related to its application. The specific objectives of the study are to appraise to what extent e-HRM is currently applied in some core HR functions, to appraise the perceived importance of the above functions from management point of view, to examine the potential reasons behind the deviation between actual application and perceived importance, to explore determinants of e-HRM, including Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI) and Facilitating Conditions and finally, investigating the probable challenges facing e-HRM application. Eventually, it is expected to contribute to the knowledge of electronic human resource management in Egypt's tourism and hospitality sector, as one of the developing countries.

### **3 METHODOLOGY OF THE STUDY**

#### **3.1 Sample Selection**

A convenience sample of twenty three establishments participated in the current study. Convenience sampling techniques is proved to be effective during exploration stage of the research area. (Saunders, et al, 2012)It included travel agencies, tour operators and 4 & 5 star hotels, representing a number of hotel chains working in Egypt. The participants were approached personally via e-mails and phone calls to explain the idea and the significance of the study. Then links of the online questionnaire were sent to them. The study is conducted during April, 2017. Data for the study were collected using a questionnaire administered to human resources managers, or assistant/general managers.

#### **3.2 Measures**

The questionnaire was divided into four parts. Part one asked about the type of the organization and the respondent's current position. In the second part respondents were asked to indicate to what extent certain types of e-HRM are applied in their establishments and the level of importance of these types from their point of view. The types included 1/payroll e-management, 2/Employees database, 3/e-recruitment, 4/e-training, 5/e-performance management and 6/Knowledge management. These six types represented operational, relational and transformational aspects of e-HRM. (Strohmeier and Kabst, 2014; Maatman, 2006; Obeidat, 2016; Rajalakshmi and Gomathi, 2016) Scale for extent of application was "totally applied", "partially applied" and "not applied"; scale for importance level was "great importance", "moderate importance" and "no importance".

The third part investigated the determinants of e-HRM. Items measuring the e-HRM determinants (i.e. performance expectancy, effort expectancy, and social influence) were adopted from a questionnaire that had been previously used in research on the UTAUT model, developed by Venkatesh et al. (2003). The original questionnaire was adapted to accommodate the context of e-HRM. A five-point Likert scale was used, and every item could be scored as follows: 1 indicating "strongly agree" and 5 indicating "strongly disagree". Facilitating conditions were also investigated as an e-HRM determinant and its items were adopted from Maatman (2006).

The fourth part of the questionnaire asked respondents to identify the challenges that might be facing e-HRM application from their view. Six statements were adopted from Hossain and Islam (2015) and were rated on five-point Likert scale.

### **4 RESULTS AND ANALYSIS**

The study covered 11 travel agencies, 7 "5-star" hotels, 4 tour operators and one "4-star" hotel. Respondents included HR managers or GMs (Assistant GMs).

Table (1) Levels of importance and application of e-HRM types



Types of e-HRM	High Importance		Moderate Importance		Low Importance		Mean	Totally applied		Partially applied		Not Applied		Mean
	F	%	F	%	F	%		F	%	F	%	F	%	
<b>e- payroll management</b>	21	91.3	2	8.7	0	0	1.09	14	60.9	8	34.8	1	4.3	1.43
<b>Employees database</b>	22	95.7	1	4.3	0	0	1.04	12	52.2	9	39.1	2	8.7	1.57
<b>e-recruitment</b>	11	47.8	12	52.2	0	0	1.52	6	26.1	10	43.5	7	30.4	2.04
<b>e-training</b>	12	52.2	11	47.8	0	0	1.48	10	43.5	5	21.7	8	34.8	1.91
<b>e-performance management</b>	10	43.5	13	56.5	0	0	1.57	5	21.7	11	47.8	7	30.4	2.09
<b>Knowledge management</b>	17	73.9	6	26.1	0	0	1.26	8	34.8	10	43.5	5	21.7	1.87

It is apparent from results in table (1) that, basically, all types are considered important by respondents; "employee database" came on top of the list with mean = 1.04, followed by "e-payroll management" with mean = 1.09, meanwhile, the different types of e-HRM were not widely applied. The most applied e-HRM type was "e-payroll management" with mean = 1.43; the least applied was "e-performance management" with mean = 2.09, followed by "e-recruitment" with mean = 2.04. These results came in agreement with Strohmeier and Kabst (2014). Similarly, a study conducted on hotel business in Phuket showed that 85 % of the recruitment system, as well as, 94 % of the performance assessment system had never applied the use of the e-HRM. (Choochote and Chochiang, 2015)

It is assumed that traditional recruiting systems may be preferred because they provide prospects with the opportunity to obtain customized information about various factors. Stone et al. (2006), Bissola and Imperatori (2013) and Adli et al. (2014) also argue that e-performance can only be used for low level jobs with objective performance standards and may not have the capacity to measure all of the behaviors that workers must perform. Therefore, it is suggested that tourism and hospitality sector, being heavily depending on human factor, may not find e-performance management a proper way to evaluate employees' performance.

Table (2) Paired Sample T-test for comparing importance vs. application of e-HRM

		Paired Differences					T	Df	Sig. (2-tailed)
		Mean	Std. Dev.	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
<b>Pair 1</b>	E-payroll Management	-.348	.573	.119	-.596	-.100	-2.912	22	.008
<b>Pair 2</b>	E-database	-.522	.665	.139	-.809	-.234	-3.761	22	.001
<b>Pair 3</b>	E-recruitment	-.522	.730	.152	-.838	-.206	-3.425	22	.002
<b>Pair 4</b>	E-training	-.435	.945	.197	-.843	-.026	-2.206	22	.038
<b>Pair 5</b>	E-Performance Management	-.522	.790	.165	-.863	-.180	-3.166	22	.004
<b>Pair 6</b>	Knowledge Management	-.609	.783	.163	-.947	-.270	-3.730	22	.001

Importance and application levels were significantly different in all types of e-HRM, as shown in table (2). The most significant differences were depicted between importance and application levels of "e-database" and "knowledge management". This raises a question about the reasons behind this discrepancy, and urges the study of e-HRM determinants in the study establishments.

Table (3) Application of e-HRM in Hotels versus tour operators and travel agents

Type of Organization		E-Salary Management	E-database	E-recruitment	E-training	E-Performance Management	Knowledge Management
<b>Tour Operator</b>	Mean	1.50	1.75	2.00	1.50	2.50	1.75
	Std. Deviation	.577	.500	.000	.577	.577	.957
<b>Travel Agency</b>	Mean	1.64	1.82	2.36	2.55	2.27	2.18
	Std. Deviation	.674	.751	.809	.820	.786	.751
<b>5-star hotel</b>	Mean	1.00	1.00	1.57	1.14	1.57	1.43
	Std. Deviation	.000	.000	.787	.378	.535	.535
<b>4-star hotel</b>	Mean	2.00	2.00	2.00	2.00	2.00	2.00
	Std. Deviation	.000	.531	.009	120	.321	.000
<b>Sig.</b>		<b>.099</b>	<b>.045*</b>	<b>.208</b>	<b>.003*</b>	<b>.136</b>	<b>.229</b>

Table (3) results indicated that 5-star hotels, followed by tour operators, had the highest application levels of different e-HRM types if compared to other establishments. It is assumed that International hotel chains have the capabilities and the necessary resources for acquiring different technology applications. Furthermore, they accomplish most of their functions on a central basis, where they act as a unit among hundreds of units around the world managed by a particular chain, thus, carrying out their daily functions via internet or intranet is a must, in order to be able to share information. This view is supported by Strohmeier and Kabst (2014); in their study they proposed that the particular size of organizations determine their readiness for e-HRM adoption. The results also showed that the most significant differences among establishments were seen in "e-training" and "e-database", with significance 0.03 and 0.045, respectively.

Table (4) showed that respondents agreed most on "performance expectancy" statements, mean = 1.9348, as determinants of e-HRM; a view that is supported by Yusliza and Ramayah (2012), Alkerdawy (2016) and Rajalakshmi and Gomathi (2016). On the contrary, was the case of "effort expectancy" with mean = 3.6522. It was apparent from the results that respondents expected to pay an effort in order to be able to understand, use and operate e-HRM technology. On the other hand, respondents agreed on the advantage of e-HRM in accomplishing HR tasks quickly and efficiently. This result is in line with previous studies which found that the use of e-HRM enhances the operational HR activities' implementation (Marlerand Fisher, 2013; Adli et.al, 2014; Obeidat, 2016). The statement "if I use e-HRM technology, I will increase my chance of getting a raise" recorded the highest agreement level with a mean = 1.52, meaning that respondents believed that using e-HRM technology is a potential path for raise and promotion in their careers. Meanwhile, they disagreed on statements like "Working with e-HRM technology is clear and understandable" and "Learning to operate e-HRM technology is easy for me" with mean = 3.78 and 3.70, respectively. This indicates that there is still some users' anxiety about using new technologies in operating HR functions. Obeidat (2016) suggests that organizations with technological nature, like telecom sector, supports e-HRM adoption and use, since its employees possess high level of IT skills which facilitate e-HRM adoption and use.

Table (4) Determinants of e-HRM

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	F	%	F	%	F	%	F	%	F	%	
<b>Performance Expectancy</b>											
I find e-HRM technology useful in performing my P&O tasks/activities	14	60.9	0	0	1	4.3	0	0	8	34.8	2.48
Using e-HRM technology enables me to accomplish P&O tasks more quickly	18	78.3	0	0	0	0	0	0	5	21.7	1.87
Using e-HRM technology increases my productivity	17	73.9	0	0	2	8.7	0	0	4	17.4	1.87

when performing my P&O tasks											
If I use e-HRM technology, I will increase my chance of getting a raise	19	82.6	0	0	2	8.7	0	0	2	8.7	1.52
<b>Overall mean of Performance Expectancy</b>											<b>1.9348</b>
<b>Effort Expectancy</b>											
Working with e-HRM technology is clear and understandable.	7	30.4	0	0	0	0	0	0	16	69.6	3.78
It is easy for me to become skilful at using e-HRM technology	7	30.4	0	0	2	8.7	0	0	14	60.9	3.61
I find e-HRM technology easy to use.	8	34.8	0	0	1	4.3	0	0	14	60.9	3.52
Learning to operate e-HRM technology is easy for me	7	30.4	0	0	1	4.3	0	0	15	65.2	3.70
<b>Overall mean of effort Expectancy</b>											<b>3.6522</b>
<b>Social Influence</b>											
People who influence my behaviour think that I should use e-HRM technology.	12	52.2	0	0	5	21.7	0	0	6	26.1	2.48
People who are important to me think that I should use the e-HRM technology.	7	30.4	0	0	7	30.4	2	8.7	7	30.4	3.09
In general, the organization has supported the use of e-HRM technology	8	34.8	0	0	5	21.7	1	4.3	9	39.1	3.13
<b>Overall mean of Social Influence</b>											<b>2.8986</b>
<b>Facilitating Conditions</b>											
My organization has the financial resources necessary to use e-HRM technology.	9	39.1	0	0	3	13.0	0	0	11	47.8	3.17
My organization has the knowledge necessary to use e-HRM technology.	9	39.1	0	0	4	17.4	2	8.7	8	34.8	3.00
E-HRM technology is compatible with other systems I use.	6	26.1	0	0	5	21.7	0	0	12	52.2	3.52
A specific person (or group) is available for assistance with e-HRM technology	8	34.8	0	0	4	17.4	1	4.3	10	43.5	3.22
<b>Overall mean of Facilitating Conditions</b>											<b>3.2283</b>

It was clear from table (5) that respondents disagreed most with the statement " E-HRM functions is not value additive" with mean = 4.30; this comes in agreement with their opinion about "performance expectancy" as one of the e-HRM determinants, discussed above. Meanwhile, the necessity of training employees handling e-HRM emphasized the respondents' point of view about

"effort expectancy" cluster previously discussed. The necessity of training for handling e-HRM operations was basically agreed on, with mean = 2.27. A result that is in agreement with Bissola and Imperatori (2014), in their study technology attitude of employees moderated their acceptance for e-HRM.

Table (5) Challenges facing e-HRM application

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean
	F	%	F	%	F	%	F	%	F	%	
<b>Challenges</b>											
E-HRM operations is costly	7	30.4	0	0	5	21.7	2	8.7	9	39.1	3.26
E-HRM function are time Consuming	1	4.3	0	0	5	21.7	1 2	52.2	5	21.7	3.87
Inadequate IT set up and number of expertise	7	30.4	0	0	2	8.7	0	0	14	60.9	3.61
Necessity of training for the people handling the operations	12	52.2	0	0	2	8.7	1	4.3	8	34.1	2.27
E-HRM functions is not value additive	0	0	0	0	4	17.4	8	34.8	11	47.8	4.30
Resistance from the user employee (Manual Vs system)	4	17.4	0	0	6	26.1	5	21.7	8	34.8	3.57
<b>Overall mean of challenges</b>											<b>3.5797</b>

Overall, respondents did not believe that e-HRM application is facing obstacles or serious challenges; unlike the findings of Sylvester et.al (2015), who stated that developing countries find difficulties in e-HRM operation due to poor maintenance culture, lack of technical know-how, bureaucracy and paper work and work community resistance. Furthermore, Hossain and Islam (2015) argued that most of the software is built in outside the country where some customization needed, add to this resistance to change, cost factors and lack of organizational learning.

Table (6) Pearson correlation for study variables

		Importance	Application	Performance Expectancy	Effort Expectancy	Social Influence	Facilitating conditions	Challenges
Importance	Pearson Correlation	-	-	-	-	-	-	-
	Sig. (2-tailed)	-	-	-	-	-	-	-
Application	Pearson Correlation	.292	-	-	-	-	-	-

	Sig. (2-tailed)	.177	-	-	-	-	-	-
<b>Performance Expectancy</b>	Pearson Correlation	.360	-.135	-	-	-	-	-
	Sig. (2-tailed)	.091	.539	-	-	-	-	-
<b>Effort Expectancy</b>	Pearson Correlation	.348	.402	.540**	-	-	-	-
	Sig. (2-tailed)	.103	.057	.008	-	-	-	-
<b>Social Influence</b>	Pearson Correlation	.507*	.403	.412	.610**	-	-	-
	Sig. (2-tailed)	.013	.056	.051	.002	-	-	-
<b>Facilitating conditions</b>	Pearson Correlation	.077	.583**	-.009	.405	.255	-	-
	Sig. (2-tailed)	.727	.004	.969	.055	.240	-	-
<b>Challenges</b>	Pearson Correlation	.274	.042	-.255	-.244	-.068	-.070	-
	Sig. (2-tailed)	.206	.851	.240	.261	.759	.751	-

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation analysis indicated significance relation among a number of study variables. (Table 6) Importance of e-HRM types was significantly related to "Social Influence"; sig. = .013. It is assumed here that respondents' readiness and colleagues/supervisor encouragement about adopting e-HRM is associated with its perceived importance from their point of view. Not surprisingly, "facilitating conditions" is significantly related to e-HRM application level; sig. = .004. This comes in line with Masum, et.al (2015), who suggest that the firm's infrastructure and the compatibility of its current digital-data resources are determinants for e-HRM application, examples are, secure networking system, sufficient back up plan and swift internet facility.

"Effort and Performance Expectancy" were also significantly related to each other; sig. = .008. It is suggested that despite the effort and time that should be paid in order to excel in operating e-HRM functions, respondents see that the benefits in performing these functions quickly and efficiently will be harvested, eventually. Similarly, Yusoff et.al (2015) found that the perceived ease of use and perceived usefulness were significantly related. Furthermore, "Effort Expectancy" and "Social Influence" contained a significant relation; sig. = .002; this agrees with the findings of Voermans and Veldhoven (2007) and Yusliza and Ramayah (2012). Obviously, the support one can get from organization and colleagues would help overcoming the challenging efforts related to learning how, operating and mastering HRM functions in their electronic version.

## 4 CONCLUSION

The present study has contributed to the knowledge of human resource management area through providing significant insights on the determinants that influencing the managerial decision to adopt e-HRM in the context of Tourism and Hospitality industry in Egypt as a developing county. It ensures the importance of operational e-HRM as important and applicable in Tourism and hospitality organizations. In contrary, the transformational e-HRM lacks neither importance nor application within the organizations.

This study similarly provided empirical evidence supporting the relevance of e-HRM in increasing HRM effectiveness. Most importantly, perceived usefulness, managers' readiness, the colleagues, managerial support as well as IT infrastructure are major determinants of applying e-HRM. From a managerial perspective, findings of the study have strategic implications for managing e-HRM programs. Appropriate preparation for the organization socially as well as physically will help to apply the concept more widely. The expected consequences would exceed the predictable effort of adopting e-HRM.

Even though systematic research procedures were used, this study had some limitations that could be addressed in future studies. The study data are cross-sectional. Longitude data collection would help in determining more causality.

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## **All the new technologies are good for the Hungarian Hospitality Industry?**

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### **Abstract**

A new segment, new technology, new expectations of quality appeared on the international hospitality market. Millennials have become the fastest growing customer segment. High quality service is the only way to ensure loyal customers for hotels. Innovative technology is a must have: electronic /mobile check-in time is here. Reputation Management is the focus of 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 in education is, to be able to provide the most up-to-date information to our students about their future professions. Recent changes in the hospitality industry should be followed as well as the appearance of new legislative provisions, or latest technologies, for instance. This paper presents a pilot study which included six in-depth interviews with hospitality professionals from which an overall picture of 50 Hungarian hotels was gained.

**Key Words** Innovative technology, Millennials, OTA's, Reputation Management, Real Time Marketing

## **INTRODUCTION**

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, always has the problem with shortage of time. Therefore, all the solutions that are effective and fast mean the way to success. As a result, the importance of 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 accustomed to doing manually: checking in to hotels, making 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 (Rauch, 2014).

If the hospitality industry wants to react immediately to the arising demand, they should be aware of the new emerging trends.

### **2. 1. INNOVATIVE TECHNOLOGY**

This new segment of Millennials is very demanding and expects high quality services from 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 forced the customers as well as the suppliers to keep learning. Due to the rapid changes in technology, the role of new online tools like social media and mobile applications formed a very strong influencing power on the customers' decision making procedure on travelling. "High tech, high touch" (Naisbitt, 1982) is the service, the e-tourist wants from hotels. Buhalis and Jun (2011) say, E-tourism represents the *paradigm-shift* experienced in the tourism industry as a result of the adoption of ICTs and the Internet

**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 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 identification technology that uses radio frequencies. On the day of a 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, client does not need to confirm his stay at the Front Desk. He simply moves to his room and applies the key-card. (Sanghi 2014)

#### **1.1. 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. (Hilton Worldwide,2014). Starwood is already offering mobile room key in a number of Aloft, Element and W 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): Seamless Check-in, Reduced load on Front Desk, Convenience & Choice of Service for the Connected Guest, and Increased TripAdvisor Scores (*Kinsella, 2015*)

## **1.2.Apple Watch is the new hotel room key**

The upcoming new Apple Watch (apple.com./2015) is a possible game changer for travelers everywhere: the era of losing a 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. In honor of the recently revealed Apple Watch™ Accor is launching an Accorhotels iOS app available starting at the end of April”. 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. (Accorhotels app for Apple Watch (2015) 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. (Buhalis, 2003). 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. (Veres and Grotte, 2009)

## **2. ONLINE TRAVEL AGENCIES (OTA’S) VERSUS DIRECT BOOKING**

How to increase revenue and at the 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 causes 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 is to do with the hotel website. (Patak, 2014). OTAs like TripAdvisor, Expedia and Booking.com will clearly be listed on the first 4 results, when you look up 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 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.

### **3. REPUTATION MANAGEMENT**

According to Yu and Singh (2002) one of the major challenges for electronic commerce is how to found a relationship of trust between different parties. Creating trust is non-trivial, 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. For reputation management, Tripadvisor is one of the most important platforms in the hospitality industry. But online comments and reviews can come e.g. from Facebook, Yahoo, Yelp and Expedia (OTA) as well. Rauch (2014) suggests that hotels use only one tool instead of different ones for managing a property's reputation process. Based on his opinion, one of the means is Revinat as a complete, one-stop solution for reputation management instead of the cumbersome process of logging onto 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.

#### **3.1 But what is revinate all about?**

Revinat, a San Francisco-based technology company that is reinventing the hotel guest experience, has launched 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. (Revinat.com, 2015)

As we can see above, apart from good quality service and interactive communication with potential guests, flexibility is a key issue for hoteliers these days. 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 hotels. Real time marketing is the answer for this challenge.

### **4. REAL TIME MARKETING**

According to Trackmaven (2015) "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." Through social media (e.g. 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 content must be valuable for the potential guests. If, hoteliers strategically structure their advertisements to reflect a current event (e.g. 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 (e.g.

Flip to) on social media, when done properly, are proving to be successful for hoteliers looking to generate guest engagement. Flip.to allows 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 a hotel desires. A quality content marketing strategy sets a purpose behind the content. Despite the importance of content for SEO, it will only drive results and increase brand awareness when deploying content with a custom marketing strategy. (DeVoren and Herweg (2015).

## **5. PILOT STUDY: RESEARCH METHODS AND FINDINGS**

As part of a pilot study to explore the opinions of Hungarian hospitality professionals about their knowledge and use of technology in hotels, six in-depth interviews were undertaken in summer 2016. This enabled the researcher to gain insights into the practices of 50 hotels on the Hungarian market. “Selling the Right Room to the Right Client at the Right Moment and the Right Price. On the Right Distribution Channel with the best commission efficiency” (Landman,2011). This is the task either of the General Manager, depends on the size or policy of the hotel, and/or the Revenue Manager. They are the ones who should be well informed about the latest and the most efficient technological solutions in the sector. Therefore, I chose 6 professionals, from different types of hotels (independent hotel, thermal&wellness hotel, city hotel, small and big size hotel, hotel chains) who altogether represent 50 Hungarian Hotels. These hotels have very strong positions on the Hungarian Hospitality market. My In-depth interviews were conducted face-to-face, and over the telephone to get a deeper insight to these specific new technologies.

### **5.1.The interviewees**

- 1. Director of Central Reservation and Revenue Management of Danubius Hotels Group:** I gained overall information about the 10 hotels in Budapest (2 have separate revenue and sales due to the brand Hilton and Radisson), 10 hotels in the Countryside, and 24 hotels abroad, concerning my topic of new technologies. The company is on the market since 1972, and has a very strong position. (Later Danubius)
- 2. Cluster Revenue Manager of Mamaison Hotel Andrassy Budapest, Residence Izabella Budapest, Starlight Suiten Hotel Budapest.** (3 hotels in Budapest) Mamaison Hotels & Residences brand is the part of the CPI, Czech **hotel group**, that operates total of 28 hotels in 5 countries. (Later Mamaison)
- 3. General Manager of Opera Garden Hotel & Apartments (Budapest)** – independent small hotel with 35 rooms, high score on TripAdvisor (9.2), with its own mobile application system. (Later Opera Garden)

4. **Revenue & E-commerce Manager at Buddha-Bar Hotel Budapest Klotild Palace.** – 5 star special hotel – Buddha Bar concept. Here in Budapest it belongs to the Mellowmood Hotels Group. (Later BuddhaBar)
5. **General Manager of Aquaticum Debrecen Thermal & Wellness Hotel\*\*\*\* - Countryside-** It provides a very special tropical environment and a Mediterranean Aqua Park inside the hotel. (Later Aquaticum Debrecen)
6. **Head of online hotel and tourism division at BDO Ltd.** (The company gives advices and assistance ont he fileds of hospitality investmnets, revenue management and online marketing) (Later BDO)

## 5.2. Apple Watch and/or Mobile Phones are the new hotel room key

All the interviewees in the pilot study had heard about this technology, but none of them use it. According to **Mamaison** this can be a special tailor-made service for a guest, but for the hotels from a financial point of view it is a great challenge. Return on Investment (ROI) is the key issue for the management. All the professionals agree with the issue of ROI, and **BuddhaBar** says that the number of mobilephones' reservation are still not so high here in Hungary. On the other hand for a newly opened hotel it would be a good chance to apply this technology. **Danubius** says that the application of the technology depends on the segments of the hotels. This technology is good for big city hotels, but not for the countryside ones. Most of their Millennials who come to Budapest, are not demanding for high tech, but parties and cheap prices. **Aquaticum Debrecen** agrees with Danubius about the different needs of the segments. It is not worthwhile investing in such a technology in the countryside. **OperaGarden** says that for small independent hotels apart from the financial issue, the present technical condition of the hotel and staff training are also playing a very important role. According to **BDO** this technology is good for well-known hotel chains and newly opened hotels, but ROI is not measurable.

## 5.3.OTAs versus Direct Booking : TripConnect

**Mamaison and Aquaticum Debrecen** do not use this technology, it costs a lot (costs: business listing on TripAdvisor & CPC (ClickPerClick)). **All the participants** agreed that this solution at the moment is good for the OTAs only, due to the amount of their rooms and strong financial background. They pay very low price for CPC, but hotels pay a lot. **Buddha Bar** uses TripConnect, because the hotel operates on very high average rates, and therefore the ROI is also high. **Danubius** uses this service only for 3 hotels in Budapest, later on they wish to have it for all the hotels in Budapest, but not for the countryside. **Opera Garden** has just stopped TripConnect, because of the costs and the bad ROI. For small independent hotels this is not a good. solution, they would need support from TripAdvisor. According to **BDO** this technology is good for well-known hotel chains, but not for individual hotels.

#### **5.4.Reputation Management: Revinate: InGuest**

The representatives of the hotels neither heard nor use this technology. **Mamaison** says In Guest is not good for small and middle size hotels, due to the lack of human- and financial resources, and technical background. **Buddha Bar** and **Opera Garden** agrees with Mamaison, they do not want to use this technology in the future. Apart from the lack of resources, **Buddha Bar** says there is an ethical issue here: who can tell where the line is between privacy and taylor-made service? **Aquaticum Debrecen** has exactly the same opinion about this question. According to **Danubius**, InGuest could increase reputation. **BDO** says, hotels in Hungary has serious challenges at the moment (eg.: lack of human resources), they are not ready for such a technology.

#### **5.5.Real Time Marketing**

**Real Time Marketing:** All the participants say that real time marketing needs a lot of time, a good professional team, and strong financial background. Hotels do not have capacity for this. **Buddha Bar** and **Danubius** outsource these tasks. **BDO** adds that the management of the hotels need measurable facts for ROI, and the activity of real time marketing can not be measured.

### **6. SUMMARY**

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. This new segment is very demanding and expects high quality services from commercial accommodation. Therefore, **customer service** is strongly highlighted among the new trends in the hospitality industry in 2015. **Innovative technology** has become 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 at the same time decrease the costs of OTAs is the question here. 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. As part of a pilot study to explore the opinions of Hungarian hospitality professionals about their knowledge and use of technology in hotels, six in-depth interviews were undertaken in summer 2016. This enabled the researcher to gain insights into the practices of 50 hotels on the Hungarian market. All the interviewees in the pilot study had heard about the "AppleWatch and MobilePhone as roomkey" technology, but none of them use it. The participants agreed that TripConnect at the moment is good for the OTAs only, due to the amount of their rooms and strong financial background. The representatives of the hotels neither heard nor use InGuest. The management of the hotels need measurable facts for ROI, and the activity of real time marketing can not be measured.



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## **The use of social media as a tool for acquiring knowledge and collaborative environment in Tourism - The Case of Greece**

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## **ABSTRACT**

Social media are not only a very effective communication tool, but also is a tool for knowledge management and promote a collaborative environment, particularly with customers (Shan et al, 2011). Surveys have shown that social media have enough information and are a reliable tool for information about tourist destinations and one in three that this information is sufficient to evaluate a tourist destination. Thus, although the attitude of tourists across social media are positive, but it seems that there is a gap in the issue of adequate and reliable information about tourist destinations in social media (Munar et al, 2013). Of course, it should be mentioned that social media can be a source of important knowledge. For example, a complaint from a customer can show that there is indeed a problem somewhere and get into the tourism business in the process to terminate. This shows that it can and tourists to become a part of management and give value to the business (Leung et al, 2013). In this case it must be noted that it is a very interesting area that certainly deserves more scientific research, particularly in regarding the Greece. Can the majority of professionals in the tourism industry to think of social media as a means of communication, but the reality is that it can become a knowledge acquisition and management tool as collaborative solutions.

**Keywords:** Social Media 1, Knowledge Acquisition 2, Tourism 3, Greece 4, Collaboration 5

**JEL Classification:** L83, L84, M31

## **1. INTRODUCTION**

The emergence of social media and the subsequent changes in user behavior, create a new reality for the tourist business which should be adjusted promptly and efficiently, both to take advantage of emerging marketing opportunities and on the other to survive in an environment intense competition, as tourism. The study therefore the problem is particularly important and much more for Greece, where the economic crisis threatened the viability of tourism businesses while simultaneously sought economic and efficient ways to display and promote their products. In this context, the facility services with the largest contribution of 45.3%, resulting in tourist GDP of the country from tourism expenditure (IOBE, 2012) and the adoption of social media as tools of marketing, exhibit increased research interest.

This paper will concentrate on the case of the use of social media as a tool which will contribute on acquiring new knowledge and a collaborative environment where the tourist companies will use the social media as a mean to acquire such knowledge from its own customers. For example, when a customer writes a review or a complain, this is not always something negative. In this way the social media will have a useful role not only as a communication tool but also as a tool to collect and acquire new knowledge and collaborate with the clients. The objects that have specifically investigated so far, according to the literature, mainly on the impact of social media, the travel planning (Gretzel and Yoo, 2008; Xiang and Gretzel, 2010; Ye et al., 2011) and in shaping perceptions (Vermeulen and Seegers, 2009; Bruhn, Schoenmueller and Schäfer, 2012) and customer loyalty (Sparks and Browning, 2011). However, there is a need to further investigate the case of how

social media can be a mean to collect new knowledge and to collaborate with the customers on this, since there is a lack of related literature, something that gives value on this.

## **2 METHODOLOGY**

This is a literature review which will examine the value of information and data management for a tourist company. Hence the methodology of this paper relies on the use of already made researches and papers; this is a literature review. The source of papers has being from various databases such as science direct and ESCBO. The paper will introduce the concept the use of social media as a tool for acquiring knowledge and collaborative environment in Greek tourism. The value of this paper is that it will connect the concept of Knowledge with the concept of tourism and how it is applied on the tourist sector.

## **3 LITERATURE REVIEW**

### **3.1 USE OF SOCIAL MEDIA IN TOURISM MARKET**

The Internet is a very important tool for travel planning from potential visitors tourist destinations around the world. Consumers are increasingly using the Internet to gather information about their upcoming trips (Xiang and Gretzel, 2010) and further bookings and purchase of all or part of the tourism product made to a very large extent via the Internet. As stated in the European Travel Commission report for 2010, 64% of travelers for pleasure and 65% of travelers for business purposes, used the Internet to plan their trips, including booking airline tickets and accommodation in hotels.

The collection of information for the tourist product until recently limited to the official websites of tourism enterprises and any other body or organization that displays a tourist destination. The emergence of social media on the Internet, included in the so-called Web 2.0, allows more consumers to exchange with each other all kinds of information about trips they have made (Chan and Denizci Guillet, 2011), which in addition informative acquire and advisory value. It is a fact that more and more consumers are seeking information on products / services in the various social media and less on traditional media of television, radio, magazines etc. (Mangold and Faulds, 2009). According to a survey of Insites Consulting conducted in 2012 in 19 countries, six out of ten Internet users visited at least once a day a social networking site and 50% of post information about products, brands and companies.

The feature that attaches great value to the social media of the Internet is that users create themselves their content (Jin, 2012; Leung et al., 2013) as opposed to traditional media, where consumer is a passive message receiver (Bruhn et al, 2012). As characteristic point, Leung et al. (2013) state that the social media have been widely adopted by consumers to search and organize their travel, and for sharing and commenting on their travel experience through weblogs (blogs) and microblogs, such as Blogger and Twitter, to online communities such as Facebook and TripAdvisor, content sharing sites like Flickr and YouTube and many other collaborative tools character.

The participation of users in the production of the content of the media, revealed a new form of word of communication mouth, e-word of mouth that is changing the relationship between business and customer in every corner of the globe (Sparks and Browning, 2011). Consumers as users of social media can now when making purchasing decisions or choosing a product, seek advice from older buyers (Sparks and Browning, 2011), where only friends are not included, relatives and their other close persons but people from different parts of the world, unknown to each other (Pan et al 2007). As a consequence of these developments, it can be considered to increase the bargaining power of the consumer, as he now has access to more impartial and transparent information, which comes from other consumers and not by companies.

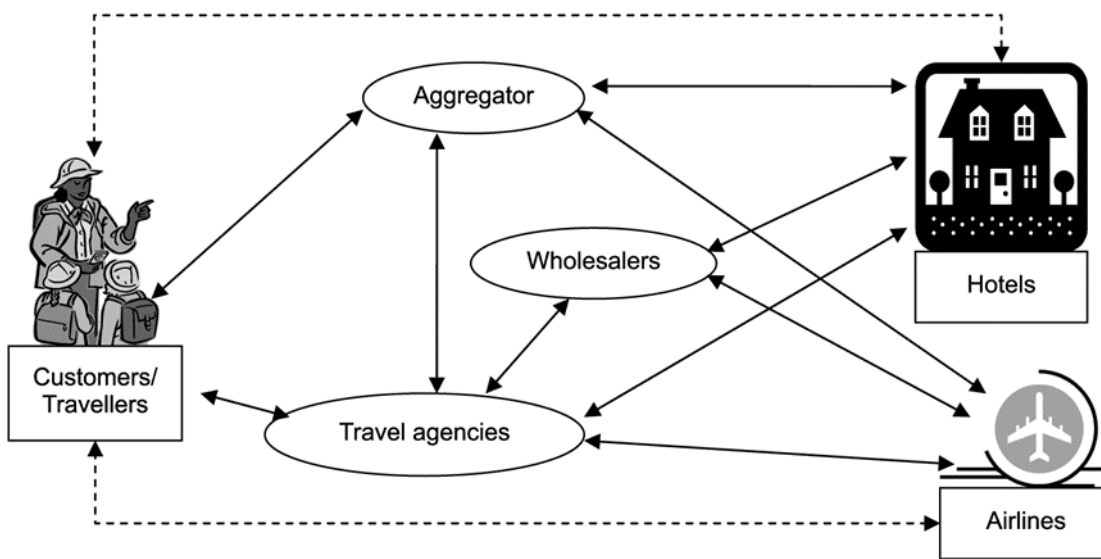
After the mid-90s the Internet has brought sweeping changes in the distribution of tourist services. The low cost web design and the growing tendency of consumers to purchase tour packages via the internet gave a new impetus to small and medium-sized enterprises in the sector but also to destinations market distributors is not calculated in their bids. Consumers soon discovered that they could make reservations at a much lower cost than that offered by the tour distributors (Middleton. et al.2009)

Brown and Locket (2007) describe the distribution system as modeled after the mid-2000s in the following figure:

The research of Brown and Lockett (2007) states that the tourist consumer can buy tourism products with both methods. The first is the traditional through intermediaries such as tour operators and tour operators. O second directly through tourism enterprises, often having as intermediary websites that offer free tourist offers like booking.com and expedia.com. As mentioned by Kim. et al (2007) in many cases tourist destinations have formed their own websites on which it can seek free accommodation and other tourist services. The end result is to reduce the costs of tourist services to 30%, and through social media can now tourists to be in direct contact with the company and to interact even with visitors. Furthermore changing the shape of competition with small and medium businesses that offer alternative and quality tourist services have made a dynamic entry into the market at the expense of something larger companies that are for the benefit of tourists.

The Internet has affected the way of promoting tourism organizations and destinations and this naturally affects the behavior of tourists as international consumers. Brown and Lockett (2007) point out that the Internet allows all tourism businesses and destinations to promote their products at very low cost, which can not be done with the use of traditional means of promotion. Middleton et al (2009) report that in the traditional marketing the main promotional tool for small destinations were the brochures and internet use multimedia allows the use of photos, videos and even a browser (virtual tour) and the feedback from social media is a tourist destination. This way the tourist can have a better view of the destination and decide on the choices made.

For tourism businesses, these new data are particularly important because the tourism industry is based on a very heavily in information handling. Since the decision to market the tourism product requires significant involvement in terms of time and effort for the consumer, the voltage potential buyers helped collect information through review websites, to online communities and other social media (Gretzel and Yoo , 2008). Businesses therefore should explore ways in which to integrate social media into marketing tools used to exploit the possibilities of communication with their customers.



### **3.2 THE ROLE OF SOCIAL MEDIA IN ACQUIRING KNOWLEDGE AND A CREATING A COLLABORATIVE ENVIRONMENT**

In today's society where work takes up one-third of the life of modern people, the holidays have become a necessity. Particularly in Greece but also in the world, tourism has great importance for the economy and society in general. Potential travelers have different personal needs and characteristics such as gender and age, socioeconomic status and the factors of the individual psychology exert influence on the final choice of a tourist destination and the conditions under which they will spend their holidays. Below are analyzed some of the processes that the person follows and the choices made on the road to ensure the holidays, with special reference to the influence of the use of the internet and especially social media, in consumer behavior.

The procedure followed by the traveler to any destination selection is subject to the logic sequence providing a stimulus of this stimulus analysis and action based on the stimulus. The stimulus from the environment, through the interaction or effect of the tourism marketing and of course through acquiring the necessary knowledge from other tourists who have used the social media to make comments. The message is analyzed by the upcoming traveler based on the temperament and the factors that characterize it, and the effect of the terms of destination choice and the decision to purchase other tourist services. According to Buhalis & Law (2008), the cost, the duration and the free time, the type of product, but also the nature of the provider of the tourist service, play a role in the final decision. Social media, in this frame of reference, playing a more important role since the customer will have the chance to see what other say. However the hotel also will have the chance to seek some important information regarding its performance such as some negative or positive comments. At the same time, it is important to show up that it listens to its customers and hence it is willing to collaborate with them.

In order to understand how important is to assess the existing knowledge and to make the tourist to collaborate. The tourist's decision about the final destination can be understood by P.I.E.C.E. model

Morgan's in marketing (Middleton, 2001). This model includes the following five steps: identifying a problem (problem recognition), the subsequent information search (information search) and the inclusion of options available (evaluation of alternatives), then the final decision to purchase the service or product (choice of purchase) and, finally, evaluation after purchase (evaluation of post-purchase experience). In relation of the use of social media, the tourist company or hotel in charge with the aim to attract the holiday maker in the sense that "need" vacation. After the first step, the tourism company must be familiar with sites where 'frequented' potential tourists and make the service or the hotel available and visible. So, at this point, it is important for the side of the hotel to acquire the necessary information and to transform it into a new knowledge. For example the trends of tourists or what they are asking for most of the times is a useful knowledge that the hotel's management would have to collaborate with the tourist so to extract it.

In evaluating alternative tourists compare the options and features, and the final decision touches upon the personal preferences for the type and location of the holiday, the type of facility, and other elements of the service provided, but also by the confidence in the company with which thinks to cooperate. The Tourist Company or hotel here has the purpose or role to adapt to customer preferences, or to change the customer's perception in relation to the destination or hotel (Middleton, 2001). After the decision, the tourist company should maintain the process of booking and payment as more utilitarian and austere may and, on the internet, it depends on the quality and ease of use of the company's website, but also on the possible supply option live feedback of the company member to complete the reservation and / or payment without difficulty. Finally, the evaluation after the service purchase (or rent accommodation) can be pushed towards a positive direction when the tourist company continues to interact with the tourist, not persistent and recurring but rather with gravity and clarity. Later, after leaving for the journey and upon return from vacation, it is clear that the hotel and the same destination itself will determine absolute degree satisfaction traveler - and the tourist company approach can enhance any positive experience and impression of the traveler obtained, for example through incentives from the hotel for the return of the traveler in the future and the question to the traveler if you wanted to change something in a future visit. The evaluation process is the most important for the process of acquiring the knowledge. This is the point where the tourist will evaluate his experiences on social media. It is important from the side of the hotel to collect this data and to make the tourist to become part of the hotel's development.

There are some additional steps that the tourism business must take into account in its attempts to lure the traveler to purchase the product or service or renting accommodation. Buhalis & Law (2008) cite a number of actions and tactics that a hotel can add to marketing mix in order to maximize the benefit. In particular object of the use of internet, Tourist Company / hotel that aims to motivate consumers to travel will be curated content appearance and overall quality of the site, information and social networking capabilities that it provides. For example, the emergence of the corporate website should stand out and not reminiscent of similar websites of other similar companies (World Tourism Organization, 2008). In addition, the information provided should be broad and refer to specific details of the destination, accommodation, and their characteristics, so that the tourist can organize his time and the options adequately, but should and there is the provision of interconnection with other cooperative or non-competitive sites so that the potential traveler may go to hotel page with ease (World Tourism Organization, 2008). Kotler et al. (2010) emphasize the importance of using social media as a mode of interaction for the final decision. In the conventional model of taking



a decision on tourist destination, friends and relatives may play a role. With the help of internet and social media, the newest model online social media often play the same, basic or complementary role.

When the final decision is taken and the traveler is in the hotel, the dedication in the service can be strengthened through the adoption of specific policies, such as the recruitment of new technology (eg, choice of meals through the internet) the provision of tempting options (eg free visit and photographed landmarks in the area) and the ability of customers to directly update their personal pages on social media (Kotler et al., 2010). In this way the endearing practices of tourists after the end of their journey to share pictures can be accelerated. The use of such options may seem opportunistic and speculative, but it is a great opportunity to enhance the online image of the hotel which, if not exploited, can lose it if, for example, visitors discover other, more interesting scenery and interest and decide not to "move up" images from the hotel.

The reactions of the potential of tourism enterprises and tourist clients of hotel establishments vary from person to person and from situation to situation. Each visitor is attracted by different features and options available, and even the same person at different periods of his life, can seek and fascinated by different things. Consequently, the provider of tourism services must take into account these differences when developing the marketing mix and apply, to the extent that it is realistic, in a personalized approach to each visitor based on both the online profile on social media and other available features.

The incentives governing a potential visitor provide the tourist business an asset to form the best possible image to optimize satisfaction. Social media is, in this context, a particularly useful tool in this direction. Some of the variables that influence the choice of tourist information including gender, age and ethnicity, all those are an important knowledge that the tourist company can use as a knowledge. Thus, women appear to be particularly keen on the use of new technologies and especially in sites with tourist information, compared with men who do not show any clear preference (Coulter & Roggeveen, 2012). While young adults aged 25 to 35 years prefer devotional sites with tourist content and "Room conversation» (chat rooms) as a means of collecting tourist information, while older adults over 50 years old have a more neutral stance (Spars & Browing, 2011). The nationality of the tourist visitor seems to be another relevant factor. For example, the Northern Europeans tourists tend to prefer a combination of information from the Internet and from their traditional local travel agent while in other countries, the nationality factor does not seem to play an important role (Varmeulen & Seegers, 2009). All of the above conclude that the social media can be tool which will help the hotel's management collect valuable information, while it will transform the guest into a valuable partner of the hotel

#### **4 DISCUSSION**

The internet is an important tool for all disciplines. But important is the presence of tourism enterprises on the Internet for the reason that it allows almost all companies to have direct access to the public through social media and influence the audience and behavior. Middleton et al (2009) refer to the fact that in today's economy based on information via the internet is the greatest benefit for small and medium-sized destinations. For many years, especially in the 90s, the tourism industry depended on a few intermediaries, particularly tour operators, which govern thousands of companies

in the industry. Small businesses were not the necessary resources to access directly to consumers since advertising from traditional media require significant financial resources and manpower. After the mid-90s the Internet has brought sweeping changes in the distribution of tourist services. The low cost web design and the growing tendency of consumers to purchase tour packages via the internet gave a new impetus to small and medium-sized enterprises in the sector but also to destinations market distributors is not calculated in their bids. Consumers soon discovered that they could make reservations at a much lower cost than that offered by the tour distributors (Middleton et al, 2009)

Tsiotsou and Ratten (2010) reported on the positive advantages of advertising platforms such as Google AdWords and advertising through social networks like Facebook. The advantage of these ads, except for very low cost, is the potential for providing targeted advertising based on the demographics of users and their geographical distribution. With the proper use of the keywords (keywords) can the tour operator to have direct access to the target audience. Middleton et al. (2009) write that can for a small financial consideration to place the site of landing the first choices of search engines. Indeed reports that the effective use of advertising mechanisms like AdWords has made Google (which is the AdWords creator) to be among the largest companies in the advertising industry and has increased revenues from traditional providers advertisements like newspapers and television. It should be mentioned that there is no official statistics but mainly studies such as the GTO and SETE, which is the most recent (December 2014) and was made in collaboration with Google, based in statistics Oxford Economics, in order be the Grow Greek Tourism Online.

The main points of the study carried out by the above entities were:

- The use of social media and the internet in general by tourism operators in Greece is not expected
- The increase of internet use can result in GDP growth of 3% and 100,000 new jobs
- There is space for a 20% increase in bookings through internet (Newsbomb, 2014).

From SETE (2014) stated that the Internet can be changed, if it has not already made the purchase in the hotel industry. Already Tsiotsou and Ratten (2010) predicted that by 2016 over 80% of bookings will be made through Internet. This means that changing the structure of the industry, since functions such as travel agents will decrease and consumers will buy services directly from the provider.

Actually, what is important, is to turn the customer / guest into the partner of the hotel and to extract valuable information. For example the positive or the negative evaluation of the services made from the customer and to use this information as valuable knowledge which will help the hotel to improve. It is understood that the customer becomes a valuable partner of the hotel. Of course from the side of the hotel it is useful to construct methods where the customer will operate as the sole partner and he will provide valuable knowledge in a collaborative environment.

Overall, Undoubtedly, the internet has impacted every business life. The tourism industry has allowed several companies that previously had very limited exposure to the public, they can interact with potential visitor's tourist destinations and hotels using social media and promote their services. Through the new Internet economy formed, the great benefit sometimes obscure or limited scope destinations have gained (Middleton et al., 2009). As we have seen, until the '90s, the tourism industry was the absence of alternatives, dependent on a small number of large companies-intermediaries, which absorbed a disproportionately large part of the revenue derived from thousands of tourist enterprises. Small businesses did not have the financial capacity to carry out major advertising

campaigns to increase their brand awareness in the general public, as the traditional ways of promotion was unprofitable in terms of financial and human resources. The logic of reduced costs, the web offers many economic opportunities for advertising, such as Google AdSense program and the Facebook social networking medium. Beyond affordability, the big advantage of these technologies is the ability to target ads to specific layers of the users into account dozens of variables demographic characteristics and geographical distribution (Tsiotsou & Ratten, 2010). By careful use of keywords (keywords), the tourism companies, whether large or small, gain accessibility to population subgroups that have chosen to promote travel and hotel products and services. Also it is vital not only to target tourists but also to bring them close with the company so to provide their own testimonies and experiences through social media. Hence the social media are becoming a tool for acquiring new knowledge and turn them the tourist into a collaborator of the hotel industry. This is something that almost every Greek tourist business must seek, since SEKE (2014) has argued that most of the Greek hotel businesses do not know how to use the social media and to acquire the knowledge which is in it.

## **5 CONCLUSIONS**

With the use of new technologies in tourism all operational functions may be supported. New technology provides all the tools that are necessary to find significant profitable sectors in the market to promote products with specialized instruments. Through new technologies can reduce costs and greatly increase awareness, communication and the way the tourism industry function. High technology enables the consumer through the tools which offer to buy the right product while giving suppliers the tools that are necessary for the development, management and distribution of their products worldwide. Through new technology, the tourism industry can develop and to market products which wishes. The paper examined how the social media can become an instrument of acquiring knowledge from the customers while at the same time the customer turns into a useful source of information; actually someone who can collaborate. This is very useful for the Greek tourist companies so to turn them their social media and their customer's information into a useful source of competitive advantage. It is important, though, to examine the view of the companies in this sector. For this reason, it is proposed that for a future research it would be useful to make a qualitative data in sample of managers who work on the sector so to see how they are working the social media in the real cases and what are the potentials of the use of social media.

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## **Managing Reputation Online: Engagement with Customer-Generated Reviews (Egyptian Travel Agencies Perspective)**

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### **ABSTRACT**

Nowadays, in an internet-driven world, information travels very fast and instantaneously spreads around the world. Comments, reviews, opinions from customers through online review platforms determine a business online reputation. Reputation is the most valuable asset consists of past actions, direct experience and future expectations. Online Reputation Management (ORM) in tourism business is about being authentic and transparent about provided services and using customers' feedback to guide the areas that might need improvements. Therefore, setting up a strategy for effective management of online reputation can directly influence business performance. Hence; travel agencies have to take advantage of their online presence through maintaining an active attendance on major reviews sites and popular social channels. Engaging with Customer-Generated Reviews (CGRs), acting immediately on their feedback, having innovative website interface and being standby at all times are important issues for travel agencies that empower them to develop their business. This enables them to gain control of the situation, protect their valuable reputation and increase customers' trust which will result in achieving business goals and gaining competitive advantage. Therefore; the purpose of this research is to contribute to the limited researches on online reputation management by discussing the concept of ORM and its practices in the Egyptian travel agencies. Furthermore, it attempts to understand how they manage customer generated reviews on different review platforms, as well as, discovers the influence of managing reputation online on the tourism business. The study concluded that there are some practices related to ORM actually applied by Egyptian travel agencies, but haven't been done through a clear strategy or an announced plan. The findings of the study recommended that Egyptian travel agencies managers should consider an obvious plan for ORM determining its policies and tactics and update it continuously according to the requirements of online business environment. In addition; ensuring enough interaction with customers' generated reviews must be considered to identify their needs, expectations, satisfaction level and present their requirements. This study will be a starting point for additional studies in this area of research in the future.

**Keywords:** Online reputation management, Review Platforms, Customer-Generated Reviews, Review Sites, Tourism Business, Tourism Organization, Egyptian Travel Agencies.

## 6 INTRODUCTION

Reputation has an intangible value and a massive significance for tourism business (Cole, 2012). It is the most important strategic and long-term organizational asset delivers value for any company (Petkevičienė, 2014; Tischer & Hildebrandt, 2014; Hang et al., 2012). This intangible asset is now increasingly seen as a driver of sustainable competitive advantage especially for the travel industry (Iwu-Egwuonwu, 2011, p: 197). Reputation has been documented by different authors as an evaluation that customers make about the organization over time (Gotsi & Wilson, 2001; Vollenbroek et al., 2014; Dolle, 2014). It is formed as a result of past actions and customer's direct experience and also influences others' expectations of the organization (Floreddu et al., 2014).

As people spend more time on the Internet, Online Reputation Management (ORM) becomes growingly important for tourism organizations (Ott & Theunissen, 2015). It is certainly influenced by the new business environment resulted from the dispersion of Information and Communication Technology (ICT) (Sotiriadis & Zyl, 2013; Buhalis, 1998; Lopes et al., 2014). This development encourages innovations in the tourism business and has a tremendous impact on reputation management (Østergaard, 2009). The popularity of different online review platforms induces tourism organizations to maintain a positive online reputation and manage the success of their business via electronic channels. In addition; customer-generated reviews have been continuously gaining credibility in the eyes of many people and has a great influence on others' decision making process (Proserpio & Zervas, 2016, p.2; Buhalis & Law, 2008)

To further describe of this new trend in travel industry, this study contributes to the limited researches on online reputation management in tourism business by discussing the concept of ORM and investigating the strategies and tactics that Egyptian Travel Agencies (ETAs) use to manage their reputation online. Furthermore, it attempts to understand how ETAs manage customer-generated reviews, as well as, discover the influence of online reputation management on tourism business. The researcher combined several data sources to add richness to this research. The results of this paper will contribute to the theoretical and empirical knowledge on ORM in travel industry and provide directions for future researches.

### **On-Line Reputation Management (ORM):**

There is no doubt that the technological advancement in the digital age affected the way services providers manage their business reputation. According to Dolle (2014) in past, before the widespread use of ICTs, organizations could control the available information about their business through traditional methods such as placed press announcements and good public relations managers in order to protect their reputation. Floreddu et al., (2014) also emphasized that organization reputation was

formed only via unidirectional communications organizations distributed to stakeholders, who could only marginally interact with and react to these messages. Consequently; organizations have no control when customers attack their business through negative opinions regarding hotels, travel destinations, and travel services. Hence; reputation damage can be the result, which may have harmful influences on the overall results of business (Horster & Gottschalk, 2012).

But now with the rapid growth of the Internet and WWW, organizations have the ability to observe and enhance their reputation online in order to achieve business success (Xiang & Gretzel, 2010). They could transmit information to a variety of people and deal effectively with customers' content on different review platforms (Dolle, 2014; Lopes et al., 2014; Schniederjans et al., 2013). Thus; business reputation is now made online. The concept of reputation management focuses to a greater extent on review sites and social networking sites and in consequence can be seen as online reputation management (Holve, 2014). As a result; Dolle (2014) stated that the concept of *Reputation Management* has expanded with *Online Reputation Management (ORM)*.

Hung et al., (2012, p:85) define online reputation management as “the process of analysis and management for people and organizations’ reputation represented by content among all kinds of online media”. However; Horster& Gottschalk (2016) described online reputation as a product of a communicative process which derived from direct experiences and influenced through information exchange and social interaction by customers and suppliers within social networks and review sites. According to Holve (2014, p:3) the tasks of online reputation management involve “interacting with people online, creating shareable content, monitoring what stakeholders are saying, keeping track of their dialogue, addressing negative content found online, and allowing up on ideas that are shared through social media”.

Online reputation management also can be considered as a set of policies and approaches that organization designed to organize and protect its online image and visibility. It is the mission of monitoring, dealing with, or correcting undesirable or negative mentions on the internet (Holve, 2014). This new approach of reputation management enables service providers to overcome time, distance and location constraints (Pires et al., 2006). Reviews, comments and opinions determine business online reputation. This can be very useful for the travel industry, which provides intangibles, unpreserved and heterogeneous services that cannot be evaluated before the consumption (Litvin et al., 2008).

It's vital to mention that ORM strategy is about creating a prominent online presence and be prepared all the time to respond and interact with customer-generated reviews. This may be accomplished by setting ORM plan or strategy and update it continuously according to the requirements of online business environment.

### **The process of Online Reputation Management:**

Litvin et al., (2008) illustrated that service providers in the tourism sector have to be very keen on designing strategies to manage their online reputation. They should have a prepared ORM strategy. This is due to the intangible features and the high risk involved in purchasing tourism services. Therefore; online reputation management process must be executed in an efficient way, in



order to proactively defend organizations from customers' attacks which certainly affected business's online image. This can be done through the following stages:

Managing reputation online initially requires an active presence in the social web (Lopes et al., 2014). One of the most important tactics for ORM is *managing content online*. At first; having a professional website with an innovative interface and creating basic profiles on major review platforms is a necessary part of doing business in today's information age. This empowers tourism service providers to develop their online presence. On the other hand; website is not just an information system, but also an interface with a vendor, that is potentially relevant relationship marketing tool (Gefen et al., 2003). In this regard; organizations have to protect their online accounts and thinking well before posting something on social networking sites as it could be shared within minutes around the world by someone.

Secondly, managing reputation online necessitate to *set up monitoring system* in order to examine the organization's image and how customers thinking about it. Holve, (2014) and Floreddu et al., (2014) demonstrated that tourism organization has to recognize its current level of reputation. Furthermore; its reputation should be compared with competitors in the tourism market. Nowadays, there are many different and free tools available to monitor all online mentions for business (Lopes et al., 2014). Tourism organizations can set up alerts to be notified when their business mentioned online to insure information in current such as E-mail alerts, Google Alerts, TripAdvisor alerts, Facebook alerts.... etc. Catching this content early allows tourism organizations to discover and respond to negative content resulted from customers' attacks and correct it before it worsens and turns into a crisis which probably could harm business reputation (Miguéns et al., 2008). What have to be monitored in this phase are searches, ratings, reviews, recommendations and customers' complaints (Holve, 2014). It can be a chance to handle problems and in the end make even disappointed customers happy (Benea, 2014).

The third fundamental phase of ORM is *customer engagement and feedback analysis*. This includes react to mentions, enter to online conversations with customers and respond quickly on their comments and questions (Floreddu et al., 2014).

Ultimately; ORM process includes *learning from the experiences faced by the organization and updating the ORM strategy*. It refers to learning and evaluation part. (Holve, 2014). This stage based on the assessment of the situation as a whole and the results or effects achieved from the current strategy. Recognizing the points of strengths and weaknesses in current ORM strategy is required to be avoided later. Also; it is necessary to modify and develop organization's ORM plan according to these experiences.

From the above stages; it can be claimed that there are few basic rules for effective ORM strategy should be taken into account. These rules are: presence online, monitor mentions, respond quickly, be transparent, be social, encourage dialogue, prepare for a crisis, address criticism, and finally customer service should be considered as a fundamental part of online reputation management (Floreddu et al., 2014; Holve, 2014; Benea, 2014; Coombs, 2007a). This proved what was found by Floreddu et al., (2014) as they concluded that business reputation is formed as a result of past actions and customer's direct experience and also influences others' expectations of the organization.

### **Engagement with Customer-Generated Reviews (CGRs):**

One of the main challenges for tourism business is the rise of some review platforms which are used by millions of individuals and tourists. These platforms are one of the most significant developments of so-called Web 2.0 revolution. The second generation of web based services is characterized by having customer-generated reviews, which allow customers to share information and shaping business reputation by using a variety of tools in the networked environment (Chaves et al., 2012; Kaplan & Haenlein, 2010; Zeng & Gerritsen, 2014). Online CGRs have been described by Ngai et al., (2015) as a recent addition for managing reputation online. These new forms of communication started replacing traditional sources of information (Fotis et al., 2012).

Nowadays, there are hundreds of platforms where customers can voice their opinions, interact and share information with others (Rathonyi, 2013). The most dominant platforms for online reviews can be divided in two categories: Review Sites such as Trip Advisor, Google plus and Yelp and Social networking platforms such as Face book, Twitter, YouTube and MySpace (Sigala et al., 2016; Zeng & Gerritsen, 2014). They are the most common sites and tools for online reputation management especially in the travel industry.

Its common practice for customers to post online review after their experience to express their opinions and ideas. Many tourists exchange opinions, criticize, ask for help, request information, make suggestions, rate products and services and review their experiences. They are able to share all kinds of information and feelings about services, brands, providers and destinations (Hoster & Gottschalk, 2012; Zeng & Gerritsen, 2014). So; Review sites are thought of as credible sources of information for travellers.

On the other hand; the way organization responding and dealing with customers reviews affects travellers' decision making process, especially potential customer (Méndez et al., 2015; Milano et al., 2011). Engaging with CGRs within these unrestricted virtual communities allowing tourism organizations to manage and improve the success of their reputation online (Stepchenkova et al., 2007; Sigala et al, 2016). It refers to the reaction of the organization towards customers' reviews. Tourism organization has to welcome all kinds of feedback after customer's direct experience and must has treatment strategies to handle customers' problems and complaints (Holve, 2014).

Customer- generated reviews are important sources of information not only for travelers, but also for tourism organizations. They provide significant feedback regarding each component of provided services (Cox et al., 2007; Rathonyi, 2013). Listening and engaging with customers' reviews and acting immediately on their feedback could directly increase positive outcomes of business and achieve successful reputation online (Benea, 2014). Tourism services providers shouldn't wait until the crisis happen, they have to reply and handle negative comments and promote the positive ones. In addition; transparency is an important issue in ORM. It means if customer posts a negative comment on organization's site, deleting this comment or ignoring it will bring down the positive one. So; tourism organization should make sure that the problem is successfully addressed and talk about the procedures taken in public for everyone to see. It should react to customer's complaints without delay to prevent a crisis. This can be accomplished by apologizing, responding as fast as possible, promising to fix the problem, offer solutions and informing customers what actions have been taken

to address the situation (Holve, 2014). This creates a kind of credibility and reassurance towards the organization.

Accordingly, tourism organizations have to engage with customers' online reviews, analyze opinions, respond rapidly to their feedback, appreciate and thank positive reviews and try to handle negative ones. This ultimately leads to business success and improve organizational performance. As well; Benea (2014) demonstrated that tourism organizations ought to be remembering that ORM is not about perusing and reacting to everything posted about business on the web or attempting to downplay negative comments. It's about ensuring that all information available on organization's business properly sets customers' desires.

### **The impacts of ORM on the Tourism business:**

The importance of the ORM for the travel industry has been discussed by various authors, illustrating different issues in managing reputation online in order to obtain strategic benefits for tourism business. Tourism organizations set ORM plan and interact with CGRs on review platforms in order to improve their brand reputation, increase sales and maximize their profitability (Buhalis & Jun, 2011).

Recommendations, comments, opinions, complaints, some tips and ideas expressed, can be very important for those tourism organizations who want to be innovative and creative (Lopes et al., 2014). Organization can form a clear picture of its business online; determine strength and weakness; and focus on where is the need for improvement.

ORM gives the opportunity for tourism organization to be closest to customers. This has positive impacts for tourist business (Dolle, 2014). Many organizations are able to interact directly and dynamically with customers at reduced costs (Coombs, 2015b). A research related to Coombs (2015b) showed that this new trend in managing business online facilitates regular two way communication between organizations and customers; generates a high credibility and mutual understanding. Customers liked to be listened and like to get responses to their feedback. They are searching for a place they can trust, where they know they are going to be treated well, that is truly what influenced them. This undoubtedly maintains a good online reputation for tourism business, ensure customer's loyalty and attract new customers which lead to business success.

Inversini et al., (2010) & Stoktosa et al., (2013) confirmed that one of the most important impacts of online reputation management in tourism business is the online conversations which taking place all the time. It makes tourism organization available to react directly at once if a conversation contains negative content.

Dickinger (2010); Hills & Cairncross (2011); Ye et al., (2009) argued that if organization analyze and manage CGRs sufficiently, various competitive benefits can be achieved for tourism business. Some of these benefits are: identifying customer's needs, expectations and satisfaction level; presenting their requirements; solving problems; facilitating solutions for potential problems that organization might face as a result of customers' attacks. In addition; it allows enhancement in some products or services and adoption of new policies or procedures in business (Loureiro & Kastenholz, 2011; Serra Cantallops & Salvi, 2014; Dolle, 2014; Cox et al., 2007).

In this context, some studies conducted in an attempt to demonstrate the impacts and the importance of online reputation management in the travel industry. It was found that there are few studies consider the practices of ORM and its impacts on tourism business, especially in Egypt. A set of researches (Inversini et al., 2010; Stoktosa et al., 2013; Miguéns et al., 2008) discussed one important aspect of online reputation management in terms of tourism destination. However; most studies in this area focus on online reputation management with regard to the influence of social media in the hotel industry (Proserpio& Zervas, 2016; Benea, 2014; Tuominen, 2011). Their results confirmed the significance of ORM and proved that management's reactions towards customers' feedback affect its online reputation. While the study of Coombs (2015b) discussed online reputation management during crisis. He presented some guidelines that organizations should be aware of and use when attempting to build a positive reputation with its stakeholders during crisis.

However; the previous discussion show that there has limited research exists on ORM in the travel industry. The majority of existing studies focused on specific point of ORM and didn't discuss its practices, benefits and impacts in the Egyptian travel agencies. So; this research has not been studied before.

### **RESEARCH METHODOLOGY:**

After demonstrating, through the previous literature review, the process of ORM and its value for the tourism business, it is important to enhancement the theoretical part by conducting the field study. A descriptive analytical methodology will be used for this study to describe related aspects of the phenomenon under study.

The aim of the research is to explore the importance of Online Reputation Management among Egyptians Travel Agencies and discusses some of its practices and benefits in the travel industry. In addition; to investigate how Egyptians travel agencies respond to CGRs on review sites and to what extent they are affected by customers' online reviews through different platforms. Along with a discussion of the effects of ORM on the tourism business.

### **Research Sample and Data Collection Techniques:**

The current study is a type of quantitative research approach. A survey based on standardized questionnaire had been directed to a selected sample from the target population of this study which includes the Egyptian Travel Agencies. The study depends on the "survey" as a method within the quantitative methodology approach. An online questionnaire was designed as the survey instrument for collecting data. All the questionnaire items were measured on a five point Likert scale.

The questionnaire discusses two main ideas. Firstly; a set of questions evaluate the ORM practices and to what extent they are actually done in the targeted sample. Secondly; the other group of questions discover the influences and benefits of these practices on the tourism business. All of these questions on a scale from 1 to 5 (1 representing never while 5 representing always).

Besides that; some other questions aimed at exploring the opinions of respondents regarding ORM process and the importance of CGRs, on a scale from 1 to 5 (1=strongly agree and 5 = strongly disagree).

The population for this study contained 1167 Egyptian Travel Agencies category (A) where identified in Egypt by Egyptians Travel Agents Association (ETAA, 2016). In this study, random sample was used as one of the sampling techniques in order to achieve the aim of the research. Four hundred and sixty six (466) questionnaires were forwarded, among them 393 forms were collected and analyzed, with a response rate representing (33.7 %) from the total population.

The survey was conducted during January and February 2017 and focused on the Egyptian Travel Agencies in Cairo, Giza and Alexandria, where the majority of travel agents are located (ETAA, 2016). Statistical Package for Social Sciences (SPSS) was used to analyze and compute the data. Frequency counts, percentage distributions and correlations were calculated and analyzed.

To establish the reliability of the questionnaire in this study, "Cranach's coefficient Alpha" was calculated to examine the internal consistency of the scale. The scale was found to be internally reliable, ( $\alpha=0.878$ ) which is considered an acceptable level of internal reliability as its safely and sufficiently higher than the cut point of (0.70) (Gay et al., 1992).

### **Results and Discussion:**

The study illustrated that there are some practices related to ORM actually applied by Egyptian travel agencies, but haven't been done through a clear strategy or an announced plan. To clarify if respondents manage their content online or not, as the basic tactic of ORM, a set of questions evaluate this point. Table (1) shows that most of respondents (69%) updating and renovating business website frequently. In addition; the majority of the sample (78.1%) agreed that having a professional website is a necessary part of doing business in today's information age. After that; respondents were asked if they managed content on major review sites and social networking sites where customers post their comments, reviews and opinions about their experiences in order to achieve effective ORM. A high percentage of respondents (68.2%) showed that they actually doing that. This confirmed what was found by Lopes et al., (2014) that one of the most important tactics for ORM is managing content online and activating online presence through developing an innovative website, creating basic profiles on major review platforms and constructing online communities which is widely applied in the surveyed sample. This helps any travel agency to reach and engage with existing and potential customers.

**Table (1) Managing Content Online**

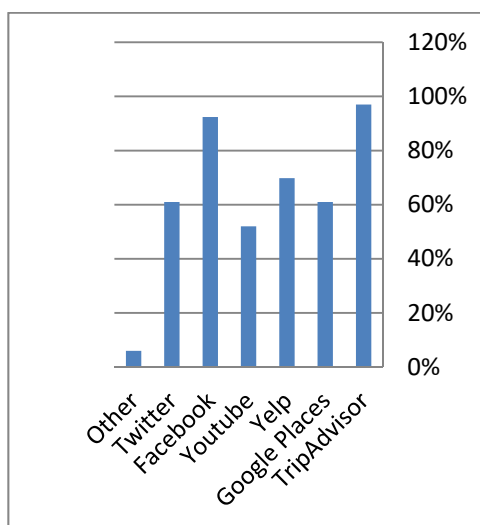
<b>Indicator</b>	<b>Frequency</b>	<b>(%)</b>
<b>Regularly update website</b>		
Never	7	1.78
Rarely	8	2.04
Neutral	63	16.03
Frequently	271	68.96
Always	44	11.19
<b>Manage content on major review sites</b>		
Never	4	1.02
Rarely	21	5.34
Neutral	41	10.43
Frequently	59	15.01
Always	268	68.19
<b>Regularly monitor where and when business is being mentioned online</b>		
Never	10	2.54
Rarely	12	3.05
Neutral	39	9.92
Frequently	302	76.84
Always	30	7.63

The results showed that there is a significant positive correlation between establishing online communities and enable customers' engagement (Pearson Correlation coefficient =.643, Sig. (2-tailed) =.000). This means that creating online communities is a starting point to reach and engage with customers. From Aschoff et al., (2010) perspective, these communities allow engagement and interaction with customers, whether from the social side, which involves the creation of friendship or knowledge-based relationships that involve information exchange. This is important for any travel agency seeking to establish mutual relationships with customers and disseminate the right information about its business in order to build a good reputation on the long run. In addition to the above; the high percentage (79.1%) of the surveyed sample emphasized that presence continuously online on different review channels enables them to manage and control the success of their reputation online.

Besides; the results proved that there is a significant positive correlation between regularly monitoring where and when business is being mentioned online and gaining knowledge of how customers perceived business (Pearson Correlation coefficient =.587, Sig. (2-tailed) =.000). Holve, 2014 clarified that monitoring social channels and review sites is very important in the travel industry to gain understanding of what customers like and dislike and how business is positioned online. Therefore; travel agency can know its ratings and rankings online through examining and monitoring social channels and review sites which can be a good indicator for its performance.

By asking the sample concerning the most important review sites on the social web from their point of view, the results in fig (1) showed that TripAdvisor and Facebook are the two most dominant platforms for online reviews at a rate (97%), (92.4%) of the sample in that order. Fig (1) also reflects

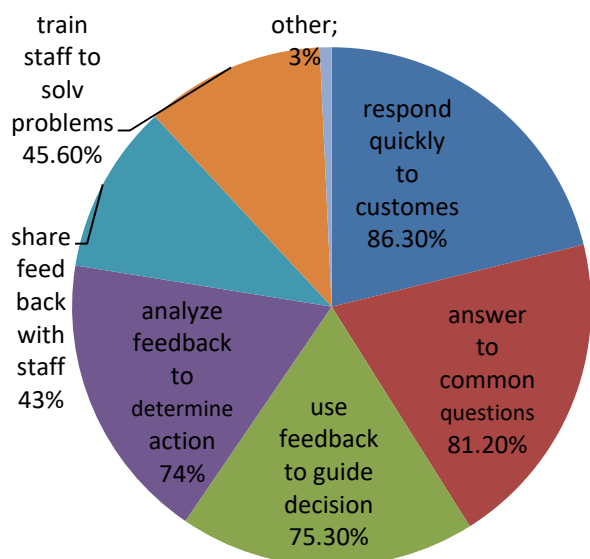
an increased ratios of some other sites such as Yelp which reached (69.8%) of the respondents, Google Places and Twitter at the same percentage (61%) for each of them, then YouTube (51%). These answers signify the importance of review platforms for the business of Egyptian travel agencies.



**Figure 1: The most dominant platforms for customers' reviews**

In addition; (77.3%) of respondents confirmed that they setting up online alerts such as TripAdvisor alert, Google alert, Facebook alert .. etc, to be notified when someone posts a review of our business even when the travel agency is not logged on to the social networks. In this regard; Miguéns et al (2008) clarified that these alerts enable travel agencies to access early to CGRs and respond quickly to their comments and queries as soon as they are written. Thus; the results showed a significant positive correlation between setting online alerts and react directly before someone else does (Pearson Correlation coefficient =.762, Sig. (2-tailed) =.000). Rapid actions are required from the travel agency, especially in the networked environment, before giving anyone a chance to inflame the situation, spread negative publicity or raise doubts about its business online. It is worth mentioning that customers' feedback and opinions have become more credible than any other source of information through electronic word of mouth (EWOM), especially if those comments are negative (Lee et al. 2008). This contributes to the achievement of effective ORM.

**Regarding the strategies and tactics towards CGRs**, results showed that there are four strategies are ranked on the top as shown in fig (2). These are responding quickly to customers (86.3%), followed by answer to common questions (81.2%), then use feedback to guide decision (75.3%) and analyze feedback to determine action (74%).



**Figure 2: Some of travel agencies' strategies towards CGRs**

Moreover; in terms of how Egyptians travel agencies engage and respond to CGRs on review platforms to manage their reputation online and to what extent their business affected by their strategies in this regard. To discover that, respondents were asked about the tactics they followed in engaging with CGRs as an essential part of ORM process and the benefits they have gained on their business as a result. **Analyzing the answers statistically represents the following results:**

Results showed that there is strong positive correlation between encourage dialogue and communication with customers through review platforms and attract new customers (Pearson Correlation coefficient =.864, Sig. (2-tailed) =.000). It builds a positive online image of the travel agency. The way customers are treated via review channels attracts the attention of potential customers and influences their decisions (Wirtz et al., 2013). This attitude from the travel agency confirms for potential customers that customer's relationship is not limited to providing service but also extends to engage, communicate and respond to their reviews and requirements, which creates mutual understanding and long relationships with customers. The travel agency seeks to maintain a positive reputation online for its business, brand and services. This is not only for current customers who voice their opinions on review sites, but also for those people who will be judging its business on the way in which the reviews were received and handled.

Therefore, the respondents were questioned about replying immediately in the case of customer's attack. The outputs obtained from questionnaire reflect that there is a significant positive correlation between responding quickly during customer's attack and prevent crisis which may lead to reputational damage (Pearson Correlation coefficient =.752, Sig. (2-tailed) =.000). The effect of customers' negative reviews could be relatively damaging to business's brand. Travel agency's direct response will defend its brand from any harmful hits that could cause a crisis threatens its online reputation.



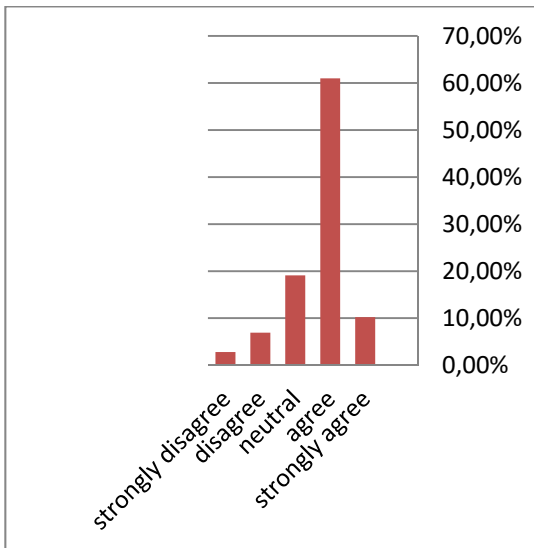
Furthermore, according to some studies which have shown that the organization's action towards customer complaints significantly affects customer's behaviour towards the travel agency. So; the questionnaire aimed at clarifying this point and examine this relation which had also a great impact on travel agency's online reputation.

In this regard, the results confirmed a significant positive relationship between apologize and find solution for customers' complaints and gaining customers trust and loyalty (Pearson Correlation coefficient =.713, Sig. (2-tailed) =.000). This is consistent with what was found by Zheng et al. (2009) ; Kozak and Tasci (2006) that customers wish to address their complaints at once. So effective handling of customers' complaints can be an opportunity for travel agencies to provide services exceed customers' expectations. Dealing well with the angry customers and show empathy with their problems at once can be resulted in loyal customers. Thus it can be said that through engaging with CGRs on the social web, travel agencies could be able to determine non- satisfied customers and find out the reasons of their dissatisfaction.

On the other hand; there is a significant association between considering recommendations suggested by customers as a guide to some improvements and making changes in provided services (Pearson Correlation coefficient =.659, Sig. (2-tailed) =.000). The results reflect that there is a positive effect of suggestions recommended by customers and using them to make changes in provided services especially with negative content. Travel agencies need to realize customer's recommendations and considering them as opportunities to make changes in provided services in order to improve their performance and achieve a high level of customer satisfaction.

The outputs of the questionnaire revealed that there is important positive correlation between perform competition benchmarking and, upgrade services and improve position in tourism market. Through reviews sites travel agencies can recognize what is on the Internet about top competitors. As a result; they will be interested in developing and raising the quality of their services in order to improve their position in the tourism market (Pearson Correlation coefficient =.718, Sig. (2-tailed) =.000).

Besides that; the results reflected a positive correlation between considering customer- generated reviews as an important source of information and knowing customers' needs and expectations (Pearson Correlation coefficient=.837 &Sig. (2 tailed) =.000). Respondents indicated that when they engage with CGRs, they could identify customers needs, expectations, then present their requirements, as well as, they considered CGRs a source of determining strength and weakness in their business (Pearson Correlation coefficient =.734 &Sig. 2-=.000). Moreover, for (61%) of the respondents, CGRs considered as a key performance indicator as shown in fig (3).



**Figure 3: CGRs as a key performance indicator**

It was demonstrated from the results that there is also a strong positive correlation between sharing positive reviews and strengthen reputation online (Pearson Correlation coefficient=.798 &Sig. (2 tailed) =.000). Customer feedback is not limited to negative comments, but there are also many customers tend to share their positive experiences. Sharing these positive reviews by travel agencies on different platforms and thanking customers contributes in strengthening and enhancing their online reputation.

**Finally; to conclude all the above,** Pearson's Correlation of the two main variables online reputation management and business success was conducted in table (2) to discover the impact of ORM practices and strategies followed by Egyptian travel agencies, which mentioned previously, on the success of their business. The results showed a significant positive correlation between managing reputation online especially customers' engagement and gaining positive impacts which leads to business success (Pearson Correlation coefficient =.869, Sig. (2-tailed) =.000).

**Table (2) Pearson's Correlation of the variables Online Reputation Management and Business Success Correlations**

	<b>ORM</b>	<b>Business Success</b>
Pearson Correlation	1	.869**
Sig. (2-tailed)		.000
N	393	393

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS

## **CONCLUSION**

Recent web technology and internet applications have enabled travel agencies to manage their reputation and business online. Coombs (2015b) confirmed that review platforms are playing major part in organization's reputation management. The outcomes of the study showed that most of Egyptian travel agencies are increasingly rely on the internet especially review sites to build positive reputation and recognize what customers are saying about its brand, products and services in order to achieve business success.

The results confirmed that Egyptian travel agencies monitor, assess and try to control the perception of their reputation online to a great extent. It can be concluded that there are different practices followed by Egyptian travel agencies to achieve effective ORM such as manage content online, engage with customers... etc, but haven't been done through a clear policy or an obvious plan. The study also confirmed that CGRs have become an important source of information for most of the Egyptian travel agencies to know customers' requirements and points of strength and weakness, thus making corrective procedures on their products and services.

Therefore; service providers can no longer ignore the role of online review platforms not only for building positive online reputation but also for keeping it overtime. Furthermore, review sites are becoming increasingly popular and expected to be the primary online travel information sources.

So; tourism organizations have to face the threat of losing their reputation resulted from negative evaluations which can cause reputational damage (Horster and Gottschalk, 2012). Understanding the current customers, ensuring their loyalty, but more importantly predicting how to attract those tourists in future converting them from observers to buyers, will crucially impact how tourism organizations manage, develop and market their reputation online (Sotiriadis and Zyl, 2013; Cox et al., 2007).

It could be concluded that the challenge Egyptian travel agencies face in tourism sector is how to be integrated in the various review sites and ensuring that they have enough interaction with customers and tourists, as well as, reach to all online review data to make successful management of their online reputation.

## **RECOMMENDATIONS**

Based on the results of this study, the following recommendations should be considered:

- All actors in the tourism business have to be aware of the importance of ORM which affected business success.
- Each travel agency should have a clear plan for ORM and update it continuously according to business requirements.
- Travel agencies have to take advantage of their online presence through maintaining an active attendance on major reviews sites and popular social channels
- Tourism organizations should gain control of the situation, protect their valuable reputation from crisis and increase customers' trust which will result in achieving business success and gaining competitive advantage.
- Make sure that staff has a clear understanding of the ORM concept, strategy and its proper application.

- Staff must be trained to empower them how to deal with CGRs through effective organized programs.
- Ensuring enough interaction with customer-generated reviews must be considered to identify their needs, expectations and present their requirements.
- It is necessary to engage with CGRs and solve their complaints. This will maintain loyal customers with an obvious vision of their role in the marketing process and their contribution to the success of business.

### **LIMITATION:**

The study showed that ORM in the travel industry is therefore a direction for future research. This can be done by evaluating each step of ORM at travel agencies separately, in order to get a clear picture of each stage. Also; an investigation of ORM practices in different regions in Egypt is required. As well; comparison between these regions should be done to find out the best application of ORM. On the other hand ORM during crisis is an important point of research especially with the frequent crises which affecting the tourism sector.

Also; it is helpful to make future studies to handle the concept of CGRs in the Egyptian travel industry, determining the appropriate policies and procedures for customer engagement. Besides that, different types of travel agencies should be investigated to discover whether they have ORM plan or not.

Additional future studies might discover the situation in the governmental tourist organizations such the Ministry of Tourism and the Egyptian Tourist Authority. Furthermore; investigate how to make cooperation between public and private tourism sector to design a successful plan for online reputation management at a destination level (DORM).

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# **The configuration of the tourism product significance through the print advertising communication technique: then and now**

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## **Abstract**

This paper aims at focusing on the importance of tourism product in postwar Greece - with emphasis on the 1960s and the current period - as it was depicted and promoted in the Greek Organization of Tourism posters and other sort of print advertisements.

The first part of the research will be based on an extensive survey the main objective of which is to record, through unexplored and rare sources of information (advertisements and articles in magazines and in newspapers of the time, posters, etc.), the course of the tourism print advertising in Greece during the multifaceted decade of the 1960s.

In the following part the author will attempt a similar research approach to the way the tourism product is being perceived as such in our days and how it is being displayed through the modern means of print advertising. However, the highly competitive predisposition of other types of advertising in tourism products such as T.V., radio, the Internet etc. seems to have claimed and got a big part of the overall current advertising pie. How much and in what way has it affected tourism print advertising? What is the meaning of tourism product print advertising in current Greece, compared to its significance in the 'golden' 1960s? These are issues that will be approached and analyzed in a methodical and argumentative way.

**Keywords:** tourism product, print advertising, 1960s, mass media, current period



## **INTRODUCTION**

Under the difficult postwar circumstances, the charming decade of the 1960s began, initiating a period of even more important political, social and cultural upheaval during which the Greek economy grew rapidly, but, at the same time, was also structured according to the European and global economic developments. One of the main features of this period was the major political event – as we came to accept it – of the link between the country and the European Economic Community in an attempt to create a common market by signing the relevant treaty in 1962. The developmental strategy of the country was incorporated in five-year-development plans, organized by the central administration, with confusing and unclear, however, orientations. The average annual emigration, which absorbed the surplus of the labor force and favored the achievement of extremely high growth rates, exceeded the annual natural increase of population. Facilitations for the entry of large foreign private capitals and the expansion of consumption began to have a positive effect on the balance of payments, along with occurrences such as the expansion of maritime activity and the emigrants' remittances and of course the rise of tourism. In the early 1960s the tourism sector that began to grow dramatically, was characterized by small size tourism enterprises whose main objective was related to serving the immigrant flow towards abroad, but also a small part of tourists who travelled in Athens, some Aegean islands and Crete. However, very soon these companies began to turn into big travel agencies that made the big shift from simple touring, to mass tourism which was also the main form of tourism for the subsequent decades (Mavropetrou & Petridou, 2008).

On the other hand, media were considered to be as one of the strongest pillars of the postwar societies worldwide as they were the main – perhaps unique – traffickers of information. According to Bernard Cohen (1963), media were able to influence the consumer mass with regard to what were the important issues that should be considered, and this without indicating the way someone must think about them.

This is why advertising had already begun to play an important role within Greek society and State in general. Black and white or colored, printed or broadcasted, advertising managed to leave its trace in the collective memory of the century. It discreetly opened the door of the average urban Greek house to sneak in during the consumer years that followed, thus indicating the Greek house's aesthetics and needs. It wrapped in cellophane everyday life; it divided in installments dreams and plots; it attracted the eyes of children on shop windows; it became a part of reviews staged in theatres, a daily chatting in homes, schools and cafes, a picture and caption at stadiums, shops and bus stops (Arfara, 1997).

In combination with the tourism boom in the 1960s, advertising was probably the only type of the tourism product promotion that was limited almost exclusively in print form not only in magazines, newspapers and other publications of the time, but also in the form of Greek posters and leaflets made by the official state representative: the Greek National Tourism Organization (GNTO). Advertising became soon an important promotional tool of the then rising Greek tourism. But what is happening today? What is the role of tourism print advertising and how can it compete with the mighty mass media such as the internet, television or radio? Does it still retain its visual splendor or has it been conquered by the impersonal capitalist expansionism of the new advertising media?

## THE TOURISM PRINT ADVERTISING IN THE 1960S

As the decade of the 1960s entered gently, without particularly acute changes and, as a natural continuation of the 1950s, the country continued to change - especially its big urban centers – since the residential blocks did not stop to emerge one after another. During that decade, both information and entertainment through the media were limited: although there was not even television, people enjoyed themselves by going to the cinema, or by reading light, popular magazines, while they were slowly recovering from the destructive civil war, looking for new visions (Tsoumas, 2015).



Figures 1, 2. ‘Olympic Airways’ black and white ads in an early 1960’s magazine (‘Vendetta’, 1961).

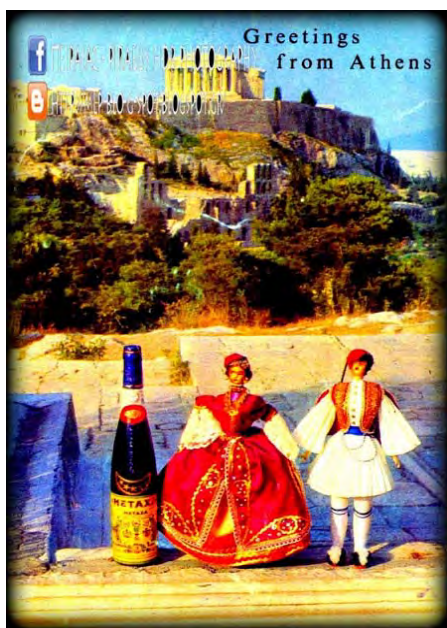
However, it was then that the vision of Greece as a new major touristic destination was completed and which had already started in the 1950s when the first travel agencies were created. But despite the fact that foreign tourism had already begun, most of them survived more with ticket sales to the aspiring Greek immigrants to the U.S., Australia, Canada and Germany. So it is reasonable the fact that most of the print advertisements of these agencies to be published in the popular literature of the era such as the ‘light’ readership magazines, addressed mainly to female consumers, but also in the newspapers of that period. Small sized, black and white ads with typical images from the most important transport media of the time, such as trains, but mostly ships such as the famous ‘Queen Frederick’ or the ‘Hellenes’ for Australia, as well as aircrafts with the then national carrier ‘Olympic Airways’ began to be the first massive advertising attack of these much promising travel agencies.

In this case, the use of a picture was much more narrative than a simple written text, as it had the power to promote, and perhaps, in some cases, even impose concepts with greater ease, without much analysis or deepening. However, in this case also, we can claim that the image used had the ability to bring the structural composition of a text, as this was the only way it could be interpreted. Thus, it seemed to have its specific ‘grammatical’ rules, its own ‘syntax scheme’, its own language, in general. The so-called virtual textuality seemed to require less difficult, but all the more existent, rules of analyzing and understanding; rules that commensurated with the linguistics of a spoken or written language (Ecco, 1988).

For instance, the first print advertisements for domestic tourism, which were growing more and more, started emerging slowly, too. These, usually simple textual ads without images, but with distinctively bold fonts, were placed on prominent pages of the then popular newspapers or magazines. Their aim was to attract the readers' interest in small domestic trips, day trips to the Argosaronikos bay by boat or even overnight stays in specific hotels in or around the large urban centers.

This type of advertising messages had less power in shaping the consumers' views and this is why most of the print advertisements on tourism products included the power of the colored image. All the above types of advertisements and many more to follow, were created by several advertising agencies and companies of the time such as GRAPHIS, SPOT, ALMA, DIDTS, DEKO, NEON HELLAS, Katzourakis - Karabot, Greca, ALEKTOR etc. most of which had just begun to systematically form themselves by hiring graphic designers, text editors and account specialists (Perikleous, 2002).<sup>1</sup>

Impressive were the print ads designed exclusively for the tourism promotion of specific goods rather than services, which at the same time were magnificent ambassadors of the country abroad as they were associated with its touristic uniqueness. For example, the world-famous brandy firm 'Metaxa' during the 1960s gave special attention to the promotion of its products on a world-wide basis with a series of color print advertisements that could be described as folklore as they included, along with the advertised product, the images of touristic souvenirs of the time such as small *tsoliades*<sup>2</sup> and *shepherdesses* dolls, traditional musical instruments or even the Parthenon.



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<sup>1</sup> In 1966 the first institution of advertising was founded, the Association of Greek Advertising Agencies, having ten members. Its aim was to promote and elevate advertising as a function contributing to community service, but also to safeguard deontology and ethical behavior among all those who were involved in advertising, namely advertisers, advertising media and advertising companies.

<sup>2</sup> Tsoliades or Evzoni are selected soldiers of the Greek army. They took this name from the uniform they wore and which was officially established by King Otto of Greece in the 1830s; he, himself also wore this uniform in special occasions.

Figure 3. A 'Metaxa' Brandy ad promoting along with the actual traditional spirit the Greek touristic product of the 1960's.

However, from the mid-1960s to the early 1970s, mass tourism had already begun to prevail: large hotel units as well as units of standardized tourism services emerged, while hotel staff was trained according to the new requirements of the time. In the years that followed management, marketing and informatics were also introduced. However, since the mid-1950s, another type of tourism products promotion had already begun to appear in the major tourism fairs in Europe and America, strongly supporting the tourist development of the 1960s: the famous tourist kiosks which under the auspices of the Greek National Tourism Organization were the first ambassadors of Greek tourism abroad.<sup>3</sup>

The promotion of the country's tourism profile was based on the showing of antiquities, holiday resorts and areas of natural beauty through posters, giant photographs, maps and copies of museum exhibits, promoting, at the same time, the Greek 'nation brand'. Tourist brochures were also distributed and information was provided on hotels and local transport. All these, of course, were because foreigners had to be convinced that Greece was a modern, vibrant and civilized country. For this reason, in the Greek kiosks were displayed photos and statistics of commercial Greek shipping activities, artistic and spiritual events, large industrial and public works, the Greek social welfare, etc. At the same time those kiosks served diplomatic purposes as the relations between Greece and the exhibition host country had to be strongly highlighted (Roussopoulos, 1955). In addition to the posters, on which we will comment below, touristic brochures were a new, interesting form of print advertising, as the multiplicity of their pages and small size made them particularly informative and easy to use. As new symbols of Greek tourism, the late 1950s and the early 1960s brochures featured distinctive images of the Greek culture, either in the form of photography or visual imagery combined with text in English, French or German, in quite sophisticated fonts that made their pluralistic writing even more intense. These brochures, whose creators were quite remarkable fine and graphic artists of the time, such as Fokion Dimitriadis, Giorgos Manousakis and Michalis Katzourakis, constituted the first 'portable advertising ambassadors' of the post-war Greek tourism in the country of every aspiring foreign visitor.

## **THE SPECIAL CASE OF THE TOURISM POSTER**

The big advertising campaign of the Greek National Tourism Organization (GNTO) for the promotion of Greece abroad focused on another type of print ads that would promote the Greek tourism in the most ideal way: the tourist poster. Although the poster was an advertising means that first appeared in the middle of the 19th century and which was quickly established as a tool for communication, promotion and information, due to its multiplicity but also its wide dispersion qualities, it would seem to function well, too, as an information and influence means of mass consumption until the end of the twentieth century. In Greece, it appeared at the beginning of the 20th

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<sup>3</sup> The participation of the architects Dimitris Moretis and Alexandras Paschalidis (later Moretis) in the creation of the tourist kiosks at the international tourism fairs was catalytic as those kiosks were treated for the first time as independent architectural works and not as simple, ephemeral constructions.

century and its peak coincided with the Greek National Tourism Organization establishment, that is, in the 1950s.

At the time, it was a useful advertising tool, the importance of which seemed to have been understood early enough by those who were responsible for the promotion of Greek tourism, and as a result, thousands of tourist posters have been issued to serve this purpose, since then. It definitely constituted the most characteristic and still effective means of communication of the Greek national brand on the international tourism scene, when Greece emerged as an unexplored and much promising worldwide tourism destination (Koutsovassili, 2013).

In these posters, Greece, despite its major political problems of the time, emerged as the country of carelessness, warmth, sun and sea. In particular, the focus of this period was always in conjunction with the natural beauty of the island or coastal areas, travel within the country, cultural or sporting activities, such as sailing, as well as historical monuments. Of particular significance were the posters that were made in the framework of the Athens Festival and the performances that were presented at that time, such as 'Norma' with Maria Callas in 1960 and 'Medea' in 1961, accordingly. These works can be described as unique not only in the Greek poster history, but in Greek modern culture history, too, as they depicted not only important artistic events, but also a particularly prolific period of high artistic importance in the history of the Theatre of Herodes Atticus and the Ancient Theater of Epidaurus, too (Kostiani, 2016). All the above stereotypes would constitute until the end of the 20th century a large part of the average Greek's collective consciousness and thus an integral part of their national identity. The attempt to represent Greece through graphic design with modern, abstract, flat compositions and detailed, color photographs which rendered photography as the dominant textual genre of the poster, was particularly impressive. In addition, posters of the 1960s were primarily narrative, without the conceptual ones being absent (Vlami and Dittmar, 2012).





Figures 4, 5. Two characteristic tourism posters designed by Freddy Karabot in 1961 (left) and Michalis Katzourakis in 1963 (right).

Many of the new compositional and technical changes were due to the painter Michalis Katzourakis who, together with Freddy Karabot, created the K & K company, and while being visual communication experts they worked as art consultants for the Greek National Tourism Organization from 1959 to 1967 (Kaltaki, 2014). With their help and expertise, the poster was no longer a simple painting work lithographically transferred into a piece of tin, as it was in the 1950s, but a new, effective way of graphic art which, based on the principles of visual communication, supported the proper promotion of the valuable tourism product.<sup>4</sup>

## **MARKETING AND NEW MEANS OF TOURISM ADVERTISING**

Approximately fifty years after the 1960s, Greek tourism has become an important economic and cultural value, and it is now considered to have a credible contribution to the growth of the gross national product. In this context, however, it should be noted that the way of dealing with and managing the tourism product has changed radically since, as it now comes under the uniform strategy of *tourism marketing*. According to this, the new communication tools for the promotion of the tourism product, which constitutes an amalgam of goods and services, are not limited to print advertising, but extend to areas such as the Internet, the radio and the television advertising, public relations etc. (Kapoor, Paul & Halder, 2011). The ability to buy space in the media (press, radio, television, the Internet, etc.) which can be used in order to convey the desired commercial message, gives to the advertised tourist company the absolute control over the content of the campaign while, on the other hand, it is estimated that the average consumer is able to receive thousands of advertising messages on a daily basis (Avraham & Eran, 2008). More specifically, with regard to the Internet, which is today the most modern way of informing, communicating, promoting and even selling products and services, the prospective clients have unlimited possibilities for direct information about destinations as well as for choices on travel, accommodation, leisure activities, holiday packages, either through online advertising or through special tourism sites. This feature offers flexibility, multiple options but also the ability to compare prices and find bargains, while enables users to have in real-time integrated information, which is constantly updated for certain destinations services (Kokkossis, Tsartas, Gkrimba, 2011). At the same time, the website can ‘educate’ the non-traveling public and attract new friends who are willing to spread the message to their beloved persons by enhancing ‘oral’ advertising.

Television, one of the most developed advertising media<sup>5</sup> throughout the business world, has been popular both for entertainment and information. Its wide range of broadcasting and the large number

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<sup>4</sup> Famous painters of that period such as Spyros Vassiliou, Panagiotis Tetsis, Giorgos Manousakis, Louiza Montesantou, Elli Orphanou and even George Vakirtzis, who, although known for his exquisite cinema giant posters, had made a number of remarkable works for the touristic promotion of the country, responded to the then invitation of the Greek National Tourism Organization to promote Greece abroad, winning the impressions of experts outside Greece.

<sup>5</sup>Its rapid growth in Greece has been observed over the past twenty years with the entry of many private TV channels. Two-thirds of the advertising spots last 60 seconds, although a 10-second spot is capable of conveying a message.

of viewers it attracts constitute its important advantages and render the tourism product advertising not only immediate but also effective, despite being costly.

Radio advertising, perhaps the most international and one of the oldest of this kind, now technologically advanced, still plays an important role in promoting the tourism product with clever and effectual spots and commercials (Arens, Arens, Weigold & Schaefer, 2011).

## **THE PRINT ADVERTISING TODAY**

According to marketing, advertising spreading to different types of media (information, sports, social, professional, etc.) to maximize target audience coverage, was expected to have an impact on the importance of print advertising, which nowadays is restricted to specific types of application. On the new terms of tourist offer basis, print advertising aims at the promotion of Greek culture through many activities related to history, architecture, gastronomy, conferences, agro-tourism, festivals, as well as the classical archaeological monuments, modern and traditional arts, as well as creative industries such as fashion (SETE, 2010).

Since tourism has also been divided into two very important sections, domestic and foreign, print advertising follows this division, creating new ways of promoting the tourism product. As regards the advertising which addresses to the foreign clientele, we can detect a number of new but also many old applications adapted to the contemporary cultural, aesthetic and technological data. At the same time, we can add that the private initiative is very much in competition with the public interest in tourism, as, except the Greek National Tourism Organization, there are many private companies, large travel agencies, or even well organized hotel units that are interested in the modern tourism product. Thus we will observe that the traditional poster is still a classic form of tourism advertising, but not of the same importance as in the 1960s, and of course in a quite smaller number of prints. We will find it in many tourist offices in Greece and abroad, in several exhibitions of tourism products (objects or services), hotels, public or purely touristic areas. As far as Greece is concerned as a general holiday destination, apart from the well-known, classic poster themes, we will also observe that the textual genre that prevails in most of them is photography; we will also notice an important development in the actual text itself which usually consists of a phrase or slogan which accompanies the keyword 'Greece' and serves to the conveyance of additional messages beyond the obvious one.



Figure 6. A modern tourism poster based on photography, bearing a minimal text message and the website address of the Greek National Tourism Organisation.

The accompanying text is usually written in English, and its placement on the poster is not limited or predetermined. However, despite the fact that the photographs used are all colorful, detailed with great perspective and intense brightness, the dominant color is blue. Finally, most posters of this kind are of narrative character and keep distance between the viewers and the depicted objects, humans or places, some of which seem to prevail (Koutsovassili, 2013). As regards the posters which focus on specific forms of tourism such as gastronomic tourism or agro-tourism, the photographic material used seems to have the same value as the accompanying text which, in addition to being far more extensive, may be in more than one language. The same is seen on domestic tourism posters, which are usually commissioned either by public bodies such as municipalities, counties and the Ministry of Tourism (social tourism), but also the private initiative. In this case the dominance of the image in the form of photography is evident, and in all cases the text is written in Greek, except from a few exceptions. In both cases, however, particular websites addresses are obviously pointed out on the posters, prompting readers to use them for further information.

Tourism product ads are also common in the everyday press, such as newspapers, magazines of general or special interest magazines and journals such as those which concern tourism or others related to agro-tourism, politics, art and gastronomy. Most of the times they are accompanied by special tributes or articles about Greece in general or about some of its regions. The way they are presented is quite relevant to the way the modern tourism poster is shaped, but in a better structured, smaller and possibly more effective form.





Figure 7. Contemporary Greek tourism ads in foreign magazines seem to be both impressive and effective.

Brochures are still an important form of the contemporary print advertising as they are useful pamphlets that highlight, inter alia, not only the entrepreneurs' contact with the consumers, but also the high profile of each enterprise, such as hotel units, restaurants, travel agencies etc. The modern brochures are carefully designed, usually with colorful photographic material, an impressive cover and contain useful instructions and information.

Tourists and travel guides still constitute another modern and effective way of print advertising, though many of them have been replaced with many interesting and yet handy internet applications which can now be easily accessed through tablets and mobile phones, except laptops and desktops. Apart from the well-known, exclusively professional tourist guides, special advertising guides have been published in recent years by various international companies (Gorgolitsas, 2009).

## **CONCLUSIONS**

Post-war print tourism advertising, especially that of the 1960s, when Greek tourism began to shape its current successful physiognomy, played an important role. The lack of other effective media that could combine textual information with the power of image made print advertising the main means through which Greek tourism was promoted both abroad and within the country. The posters, brochures, advertisements in magazines and newspapers of the era were the ideal ambassadors of the country's cultural and morphological values, shaping its high tourist potential.

However, in the modern times of globalization and technological development, the means available to promote the tourist destination create new data which have also great potential. In their everyday lives, modern consumers can choose between multiple destinations, different types of tourism

products, as well as multiple ways of transport and stay as now there are plenty of choices. Tourism advertising has, since a long time, stopped being a mere combination of image and text, as concepts such as motion, sound and media speed can now be combined and create a synergy of senses, resulting in the formation of a typically influential consumer-based virtual reality (Lagerkvist, 2008).

More precisely, by studying the way the Internet and users behave, we can notice that consumers constitute an active body. There are many options available on the screen (categories of a menu, references in a text, etc.) and thus they can freely choose both the tourism product to buy and the time they will spend on this purchase.

Web publishing is much easier than the print publishing, in many cases cheaper and the material that the public has at its disposal is vastly larger. A natural result of this multitude of information is the greater specialization and the consumers fragmentation into several, but also smaller and of more specialized interest groups (Epitedios, 2002).

Contemporary print tourism advertising, although it has lost a great deal of its glamour and its influential value in shaping the viewpoint of a much larger tourism product clientele, still claims a bit of this new order. However, many times it is deliberately combined with the contemporary media whose competitiveness is no longer negotiable.

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## **The Incentives and the Degree of Satisfaction of the Spectators of the Athens Classic Marathon 2015 and 2016**

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### **ABSTRACT**

Nowadays, tourism and sport are often characterized as “industries” due to the large number of people interested in them, as well as the increased revenues of the visitors’ host countries. The last few years, the increased touristic flow is accompanied by an increased interest in sport as a tourism product. The so-called “sport tourism” is currently being studied by the sport and the tourism industry, as well as the scientific community.

The Authentic Athens Marathon is one of the many sport events organized in the Greek capital. The game is accompanied by shorter races, the 5km and the 10km races, which attract both the athletes’ and the amateur athletes’ interest. From the perspective of the state and the Athens’ bodies, the organization’s purpose is to establish the Authentic Marathon as a world sport event, with the

participation of runners and visitors from all over the world. Furthermore, through this organization, efforts are also being made in order to promote Athens and Greece and to present them as international sport destinations.

The present quantitative study was conducted in order to investigate the incentives and the degree of satisfaction of the spectators of the Athens Marathon. For the needs of the study structured questionnaires of 17 closed ended questions were distributed during the 2015 and 2016 games.

The spectators stated that they attended the games because some of their friends or relatives participated in them, while a number of them stated that they attended the games due to their love and interest in sport. The spectators answered that they were very satisfied by the organization, the information given and the events that took place during the games. However, the findings suggest that, despite the competent bodies' efforts, Greece and Athens have not managed to be established in the consciousness of the public as sport destinations and that the Marathon does not attract a large number of foreign visitors.

Further research is needed in order to investigate both the extent to which the visitors are informed through the media and the incentives and the requests of the races' spectators and, mainly, of the foreign visitors.

**Key Words:** Sport, Tourism, Athens Authentic Marathon.

## **1. TOURISM AND SPORT**

Tourism is a multi-dimensional social-economic phenomenon which, from antiquity to the present day, has always been and still is related to the leisure time. Tourists spend their leisure time traveling away from their place of residence and work, so that they will be able to experience the change. The reasons why a person decides to travel vary, according to the incentives and the purpose, for example, cultural understanding, education, recreation, sport, etc.

According to Edwards (1973), the concept of "sport" has its roots in "disport", which means to distract or to divert and refers to the overriding importance of sport as an activity that distracts the individuals' attention from the everyday austerity and its pressures.

Of course, this concept has nowadays changed. Sport can be considered from many different points of view and perspectives. So, sport is viewed as a game (Hart and Birell, 1981) or a diversion from the daily routine, as leisure or recreation, as a pleasant way to spend time in open areas, for example, hunting, fishing, skiing or hiking (Zeigler, 1984).

Nowadays, sport, just like tourism, is supposed to be one of the most large-scale social phenomena. At the same time, both activities are considered important "industries", since they both attract large groups of people at a constantly high pace. Lately, the interest of the sport and the tourism industry, as well as that of the scientific community in sport as a tourism product has substantially increased. As a matter of fact, the scientific community has recognized the latter as an area of special academic interest (Standeven & De Knop, 1999). Thus, the so-called "sport tourism" emerges as a tourism activity.

## **2. CONCEPTUAL DEFINITION**

Olivova (1984) considers that the points that these two activities share in common are increasing rapidly. As a matter of fact, the term “sport tourism” has been invented in order to easily understand the use of sport as a tourism phenomenon.

Pigeassou (2004:287) mentions that the so-called “sport tourism” is a social and economic activity located between sport and tourism.

A large number of philosophical, entrepreneurial, communication, as well as social developments have contributed to the engagement between sport and tourism. These developments are focused on the following:

a) “Sport tourism” presents increased popularity, since it has been based on, promoted through and is well-documented by big sport events of global dimension (Blatiz, 1991, In Kurtzman, 2001:104), like the Olympic Games, the World Championships, the Marathons and other, similar events.

b) “Sport tourism” is a mass event, supported by the promotion through the media of the worship of the “athletes-heroes” and their “stalwartness” (Kurtzman et al., 1993).

c) In the western societies, health promotion through physical activity for people of all ages has renewed the interest in the participation in a large variety of sport events (Bhatiz, 1991; Pigeassou, 1997:26) and, subsequently, an important increase in the organized offer of sport events is being observed at global level.

d) Gradually, the importance of both sport and tourism in the promotion of the local, national and international friendship, as well as of the understanding among individuals, groups and communities, is being understood (Kurtzman et al. 1993).

Technological developments contribute to the development of sport tourism (Gammon & Robinson, 1997), while the same applies to the development of the means of transport, since they allow the athletes’ and spectators’ transport.

Sport tourism could be classified into two large categories based on the presence or the absence of active participation in the sport activities. Specifically, there is a distinction between the sport events’ spectators and the active participants in a sport organization. These distinctions have occasionally been subjected to intensive academic dialogue (Hall, 1992; Green, Chalip and Verden, 1998; Gibson, 1998; De Knop, 1990; Nogawa, Yamguchi & Hagi, 1996).

Another distinction could be made based on whether the participant is a sport professional or not. In this case, a big issue rises about whether a sport professional may be considered a tourist, since the transport lacks basic tourism elements, like the incentive, which is the recreation, the free choice and free time (Μυλωνόπουλος, 2016:27).

Gibson (1998) made an attempt to categorize sport tourism based on the activities carried out during these types of tourists’ vacations. Specifically, she suggests the following sport tourism categories: a) Sport and exercise tourism, which refers to tourists who want to combine exercise with sport during their vacations. Such examples are the tourists who visit destinations that allow them to combine their vacations with sport activities, like swimming, sailing, climbing, etc. As a matter of fact, it should be stressed that, for many tourists of this category, the participation in a sport event might be of greater importance in comparison to the destination that hosts the event. b) Sport events

tourism, when the tourists choose destinations that also provide sport services. In this case, the sport events (like the Olympic Games, the Football World Cup, the Marathons, etc.) are the basic incentive regarding the growth of tourist flows to certain destinations. c) Cultural sport tourism. This is a type of activity expressed through the visitors' interest to be in sport places of great historic importance and cultural interest, in places that host popular sports, in well-known emporia selling sports equipment or in meeting famous sports personalities (Γκιόσος et al., 2000:83). The archaeological site of Ancient Olympia, large stadiums having hosted the Olympic Games, various football fields, etc. are all integrated into this category.

Kurtzman and Zauhar (1997) have made an attempt to solve the sport tourism definition problems through five basic products, namely the sport tourism attractions, the sport tourism cruises, the sport tourism resorts, the sport tourism tours and the sport tourism events.

Gibson (1998) divides sport tourism into the following three large categories: the attendance of a sport event, the visit to a sport location and the active participation in a sport event.

Gammon & Robinson (1997) mention two distinctions, "sport tourism" and "tourism athletics". At the same time, they describe a "narrower" and a "broader" definition for each concept. As long as it concerns "sport tourism", the transport's main incentive is the sport activity, while the tourism element just reinforces the total experience. The individuals participate in sport activities at random or on an incidental basis during their vacations. On the contrary, "tourism athletics" refers to individuals who either attend or participate in a competitive sport event. In this case, the travel is the transport's main incentive, while sport functions as the transport's secondary incentive.

According to Γκιόσος et al. (2000:82) these tourists are divided into two subcategories, the one of the spectators and the other of the participants (athletes, organizers, etc.). The two subcategories' individuals substantially differ in their consumer characteristics and the length of stay at their destination.

According to the travel classification adopted by the World Tourism Organization and the United Nations, the sport activities categories include winter sports, watersports, recreational diving, major sport events (like, for example, the Olympic Games and the World Cup), hunting, fishing (as a recreational activity), safari and golf.

### **3. ANCIENT GREECE AND SPORT**

Greece has been the cradle of civilization and sport. Gardiner (1930:1) supports the thesis that "the history of the athletics in the ancient world is the history of the athletics in ancient Greece, due to the fact that the Greek nation was the only athletic nation in the ancient world". Since antiquity, various games had been organized in Greece, in order to honor the gods, like, for example, the Panathenaic games, which were organized every four years in order to honor goddess Athena, the Isthmian games, which were organized in order to honor god Poseidon, the Pythian games, which were organized in order to honor god Apollo, the Heraia festival, which was organized in order to honor goddess Hera, the Asclepieia festival, which was organized in order to honor Asclepius and

the Nemean games, which were organized in order to honor god Zeus. The games and festivals included athletic, as well as poetry, music, drama and other contests.

However, the oldest and most important of all the games were the Olympic Games, which were held every four years at Olympia in honor of Zeus, the father of all gods. Pausanias mentions that "... Hercules..., matched his brothers in a running race and crowned the winner with a branch of wild olive. Thus, on this occasion, Hercules has the reputation of being the first to have held the games and to have called them Olympic" (Παυσανίας, V, 7.7-9).

The games were held at the Stadium and the Hippodrome, in front of thousands of spectators from all over the known ancient Greek world. The winners' award was a branch of wild olive, called laurel, while the winners were honored by their home countries. Finally, during the games, ceasefire was taking effect.

#### **4. THE ATHENS AUTHENTIC MARATHON**

The Marathon route (42,195m) is one of the most important races in the modern Olympic Games. It was integrated into the Olympic program in 1896, after Michel Breal, a Sorbonne professor and friend of the French baron Pierre de Coubertin, had suggested it. Pierre de Coubertin was the founder of the International Olympic Committee and is regarded as the modern Olympic Games' reviver and father. The race was established in memory of the heroic accomplishment of the hemerodromos-herald<sup>6</sup> who had brought the Athenians the news regarding their victory against the Persians (490 B.C.).

The participation in the Marathon is, probably, the most important challenge that runners face. As a matter of fact, Marathon attracts the most participants from all over the world. For a large number of people, the participation in a Marathon is a life goal, even if it is going to happen once and regardless of the time needed to complete the course. In fact, 95% of the participants need more than two hours in order to complete the 42,195m course. Marathon, apart from being a major sport event, is also an important social event for the host city/country, since thousands of people; both athletes and spectators visit the area in order to watch the competition. The benefits of the major sport event's organization for the host country include the attraction of high income tourists and the creation of a permanent tourism clientele. At the same time, high revenues from the transportation, the accommodation, the nutrition, the athletes' workout, the buys, the museum visits, etc. are being recorded.

Marathons are being organized all over the world. The biggest are those of New York (in 2016 51.264 persons passed the finish line), Chicago, Paris, London and Berlin (HPRC, 2016). For example, it should be mentioned that 712 Marathons were organized in the USA and 59 in Canada during 2016 (Marathon Statistics, 2016).

Of course, the top Marathon is the "classic" authentic Marathon, which is being held every November in Athens. The athletes follow the authentic route, which starts from the area of Marathon and ends at the Kallimarmaro Stadium of Athens. The whole distance is 42.195km. Since 1972 the

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<sup>6</sup> In ancient Greece, the messages related to the war were undertaken by the hemerodromes or heralds, who were very quickly covering long distances using arduous roads, armed and fully equipped (Γιαννάκης, 2016).



Athens classic Marathon is being held under the auspices of the Greek National Tourism Organization and the Hellenic Athletics Federation. It took its current form in 1983 and its numbering began then. It is included in the Gold Marathons of the International Association of Athletics Federations (IAAF<sup>7</sup>).

At the same time, apart from the Marathon, 5km and 10km races, children's races, dynamic gait and a 1,200m race within the framework of the Special Olympics are also being organized.

The number of the athletes who participate in the races that accompany the Athens Classic (later Authentic) Marathon is constantly increasing. According to the available statistical data, 16,000 athletes were enrolled in the 33<sup>rd</sup> Athens Marathon in 2015, while 18,000 athletes were enrolled in the 34<sup>th</sup> Athens Marathon in 2016. In general, in the 2016 races, there were 50,000 registration forms regarding all the sports.

According to the studies held by the Marketing Agency of the Hellenic Association of Amateur Athletes, the contenders are accompanied by a mean of 1.50 persons. The athletes and their attendants stay in Greece for a mean of 5 days (mainly in Athens) and they spend on accommodation, nutrition, buys, museum visits, etc. a mean of €1,500 (the sum refers to 2.50 persons). According to the calculations made, the revenues for Athens amount to €11 million (Παπαποστόλου, 2015).

The Marathon becomes popular through the operation of websites, by its promotion through the social networks, television and radio, as well as with the use of posters and leaflets<sup>8</sup>.

## **5. THE RESEARCH**

The present study was held in order to identify the spectators' incentives regarding the Athens Marathon attendance. Another objective was the investigation of the spectators' degree of satisfaction regarding the races' organization. Within this study, a structured questionnaire of 17 questions was distributed, during the 2015 (the 8<sup>th</sup> of November) and the 2016 (the 13<sup>th</sup> of November) races' days.

A total of 188 questionnaires were completed by the races' spectators. The questionnaires were distributed to a random sample of people willing to spend the time needed to complete them, during the races' days, from 08.00 to 20.00. The questionnaires were written both in Greek and in English.

Of the 188 spectators who had agreed to complete the questionnaires, 109 (57.90% of the respondents) were women and 79 (42.10%) were men. Furthermore, 16 (8.50%) of the people asked were aged between 12 and 18 years old, 60 (31.90%) were aged between 19 and 30 years old, 39 (20.80%) were aged between 31 and 40 years old, 36 (19.10%) were aged between 41 and 50 years old, 24 (12.80%) were aged between 51 and 60 years old, 7 (3.70%) were aged between 61 and 70 years old, while 6 persons (3.20%) were older than 70 years old.

As long as it concerns the spectators' occupation, the results are the following. Thirty-two of them (17.00%) were civil servants, 44 (23.40%) were employed in the private sector, 15 (8.00%)

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<sup>7</sup> Κλασικός Μαραθώνιος Αθηνών: Ο δρόμος της δόξας! [The Athens Classic Marathon: The road of glory!] In <http://www.visitmarathon.gr/index.php/el/marathon-race/klasikos-marathonios-athinon>

<sup>8</sup> Μαραθώνιος Αθήνας [The Athens Marathon] (2016). In <http://www.athensauthenticmarathon.gr/site/index.php/el/news-gr/media-archives-gr>

were self-employed, 15 (12.80%) were unemployed, 18 (9.60%) were pensioners, 18 (9.60%) were housewives, 42 (22.30%) were pupils/students and, finally, 10 of them (5.30%) mentioned that they were occupied in something else, without being more specific.

Regarding the spectators' level of education, the findings are the following. Of the 188 spectators who had agreed to complete the questionnaires, 20 (10.60%) had completed compulsory education, 51 (27.20%) were secondary education graduates, 91 (48.40%) were tertiary education graduates, while 26 (13.80%) held a Master Degree or a PhD.

Regarding the spectators' origin, 166 (88.30%) of them had Greek nationality, 5 (2.70%) had come from Italy, while 17 (9.00%) indicated various places as country of origin, like the Netherlands, Denmark, the United Kingdom, Poland, etc. These findings clearly indicate that, despite the efforts made, the Athens Marathon does not attract foreign spectators, the way that other Marathons being held abroad do.

The largest proportion of the spectators who stated that they were not Athens citizens, namely 49.30% of them (34 persons) mentioned that they had visited Athens in order to attend the races, 13.00% of them (9 persons) had visited Athens on business, 31.90% of them (22 persons) had visited Athens for leisure purposes and 2.90% of them (2 persons) answered that they were found in Athens for other reasons. Of the 188 spectators who had agreed to complete the questionnaire, 31.90% (44 persons) answered that they would stay in Athens just to watch the races, while 18.10% (25 persons) answered that they would stay in Athens for 2 to 3 days. This finding fails to agree with the data given by the Hellenic Association of Amateur Athletes, that mention that the athletes and their attendants stay in Greece for a mean of 5 days.

Of the 188 spectators who had agreed to answer the questionnaire, 31.90% (60 persons) mentioned that they watched the races with friends, 21.30% (40 persons) with their spouse/partner, 14.40% (27 persons) with other members of their family, 13.80% (26 persons) alone and 13.80% (26 persons) with their spouse/partner and their children.

Regarding the way that the spectators were informed about the races, 41.50% (78 persons) mentioned that they were informed through the internet, 33.50% (63 persons) were informed by relatives and friends and 13.80% (26 persons) were informed through television. Finally, only a few persons mentioned that they were informed through the print and other media.

As long as it concerns the running routes, 135 persons (69.70%) answered that they watched the Marathon, 50 persons (26.60%) watched the 10Km race, 45 persons (23.90%) watched the morning 5Km race, 29 persons (15.50%) watched the children's races, 19 persons (10.00%) watched the evening 5Km race, 15 persons (7.90%) watched the Special Olympics races, while 12 persons (6.40%) watched the dynamic gait.

Of great importance is the finding that of the 188 spectators asked, 37.30% (70 persons) mentioned that they watched the races due to the fact that a friend or a relative was participating in them, 23.90% (38 persons) mentioned that they watched the races because they love sports and they are interested in them, while only 6.40% (12 persons) watched the races in order to satisfy their curiosity. The rest of the spectators asked mentioned that they watched the games for other reasons, like, for example, because they were just "passing through".

Of the 188 spectators who answered the questionnaire, 46,8% (88 persons) mentioned that they had watched similar races in the past, while 93.6% (176 persons) stated that they would like similar races to be organized more often. As a matter of fact, 63.80% (120 persons) mentioned that they would gladly participate in similar organizations as volunteers.

The answers given by the spectators to the questions regarding the degree of satisfaction obtained from the organization and the other events were as follows:

Table 1. Degree of satisfaction obtained from the Athens Marathon

	Very satisfied		Satisfied		Neither satisfied		Dissatisfied		Very dissatisfied		Prefer not		M/V	
	S	%	S	%	S	%	S	%	S	%	S	%	S	%%
Organization	93	<b>49.70</b>	59	31.40	17	9.00	10	5.20	8	4.20	1	0.50	0	
Accessibility	72	<b>38.30</b>	48	26.00	34	18.10	23	12.20	9	4.90	1	0.50	11	00.50
Information about the races	76	<b>40.40</b>	52	27.70	35	18.60	9	4.80	11	5.80	5	2.70	11	00.50
Events	58	<b>30.90</b>	56	29.80	35	18.60	22	11.70	6	3.20	11	5.80	0	
Information about Athens	55	<b>29.20</b>	54	28.70	43	23.00	15	8.00	9	4.80	11	5.80	0	
Cultural attractions	68	<b>36.30</b>	49	26.10	28	15.00	13	7.00	17	9.00	12	6.50	11	00.50

It should be noted that the respondents appeared very satisfied by the organization (49.70%), the accessibility of the races' area (38.30%), the way they were informed about the races (40.40%), the events that took place in order to accompany the races (30.90% of the respondents were very satisfied and 29.80% of them were satisfied), the information provided about Athens (29.20% of the respondents were very satisfied and 28.70% of them were satisfied) and the cultural attractions (36.30%).

## 6. CONCLUSIONS

The findings of the present study indicate that, despite the competent bodies' efforts, Athens, even though it is the Marathon's city of origin, has not been established in the tourists' consciousness and does not attract a large number of foreign visitors to watch the races. As a matter of fact, the majority of the spectators (41.50%) were informed about the event through the internet, while 33.50% of them were informed by relatives and friends. Finally, the contribution of television and other forms of promotion was only small.

The study has also shown that 37.30% of the spectators watched the races due to the fact that a friend or a member of their family participated in them, while 47.80% of the respondents watched the races because they love sports and they are interested in them. This percentage, combined with the spectators' percentage who stated that they had visited Athens in order to watch the races, allows the assumption that it refers to sport tourists, namely persons who travel in order to watch sport events combined with recreation.

Further research is needed in order to investigate the extent to which the visitors are informed through the media. Additionally, further research is needed so that the incentives of the races' spectators, mainly of the foreign visitors, will be identified, in order to be able to approach these groups of people and to design appropriate tourist packages for the successful promotion of athletic events in the future.

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## **Factors and motivations influencing the formation of marketing strategic alliance: Evidence from independent hotels in Egypt**

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### **ABSTRACT**

Inter-firm strategic alliance has undergone immense growth in both domestic and international settings in various industries. To date researches pertaining to these alliances have scoped conventional theories that mostly involve transaction cost analysis from a general perspective. This paper focuses on the study of strategic alliance motives that shift the balance of lodging metrics to independent hotels. It explores marketing strategic alliance formation that stems from resource sharing by independent hotels in Egypt to sustain economic growth and remain competitive with larger rivals.

Specifically, the study explores how the formation of marketing strategic alliances between independent hotels in Egypt improves their service levels, enable them to enter new markets, share marketing experience and resources, and gain competitive advantage. The study also examines the relationship among seven success factors for marketing strategic alliances. A sequential mixed-methods strategy involved collecting data using qualitative and quantitative research techniques within two phases, whereby the data collected in phase one contribute to the development of research hypotheses and the selection of prospective participants who can best provide data in phase two.

Thirty-five qualitative semi-structured interviews with hotel key personnel involved in the operational aspects of independent hotels were conducted. The analysis of these entirely open-ended interviews generated interesting insight into the motivations and barriers of joining a hotel marketing strategic alliance. Further, quantitative data was collected using a structured questionnaire with a selected sample of independent hotel employees in four major tourist destinations in Egypt. Descriptive statistics were primarily used to describe survey responses and summarize results with respect to hypotheses. Means, medians, standard deviations, and confidence intervals are reported where appropriate. Otherwise, simple frequencies were tabulated and summarized for other measures.

Spearman's rank correlations were used to assess interrelationships between ratings of importance for the dimensions of marketing strategic alliance formation.

Major findings of this study suggest that hoteliers are highly motivated to join marketing strategic alliances and that they have positive attitudes towards them. However, data also reveal that hoteliers in this sample lack some knowledge about their own strategic alliances. Respondents rated all the dimensions measured on the survey very highly.

**Key Words:** Marketing strategic alliance, independent hotels, Egypt

## 1. INTRODUCTION

In today's troubled economies characterized by intense competitive environment, many independent hotels are facing major challenges in attracting customers and building brands. Indeed, small hotels, although lack resources, have many advantages in terms of building a personal relationship with customers because of their size, the way they are managed and the opportunity to more easily personalise their interrelationship with the customer. Lack of time, knowledge or resources and uncertainty about commercial confidentiality can all present barriers to the exchange of information among small hotels. The nature of these hotel businesses and their limited investment in management and marketing challenge them to fully exploit the potential of many successful strategies used by larger hotel chains specifically with managing resources, developing marketing and branding strategies and applying new technologies. These strategies can potentially offer the small independent hotel operator a lifeline for business survival, providing an avenue for small independent hotels to compete against larger chains. This is particularly the case of the Egyptian hotel sector that is facing market challenges on all fronts due to political instability and slow economy. In Egypt, independent hotels have limited resources and capabilities due to capital constraints and therefore are unable to withstand commercial pressure exerted by large hotel chains that use finance as a tool to shrink the industry and capture bigger market shares. However, there are a number of ways in which small independent hotels in Egypt can overcome the branding issue and work to enhance penetration into the marketplace. One avenue for small hotels, that is proposed by this research, is to become part of a marketing strategic alliance with an established brand image. As a counter measure, independent hotels have incorporated strategic alliances from both marketing and resource perspectives. The evolution of strategic alliances has been seen as a key success factor as the hospitality industry would not have been able to venture as far as they have without the formation of strategic alliances with tactical business partners. The hotel industry has thrived for centuries and over the course of history it has played a fundamental role towards human progress in social and economic paradigms. The effectiveness of these alliances however, has not been gauged by and examined by specific research and therefore remains in 'grey areas'.

This paper aims to study the motives of independent hoteliers to join a marketing strategic alliance. It explores how the collaborative marketing of independent hotels, through joining a marketing strategic alliance, can improve their service levels as well as how the expansion and diversification of resource usage allows them to enhance the business units in their value chains and gain competitive

advantage. Moreover, the study investigates the relationship between a set of important dimensions of a successful marketing strategic alliance for independent hotel.

## **2. LITERATURE REVIEW**

### **2.1. Marketing Strategic Alliance Definition**

Strategic alliance has gained the attention of many researchers during the last few decades. Porter (1990) defines strategic alliances as long term organizational agreements beyond market activities with no merging intentions. These forms of alliances include joint ventures, licences, and long-term supply agreements. Dussauge & Garrette (1995) agrees with the same definition and relates the strategic alliance to independent firms with a determined project through which partners exchange knowledge and share resources to enhance their competences. Douma (1997) confirms that firms representing an alliance must remain independent aimed at avoiding uncertainties and achieving specific organizational strategic objectives by executing common activities of the two companies. Other authors used the term inter-organizational relationship to describe a relationship between partners with common orientation (Faulkner, 1995; Phan, 2000). A common definition is also provided in the work of Crofts et al. (2000), they view alliances as a critical strategic skill of two firms with synergistic strategic value.

*“Strategic alliances, relationships, strategic partnerships, and joint ventures all describe the coming together of two firms into a deliberate association that has some synergistic strategic value.” (Crofts et al., 2000:2).*

In simple words, a strategic alliance is referred to as partnership that provides firms an opportunity to join forces for mutually beneficial partnership and sustained competitive advantage (Wei, 2007). However, since there is a plethora of definitions, this paper adopts Hsu and Tang (2015:153) definition of marketing strategic alliance:

*“Two or more than two companies develop long-term relationships in order to capture potential synergies for integrating the marketing resources and capabilities of each partner, including access to retail systems, marketing knowledge, professional skills, and marketing activities, and for sharing risks, benefits, and trust in order to develop competitive advantages in marketing strategy and create a potential market for gaining the greatest profit from their relationship.”*

This definition applies to the case of independent hotels. According to Dunning (2006), hotel marketing strategic alliances are usually formed between hotels of small and medium size in the form of joint venture, licencing agreements, voluntarily hotel operators and other forms of equity and non-equity partnership.



## **2.2. Strategic Alliances and Independent Hotels**

Strategic alliances are broadly used by independent organizations to acquire competitive advantages, sustain higher return on equity and enhance their productive capacities (Morrison, 1994; Tremblay, 1998; Webster, 1999; Weber & Chathoth, 2008; Zamir et al., 2014). Successful alliances are formed with precise objectives that lead towards increasing the economic benefits of allying parties (Vikas & Lather, 2010; Zamir et al., 2014; Niesten & Jolink, 2015). Many authors strongly agree that alliances can be considered as growth vectors that provide avenues to mitigate risk and advocate cost sharing (Conti & Micera, 2005; Weber & Chathoth, 2008; Sambasivan et al., 2013; Zamir et al., 2014). Therefore, motives behind formation of strategic alliances specifically address environmental uncertainty to a large extent (Ernst & Young, 2014) encouraging independent businesses to re-establish themselves in competitive domains especially when markets are mature (Mowla, 2012).

In such competitive domain setting, the role of alliances can be seen from the perspective of strategy formulation, allowing firms to keep up with the pace of new developments (Kotabe & Scott 1995; Harbison & Pekar, 1997; Ghasham et al., 2016) with the objective of creating value for the firm (Ghasham et al., 2016). The scarcity of resources, along with the need to build strengths to sustain value has driven independent firms to use alliances as a key strategy to gain a competitive advantage. Notably, alliance networks with competitors, suppliers and customers, and firms in other industries have been used as key strategies for value creation (Lewis, 1990; Dyer & Singh, 1998; Ghasham et al., 2016).

The hospitality industry has made extensive use of this strategic option, and managers need to employ it even more in the future as an effective strategy to sustain the value addition in growing and mature markets (Lee-Ross & Lashley, 2010). Strategic alliances need to be established in a manner that would gain advantages of scale therefore reduce cost, lead generation venues to increase guest stay, diversify the hotel business via the introduction of new product and services and the development of collective markets (Bugnar et al., 2009; Liana et al., 2009).

Differentiation has become a major factor in the hotel industry as hotels look towards 'branding' as an avenue to grow their businesses, reduce uncertainties, enter new markets and increase their profit margins (Jiang et al., 2002; Forsgren & Franchetti, 2004). Marketing initiatives based on communication, consistency, and core values coupled with differentiation have attributed to the rise and growth of the independent lodging sector which have generated interest from various areas in the industry (Morrison, 1994). Taylor (2002) confirms that resources and capabilities of small independent hotels are amplified enormously through strategic alliance motives that utilize core resources and capabilities which are intricate, difficult to replicate and essentially offers the hotel operators distinct ownership and control. For example, independent hotels embracing the boutique concept have become popular due to saturation in chain hotel concepts and changes in consumer expectations. The incorporation of strategic alliance formation into their business framework has also offered these independent hotels competitive advantage against bigger rivals (Özarslan, 2014; Ozarslan & Chuang, 2014). Conti & Micera (2005) confirm that if strategic resources are transferable and shareable, independent hotels could gain exponential competitive advantage that could change the current hospitality industry structure as a result of strength of these marketing alliances. The

evolution of strategic alliances has ventured independent hotels an opportunity to achieve their organizational objectives better through collaboration than through competition (Crotts et al., 2000).

Although creating strategic alliances has evolved significantly over the last few decades, there are still some constraints to their formation. Nasser (2011) argues that the cohesion of different firms can be volatile if the objectives and criteria of independent hotels seeking alliances are not synergized. This synergy mismatch pertaining to cost, value, productivity, information and resources. Studies of Douma (1997) and Nasser (2011) indicate that despite the gap in the years between their research pertaining to strategic alliances, the fundamental issues have remained as a concern and alliance motives are not invincible and are as vulnerable to failures as they are to success. A considerable large number of strategic alliances fall short of expectations and are repeatedly revamped until they are either successful or disbanded. Reasons for failures are often attributed to the lack of transparency, inflexibility or financial damage to one or both parties of the alliance (Turk & Ybarra, 2011; Nasser, 2011).

Another disadvantage within the strategic alliance framework arises from the agreements between operators that involve the business units in their respective value chains. These agreements require vertical and horizontal integration that are balanced and provide win-win agreements. Conflict and limited understanding of ownership control and management may cause the alliance to eventually fall into disarray and fail (Steinhilber, 2008; Liana et al., 2009; Nasser, 2011). In most case scenarios, these disadvantages often lead to independent hotels being merged or acquired by larger independent hotel (Vögel & da Cunha, 2010).

### **2.3 Strategic Alliances Success Factors**

Many authors (Volery, 1995; Crotts et al., 2000; Sivadas & Dwyer, 2000; Whipple & Frankel, 2000; Biggs, 2006; Hsu & Tang, 2010; Vikas & Lather, 2010; Vihenda, 2015) have identified the key factors for the formation of strategic alliances successfully. Although previous studies on strategic alliances success factors vary in specific details, they come to an agreement on common factors that contribute to the success of the strategic alliances. An empirical study by Volery (1995) grouped success factors of alliance formation into three dimensions as firm commitment, harmony between partners and feeling of security by both parties of an alliance. Factors relating to these dimensions contribute to the success or failure of a strategic marketing alliance.

Crotts et al. (2000) view the development and management of strategic alliance a critical strategic tool for hospitality and tourism and set forward a number of factors including performance capabilities, goal compatibility, trust, strategic advantage, amount of adaptations/non-retrievable investments, communication, cooperation and social bonding. The fact is that "*these variables must be successfully communicated or evoked in order to attract and retain the interest of a prospective partner in a joint alliance.*" (Crotts et al., 2000:6). Sivadas & Dwyer (2000) develop a list of alliance success factors including eight variables: trust, communication and coordination, governance and administrative mechanisms, partner type, dependence, type of innovation, institutional support, and complementarity of partner competencies. Their study concluded that No alliance can succeed unless the partners can coordinate their activities competently and communicate effectively.

Biggs (2006) identifies an extensive list of factors on which a model for critical success factors to achieve a successful alliance partnership is developed. The model included clear and common vision, shared objectives, mutual needs, appropriate scope, shared control, among other variables. These factors when evident in the formation of a strategic alliance do generate cohesiveness and mutual coordination that leads to achieving the common goal of the alliance (Vihenda, 2015). Vikas & Lather (2010) propose a model (The Strategic Alliance Business Model) of strategic considerations for the formation of strategic alliances giving examples from the Indian travel and hospitality industry. The purpose of the model is to highlight the critical factors that allow travel businesses to form strategic alliances and gain competitive advantage. In their significant factors, they included: the core capabilities of the partner, leadership in the organizations, capital investment, legal procedures.

Having reviewed relevant studies and based on the discussion above, this study adopts Hsu and Tang's seven fundamental dimensions as critical attributes for the formation of marketing strategic alliances for independent hotels. These factors are:

#### *Commitment*

Commitment is a crucial dimension of marketing strategic alliance. Strategic alliances include mutual commitment which is not found in market dealings and transactions. Resource commitments should be made between strategic partners in order to achieve benefits from over market transactions for their alliances.

#### *Trust*

Trust is the heart of strategic alliances since it can diminish market challenges and reduce the risk of opportunism. Firms which trust their partners will be highly devoted to their relationships, which will result in positive outcomes for the organization.

#### *Complimentary resources*

Alliance partners permit resources and assign people, to build the work process and also to advance it by mutually including people, time and money to guarantee the success for the alliance. Whereas, the traditional methods of doing business, is done just by observing money, people and time as resources to protect themselves and reduce risks.

#### *Market knowledge*

Strategic alliance is established in order to gain new skills and strengthen the market knowledge. Achieving market knowledge is an essential dimension in developing alliances. In an alliance, partners learn from one another's knowledge, technology, proficiencies and technical standards.

#### *Similarity of resources*

Another key dimension of marketing strategic alliance is the similarity of resources i.e. same resources are being used for the final products by the partners. It will reduce their production cost, time etc. This will improve the returns and benefits therefore will increase the firm's efficiency.

#### *Soundness of financials*

If the partners are financially secure, then there is no doubt that the marketing strategic alliance is guaranteed. This is essential because through soundness of financials, there will be strong macroeconomic performance and there will be efficient and effective monetary policy at the national stage.

#### *Intangible assets*

In today's competitive global market, intangible assets are the captivating center phase in marketing strategic alliances. Intangible assets include unique processes of business, brands, copyrights etc. and are used by companies in order to establish a central market position, market growth and build their brands

All these dimensions are interlinked with each other. Firms, when they trust one another, they become more committed to the alliance. This trust and commitment, that is seen as an evident of positive attitude towards the formation of the alliance, would motivate partners of the alliance to cooperate, share knowledge and exchange resources and assets, therefore guaranteeing the success of the alliance for the benefit of all parties. Based on this, the study hypotheses can be formulated in the following statements.

H1: Hoteliers have positive attitudes towards using marketing strategic alliances.

H2: Hotelier's knowledge about their own marketing strategic alliances is sufficient.

H3: The success of strategic marketing alliance is significantly related to a set of dimensions.

H3.a. The success of a strategic marketing alliance is significantly related to commitment.

H3.b. The success of a strategic marketing alliance is significantly related to trust.

H3.c. The success of a strategic marketing alliance is significantly related to complimentary resources.

H3.d. The success of a strategic marketing alliance is significantly related to market knowledge.

H3.e. The success of a strategic marketing alliance is significantly related to similarity of resources.

H3.f. The success of a strategic marketing alliance is significantly related to soundness of financials.

H3.g. The success of a strategic marketing alliance is significantly related to

intangible assets.

### **3. METHODOLOGY**

This section outlines the research design and methodology for data collection using survey questionnaire and a series of semi-structured interviews, conducted with independent hotel managers and owners to gather empirical evidence of the motives that are behind the formation of strategic alliances and the way they affect the independent hotel industry.

A sequential mixed-methods strategy involved collecting data using qualitative and quantitative research techniques within two phases whereby the data collected in phase one contribute to the development of research hypotheses and the selection of prospective participants who can best provide data in phase two (Driscoll et al., 2007)

Phase one included a series of interviews with a selected purposive sample of small independent hotel executives. Initially a sample of 48 managers, owners and executives who were directly involved in decision making processes in 2,3 and 4 star hotels in Egypt from which only 37 responded. From the 37 only 35 were applicable for the purposes of this research as the remainder was voided by the researcher for a variety of reasons including respondents with no experience with the phenomenon under study or respondents were unable to “bracket” their knowledge, beliefs, and common understandings about the phenomenon. The method of data collection is in-depth (semi-structured) face to face interviewing. The general purpose of using interviewing is “*to find out what is in and on someone else's mind. ... [Researchers] interview people to find out from them those things we cannot directly observe*” (Patton, 1990; 278). The aim of in-depth interviewing is to develop an understanding of the respondent’s world and their constructs, and is suitable where the step-by-step logic of a situation is unclear (Easterby-Smith, et al., 2012).

Interview format was semi-structured using a variety of open-ended questions with the purpose to explore the hoteliers’ experience in as much depth as possible. The rationale behind this was to collect detailed information surrounding the hoteliers' personal perspectives, experiences, and relationships to hotel strategic alliance experience. The interviews conducted lasted between one and two hours, and were designed to encourage interviewees to describe their understandings of hotel strategic alliance and to articulate their beliefs about the impacts, in particular, on their business activities and practices in the future. The interest of the researcher was to arrive at an understanding of the implications of hotel strategic alliance from the hoteliers’ perspectives and to reveal their feelings and beliefs about joining these in future. Each of the thirty-five interviews was transcribed and subject to qualitative analysis. To translate the results from these interviews, a specific approach that involved categorization of responses into certain themes that were inherent in the interview questions was used.

In phase two quantitative data was collected from 127 independent hoteliers using a structured questionnaire in four major tourist destinations in Egypt (Alexandria, Cairo, Sharm El Sheikh and Luxor). The questionnaire collected data related to hotelier's knowledge about their own marketing strategic alliance, their attitudes towards using marketing strategic alliances. They were asked to rate the success of a strategic marketing alliance that was significantly related to a set of dimensions on a scale from 1 to 5 with 1= strongly disagree and 5= strongly agree. Constructs for the development of

the questionnaire were adopted from Hsu & Tang (2015). In their study, Hsu and Tang (2015) developed a macro model through which, hotels can establish long term relationships in forms of strategic alliances. They based their model on the theory of power and views related to knowledge base collected from retailers. The model assists retailers to select the correct marketing strategic alliance partners and identifies seven dimensions for the development of a strategic alliance including: commitment, trust, complimentary resources, market knowledge, similarity of recourses, soundness of financials and intangible assets.

#### **4. RESULTS**

##### *Phase I Interview analysis*

Thirty-five qualitative interviews took place in December 2016, the results of which were coded. The analysis of this generated interesting insight into the motivations and barriers of joining a hotel strategic alliance. There were a number of motivating factors to joining a hotel marketing strategic alliance; including, being part of a collective consensus, marketing and business opportunities along with its cost effectiveness. A number of considerations when looking to join a hotel marketing strategic alliance also came to light. Each of the motivations and barriers will be discussed in turn below.

The importance of being associated with a good business brand was highlighted by one fifth of those interviewed; namely for the return on investment potential. Unlike a single entity, a marketing strategic alliance commands great presence and a large stake in the market. This is of particular benefit to small member hotels who become more established by the association of a bigger brand. There is also the benefit that competitors can be part of the same brand, carrying the ‘flag’, thus promoting your business for you.

*“It's not for prestige that I would join a marketing strategic alliance. My prerogative would be motivated by the positives that come with associating myself with a good business brand, such as a good return on investment”.*

Half of the interviewees stressed the well- established sales and marketing platforms that marketing strategic alliances command. Hotels in marketing strategic alliance will have one robust marketing and advertising strategy that benefits all hotels within the group. One interviewee praised the vast marketing network that he has been able to benefit from. This established global network that has been built up over time; a feat difficult for a single entity to accomplish alone. Thus, hotels with the marketing strategic alliance have an edge over those that are not part of the group, whilst being able to remain the unit hotel business that they are. This marketing network also adds a sense of sustainability to the businesses of those in the marketing strategic alliance, which allows them to focus their time and efforts on different matters which require their attention.

Analysis showed that belonging to a marketing strategic alliance increases the reservation and booking opportunities. Attracting business as one unit successfully benefits all members says one hotelier, who describes reservations as trickling down ‘quite evenly’ to all the member businesses. Additionally, being part of a marketing strategic alliance can protect businesses as marketing strategic

alliance travel agencies treat all hotels as equals, and thereby channel business fairly to all members. As explained by one hotelier:

*“This preferential treatment for members is very healthy for any emerging business that belongs to marketing strategic alliance; growth is amazingly fast and steady”.*

One interviewee discussed the potential of belonging to a marketing strategic alliance for marketing and advertising purposes only, however believed that this came at a cost by having to paying a percentage of revenue to the marketing strategic alliance. Whereas, he argued that being a full-time member or partner seems more beneficial; they do not have to pay percentages of revenue, and are able to gain from the all additional benefits of a marketing strategic alliance.

The opportunities available to those in a marketing strategic alliance were highlighted by eighty per cent of the interviewees. There was a definite sense of “camaraderie” between member hotels. Members are not only able to share a marketing network, but also share knowledge, such as purchasing and supply, financial administration and quality assurance. Being part of a larger group makes it easier for small businesses to respond to certain business trends, including both business opportunities and also threats to business. Through the larger team, hoteliers are able to see important factors that may directly or indirectly affect their business. As outlined by one hotelier: “It makes it easier to tackle competitors as one bloc than if I were trading on my own”.

A running theme through the interviews was the belief that hoteliers could not achieve what the marketing strategic alliance has achieved for them if they were on their own. Riding on the waves of the impact of a big business allows the smaller business “*to achieve great goals as a result of collective successes*” describes one hotelier. Moving together as a unit, led by collective strategic decisions was highlighted as a benefit of marketing strategic alliances by six of the hoteliers. Decisions made by the central management team mean that the group all move at the same pace, guaranteeing good and smooth functionality of the business as well as its steady and positive growth.

Hotels in a marketing strategic alliance tend to pay fees commensurate to the size of their hotel. One hotelier believed that this is fair, by knowing that there are “proportional benefits as per input”. Nevertheless, this is still an investment that hoteliers need to justify making:

*“As much as I have joined a marketing strategic alliance, I know it is just an investment that I am making. Therefore, I do understand that I need to work to recoup my resources invested in the venture. So, the subscriptions and other fees required of by the marketing strategic alliance are in themselves an investment”.*

Interviewees highlighted a number of points to be considered by hoteliers when joining marketing strategic alliance; some of which had discouraged hoteliers becoming a stakeholder. Potential return on investment, and the reputations of other member hotels need to be understood.

Five hoteliers discussed the negative implications that other member's activity could have on the marketing strategic alliance as a brand. Two hoteliers who described themselves as having well-established business positions, were worried about joining a marketing strategic alliance which could be associated with weak enterprises or individuals. One of these individuals thought it may be difficult for clients to identify with a hotel's individual brand, due to the different standards of members within marketing strategic alliance. Thus, well established brands could suffer if operating through a marketing strategic alliance. The other's concern was that weaker business' activity could have a

lasting damaging effect on his business and reputation. However, this can be prevented by uniformity in the way components of the marketing strategic alliance do business, explains two of the hoteliers. As one outlined:

*“It’s a good idea that hotel marketing strategic alliance normally streamline or structure rates in such a manner that they are comparatively uniform. That way I know my business is not disadvantaged by any ‘malpractices’ from any member of the marketing strategic alliance”.*

Another hotelier discussed the effect of smaller businesses not being able to “live up to” to established product brand of the marketing strategic alliance. To deal with this challenge, he suggests that “modalities have to be initiated or implemented where the marketing strategic alliance ensures that the smaller or weaker members do not jeopardise the reputation ... by adhering to standards”.

However, one hotelier of a smaller business claims that these standards are in place, and that smaller businesses work hard to achieve them:

*“I still have lots of work to do. I have to bring my business up to standards that are defined by the marketing strategic alliance brand. Because of ‘my surroundings’ I will muster the confidence to grow my business to the levels set by the ‘big boys’ of the group or beyond”.*

### ***Phase 2 Questionnaire analysis***

Descriptive statistics were primarily used to describe survey responses and summarize results with respect to hypotheses. Means, medians, standard deviations, and confidence intervals are given where appropriate. Otherwise, simple frequencies were tabulated and summarized for other measures. Spearman’s rank correlations were used to assess interrelationships between ratings of importance between dimensions of commitment, trust, complimentary resources, market knowledge, similarity of resources, soundness of financials, and intangible assets.

### ***Demographics***

Table 1 displays demographic information for the hoteliers surveyed. Most of them (64.6%) were male working at 3-star hotels (70.1%). The average age of the respondents was 33.9 years, and the average time employed was 5.23 years.



Table 2 Demographics

	Mean	Median	SD	95% CI	Skewness
Age	33.94	33	5.7	[32.93, 34.96]	0.501
Years Employed	5.23	4	3.591	[4.60, 5.86]	1.81

	Frequency	%
<b>Gender</b>		
Male	82	64.60%
Female	45	35.40%
<b>Rank</b>		
2 Stars	15	11.80%
3 Stars	89	70.10%
4 Stars	23	18.10%

**H1: Hoteliers have positive attitudes towards using marketing strategic alliances.**

Table 2 displays descriptive statistics for items in the motives, criteria, and benefits sections of the survey. Respondents showed a very high rate of agreement with the statement that joining a marketing alliance was vital to their organization. On a scale from 1 = strongly disagree to 5 = strongly agree, the mean response was 4.37 ( $SD = .824$ ; 95% CI [4.23, 4.51]) and the median was 5. Cost was the highest rated motivation on average for joining an alliance ( $M = 3.61$ ), while knowledge (diversification and development) was rated the lowest on average ( $M = 2.35$ ). When asked indicate their level of agreement/disagreement with the given criteria that the strategic alliances are based upon, all items received very high ratings (all means  $\geq 4.15$ ). Respondents chose the amount of adaptations/non-retrievable investments as the highest rated item on average ( $M = 4.48$ ) while social bonding was rated the lowest ( $M = 4.15$ ). The potential benefits of marketing alliances were also rated highly by the hoteliers; providing effective training and competitiveness were rated highest (both means = 4.41) while information systems was rated the lowest ( $M = 4.13$ ). Overall, these results support hypothesis 1: hotelier’s had generally positive motivations and aspirations for joining a strategic marketing alliance.

Table 2 Descriptive statistics of the ratings of motives, criteria, and benefits in joining a strategic alliance

	<b>N</b>	<b>Mean</b>	<b>95% CI</b>	<b>Median</b>	<b>SD</b>	<b>Skewness</b>
I agree that joining a hotel strategic alliance is a vital decision for my hotel. (1 = Strongly Disagree; 5 = Strongly Agree)	127	4.37	[4.23, 4.51]	5	0.824	-1.303
<b>Motives</b>						
Cost (Finance)	122	3.61	[3.37, 3.86]	4	1.351	-0.473
Lead Generation (Marketing)	120	2.96	[2.70, 3.21]	3	1.417	-0.052
Market Growth (Marketing)	118	2.64	[2.37, 2.92]	2.5	1.522	0.313
Knowledge (Diversification and Development)	118	2.35	[2.09, 2.61]	2	1.423	0.541
<b>Criteria</b>						
Reputation	127	4.29	[4.13, 4.45]	5	0.927	-0.98
Performance Capabilities	127	4.28	[4.12, 4.44]	5	0.916	-0.91
Goal Compatibility	127	4.17	[4.01, 4.34]	5	0.952	-0.692
Trust	127	4.39	[4.26, 4.53]	5	0.788	-1.123
Strategic Advantage	126	4.4	[4.26, 4.54]	5	0.801	-1.129
Amount of Adaptations/Non-Retrieval Investments	127	4.48	[4.37, 4.59]	5	0.615	-0.963
Communication	127	4.31	[4.17, 4.46]	5	0.842	-0.977
Cooperation	127	4.22	[4.06, 4.38]	4	0.899	-0.785
Social Bonding	127	4.15	[3.98, 4.32]	4	0.943	-0.708
<b>Benefits</b>						
Management	127	4.14	[3.97, 4.31]	4	0.957	-0.675
Effective Training	127	4.41	[4.29, 4.53]	5	0.671	-0.704
Information System	127	4.13	[3.96, 4.30]	4	0.968	-0.63

Competitiveness	127	4.41	[4.29, 4.53]	5	0.671	-0.704
Infrastructure	127	4.35	[4.23, 4.47]	4	0.685	-0.589
Marketing, branding, sales	127	4.23	[4.09, 4.37]	4	0.779	-0.424

**H2: Hotelier's knowledge about their own marketing strategic alliances is sufficient.**

Table 3 displays descriptive statistics and frequencies of the two items that measured awareness of marketing strategic alliances. The majority (56.7%) of hoteliers were not aware of the alliance their own hotels had with other independent hotels, and a non-trivial proportion were unsure (12.6%). A large majority (80.3%) reported that they were aware of zero strategic alliances with other hotels. These results suggest that hoteliers are at best moderately aware of the strategic marketing alliance that their own hotels have.

Table 3 Descriptive statistics for items relating to background and knowledge of strategic alliances

	Response	N	%
<b>Are you aware of the strategic alliances that this hotel has with other independent hotels?</b>	Yes	39	30.7%
	No	72	56.7%
	Not Sure	16	12.6%
<b>How many strategic alliances are you aware of that this hotel has with other independent hotels?</b>	0	102	80.3%
	1	20	15.7%
	2	4	3.1%
	3	1	0.8%

**H3: The success of a strategic marketing alliance is significantly related to a set of dimensions.**

Table 4 displays descriptive statistics of the dimensions measured for importance in forming strategic alliances. complimentary resources were cited as the most important dimension for forming an alliance with another hotel ( $M = 4.28$ ), while intangible assets were rated the lowest ( $M = 4.04$ ). Again, all dimensions were rated highly.

Table 5 displays Spearman's rank correlations between the dimensions rated for importance. Trust showed a significant negative relationship with complimentary resources (Spearman's  $\rho = -.303$ ,  $p < .01$ ), but a significant positive relationship with market knowledge (Spearman's  $\rho = .99$ ,  $p < .01$ ). complimentary resources also showed a significant negative relationship with market

knowledge (Spearman's  $\rho = -.288$ ,  $p < .01$ ), but a positive relationship with intangible assets (Spearman's  $\rho = .281$ ,  $p < .01$ ). Similarity in resources showed a significant positive relationship with soundness of financials (Spearman's  $\rho = .243$ ,  $p < .01$ ) and intangible assets (Spearman's  $\rho = .340$ ,  $p < .01$ ). Finally, Soundness of Financials showed a significant negative relationship with intangible assets (Spearman's  $\rho = -.184$ ,  $p < .05$ ).

Table 4 Descriptive statistics for importance of dimensions for forming strategic alliances

	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>95% CI</b>	<b>Skewness</b>
Commitment	112 7	4.24	4	0.763	[4.11, 4.38]	-0.446
Trust	112 7	4.18	5	1.019	[4.00, 4.36]	-0.692
Complimentary resources	112 7	4.28	5	0.842	[4.13, 4.42]	-0.723
Market knowledge	112 7	4.2	5	0.995	[4.03, 4.38]	-0.669
Similarity of resources	112 7	4.32	5	0.796	[4.18, 4.46]	-0.649
Soundness of financials	112 7	4.16	4	0.821	[4.01, 4.30]	-0.3
Intangible assets	112 7	4.04	4	0.82	[3.90, 4.18]	-0.073

## 5. DISCUSSION AND CONCLUSION

Analysis of data has shown that there are a number of benefits of being in a marketing strategic alliance which cannot be denied; brand identity, marketing opportunities, the potential for knowledge sharing, and cost effectiveness. These motivations were stressed considerably throughout the interviews. However, the analysis also highlighted a number of considerations and implications for hoteliers wishing to join, or are currently part of a marketing strategic alliance.

Well established enterprises must ensure that any marketing strategic alliance they may join has structured standards, which all members adhere to. The effect of weaker members of the marketing strategic alliance, and any negative activity which they may be party to, can be damaging to a well-established business member. Whilst potential return on investment must also be considered, those within a marketing strategic alliance all felt that marketing strategic alliance was a cost effect enterprise. The marketing and advertising network that they are part of and the guarantee of reservations specifically in the peak season were worth the fees and subscriptions associated with

marketing strategic alliance. Additionally, all members are essentially part of the same group as their competition, meaning that their brand is carried and promoted by the competition.

Table 5

*Spearman's rho correlations between dimensions*

	1	2	3	4	5	6	7
<b>1. Commitment</b>	1						
<b>2. Trust</b>	-0.148	1					
<b>3. Complimentary resources</b>	0.007	-	1				
<b>4. Market knowledge</b>	-0.164	.990**	.288**	1			
<b>5. Similarity of resources</b>	0.156	-0.054	0.127	-0.035	1		
<b>6. Soundness of financials</b>	0.103	-0.009	-0.063	0.013	.243*	1	
<b>7. Intangible assets</b>	0.047	-0.139	.281**	-0.129	.340*	.184*	1

\*\* Correlation is significant at the 0.01 level (2-tailed); \* Correlation is significant at the 0.05 level (2-tailed).

There were also considerations for smaller businesses wishing to join, or currently a member of a marketing strategic alliance. Smaller hotels have to work hard to maintain the standards required of them, to avoid risking the reputation of the marketing strategic alliance. However, there are many motivations for small businesses to become a member of a marketing strategic alliance. Less time and effort spent on marketing their business, due to the marketing and sales platforms and capabilities associated with the marketing strategic alliance, allows hoteliers to spend more time and effort on perfecting other areas of the business. It is also deemed as cost effective. Hoteliers commented on the fair way that all members of the marketing strategic alliance, regardless of size, have increase clientele from the marketing strategic alliance. Other benefits for smaller businesses include a safer business, with a quick and steady growth.

Taken together, results from the current study suggest that hoteliers are highly motivated to join marketing strategic alliances and that they have positive attitudes towards them. However, data also reveal that hoteliers in this sample lack some knowledge about their own strategic alliances. Respondents rated all of the dimensions measured on the survey very highly. Complimentary Resources was rated as the most important dimension on average, indicating that hoteliers are motivated to seek cooperative partnerships through strategic alliances.

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## **Tipping Motives in Egyptian Restaurants: Customers' View**

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### **ABSTRACT**

Tipping is an important and prominent phenomenon in the Egyptian society especially in restaurants. Despite its importance, the phenomenon of tipping did not receive sufficient attention from researchers in the field of hospitality in Egypt. Therefore, the main objectives of this study were; (1) to determine the different tipping motivators/dimensions for tipping reported in previous researches in the context of the hospitality industry worldwide, (2) to indicate the importance of these motivators/dimensions in the Egyptian hospitality context through a field study conducted on Egyptian restaurants' customers, (3) to understand the relationship among the different motivators/dimensions of tipping, and (4) to investigate the difference in perceiving the importance of these motivators/dimensions among different demographic groups of customers.

To achieve the objectives, this study used a quantitative and qualitative data collection approach through reviewing the literature and distributing online questionnaires that were developed based on reliable and validated scales developed by previous researchers. The population of the study included restaurant customers in Egypt. Due to the large population size, it was difficult to use random sampling techniques. Therefore, convenience sample was used and accordingly 663 questionnaires were collected from which 651 were valid for data analysis.

Results of the study indicated that rewarding service quality recorded the highest importance among other motivators/dimensions when it comes to explain Egyptian customers' tipping motivations followed by the quality of food and beverages, seeking better service in future visits, assisting service employees, gaining social approval, following social norms and the desire to impress others. Additionally, results indicated that rewarding service quality, gaining social approval, and the desire to impress others are more important tipping motivators/dimensions for male rather than for female customers. On the other hand, helping service employees, seeking better future service, following social norms and quality of food and beverages are more important tipping motivators/dimensions for female rather than for male customers. Finally, results supported the existence of a significant and positive relationship between all the tipping motivators/dimensions. In addition, limitations, future research directions and implications for restaurants' managers were presented in this study.

**Key Words:** Tipping, Tipping motives, Tipping dimensions, Restaurants, Egypt

## **1 INTRODUCTION**

It has turned out to be ordinary practices that clients especially in service industry regularly give an amount of money beyond the contracted prices of those services known as tipping for appreciation to the workers who have served them (Zahari, Rashdi, Radzi and Othman, 2011; Casey, 2001; Lynn, 2000; Lynn and McCall, 2000; Ineson and Martin, 1999). Star (1988) states "...among service workers commonly receiving tips are barbers, bartenders, cab drivers, casino croupiers, concierges, deliverymen, doormen, exotic dancers, golf caddies, hotel maids, masseuses, parking valets, pool attendants, porters, restaurant musicians, washroom attendants, waiters, shoeshiners, and tour guides". For many of these service workers, tips represent the majority part of their income. Even the amount of tips given to an employee is small it cannot be considered unimportant (Lynn, Jabbour, and Kim, 2012). Various opinions exist concerning the emergence of tipping (Azar, 2007). For example Hemenway (1993) stated that tipping goes back to the Roman era and even beyond. Other researchers attributed the origins of tipping to the era of the feudal lords who used to give money to beggars in order to pass safely (Schein, Jablonski and Wohlfahrt, 1984). For Segrave (1998) tipping may have started in the middle ages as the Master Lords of that era used to give extra money to the butlers in their mansions for a job well done. According to Brenner (2001), tipping originates to the local bars and coffee houses of 16<sup>th</sup> century in England.

Tipping has not yet gotten consideration among the Egyptian and Arab scholars contrasted with the western scholars. With the improvement of Egyptian tourism, accommodation and restaurant business, empirical studies in the Egyptian context are highly needed. Therefore, this research creates one of the few endeavors that illustrate this important phenomenon among Egyptian and Arab researchers. Accordingly, the purpose of the present research is three-fold. Firstly, it will determine the different motivators/dimensions for tipping reported in previous researches. Then, these motivators/dimensions for tipping will be examined from Egyptian restaurant customers' point of view. Secondly, an investigation of differences in customers' perceptions of the tipping motivators/dimensions among different types of customers will be conducted. Thirdly, the relationship among the different motivators/dimensions of tipping will be tested. Therefore, against this background the overriding research questions for this study is presented as follows:

**RQ.1:** What are the different dimensions and reasons that motivate customers to tip in Egyptian restaurants?

**RQ.2:** What is the arrangement of all the reasons and dimensions in descending order according to the degree of their impact on customers' willingness to leave tipping?

**RQ.3:** Do the dimensions that motivate customers to tip differ significantly according to their demographic and behavioral characteristics (gender, social status, with whom/eat out, preferred restaurant type)?

**RQ.4:** Is there a correlation between the different dimensions that motivate the tipping behavior of Egyptian restaurant customers?

## **2 LITERATURE REVIEW**

### **2.1 Theorized Motives/Dimensions for Tipping**

Tips have become a prominent element particularly in the food services industry (Brewster, 2013). It is an economic phenomenon consisting of a voluntary payment by customers for services received (Artuğer and Çetinsöz, 2013). Different dimensions that represent the motivators of customers to engage in the tipping behavior were discussed in the literature (Lynn, 2009). These dimensions are discussed in the following sections.

#### ***Rewarding Good Service Quality:***

Many positive service employees' behaviors, which are considered of the main components of service quality, were correlated with customers' desirability to leave tips. For example, when quality of service was analyzed, customers believed that friendliness and speed were the most important factors that motivated them to tip (Jewell, 2008). Likewise, different studies proved that server attractiveness was found to be a significant motivational factor for customers' to leave tips (Jacob and Guéguen, 2012; Jacob, Guéguen, Boulbry, and Ardiccioni, 2010; Lynn, 2009; Koku, 2005; Lynn and Simons, 2000; Hornik, 1992; May, 1980; Stillman and Hensley, 1980). Similarly, server attentiveness to customers' was positively associated with their intention to leave a tip, especially in countries where customers value behaviors that constitutes status display (Star, 1988; Lynn, 1994, 1997, 2000; Lynn, Zinkhan, Harris, 1993). Finally, server knowledge of menu items as well as their ability to express good suggestions to customers was found to be an important incentive for leaving tips (Whaley, 2011; Lynn and Graves, 1996).

#### ***Helping Service Employees:***

The desire to help service workers was one of the most common motives for tipping reported by customers (Lynn, 2009). Speer (1997) conducted a nationwide telephone survey on tipping behavior in America and used the results to summarize the views of average Americans. Average Americans indicated that helping those in the service industry to make a living is the second biggest reason for why they leave tips. According to Jewell (2008) there were three main reasons given for why individuals tip: service quality, to help others make a living, and the feeling of expectation. Compensating low-income workers was also considered among the important factors that drive customers to leave Tipping (Videbeck, 2004; Holloway, 1985; Snyder, 1976).

Moreover, clients jump at the chance to tip since it permits them to demonstrate their appreciation for the service they got or their sympathy for the low-paid employees (Azar, 2004). As well, according to the Hotel and Catering Industry Economic Development Committee (1970), people tip for the following reasons; "It is a good way of showing gratitude for good service or cooking (53%), it is the accepted practice (50%), it can be embarrassing not to (30%), and Staff need the extra income from tips (19%)". Lynn and Graves (1996) hypothesized that a desire for equitable relationships influenced the level of tipping.

### ***Seeking Better Service in the Future:***

Azar (2004) indicated that gaining good service in the future is among the factors that motivate customers to tip. He interpreted this relationship by stating that “when customers tip well for good service, the tipper encourages the service provider to provide good service in their next encounter”. In the same vein, Ben-Zion and Karni (1977) developed a theoretical model that suggested that tipping behavior can be explained by loyal guests returning back to the restaurant. Additionally, Lynn and Grassman (1990) found a positive correlation between future service concerns for repeated customers and tip size. They indicated that regular guests will tip consistently or more generously, because their tipping practice may become a topic of discussion among other staff members.

### ***Gaining Social Approval:***

The wish to gain social acceptance and avoid perception of being guilt is among the important motives for tipping reported by customers (Becker, Bradley, and Zantow, 2012; Lynn; 2009; Azar, 2004; Bodvarsson and Gibson, 1997). Lynn and Grassman (1990) found that gaining social approval from either service employees or companions was the most important factor that affect customers’ desire to leave tipping. Although those results confirmed the importance of tipping as a way to demonstrate good social appearance, but it conflicted with previous studies that confirmed that the main catalyst to leave tipping is getting outstanding service in the future. Likewise, Azar (2007) argued that individuals leave tip as a way to show appreciation for outstanding service employees and on the other hand stay away from negative sentiments employees. Similarly, Videbeck (2004) stated that numerous clients tip keeping in mind the end goal to support self-regard and keep the disgraceful sentiments from not tipping.

### ***Following Social Norms:***

Coping with social norms was among the important studied factors that motivate customers to tip (Azar, 2004; Lynn and McCall, 2000; Bodvarsson and Gibson, 1997). Lynn (2001) further posited that customers leave a tip in order to cope with social norms and as a way to avoid possible social pressures. According to Saunders and Lynn (2010), customers gain a feeling of pride when adjusting to the social standards of tipping and a sense of blame from neglecting to fit in with these standards. Azar (2010) conducted a study on what motivated American restaurant customers to tip and indicated that American customers were motivated to tip mainly by social norms followed by the desire to show appreciation and ensure additional income to the waiters. Finally, Lynn (2008) found that there is a significant and positive relationship between customers’ support for the tipping custom and the percentage of the bill that they leave for service workers.

### ***Desire to Impress Others:***

Among the other factors that were theorized as an important reason for leaving tips is customers’ desire to impress others. According to Lynn (1997) tipping is positively related to customers desire to express a status display and its goal is to impress other people. In this regard, Parrett (2006) state “customers may tip a higher amount in the presence of others at the table in order to assert social status. Status considerations play a nontrivial role in real-world interactions

and thus might induce customers to tip more as a form of status acquisition or display”. Additionally, Azar (2004) indicated that the desire to make a power display can be listed among some other motivations that affect tipping. For those customers who have this desire, tipping becomes an important tool to promote this sense through the feeling of power that it gives to customers over service employees (Lynn et al., 1993).

### ***Quality of Food and Beverages:***

Food quality as a motivator for tipping received little attention from academic scholars when compared to service quality. Medler-Liraz (2012) found that food quality moderates the positive relationship between service quality and tip size. In concrete, when the quality of food and beverages was rated as superb, no significant differences in tip size were found between satisfied and unsatisfied customers with service quality. On the other hand, significant differences were found in tip size between satisfied and unsatisfied customers when the quality of food and beverage was rated as reasonable. Moreover, Lynn and Latané (1984) stated that “Past research has also concluded that in a restaurant setting, the tipping behavior of customers is affected by various factors that are unrelated to the quality of service such as; the waitperson’s efforts, the waitperson’s gender, the restaurant’s atmosphere, and the restaurant’s food”.

## **2.2 Tipping in Egypt**

The Egyptian term for “*Tip*” is “Baqsheesh”. Tipping in Egypt takes more than one form. Firstly, like most countries the custom of leaving tips in Egypt is prevalent and expected by employees in many places where a service is rendered (e.g. Restaurants, hotels, beaches, cafeterias, hospitals, airports, at the door of a restaurant bathroom, tour guides, casinos, clothing stores, cruise ships, train employees, and bus and taxis drivers). Secondly, according to Carta (2013), another type of tipping in Egypt is given to employees in order to guarantee additional privileges (e.g. a customer who want to see an excellent photo location, a customer who want to see a forbidden mummy, having a light in a museum display case, increasing food and beverage portion sizes, and customers requiring special attention from service employees). A third form of tipping is assigning some positions to employees’ who depend solely on tips as their only source for income such as bathroom attendants. Collected tips for those employees form their monthly salary irrespective of their value.

Tipping in Egypt is not only in the tourism industry, Egyptians also tip each other. It is very much a way of life and a cultural thing. Most Egyptian employees in the tourist business receive rather low monthly wages, and they are thus depending very much on tips to enhance their income (Tripadvisor.com, 2015). The most common way of distributing tips among employees in Egyptian restaurants is to collect and pool tips and then to distribute the money that are collected at the end of the month among service employees according to an established point system (Zahari, et al., 2011).

### **2.3 The Proposed Theoretical Framework**

In conclusion, based on the literature review, several motivators stand out as potentially influencing customer's motivation to tip. The following diagram represents the proposed theoretical model (Figure 1). This model proposes that tipping is multi-dimensional and very complex phenomena. It also assumes that tipping is influenced by many motivational factors. Based upon review of the literature, those motivational factors include: Rewarding good service quality, assisting service employees, seeking better service in the future, gaining social approval, following social norms, desire to impress others and quality of food and beverages. Researchers will assess the degree to which each of these factors plays a role in motivating customers to tip.

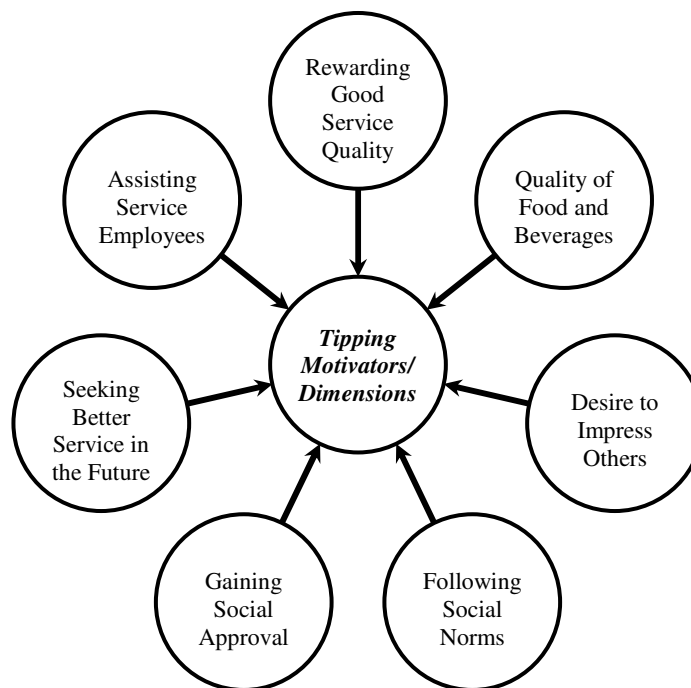


Figure 1: A Proposed Model for Tipping Motivations/Dimensions

## **3 METHODOLOGY**

### **3.1 Research Approach, Sampling Technique and Survey Development**

The main objective of this research was to examine the tipping motives/dimensions discussed earlier in the context of restaurant setting in Egypt from customers' point of view. The study used a quantitative and qualitative data collection approach through the distribution of online questionnaires that were designed with the objective of providing concrete answers for the research questions. Quantitative research strategy can be seen as one of the most commonly and popular applied methods within the tourism and hospitality research, since "it involves the collection of customer-based data which, in turn, can be used to statistically analyze and investigate a prior

specified relationships among variables of interest to the corresponding study” (Neuman, 2005). The population of this study included restaurant customers in Egypt. Due to the large community size, it was difficult to use random sampling techniques. Therefore, convenience sampling was the most suitable sampling technique to employ in this research. The final survey was developed based on reliable and validated scales developed by previous scholars as presented in Table 1.

Table 1: Scale Development for the Second Questionnaire Section

<i>Theorized Motives/Dimensions for Tipping</i>	<i>Objective of this part</i>	<i>Previous researches used to develop the scale</i>	<i>Scale Range</i>
<b>Rewarding Service Quality</b>	To indicate the extent to which different service quality attributes (speed, attractiveness, knowledge of menu items, friendliness, kind smiling, attentive, and providing good suggestions by about menu items) would motivate customers to leave tips.	Lynn, 2008; Lynn, 2009; and Becker, Bradley, and Zantow, 2012.	5-point scales ranging from <b>1</b> =strongly disagree <b>to</b> <b>5</b> =strongly agree
<b>Assisting Service Employees</b>	To explore whether assisting employees in the service sector and requiring equitable relationships with them are among the important factors that motivates customers to tip or not.	Snyder, 1976; Lynn 2008; Lynn 2009; and Azar, 2010.	
<b>Seeking Better Service in the Future</b>	To assess whether customers are motivated to tip based on future service considerations or not.	Ben-Zion and Karni, 1977; Lynn, 2008; and Lynn, 2009.	
<b>Gaining Social Approval</b>	To examine if customers’ wish to gain social approval is among the important motives for tipping or not.	Lynn and Grassman, 1990; and Becker, Bradley, and Zantow, 2012.	
<b>Following Social Norms</b>	To indicate the extent to which the three influential social connections (employees, family members and friends) could force customers to tip by norm as well as to avoid guilt.	Lynn and Grassman, 1990; Lynn 2008; Lynn 2009; and Becker, Bradley, and Zantow, 2012.	
<b>Impressing Others</b>	To examine whether customers are motivated to tip to display themselves.	Reiss, 2004; Lynn, 2009; and Becker, Bradley, and Zantow, 2012.	
<b>Rewarding Good Quality of F&amp;B</b>	To examine the degree to which the tipping behavior of customers is affected by food and beverages quality.	Lynn and Latané, 1984; and Medler-Liraz, 2012.	

### 3.2 Questionnaire Distribution

Customers were asked to complete an online survey that addressed the different tipping motivations outlined previously in the literature review and in table 1. In order to guarantee a high response rate, researchers tried to design a short and attractive questionnaire to ensure the credibility of the answers obtained. Accordingly, 663 questionnaires were collected, from which only 651 questionnaires were valid for data analysis.

## 4 RESULTS

### 4.1 Behavioral Characteristics of Customers

The behavioral characteristics of customers are represented in Table 2. A high percentage of respondents prefer to go to the restaurant with family members (59.6%), followed by those who prefer to dine out with friends (34.2%) and only 2.5% of respondents prefer to dine out alone. Regarding the last visit for eating out, the largest proportion of respondents indicated that they ate at a restaurant in the last week (46.5%), followed by those who had their last meal at a restaurant two weeks and three weeks ago (18.3%; 13.2%), and the lowest percentage was for those who had their meal out at the same day of questionnaire distribution (1.7%).

Table 2: Behavioral Characteristics of Respondents

<i>Behavioral Characteristics</i>	<i>F.</i>	<i>%</i>	<i>Behavioral Characteristics</i>	<i>F.</i>	<i>%</i>
<b>With Whom Do You Prefer to Eat-Out</b>			<b>Type of Restaurant Preferred*</b>		
Alone	16	2.5	Quick Service	304	46.7
With Family	388	59.6	Casual Dining	366	56.2
With Friends	223	34.2	Fine Dining	130	20.0
Both Friends & Family	24	3.7	National Dining	401	61.6
<b>When Was Your Last Visit to Eat-Out</b>			<b>How Often Do You Eat-Out/Month</b>		
Today	11	1.7	Less than Once	40	6.1
During Last Week	303	46.5	Once	129	19.8
Two Weeks Ago	119	18.3	Twice	147	22.6
Three Weeks Ago	86	13.2	Three Times	86	13.2
One Month Ago	80	12.3	Four Times	128	19.7
More than one Month Ago	52	8.0	More than 4 Times	121	18.6
<b>Do You Usually Leave Tips</b>			<i>* choosing multiple answers was allowed.</i>		
Always	363	55.8			
Sometimes	276	42.4			
Never	12	1.8			



This result supports the proportionality of the sample with the objectives of the study as 90.3% of respondents had eaten out in a restaurant at least once in the month before the questionnaire distribution. Concerning the preferred restaurant for customers, it has been made available to respondents to choose one or more of the answers available because the customer may prefer to diversify his dining experiences. Regarding the number of times customers have their meals out of home, the highest percentage of respondents regularly eat out twice monthly (22.6%), followed by those who often eat out once monthly (19.8%), then those who often eat out four times monthly (19.7%), and the lowest percentage was for those who eat out less than once monthly (6.1%). Concerning the frequency of leaving tips, a high percentage of respondents stated that they always leave tips after eating in a restaurant (55.8%), followed by those who sometime leave tips (42.4%), while a very limited proportion of them (1.8%) stated that they never leave tips after eating out.

## **4.2 Presentation of Results**

This section reports the statistical test results of the various study constructs. Means, frequencies, and percentages of each data set are provided to illustrate a general view of the findings. Other tests such as Pearson Correlation Coefficient ( $r$ ), Mann-Whitney and Kruskal-Wallis were employed to answer different research questions.

***RQ.1.** What are the different motivators/dimensions that encourage customers to tip in Egyptian restaurants?*

Answering this question aims at evaluating to what extent customers are motivated to leave tips for certain reasons, as well as determining the most and least important reasons from customers' point of view. In order to answer this question, descriptive analysis was performed utilizing means, percent, and frequencies. Presentation of the descriptive analysis is shown in Table 3. Different reasons for tipping were placed under different motivators/dimensions and were arranged in descending order using means of scores. Each motivator/dimension represents one of the theorized motives for tipping in previous research.

The first motivator/dimension discusses the importance of the quality of service as one of the important motives for tipping. The second motivator/dimension illustrates the importance of helping service employees as one of the tipping motives and reported an above average agreement (Overall Mean= 3.59). The most important reason in this regard was "to compensate waiters according to the effort they make" (M= 4.22), followed by "compensating poorly paid service workers" (M= 3.51), and "guaranteeing an equitable relation with employees" (M= 3.05).

The third motivator/dimension demonstrates the significance of future service considerations as one of the motivations to leave tipping and was represented by two reasons (Overall Mean= 3.67). Among the two reasons, "If you are a repeat guest" recorded a higher score (M= 3.85), than the other reason "to get superior service on future visits" (M= 3.49).

Table 3: Customers' View for Tipping Motives/Dimensions in Egyptian Restaurants

Motives/Dimensions for Tipping	Overall Agreement										Mean
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
	F.	%	F.	%	F.	%	F.	%	F.	%	
<b>A. Rewarding Service Quality</b>											<b>3.93</b>
1. Server friendliness	27	4.1	5	0.8	33	5.1	210	32.3	376	57.8	4.38
2. Server attentiveness	20	3.1	4	0.6	62	9.5	274	42.1	291	44.7	4.24
3. The standing kind smile of service providers	21	3.2	17	2.6	120	18.4	282	43.3	211	32.4	3.99
4. Speed of service	23	3.5	38	5.8	115	17.7	237	36.4	238	36.6	3.96
5. Server knowledge of all information related to menu items	45	6.9	46	7.1	115	17.7	282	43.3	163	25.0	3.72
6. Server attractiveness	49	7.5	35	5.4	166	25.5	208	32.0	193	29.6	3.70
7. Good suggestions by waiters about menu items	38	5.8	90	13.8	169	26.0	216	33.2	138	21.2	3.50
<b>B. Assisting Service Employees</b>											<b>3.59</b>
1. Compensating waiters according to the effort they make	8	1.2	22	3.4	80	12.3	248	38.1	293	45.0	4.22
2. To compensate poorly paid service workers	57	8.8	55	8.4	202	31.0	167	25.7	170	26.1	3.51
3. To guarantee an equitable relation with employees	121	18.6	63	9.7	229	35.2	138	21.2	100	15.4	3.05
<b>C. Seeking Better Service in the Future</b>											<b>3.67</b>
1. If you are a repeat guest	36	5.5	27	4.1	115	17.7	291	44.7	182	28.0	3.85
2. To get superior service on future visits	86	13.2	44	6.8	119	18.3	263	40.4	139	21.4	3.49
<b>D. Gaining Social Approval</b>											<b>2.66</b>
1. To buy social approval from employees	167	25.7	77	11.8	192	29.5	150	23.0	65	10.0	2.79
2. To buy social approval from companions	201	30.9	136	20.9	157	24.1	87	13.4	70	10.8	2.52
<b>E. Following Social Norms</b>											<b>2.48</b>
1. To follow social norms	149	22.9	93	14.3	160	24.6	187	28.7	62	9.5	2.87
2. To avoid feeling guilty in front of employees	191	29.3	155	23.8	160	24.6	115	17.7	30	4.6	2.44
3. To avoid feeling guilty in front of friends	226	34.7	132	20.3	184	28.3	84	12.9	25	3.8	2.30
4. To avoid feeling guilty in front of family	220	33.8	140	21.5	196	30.1	72	11.1	23	3.5	2.29
<b>F. Desire to Impress Others</b>											<b>1.70</b>
1. Gives a feeling of superiority and power among others	408	62.7	79	12.1	124	19.0	31	4.8	9	1.4	1.70
<b>G. Food and Beverage Quality</b>											<b>3.80</b>
1. Quality of food & beverages	53	8.1	18	2.8	72	11.1	212	32.6	296	45.5	4.04
2. Adequate size of food & beverage portions	89	13.7	13	2.0	136	20.9	265	40.7	148	22.7	3.56

The fourth motivator/dimension investigates if customers leave tipping in order to gain social approval. Through examining the means of scores, it is apparent that only a small percentage of customers agreed that tipping is a tool for gaining social approval (Overall Mean= 2.66), either from employees (M= 2.79) or from companions (M= 2.52).

The fifth motivator/dimension comprised four reasons that examine if customers leave tipping in order to follow social norms and the overall level of agreement regarding this motive was low (Overall Mean= 2.48). As for this dimension, the reason “to follow social norms” recorded the highest mean (M= 2.87), while the reason “to avoid feeling guilty in front of family” recorded the lowest agreement (M= 2.29).

In the sixth motivator/dimension one reason was included to measure customers’ tendency to leave tipping as a way to impress others. Accordingly, most customers (75%) reported their disagreement with the proposition that they leave tipping to express their superiority and power among others (M= 1.70).

The last motivator/dimension was represented by two reasons that examine the extent to which food and beverages quality is influential on customers’ desire to leave tipping and the overall level of agreement regarding this motive was high (Overall Mean= 3.80). In this context, quality of food and beverages was found to have a higher impact on customers’ tendency to leave tipping (M= 4.04), than the impact of providing them with adequate size of food and beverages portions (M= 3.56).

**RQ.2.** *What is the arrangement of all the reasons and motivators/dimensions in descending order according to the degree of their impact on customers’ willingness to leave tipping?*

Answering this question aims at determining the most as well as the least influential motivators/dimensions and reasons that encourage restaurant customers to leave tipping for service employees. This part differs from the previous part in that it analyzes all 21 reasons cited under different motivators/dimensions in a comprehensive view. Figure 2 and 3 demonstrate the answer for this question in a graphical manner. As apparent in Figure 2, all studied reasons were ranked in a descending order based on customers’ responses. The studied *reasons* were classified by mean value based on customers’ responses into three groups. The first group included the most important reasons that motivate customers’ to leave tipping in Egyptian restaurants with mean value from 3.75 to 5. This group included the following seven reasons; server friendliness (M= 4.38), server attentiveness (M= 4.24), compensating waiters according to the effort they make (M= 4.22), quality of food and beverages (M= 4.04), the standing kind smile of service providers (M= 3.99), speed of service (M= 3.96), and if you are a repeat guest (M= 3.85).

The second group included the reasons that have moderate influence on customers’ tendency to leave tipping with mean value from 3.00 to 3.749. This group included the following seven

reasons; server knowledge of all information related to menu items (M= 3.72), server attractiveness (M= 3.70), adequate size of food and beverages portions (M= 3.56), to compensate poorly paid service workers (M= 3.51), good suggestions by waiters about menu items (M= 3.50), to get superior service on future visits (M= 3.49), and to guarantee an equitable relation with employees (M= 3.05). The third group comprised the lowest influential reasons with mean values from 1 to 2.99. This group included the following reasons; to follow social norms (M= 2.87), to buy social approval from employees (M= 2.79), to buy social approval from companions (M= 2.52), to avoid feeling guilty in front of employees (M= 2.44), to avoid feeling guilty in front of friends (M= 2.30), to avoid feeling guilty in front of family members (M= 2.29), and tipping gives a feeling of superiority and power among others (M= 1.7).

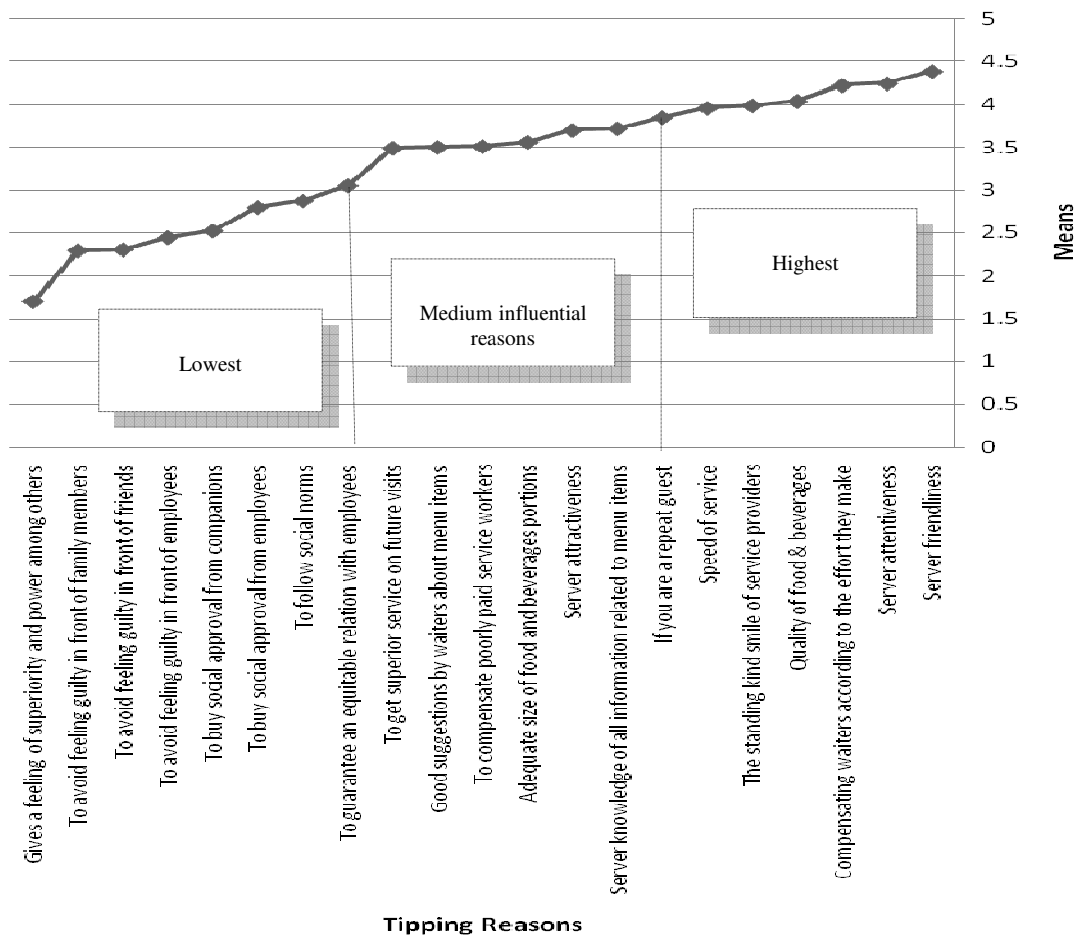


Figure 2: Importance Level of Reasons Influencing Tipping in Egyptian Restaurants

Using the same approach, tipping *dimensions* were ranked in a descending order based on overall average of means as shown in Figure 3. According to Egyptian restaurant customers' views, the most important dimension that motivates customers' to leave tipping is to *rewarding good service quality* (Overall Mean= 3.93). Consequently, the dimension *food quality* was the second in importance (Overall Mean= 3.80), followed by *seeking better service in the future* (Overall Mean= 3.67), *assisting service employees* (Overall Mean= 3.59), *gaining social approval* (Overall Mean= 2.66), *following social norms* (Overall Mean= 2.48), and the *desire to impress others* reported the least importance among other dimensions (Overall Mean= 1.70).

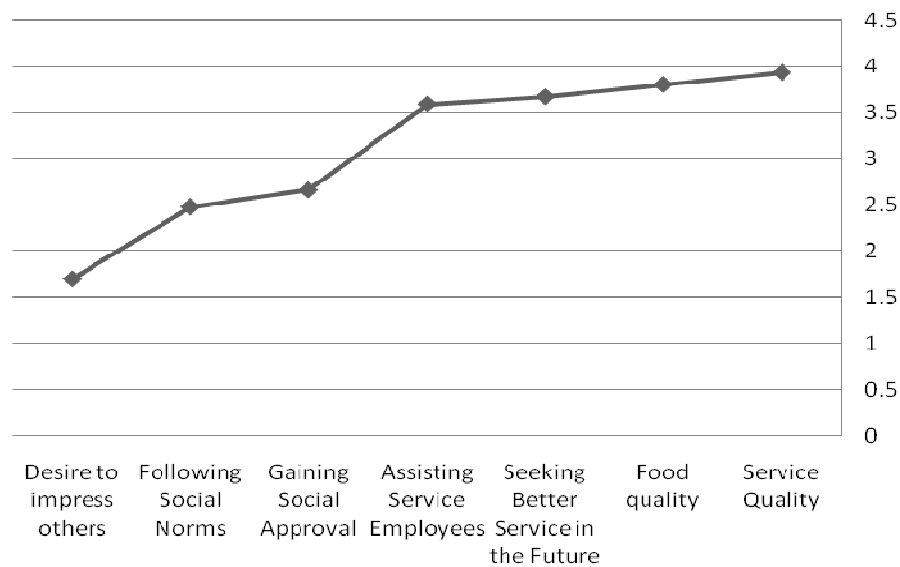


Figure 3: Importance Level of Dimensions Influencing Tipping in Egyptian Restaurants

**RQ.3.** *Do the dimensions that motivate customers to tip differ significantly according to their demographic and behavioral characteristics (gender, social status, with whom/eat out, preferred restaurant type)?*

Answering this question aims at determining whether, and to what extent, tipping motivators/dimensions (rewarding good service quality, food quality, seeking better service in the future, assisting service employees, gaining social approval, following social norms and desire to impress others) differs among different customers' profiles. Both demographic and behavioral characteristics of customers were analyzed. The inferential analysis results for these contingent variables using descriptive statistics including means of scores that were compared using Mann-Whitney and Kruskal-Wallis tests resulting in *p*-values are presented in Table 4.

Table 4: Differential Analysis of Customers' Profile for Tipping Motives/ Dimensions

Customers' Profile		Motives/Dimensions of Tipping						
		<i>Rewarding Service Quality</i>	<i>Helping Service Employees</i>	<i>Seeking Better Future Service</i>	<i>Gaining Social Approval</i>	<i>Following Social Norms</i>	<i>Desire to Impress Others</i>	<i>Quality of Food and Beverages</i>
<b>1. Gender</b>								
Male	<i>M.</i>	3.96	3.56	3.67	2.74	2.43	1.78	3.77
Female	<i>M.</i>	3.88	3.67	3.69	2.52	2.56	1.56	3.87
<i>Asymp. Sig. (2-tailed)</i>		<i>0.064</i>	<i>0.035</i>	<i>0.671</i>	<i>0.040</i>	<i>0.058</i>	<i>0.032</i>	<i>0.318</i>
<b>2. Social Status</b>								
Single	<i>M.</i>	3.96	3.65	3.70	2.73	2.34	1.59	4.03
Married	<i>M.</i>	3.92	3.58	3.65	2.60	2.50	1.74	3.7094
<i>Asymp. Sig. (2-tailed)</i>		<i>0.659</i>	<i>0.113</i>	<i>0.596</i>	<i>0.167</i>	<i>0.047</i>	<i>0.018</i>	<i>0.000</i>
<b>3. With Whom/eat out</b>								
Alone	<i>M.</i>	4.21	3.50	4.25	3.25	2.69	2.00	4.50
With Family	<i>M.</i>	3.92	3.62	3.64	2.67	2.51	1.71	3.68
With Friends	<i>M.</i>	3.91	3.57	3.72	2.63	2.43	1.69	3.94
<i>Asymp. Sig. (2-tailed)</i>		<i>0.360</i>	<i>0.655</i>	<i>0.089</i>	<i>0.188</i>	<i>0.603</i>	<i>0.950</i>	<i>0.000</i>
<b>4. Preferred Restaurant</b>								
Quick Service	<i>M.</i>	3.80	3.54	3.64	2.64	2.38	1.67	3.80
Casual Dining	<i>M.</i>	3.90	3.54	3.54	2.43	2.48	1.52	3.74
Fine Dining	<i>M.</i>	4.00	3.70	3.92	3.02	2.38	1.94	3.73
National Dining	<i>M.</i>	3.92	3.66	3.71	2.62	2.46	1.65	3.78
<i>Asymp. Sig. (2-tailed)</i>		<i>0.000</i>	<i>0.021</i>	<i>0.008</i>	<i>0.000</i>	<i>0.087</i>	<i>0.000</i>	<i>0.068</i>

M. = Mean

\* Correlation is significant at the 0.05 level (2-tailed).

Firstly, the comparison between mean scores reported for male and female customers' regarding tipping motivators/dimensions revealed slight differences. Accordingly, motives that encourage male customers to tip more than females are; rewarding service quality, gaining social approval, and desire to impress others. On the other hand, motives that encourage female customers to tip more than males are; helping service employees, seeking better future service, following social norms and quality of food and beverages. Results of the Mann-Whitney test revealed significant differences between male and female customers ( $p$ -value < 0.05) in three of the seven motives namely, helping service employees ( $p$ -value= 0.035), gaining social approval ( $p$ -value= 0.040), and desire to impress others ( $p$ -value= 0.032).

Secondly, results indicated that the tipping motives that are more important for single than for married customers are; rewarding service quality, helping service employees, seeking better future service and gaining social approval. Conversely, motives that influence married customers to tip more than singles are; following social norms and desire to impress others. Consequently, in order to correlate the customers' social status with different tipping motives, means of the different tipping motivations were compared utilizing Mann-Whittney test. With a significance of (0.05), there are significant differences between single and married customers in two of the seven motives namely, quality of food and beverages ( $p$ -value= 0.000) and desire to impress others ( $p$ -value= 0.018). However, there are no significant differences among other motives ( $p$ -values > 0.05).

Thirdly, calculated mean scores confirmed that all the tipping motives have greater influence and more importance for customers' who prefer to eat out alone than those who prefer to eat out either with family or with friends. Additionally, slight differences were recorded in the motivation to leave tipping between those who prefer to dine out with family members and those who prefer to dine out with friends. Concerning this behavioral characteristic of respondents, results of the Kruskal-Wallis test revealed significant differences between customers ( $p$ -value < 0.05) in one of the seven motives namely, quality of food and beverages ( $p$ -value= 0.000). However, there are no significant differences among other motives ( $p$ -values > 0.05). As for the type of restaurant preferred, the comparison of different means resulted in the following conclusions. Rewarding service quality was found to be the most important tipping motivator for different types of restaurant customers. On the other hand, the desire to impress others was found to be the least important motive to leave tipping from different customers' point of view. Results of the Kruskal-Wallis test revealed significant differences between customers ( $p$ -value < 0.05) in five of the seven motives namely, rewarding good service quality ( $p$ -value= 0.000), quality of food and beverages ( $p$ -value= 0.021), seeking better service in the future ( $p$  value= 0.008), assisting service employees ( $p$ -value=0.000), and desire to impress others ( $p$ -value= 0.000). However, no significant differences were recorded between other motives ( $p$ -values > 0.05).

**RQ.4.** *Is there a correlation between the different motivators/dimensions that motivate the tipping behaviour of Egyptian restaurant customers?*

On the one hand, the strongest positive relationship was recorded between the dimension of rewarding service quality and three other dimensions namely; food and beverages quality ( $p$ -value < 0.01, with a correlation magnitude of 64.9 %), seeking better future service ( $p$ -value < 0.01, with a correlation magnitude of 60.9 %), and the desire to help service employees ( $p$ -value < 0.01, with a correlation magnitude of 59.5 %). Other strong relationships were recorded between the following dimensions; seeking better future service and the desire to help service employees ( $p$ -value < 0.01, with a correlation magnitude of 56.5 %), following social norms and gaining social approval ( $p$ -value < 0.01, with a correlation magnitude of 51.4 %), and gaining social approval and the desire to impress others ( $p$ -value < 0.01, with a correlation magnitude of 50.8 %). On the hand, many of the reported relationships between the tipping dimensions were weak ( $r$  < 0.5), as reported in Table 5.

Table 5: Correlation Analysis of Tipping Motives/Dimensions

Tipping Motives/Dimensions		<i>Rewarding Service Quality</i>	<i>Helping Service Employees</i>	<i>Seeking Better Future Service</i>	<i>Gaining Social Approval</i>	<i>Following Social Norms</i>	<i>Desire to Impress Others</i>	<i>Quality of Food and Beverages</i>
<i>Rewarding Service Quality</i>	Pearson Correlation	-	-	-	-	-	-	-
	Sig. (2-tailed)							
<i>Helping Service Employees</i>	Pearson Correlation	0.595**	-	-	-	-	-	-
	Sig. (2-tailed)	0.000						
<i>Seeking Better Future Service</i>	Pearson Correlation	0.609**	0.565**	-	-	-	-	-
	Sig. (2-tailed)	0.000	0.000					
<i>Gaining Social Approval</i>	Pearson Correlation	0.347**	0.295**	0.364**	-	-	-	-
	Sig. (2-tailed)	0.000	0.000	0.000				
<i>Following Social Norms</i>	Pearson Correlation	0.090*	0.095*	0.108**	0.514**	-	-	-
	Sig. (2-tailed)	0.021	0.016	0.006	0.000			
<i>Desire to Impress Others</i>	Pearson Correlation	0.129**	0.145**	0.162**	0.508**	0.485**	-	-
	Sig. (2-tailed)	0.001	0.000	0.000	0.000	0.000		
<i>Quality of Food and Beverages</i>	Pearson Correlation	0.649**	0.454**	0.432**	0.411**	0.313**	0.237**	-
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

### 4.3 Discussion of Results

Additionally, results are made clear and further justified through presenting supporting previous researches and researcher’s insights where applicable. The *first* objective of this research was to study the different theorized reasons and motives that motivate customers to tip and to investigate their conformity with Egyptian restaurants customers’ point of view. Therefore, twenty one theorized reasons to leave tipping were derived from the literature and categorized under seven motivators/dimensions. Afterwards, these reasons were evaluated from Egyptian restaurant customers’ point of view to identify the reasons that best explain their motivation to leave tipping. When examined from a descending mean value perspective, rewarding service quality recorded the highest importance among other motivators/dimensions when it comes to explain customers’ tipping motivations. Additionally, Egyptian customers ranked the quality of food and beverages as the second most important motivator/dimension that influences their desire to leave tipping. Previous research has confirmed this result by scrutinizing the positive impact of food and beverage quality on tipping behaviour (e.g., Medler-Liraz, 2012; Lynn and Latané, 1984). This result proves



that food and beverage quality is a very important influential motivator for Egyptians to leave tipping. The third highly ranked motivator/dimension among others is seeking better service in future visits. In the same vein, Egyptian customers indicated that they are motivated tip primarily if they are repeat guests, followed by the desire to get superior service on future visits. This result goes in line with available literature reviews regarding the positive influence of seeking better future service on customers' desirability to leave tipping (e.g., Azar, 2004; Bodvarsson and Gibson, 1997; Lynn and Grassman, 1990; Ben-Zion and Karni, 1977). The dimension assisting service employees was ranked the fourth in importance among other dimensions. Under this dimension compensating waiters according to the effort they make was the most important reason that stimulates customers' desire to tip restaurant employees. This desire to help service employees was one of the most common motives for tipping reported by customers' in previous researches (e.g., Lynn, 2009; Jewell, 2008; Azar, 2004; Videbeck, 2004; Speer, 1997).

Other studied motivators/dimensions appeared to have either moderate (gaining social approval and following social norms) or low (the desire to impress others) influence on Egyptian restaurant customers' tendency to leave tipping. This result doesn't conform to previous researches which confirmed the positive influence of these dimensions on customers' willingness to leave tipping to service employees (e.g., Becker, et al., 2012; Saunders and Lynn, 2010; Azar, 2004, 2007, 2010; Parrett, 2006; Lynn, 2001; Bodvarsson and Gibson, 1997; Lynn, 1997; Lynn and Grassman, 1990). Finally, it can be concluded that the most important tipping motives for Egyptian restaurant customers are; to reward service quality, food and beverage quality, seeking better service in future visits and the desire to help service employees. Conversely, the least important tipping motives for Egyptian restaurant customers are; gaining social approval, following social norms and the desire to impress others.

The *second* objective of this research was to investigate if there are differences in customers' perceptions of the tipping motivators/dimensions among different types of customers. Taken together, results suggest that rewarding service quality, gaining social approval, and the desire to impress others are more important tipping motivators/dimensions for male rather than for female customers. On the other hand, helping service employees, seeking better future service, following social norms and quality of food and beverages are more important tipping motivators/dimensions for female rather than for male customers. Secondly, rewarding service quality, helping service employees, seeking better future service and gaining social approval are more important tipping motivators/dimensions for single rather than for married customers. Conversely, motives that influence married customers to tip more than singles are following social norms and the desire to impress others. Thirdly, all the tipping motives are more important for customers' who prefer to eat out alone than for those who prefer to eat out either with family or with friends. Finally, rewarding service quality was found to be the most important tipping motivator/dimension for different types of restaurant customers. On the other hand, the desire to impress others was found to be the least important motive to leave tipping from different customers' point of view. The *last* objective of this research was to test the correlation between the different dimensions that motivate Egyptian restaurant customers to leave tipping. Results supported the existence of a significant and positive

relationship between all the tipping dimensions. Therefore, these results conform to previous researches that confirmed the multidimensional nature of tipping motivators/dimensions (Lynn and McCall, 2000; Azar, 2007, 2010; Lynn, 2009). The strongest positive relationship was recorded between the dimension of rewarding service quality and the dimension of food and beverages quality.

## **5 LIMITATIONS AND FUTURE RESEARCH**

Although there are a sufficient number of researches about tipping, there is a lack of a concrete measure that would evaluate its dimensions and determinants. The researchers can relate this problem to the fact that tipping customs and norms differ between countries. For example, in some countries tipping is socially acceptable, and often is an important part of employees' income. While in other countries tipping isn't expected and isn't part of the culture. Due to these enormous variances in tipping customs and norms between countries, future researchers should continue to work towards advancing our understanding of these variations and conduct cross-cultural studies to designate different measurement tools suitable for different cultural contexts. Other aspects that should be further investigated in future research are; a focus on employees' opinions and comparing them with those of customers, a focus on non-restaurant service contexts (e.g., hotels, casinos, taxi drivers, beach boys, parking valets, tour guides, etc.) and a focus on the differences in customers' perceptions of the tipping behavior among different types of customers.

## **6 IMPLICATIONS AND CONCLUSIONS**

Another important recommendation for restaurant managers is to be aware of the fact that in many Egyptian restaurants customers does not know who is the employee in charge of their service especially after the order is taken what makes the customer does not feel attention. Additionally, a different employee may provide the service every time it is required what results in inconsistency of the level of service being provided. Therefore, there is a need for restaurant manager to assign specific servers to different stations within the restaurant, this action will give employees a direct guest contact as well as increased responsibility for customer care. On the other side the customer will receive a consistent and attentive service which will result in increased tips for employees.

Furthermore, understanding the motivators/dimensions that stimulates customers' desire to tip will help in designating training programs for service employees. Restaurant managers should implement these training programs to make employees aware of the most important reasons that motivate customers to leave tipping. Another important part of this training program should focus on the difference in tipping motives among different customers' profiles. This refers to the fact that what motivates a certain customer to tip may not motivate another customer. For example, results indicated that food and beverage quality is more important in influencing tipping tendency than service quality for single customers and those who dine alone.

On the other hand, service quality is more important in influencing tipping tendency than any other reason for those customers who dine in the presence of their family members. The training program should also focus on how to stop the famous phenomenon of asking for tipping known in Egyptian restaurants either directly or through some actions that make the customer feel that he/she is obliged to leave tipping such as; over thanking, trying to notify the guest that tipping will let him/her receive better service in future visits, contrived welcoming words, non-natural smiles and prolonged looks. Restaurant managers should educate and train their employees to avoid these bad behaviors that lead to a state of aversion in the minds of customers because they feel that tipping is a basic rule of the service. Employees should be learned that the tipping is a giveaway from the guest to the server who showed intimacy and respect and went the extra mile to over satisfy the guest in a normal way and without showing that he is doing so just to get the tips. A final part of the training program is to teach employees that they are working in a very sensitive field, which depends primarily on the superior treatment with guests through the use of technical and professional terms, which makes them feel that they are dealing with individuals who are highly experienced and familiar with this profession. This is among the most important factors which broadcast confidence between customers and service employees and consequently motivates them to leave higher tips.

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# **Tourism Marketing and Projection Mapping**

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## **ABSTRACT**

Tourism is considered a multi- sector of activities that combines the offer of services and goods. It creates great chances for economic and social development in the touristic destinations. Main characteristics of modern tourism are the use of Information and Communication Technologies (ICT) and the appearance of new forms of tourism like cultural tourism and city breaks. Concepts like cultural heritage and sustainability have started being important factors for the destination decision making by modern tourists. Light festivals are a new touristic product that combines cultural tourism and urban tourism. Its main component is projection mapping. Projection mapping is a special technique of usage of video projectors which uses non-ordinary surfaces for display. Projection mapping in essence is a combination of art (through light) and technology (through video). It is a mean of creation of cultural products and it has the potential to become a mean of creation of touristic products. Projection mapping can promote the cultural heritage of a place through an easy and impressive manner in accordance with the current tourism marketing trends that focus in touristic packages that provide many strong experiences in a few days. The integration of projection mapping inside the frame of a completed tourism marketing planning could offer a competitive advantage in places which seeks to enrich their touristic product and achieve sustainable development by offering authentic experiences to modern tourist.

**Key Words:** Tourism marketing, projection mapping, cultural tourism, light festival



## **INTRODUCTION**

Tourism is considered one of the biggest sectors of global economy. It has presented exceptional growth during 20th century and forth. The 25 million of tourists worldwide in 1950 rose to 278 million in 1980, 674 million in 2000 and 1,186 million in 2015. The arrivals of tourists internationally are expected to be increased by an average of 3.3% per year the period 2010- 2030 and this conducts that we estimate 1.4 billion tourists in 2020 and 1.8 billion in 2030 (WTO, 2015).

Projection mapping is a modern application that combines projection of an audio-visual content in several alternative surfaces. It is considered an artistic creation and consists the main application in most light festivals worldwide. The last twenty years have been developed over 100 light festivals in several cities around the world. These events attract thousands of people who visit the host cities and usually combine the participation in a light festival with urban tourism.

Thus, projection mapping is a cultural product which can be transformed into a touristic product either inside the frame of light festivals or outside of them if a proper tourism marketing policy is designed and implemented. The methodological approach of the present work will be the bibliographic research in international bibliography, in hard copy and electronic version. The aim is to examine the possibilities of the usage of projection mapping inside the frame of touristic marketing as an alternative touristic product in order to: (i) enrich the touristic content of a destination, (ii) to promote the cultural heritage of touristic destinations and (iii) to enhance touristic development.

## **TOURISM AND CULTURE: COMMUNICATING VESSELS**

Tourism is a complex, global, social, cultural and economic phenomenon and on the same time it is a multi- level field where several versions of economic development are interconnected each other (Panagiotopoulos et al. 2016). Tourism industry is a big group of several other industries that directly can provide goods or services to facilitate business, pleasure and leisure activities for people who are temporarily away from their home environment. It is defined as the sum of organizations of private and public sector that contribute in the development, production, promotion and forwarding of products and services that cover the needs of tourists (Gee et al, 1997). Tourism industry includes several parts like: i) tourist accommodation, ii) food and beverage sector, iii) transportation companies, iv) recreation facilities, v) places of unique natural beauty, vi) intermediate tourism businesses, vii) travel agencies, viii) tour operators and ix) public support services (Vasilakakis, 2014).

A significant key factor for a success story in tourism is considered the existence of a variety of touristic products for the same destination. As touristic product is considered every tangible or intangible product created in order to satisfy needs or wishes of modern global citizens (Lagos, 2005).

The most important trends and evolutions in tourism are below (Kokkossis, 2016):

- Globalization and expansion of touristic markets
- Globalization and increased competition
- Technology and Information
- Personalized need and special interests- Lifestyle

- Demand for new diversified products- Segmentation of the market
- Pursuit of authentic experiences in touristic destinations
- More trips of shorter duration
- Special and alternative forms of tourism

Authenticity is a stable trend in tourism the last decades and it is described as willingness for gaining new experiences, for acquiring new products and for enjoying new services that are all connected with the destination as much as possible. Authenticity means pureness that conducts less commercialization, less massive culture and less globalized influences. Consumerism has dominated modern people's life and a part of them seeks for new meaning in life as a step forward to self-actualization (Wilmott and Nelson, 2003). The answer to the satiation of consumerism is authenticity and vacation is the chance for people to discover a new world. Brass (2006) connects authenticity with the preservation of locality and finally with sustainability and describes it as human's inner potential to know better himself though meeting another culture and obtaining real experiences.

The above notices direct the specialists in tourism in certain targets which are the i) the qualitative upgrade of touristic product and ii) its expansion and enrichment. This seems to be the case for all touristic destinations worldwide. For example, Mediterranean countries like Greece, seek to escape from the classical concept of "Sun and Sea" in order to i) face the international competition, ii) increase the annual touristic period, iii) satisfy modern tourist's needs, iv) attract tourism of high income. Therefore, activities that are not seasonal and special forms of tourism have come in the spotlight like spa tourism, cultural tourism, religious tourism, sports tourism, gastronomic tourism, urban tourism, cruise, etc. (Kokkossis, 2016). Most of them are characterized by a theme and are strongly connected with the culture of the destination.

The concept of culture is complicated and multifarious and has met several and different interpretations over time (Uscatescu, 1973). Culture as a general and wide concept includes the sum of activities and materials made by human kind in social, economic, spiritual, mental, and emotional level (Georgitsogianni, 2011: 11). Furthermore, as cultural products are defined those which keep a significant archaeological, historical, scientific and aesthetic value and they have been categorized and counted with accuracy (Grammatikaki- Alexiou, et al., 2001: 35). The characteristics that should be present in such products are authenticity, quality, historicity and symbolism (Government Newspaper of Greece, 2002).

Cultural heritage is considered an asset closely connected with touristic growth for a place (Mitoula, 2003). Proper designed cultural policies and activities could contribute in the development of cultural tourism and consequently in the development of local communities. Cultural tourism can be the lever for economic, social and cultural progress in a community, especially now that is well known that concepts like "Sun and Sea" and "Massive Tourism" are considered old fashioned and against the principles of sustainable development.

The main components that constitute cultural tourism are: i) places of heritage, ii) art places like theatres, iii) visual art places like galleries, iv) special events like light festivals, v) places with significant religious value, vi) local communities, vii) customs and traditions, viii) arts and crafts, ix)

language and dialects, x) gastronomy, xi) industry and trade, xii) modern folk culture, xiii) activities of special interest like weaving and xiv) places of natural beauty (Defner, 2016).

However, the interconnection between tourism and culture is not a new idea. A lot of researches indicate that cultural heritage is a powerful motivation for a big group of tourists. For example, 80% of American tourists, 90% of tourists from Latin America and 93% of Japanese tourists mentioned that they have selected Europe because of its cultural heritage. Indicatively, the tourists that make a choice of a destination based on its cultural heritage are from Japan (92%), America (55%), Spain (50%) and Great Britain (49.7%) (Koussounis, 2004).

## **PROJECTION MAPPING AND LIGHT FESTIVALS**

Projection mapping in essence is a combination of art (through light) and technology (through video). Projection mapping is a special technique of usage of video projectors that presents artistic content on several non-compatible surfaces. The projection does not use special flat surfaces made for this purpose but several natural objects. This fact has as a result the possibility of selection among a variety of choices with whatever shape and outline that can be used as a display. Through this technique, objects of real world are transformed into intangible forms and this changes the way we consider them. Projection mapping could be categorized based on the content or the kind of the surface used or on the purpose of the projection. Its content is rich and varies from historic topics up to visual effects and illusions made by taking advantage from the special characteristics of the projection surfaces (Panos, 2016).

The possible usages are a lot and they depend on the place of the projection, the selected objects for the display, the target-group, the content and the purpose of the projection. All these factors should be taken into consideration for the organization of a projection mapping event. Furthermore, projection mapping is present in arts like in theatre and dancing, and in advertisements and commercial events. Projection mapping is used in marketing and promotions policies by using as surface products like a car or a mannequin (Panos, 2016).

The buildings that are usually used for projection mapping are public buildings with unique architecture that belong in city's cultural heritage. The highlighting of cultural heritage of a city through events with projection mapping can contribute to public's information for its value, its preservation and exploitation in accordance with sustainability principles.

An important cornerstone of projection mapping is its widely-spread use in cultural events and mainly in light festivals. Projection mapping consists the main activity and application in light festivals worldwide. Projection mapping events are impressive and can create pleasant memories to an attendant. On parallel projection mapping experiences could have the strong and valuable characteristic of authenticity of their content if they match it with the selected projection surface. Authenticity is a crucial factor for the touristic product of a place since it can distinguish it among other competitors.

Events with projection mapping are organized either as a single event or as part of a bigger group of events that form a festival. The development and the spread of such festivals is impressive since there are already worldwide more than 100 light festivals which are even organized in international networks (Giordano and Ong, 2017). Light festival is considered as an innovative new product with

artistic value and one of the most successful of them is “Fête des Lumières” in Lyon in France. The experience accumulated year by year allowed to its organizers to establish an international network of cities and lighting professionals who organize a series of light festivals called Lighting Urban Community International – LUCI (LUCI Association, xx). Another example is the light festival of Eindhoven in Holland which created an organization called International Light Organization – ILO and operates as a community of artists who organize light festivals all over the world (ILO, xx).

In the everyday activity of such organizations is included communication with light designers, artists, committees of conferences, municipalities, etc. in order to continue to innovate and expand light festivals in more places. The organization of light festivals should be adopted in the special characteristics of each city and its design should take into consideration local authorities and businessmen. The biggest advantages of these organizations are: i) their accumulated experience, ii) the know-how, and iii) the connections with artists and light designers internationally. The preparation of a light festival demands the cooperation of a lot of people with several specializations. Projection mapping that is the heart of such events demands interdisciplinary cooperation including artists, architects, graphics designers, managers specialized in areas like marketing, finance, tourism and cultural management especially in case that this festival uses the history and the cultural heritage of the venue (Panos, 2016).

A common practice regarding the organization of light festivals is the copy- paste method of a festival in several cities based on the linear absorption without adjustments due to different local characteristics. This fact has resulted in the application of an innovative product in a new place without the element of authenticity (Giordano and Ong, 2017). Common choices regarding the content of projection mapping are historical subjects but also artistic, fuzzy and abstract creations of contemporary art. A video is kind of story telling with linear or not structure. The usage of mapping projection could expand the possibilities of this narration by selecting different surfaces from the projection. When there is absence of narrative techniques, the use of artistic, abstract content could give very impressive results and feelings of satisfaction and happiness to the attendants.

## **CONCLUSIONS- SUGGESTIONS**

Extremely important parameters of modern tourism are communication and information because tourism by definition is a way of communication between human and the rest of the world. It consists an experiential process of collecting information, experiences and memories. Suwanto (2001) emphasizes that the trip for a tourist starts from the moment he left his home in order to travel to the selected destination and ends upon his return at home. This is an important element for the understanding of tourism industry. However, nowadays, the first contact of a tourist with his destination and the decision making about it, starts probably much earlier through Information and Communication Technologies (ITC) and not anymore through word of mouth (Panagiotopoulos et al. 2016). The modern tourist searches for new destinations to explore through internet by using tablets, mobiles phones and personal computers and by visiting websites like Pinterest. Furthermore, word of mouth has been replaced by the photos that friends upload in Instagram and Facebook when they are on their trip (on real time).

Tourism could be an effective power for growth but it is easily its prospects to be wasted. It is very common, tourism destinations to copy ideas without adjusting them in their needs and characteristics

like in the case of light festivals and finally to copy each other. This makes tourists to fail to escape from their routine since they did not discover real prototype experiences. A destination should protect and promote strongly its culture, its customs, its gastronomy and its natural beauty and even its human capital. Authenticity does not drive directly to sustainability but without the honor of local distinctiveness a destination looks like the previous one (Yeoman, 2008: 174, Yeoman et al., 2007)

Projection mapping could easily be part of a cultural tourism policy because it is related with historical resources (ancient monuments, etc.), cultural, anthropogenic and recreational resources (light festivals, etc.). Projection mapping integrated in a well-organized cultural production inside the frame of a total touristic marketing planning could obtain characteristics of a communication experience, exchange of cultures, authenticity and sense and feeling of the place. It is a cultural good that could be easily used as touristic good. It is suitable for those types of tourists that are interested for cultural experiences and city breaks and put high priority in the cultural criterion for their destination decision making. On the same time, it's use can be in accordance with the global trend which pushes people to make more trips of shorter duration than in the past and to pursuit many experiences in a short time.

The production of videos for projection mapping could be included in marketing strategies for the promotion of a place as a touristic destination. The content of such videos could be renewed in periodic basis in order to diversify its messages every time there are changes in the relevant marketing policy. The duration of these projections is small and this characteristic makes them suitable for touristic use since modern tourists look for a lot of fast experiences instead of fewer experience of bigger time in accordance with the optimal effective use of "Gazinta Philosophy" (Burns, 1993).

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## **The Role of Semiotics in Tourism Destination Branding through Social Media: The Case of Switzerland**

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### **ABSTRACT**

This paper investigates the use of semiotics in the branding of Switzerland as a tourism destination through social media, and specifically via Facebook. Destination branding has assumed an increasing importance over the past few years, and social media and semiotics have facilitated its rise. Semiotics corresponds to visible signs that, in this context, may be deployed as a means of attracting a customer's attention and its effective utilisation can make a difference to a destination's choice. Moreover, the branding of a destination may be effected through social media. It is a relatively cost-effective way to promote a destination and attempt to attract visitors. A conceptual framework was developed and content analysis was applied to 200 images uploaded by Switzerland Tourism on its Facebook page (DMO-uploaded and user-generated content) in order to identify the recurrent categories of attributes visible in imagery propagated. The findings indicated that around half the images had Nature & Landscape, Architecture/Buildings and People attributes. The investigation also highlighted that 22 Swiss cantons out of 26 were represented in the sample and that nearly half of the images were captured in Bern, Graubünden and Valais. Finally, the investigation provided four recommendations to Switzerland Tourism to improve its destination branding strategy on social media by using semiotics, such as to continue to upload images containing thematic concerns of escape, freedom and authenticity and to include their logo and slogan in the images. The research also pointed out interesting areas for further research.

**Key Words:** tourism destination, branding, semiotics, social media, Switzerland



## **INTRODUCTION**

Over the past six decades, the tourism industry has grown exponentially and diversified, becoming one of the world's most dynamic and rapidly expanding business sectors. The World Tourism Organization reported that world export earnings generated by the tourism industry amounted to USD 1.5 trillion, a record amount (UNWTO 2015b). It also represents nine percent of global GDP, and accounts for one in eleven jobs (UNWTO 2015c).

Due to the extraordinary growth of the industry, and to globalisation, the competition between tourism destinations has correspondingly increased. Kiralova and Pavlicecka argued that destinations are “territories, geographical areas, such as a country, an island or town”, where “people travel and where they choose to stay for a certain period” and where “a combination of all products, services and experiences are provided locally” (Kiralova and Pavlicecka 2015, p359). Destination Marketing Organisations (DMOs) have consequently grown in importance, their goal being to attract more visitors to their destination, and to generate more income. Every destination has a unique heritage, sites or culture (Morgan and Pritchard 2004), and DMOs have attempted to exploit these assets through engaging in new promotion strategies such as tourism destination branding. Through such differentiation, the DMOs hope to achieve a competitive advantage in one of the most fiercely competitive sectors of the global economy. They aim to establish a unique brand identity and brand image to provide visitors with positive initial impressions of the destination, and hopefully, to ultimately influence their holiday destination choice.

To brand and promote destinations, DMOs create advertising campaigns, which include destination logos, short messages, images, specific colours, sounds or more generally, any kind of signs. These signs, analysable through semiotic theory, attempt to capture the attention of potential visitors through engaging with the observer's ability to recognise and receive such patterns, codes and sub textual information (Chandler 2007). These campaigns, if competently executed, aim to stimulate the development of the destination and brand awareness, increase the latter's brand recognition, influence visitor perceptions, and develop positive associations with the brand/destination (Oswald 2007). Another strategy commonly used nowadays is the promotion of destinations through social media platforms, such as Facebook, Instagram or TripAdvisor, which allow individual users and DMOs to communicate, interact and exchange information with each other. This represents a valuable marketing tool for DMOs because they can easily share messages, videos and images of their destinations to market destinations to potential visitors.

This research focuses on Switzerland as a tourism destination. The country is mainly characterised by its desirable location and climate and abundant and visually appealing natural resources. The research was undertaken with the object of analysing the use of semiotics in the branding of Switzerland through the Facebook page of its DMO, Switzerland Tourism. Content analysis was developed and conducted by analysing 200 images collected through a random sampling on the Facebook page of Switzerland Tourism over the course of 2015. The aim of this was to identify the main categories of attributes observed in the uploaded images, which were used to brand the destination.

## **LITERATURE REVIEW**

### **Branding**

Branding is considered as a key element in the marketing strategies of organisations because it provides them valuable features and allows them to obtain a competitive advantage (Lynch and de

Chernatony 2004). The American Marketing Association defines a brand as a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (American Marketing Association 2015). However, as Jevons stated (2005, p117), this definition is not service oriented and does not include "intangible components or consumer perceptions". The definition provided by the European Brands Association can consequently complement the American definition: "a brand is the sum of [the consumer] knowledge and understanding of a product, service or company, and provides the means for exercising choice and preference. Over time, a product or service may develop in an individual's mind to become familiar, recognisable, reassuring, unique and trust inspiring - in other words, a strong brand" (European Brands Association 2015). The analysis of this second definition shows that a brand is not only characterised by a symbol or a logo. A brand aims to share emotional values with its customers by communicating to them about itself, about its culture and its products or services (European Brands Association 2015; Lynch and de Chernatony 2004; Dinnie 2008).

## **Destination Branding**

The degree of interest shown by tourists in the end-destination of their trip(s) has increased in recent years, accompanied by ever-increasing levels of competitiveness within the travel industry (Baker and Cameron 2008; Blain, Levy and Ritchie 2005; Buhalis 2000). The purpose of Destination Marketing Organisations (DMOs) is to attract both more visitors and investors to certain global travel destinations, but also to increase awareness about the destinations. Destinations are open to promotion and branding in much the same way as products and services, with the objective of "mak(ing) people aware of the location and then link(ing) desirable associations to create a favourable image to entice visits and businesses" (Baker and Cameron 2008, p86).

Blain, Levy and Ritchie define destination branding as the "marketing activities that (1) support the creation of a name, symbol, logo, word mark or other graphic that readily identifies and differentiates a destination; that (2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce consumer search costs and perceived risk. Collectively, these activities serve to create a destination image that positively influences consumer destination choice" (Blain, Levy and Ritchie 2005, p337).

Finally, social media plays an undeniably powerful role in destination branding and it constitutes an important strategy for the DMOs (Kiralova and Pavlicecka 2015). DMOs should create their own online community to engage visitors, encourage interactions (between visitors and potential visitors or between visitors and DMOs for example) and share with them experiences and interesting/relevant content. the benefits of social media for tourism destination branding are numerous and "can be summed up as follows: (1) (favourable) ROI; (2) increase of the number of visitors; (3) increase of positive awareness; (4) increase of destination preference; (5) awards; (6) publicity; (7) rise of website hits; (8) increase of number of website and Facebook referrals; (9) increase of number of Facebook fans; (10) user generated content; (11) acquisition of new ambassadors for the destination; (12) public relations" (Kirařova and Pavlićeka 2015, p363).

## **Semiotics**

Semiotics, also called semiology, is the study and the science of signs (Berger 2014; Tresidder and Hirst 2012; Chandler 2007; Oswald 2012). Differing definitions of semiotics exist. Mick, for example, in 1986 stated that signs are understood and simply represented by "anything that stands for something (its object), to somebody (interpreter), in some respect (its context)" (Mick 1986, p198). Eco offered an alternative definition: "semiotics is concerned with everything

that can be taken as a sign” (Eco 1976, p7 in Chandler no date). Finally, semiotics can also be defined as “the study of signs and systems of representation” (Tresidder and Hirst 2012, p153).

Therefore, everything represented by words, language, images, actions or objects are considered as signs (Chandler 2007, Echtner 1999). Nevertheless, these have no intrinsic meaning (Chandler 2007) unless we endow them with one; once this occurs, they become signs. In addition, their interpretation is also contingent on the perceptions of the observer: this may differ from one person to another, depending on a broad range of factors including culture, market segmentation or lifestyle (Tresidder and Hirst 2012).

Although semiotics is not a recent discipline, Chandler states that no “widely agreed theoretical assumptions, models or empirical methodologies” (Chandler 2007, p4) have yet been developed to study signs. He adds that “semiotics has tended to be largely theoretical” and “many of its theorists are seeking to establish its scope and general principles” (Chandler 2007, p4). Current research tries to categorise the codes and signs to provide a better understanding of semiotics, but this is proving to be a complex endeavour, as semiotics includes elements of linguistics, philosophy, psychology, anthropology, sociology, aesthetics, etc. (Echtner 1999; Chandler 2007; Oswald 2012).

Two authors are acclaimed to be the “fathers” of semiotic analysis: the Swiss linguist Ferdinand de Saussure and the American philosopher Charles Sanders Peirce (Chandler 2007; Tresidder and Hirst 2012). They developed two dominant contemporary and theoretical models that remain helpful tools to analyse signs and symbols. Roland Barthes utilised and expanded on Saussure’s model to determine that meaning has different levels.

At the end of the nineteenth century, Ferdinand de Saussure stated in his Course in General Linguistics that semiology is a science “which studies the role of signs as part of social life” (Chandler 2007, p2). He formulated a binary model to define the linguistic signs, which are composed of the signified and the signifier (Oswald 2012; Chandler 2007). The model is summarized in the Figure 2 below. On one hand, the signifier is a material or physical form of the sign. It means that the signifier “is something which can be seen, heard, touched, smelled or tasted” (Chandler 2007, p15). It is also called the “sound pattern” (Chandler 2007, p14). On the other hand, the signified is the concept that the signifier tends to represent in the mind of people (a mental construct, a notion). The sign is obtained thanks to the association of the two elements of the Saussure’s model. This relationship between the signified and the signifier is termed the signification, and is represented by the two arrows in Figure 5. The signification and the meaning of the sign can change depending on the context and the person as the relation is “arbitrary and based on convention” (Berger 2014, p22). The role of social code or the culture of the observers also impact the meaning of the sign. Finally, this model is useful to analyse brand logos or symbols (Oswald 2012).

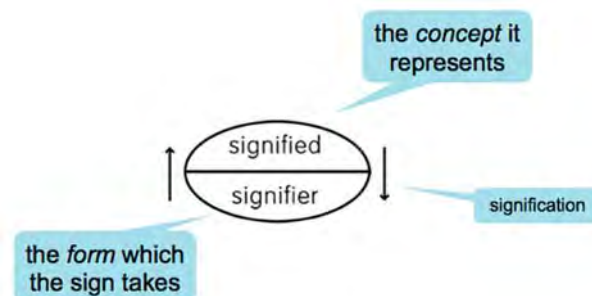


Figure 2: Representation of Saussure’s model (Source: Based on Saussure 1967, p.158)

At the same time as Saussure, Charles Sanders Peirce developed an alternative model of the sign. According to Peirce, people think only through signs and he defines signs as a combination of three elements (Stanford Encyclopaedia of Philosophy 2010). Firstly, the representamen is

understood as the form (materiality or immateriality) taken by the sign because it represents something (Chandler 2007). In Saussure’s model, it corresponds to the signifier. Secondly, the representatem enters in relation with the object, which corresponds to a representation beyond the sign (also called the referent). The inclusion of the object illustrates the main difference between this model and the model of Saussure. Thirdly, the interpretant represents the “sense made by the sign” (Dahlstrom and Somayaji 2003; Chandler 2007, p29) and the interpretation of the sign that people have in their mind. A parallel with the signified in Saussure’s model can be drawn. In addition, all three elements interact with each other in a triangle (Echtner 1999) and, in the words of Chandler, the sign is “a unity of what is represented (the object), how it is represented (the representatem) and how it is interpreted (the interpretant)” (Chandler 2007, p29). The triangle is shown in the following figure. The relation between the representatem and the object is a broken line because there is no clear “observable and direct relationship” between the two elements (Chandler 2007, p30).

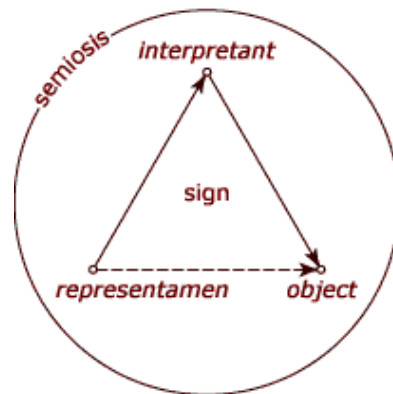


Figure 3: Combination of the three elements of the sign (Dahlstrom and Somayaji 2003)

Based on the model of Pierce, Echtner (1999) adapted the semiotic triangle to tourism destinations. The representatem (designatum) corresponds to the tourism destination. Then, advertisements are created to promote the destination and to transfer meanings to the customers. They include signs, logos, images or text, for instance. The advertisements correspond therefore to the object (sign), and the visitors to the interpretants. Figure 7 illustrates the semiotic triangle for the tourism industry.

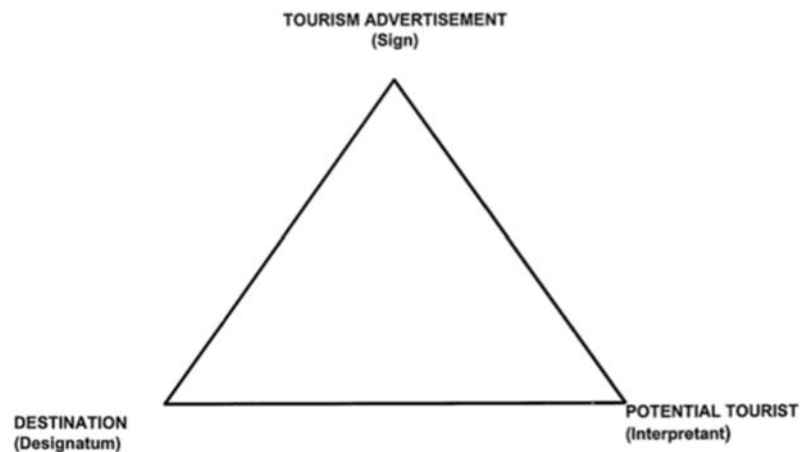


Figure 4: The semiotic triangle for the tourism industry (Echtner 1999, p53)

## **METHODOLOGY**

The purpose of this section is to present and discuss the research methodology, principally content analysis. It attempts to analyse and identify which categories of semiotics and attributes are used in images posted by Switzerland Tourism on Facebook to promote Switzerland as a tourism destination. In addition, this chapter includes an analysis of the methods used in the collection of primary data, as well as the procedure followed to develop the attributes' categories and to code the data.

### **Content analysis**

Content analysis is generally used to analyse textual materials, but it can also be utilised as a research technique to study the characteristics of advertisements and images, because it “aims at describing, with optimum objectivity, precision, and generality, what is said on a given subject in a given place at a given time” (Lasswell, Lerner, and Pool 1952, cited in Stepchenkova, Kirilenko, and Morrison 2009, p455). Berelson defined content analysis as “a research technique for the objective, systematic, and quantitative description of the manifest content of communication” (Berelson 1971, cited in Anderson, Dewhirst, and Ling 2006, p257). Similarly, Kerlinger (1986, in Binsbergen, 2013) articulates content analysis as “a method of studying and analysing communication in a systematic, objective, and quantitative manner for measuring variables”.

In the abovementioned definitions, the three italicised words express the key elements of content analysis (Anderson, Dewhirst, and Ling 2006). Firstly, objectivity is the “avoidance of (conscious) bias and subjective selection during the conduct and reporting of research” (Saunders, Lewis and Thornhill 2012, p676). This means that the data collection must be structured, consistent and adhere to strict rules. In the case of content analysis, a list of attributes should be defined before collecting the data to construct the basis of the investigation. The objectivity of the researcher(s) is important as it has the potential to affect the quality of the research (Saunders, Lewis and Thornhill 2012). When coding the results in the case of several researchers, they “should secure highly replicable and reproducible results and arrive at similar conclusions” (Anderson, Dewhirst, and Ling 2006, p257). This serves to avoid misrepresentations in data collection and the risk of errors in the findings. Secondly, as “scientific problems or hypotheses are examined” (Anderson, Dewhirst, and Ling 2006, p257), systematisation is necessary to ensure consistency, especially in the procedures to follow when coding the data, and in the random sample selection. The results should be generalizable. Thirdly, quantification means that data is correctly coded into different pre-defined categories to attain statistically accurate results. The numerical results from the sample can be generalised to the whole population (of images or texts) and thus the researcher may “derive patterns in the analysis and reporting of information” (Vitouladiti 2014, p279). Content analysis can also be qualitative, but its objective is more exploratory and does not include statistics (Vitouladiti 2014; Stepchenkova, Kirilenko, and Morrison 2009).

Based on Hsieh and Shannon (2005, p.1285), content analysis ideally follows a seven-step process, the aim of which consists in “formulating the research questions to be answered, select the sample to be analysed, defining the categories to be applied, outlining the coding process and the coder training, implement the coding process, determining trustworthiness, and analysing the results of the coding process”. In regards to the categories' definition, the authors stated that three different approaches can be applied: categories can be derived either directly from the data, or from previous research on the same research topic and then applied to the current study (categories can also be added), or from the counting of attributes, leading to comparisons (Hsieh and Shannon 2005). The research in this paper builds its investigation on the attribute categories developed in previous research, and they constitute the basis for coding the data. This process is arguably more structured than the two other techniques (Hsieh and Shannon 2005).

## **Data Collection and Selected Sample**

To conduct the content analysis, images of Switzerland were downloaded from the Facebook page of Switzerland Tourism ([www.facebook.com/MySwitzerland](http://www.facebook.com/MySwitzerland)). Overall, the DMO posted more than 13,600 images on its Facebook page between 2013 and the end of 2015, in different albums. However, due to the high volume of data the research decided to focus on the most recent of these images. Over the past year, 551 images were uploaded between 01 January and 31 December 2015. The data were collected over one day and all the images were downloaded twice. They were coded 0001 to 0551. This double process ensured that no image was omitted. After saving them in chronological order, the images were analysed sequentially to identify whether each one was a DMO or a user-generated 'fan' image, and to note the corresponding location where the image was captured. That information was subsequently inputted into an Excel spreadsheet. The images that did not have a location written in their description were excluded from the sample, as well as other images that were considered as irrelevant (for instance, the image of the Instagram logo that encourage people to follow the DMO on the eponymous social network), or because they were posted twice on different days. The final number of images in the sample was 384: 245 images uploaded by the DMO and 139 images pictured by 'fans', but uploaded by the DMO with the hashtag #fanphoto or #SwissSelfie in their description.

## **Category Development and Data Coding**

Before the coding of the data, a development of categories is required. As Hsieh and Shannon (2005, p1285) state, categories are "patterns or themes that are directly expressed in the text or are derived from them through analysis". This definition is also applicable for images. As mentioned earlier, the categories used for this research are derived from existing literature. The research mainly follows the study conducted by Stepchenkova and Zhan (2013). Based on the research of Echtner and Ritchie (1993) and Albers and James (1988), Stepchenkova and Zhan highlighted 20 categories that represent tourism images of Peru (Stepchenkova and Zhan 2013). Those categories were used by the researchers as a basis for this investigation and include, for example: "Nature & Landscape", "Wildlife", "Leisure activities" and "Country landscape". Three new categories were added by the principal researcher after seeing all the images once: "Swiss flag", "Sport activities" and "Wellness". In addition, the category "Domesticated animals" was renamed "Animals" to include all the animals that were observed in the sample images. Finally, as Switzerland has virtually no archaeological sites, this category was removed. The final list is composed of 22 categories of attributes.

## **RESULTS & DISCUSSION**

The aim of this analysis is to determine which categories of attributes are found in the DMO and 'fan' images uploaded by Switzerland Tourism on its Facebook page to brand Switzerland as a tourism destination. The categories of attributes are based on a study undertaken by Stepchenkova and Zhan (2013). However, the list used for this research was modified, with three categories added, one removed and one renamed. As mentioned in the methodology, a total of 200 images were content-analysed by two researchers.

Table 2 and bar chart (Figure 14) below summarize the share, expressed as a percentage, represented by each category of attributes that were identified in the sample, with DMO and 'fan' images undifferentiated. The categories are ordered by their degree of frequency in the images sample.

**Share (in %) represented by each category of attributes in the images sample (in share order)**

Categories	DMO images (in %)	Fan Images (in %)	Total (in %)
Nature & Landscape	40	80	60
Architecture/Buildings	61	27	44
People	43	26	34,5
Outdoor/Adventure	19	38	28,5
Country landscape	13	42	27,5
Urban landscape	24	23	23,5
Tourism facilities	29	13	21
Wild life	8	28	18
Transport/Infrastructure	5	18	11,5
Festivals & Rituals	10	11	10,5
Wellness	20	1	10,5
Plants	10	9	9,5
Way of life	16	0	8
Leisure activities	9	5	7
Sport activities	4	10	7
Tour	3	8	5,5
Swiss flag	4	4	4
Animals	3	4	3,5
Food	6	0	3
Art object	3	2	2,5
Other	0	5	2,5
Traditional clothing	3	2	2,5

Table 2: Share (in %) represented by each category of attributes in the images sample (in share order)

As shown in the previous table and chart, the first category, Nature & Landscape, has the biggest share of the images sample. 120 images were classified under this category, representing a 60% share of the images. However, there is an important discrepancy between the two samples under analysis, as this category is represented in 80% of ‘fan’ images in comparison to only 40% of DMO images. Architecture/Buildings is the second largest category in the sample with a 44% share of the total images surveyed. However, only 27 user-generated ‘fan’ images were classified in that category compared to 61 DMO images. Thirdly, People were identified in 69 images out of 200 (34.5% of the sample). This category includes local people, tourists, adventurers, skiers who were visible in the images and images containing Sebi and Paul - two iconic Swiss characters representing Switzerland in the promotional material of Switzerland Tourism. More human faces were observed in DMO images; 43%, as opposed to 26% of ‘fan’ images.

In the overall sample of 200 images, 22 cantons are represented. Each canton had a share of between 1% and 18.17% of all images, and the represented cantons are shown on average 9.1 times in the sample (4.55%). Bern is ranked first, being the most represented canton in the sample, followed by Graubünden and Valais.

In the DMO sample, the images were distributed between 19 cantons of Switzerland. The representation of each canton varied between 1.5% to 19% of all photos, with an average of 5.26%. Graubünden and Bern were the most represented cantons in the DMO sample, with 19% and 15.50% respectively, followed by Ticino, Zürich, Vaud and Valais.

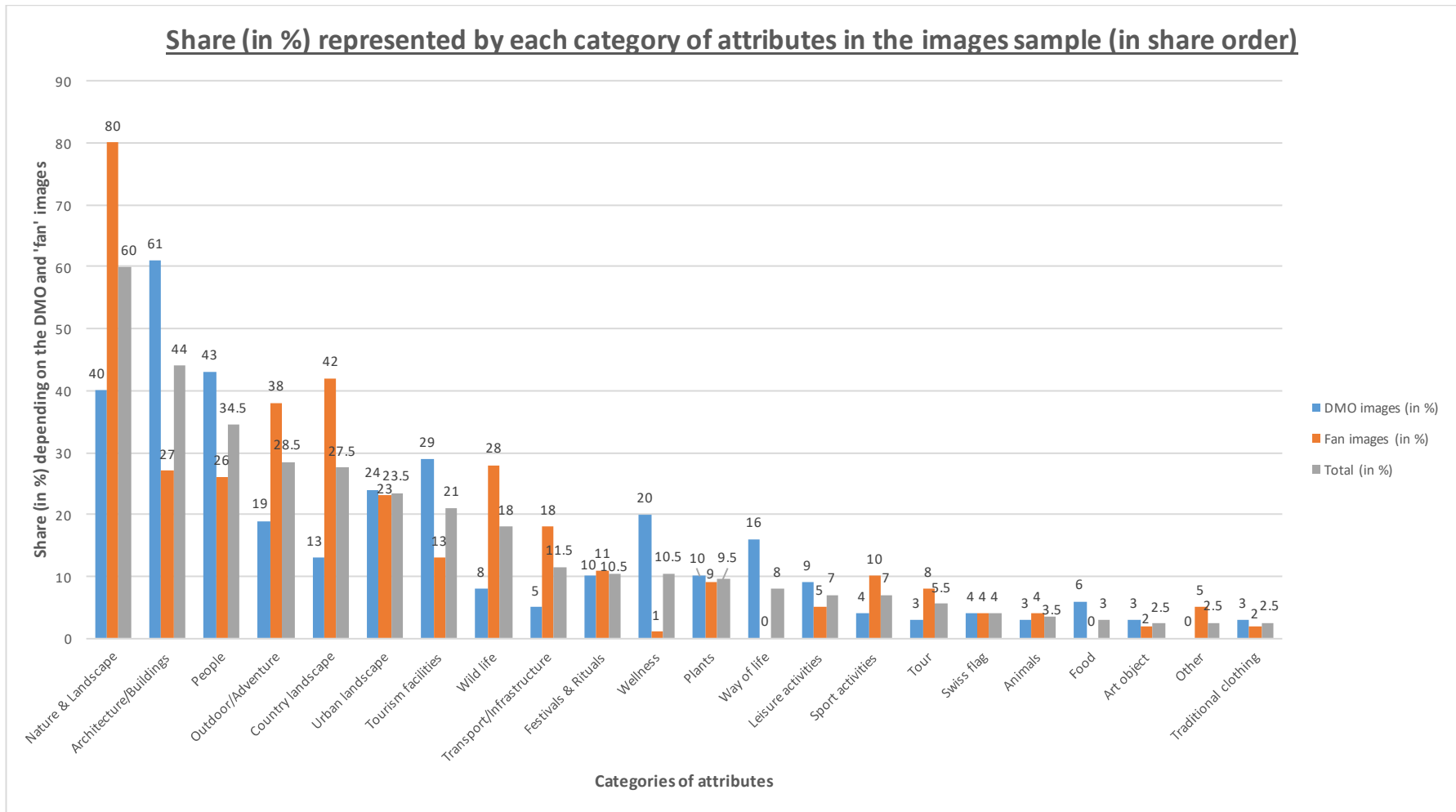


Figure 6: Share (%) represented by each category of attributes in the images sample (in share order)



In the 'fan' sample, the results are broadly similar. Bern and Valais were the most popular with 20.83% and 16.5% respectively. In this sample, Graubünden is ranked third with 10%. 20 cantons were represented, with an average share in the images sample of 5%.

The findings also highlighted that the uploaded images were taken at various locations across the country (22 out of 26 cantons were shown), but content analysis revealed that some cantons and cities are far more heavily represented than others in the sample, creating something of an imbalance in the promotion of Switzerland. Some cantons are not represented at all. In total, 44% of the images sample were pictured in Bern, Graubünden and Valais, which are the biggest cantons of Switzerland. It is suggested that even though those three cantons are the country's biggest, the DMO should also promote the other, smaller cantons.

Additionally, numerous images of food were uploaded by the Swiss DMO with the aim of promoting traditional Swiss cuisine. However, only a few of these identified the location at which they were taken. The inclusion of this information would, it is suggested, be useful in guiding prospective visitors to areas where they could sample specific regional delicacies, and thus strengthen the effectiveness of the marketing campaign.

## **CONCLUSIONS & RECOMMENDATIONS**

The findings which were extracted from content analysis of the imagery, in conjunction with the literature review, support four main recommendations to Switzerland Tourism which would arguably strengthen its destination branding and communication strategy.

The first recommendation would be to continue a key element of its current branding strategy. Uploading images of Switzerland containing thematic concerns of escape, freedom and authenticity constitute an effective method of promoting the country abroad. The final objective would be to strengthen the brand image, brand identity and brand awareness of the country.

Secondly, Switzerland Tourism should continue to upload images that were captured across all the cantons, focusing on the main cantons such as Bern, Graubünden and Valais, but should also increase the promotion and visibility of the cantons featured to a lesser degree, or even unrepresented, until now. Examples of these are Neuchâtel, Glarus, Geneva or Jura. The DMO should ideally brand the country as a whole and not only a select few regions or cities, in order to provide a global view of the country to potential visitors.

Thirdly, Switzerland Tourism should develop their communicational approach in respect of the location where the images are taken. Many of the images which were analysed do not have information about their location. The DMO should consequently add a location tag to all images uploaded on its Facebook page, as this would promote specific locations, attract visitors and provide a greater degree of clarity about the geography of the country. In addition, they should also include the location when sharing images of food and drink for the same reason; to promote the identity of these areas on the basis of their culinary specialities.

Finally, to generate interest among Facebook followers and visitors, Switzerland Tourism should strengthen its destination branding strategy to become more consistent.

The brand should convey a welcoming message to attract people and invite them to learn more about the country and its location. This could be achieved in part through more extensive deployment of the logo and the slogan of the DMO, which should be both eye-catching and appealing to Facebook followers and visitors. The slogan should ideally both intrigue and surprise in a positive way and encapsulate the values and identity of Switzerland: “Get natural”. Both logo and slogan should be visible on every single image shared on social media platforms for followers to instantly recognise that the images were captured in Switzerland, and thus serve to effectively represent the country. Users should not only be encouraged to ‘like’ the images, but also share them on their personal wall. A viral marketing strategy such as this will only be effective, however, if the images are identifiably from Switzerland. Similarly, the addition of the logo and slogan will facilitate this association.

## **LIMITATIONS AND AVENUES FOR FURTHER RESEARCH**

In parallel with the findings and the recommendations presented in the previous sections, certain limitations to the scope and depth of this investigation should also be recognised. Firstly, this research focused only on the Facebook social media platform. However, Switzerland Tourism is also present on Twitter, Instagram, Pinterest and Flickr, on which the DMO shares content and images that differs from those shared on Facebook. A further investigation could therefore be conducted to analyse the differences between content shared on those social media, complementing the conclusions reached in this paper.

Secondly, the research focused exclusively on content extracted from the Facebook page of Switzerland Tourism, which was posted within a narrowly defined timeframe in 2015. Time and resource constraints necessitated this approach, but a future study would benefit from the analysis of a larger database of images culled from the site.

Thirdly, even though the images sample was analysed by two researchers, the results and the findings could be different if additional researchers assess the same content. As mentioned in the Methodology chapter, content analysis is designed to be an objective research technique, but some subjective elements may influence the process, depending on the researchers and their way of categorising the images into the attributes categories.

Finally, the fourth limitation is the most important. The images were downloaded and analysed during the months of January and February 2016. However, all the images were removed from the Facebook page of Switzerland Tourism in March 2016, except the images shared from the beginning of the year 2016. Their removal means that this investigation would now be more difficult to verify by other researchers, and that it would be more challenging to do the research process from the beginning. This last limitation could also be viewed as a recommendation to Switzerland Tourism, that they should not remove the images once they are shared on Facebook, except if there was a good reason that the researcher is not aware of. A greater spread of content would provide visitors with access to more visual reference material of the country, potentially appealing to a wider audience.

Content analysis also has its own limitations. The investigation relies mainly on the availability of the data, in the sense that the analysis is necessarily constrained by

the number of images available on the Switzerland Tourism Facebook page (Vitouladiti 2014). In addition, and more importantly, some authors have argued that content analysis is a descriptive method (Vitouladiti 2014) because it places “emphasis on the “repeatability” of signs rather than their signification” (Anderson, Dewhirst, and Ling 2006, p257). In other words, the research may place undue stress on the denotative level of the images rather than the connotative one, as was outlined in the literature review (Barthes’ levels of meaning). To avoid this, a semiotics analysis could have been used to analyse the meanings and significations of the images. However, content analysis was considered a preferable approach because one of the objectives of the research is to deliver recommendations to Switzerland Tourism based on a structured process and quantitative results. Such an approach permits the research to generalise conclusions to an extent, and discern trends in the shared content under analysis. In addition, a larger sample of images could be processed through content analysis as the attributes’ categories had been defined prior to the primary research.

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# **Impact of Tourists' Perceived Value on Behavioral Intention for Mega Events-Comparison between Inbound and Domestic Tourists at Hangzhou G20 Summit**

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## **ABSTRACT**

The purpose of the study is to exam the relationship between inbound and domestic tourists' perceived value and behavioral intention toward the Hangzhou G20 Summit. The study also investigates similarities and differences between inbound and domestic tourists' perceived value on behavioral intention toward the Hangzhou G20 Summit. Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) based on 1120 questionnaires data (403 inbound-tourist questionnaires, 717 domestic-tourist questionnaires) are utilized to exam the model fit and hypothesis testing.

The findings of the empirical study indicate that: (1) There is a significant relationship between tourist's perceived value and behavioral intention. (2) Utilitarian value, enjoyment value, novelty value, service value, social value and convenience value have significant effects on inbound and domestic tourists' behavioral intentions. (3) The cultural exploration value only significantly affects the inbound tourists' behavioral intention while the event attraction value only significantly affects the domestic tourists' behavioral intention. Finally, the study discussed the implications of findings, which are also conducive to the successful hosting of mega events in China, including the further development of G20 Summit tourism resources.

**Key Words:** Hangzhou G20 Summit    Mega Event    Tourists' Perceived Value  
Tourists' Behavioral Intention

## 1 INTRODUCTION

Event tourism is defined as “the systematic planning, development and marketing of festivals and special events as tourist attractions, catalysts, and image builders” (Getz & Wicks, 1993). Event tourism has become one of the fastest growing products in the world tourism market (Nicholson and Pearce, 2001). As Getz (2008) concludes, event tourism studies and related research are still in the early stage of development. Previous event tourism studies mainly focused on suppliers and management, and there is a lack of customer-oriented research, such as research on customer behaviour, motivation and demand (Li & Petrick, 2006).

According to Getz (2008), exiting literature on event tourism can be divided into four categories: business events; sport events; festivals and cultural celebrations; and Olympics, world's fairs and other mega-events. Within the last category, the Olympics have tended to receive the greatest attention by researchers and a substantial amount of materials is available on the topic. There are only few studies done on tourism related mega event of G20 summit. Even though the case study of empirical component relates to the Hangzhou G20 summit, the intention is to create knowledge that can be applied to the wider classification of mega-events.

Many empirical studies examined tourists' perceived value of mega-events and developed measuring scales (Petrick, 2002; Sánchez et al., 2006; Getz, 2008). However, no study has further investigated the mega-event tourists' perceived value (TPV) of mega-event such as G20 summit. The existing mega-event studies focus on similarities and differences between inbound and domestic tourists' perceived value on behavioral intention toward the Hangzhou G20 Summit. A majority of mega-events studies was conducted in developed countries (Lee et al., 2007; Cole & Chancellor, 2009) and only few studies were done in developing countries where events are now becoming important economic and social-cultural venues. Moreover, not many event studies were conducted in the Asian context.

The Hangzhou G20 Summit which aims to build an innovative, invigorated, interconnected and inclusive global economy, held on September fourth-fifth in Hangzhou, was a huge success, attracting unprecedented 2 million visitors, providing huge economic, social and cultural benefits, and having a profound impact on the host city, regional economy and tourism industry. Tourists' behavioral intention (TBI) partially reflects the impact of mega-event tourism, especially the potential impact, and it is thus necessary to theoretically determine the relationship between TPV and TBI, such as how TBI is affected by TPV. On the other hand, the Hangzhou G20 summit comprised both temporary and permanent attractions with the latter including

Hangzhou Olympic and International Expo Center. Every country has its own ideas about the further development of G20 summit tourism resources. Therefore, an in-depth study on the both inbound-tourist TPV and domestic-tourist TPV for the Hangzhou G20 summit will have great theoretical and practical significance to the sustainable development of mega events in China, including the further development of G20 summit tourism.

## **2 LITERATURE REVIEW**

### **a. Mega-events**

Mega-event is a short-term large-scale event, which requires building infrastructure and long-term use-planning after hosting the event, but often carries long-term debts (Roche, 1994). Horne and Manzenreiter (2006) explain three reasons for mega-events expanding worldwide: (1) the development of satellite technology that creates global audience for events; (2) the formation of a sport-media-business alliance; and (3) the creation of valuable promotional opportunities for host regions. Lee and Taylor (2005) maintain that mega-events create national pride and cohesiveness, promote international business, and increase international awareness. Mega-events also improve destination image that influences visitor behavioral intentions (e.g., visiting the destination) (Lee et al., 2005). Lee et al. (2014) in their study of the Expo 2010 Shanghai China conclude that the successful mega-events develop positive attitudes toward the host country or city, generate positive word-mouth, and encourage revisit intentions. Other studies on mega-events emphasize the importance of mega-events in improving local infrastructure, providing foreign capital and transferring technological knowledge (Birkendorf, 2009), generating employment (Kasimati, 2003), increasing exports (Rose & Spiegel, 2011), and creating lasting economic growth in the host country (Birkendorf, 2009).

### **b. Perceived value theories and studies**

Since the mid-1990s, research on the theory of customer perceived value has gradually become a hot field in the research on tourism, and played an important role in improving the competitiveness of tourism enterprises and promoting the sustainable development of the tourism industry (Li, Cheng & Zhong, 2009). Petrick's study (2004) found that tourist perceived value can effectively enhance the market share of a tourism enterprise and function as the predictor of tourists' behavioral intention such as tourists' revisit intention. Consumers' perception and evaluation are the basis of participation and also the premise of event activities and the sustainable development event tourism (Getz, 2008). Perceived value is the consumers' overall assessment of the utility of a product based on perceptions of what is received and what is given, and researchers often combine psychological study methods and service marketing features to measure the customers' subjective evaluation (Zeithaml, 1988). In addition, some scholars believe

that the value that a product or service provides for customers is the fusion of multiple values, rather than certain single value. Sheth (1997) puts forward the model of consumption values, which divides customer perceived value into functional value, social value, emotional value, cognitive value and situational value. While Sweeney (2001) proposed four interrelated dimensions of customers' perceived value: utility price, quality factor, emotional value and social value. In the field of tourism research, measuring scales have been developed. For example, Petrick (2002) developed a scale for measuring the perceived value of a leisure service (SERV-PERVAL) according to the five dimensions of quality, emotional response, monetary price, behavioral price and reputation, and Sánchez et al. (2006) developed a scale for the perceived overall value of the purchase of a tourism product named GLOVAL, which has six dimensions of the functional value of the travel agency, functional value of the contact personnel of the travel agency, functional value of the tourism product, functional value price, emotional value and social value.

### **c. Relationship between perceived value and behavioral intention**

Tourist's behavioral intention (TBI) has been viewed as an important research topic both in academia and the tourism industry. A number of researchers found that customers' PV is positively related with word-of-mouth (WOM), recommendation behavior, and revisit intention (Oliver, 1997; Chen & Chen, 2010). Chen and Chen (2010) found that the higher the value tourists perceive, the more positive IBIs they show. TBI could be viewed as tourist loyalty and brings good WOM referrals (SooCheong & Feng, 2007). Previous studies have investigated how tourists' motivations influence their attitudes and behavioral intentions and subsequently determine their actual behaviors. In recent studies, TBI was measured by 1) positive WOM, 2) recommendations to others, 3) repurchase intention, and 4) high tolerance to a price premium (Zeithaml et al., 1996). TBI study has also focused increasingly on tourists' previous experiences. The previous literature has confirmed the effects of tourists' satisfaction, the quality of the tourism experience and past experiences on TBI (Chen & Chen, 2010). Previous studies have recognized that perceived value and satisfaction as the antecedents of behavioral intentions (Chen & Tsai, 2007). Research studies suggested that perceived value may be a better predictor of repurchases intentions than satisfaction (Chen & Chen, 2010). The study of Lee et al. (2007) found that perceived value is the best predictor of behavioral intentions. In the field of TPV research, there has been little study on G20 summit, and there has been little research on the effect of TPV on TBI in research on mega-event tourism. However, it is vital to scientifically measure TPV for mega events and analyse its effect on the perceived evaluation and TBI of related events because tourists' perceived evaluation of tourism events and participative behavior will directly affect their future behavior, such as participation intention and making recommendations.



### **3 HYPOTHESES**

Based on the above review, previous studies have found that perceived value (PV) is the best predictor of behavioral intention (BI) and subsequently determines their actual behavior. The present study adopts eight dimensions as the antecedents of TPV: event attraction (EA), cultural exploration (CE), enjoyment value (EV), utilitarian value (UV), novelty value (NV), public service value (PV), social value (SV) and convenience value (CV), which was developed based on previous tourism and marketing studies as well as focus groups. To get a clear understanding of the effect of TPV dimensions on TBI, it was hypothesized that TPV dimensions significantly affected TBI, and subsequently determines their actual behaviors. Therefore, the following 16 hypotheses are proposed on the basis of above literature analyses:

- H<sub>1</sub>: EA is positively related to the domestic TBI.
- H<sub>2</sub>: EA is positively related to the inbound TBI.
- H<sub>3</sub>: CE is positively related to the domestic TBI.
- H<sub>4</sub>: CE is positively related to the inbound TBI.
- H<sub>5</sub>: EV is positively related to the domestic TBI.
- H<sub>6</sub>: EV is positively related to the inbound TBI.
- H<sub>7</sub>: UV is positively related to the domestic TBI.
- H<sub>8</sub>: UV is positively related to the inbound TBI.
- H<sub>9</sub>: NV is positively related to the domestic TBI.
- H<sub>10</sub>: NV is positively related to the inbound TBI.
- H<sub>11</sub>: PV is positively related to the domestic TBI.
- H<sub>12</sub>: PV is positively related to the inbound TBI.
- H<sub>13</sub>: SV is positively related to the domestic TBI.
- H<sub>14</sub>: SV is positively related to the inbound TBI.
- H<sub>15</sub>: CV is positively related to the domestic TBI.
- H<sub>16</sub>: CV is positively related to the inbound TBI.

### **4 Research Methodology**

### **a. Instrument development**

The TPV scale was developed based on literature reviews (Petrick, 2002; Duman & Mattila, 2005; Huang & Huang, 2008; Zhang & Lu, 2010; Wang et al., 2011) as well as focus group interviews. Five focus group was conducted in Hangzhou to identify the visitors' perceived value of Hangzhou G20 summit. Each group consisted 10 visitors and lasted for an average of 50 minutes. Some items were generated from focus group results, which were then combined with measurements from previous research. Two pilot studies were conducted with 50 respondents, respectively, to reduce and refine the TPV items with factor analysis and reliability tests. The TBI was measured by modifying scales developed by Baker and Crompton (2000), Bigne (2001), Silva and Alwi (2006) and Sudhahar, Israel, Britto, and Selvam (2006). All items were optimized by tourism experts who had attended the Hangzhou G20 summit. A formal questionnaire was written based on pilot study and reliability test.

A questionnaire was designed as the survey instrument including all constructs of the proposed model to investigate the hypotheses of interest. The questionnaires were provided in two different languages: Chinese and English. The questionnaire was initially written in English, and then translated into Chinese by bilingual event researchers. The questionnaire was divided into three parts: (1) tourist demographic and behavior characteristics; (2) TPV dimensions, items included were event attraction (EA), cultural exploration (CE), enjoyment value (EV), utilitarian value (UV), novelty value (NV), public service value (PV), social value (SV) and convenience value (CV); (3) TBI dimensions; Questions with a five-point Likert scale ranging from 'very unimportant' to 'very important' were used to measure TPV dimensions and TBI.

### **b. Data Collection**

Surveys were not allowed to be conducted at the Hangzhou Olympic Sports Expo Center site for security reasons. To improve the scientificity and reference value of the survey, Self-administered survey was conducted at eleven major survey sites, namely Hangzhou Xiaoshan International Airport and Ten Scenes of West Lake between 3<sup>rd</sup> and 6<sup>th</sup> of Sep, 2016. Population was defined as all visitors to the Hangzhou G20 summit and random sampling was used, ensuring that all four days and all part of programs (day and night) were evenly covered.

The study was conducted at the Xiaoshan International Airport, only departing tourists were surveyed as they would be in a better position to express their views based on their experiences with several aspects of the Hangzhou G20 summit. During day, tourists were approached at the Ten Scenes of West Lake and asked to participate in the survey. The tourists were approached and briefly explained the purpose of the research, and subsequently they identified themselves as visitors to the Hangzhou G20 summit, and agreed to participate in the survey, were asked to complete the questionnaire. The evening program of G20 concert titled "Hangzhou, A living Poem" consisted of a symphony concert and gala on water starting at 9:15 and, thus, a different approach to

data collection was used. In order not to disturb visitors during the main event, the questionnaire was randomly handed out at the entrance and completed questionnaires were collected during the break or after the main event at the exits.

All respondents had visited the Hangzhou G20 summit. A total of 1284 questionnaires were distributed (449 inbound-tourist questionnaires and 835 domestic-tourist questionnaires) and 1127 questionnaires were collected back. Seven questionnaires were incomplete and removed from the study. As a result, 1120 questionnaires (403 inbound-tourist questionnaire, 717 domestic-tourist questionnaire) were used in final analyses with giving a response rate of 87.2%.

### **c. Methods**

Statistical product and service solutions (SPSS) 23.0 and analysis of moment structure (AMOS) 23.0 were used to analyse the data. The analytical method included reliability analysis, validity analysis, confirmatory factor analysis (CFA), and the path analysis. Measurement Model assessments and reliability test are achieved by using factor analysis for testing reliability and validity. SEM is adopted for structural model assessment; it provides an overall test of model fit and individual parameter estimate tests simultaneously.

## **5 EMPIRICAL RESULTS**

### **a. Respondents' profile**

The respondents' profiles are presents in Table 1. There were almost an equal number of males and females in the two sample groups. Both domestic and inbound tourists were represented by young visitors from age group of 20-29 and 30-39, accounting for 51.5% and 48.8% respectively. In terms of the occupation, the following three types hold a relatively higher proportion, namely, white collars, students and government/state employees. As for the educational level, the biggest group among the domestic tourists, accounting for 36.7%, is the one who have achieved their bachelor degree, while most inbound tourists had bachelor degree (42.4%) or master degree (27.5%). Most tourists stated that they would like to participate in tourism groups or travel with relatives, friends and families. In respect of the monthly income, the income level of the inbound tourists was higher than that of the domestic tourists. Meanwhile, the domestic tourists came from all over the mainland of China, while the inbound tourists came from 46 countries, and most were Europeans and Americans.

Table 1 Respondents' Characteristics (N=1120)

Variables	Characteristics	DT	IT
		Percent N=717	Percent N=403
Gender	Male	52.2	52.3
	Female	47.8	47.7
Age(years)	Younger than 20	21.1	13.5
	20-29	27.7	21.8
	30-39	23.8	27.0
	40-49	18.7	21.0
	50 and older	8.7	16.7
Occupation	White collars	29.1	27.2
	Students	20.3	19.1
	Professionals	11.6	12.8
	Self-employed	7.2	8.1
	Government/state employees	13.7	13.8
	Sales/services	5.6	6.1
	Wholesales	2.1	3.0
	Housewives	1.6	2.1
	Others	8.8	7.8
Education	Middle/high school or below	33.5	13.4
	College	22.4	16.7
	Bachelor	36.7	42.4
	Postgraduate and above	7.4	27.5
Travel pattern	Attend tourism group	39.3	45.2
	With relatives/friends	16.2	19.5
	Family Trip	18.6	13.2
	Personal travel	17.7	15.6
	Others	8.2	6.5
Monthly income	Below 2000	37.1	28.0
	2000-5000	49.3	34.6
	5000-10000	10.1	18.3

Above 10000 3.5 19.1

Note: DT (domestic tourist); IT (inbound tourists); the unit of IT monthly income is USD;

The unit of DT monthly income is yuan (RMB).

**b. Validity and reliability analyses of the sample**

At first, suitability test of the application of factor analysis to the scale is conducted, as shown in Table 2. KMO value of the sample is 0.897 (>0.5) and the significance probability under Bartlett’s test of sphericity is 0.000 (<0.05). the above two values represent that the data are suitable for factor analysis.

Table 2 KMO and the Results of Bartlett’s Test of Sphericity

Testing item	Testing results
KMO sample measure	.897
Bartlett's test of sphericity	Approximate chi-square value 29487.781
	Degree of freedom 810
	Significance level 0.000

factor analysis was performed on the data prior to further analysis (Lee et al., 2008). In factor analysis, the common factor is extracted by using the method of principal component extraction and then the method of varimax orthogonal rotation is adopted to rotate the common factor extracted from the questionnaire, and the factor loading matrix after rotation is obtained eventually (Swarbrooke & Horner, 2007). From the results of the analysis shown in Table 3. There are 9 factors which are available to be extracted from these 43 items. The 9 common factors extracted by using the method of principal component extraction during factor analysis are named respectively EA, CE, EV, UV, NV, PV, SV, CV and TBI. As can be seen from the results of factor analysis, the factor loading of these 9 factors both for IT and DI are all greater than 0.5, and the accumulated variance contribution rate is 81.7% for IT and 79.1% for DI respectively.

Table 3 Rotating Component Matrix

Factors and items	Factor loading	Variance exp. (eigenvalue) %	Reliability coefficient
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	IT	DT	IT	DT	IT	DT
<b>Event Attraction (EA)</b>			8.11	10.32	.89	.90
To enjoy a unique atmosphere	.89	.90				
To gain new experience	.88	.92				
To enjoy the special event	.82	.89				
To see new and different things	.77	.88				
To meet my interest	.75	.78				
<b>Cultural exploration (CE)</b>			10.37	8.01	.87	.91
To participate in a world's mega-event	.75	.82				
To experience foreign cultures	.71	.81				
To enjoy local and foreign cultural performances	.87	.78				
To see different architecture	.78	.76				
To experience heritage	.73	.85				
To experience new things	.80	.81				
<b>Enjoyment value(EV)</b>			9.76	8.75	.85	.85
Cheerfulness	.76	.72				
Worry discard	.69	.73				
Relaxation	.73	.64				
Pleasure	.84	.75				
<b>Utilitarian value(UV)</b>			10.05	9.22	.87	.85
Appreciate world culture	.86	.87				
Widen one's knowledge	.83	.82				
Enrich conversation topics	.88	.79				
Shape the morality	.79	.91				
Arouse admiration interest	.90	.85				
<b>Novelty value(NV)</b>			8.72	9.71	.86	.85
To understand what the G20 summit offers	.88	.81				
To learn more about the G20 summit	.84	.82				
To satisfy my curiosity about the G20 summit	.72	.83				

To feel excited about the G20 summit	.73	.80				
<b>Public service value(PV)</b>			9.31	8.43	.89	.85
Service efficiency	.78	.84				
Staff attributes	.74	.55				
Safety and security	.65	.76				
Transportation service	.56	.73				
Environmental sanitation	.74	.68				
Traffic route	.80	.79				
Information availability	.79	.87				
Overall organization work	.68	.81				
<b>Social value(SV)</b>			8.33	8.28	.83	.85
To enjoy the G20 summit with my colleagues	.77	.69				
To enjoy the G20 summit with my friends	.79	.73				
To enjoy the G20 summit with the entire group together	.63	.62				
To be with people who enjoy the G20 summit	.54	.58				
To meet different people	.72	.73				
<b>Convenience value(CV)</b>			9.03	8.31	.86	.85
Accommodation and booking	.88	.83				
Availability and diversity of food and drinks	.73	.79				
Assess to shopping	.74	.75				
<b>Tourist behavior intention (TBI)</b>			8.01	8.03	.87	.84
Intent to visit this Hangzhou G20 summit again in the future.	.84	.82				
Intent to positively recommend going to this Hangzhou G20 summit to others.	.75	.70				
Intent to say positive things about going to this Hangzhou G20 summit to others.	.73	.77				

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Note: DT (domestic tourist); IT (inbound tourists).

### c. Confirmatory factor analysis

A confirmatory factor analysis (CFA) is first used to confirm the factor loadings of the nine constructs and to assess the model fit. The model adequacy was assessed by the fit indices suggested by Hair, Anderson, Tatham and Black (1998). Convergent validity of CFA results should be supported by item reliability, construct reliability, and average variances extracted (Chan & Baum, 2007). As shown in Table 4, Cronbach's  $\alpha$  coefficient ranged between 0.789 and 0.942 for both IT and DT, and the composite reliability range between 0.794 and 0.931 for both IT and DT. Both models' data reliability and composite reliability were good with value exceeding 0.70. The average extracted variances of all constructs range between 0.582 and 0.861 for both IT and DT, which are above the suggested value of 0.5. These indicate that the two measurement models have good convergent validity. Therefore, the two hypothesized measurement models are reliable and meaning to test the structural relationships among the constructs.

Table 4 Test of Reliability and Validity

Latent variable	Cronbach's $\alpha$		Composite reliability		AVE	
	IT	DT	IT	DT	IT	DT
F1	0.894	0.901	0.893	0.904	0.861	0.754
F2	0.861	0.904	0.874	0.931	0.765	0.664
F3	0.858	0.899	0.843	0.876	0.832	0.77
F4	0.832	0.942	0.903	0.844	0.654	0.823
F5	0.826	0.932	0.794	0.838	0.578	0.759
F6	0.839	0.827	0.838	0.871	0.721	0.588
F7	0.799	0.845	0.799	0.796	0.801	0.582
F8	0.803	0.789	0.878	0.889	0.753	0.644
TBI	0.811	0.799	0.844	0.872	0.832	0.851

Note: F1-F8, tourists' perceived value dimensions.

### d. Path analysis and hypothesis test

Structural equation modelling using AMOS23.0 was used to test the hypothesized model. This study examined the structural model with one exogenous construct (IBI) and eight endogenous constructs (EA, CE, EV, UV, NV, PV, SV and CV). The fitting indices, the estimates of path coefficients and the p-value test were examined for the two models. Because the two sample sizes were large, the chi-square test was abandoned (Wu, 2009). Table 5 summarized the fit indices of the domestic-tourist and



inbound-tourist structural models, and showed the main results of the estimate of the two proposed models. It suggests that both domestic-tourist and inbound-tourist hypothesized models fit the empirical data well.

Table 5 Overall Goodness of Fit Model

	X <sup>2</sup>	X <sup>2</sup> /df	RMSE A	GFI	AGF I	NFI	IFI	TLI	CFI
IT	300.86 5	2.76	0.067	0.922	0.901	0.935	0.958	0.948	0.956
DT	313.78 3	2.82	0.058	0.924	0.903	0.923	0.934	0.918	0.958
Criteria a	p>0.05	<5	<0.08	>0.9 0	>0.9 0	>0.9 0	>0.9 0	>0.9 0	>0.9 5

Note: DT (domestic tourist); IT (inbound tourists).

Table 6 summarized all the standardized path coefficients estimated in the domestic-tourist and inbound-tourist models. In the domestic-tourist model, the results shown in figure 1 indicated that the standardized path coefficients from EA (H<sub>1</sub>:  $\beta = .467$ ,  $p < .001$ ), EV (H<sub>5</sub>:  $\beta = .369$ ,  $p < .001$ ), UV (H<sub>7</sub>:  $\beta = .373$ ,  $p < .001$ ), NV (H<sub>9</sub>:  $\beta = .398$ ,  $p < .001$ ), PV (H<sub>11</sub>:  $\beta = .354$ ,  $p < .001$ ), SV (H<sub>13</sub>:  $\beta = .276$ ,  $p < .001$ ), and CV (H<sub>15</sub>:  $\beta = .302$ ,  $p < .001$ ) to TBI were positive and significant, thus supporting the hypotheses H<sub>1</sub>, H<sub>5</sub>, H<sub>7</sub>, H<sub>9</sub>, H<sub>11</sub>, H<sub>13</sub> and H<sub>15</sub>. However, CE (H<sub>3</sub>:  $\beta = .098$ ,  $p > .05$ ) does not have a direct effect on TBI, the hypothesis H<sub>3</sub> was rejected. On the contrary, in the inbound-tourist model, the results showed in figure 1 estimated that the standardized path coefficients from CE (H<sub>4</sub>:  $\beta = .479$ ,  $p < .001$ ), EV (H<sub>6</sub>:  $\beta = .382$ ,  $p < .001$ ), UV (H<sub>8</sub>:  $\beta = .421$ ,  $p < .001$ ), NV (H<sub>10</sub>:  $\beta = .298$ ,  $p < .001$ ), PV (H<sub>12</sub>:  $\beta = .343$ ,  $p < .001$ ), SV (H<sub>14</sub>:  $\beta = .254$ ,  $p < .001$ ), and CV (H<sub>16</sub>:  $\beta = .312$ ,  $p < .001$ ) to TBI were positive and significant, thus supporting the hypotheses H<sub>4</sub>, H<sub>6</sub>, H<sub>8</sub>, H<sub>10</sub>, H<sub>12</sub>, H<sub>14</sub> and H<sub>16</sub>. However, EA (H<sub>2</sub>:  $\beta = .102$ ,  $p > .05$ ) does not have a direct effect on TBI, the hypothesis H<sub>2</sub> was rejected.

Table 6 Path Coefficients of the Hypothesis Model

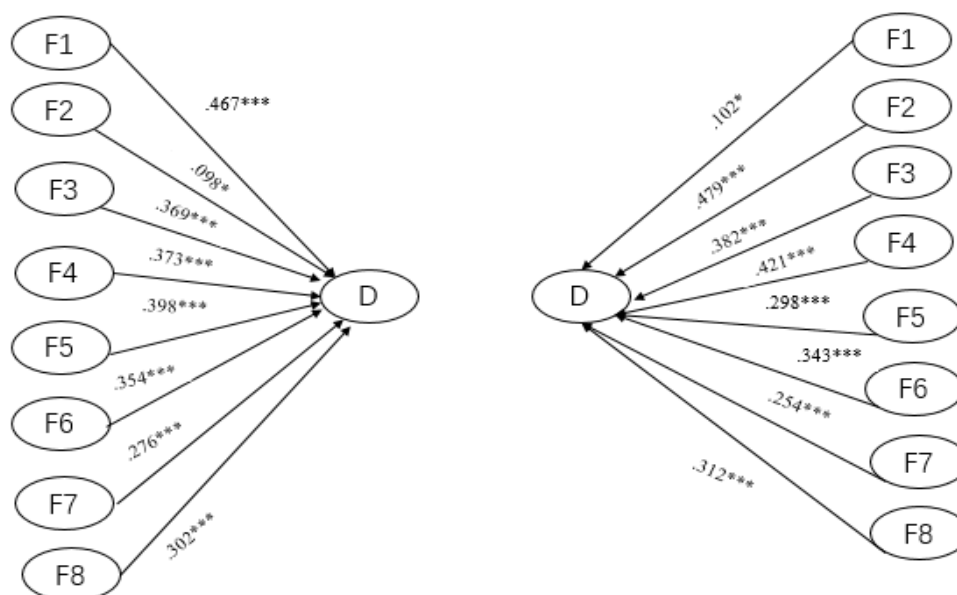
model	Domestic-tourist sample							
	H <sub>1</sub>	H <sub>3</sub>	H <sub>5</sub>	H <sub>7</sub>	H <sub>9</sub>	H <sub>11</sub>	H <sub>13</sub>	H <sub>15</sub>

variable relations	F1→D	F2→D	F3→D	F4→D	F5→D	F6→D	F7→D	F8→D
<b>Path coefficient</b>	0.467	0.098	0.369	0.373	0.398	0.354	0.276	0.302
<b>C.R.</b>	7.564	1.900	7.322	7.734	7.984	8.654	8.573	7.834
<b>p-value</b>	***	0.053	***	***	***	***	***	***
<b>Result</b>	pass	reject	pass	pass	pass	pass	pass	pass

<b>Inbound-tourist sample model</b>								
	H <sub>2</sub>	H <sub>4</sub>	H <sub>6</sub>	H <sub>8</sub>	H <sub>10</sub>	H <sub>12</sub>	H <sub>14</sub>	H <sub>16</sub>
variable relations	F1→D	F2→D	F3→D	F4→D	F5→D	F6→D	F7→D	F8→D
<b>Path coefficient</b>	0.102	0.479	0.382	0.421	0.298	0.343	0.254	0.312
<b>C.R.</b>	1.347	7.652	7.084	6.998	7.732	6.980	6.678	7.438
<b>p-value</b>	0.067	***	***	***	***	***	***	***
<b>Result</b>	reject	pass	pass	pass	pass	pass	pass	pass

Note: F1-F8, TPV dimensions; D, latent variables of TBI; C.R., critical ratio; \*\*\*represent p-value<0.001



Note: F1-F8, TPV dimensions; D, latent variables of TBI; left figure: domestic tourist sample; right figure: inbound tourist sample; \*\*\*represent p-value<0.001; \*represent p-value>0.05

Figure 1: Structural model

The above results show that IBI was significantly affected by TPV at the Hangzhou G20 summit. Specifically, EV, UV, NV, PV, SV and CV were common factors that positively influenced TBI for both domestic-tourist and inbound-tourist samples. The effect of EA (.467) was greatest among all the eight influencing variables in domestic-tourist model, followed by NV (.398) UV (.373), EV (.369) and PV (.354). While CE (.479) has the largest direct effect on TBI in inbound-tourist model, followed by UV (.421), EV (.382), PV (.343) and CV (.312). EA only had a significant influence on domestic TBI, while CE only had a significant influence on inbound TBI. This reflected the differences in travel motivations and behavioral decision making in different marketing segments. The main reason of inbound tourists visiting the Hangzhou G20 summit was unique cultural and life experience. By contrast, the purposes of domestic tourists were seeking knowledge, novelty and enjoyment.

The SEM analysis showed that UV had the stronger influence on TBI at the Hangzhou G20 summit for both domestic and inbound tourists. Thus, UV had was regarded as another primary factor affecting IBT for two samples. Path analysis indicated that the coefficients of the measurement indicators corresponding to UV were relatively higher than others, demonstrating that mega-event tourists paid more attention to spiritual benefits (e.g. seeking knowledge, experience, and information). These desires are major difference between mega-event tourists and other tourists, such as recreational tourists and cultural tourists. Additionally, EV and PV were also important factors that affected IBT for both domestic and inbound tourists.

## **6 DISCUSSION AND IMPLICATIONS**

Destination managers at Hangzhou, understand the benefits of event tourism and, thus, the importance of studying tourists' perceived value on behavioral intentions This study reveals that tourist perceived value plays an important role in tourist behavioral intention. Therefore, the destination managers at Hangzhou need to consider how value, and of course the related constructs, affect behavioral intentions. This study also identifies the differences between domestic-tourists and inbound-tourists' samples and analyzed the reasons for the differences, aiming to help destination adopting corresponding marketing strategies in accordance with different segment markets, attract tourists to revisit and achieve word-of-mouth marketing for destination and to provide a reference for further studies of the field of tourist perceived value as well.

On the whole, there are several suggestions of this study that are put forward for the sustainable development of Hangzhou G20 summit tourism.

Firstly, attractiveness of Hangzhou cultural heritage should be designed and highlighted according to tourists' perceived value. To start with, the function of historical and cultural knowledge of Hangzhou cultural heritage should be address. Sufficient publicity of the connotation, history and culture of heritage by setting cultural heritage itself as a medium to impart knowledge can trigger tourists' thoughts and reflections

through their knowledge about and contact with the “things”, thus further stimulating their desire for knowledge and then seeking for an in-deep understanding of heritage tourism attractions. Then, enough attention should be paid to the experiential factors of cultural and heritage tourism. Many means, such as sound, light and shadow, images, texts and others can be used to create a different cultural heritage tourism experience for tourists coming to visit in Hangzhou (Wang & Leou,2015). Finally, supporting services of Hangzhou world heritage sites should be perfected, such as adding guidelines to scenic spots, free guides, etc. these services can make it convenient for tourists to visit and know about the cultural heritage.

Secondly, Hangzhou unique and artistic lifestyle should be highlighted from various kinds of aspects such as scenic spot planning, route design, product development and so on during the sustainable of development of Hangzhou G20 summit, allowing tourists to experience the differences of Hangzhou from other places. In the process of such kind of experience, tourists can gain aesthetic pleasure during their sightseeing, experience the colorful life by contacting with others, realize and improve oneself through active limitation of other roles in their life. Hangzhou lifestyle tourism development strategy can be based on topic tourism such as taste of Hangzhou, silk road tour, Hangzhou tea culture tour, Hangzhou traditional art tour, intangible cultural heritage tour and so on.

Thirdly, tourism resource integration for creating competitive and attractive products. Visitors can enjoy idyllic leisure and endless explorations through region-based tourism integration. Such as for a cultural experience, visitors can take the route starting from China Silk Museum and continue to Hangzhou Cuisine Museum and China Academy of Art before an evening of shopping and enjoying local delicacies on Hefang Street which has been restored to its former Song Dynasty-era glory; visitors can also go on a tour featuring the Xixi Culture Creative Industry Park, Xixi Wetland, Alibaba and Hikvision. In addition, the village (wuyuan, xidi, hongcun) and other core resources to integrate the city (Shanghai), lake (Hangzhou), water (Thousand Island Lake) and mountains (Huangshan), which can become the world’ golden tourist line shining pearl by five regional tourism integration.

Fourthly, improve the structure of tourism business, specific products and services for different kinds of groups. It is feasible to attract inbound tourists especially from western countries by increasing visibility and awareness of Hangzhou in the international arena, diversified products and developing international tourism agencies and operators. We should rely on Hangzhou’s unique and unique DNA, charming landscape, deep history and culture, living people living to attract the inbound tourists. While for domestic tourists, we should more focus on leisure and organic products. Education programs, international interpretation identification system, diversified payment, safety environment and tourism transportation service system are considered to improve quality of public service related to tourism. At last, ecological protection, infrastructure construction and internationalization are also important for Hangzhou tourism.

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**Familiarisation Trip - Fam Trip"; An Effective Tool for Touristic Promotion and Development. The Case of the Fam Trips organized by TIF-HELEXPO in the context of the International Tourism Exhibition "Philoxenia 2016" & "Philoxenia 2017"**

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**Abstract**

In the framework of the intense competition developed among touristic destinations, new and effective tools for touristic promotion are constantly being sought and developed. Under this spectrum and in an effort to offer an experiential approach to travel agents, tour operators and other tourism professionals, 3-day Familiarization Trips (hereof referred to as “Fam Trips”) are organized in various regions of Greece. These Fam Trips constitute a means for the promotion of the specific host destination directly to selected and targeted tourism professionals who are thus provided with a “first hand” experience of the advantages that the specific destinations have to offer to their visitors.

In this report, a research on the effectiveness of the Familiarization Trip as a tool for touristic promotion and development is attempted. This research shall include two parts: initially, the careful study of the international bibliography on this topic and subsequently a focus on the specific case of the Fam Trips organized by TIF-HELEXPO in the context of “Philoxenia 2016 &2017” Exhibition. In particular, for the inspection of this case study, primary research was carried out with the use of questionnaires for the examination of the perceptions and opinions of the tour operators who participated in the specific Fam Trips, but also of the level of accomplishment of the basic objectives of the Fam Trips, namely the improvement of the image of Greece as a touristic destination and the intention of the tour operators to promote the particular host destinations and Greece as a country to their clients.

**Keywords:** Familiarization Trip (Fam Trips), touristic promotion, TIF-HELEXPO, Philoxenia



## **1. INTRODUCTION: THEORETICAL APPROACHES - METHODOLOGY**

Travel agents and tour operators are the main intermediaries of the tourism marketing system, as they do not simply assist tourists in making reservations and purchasing tickets, but also significantly affect tourists' decisions by making recommendations. However, the mediation of travel agents may serve as either an advantage or a disadvantage for a destination. On the one hand, mediation can reduce selling costs; on the other, travel agents have great influence over the destination selected by their customers, simply by including or excluding a destination in or from their portfolio (Bennett, 1999).

Tourism intermediaries provide information on tourism destinations, even if travellers have not chosen to use their services. This source of information could be considered to be an induced image-making factor that is crucial for tourists' perception of different tourism destinations (Gartner & Bachri, 1994). The image of a destination is shaped either by the experiences of tourists who have visited the destination themselves or through information they receive from external factors. According to Strydom and Nel (2014), the image originating from information provided by tourism intermediaries is equally important to the image shaped by tourists themselves. Consequently, tourism mediators are the first and most influential link in the tourism flow chain (Gartner & Bachri, 1994). Thus, the promotional efforts of both individual tourism service providers (at a micro-economic level) and destination promotion organisations (at a macro-economic level) are oriented towards finding optimal methods to motivate tourism intermediaries to promote the destinations to more tourists (Koutoulas et al. 2009).

Although technological developments, particularly concerning the Internet, have made tourism more independent today, Samenfink (1999) asserts that the role of tourism intermediaries is more important than ever today, given that experiential knowledge of reality is more valuable than virtual knowledge provided via technology. However, tourism intermediaries' knowledge of reality requires personal contact and familiarity with the destination. This personal contact during a visit develops the dynamics of mutual relationships between tourism mediators and locals at the destination (Srivastava, 2012).

Travel agents, tour operators and tourism intermediaries in general must know and be familiar with a tourism destination in order to convince customers to visit it. An experiential approach for tourism intermediaries to become familiar with tourism services at a destination are information trips. Information trips may either include visits of the shareholders from particular destinations to the intermediaries (e.g. at tourism exhibitions or meetings at target-markets) or familiarisation trips organized for tourism intermediaries themselves to a destination. By becoming personally acquainted and

familiarised with a tourism destination, tourism intermediaries can then play a leading role in transmitting a positive image of the destination and influence the decisions of potential visitors (Gartner & Bachri, 1994; Samenfink, 1999; Koutoulas et al. 2009; Mulec & Wise, 2014; Strydom & Nel, 2014). Thus, familiarisation trips, known as ‘fam trips’ in the tourism market, are recognised as one of the most effective ways to promote and showcase a tourism product or destination (Ahmed & Chon, 1994; O’neill, 1998; Dore & Crouch, 2003; Hudson & Ritchie, 2006; Koutoulas et al. 2009; Alvarez, 2010).

Fam Trips could be defined as a promotional effort where tourism professionals (travel agents, tour operators, booking agents, trip organisers, etc.) are invited to a free tour of the destination area for the purpose of improving the destination’s image and boosting bookings in the area (Perdue & Pitegoff, 1990). Thus, the primary goal of a Fam Trip is to provide travel intermediaries with first-hand experience of the advantages that a tourism destination can hold for visitors. (Kolb, 2006).

It should be noted that organising a Fam Trip requires substantial investment in time and money; however, if organised effectively, Fam Trips can serve as a productive way to promote a tourism destination (Davidson & Rogers, 2006). Nevertheless, according to the literature, Fam Trips are often cited in studies as a tourism promotion tool (Ahmed & Chon, 1994; O’neill, 1998; Dore & Crouch, 2003; Hudson & Ritchie, 2006; Koutoulas et al. 2009; Alvarez, 2010), but their efficacy is not explored. An effort to assess the efficacy of Fam Trips was undertaken by Castelltort and Mäder (2010), who identified a correlation between cost and positive publicity, focusing however only on the special case of Fam Trips organised for journalists (press trips).

In summary of the above, according to the literature, in most cases there is no assessment of the efficacy of Fam Trips, while the measure of success frequently used is the number of tourism intermediaries participating in the trips and not the number of additional bookings made as a result of these trips, which would in fact be hard to measure. Therefore, it is of great research interest to indirectly explore the subject through the views and perception of tourism intermediaries participating in Fam Trips, in order to examine their satisfaction with regards to these trips and their intention to promote the tourism destinations they visit.

This paper explores this very subject, i.e. the effectiveness of travel intermediaries’ personal contact and acquaintance with a destination as a tool for tourism promotion and development. As previously noted, the research specifically focuses on the efficacy of the Familiarisation Trips organised by TIF-HELEXPO in the context of the Tourism Exhibition Philoxenia held in 2015 and 2016. On this basis, the central working hypothesis of our research concerns whether Fam Trips are an effective tool for tourism promotion and development. The efficacy of familiarisation trips is measured on the basis of the views and perceptions of their participants, with our interest focused on the fulfilment of the goals of the trips, i.e. the improvement of Greece’s image as a tourism destination and the intention of tourism intermediaries who participated in the familiarisation trips to promote Greece abroad. Our research includes primary research through the use of a questionnaire with closed- and open-ended

questions in order to record quantitative information on the efficacy of Fam Trips. The research was conducted during the period November-December 2016, collecting a total of forty one (41) questionnaires. The questionnaires were processed with the use of SPSS and MS Excel software.

## **2. PHILOXENIA EXHIBITION AND THE FAM TRIPS ORGANISED DURING THE EXHIBITION IN 2015 AND 2016**

Philoxenia International Tourism Exhibition is the longest-lived tourism fair in Greece; over the course of three decades, it has made a substantial contribution to the growth of the country's tourism sector. In recent years, the organisation of the Exhibition has been continuously improving in comparison to the past. The improved image of the fair is reflected in the number of exhibitors, the coverage of exhibition space, as well as the increase in the number and quality of international hosted buyers invited to attend the event (TIF-HELEXPO SA, 2016).

In fact, in recent years, fam trips have been organised to selected tourism destinations as part of Philoxenia, with the attendance of hosted buyers participating in the fair, in order to promote Greek tourism. More specifically, the following seven (7) fam trips were held in 2015 and 2016 with the participation of seventy five (75) individuals in total: i) to the Regional Unit of Magnesia, with a duration of 3 days, 14/11/2015 - 17/11/2015; ii) to the Regional Unit of Pieria, with a duration of 3 days, 14/11/2015 - 17/11/2015; iii) to the Regional Unit of Serres, with a duration of 2 days, 14/11/2015 - 16/11/2015; iv) to the Regional Unit of Magnesia, with a duration of 3 days, 20/11/2016 - 23/11/2016; v) to the Regional Unit of Pieria, with a duration of 3 days, 20/11/2016 - 23/11/2016; vi) to the Regional Unit of East Macedonia and Thrace (Komotini & Alexandroupolis), with a duration of 3 days, 20/11/2016 - 23/11/2016; vii) to the Regional Unit of Eastern Macedonia and Thrace (Kavala & Xanthi), with a duration of 3 days, 20/11/2016 - 23/11/2016.

## **3. QUANTITATIVE RESEARCH: QUESTIONNAIRES**

### **3.1. Research Framework - Identity**

Following our central working hypothesis, which, as previously noted, concerns the efficacy of Fam Trips as a tool for tourism promotion and development, primary research was conducted on participants in the Fam Trips organised by TIF-HELEXPO in the context of the Philoxenia Exhibition in 2015 and 2016. More specifically, this research examines the views and perceptions of participants concerning the strengths and weaknesses of Fam Trips, as well as their overall satisfaction from the trips; at the same time, the extent of success of their key goals is

examined, i.e. the improvement of Greece's image as a tourism destination and the intention of tour operators to promote Greece to their customers.

The research was conducted using a questionnaire specially prepared for the needs of this paper. Our questionnaire consisted of nineteen questions in total, distributed into five sections as follows: i) the first section included questions concerning personal data of the respondents; ii) the second section included questions concerning the enterprises that the respondents represent; iii) the third section included questions concerning the assessment of the tourism destination; iv) the fourth section included questions concerning the assessment of the Fam Trips; v) the fifth section included questions concerning the efficacy of the Fam Trips.

The questions included in the questionnaires were mainly closed-ended questions of all types (dichotomous, multiple choice, Likert scale, etc.) in order to collect quantitative information. However, certain open-ended questions were also included, where respondents answered freely, in order to collect qualitative information as well.

The questionnaires were completed electronically, as e-mail messages were sent to our research population; where necessary, clarifications were provided electronically. The duration of our research was two months, as it was conducted during the period November-December 2016.

### **3.2. Sample Description**

As part of our research, 41 questionnaires were collected from a total of 75 participants in the Fam Trips held in the context of Philoxenia 2015 and 2016. Our sample covers 54.7% of the research population and is deemed adequately representative, as it is in line with the general characteristics of the participants in the Fam Trips.

The gender of the population is somewhat even, with 53.7% being men and 46.3% being women. In terms of age, the highest concentration of our sample belongs to the middle and older age groups, with 46.3% belonging to the 36-50 age group and 26.8% to the 51-65 age group. Another important characteristic of the participants in our research is their significant experience in the tourism sector, with 53.7% of our sample having been working in the tourism sector for over 15 years. As regards the fields covered by our research participants, 61%, i.e. the majority, are General Tour Operators and Travel Agents, 26,8% are active in the MICE/Corporate field and 12.2% come from the broader tourism sector (eg press, corporate etc).

Our research participants were mainly owners or high-ranking executives of the enterprises they represent. More specifically, 51.2% of our research participants are owners-presidents of the enterprises they represent, 19.5% are directors and 12.2% are heads of departments / foreign market sectors.

The size of the enterprises represented in our sample is reflected in the annual turnover and the number of employees of each enterprise. Thus, the majority of the enterprises in our sample are quite large, with substantial turnover and numerous employees. Finally, a fact worth noting is that the overwhelming majority of the enterprises represented in our sample (90.2%) already recommend Greece to their customers as a tourism destination.

### 3.3. Research Results

This paper analyses the results of the research concerning an assessment of the efficacy of the Fam Trips carried out. Initially, respondents expressed their impression of Greece as a tourism destination prior to their participation in the Fam Trip for various individual categories. As shown in diagram 1, Greece concentrated the most positive impressions of respondents as: “historic – cultural destination, destination with a variety of resources and gastronomic tourism destination”. On the other hand, respondents had an average impression of Greece as: “exclusive summer destination, destination for alternative tourism, combination of the above two points and destination with a huge impact from the economic crisis, affecting the visitor”. Finally, Greece concentrated less positive impressions as: “destination with fluctuation of social conditions, which influence the visitor and destination with strong (negative) influence from the refugee issue”.

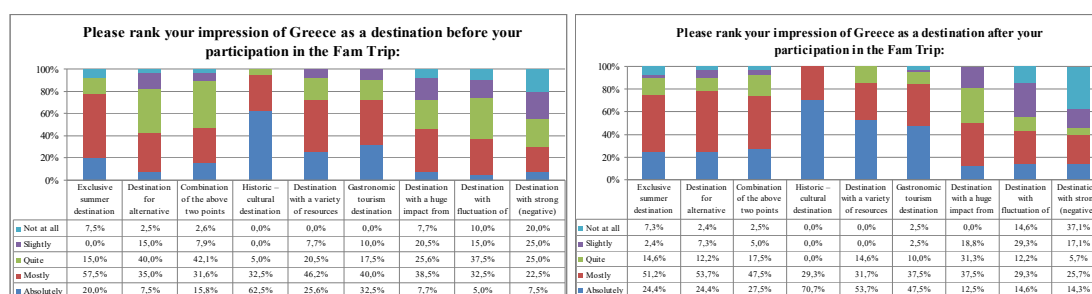


Diagram 1. Ranking the impression of Greece as a destination before participation in the Fam Trip

Diagram 2. Ranking the impression of Greece as a destination after participation in the Fam Trip

The respondents’ impression of Greece as a tourism destination after their participation in the Fam Trip was clearly improved. As shown in diagram 2, assessments were more positive in all individual categories, however still following the above-mentioned trend. The differences in these two questions (before and after the Fam Trip) primarily demonstrate the substantial contribution of Fam Trips towards improving the respondents’ impression of Greece as a tourism destination.

As regards the respondents’ views on the contribution of their participation in the Fam Trips towards improving their general impression of Greece as a tourism destination, the results are impressive. As shown in diagram 3, 56.1% stated that their general impression improved greatly after the Fam Trip, 29.3% that it improved a lot, 12.2% that it improved to an average extent, while only 2.4% stated that it did not

improve. These answers demonstrate the substantial contribution of Fam Trips, towards the improvement of the general impression of Greece as a tourism destination, as expressed by the most important professionals of the international tourism market.

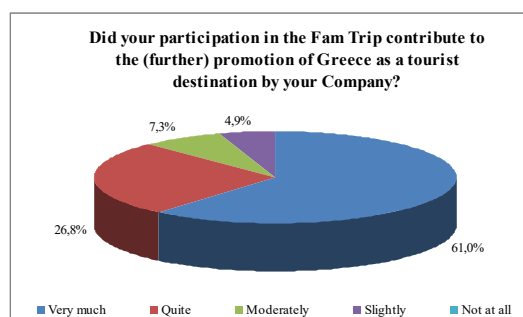
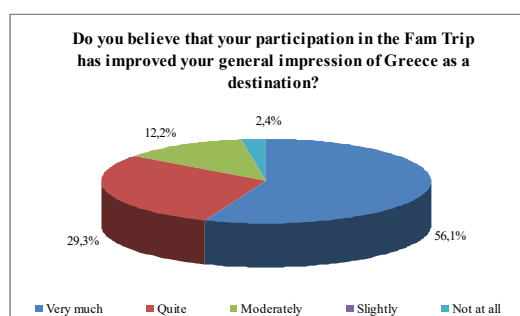


Diagram 3. The participation in the Fam Trip has improved the general impression of Greece as a destination

Diagram 4. Fam Trip contribution to the (further) promotion of Greece as a tourist destination

Finally, the results of the respondents' answers regarding whether their participation in the Fam Trips led to further promotion of Greece as a tourism destination by their companies were even more impressive. As shown in diagram 4, 61.0% of respondents stated that this occurred to a very large extent, 26.8% to a large extent, 7.3% to an average extent and 4.9% to a small extent. These answers demonstrate in a qualitative manner the measure of success referred to in the literature, which is the number of additional bookings made by tourism intermediaries who participated in the Fam Trips.

#### **4. CONCLUSIONS**

Initially, it should be noted that, as confirmed in theory, the main tourism intermediaries (travel agents, tour operators) of the tourism marketing system serve as privileged factors that shape tourist impressions of a destination, compared to broader groups of the tourism delegation population. Thus, the role of experiential first-hand contact of tourism intermediaries with the tourism reception population concerns a psycho-social process of identification with the 'other' and the overcoming of 'us/them' in the process of structuring the tourism impressions of Greece as a destination. This process is particularly valuable for Greek culture and civilisation, particularly during the current conditions of crisis and contradictory publicity concerning the country and its inhabitants.

On the basis of the central working hypothesis and the case study, which concerns the examination of the efficacy of the Fam Trips organised by TIF-HELEXPO in the context of Philoxenia 2015 and 2016 as a tool for tourism promotion and development, we highlighted their efficacy and substantial contribution.

As demonstrated through our primary research, the contribution of Fam Trips takes place on two levels, with the one leading to the other. On the one hand, Fam Trips make a contribution at the level of perception that tourism intermediaries have of Greece as a tourism destination, improving their image of Greece (56.1% responded that their general impression improved to a very large extent). On the other hand and on a more practical level, the improved perception that tourism intermediaries have of Greece as a tourism destination, results in further promotion of our country as a tourism destination to a significant extent (61.0% responded that their participation in the Fam Trip, led to further promotion of Greece as a tourism destination by their companies).

In summary of all the above, we could say that the Fam Trips organised by TIF-HELEXPO are an important, highly targeted tool for the tourism development and promotion of our country, achieving remarkable financial results. Finally, certain proposals for expanding this research in the future should be formulated. Our research could, potentially, be enriched by qualitative research including the statements of stakeholders via interviews, thus recording qualitative information. Furthermore, our research results could be further analysed through the formulation of research hypotheses and cross-checking of other parameters, such as the country of origin of tourists (e.g. Germany, England, etc.), the particularities and preferences of visitors, the

expectations of particular groups of tourists (e.g. sea, sun or alternative, including winter destinations), the age - demographic profile of visitors (e.g. elderly individuals, religious tourism, youth, alternative, etc.).

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# **INFORMATION AND COMMUNICATION TECHNOLOGIES CONTRIBUTING TO TOURISTS' SATISFACTION AND DESTINATION LOYALTY**

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## **ABSTRACT**

The current study aims to shed light at factors that contribute to tourists' satisfaction and specifically we are interested in the contribution of ICTs in tourists' satisfaction and in consequent destination loyalty. The study took place at a Greek island. 139 tourists participated at the study. Cluster analysis revealed three groups of tourists: the first group consists of tourists who are "satisfied-independent" the second group are the "satisfied-organized" and in the last one are tourists who are "not satisfied". The three groups differ in their satisfaction level and propensity to revisit the destination and recommend it to others. Quantitative data were analyzed in structural equation modelling (SEM). The results support the hypotheses: 1. Tourists' preferences on travelling organized or independent affect their destination loyalty 2. Tourists' booking preferences affect their satisfaction 3. Destination image positively influence Attribute satisfaction 4. Destination image positively influence Overall satisfaction and 5. Overall satisfaction positively influences Destination loyalty. These findings offer important implications to destination marketers and to local authorities in designing successful marketing strategies.

**Key Words:** ICT, Destination image, Destination Loyalty, Satisfaction, Structural Equation Modelling (SEM)

## **INTRODUCTION**

Leisure is considered to be a necessity for the contemporary person and tourism contributes to the satisfaction of the need. Islands with sandy beaches are among the top priorities in tourist's preferences and are one of the most important motives to visit an island. Greece is a country with 15.021 Km of coastline and almost 10.000 islands and islets. Special features have placed Greece among the firsts' preferences of tourists who exceeded 30 million of non resident visitors in Greece during 2016 (SETE Authority). The internet has enabled tourism enterprises to distribute products through direct distribution and through a network of channels. The widespread of internet technologies enable consumers to communicate directly with tourist service providers or intermediaries to request information or purchase products. As intermediaries operate online travel agencies and search engines, providing static and dynamic information about availability or prices. Prospective tourists may find in Internet a great variety of offers and decide the options that best suits their requirements. Consumers may communicate instantly, inexpensively, interactively, regardless of the physical borders or time zones.

Customers and tourist service providers increasingly depend on ITs and anyone who fails to participate in the electronic market place will confront competitive disadvantages. Tourists' enterprises may cooperate and exchange customers' information in order to facilitate the creation of total tourist product or in order to undertake joint marketing campaigns. Tourism organizations have enhanced their performance by reducing costs through the application of advanced marketing and management practices in using ITs. The ultimate aim of the marketing strategies is to satisfy customers and further to build bonds between consumers and organizations. These bonds imply loyalty to the tourist destination and to the tourist product.

In order to have a successful online marketing strategy one should continuously adapt it to the needs of customers based on measurements of their satisfaction, their experiences and the characteristics of their behaviour (Crnojevac et al., 2010).

The current study aims to shed light at factors that contribute to tourists' satisfaction and specifically to the contribution of ICTs in tourists' satisfaction and in destination loyalty. Studies developed so far have not examined destination loyalty and its' relation to ICT's usage. The article is organized as follows: The following section is devoted to a review of literature pertain to destination image, tourist loyalty and the contribution of ICT in tourists' satisfaction. Findings of the relationship between them are articulated to substantiate the formation of hypotheses. In the subsequent section a detailed presentation of the procedure is presented. In the final section the findings of the study and their implications are presented. The findings should contribute to existing literature on destination loyalty and tourists' satisfaction and also to provide guidelines for local authorities and to tourists' service providers to formulate targeted marketing strategies and maximize the effective use of their resources.

## **LITERATURE REVIEW**

Nowadays consumers have become more experienced in using ITs, they are more sophisticated and demanding in seeking exact information on destinations, suppliers and on the experiences they want to live. By using Information Technologies consumers enjoy more choices, customize products or services according to their needs and wishes and they save time away of bureaucratic

procedures. The application of new technologies in tourism sector has created new era with computerized reservation systems, e-business and advanced marketing practices. According to Buhalis (1998) services provided at the tourism sector are intangible and are purchased before the time or away of the place of consumption. The relevant and accurate information delivered on time to customers' needs ensure satisfaction on tourists demands, including high quality products and value for the money they spend. Internet applications have become very popular so many travel organizations (hotels, travel agencies, airlines, boat rental companies) have introduced internet technologies as part of their marketing strategy. Cohen (1972) classified tourists in four groups: organized mass tourists, which are least adventurous and follow travel agents' pre-arranged plans, individual mass tourists, which use travel agents but have control over their time and decisions, explorers which make their own travel arrangements and finally drifters who seek novelty and want to incorporate easily with local culture. Contemporary tourists who are technology friendly are looking for reliable and accurate information and the opportunity to make reservations in less time, with fewer expenses and less inconvenience than conventional methods require. They are looking for "value for money" and "value for time" spent. They are interested in satisfying their own timetable and their own priorities. They are more independent and sophisticated with a wide range of tools to plan their travel. Internet provides them with reservation systems, online travel agencies, Internet search engines, information sharing through social networks, portals, sites for comparing prices and individual pages of suppliers and intermediaries.

H1: Tourists' preferences on travelling organized or independent affect their destination loyalty.

Online booking uses information having characteristics as intangibility, heterogeneity and geographic fixation. The number of intermediaries between the hotel room and the tourist may reach to five making the distribution of the product complex and expensive. As Crnojevac et al., (2010) found most hotels prefer booking through their own website and that saves them money from agency commissions but makes difficult the access of tourists. Although internet is a helpful tool in information searching and in purchasing products and services there are still other channels that customers prefer in their decision making. Some customers prefer to search through internet but prefer to purchase offline through personal contact. The same applies for tourists. While the majority of them seek information online they use many different ways of purchasing travel products (Crnojevac et al., 2010).

H2: Tourists' booking preferences affect their satisfaction.

Tourists with different characteristics evaluate differently tourist products or tourists' destinations. The process of understanding how internet is used by different marketing segments offers the opportunity to increase the possibility of presenting the suitable product to the correct customer.

The image a destination has is important at tourists' decision making and their subsequent behaviour (Zhang et al., 2014). Definitions of destination image indicate the sum of beliefs, ideas and impressions a person has of a destination (Crompton, 1979), one's mental representation of knowledge, feelings and global impressions (Baloglou & McCleary, 1999) and expectations toward a place over time (Kim & Richardson, 2003). Destination image has three components: the cognitive (beliefs and knowledge the tourists keep of the destination attributes), the affective (the feelings and emotional responses of features a destination have) and the conative one (consumptive behaviours at the destination). Tourists' holistic impression of a destination creates the overall image of the destination, including tourists' feelings and also the concrete attributes of the destination. Important role in visiting a place has the congruence between self-image of a tourist

and the image of the destination. The closer match between the two images increases the likelihood of pre-visit preferences and post visit intentions (Kastenholz, 2004). The main elements considered by tourists at a destination are natural and scenic resources, cultural resources, night life, sight-seeing, accessibility, security, and quality/price ratio (Ramseook-Munhurrun et al., 2015). According to Perussia (1986) tourists tend to choose first destination they choose to visit or the kind of travel they want to make; and then they seek for the specific accommodation in the area. Hotel attributes are services and facilities that hotels offer and affect tourists in their choice among different options (Lewis, 1983). These features directly affect tourist' decision making and stand out of other choices offered. Tourists' perceptions on accommodation attributes can be defined as the degree of importance that tourists attach to a variety of services and facilities in meeting their needs and desires (Wuest, et al., 1996). Tourists when they choose a hotel, they also select location, price of accommodation or value for money, quality of service, cleanliness, security, hotel's physical attractiveness and hotel's reputation as important attributes (Ananth et al.,1992), (Atkinson, 1988), (LeBlanc et al., 1996), (Rivers, 1991), (Wilensky, 1988). Leisure tourists often prefer safety and personal contact during vacation. Personal contact and cleanliness are attributes that can easily be answered if experienced while price can easily be presented to any potential visitor through internet. When tourists have positive image deriving from positive travelling experiences then would result in positive evaluation of the destination. More favourable image would result in higher likelihood of revisiting the destination (Chi, Qu, 2008).

H3: Destination image positively influence Attribute satisfaction.

H4: Destination image positively influence Overall satisfaction.

According to Oliver (1980) Satisfaction or pleasure is a condition occurring when basic human needs are satisfied. Satisfaction refers to the variation between prior expectations and perceived performance after consumption. Customer expectations on a product or a service express one's anticipated performance on that product or service. When performance and perceptions differ dissatisfaction occurs (Fu Chen, Shian Chen, 2010). Judgments of satisfaction are personal and depend upon the comparison of circumstances with what was thought to be appropriate as a standard (Diener et al., 1985).

Satisfaction resulting from tourism experiences contributes significantly to someone's life satisfaction and well being (Bosque and Martin, 2008). Tourists consider that the connection between local cuisine, shopping opportunities, environment and safety as well as tourists' attractions are significant dimensions of tourists' satisfaction. (Arasli & Baradarani, 2014). Overall satisfaction and attribute satisfaction are distinct constructs but closely related (Oliver, 1993). Attribute satisfaction has significant positive and direct effects on overall satisfaction (Chi, Qu, 2008). Destinations having more positive image will more likely affect tourists' behavioural intentions. Satisfaction with various components of the destination leads to overall satisfaction (Kozak & Rimmington, 2000). Satisfaction in the travelling experiences contributes to destination loyalty (Alexandris et al., 2006).

H5: Overall satisfaction positively influences destination loyalty.

Tourists' loyalty refers to tourists' intentions to revisit the destination and recommend it to friends and family (Chen & Tsai, 2007). Findings suggest that destinations' special characteristics are determinants not only to tourists' satisfaction and their positive word-of-mouth but also of their revisit intentions. Research on the loyalty field has confirmed significant positive relationships between customer satisfaction and loyalty (Chi & Qu, 2008). If tourists are satisfied with the

products and services offered they are more likely to continue to purchase and they will be more willing to advertise the destination.

H6: Attribute satisfaction positively influences destination loyalty.

## **METHODOLOGY**

The aim of the study is to seek possible differences in tourists using ICT and possible differences in their satisfaction and in their loyalty to the destination visited. Current research took place at a Greek island which is a popular tourists' destination. Exploratory factor analysis (EFA) was employed to derive the underline dimensions of destination image and tourists satisfaction. Confirmatory factor analysis (CFA) and Structural equation modelling (SEM) were used to test the conceptual model that examined the antecedents of destination loyalty. Also cluster analysis was applied to classify respondents into groups with similar dimensions. In addition One Way Analysis of Variance (ANOVA) was applied to distinguish the differences among demographic groups and factors influencing satisfaction.

A questionnaire was developed and was distributed to tourists at the destination. Likert scales (1–5), with anchors ranging from “strongly disagree” to “strongly agree” were used for all perception items to ensure statistical variability among survey responses for all items measured. The items of the questionnaire were self-built based on previous literature and content analysis of tourism literature. The self administered survey consisted of two sections: the first section comprised of demographic variables to determine visitors' demographics such age, marital status, annual income, country of origin, etc. The second section of the questionnaire was designed to determine the vacation preferences of the tourists including travel arrangements, cost of travel, motivation. To determine tourists' satisfaction the survey was conducted to visitors at the island during June 2016. In order to maintain the technical and conceptual equivalence of instruments, a translation and back-translation strategy was applied. At first the structure and the content of the questionnaire were tested in a pilot study and a factor analysis was performed on the data collected. The results were satisfactory, resulting in six factors. All factors' Cronbach's alpha values were well above the commonly accepted threshold value of 0.70. In order to figure the factors that affect tourists' satisfaction we randomly selected a sample of 150 visitors, of whom 11 did not complete the questionnaire. Raw data were encoded, imported and analyzed using the Microsoft Office Excel and they were analysed using the Statistical Package for Social Sciences (SPSS) version 22.

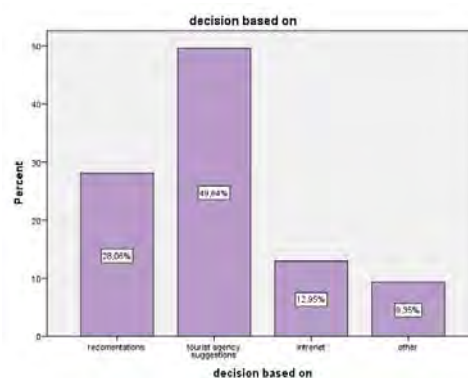
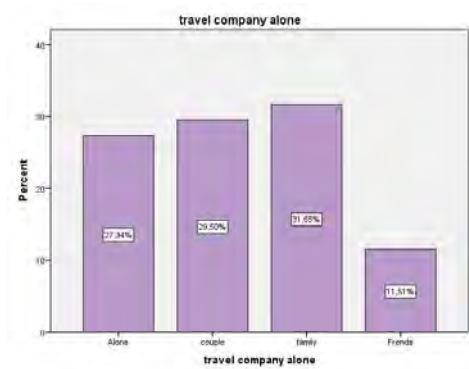
## **STATISTICAL DATA AND RESULTS**

The demographic profiles of the survey respondents' are presented at Table 1.

Table 1. Profile of Survey Respondents

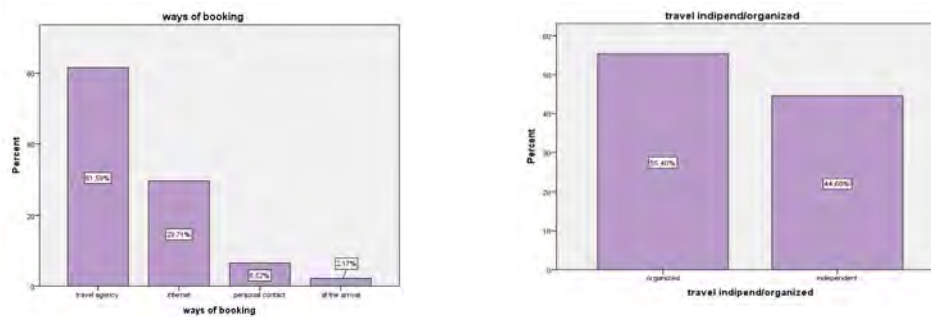
<b>Variable</b>	<b>%</b>	<b>Variable</b>	<b>%</b>
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<b><u>Gender</u></b>		<b><u>Age</u></b>	
Male	46.8	21-30	34.5
Female	53.2	31-45	28.8
<b><u>Annual Income (in €)</u></b>		46-65	25.2
<20.000	22.3	>65	11.5
20.001-50.000	50.4	<b><u>Education</u></b>	
50.001-80.000	19.4	Elementary	8.6
80.001-120.000	5.0	Senior High sc.	11.5
>120.000	2.9	Vocational ed.	44.6
<b><u>Marital status</u></b>		University Grad. or higher	35.2
Married	51.8	<b><u>Country of origin</u></b>	
Not married	37.4	Greece	30.9
Other	10.8	Germany	30.9
<b><u>Ways of booking</u></b>		Great Britain	10.1
Travel agency	61.6	Scandinavian c.	17.3
Internet	29.7	Cyprus	2.9
Personal contact	6.5	Australia	2.9
At the arrival	2.2	France	2.2
<b><u>Times Visiting</u></b>		USA	1.4
First time	63.3	Italy	1.2
Many times	36.7	<b><u>Travel</u></b>	
		Independent	62
		Organized	77



Respondents' decision to travel to the island was based on recommendations (28%), on tourist agents' suggestions (50%) and on personal internet research (13%).

27% of tourists traveled alone, 60% travel with family and 11.5% traveled with friends.



62% of tourists booked their trip through a travel agent, 30% booked it on internet, 7% preferred personal contact and 2% booked after their arrival at the island.

45% of respondents traveled independently while 55% had their travel organized by a tourists' agent.

Figure 1-4: Tourists' profile according to travel preferences

In order to perform a factor analysis the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was examined, an indication that the variables are able to group to smaller set of underlying factors. The Barlett's Test of Sphericity is an indicator that there are relationships between the variables since its value is significant. Principal Component Analysis and orthogonal Rotation with Varimax method was applied to increase the explanatory ability of the model. Varimax method, attempts to minimize the number of variables that have high loadings on each factor. Each variable should load strongly on only one component, and each component is represented by a number of strongly loading variables (Hair et al., 1998). In order to determine the number of factors extracted, the Kaiser's criterion was applied, where the eigenvalue of a factor represents the amount of the total variance explained by that factor and eigenvalue should be greater than one. Other criteria examined were scree plot, percentage of variance, item communalities and factor loadings (Hair et al., 2010). Items were eliminated when they had loadings less than 0.4 and also items with loadings higher than 0.4 on more than one factor.

According to the findings the factor loadings of the variables ranged from 0.478 to 0.901 above the suggested threshold of 0.30 for practical and statistical significance (Hair et al., 2010). The Cronbach's alpha for the six factors varied from 0.609 to 0.897 just at the generally agreed upon lower limit of 0.60 for research at exploratory stage (Nunnally & Bernstein, 1994) indicating internal consistency among the variables within each factor. The factor analysis resulted at Kaiser Meyer Olkin Measure of sampling adequacy  $KMO=0,803$ . According to Pallant (2006) this measure is acceptable since Pallant gives KMO test equal or greater than 0.60. Also the Barlett's Test of Sphericity, is statistically significant ( $\chi^2=1595.701$ ;  $p<0.001$ ). Therefore the factor analysis is feasible. The analysis reveals six factors with eigenvalues greater than 1. After elimination of items with low factor loadings and significant cross loadings a clean factor structure emerges explaining a satisfactory 67.432% of total variance. The first factor explains 29.87% of variance, second factor explains 13.8%, the third factor explains 8.67%, the fourth factor explains 5.93%, the fifth factor explains 4.7% and the last factor explains 4.47% of variance.

Determinants (18) are grouped into six factors affecting tourists' satisfaction (See Table 1). These factors are: Infrastructure, Service quality, Entertainment, Travel environment, Cost of Staying, Safety & Reputation.



Table 2. Results of Factor analysis

<b>Factors</b>	<b>Factor loadings</b>	<b>Eigenvalue</b>	<b>Variance Explained (%)</b>	<b>Crombach's Alpha</b>
<b>Infrastructure (I)</b>		6.87	29.87	.876
Organized services	.736			
Cleanliness of the island	.678			
Friendly and helpful local people	.671			
Quality of local cuisine	.645			
Accommodation value for money	.577			
Variety of shops	.607			
<b>Service quality (SQ)</b>		3.17	13.8	.859
Accommodation Services	.800			
Cleanliness of Accommodation	.752			
Accommodation facilities	.709			
Accommodation food & Beverages	.675			
Accommodation value for money	.577			
Accommodation location	.584			
<b>Entertainment (E)</b>		1.99	8.67	.753
Wide variety of entertainment	.786			
Nightlife	.775			
<b>Travel environment (TE)</b>		1.36	5.93	.580
Good bargain shopping	.721			
Pleasant weather	.710			
Good value for money	.652			
<b>Cost of Staying (CS)</b>		1.08	4.7	.753
General cost	.833			
Cost of accommodation	.897			
<b>Safety &amp; Reputation (SR)</b>		1.03	4.47	.609
Safety and security	.619			
Reputation	.761			
Quality of Food	.686			

Note: Each item is measured at a five point Likert Scale. Coefficient alphas for all dimensions exceed 0.60. Total scale reliability is 0.837.

Structural equation modelling techniques were applied to test the destination loyalty model in which 6 hypothesis was developed based on the literature (Figure 5).

The sample data was checked for Positive Definiteness, where the determinant of the correlation matrix was (4.45E-006) not equal to zero. We checked the multivariate normality by estimating the Mahalanobis' distance and we exclude five outliers from the sample data and we checked for Multicollinearity. The tolerances of the coefficients were higher than .01 and VIF were less than 10. So the assumption of collinearity of the data is not violated (Kutner et al., 2004).

In the overall model fit,  $\chi^2$  value ( $\chi^2=722.384$  with 225 degrees of freedom) has a significance level of 0.00. This statistic failed to support that the differences of the predicted and actual models were non-significant. Comparative Fit Index (CFI) and Normed Fit Index (NFI) were 0.656 and 0.575 respectively (Byrne, 1994). These measures are not above the recommended level of 0.90 indicating small support for the proposed model. But when samples are small, the fit is often underestimated (Ullman, 2001). The Root Mean Square Error of Approximation (RMSEA) provides a measure of fit that adjusts for parsimony by assessing the discrepancy per degree of freedom in the model. According to Browne & Cudeck, (1993) RMSEA value should be less than 0.8. The RMSEA value was a marginal 0.12. Also, Chi-square/ degrees of freedom is (CMIN/DF) =3.211 where according to Kline, (1998) and Ullman, (2001) it should be less than 2 or 3 and finally Goodness of fit index is (GFI) = 0.661 and it should exceed 0.90. According to these measures the overall model does not fit well to the original model proposed.

According to findings (Table 3) the hypothesis “H3: Destination image positively influence Attribute satisfaction” is supported. The hypothesis “H4: Destination image positively influence Overall satisfaction” is also supported. And the hypothesis “H5: Overall satisfaction positively influences Destination loyalty” is supported. Finally, the hypothesis “H6: Attribute satisfaction positively influences Destination Loyalty” is not supported.

Table 3: AMOS Results for Structural Model

<b>Factors</b>		<b>Loadings</b>	
Attribute Satisfaction	<---	Destination image	.742
Overall Satisfaction	<---	Destination image	.768
Overall Satisfaction	<---	Attribute Satisfaction	.171 (ns)
Destination Loyalty	<---	Overall Satisfaction	.1.056
Destination Loyalty	<---	Attribute Satisfaction	-.079 (ns)

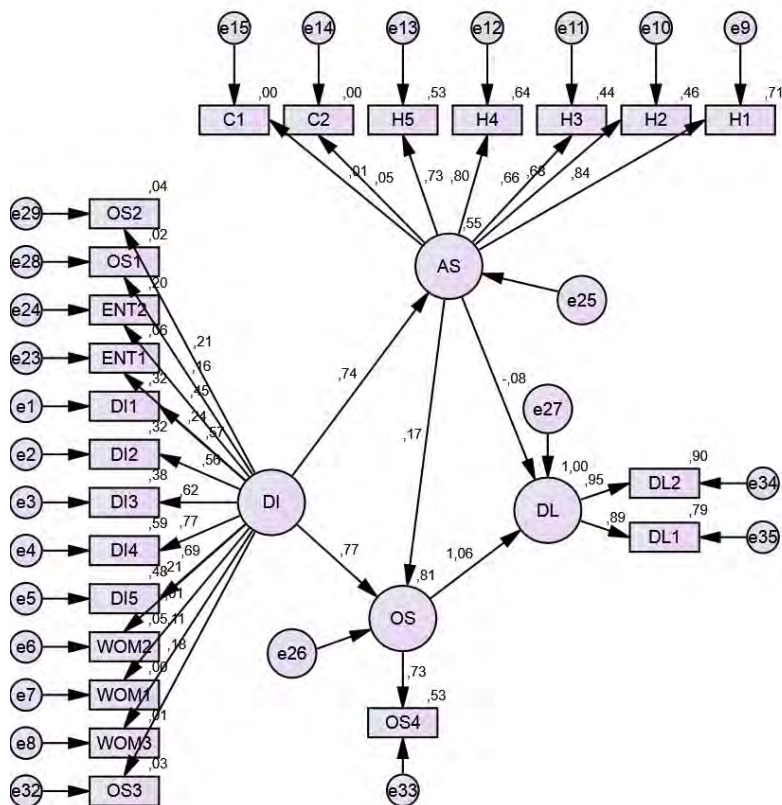


Figure 5. Structural Equation Model Overall Satisfaction predictor of Destination Loyalty

In order to identify patterns in respondents relative to their information and communication technologies usage we classified respondents into groups. We performed two step cluster analysis (Punj & Stewart, 1983) based on mean scores for the dimension of information and communication technologies usage. Three clusters were identified with cases not equally distributed across them, differing in respondents' satisfaction and in their booking preferences. These clusters are:

The 1st cluster, named "satisfied-independent" (N=57, 41.3%) consists of tourists who are very satisfied willing to recommend (mean 4.53) and revisit the destination (mean 4.14), who booked their vacation through internet or personal contact. These tourists prefer to travel independently<sup>9</sup>.

The 2nd cluster named "not satisfied" (N=17, 12.3%) consists of tourists who are very unsatisfied and unwilling to recommend (mean 2.47) and also unwilling to revisit the destination (mean 2.00).

<sup>9</sup> The willingness to revisit the destination or recommend it to others was measured by the statements: "Would you revisit the destination?" and "Would you recommend the destination?" Answers ranged from "1: no-way" to "5: definitely yes".

they booked their vacation through travel agency (76.5%). These tourists prefer to travel organized (59%).

The 3th cluster named “satisfied-organized” (N=64, 46.4%) which is the largest group, consists of tourists who booked their vacation through travel agent, they are very satisfied, willing to revisit (mean 4.20) and willing to recommend the destination to others (mean 4.67). They prefer their vacations to be organized.

In order to reveal the impact on tourists’ destination loyalty while using information and communication technologies we used inferential statistics (ANOVA tests of Statistics). According to these tests:

Intention to revisit is positively correlated to tourists’ perception of satisfaction. Tourists who are satisfied are more willing to revisit the destination. Equal variances assumed and  $F(2, 135) = 54,580$  ( $p=0.000<0.05$ ) indicates differences among the means of tourists’ intentions, belonging in different clusters, to revisit the destination. As satisfaction increases, increase their intention to revisit. Tourists that belong to the cluster of “satisfied independent” have different intentions (mean 4.1404) to revisit the destination than tourists belonging to the cluster of “not satisfied” (mean 2.000). Also tourists that belong to the cluster “satisfied-organized” (mean 4.2031), have different intentions (mean 4.2031) to revisit the destination than tourists belonging to the cluster of “not satisfied” (mean 2.000). Tourists that prefer to take vacations organized have higher intentions to revisit the destination among other tourists.

Intention to recommend the destination is positively correlated to tourists’ satisfaction. Tourists that are satisfied are more willing to recommend the destination to others. Equal variances assumed  $F(2, 135) = 58,806$  ( $p=0.000<0.05$ ) indicates differences among the means of tourists’ intentions, belonging in different clusters, to recommend the destination to others. As satisfaction increases, so increase the intention of tourists to recommend the destination. Tourists that belong to the cluster of “satisfied independent” have different intentions (mean 4.5263) to revisit the destination than tourists belonging to the cluster of “not satisfied” (mean 2.4706). Also tourists that belong to the cluster of “satisfied-organized” have different intentions (4.6719), to revisit the destination than tourists belonging to the cluster of “not satisfied” (mean 2.4706). Tourists that prefer to take vacations organized have higher intentions to recommend the destination among other tourists.

So the hypothesis “H1: Tourists’ preferences on travelling organized or independent affect their destination loyalty” is supported.

The booking preferences are correlated to tourists’ satisfaction. Equal variances assumed  $F(2, 135) = 70.646$  ( $p=0.000<0.05$ ) indicates differences among the means of groups of tourists with different booking preferences. Tourists that belong to the group of “satisfied independent” have different booking preferences (mean 2.9) than tourists belonging to the group of “satisfied-organized” (mean 1.0), comparing to the group of “not satisfied” tourists (mean 1.35). Tourists that prefer to take vacations that are not organized have higher intentions to recommend the destination among all tourists<sup>10</sup>. So the hypothesis “H2: tourists’ booking preferences affect their tourists’ satisfaction” is supported.

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<sup>10</sup> Booking preferences are presented at the statement: “Ways you prefer to book your vacations: 1. travel agency 2. Internet 3.personal contact 4.at the arrival”

## **CONCLUSIONS**

The aim of the study is to identify factors influencing tourists' satisfaction and destination loyalty according to their preferences on using information and communication technologies.

The SEM analysis offered support to the statistically significant relationships between destination image and overall satisfaction (H4), destination image and attribute satisfaction (H3), overall satisfaction and destination loyalty (H5). Also there are three clusters of tourists that emerged from cluster analysis, the cluster of "*satisfied independent*", the cluster of "*satisfied-organized*" and the cluster of "*not satisfied*" tourists. These three clusters differ in their perceptions of recommending the tourists' destination or differ in their intentions to revisit the destination. ANOVA analysis offered support to the statistically significant relationships between clusters and to different preferences of tourists, as to travel organized or independent (H1) or to their booking preferences (H2).

Organized infrastructures of the destination together with a decent travel environment where someone feels secured, enjoying good quality of services and having fun without paying too much are the factors that lead to tourists' satisfaction.

Since destination image has positive effect on tourists' satisfaction it is essential to understand factors influencing tourists' loyalty to a destination. That could provide tourism and hospitality managers and marketers with useful tools in creating successful marketing strategies which will lead to positive post purchase tourists' behaviours. Results indicate that tourists that are not satisfied are less willing to recommend the destination to others or revisit. The group of "not satisfied" tourists in the cluster analysis consists mainly of tourists that have made travel arrangements through a travel agent. Managers and authorities should seek the sources of this dissatisfaction and make efforts to come up to tourists' expectations. Since attribute satisfaction and overall satisfaction are influencing destination loyalty, attention should be paid to these features that increase tourists satisfaction so as to ensure their destination loyalty.

Future research should check the possibility that tourists may move to multiple clusters.

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# **THE ROLE OF LIVING HERITAGE IN SUSTAINABLE TOURISM DEVELOPMENT**

## **CASE STUDY: FISHERMEN AND FISHING PRACTICES IN ALEXANDRIA**

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### **ABSTRACT**

Intangible cultural heritage is considered as assets inherited from the past but of high value for the present and the future of a country. According to UNESCO, the **“intangible cultural heritage”** designates the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. These also include traditional craftsmanship.

Tourism is a major development form, and its relation to heritage and conservation activities is significant. Heritage tourism is a kind of tourism that focuses on communities that have unique customs, unique form of art and different social practices. The local community has a leading role in refreshing the heritage of the city and hence, attracting more tourists. As heritage tourists spend generously, it is expected that increased revenue can be brought to the community and country that hosts them and can be an engine of economic growth and sustainable tourism.

The Egyptian civilization can be considered as one of the oldest that introduced the fishing practices. Fishing is one of the important crafts especially in countries with sea coasts and inland waters. Therefore, Alexandria, interesting Mediterranean city, was considered as a valuable case study.

The purpose of using the qualitative approach at this study was two-fold: first to explore and compare between ancient and new fishing practices in order to emphasize their continuity, and second to discuss the notion of heritage tourism in terms of heritage conservation and tourism management.

**Key Words:** Heritage tourism, intangible heritage, Fishermen and fishing practices, Alexandria, Egypt.

## **INTRODUCTION**

In 1989 the UNESCO General Conference raised the issue of the importance of safeguarding of traditional culture and folklore<sup>1</sup>. However, the UNESCO Convention for the safeguarding of the intangible cultural heritage in 2003 was the main event that shed light on the importance of intangible heritage in order to be recorded with the intention of preserving it as treasures for coming generations.

Although the idea of preserving and listing heritage sites and later tangible and intangible heritage was born in Egypt when the UNESCO raised its campaign and fund to rescue the Nubia temples that were threatened by the construction of the High Dam in Egypt, only seven sites are listed on the UNESCO World Heritage List (WHL) and two on its Intangible Cultural Heritage List; namely "*Al-Sirah Al-Hilaliyyah epic* (2008) and "*Tahteb, stick game*" (2016) <https://ich.unesco.org/en/state/egypt-EG>

Many studies have discussed the fact that cultural and heritage tourism is able to attract more tourists than other types of tourism. It is worth mentioning that cultural heritage areas rely intensively on intangible cultural heritage in the sense that tourists are not only interested in visiting and observing the sites but also exploring the life of the local people, their traditional handicrafts, folklore, etc. (Rodzi et al, 2013; Petronela, 2015). Therefore, the local community has a leading role in refreshing the heritage of the city and thus attracting more tourists. As heritage tourists spend generously, it is expected that increased revenue can be brought to the community and country that host them and can be an engine of economic growth and sustainable tourism.

Nevertheless, the intangible cultural heritage is at risk if the local community does not recognize what is actually happening to their cultural heritage and might erode if no action or protection is taken (Rodzi et al., 2013). Furthermore, it can be negatively affected by industrialization, urbanization, westernization and globalization (Rodgers, 2011; Lee, 2015); hence, much attention should be paid in order to avoid any negative impacts of heritage tourism and thus preserve and safeguard the authenticity of the intangible cultural heritage.

This study aims at shedding light on the importance of intangible cultural heritage in developing heritage tourism and their socio-economic benefits for the local community. It also discusses the role of the local community in safeguarding their intangible cultural heritage and the preservation of their identity.

In order to fulfil this aim, Alexandria, interesting Egyptian Mediterranean city with inland waters, was considered as a valuable case study in order to discuss an important craft of living heritage; namely, fishing practices.

## **LIVING HERITAGE VS HERITAGE TOURISM**

Living heritage includes intangible as well as tangible heritage (Poulios, 2014). This study is more concerned with intangible heritage; however it will shed light on some of the remaining wooden houses left from the times of the ottoman.

Heritage tourism is defined as "travelling to experience the places, artefacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources" (National Trust for Historic Preservation, 2008). Therefore, it can serve as an

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<sup>1</sup> Folklore is more restrictive than intangible cultural heritage



effective tool to generate income, tax revenues, and jobs, diversify local economies, and improve the local quality of life (Jiang and Homsey, 2008).

Trying to find a definition for intangible heritage, most of the literature review embraced the definition set by the UNESCO Convention in 2003.

According to the UNESCO Convention in 2003 "*intangible cultural heritage*" means *the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity*" ([www.unesco.org](http://www.unesco.org)).

The above mentioned definition was further determined as follows ([www.unesco.org](http://www.unesco.org)):

- (a) oral traditions and expressions, including language as a vehicle of the intangible cultural heritage;
- (b) performing arts;
- (c) social practices, rituals and festive events;
- (d) knowledge and practices concerning nature and the universe;
- (e) traditional craftsmanship.

Moreover, the term cultural heritage is extended to include not only heritage sites and monuments, natural gardens and landscapes, but also all forms of productions as well as crafts and trades, rural and urban heritage as well as customs, folklore, oral and performing traditions, religious or profane manifestations (Barrio et al, 2012).

According to Cominelli and Greffe (2012) "*Intangible cultural heritage (ICH) concerns "the practices, representations, expressions, knowledge and skills that belong to communities and are held by specific members"*

Bakar et al (2014) stated that "*Intangible Cultural Heritage refers to human skills, practices, expression and instruments which form the transmitted practices of local cultures*" and is expressed through processes, phrases, know-how and abilities (Petronela, 2015).

In this respect, heritage sites are evaluated in a more broadened, better and distinctive way relying on its natural and human resources and practices. The distinction between tangible and intangible is thus reflected by its artificial nature.

This in return adds more segmentation and niches to heritage tourism (Barrio et al, 2012), being able to make more individualized experiences. In addition, other types of tourists than heritage ones experience also a large amount of heritage even if they were not motivated or had the intention for cultural heritage.

City tourism and urban tourism are no exception, where tourists experience all kinds of living heritage. For example, tourists in Alexandria make city tours and walking tours to discover its tourist sites, monuments, old heritage buildings, streets and above all they deal with people, shops, experience food, folklore, and sometimes observe all kinds of crafts etc. One example is the fishing practices. Local people have of course added and embroidered some modern fishing techniques and equipment; however, they still rely on some of the old ones, those past practices that they inherited from their ancestors.

In other words it can be said that the inherited living fishing practices can offer two-fold analytical dimension; the practices attracting tourists to observe or might even be experienced by them, i.e. the production of a cultural good by itself. The second dimension is the sea products being fished, which can lead to experiencing other types of cultural heritage practices like being involved in sea food preparation and tasting or also local handicrafts and souvenirs related to the Mediterranean with its fishing practices.

These two dimensions certainly will have their social and economic impact on the local people. More heritage tourists will be attracted especially when more creative heritage experiences will be packaged and sometimes two or more of them combined together for a more enriched experience.

It is worth mentioning that the *Mediterranean Diet* is listed as an intangible heritage in the UNESCO World Heritage List. A heritage that combines the eating habits of the peoples of the Mediterranean Sea<sup>2</sup> transmitted from one generation to another. It includes not only food but also traditional social activities and crafts linked to farming and fishing (Meduri et al, 2016). This proves that fishing and fishing practices are important even to other intangible cultural heritage practices.

Accordingly, Cultural heritage tourism has a wide range of potential benefits, a strong market potential, and has seen a surge in popularity and implementation in various places in recent decades. Many local government agencies, preservation groups, and economic development advocates have a very positive view of heritage tourism, since it can be a powerful engine of economic growth while helping improve the quality of life for local communities (Jiang and Homsey, 2008).

## **ROLE OF THE LOCAL COMMUNITY IN PRESERVING LIVING HERITAGE**

According to Poullos (2014) the community plays a leading role in the definition, conservation and protection of living heritage. This is done under the guidance of professionals, having secondary role, that are responsible for the capacity building of the core community. Therefore, heritage is seen as part of the present community's life.

*"A living heritage approach calls for the safeguarding of heritage within the connection with the present community (continuity), by the present community and for the sake of the present community"* (Poullos, 2014).

Heritage should not only be considered as a treasure from the past that need to be preserved but as living space that need to be handled and practiced by local communities and managed by their experts.

The role of the local community in preserving the intangible cultural heritage involves generating, recreating, transmitting and sustaining their intangible heritage. This preservation should also be extended to include artists, craftsmen and practitioners of the heritage itself (Bakar et al, 2014).

The UNESCO convention in 2003 stated that *safeguarding "means measures aimed at ensuring the viability of the intangible cultural heritage, including the identification, documentation, research, preservation, protection, promotion, enhancement, transmission, particularly through formal and non-formal education, as well as the revitalization of the various aspects of such heritage"* ([www.unesco.org](http://www.unesco.org)).

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<sup>2</sup> Spain, Greece, Morocco, Portugal, Croatia, Cyprus, Egypt and Israel

It can be said that the protection and safeguarding of non-material heritage is crucial in order to strengthen cultural diversity as rich assets for individual and societies. In addition, their promotion and maintenance are essential for sustainable development as well as a source of creativity and innovation. This can be explained by the fact that intangible cultural heritage involves knowledge transfer to present generations. In fact they recreate this know-how due to current conditions. For example, a potter would make other shapes of pots to cope with current needs, a weaver would create new models and a tailor would make clothes using modern synthetic fibres and tissues (Cominelli and Greffe, 2012). Concerning fishing practices, the same equipment from the past might be manufactured using similar but different materials or even recycled ones to save the environment.

Accordingly, it is the local communities who should share in putting the desired strategies and action plans for preserving and safeguarding their intangible cultural heritage. Therefore, local projects should involve the communities of craftsmen and the enterprises responsible of the creation and reproduction of this heritage and encourage dynamics fostering innovation within a particular sector, as well as in other sectors (Cominelli and Greffe, 2012).

### **ALEXANDRIA AS AN ANCIENT MARINE CENTER: (ALEXANDRIA BEFORE ALEXANDER)**

Alexandria occupies a coastal area enveloped between the Mediterranean Sea to the north and the Mariut Lake to the south. It is situated about 210 kilometres northwest of Cairo (Husar, 2007).

Rakotis is the name of the village that became Alexander's capital. It was occupied by fishermen and this part remained the district of the native population after the establishment of Ptolemaic Alexandria (Morcos, et al, 2003). Rakotis was presumably one of twelve existing villages at this region. They were hamlets or protection points guarding the site's inhabitants against pirates' attacks. (Morcos, et al, 2003; Sousa, et al, 2013).

Archaeological remains provide evidence of early human activity in Alexandria. Sediment cores from the East Harbour of the city were found, of which some sections are radiocarbon-dated to the period prior to the arrival of Alexander the Great to Egypt (around 2300 years B.P.). The core sections include potsherds, planks of pine, heavy minerals, organic matters, lead concentrations and some rock fragments (Stanley, et al, 2007).

Ceramic fragments including cooking vessels, bowls and jars were also found. It is clear that the city chosen by Alexander to be the new capital was an already existing town with inhabitants. The collected findings show that a coastal population has presumably flourished in this area seven centuries before the Ptolemaic period (Stanley, et al., 2007).

Even before the arrival of Alexander the Great to the site and the establishment of a capital there, the island of Pharos has already gained a significant fame in the Greek literature, namely writings of Homer, due to its importance to international navigation (Sousa, et al, 2013).

Alexandria grew from a small port town to become a great metropolis and an important scientific and artistic centre (Sousa, et al, 2013).

## **PAST AND PRESENT FISHING PRACTICES**

The present research is focusing on the revival of the ancient fishermen sites in Alexandria. This would be achieved by means of incorporating their settlements, their working habits and practices in tourism itineraries and consequently enabling them to preserve their heritage. Fishing is known and practiced by the Egyptians since the earliest times. This is documented by scenes depicted in tombs which date back to the Old Kingdom (Davies, 1936).

Fish was consumed by the ancient Egyptians since the Prehistoric Period; evidence is in the form of skeletal remains that date back to the Palaeolithic Period. Some Khurmusan sites (an upper Pleistocene industry c. 45.000 B.C.) have records of fish exploitation, particularly the Nile Catfish. Furthermore, investigations conducted at the site of Lake Qarun at El-Fayum have revealed evidence of fishing practices dating back to the Epipalaeolithic and Neolithic Periods (Brewer, 2001). Also, the rock art of El-Hosh, 30 km south of Edfu on the west bank of the Nile, has unique designs that were interpreted as representations of fish traps dating back to the Epipalaeolithic Period (c. 8000 B.P.) (Huyge, 2009).

Fishing has always been one of the major activities practiced by the ancient Egyptians. Egypt's coasts extending in the north and the east, together with the long distance traversed by the Nile have paved the way for fishing to be a great industry (Daumas, 1977). Information about fishing practices in the northern coasts during the dynastic period is less available than that in the south. Scenes depicting fishing are more preserved in the cemeteries to the south of the delta (Daumas, 1977). These representations are sufficient to witness the adoption of fishing techniques and tools (dragnets and lines) that are very similar to those of modern Egypt.

Representations on walls of tombs and temples dating back to the Dynastic period show a clear understanding of fish anatomy and fishing practices. Also, fishing scenes in ancient Egypt usually depicted the tomb owner involved in the activity being accompanied and helped by his family members; namely his wife and children (Feucht, 1992). Similarly, in modern Egypt, fishing communities living along the coasts involve their children in all phases of the process; from transport to selling of the fish (Samy, 2015).

## **METHODOLOGY OF THE RESEARCH**

As mentioned above, the study main goal was to explore the importance of intangible cultural heritage and the role of the local community in safeguarding it. The study also tried to put guidelines in notion of heritage tourism in terms of heritage conservation in order to achieve socio economic benefits for local communities.

Therefore, the study adopted the qualitative approach through two-fold:

1- to discuss the notion of heritage tourism in terms of heritage conservation and tourism management

2- to explore and compare between ancient and current practices of a craft considered as one of the most popular intangible heritage in Egyptian culture in order to emphasize their continuity.

In order to achieve the aim of the research, the study considered fishing practices in Alexandria as a valuable case study. The case study approach is suitable for both explanatory and

exploratory researches (Saunders and Thornhill, 2009). In this study, a single case has been employed. This provides an opportunity to observe and analyze the phenomenon.

The data collection techniques within the case study were combination of interviews (semi-structured), documentary analysis and conducting walking tours in old fishing areas. Interviews were made with fishermen and local tour guides specialized in walking tours, and city tours with emphasis on heritage were conducted. A walking tour with one of the most professional local tour guides was made.<sup>3</sup>

The research was conducted in the areas to the west of Alexandria, namely El-Max. This neighborhood is the site where the indigenous inhabitants of Alexandria lived before the establishment of Alexander's capital. Also, this was the district where the native Egyptians continued to occupy after the city Alexandria was built (Riad, 1996).

El-Max, located in the Amriya district in the west of Alexandria, is inhabited by a community of fishermen who live on the canal of Al-Mahmoudyah. This was a waterway dug upon the orders of Mohamed Ali in 1820 to provide Alexandria with freshwater coming from the Nile. The canal was also destined for the navigation of cargo ships. The canal, which bears the name of the Ottoman Sultan Mahmoud II, runs to the south of the city until it enters the Alexandria harbor, the principal port of Egypt (Husar, 2007; Forester and Durrell, 2014).

## **CONCLUSION AND RECOMMENDATIONS**

Walking through El-Max, many old buildings stand as witness for great history and many stories to be told. Few remaining old wooden sheds that were once used for changing swim clothes were found (Fig. a). Two old lighthouses (Fig. b) add beauty to the scene and are still standing to guide boats.

Today, the canal is closed for navigation, a community of fishermen has settled around it. Their small and modest houses flank the water stream with their boats lined up by the banks. The inhabitants' activities include processing, storing, transporting, and selling fish. Fishermen knitting nets, others scrolling or spreading them to use in fishing were observed (Fig. c).

Interviewing fishermen revealed that they involve their families, especially their children in the fishing industry. They still want to deliver the techniques to new generations. Some have started a new business of manufacturing wooden models of boats that found their ways in the tourist market lately. As for the interviews with tour-guides, they pointed to an important source of data, which is the tourists themselves; since some of the information about old buildings in the area was given by foreigners living in Alexandria since a long time. This wealth is threatened to be lost if any damage occurs to these old buildings. Hence, it is important to safeguard them and involve them in tourism activities.

Despite the marvellous location and view, El-Max is rarely included in any tourist visits. It is however considered one of the most beautiful and inspiring places in Egypt, to the extent that some call it the "Venice of Egypt" (Fig. d).

For years, the area has been suffering from pollution caused by petrochemical industries. This has negatively affected the community as well as the aquatic environment.

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<sup>3</sup> Special thanks are given to Ms. Al-Zahraa Adel Ahmed for her thorough contribution.

Intangible cultural heritage should be perceived as an asset that need to be safeguarded and at the same time promote and use this asset to attract more tourists in an intelligent and creative way. In doing so, it is important to make all stakeholders, especially the local community, cooperate, collaborate and share in the formation of strategies, action plans as well as management (Meduri et al, 2016). The managing approach would naturally include a continuous cycle of planning, implementation, monitoring and also evaluation and feedback in every stage. It should rely on the following five principles (Jiang and Homsey, 2008):

- **Collaborate** with partners and stakeholders.
- **Find the fit** between the needs of local community and visitors.
- **Make tourism experiences packages alive**
- **Focus on quality and authenticity**
- **Preserve and protect** local natural, cultural, and historic resources.

Strategies and plans should be inclusive of the following (Meduri et al, 2016):

- The enhancement of local resources
- The rediscovery of local identity
- The enhancement o local products, handicrafts and local entrepreneurship
- Raising community awareness of their heritage assets

This can be achieved by starting with the following steps:

- Identifying the individuals, groups and communities that stand for this heritage, its production and maintaining (Cominelli and Greffe, 2012; Bakar et al, 2014; Meduri et al, 2016).
- Recording and listing of the heritage
- Selecting practitioners according to the quality of their work (Cominelli and Greffe, 2012).
- Responsibility of governmental and nongovernmental organizations (NGOs) to collaborate with the local community in this response
- Organizing workshops and training programs with different quality and levels (Cominelli and Greffe, 2012).

In addition, the four-step implementation program that was suggested by Jiang and Homsey in their Heritage Planning Guidebook (2008) can be adopted:

- **Assess the potential** for building heritage tourism program.
- **Plan and organize** the human and financial resources.
- **Prepare for visitors, protect and manage your cultural, historic and natural resources.**
- **Market for success.**

Finally, a SWOT (strengths, weaknesses, opportunities, and threats) analysis should be made in order to evaluate strategies, plans and programs. In terms of heritage tourism, strengths are the resources and heritage assets of a community that attract potential tourists. Weaknesses are the resources and services that a local community currently do not have and therefore discourage or prevent tourists from visiting. Opportunities include factors and facilities that encourage heritage tourism and thus, for example, new opportunities for jobs. Threats are factors negatively affecting the local, regional, or even national heritage tourism industry, such as economic recession, natural and human crises and disasters or sprawling growth.

These are general guidelines for managing intangible cultural heritage; however, every community has its unique and different characteristics and identity that are reflected on their heritage. These differences should be taken into consideration when managing one community's living heritage.

Innovative strategies have to be implemented in order to raise both governmental and community awareness towards the wealthy resources of this area. Much attention should be paid in order to preserve the identity of the place. A site museum can be established in order to tell the story of the place and the old wooden cabins can be reused for tourist purposes, taking advantage of their history and the famous people who once used them. Restaurants with unique designs should offer typical dishes that are known to the Egyptians since the earliest times (dried and salted fish for instance).

It is also recommended to encourage the production of good quality replicas of boats or lighthouses and other souvenirs to be sold in gift shops scattered in the area. This will add more job opportunities and will market the local products of the inhabitants. It is also important to create new sports activities such as deep-sea fishing. Walking tours with different paths also need to be created in order to shed light on the district of El-Max with all its streets and beaches. This can also be applied on other areas of Alexandria.

Finally, it is worth mentioning that all stakeholders should collaborate in the safeguarding of the intangible cultural heritage. The local community should be involved in all developing programs in the area. This will increase heritage tourism demand with its social and economic benefits.

Plate 1:



**Fig.a: Old wooden sheds by the sea shore**



**Fig.b: The so-called (blind) lighthouse of El-Max**



Plate 2:



**Fig.c: Fishermen' children involved in net production**



**Fig.d: Fishermen's houses overlooking El-Mahmoudeya Canal**

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## **New Tourism Cultures in Reused Spaces in Cyprus: An investigation through Students' Projects**

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### **ABSTRACT**

Tourism cultures change through the years, as target groups obtain new characteristics. At the same time the hosting cultures themselves besides responding to the tourism demands, react to a number of internal factors, among them economic, sociocultural, technological and environmental. Design is affected and also affects society, being closely related to its parameters. Consequently, designing for hospitality reflects those changes.

New tourism cultures are apparent in Cyprus's contemporary framework: mobile workers, who visit the island for a few days, or weeks and very often at regular intervals for professional reasons, became recently a major travel group. Cultural and experiential tourism, as well as wellness tourism also gain ground, creating a new background of touristic demands beyond the conventional holiday tourism. This affects as much the spatial demands as the location. At the same time an architectural trend for adaptive reuse of existing buildings, among them many offered for touristic activities, shows a significant growth, promoting not only heritage as a marketing tool, but also giving new life to unused urban infrastructure. Economic issues together with environmental sensitivity, supported by relevant national and EU regulations, support this trend. Sustainability is developed to a key factor that is not only sought after by managing teams, but is demanded by the tourism cultures too, and is interrelated to adaptive reuse.

In the present paper the above issues are discussed through a number of recent student projects on Hospitality Design scenarios. The ways that Interior Design students interpret these

new trends in tourism cultures and the priorities placed for utilizing unused buildings of a variety of previous uses, from industrial to institutional ones, offer a valuable reference network.

**Key words:** hospitality design, tourism cultures, reused spaces, sustainability

## **INTRODUCTION**

The present paper deals with the tourism cultures in the contemporary context of Cyprus. External, as well as internal factors dictate some changes that are asked through the educational process to be recorded by the Interior Design students of the University of Nicosia the last 3 years. Market research and analysis of facts related to political and economic conditions in the island and the surrounding region has recorded a considerable change to target groups and specifically the target group of mobile workers and tourists having as a major priority health and wellness services. Through the student projects some specific tools dealing with the built environment appear more intensively than others, among them significant role play the use of smart technology and the sustainable design. Adaptive reuse seems to be also a new trend in hospitality design, which besides the respect to the existing, often attempts to provide a narrative background.

## **CYPRUS CONTEMPORARY FRAMEWORK**

### **The Tourism Industry in Cyprus**

At the opening of the 20<sup>th</sup> travel and tourism fair ‘Travel 2017’ tourism minister George Lakkotrypīs talking about the government plans to enhance the sector in order to accommodate the increasing number of tourists, noted that *“our ultimate goal, through well thought out and coordinated actions, is to enhance the quality and diversify our tourism product. To this end, we continue to enrich our experience, for example by promoting investments in major projects such as golf courses, marinas and the integrated casino resort”*.

This shows a focused attempt to lead Cypriot Tourism beyond the conventional “sea and sun” tourism culture and create a 12-month alternative touristic destination. According to the Minister’s saying, investment towards new for the island tourism cultures is the task of the governmental plans.

The reports of the recent past that follow give the reasons for these plans in order to give possibility for further development. In the Cyprus Tourism Organization (2003), 2003-2010 report it was mentioned that *“Cyprus is already present on the international Wellness Tourism “map”, as a group of luxury hotels active in the Wellness market, that possess significant experience, as well*

*as international distinctions. Despite this fact, the dominance of the traditional Cypriot tourism product “sea and sun” has overshadowed the penetration of Wellness Tourism services and the possibilities for associated development for Cyprus. Nevertheless, the need to enrich and diversify the traditional model necessarily leads to a careful examination of all alternatives forms of tourism”.*

Recently, the Cyprus experience in relation to special forms of tourism, is reported in a study carried out by the Hospitality and Leisure Group of PwC Cyprus and PwC’s Chair at the University of Nicosia, *Opening the vault of tourism in Cyprus*, (2013a). According to the study “*more than ten years passed since the decision of the Cyprus Tourism Organisation (CTO), in cooperation with the government and other partners, to adopt, introduce, diversify and enrich the Cypriot tourism product of Sea and Sun with Sea and Sun Plus*”. There it is noted that weddings, golf, conference tourism, agro-tourism, sports tourism, are relatively limited, with religious tourism to reach a high 48% in a “Yes – No” questionnaire, being characterized as a “rising star”, health and wellbeing reaching almost 30% showing an upward trend and a great clients’ satisfaction, and cultural tourism reaching 51% of positive response. The cultural dimension of tourism in the island is certainly linked to the great past and present cultural vitality and claims a rich historical and artistic heritage, which is validated also in popular traditions, artistic creation and contemporary design. It appears though, that the “sea and sun” experience is the most dominant with 84.8%. An overall assessment in the PwC study (2013b) shows “*significant room for improvement as regards to the efforts to enrich the Cypriot tourism product with special interest tourism categories. This is evident from the percentage rates of the other special incentives forms of tourism when it comes to choosing Cyprus, which are significantly lower compared to the overwhelming 95.6% of “Sea and Sun” (e.g. cultural tourism 58.6%, health and wellbeing tourism 54.8%, sports tourism 27%)*”.

However, a number of sociocultural, economic, political, as well as environmental factors affect the parameters of tourism cultures besides the state planning and create the need of continuously reviewed official studies. Therefore, is significant to mention below the contemporary framework in relation to Cyprus in order to understand the trends.

### **The Contemporary Sociocultural, Economic and Political background in Cyprus**

During the fifty years since independence in 1960, Cyprus has been progressively changed from a mostly closed economy, based on agriculture and mining, into a service-based, export-oriented economy. Independence did not only mark political liberty from British colonial statute, but also freed the creative spirit of the people of Cyprus, especially their commercial drive. The 1974 war events had a devastating impact on the economy, though, led by the sacrifices of the working people and the entrepreneurial skills of the business community, there was a notable retrieval of the economy. At present, the tourism, shipping, electricity and telecommunications commerce, record remarkable growth. Finally, natural gas explorations that have recently taken

place in the exclusive economic zone of Cyprus have revealed significant reserves of natural gas which are estimated to have significant revenue implications.

During the recent years it is witnessed an extended social and political upheaval in the whole area of Middle East and Northern Africa. Wars and revolutions, the Arab Spring and the Syrian case leave Cyprus one of the few safe and stable spots in the East Mediterranean area. This means that Cyprus offers a safe environment in the most east European territory, not only for tourism, but for working too, offering Companies the best alternative for a basis for their Middle East business. The relationship with other non-EU countries and their citizens, such as the Russian Community, offers also to a large number of people a safe and challenging economic basis for business and recreation purposes in a European background. A similar attitude is apparent in the Education Sector. The five Universities in Cyprus, that offer very good quality studies, offer a destination to a number of young students from all neighbouring countries. The regulations and quality assurance tools safeguard a high quality European Degree. The previously mentioned PwC Cyprus study (2013c) quite clearly states that *“this feeling of safety among tourists in Cyprus becomes of greater significance if we take into account the unrest and instability of neighbouring competitive destinations”*.

The bad economic situation in many Balkan and East Mediterranean countries the last decade, among them Greece, created a working population flow to the island where working possibilities were more promising. A large number of economic migrants and their relatives who visit them, opened a new visitor identity. The bank issue and capital controls in 2013 affected Cypriot economy to a great extent but it seems that the country overcame the problem offering again a dynamic presence. During the three years of economic crisis, the residential, retail, industry, as well as the touristic constructions were limited to renovations and reuses of existing buildings, rather than new buildings and structures. As a result the profession of the Interior Designer and Interior Architect was favoured in relation to the Architect's or the Engineer's one in the Construction Sector.

### **Tourism cultures in Cyprus as seen through student projects'**

All the above were mentioned to clarify and support the “mapping” of the new tourism cultures that are experienced in contemporary Cyprus and explain the thinking behind the proposals of Interior Design students in relation to the thematic. The purpose of this paper is to investigate the young designers' interpretation of market demands and governmental planning, in their attempt to propose the necessary infrastructure and the appropriate design identity for a challenging touristic experience in the island.

### **Hospitality projects related to mobile workers**

Beyond the conventional “sea and sun” travellers, other visitors such as businessmen or otherwise “mobile workers”, or visitors related to university students and to foreign working population are



very often the case. Students researched the market and addressed questionnaires to hotel owners in Nicosia. One of the case studies was that of ASTY hotel, which witnessed a change in its clientele. Mobile workers became the majority of the hosted people, mainly young professionals, who either travelled in teams or individually. Also, young foreign students and their relatives were staying in the hotel for a short term before settling for their University studies. They usually stayed there for a few days only, but they were visiting often the city.

As indicated by the Statistical Service of Cyprus (Cystat) (2017), the average length of the stay was shortened by 0.4 days to 8.4 days and the average spending per person has dropped by 0.6% to €566.79 during 2016. These young professionals besides requiring a comfortable place with facilities that enable them to work online (computers, printers, faxes, Wi-Fi), they were demanding small informal places where they could organise meetings and presentations to small audiences, but also common areas where they could communicate with each other and spend the few days of their stay productively and enjoyably. They were consequently creating a network of people experiencing the same issues and they were happy to exchange information and discuss common problems. A gym, a small spa facility, indoor and outdoor bar/lounge area. The projects below show how students responded to this target group's needs through proposals for short living that combined working and living activities. Their first task was to record and analyse those needs and transform them into material forms, objects and equipment (Figure 1).



Figure 1: Scenarios of activities of mobile workers. Student proposal by D. Kochegarova

What became most apparent was the need for flexibility and adjustability of the space in order to achieve the best possible solution especially for the room layout. So, movable partitions and constructions, either by mechanisms or by smart technology, support flexibility. The changing of atmospheres due to lighting and textures was also a tool in the hands of the designers. Additionally, the common spaces were proposed also to be multifunctional with private enclosures and open spaces to reassure both working and socialising (Figure 2). Materials were mostly recycled and recyclable, and styles close to a young, fresh, simple, vivid mood.





Figure 2: Flexibility in interior layout and common spaces. Student proposals by A. Goineau, A. Theodoulou, V. Christophi and D. Kochegarova

### **Hospitality projects related to health and wellness**

The target groups and their priorities change from city to city in Cyprus in relation to the city's background. So, Nicosia, the capital, that is not in the seafront, experiences more of the new mobile worker trend in tourism, while Limassol, Larnaca and Paphos, traditionally "sea and sun" destinations, maintain more this identity. However, even there, is a significant trend of the tourists towards a focus to the individual, the wellbeing of the body and "gifts" to the self. Both the business target group and the holiday makers appreciate this input in the market. A large number of hotels add spas to their facilities looking forward to an off-season extension of the relatively long summer period in the island. Existing building complexes require from designers renovations and extensions to include "Health and Wellness" facilities.

Considerations exist in students' approaches to include outdoors sport facilities such as cycling, running, yoga and playing fields, as well as indoor spaces such as gyms and covered swimming pools (Figure 3).



Figure 3: Outdoor activities and indoor elements for health and wellness environments. Student proposals by C. Cunha and M. Kuzesnova

Students also propose health and wellbeing facilities, massages, saunas, physiotherapy, aromatherapy, art therapy among others. The rooms themselves are designed to be bigger to include space for relaxing and meditation or personal training exercises. To satisfy the mind as well as the body a lot of design elements are considered essential to the designed outcome. Lighting and colours are specifically chosen to add to the whole setting and reassure a calm and relaxing environment (Figure 4).

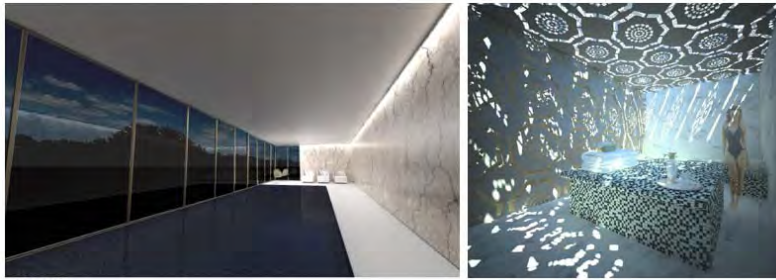


Figure 4: Lighting and colours as elements of designing calm and relaxing spaces. Student proposals by C. Cunha and V Tsioni (AAS MA student)

Since nature is considered to be the most comforting and soothing environment, an indefinite number of organic, nature inspired forms are applied in interior spaces and outdoor settings. Designs inspired by nature and biology are easily fabricated due to digital means, offering unique designs in affordable cost. Parametric design, perforated surfaces often imitating delicate laces or tree foliage, but also visual effects of light and shadows, water reflections, real or on projecting screens, create an almost virtual scenography in wellness interiors.

### **Hospitality projects related to Technology**

Both the mobile workers' scenario and the wellness one, incorporate smart technology in many student proposals. While for the working environment of travellers it is directly conceivable the necessity for technology embedded in interior spaces, the wellness and health environment seems also to give in. Colours and patterns are able to change on demand and be controlled from distance (Figure 5).



Figure 5: Colours and patterns changing on demand and from distance. Student proposals by M. Kouttoulis

The creation of atmospheres seems to be very familiar in the minds of young designers and virtual spatial design becomes more and more expected to be applied. The “teleport-me” project of an Interior Design student proposes individual spaces-in-space where individuals and groups can experience a virtual visit to far destinations without moving from their enclosure (Figure 6).



Figure 6: Design of enclosures for virtual visits to touristic destinations. Student proposal by M. Kuzesnova

### **Hospitality projects related to Adaptive Reuse**

In the recent past a bank and financial crisis that lasted from 2013 till 2017 shocked Cypriot society and changed the social attitude towards the built environment. It introduced an architectural trend for adaptive reuse of existing buildings, among them many offered for touristic activities, giving new life to unused urban infrastructure. This same trend and the conscious rediscovery of past structures promoted heritage as a marketing tool, something that seems to be very welcome by tourists. Old buildings, industrial complexes and abandoned sites are increasingly favoured. The area near the Green Line of Nicosia which still divides the city in two, has many sites to offer. The former industrial building of SPEL, which was named after the Nicosia Cooperative Supply Association, which was housed there in the past, is one of the cases (Figure 7).



Figure 7: Proposals for accommodation services in the SPEL building in Nicosia. An adaptive reuse approach. Student proposals by E. Nikolaou, Danah Al Ghabra

It is under construction at the moment to host part of the National Gallery of Modern Cypriot Art, but students have chosen the particular building to host thematic and subject dedicated accommodation services. Besides respecting the structure the student projects emphasized to a memory recall in interior spaces maintaining colours, materials, natural light use as well as the balance between open spaces and enclosures, private rooms and common activities.

Another example is the building complex of the old Leprocy Center in Larnaca in an atmospheric, isolated spot, that was still in use five years ago by the cured old residents of this Health Institution. Besides the need to maintain and renovate the buildings, the students wanted to promote this ideal spot near the Salt Lake of Larnaca, where the sacred muslim monument of Hala Sultan Tekke was build, in a place full of Cyprus pines and flamingos (Figure 8).

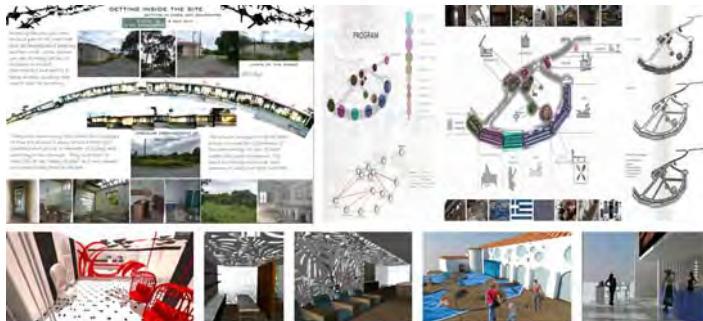


Figure 8: Hotel design proposals in the former Leprocy residency in Larnaca. An adaptive reuse approach. Student proposals by N. Poulouzasvili, C. Cunha, V. Michael, G. Abboud, M. Kouttoukis

A real life project took place in Ayia Napa, a city characterised as young people's touristic destination, full of clubs, restaurants, and touristic accommodation. With the support of the Municipality and the University of Nicosia an attempt was initiated to promote also the cultural identity of the city, that offers a sculpture park and a street festival with graffiti artists participating from all over the world. A ResArtis accommodation was proposed by final year Interior Design students (Figure 9). ResArtis is a network of around 600 centers all over the world "dedicated to offering artists, curators and all manner of creative people the essential time and place away from

*the pressures and habits of everyday life, an experience framed within a unique geographic and cultural context”.*



Figure 9: A proposal for a ResArtis accommodation in Ayia Napa. Student proposal by M. Avraam

### **Hospitality projects related to Sustainability**

Sustainable issues characterize increasingly hospitality design, to support energy saving and care for the environment, a thing appreciated by travellers. The strategic plan of the Cyprus Tourism Organisation even since the 2003-2010 report aims at the sustainable and balanced tourism development of Cyprus, through the upgrading and enrichment of the island’s tourism product. This strategy forms the context for the development of new tourism products and services, which also include the wellness tourism products and services. Mr. Marios Chanakas (2012), tourist officer from the quality assurance department of Cyprus Tourism Organisation (COT), has noted that *“The objectives of the Tourism Strategy (TS) are to be achieved within the framework of a sustainable development which respects the natural and human environment whilst at the same time, maximises the benefits to the national economy and society and protects the environment”*.

Moreover, the following suggestions have been introduced by COT to the Cypriot hotels:

- Reducing energy, water and chemical use, and the amount of waste generated.
- Training staff and having a "green team" responsible for sustainability issues.
- Sourcing local goods and services where possible.
- Promoting authentic Cypriot food and entertainment.
- Supporting local charities and community initiatives

The understanding for a sustainable development is very well embedded in a large number of students’ projects that consider the use of sustainable practices in design an essential aspect to their proposals. This understanding, is signified by the use of green roof, rainwater collection, the use of alternative energy sources, flexible and multipurpose design and recyclable materials for the interior space (Figure 10). Additionally, natural lighting, orientation, interior gardens, courtyards



and planted terraces towards a more sustainable life, characterize many student approaches. (Figure 11)



Figure 10: Sustainable materials and methods. Student proposals by A. Goineau, M. Georgiou



Figure 11: Interior gardens in a reused building block. Student proposal by M. Georgiou

## CONCLUSIONS

Hospitality Design can be considered as an indicator of the general trends in society. Hotel owners and designers have to be aware of that. An increase in the target groups of mobile workers and tourists seeking for health and wellness centers was recently recorded. The design of spaces for these groups is complemented with the use of smart technology, and in parallel with sustainable design and adaptive reuse of existing buildings. This paper discusses these trends through student proposals of the Interior Design Programme of the University of Nicosia.

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# **The city tourist of the 21st century. Mapping cultural memory. Experiential tourism and literary representations in the example of Omonoia Square**

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## **ABSTRACT**

The present research paper proposes the historic Omonoia Square as a starting line and point of departure for a series of alternative journeys in search of the polysemous nature of the city of Athens. Using prominent texts of Greek literature as guides, the city tourist is prompted to experience the “e-motion” that may be obtained from the experiential perception and personal interpretation of the distinct identity of the place.

**Keywords:** cultural tourism, experiential tourism, cultural memory, literary urban narratives

## **1. INTRODUCTION**

*The visitor who overcomes the shock of Omonoia Square will come upon six different roads opening up before him. All six of them lend themselves to a stroll.*

(Markaris, 2013)

Historic European cities, such as Athens, constitute a complex, open and extremely interesting field for the development of alternative experimental models of experiential urban



tourism. The present paper focuses on the possibility to search for the particular idiosyncrasy of the city and the charm of its discovery by means of specialized, custom-tailored offerings in tourist targeting. The possibility to develop and offer choices beyond mass facsimiles, in the form of a customized navigation through the urban landscape and historic time. A tour, guided by literature, that shall be based on empirical and experiential rather than just visual perception.

In an age of flux, mobility, and perpetual acceleration, but also of widespread standardization in consumer products and services, as is notably the case in the sector of mass tourism, there is ample room for identifying and employing a multitude of different types of approaches to the characteristic idiosyncrasy of a city on the part of its casual visitor. Literary narrative is particularly apposite to constituting a guide for a multidimensional urban touring-reading of the city, as it provides an overview of urban space made up of a multitude of different angles of observation. It identifies significant city landmarks on the map, indicates sites worth stopping at and suggests alternative routes for the visitor. Making use of both literary spatial representations and modern-day navigation and information processing systems, the “transient stranger” is in a position to actively and vigorously manage a series of distinct narratives and, thus, briefly inhabit not the stereotypical image of a postcard-city but the “lived” city, tracing the footprints of lived time on the palimpsest of the city’s material surface.

## **2. CITY TOURING FROM THE 19th TO THE 21st CENTURY**

Travelers visiting Athens in the 18th or 19th century, such as Edward Dodwell or Count Otto Magnus Baron von Stackelberg, had available to them all the time necessary to get to know the place they were visiting in depth, gathering information, experiences and evidence of its history and human geography. The duration of their journey allowed them to discover all aspects of this bizarre and diverse city, to familiarize themselves with its particular character, which combined the city’s classical past and its Byzantine heritage with Ottoman buildings and the superimpositions that the Bavarians effected after the establishment of the modern Greek State.

Urban sites offer today’s traveler an equally fascinating field for exploration, new experiences and knowledge. Even during the brief time of their visit, today’s visitors of modern historic cities of the 21st century, in this particular case of Athens, inadvertently come across the complex nature of the city. The limited time they have at their disposal is an insurmountable obstacle in effectively “reading” the palimpsest of the living city. Thus, their perception of the city is largely based on *viewing*, more specifically, on hastily and haphazardly viewing the city, instead of *living* it, on mass-consuming a plethora of images instead of coming into contact with the substance and the spirit of the place. In this way, modern-day visitors tend to obtain a fleeting, voyeuristic spatial impression of the city, due to the inevitable inability to manage and interconnect the abundance of visual fragments and information they collect (De Certeau, 1980).

Modern-day mass tourism is characterized, in the overwhelming majority of cases, by programs that are pre-scheduled to even the smallest of detail. The predetermined duration of travel, coupled with information obtained in advance from travel ads, brochures and websites, make for a rigid schedule largely based on being ensnared by the alluring appeal of images rather than on making informed choices or venturing into random exploration. Visitors experience a place through its visual representation and position themselves in this image. Thus, any special feature of a place is neutralized and defused as standardized exoticism and the visitor is converted into a collector of images and impressions (Stavridis, 2002: 138).

In the section “On tourism” of the chapter “The town” in *Species of Spaces*, the essayist Georges Perec aptly quips, “Rather than visit London, stay at home, in the chimney corner, and read the irreplaceable information supplied by Baedeker (1907 edition)” (Perec 1997: 64), thus describing the schematic way in which a visitor attempts to acquaint him- or herself with a city without really trying to get to know or, better yet, inhabit it.

You know how to get from the station, or the air terminal, to your hotel. You hope that it isn't too far. You'd like to be central. You study the map of the town with care. You locate the museums, the parks, the places you've been strongly recommended to go and see.

You go and see the paintings and the churches. You'd love to stroll about, to loaf, but you don't dare; you don't know how to drift aimlessly, you're afraid of getting lost. You don't even walk really, you stride. You don't really know what to look at. You're moved almost if you come across the Air France office, on the verge of tears almost if you see *Le Monde* on a news stand. There's nowhere that lets itself be attached to a memory, an emotion, a face.

(Perec, 1997: 63–64)

### **3. CITY AND LITERATURE**

“The uniqueness of any city lies in the specific arrangement, form and function of its spaces and the intersection between these spaces and individual and collective experience. In other words, it is in the idiosyncratic coincidences of time, space and culture that individual urban identities are forged and the rhythms of city life created” (Stevenson, 2003: 73). The territorial reality of the city is not exclusively defined by the constructs and form of its built environment. The city is not like its map; quite the contrary – the city is characterized by a stratification of architectural material, collective memory and history.

In attempting to capture and render the “portrait” of a city and contribute to the art of urban imagery, literature brings to the fore the living city and its historicity as opposed to notional or idealized images of a city-theme park or a city-postcard. It recomposes the image of a “fragmented

world” revealing contrasting parameters, indiscernible socio-political aspects and overlooked qualities of the city’s personality. As noted by Eco, “it is easy to understand why fiction fascinates us so. It offers us the opportunity to employ limitlessly our faculties for perceiving the world and reconstructing the past” (Eco, 1994: 131).

Literary representations can serve as cultural intermediaries offering the source material for a substantial reading of the city. They prompt us to stimulating departures for the discovery of the city’s idiosyncrasy, not by means of seduction, but by means of a critical perception of the city. With fiction as their tour guide, the travelers’ wandering through the city, through this garden of emotions, spares them from an emulative accession to a stereotypical image of the city. The walking navigation extracts them from the paralysis of “posing” in front of recognizable monuments, not because it provides them with clear instructions on how to “use” the space provided, but because it allows them to develop their own stimuli in discovering the identity of the place. The uncertainty visitors feels when faced with the unknown is not lifted by ‘taming’ a place. The experience of heterogeneity is not conquered through luxury and comfort or by welcoming travelers into familiar surroundings that remind them of their own home country or places they know very well, such as multinational chains of hotels or restaurants; instead, it is conquered by offering travelers the opportunity to place themselves inside their surroundings and develop their own personal compass to roam about the city.

Where, then, does one set out to get to know a city? How does one infiltrate the ‘body urban’? This question has concerned many writers over time, as each one of them had to choose his or her own starting point when setting out to ‘draw the portrait’ of the city; to create their individual spatial representations in order to render the city readable and comprehensible to the reader.

#### **4. OMONOIA SQUARE: A SYMBOLIC CITY HUB**

*Omonoia is a lake receiving the flow of multiple rivers.*

(Ioannou, 1980)

City squares function as condensers and capacitors of urban experience. They are popular public spaces of social interaction, focal points of urban life and identity, memory spaces representing the historicity of a city and capturing the cultural changes and variations occurring over time. Unfolding in the space squares delineate, almost as if in the form of a theatrical act, is the city’s network of meetings, relations, events, and incidents. This is where the inspection of urban life is enacted and new ideas and trends are tried out, where the conformations of morals and the popularity of novelties is being put to the test (Moirá, 2011: 340).

Omonoia Square, the second most recognizable square in Athens after Syntagma Square, is an important city hub; a place both central and liminal at the same time, both timeless and ephemeral, both flexible and yet stable and unchanged over time; a junction and a crossroads, a

starting point and a point of convergence for six transport routes (even after its latest overhaul, which suspended the circular flow of pedestrians and vehicles). Omonoia Square is graced with significant historic buildings of various periods and architectural styles affording the area a diverse, multimodal and, more importantly, un-museum-like character.

Over the course of the city's long history, Omonoia Square has witnessed a variety of configurations and changes. First it was simply an open space covered with scrub and gravel on the rim of the inhabited part of the city, the wider vicinity almost a wilderness featuring streams and vineyards and fig trees and pens for sheep and cows. In the urban plan designed by Stamatis Kleanthis and Eduard Schaubert (which was never implemented), the square was vested with a monumental character, intended to become the city center, as the plan situated the Palace and other public buildings at the site. In subsequent plans, following the relocation of the Palace, the square became smaller, yet maintained its focal position in so far as it evolved into a space for walks, entertainment and meetings. During the early decades of the 20th century, Omonoia Square was completely linked to the changes in the city brought about by modernity. The site of several cafés, music clubs, hotels and theaters, hangouts for night-owls, journalists, actors and writers, it was the most vibrant part of the capital, attracting all the cosmopolitans of the time. Up until World War II, Omonoia Square had a middle-class air, an attribute about to change once and for all after the war, as the district became a working-class, blue-collar neighborhood (Giochalias & Kafetzaki, 2012: 536). To this day, Omonoia Square maintains its bustling, multicultural character and a prominent position in the public sphere and the political scene, constituting a meeting point, a destination, but also a point of departure for all sectors of the city, for residents and visitors alike.

Athens had two centers. Syntagma Square and Omonoia Square... These two centers paradoxically survived to this day because their functions have been strictly distinct. Syntagma Square is the political and administrative center of the country...

On the other hand, Omonoia Square and the surrounding streets comprise the great shopping center of Athens.

(Markaris, 2013: 113–14)

Demarcating the boundaries of Omonia Square is rather hard because the surrounding building blocks in all directions are considered an integral part of it. As a result, the boundaries of its perceived reach essentially meld into the urban fabric. In its territory, distinct pieces of the urban fabric meet and intertwine, this encounter and fermentation producing an atmosphere particularly dense in meaning and sensations. The traditional oriental city of rich sensory stimuli, polysemous and unpredictable, vibrant and multifaceted, bustling and colorful, featuring the Central Market of Athens (fruit and vegetable market, meat market and fish market), the smells and the sounds, the small shops, the handicrafts and the haunts of various ethnic groups, meets the capital of 19th-century modernity with its broad avenues, the prominent neoclassical buildings and the western-type rationalist urban planning. A case in point are the historic twin hotels Bageion and Megas Alexandros, which form a peculiar gateway at the beginning of Athinas Street towards

Monastiraki and the Acropolis: "...a kind of gateway that is not marked by the presence of a gate or tollbooths, but by the change of atmosphere" (Ioannou, 1980: 100). A fact also noticeable on the city's urban planning map, where a triangle can be drawn with Omonoia Square at its peak.



**10. Figure 1: The backdrop is a 1875 map of Athens by German topographer and cartographer Johann August Kaupert**

The area surrounding Omonoia Square is the most labyrinthine part of Athens, the one featuring the greatest contradictions but also the only remaining one still featuring an oriental color.

(Markaris, 2013: 115)

The square is not only buzzing with the rhythmic ebb and flow of crowds moving in intersecting trajectories as they walk in all directions, but is also a site where people stop to look at shop windows, a rendezvous and, generally, a site of communication and interaction among people from all social strata. The boulevards fanning out from the square, a typical element of modernist urban planning, are long and wide, highlighting the extravaganza of stores and noteworthy public and private buildings. Thanks to their plotting and geometry, these urban axes offer the public a view and a spectacle, while also allowing for the staging of multitudinous political rallies and demonstrations, public exposure and theatricality of movement (Spyropoulou, 2010: 125). To this day, Omonoia Square is packed with cafés and restaurants, some big and renowned and others not so much, nestled in secluded alcoves or hidden nooks, along the surrounding boulevards and populous arcades, mostly men's hangouts and watering holes, as well as refuges where internal or external migrants can meet with their peers from the same village, town or country.

Its undeniable power of attraction may most likely be attributed to its central location and the tremendous size of the crowds continually coming and going. All these people think of Omonoia as a cusp – and that is what it essentially is.

(Ioannou, 1980: 14)

The flow of the city's residents is so dense and continuous that the seasonal gatherings of tourists cannot alter the regular composition of the crowd. In addition, dense throngs ascend to the square as they come up out of the underground, seeing as Omonoia is one of the most central stations of both the Athens Metro and the Electric Railway, connecting the West End of Athens with the west coast of Attica and the port of Piraeus with the northern suburbs all the way to Kifisia.

Radiating out from the square's nucleus are six boulevards demarcating six distinct routes: Athinas Street takes the visitor to the "traditional" downtown section of Monastiraki, the Acropolis and Plaka. Pireos and Agiou Konstantinou Streets are conduits to the port of Piraeus and the sea (west coast of Attica). The twin channels of Panepistimiou and Stadiou Streets lead to the institutional neoclassical center of the modern Greek state, the conceptual offshoot of German Romanticism, with its government buildings and monuments: the Parliament, the Palace, the



Zappeion, and the Stadium. Finally, the 3 September Street leads to the Archeological Museum.

Figure 2: The backdrop is a 1875 map of Athens by German topographer and cartographer Johann August Kaupert

Thus, the visitor who follows the routes fanning out from Omonoia Square can gain a comprehensive and thorough picture of Athens, seeing as the sense of the urban condition, according to Lynch, is directly linked to "the apparent clarity or 'legibility' of the cityscape" (Lynch, 1960: 2).

## **5. CONCLUSIONS: STARTING OUT AT OMONOIA SQUARE**

The ever faster pace of life and limited financial capabilities of our day force the majority of tourists to take short vacations of only a few days. At the same time, however, there is an increasing demand for interesting breaks from the workaday rut providing experiences that are markedly "different." There is widespread interest for city tours characterized by the experiential perception of the particular identity of a place instead of the mass consumption of a standardized tourist product. The combination of literature, with its anthropocentric approach, and modern digital media, with the unique cartographic and navigational capabilities they offer, can literally take the visitor-tourist by the hand for a stroll around town, offering him or her the opportunity to combine city walks with history, myth and cultural memory.

Omonoia Square is an iconic landmark of Athens and, at the same time, a place combining a multitude of stimuli laden with high emotional charge. A multifarious hub that can serve as a starting point for the modern traveler who wishes to get to know the city's particular personality following in the footsteps etched by literary narrative. Setting out from Omonoia Square, the visitor can recompose the image of 21st-century Athens, not as a passive receiver of information, but as an active subject exerting his or her choice, desires and actions.

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## **Conceptualization of changes in tourism industry's distribution channels: The case of peer - to – peer business models and sharing economy platforms**

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### **ABSTRACT**

Current paper focuses on the new business models which changed and affected the tourism industry. The scope is to identify the relative framework and the operation of these new business models by describing their operation and their actual evolution, even though the research is limited in this particular field. The evolution of peer – to peer business models and sharing economy platforms altered the opportunities for the potential customer and impacted the industry in various ways. As a result, local authorities tried to react to the new circumstances mainly by creating the appropriate legal framework. The responses took place at national, regional or even local level. The paper discusses these approaches as well as the impacts that sharing economy has on the Greek tourism industry.

**Key Words:** Sharing economy, peer-to-peer, Greece, distribution channels.



## **INTRODUCTION**

The structure of the global tourism industry has been changed quickly during last decade mainly because of the growth of communication technologies and changed distribution channels. Firstly, each tourism business can directly reach the final consumers due to new distribution channels. Additionally, the rise of alternative distribution channels contributed to the development of new business models that are based on the peer to peer (P2P) connection and network. The new business environment brought up several concerns about the co-existence of traditional industry with the new business models because of the existence of negative impacts. At first this paper discusses in a theoretical basis the evolution of distribution channels in the tourism industry and further down the rise of sharing economy and P2P models. Additionally, the level of impacts of these changes to the hospitality sector are analysed as well as the response from the industry in several countries with a focus on legal framework.

## **EVOLUTION OF DISTRIBUTION CHANNELS IN THE TOURISM INDUSTRY**

The increasing international competition in the touristic sector, as well as the particular conditions in the trade of touristic services, have made it impelling for tourism enterprises, among other things, to focus on extroversion and on the mechanisms that are linked with the market, highlighting the catalytic role of tourism marketing channels. The information and communication technology has made possible the simple and direct link between consumers and suppliers (Kracht & Wang, 2010; Buhalis & Law, 2008), which has transformed not only the structure of tourism distribution channels but has also facilitated a multitude of other businesses configurations (Kontis & Lagos, 2016; Sarantakou & Tsartas, 2016). The key points of resultant push and pull manifest itself with efforts at intermediation, disintermediation, and reintermediation of tourism distribution channels and business models, as we knew them a few years ago.

Touristic Enterprises present significant peculiarities which are relevant to the conditions of production, formulation, promotion and sales of the touristic services (Supply) as well as with the consumption of these services by the tourists (Demand). Thus, in a sector where sensitivity and space and time peculiarities of the services produced are great, the strategies used by marketing channels acquire a vital significance for the competitiveness and the sustainable development of tourism enterprises, since they constitute the commercial frontispiece for the totality of the managerial and operational procedures that are executed in every business unit (Cooper & Lewis, 2001). Especially for tourism, Kotler, Bowen and Makens (2013) support that a well-managed distribution system can make a difference between a company with a leading part in the market and a company which is struggling to survive, in the sense that the channels of touristic marketing stress the vital importance of the bidirectional interconnection that exists between producers and consumers aiming at the sale of the produced and provided services. Often enough, high-quality services that can derive from an adequate organization and be running a hotel can remain unconsumed or show signs of reduced performance, if the gap between potential consumers and the hotel cannot be bridged with the best possible conditions.

Over the past years the importance of Marketing Channels is becoming more and more acknowledged by most businesses as the main strategic variable of marketing mixes for obtaining

a viable competitiveness advantage (Armstrong & Kotler, 2012). According to this fact, businesses are forced to pay greater attention to their management in the broader sense of the term (Cespedes 1998), since the new conditions render as inadequate the treatment and handling of marketing channels just as a mechanistic procedure only. The aforementioned attitude is becoming more and more established because of the radical rearrangements in the structure of the financial, producing and commercial arena (Freyer & Molina 2008, Coughlan, et al. 2006). Developments and changes in the whole of the touristic and commercial circuit affect the total of the involved parts of the marketing channels such as accommodation providers who look for innovating policies and practices for an efficient promotion and sale of their production by constantly redefining the role and function of marketing channels that they use (Kontis & Lagos 2016).

## **CONTEMPORARY BUSINESS MODELS IN THE TOURISM INDUSTRY**

During last decade, major changes took place regarding the structure of the tourism industry. The rise of new technologies, online reservations systems and mobile applications led to new circumstances. Also, the wide use of social media connected people at a global level and set a contemporary reality not only in the field of travelling but also in doing business in general.

## **SHARING ECONOMY AND PEER -TO – PEER (P2P) BUSINESS MODELS IN THE GLOBAL ECONOMY**

The new reality in the global economy includes the sharing economy platforms for which various attempts have been made to define it. It has to be mentioned that sharing economy is referred also as shared, collaborative, peer or access economy (Juul, 2017). In particular, sharing economy platforms have been defined as “*new marketplaces that allow services to be provided on a peer-to-peer or shared usage basis*” (OECD, 2016). Also, according to European Commission (2016) is that “*Sharing Economy<sup>14</sup> ... refers to business models where activities are facilitated by collaborative platforms that create an open marketplace for the temporary usage of goods or services often provided by private individuals.*”

Sharing economy can be used only in the service sector but also to the retail one. It has been argued that sharing economies .... “*are those that allow individuals and groups to make money from underused assets. In this way, physical assets are shared as services.*” (PricewaterhouseCoopers, 2015, p.5). Specifically, this new business model has been widely used in the following sectors: Hospitality, Food & Beverage, Transportation, Retail and Consumer Goods, Media and Entertainment (PricewaterhouseCoopers, 2015).

Sharing economy and P2P business models are usually include three types of stakeholders in their operation. At first, the service providers are those ones that decide to share assets, resources or even time or skills. They can be individuals (peers) or professionals. Secondly, customers are the users of these services or assets and thirdly there are the platforms that connect consumers with

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<sup>14</sup> Referred as collaborative economy

providers in order to complete their transaction. The purpose of the transactions in these platforms could be profit or not (European Commission 2016).

The rapid growth of these business models is based on various factors that derived mainly from the community's and everyday life characteristics. Specifically, major factors that act like catalyst to the adoption of P2P and sharing economy models are the following: technological advancements, global and national economic conditions, community engagement and alteration (Nudler, 2014; Hellenic Chamber of Commerce, 2015;). It is obvious that technological advancements are a catalyst to the emergence of the new business models. The opportunities for communication through the use of internet and the development of transaction systems allowed sharing economies to grow. The latter systems have been developed enough to offer safe and low-cost software. Moreover, the wide use of mobile phones together with GPS applications increased the "ease of use" of sharing economy platforms. Additionally, in sharing economy and P2P models, trust is the new currency. Due to this fact, the wide use of social media and the direct communication that they offer, build higher levels of trust between peers and the appropriate friendly environment for this kind of transactions. Social media contribute to the development and preservation of trusted networks. Also, new trends can be easily promoted and expand through the social media networks. Finally, feasibility of reviewing an experience or a peer is a prerequisite for the growth of P2P. (Hellenic Chamber of Commerce, 2015).

Additionally, the global economic recession that started at 2008 contributed to further growth both of demand and supply of sharing economy. A growing number of customers seek lower-priced products and services. Simultaneously, the decreased income forced people to search for opportunities for additional income. This combination led to increased demand and increased offers of all kind of sharing experiences and products. Other forces that contributed to the rise of P2P models are: internationalization, cultural shift to sharing and urban activism (Hellenic Chamber of Commerce, 2015).

## **SHARING ECONOMY AND PEER -TO – PEER BUSINESS MODELS IN THE TOURISM INDUSTRY**

Sharing economy and P2P models are now a part of the tourism business and have affected the hospitality and transportation industry a lot. Initially, sharing economy platforms begun with the idea of "Couch surfing" ([www.couchsurfing.com](http://www.couchsurfing.com)) that offered alternative lodging options especially for young travellers. This idea reached 120,000 cities and 9 million members in 2014(Hellenic Chamber of Commerce, 2015) and it was followed by similar projects such as house exchange ([www.homeexchange.com](http://www.homeexchange.com)). Nowadays, sharing economy and P2P models offer a wide variety of tourism services. Table 1 shows several indicative examples of types of tourism services offered by this kind of models.

Table 1: Examples of sharing economy in the tourism industry

<b>Platform/Description</b>	<b>Relative Numbers</b>
<b>Accommodation</b>	
<b>Airbnb</b> <i>Short-term accommodation rental platform</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2008</li> <li>▪ Accommodations: Close to 2 million</li> <li>▪ Guests: Over 60 million guests</li> <li>▪ Total revenue: USD 250 million (2013) (Expected to reach USD 900 million in 2015)</li> <li>▪ Valued at USD 25.5 billion (as of June 2015).</li> <li>▪ Countries: 190</li> <li>▪ Cities: 34 000</li> </ul>
<b>HomeAway</b> <i>Vacation rental platform – primarily generates revenue through subscriptions paid by homeowners.</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2005</li> <li>▪ Users: Over 1 million paid listings.</li> <li>▪ Guests: Over 60 million guests</li> <li>▪ Total revenue: USD 446.8 million in 2014</li> <li>▪ Valued at USD 3 billion (as of February 2015)</li> <li>▪ Countries: 190</li> <li>▪ Cities: 34 000</li> </ul>
<b>Couch Surfing</b> <i>Hospitality exchange and social networking platform</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2004</li> <li>▪ Users: Over 10 million members.</li> <li>▪ Total revenue: Registration and participation is free, platform only generates revenue through optional verification.</li> <li>▪ Countries: 190</li> <li>▪ Cities: 200.000 cities</li> </ul>
<b>Transportation</b>	
<b>Uber</b> <i>Ride-sharing and technology platform</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2009</li> <li>▪ Users: More than 1 million active driver partners (4 or more trips per month) - More than 3 million trips each day.</li> <li>▪ Total revenue: USD 1.5-2 billion revenue in 2014</li> <li>▪ Countries: 68</li> <li>▪ Cities: 400</li> </ul>
<b>BlaBlaCar</b> <i>Ride-sharing company based on sense of community</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2006</li> <li>▪ Users: 20 million registered users - 3 million rides each month.</li> <li>▪ Total revenue: USD 72 million in annual revenue (based on costs and average rides).</li> <li>▪ Countries: 19</li> </ul>
<b>Dinning</b>	
<b>VizEat</b> <i>Meal-sharing platform connecting hosts and guests</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2013</li> <li>▪ Users: Over 20 000 registered users</li> <li>▪ Countries: 50</li> </ul>
<b>Travel Experience</b>	
<b>Vayable</b> <i>Online marketplace for personal tours and travel experiences.</i>	<ul style="list-style-type: none"> <li>▪ Founded: 2011</li> <li>▪ Total revenue: USD 1.4 million in July (2013).</li> <li>▪ Countries: International</li> </ul>

Source: Adapted from OECD 2016:91

The most well-known P2P platform is Airbnb ([www.airbnb.com](http://www.airbnb.com)) that managed to be the leader in the market by offering apartments in low –prices compared to similar services by the hotel sector. Figure 1 shows the global hotel groups capitalization of the market compared to the one from Airbnb. It is obvious that this particular platform can be concerned as one of the leaders of the market globally. A general conclusion is that sharing economy is the result of this new way

of doing business at a global level which made a dynamic entrance in the tourism and hospitality industry.

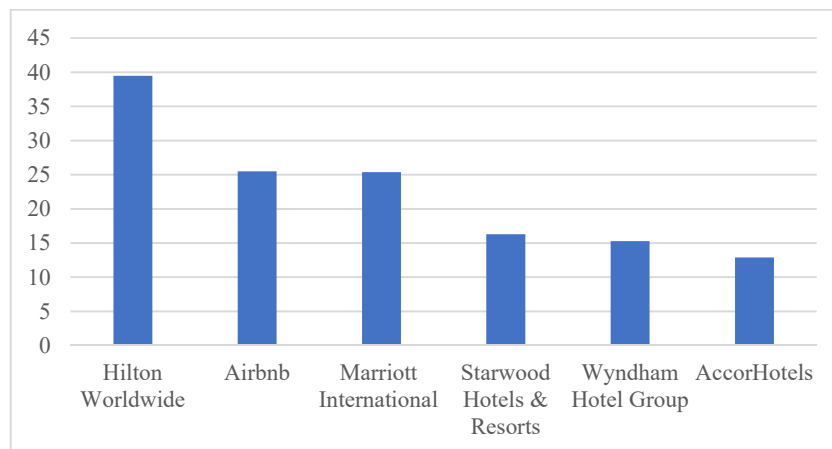


Figure 1: Global Hotel Groups market capitalization versus Airbnb in billion US dollars (Source: Adapted from Hospitality On (2015) in European Commission 2016)

## **IMPACT OF P2P MODELS AND SHARING ECONOMY TO THE TOURISM INDUSTRY**

An ongoing debate is taking place for the impacts of these types of business models to tourism businesses. It has been argued that P2P models (for profit) brought an imperfect competition to the market especially - mainly because of the price. Hoteliers are forced to deal with labour law, tourism fees, taxes, consumer protection and various others issues that increase the cost of their businesses (Hellenic Chamber of Commerce, 2015). On the other hand, owners of apartments (offered in P2P platforms) operate under a “grey” legal zone and they are able to avoid most of the above-mentioned costs. As a result, these apartments cannot be easily competed by the hotels in terms of prices. It has been argued that 2\*\* and 3\*\*\* hotels are the most affected by the operation of these platforms as they are not able to compete in prices and they don’t have the possibility to change a lot their offered product (Hellenic Chamber of Commerce, 2015). Also, Zervas et. al. (2016) argued that hotels may change their investment policies and as a result the entry and exit of the market will be impacted. In general, they stated that (p.31) “..., *competition by Airbnb is potentially harder for incumbents to adapt to, compared to competition by other hotel firms*”. Also, critics of these platforms argue that there is a threat to safety, health and disability compliance standards (Juil, 2015: 4). Moreover, part-timers are increased together with the lack of security in the working environment.

On the other hand, sharing economy platforms and P2P models are considered to offer more flexibility to the customer. Also, they have been promoted as opportunities for customization of the experience, for “meeting” the locals and for authentic experiences that are different from the traditional tourism product (Juil, 2015). Another point of debate is the sustainable services that are offered through short -term rental platforms (e.g. Airbnb). This is the case not only in the tourism industry. Sharing economy has been successfully promoted as sustainable way of doing business. It has been stated in a study of US adults that 76% of customers believe that sharing economy is better for the environment. In the same study 86% declared that sharing economy

makes life more affordable and 78% that builds stronger communities (PricewaterhouseCoopers, 2015).

## **THE RESPONSE OF THE TOURISM SECTOR AND LOCAL AUTHORITIES**

It is clarified that the variety of impacts depends on the side of approach (supply or demand). Obviously, the advantages and positive impacts of sharing economy to the demand side are much more than the ones to the supply side. The growing expansion of the sharing economy has also brought a number of reactions inside and outside the boundaries of the tourism sector. The debate revolves around issues of entrepreneurial innovation along with the prospect of introducing regulation that will secure competition on a level-playing-field. The diversity and scope of the sharing economy makes it incredibly difficult to regulate. The most common approach to date has been to attempt to apply traditional forms of regulation as individual issues arise.

## **RECENT EXAMPLES OF INTERNATIONAL EXPERIENCE IN RELATION TO THE REACTION OF DESTINATION AUTHORITIES.**

In many countries, the provision of tourism services in the accommodation sector is highly regulated. This can include environmental and construction permits process, licensing or standards for accommodation, as well as operating standards. For example, the renting out of rooms/apartments in residential areas avoids land-use regulation and zoning codes. Many hosts of short-term accommodation rentals tend to be commercial leasing companies looking to avoid fees and taxes associated with traditional regulations (Samaan 2015). The co-existence of highly-regulated providers with unregulated competition creates a strong risk of unfair competition and regulatory arbitrage. This fact is evident from concerns about the use of sharing economy platforms by businesses to bypass regulations (OECD 2016)

Governments are being called on to begin re-thinking current legislation to include sharing activities that do not neatly fit into existing regulatory frameworks. The majority of jurisdictions have created new permitting regimes. Regarding the fact that existing regulatory frameworks are highly localized, short-term rental provisions vary widely. Region and Cities have a wide range of approaches in dealing with the service, from stringent regulation (Santa Monica) to fairly laissez-faire, or cooperative effort with platforms like Airbnb (Amsterdam, London).

Common restrictions include geographic caps, maximum durations, maximum rentals per year, occupancy limits, and exclusions for multiple dwelling residences. Among the problems that city governments and state regulators foresee with Airbnb: the potential to upend landlord-tenant relations. Table 2 presents a set of guidelines and rules that a city may want to consider when adopting rules that allow Short-Term Rentals. From the above analysis derives the fact that the majority of the measures used for limiting apartments offered by P2P platforms are closely linked to the following goals. The primary goal is to keep the sharing economy platforms at a level of non-professionalism or non-business in order to reduce unfair competition.



Figure 2: Comparison between Amsterdam and Santa Monica legislations

Table 2: Rules and guidelines for Short Term Rentals

<b>Measures</b>	<b>Regions or Towns</b>
Obligation to register	<i>San Francisco, Santa Monica, Amsterdam Berlin, Barcelona, Catalonia, Greece, Portugal</i>
License (usually Municipal license, or business licence)	<i>Catalunia, Austria, Ireland/ Reykjavik</i>
Limitations on the duration of the lease	<i>New York City (30 days), Austria and Amsterdam (60 days) San Francisco, Santa Monica, Amsterdam Berlin, Barcelona, Greece (60-90 days) Madrid (mimimum duration of 5 days)</i>
Restrictions on the number of rented properties or beds	<i>Britain (4 beds) Austria (10 beds) Greece (max two properties)</i>
The owner must live on the property during the renter's stay	<i>New York City</i>
Conditions and characteristics of the properties /set of minimum standards	<i>Ireland/ Reykjavik, Greece</i>
Fire safe regulations	<i>Amsterdam, Ireland/ Reykjavik</i>
Controls	<i>New York, Paris</i>
Monitor service quality	<i>Portugal</i>
Recording data and statistics	<i>Milan</i>
Agreement of other residents in apartment buildings	<i>Austria, Amsterdam</i>
Agreement of landlords necessary	<i>Berlin, Barcelona, Switzerland</i>
Collection of tourism taxes	<i>Santa Monica, Amsterdam Berlin, Paris, Milan, Zurich, Geneva San Francisco, Portugal</i>
Ban on new license	<i>Barcelona (<b>Ban on new license in 2014</b>) Berlin (ban short-term rentals without the express permission of local government authorities), New York State (2017),</i>

*Adapted from Hotrec 2015, OECD 2016, Ministry of Tourism, General Directorate of Tourism Policy 2015, Hellenic Chamber of Hotels 2015*

Additional goals are: the preservation of low cost of everyday life of citizens and tax collecting from this new business activity (see Table 2) (OECD 2016:100). It has to be mentioned that in the current period (2016-2017) measures are implemented at specific areas in order to reduce the negative impacts of P2P business models. These areas are mainly metropolises (such as and the measures are implemented either urgently or on a regular basis (Barcelona, Berlin, New York State, Paris).

## **THE CASE OF GREECE AND ATHENS**

In the case of Greece, the development of sharing economy coincided with the economic crisis. During the period of reference (2010-2015), there was exponential activity in legislating by the competent ministries (Ministries of Environment, Economics, Tourism, Development). Under the pressure of MoU obligations and the prerequisite actions demanded, the relevant legal texts had been changing even in a “daily” basis. Therefore, a new framework for tourism investments was formed. Specifically, in the statements of reasons of the legal provisions the new framework has as basic objectives: 1) to create an investment friendly environment, 2) to simplify and accelerate processes and 3) to repay public debt (Sarantakou & Tsartas, 2015).

Concerning the rise of sharing economy platforms, it can be argued that there is a steady growth in apartments offered in these platforms. According to a relative study from Hellenic Chamber of Hotels (2015)<sup>15</sup>, 11,800 properties were listed across Greece and the majority of them (68,3%) were offering accommodation below 103 euros per night. Data shows that prices of Airbnb listings follow the relative prices of the destination as a whole. It is important to mention that more than the half (55%) of the listed properties in Mykonos island offer accommodation over 103 euros per night.

Regarding the city of Athens, the respective data for prices showed that 68% of the properties are below 73 euros per night, 15% between 73-103, and 8,5% for both “100-153 euros” and “over 153 euros” price categories. More detailed data about Athens are presented below ([www.insideairbnb.com](http://www.insideairbnb.com)):

- In the time period 2013-2016, Athens shows a significant development in accommodation sharing.
- Only via the Airbnb platform the number of residences officially rented in Attica has risen from 523 in 2013 to 5000 in 2016.
- New touristic areas emerge in the city (Koukaki, Exarchia etc.) Indicatively, properties that use Airbnb extend in 25 neighborhoods of Athens, out of which 69% are outside the traditional touristic areas.
- Tourists that choose the market of accommodation sharing belong, to a wide extent, to the group of the millennial city break travellers.
- 71% of Airbnb visitors being in Athens for the first time choose Airbnb due to low cost, but also because they seek authentic experiences.

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<sup>15</sup> Data was collected on October of 2014.



- 98% of the hosts suggest to the visitors their favorite places in their neighborhood or they propose exploring alternative neighborhoods.

## **THE RESPONSE FROM GREEK AUTHORITIES**

The growth of the sharing economy, among the other factors, forced the Greek government to reassess the overall regulatory framework for the tourism sector, to ensure that it best responds to the current realities in the sector. Until recently, Greece had no legal framework for short-term property leases. According to the previous legislation the homeowners could not rent their properties to tourists for 30 days or less, unless they have the operation license issued by the Greek Tourism Organisation. In order for the State to tax the income of individuals from renting housing to tourists, the Greek parliament entered the Law no. 4446/2016 (Government Gazette A 240 / 12.22.2016).

The new law sets a series of strict conditions which must be met cumulatively in order for property rental to be lawful. These conditions prevent the lessor from acquiring a commercial capacity through the provision of organized accommodation services. The law considers as property: a) apartments, b) detached houses, except for houses that are classified as such due to the abolition of the horizontal property establishment, and c) any other form of dwelling. Individual lessors must be registered in the "Short-Term Property Lease Register" of the Ministry of Finance. Their registry number must accompany each rental listing in any means of promotion, digital or not. Any income beneficiary may lease up to two properties. Neither property may be leased for more than sixty (60) days per calendar year in islands of fewer ten thousand (10,000) inhabitants and for no more than ninety (90) days in any other region, unless the lessor's income from all properties leased in this way is less than twelve thousand euros (€ 12.000) per year. The property must have a minimum size, natural lighting, ventilation, and heating, be furnished and have received all necessary building permits. Inspections for any infringements of the above conditions are carried out by mixed inspection teams, consisting of employees of the Ministries of Finance and Tourism.

## **CONCLUSIONS**

The above analysis clarifies the fact that tourism industry and traditional business model have been set aside from P2P business models (either for profit or not). This situation caused many responses from traditional businesses. These responses focus (till now) on the appropriate legal framework that can protect the hotel sector. The reaction may have a successful result of limiting the operation of sharing economy in the short or in the midterm. Nevertheless, it is obvious that sharing economy and P2P models evolve rapidly in a way that cannot be followed easily by the tourism industry. It has to be referred that from November 2016 Airbnb introduced in its platform the opportunity to offer local tour guides, based again on the P2P models together with reservations to restaurants. Apparently, sharing economy and P2P models will continue to grow (maybe with lower growth rates). In any case, research in a – regular – basis need to be done in order to discuss further necessary actions that can contribute to the co-existence of traditional tourism industry with the new business models.

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## **Shaping the Future Education in Tourism (FET): Innovative and Strategic Partnerships in South Eastern Europe**

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### **ABSTRACT**

Tourism plays great importance to the development of national economy to the countries of the Balkan Peninsula. In Greece, for instance, in 2014 the tourism industry directly contributed with € 11,8 bn or 7% of total GDP. On the other hand the total contribution to GDP was € 29,4 bn (17,3% of GDP). In 2014 Travel & Tourism directly supported 340.500 jobs (9,4% of total employment). The situation in Bulgaria is as follows: The direct contribution of Travel & Tourism to GDP was BGN 2.998,9 mn (3,7% of total GDP) in 2013. The total contribution of Travel & Tourism to GDP was BGN 10.670,6 mn (13,3% of GDP) in 2013. In 2013 Travel & Tourism directly supported 100.100 jobs (3,4% of total employment). In Croatia, the direct contribution of Travel & Tourism to GDP was HRK 35.876,5 mn (12,5% of total GDP). The total contribution of Travel & Tourism to GDP was HRK 80.982,2 mn (28,3% of GDP). In 2014 Travel & Tourism directly supported 139.500 jobs (13,6% of total employment). And, finally, in the Former Yugoslav Republic of Macedonia (F.Y.R.O.M.) the direct contribution of Travel & Tourism to GDP was MKD 7,3 bn (1,4% of total GDP) in 2014. The total contribution of Travel & Tourism to GDP was MKD 27,4bn (5,2% of GDP), while the Travel & Tourism directly supported 9,000 jobs (1,3% of total employment). Looking at these figures, one can easily understand the role that tourism sector plays in these countries.

In order to maintain and further increase the number of guests, the hosting countries must continuously work on the development of new innovative types of tourism services, exploring needs of their clients and upgrading knowledge of their staff. Higher Educational Institutions

(HEI) plays an important role toward this direction by adopting new innovative trends and elements in tourism education curricula including the incorporation of information and communication technology (ICT).

Under the E.U. *Erasmus plus* initiative a cluster of four higher tourism education institutions from the above mentioned countries cooperate to produce and introduce new innovative tourism products through the application of information technology. The project focuses in creating two separate outputs one in gastronomy/nutrition, and the other in hospitality highlighting among others the common gastronomy elements of the area. For instance facing obesity in general population, students need a tool which will train them in their learning process how to use ICT based technology in creating their guest daily diet (very common while working in facilities who deal with specific clients). On the other hand, latest amendments to the legislation require declaration of nutritional value of the meals they prepare. Not to be neglected is the tourists' trend to seek for national cuisine while abroad. Each project partners will create a list of at 15 national menus (full course) and will determine their nutritional value which will be a part of the "national menu" of the institutions that collaborate with the HEI partners in this project. Once the project finishes and results are to be published, the outcomes will be of a use to all interested enterprises and other HEI. The second output will create a tool which will introduce students to a management practice of accommodation facility (hotel/motel). It will give them unique opportunity to get familiarized of the operational principles of the different departments facilities have, how they are inter-dependent and how they synchronize their activities.

**Keywords:** Innovation, strategic partnership, information and communication technology, gastronomy, national cuisine, nutritional value.

## **INTRODUCTION**

Tourism plays important role to the development of national economy to the countries of the North Eastern Europe (Balkan Peninsula). In Greece, for instance, in 2014 the tourism industry directly contributed with € 11,8 bn or 7% of total GDP. On the other hand, the total contribution to GDP was € 29,4 bn (17,3% of GDP). In 2014 Travel & Tourism directly supported 340.500 jobs (9,4% of total employment). The situation in Bulgaria is as follows: The direct contribution of Travel & Tourism to GDP was BGN 2.998,9 mn (3,7% of total GDP) in 2013. The total contribution of Travel & Tourism to GDP was BGN 10.670,6 mn (13,3% of GDP) in 2013. In 2013 Travel & Tourism directly supported 100.100 jobs (3,4% of total employment). In Croatia, the direct contribution of Travel & Tourism to GDP was HRK 35.876,5 mn (12,5% of total GDP). The total contribution of Travel & Tourism to GDP was HRK 80.982,2 mn (28,3% of GDP). In 2014 Travel & Tourism directly supported 139.500 jobs (13,6% of total employment). And, finally, in the Former Yugoslav Republic of Macedonia (F.Y.R.O.M.) the direct contribution of Travel & Tourism to GDP was MKD 7,3 bn (1,4% of total GDP) in 2014. The total contribution of Travel & Tourism to GDP was MKD 27,4bn (5,2% of GDP), while the Travel & Tourism directly supported 9,000 jobs (1,3% of total employment). Looking at these figures, one can easily understand the role that tourism sector plays in these countries.

In order to maintain and further increase the number of guests, the hosting countries must continuously work on the development of new innovative types of tourism services, exploring needs of their clients and upgrading knowledge of their staff. Higher Educational Institutions (HEI) plays an important role toward this direction by adopting new innovative trends and elements in tourism education curricula including the incorporation of information and communication technology (ICT).

## **GASTRONOMY AS A SCIENCE**

Gastronomy is a term that nowadays is used to define everything from fine dining experiences to specific studies of the chemical manipulation of food. While popular use puts the word almost always in the hands of chefs and cooks, gastronomy actually goes beyond cooking to define the food world as a whole. Gastronomy has very big importance around the world, as well as in the countries of the South Eastern Europe. Actually is referred to as a distinct branch of the tourism and hospitality science. National gastronomy, kitchen culture, food and beverage production contains many factors that contribute to visitor's experience when visiting a country as a tourist and not only. In the age of the technological development, industrialization and urbanization revealed a number of social changes that can be easily observed. Simultaneously many changes have happened regarding our gastronomy culture and eating habits (Youssef, 2013). These changes have been reflected to a wide range of our everyday life ranging from taste, food presentation techniques, to the awareness of such elements like calories and food nutritional value in general. At the same time new gastronomy applications has revealed new trends such as the molecular gastronomy movement that is spreading rapidly around the world increasingly (Vega and Ubbink, 2008).

Another important aspect that affects decisively the image of a food operation remains the menu. Menu maintains a dominant position in restaurant business, since remains the "icon" of food and beverage operations. Based on the conceptual and empirical findings of menu literature, the major menu management issues are menu planning, menu pricing, menu designing, menu operating and menu development ( Ozdemir, Caliskan, 2014). Additionally, menu acts as a tool that clearly dictates (i) what will be produced, (ii) what type of equipment and ingredients are needed, and (iii) which qualifications employees should have. Menu also functions as a communicating and selling tool. Additionally, it communicates not only what is offered in terms of food, beverage and drinks, but also the image of the firm. Furthermore, menu is a base on which the consumer decides what to eat by making food combinations and decision based on such elements like taste, eating habits based on culture and health reasoning, even calorie energy value. A well designed menu can direct customers' attention to the items the firm wants to sell more (Antun & Gustafson, 2005). Additionally, research has shown that the primary product of restaurant business remains the meal experience that is constituted by various components such as food, drinks and beverages, atmosphere, social factors and management. Also what visitors of a restaurant receive is also memories and overall the so called "meal experience". Consequently, menu cannot be considered as the overall product of a restaurant but remains an important component that promote food, gives information about the food, even contributes to a complementing atmosphere, help to interact between servers and visitors available in a restaurant where a good, memorable meal experience is the main product (Johns & Kivela, 2001; Gustafsson & Johnson, 2004).

## **GASTRONOMY, HEALTH AND HERITAGE**

Gastronomy plays an important role in health issues. For instance, an inappropriate or unhealthy diet is one of the key risk factors for obesity and non-communicable diseases such as cardiovascular diseases, cancer and diabetes which in turn generate huge expenditure in health systems (World Health Organization, 2015). In order to avoid health problems and related costs associated with unbalanced food choices it is essential to incorporate learning elements about diet and nutrition value of food consumed. South Eastern Europe is rich in local gastronomy specialties and regional gastronomic traditions, products as well cooking methods. These make up a part of the local identity of European regions and form part of Europe's cultural heritage. The undertaken project aims in highlighting the increasing importance of gastronomy and cooking not only as an artistic and cultural expression that constitute an essential element of tourism but also to present tools and mechanisms that will incorporate health issues. By using information and communication technology (ICT) advocates the development of an appropriate food and gastronomy culture in order to preserve the sociocultural heritage of Balkan region by highlighting both the importance of food and food documentation as an integral part of a region's culture as well as a tool for educational purposes.

## **NETWORKS, CLUSTERS AND INNOVATION IN TOURISM HIGHER EDUCATION INSTITUTIONS (HEIS)**

Knoke and Kuklinski (1983, p. 12 *in* Novelli et. al. 2006) describe networks as 'a specific type of relation linking a set of persons, objects or events'. Also a cluster or network can be defined as 'geographic concentrations of interconnected companies and institutions in a particular field, linked by commonalities and complementarities' (Porter, 1998, p. 78). Finally clusters have a greater chance to be competitive on a national, regional and global basis, when their businesses are competing and collaborating at the same time (Novelli et al, 2006) new services and products are being developed, and sustainable competitive advantage can be achieved. It is important to link the cluster to the market place (nationally and globally) in order to stay competitive, and to make links with Research and Development (R&D) bodies, such as academic institutions. Over the past decades, many attempts were taken place to promote networking and/or clustering in the field of tourism education and especially at the tertiary educational level. Those attempts were supported by E.U. funding targeted to both E.U member countries but also to E.U. ascension countries in the South Eastern Europe and Western Balkans.

## **THE FET (FUTURE EDUCATION IN TOURISM), ERASMUS PLUS PROJECT**

Under the E.U. *Erasmus plus* initiative a cluster of four higher tourism education institutions from four South Eastern European countries formed a cluster in order to cooperate to produce and introduce new innovative tourism products through the application of information technology. The four institutions are: The Goce Delcev Uuniversity, Shtip, the Former

Yugoslav Republic of Macedonia, the Alexander Technological Educational Institution (TEI) of Thessaloniki, Greece, the Sibenik Polytechnic, Sibenik, Croatia and the Burgas University, Burgas, Bulgaria.

The project focuses in creating two separate outputs: one in gastronomy/nutrition, and the other in hospitality highlighting among others the common gastronomy elements of the area. For instance, facing obesity in general population, tourism schools' students need a tool which will train them in their learning process how to use ICT based technology in creating their guest daily diet (very common while working in facilities who deal with specific clients). On the other hand, latest amendments to the legislation require declaration of nutritional value of the meals they prepare. Not to be neglected is the tourists' trend to seek for national cuisine while abroad.

Each project partners will create a list of at 15 national menus (full course) and will determine their nutritional value which will be a part of the "national menu" of the institutions that collaborate with the HEI partners in this project. Once the project finishes and results are to be published, the outcomes will be of a use to all involved parties (HEI). The second output will create a tool which will introduce students into a practical ICT tool on how to manage an accommodation facility (hotel/motel) within various departments and activities. It will give them unique opportunity to get familiarized of the operational principles of the different departments facilities and specially to practice the inter dependence of various accommodation departments. Also the outcome can be used by private tourism enterprises enhancing in this way the relationship between tourism education and the tourism industry.

## **CONCLUSION**

As a conclusion, is important to highlight the benefits of clustering in the tertiary level tourism education system. Furthermore through the specific FET project the relationship between tourism education and tourism industry will be enhanced. Although historically the relationship between tourism education and tourism industry has been characterized by a lack of trust, however, both education and industry are recognizing the mutual benefits of developing a more co-operative relationship and the importance of narrowing the divide which has traditionally existed between them (Cooper & Shepherd, 1997). There is a long discussion on how tourism's higher education system and especially the suggested curriculum design are effective and meets the needs of the tourism industry. Studies have proven that there is a considerable variance between the respective views of industry professionals and tourism education providers. These are focused on the relative value of tertiary degrees for tourism as well as on the relative merits of the various subjects taught at university (Wang, Ayres & Huyton, 2010). Findings suggest that there is a gap between tourism curriculum and the needs of the tourism industry. Also those involved in curriculum design should continue to work closely with industry stakeholders to ensure a stronger connection between theory and practice.

This project, apart the creation of a strong partnership/cluster among tertiary level educational institutions, as a side effect, will enhance the tourism education and tourism industry



relationship through two ICT applications that will benefit both students and employees in the tourism sector.

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## **The viability of the Greek tax system from the point of view of Hospitality Enterprises. A field research in Athens, Greece**

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### **ABSTRACT**

The main scope of our work deals with the viability of the viability of our country. It is mainly focused on hospitality enterprises. In our point of view, a field research was considered necessary in order to allow us to determine more objectively the possibility of the viability of our tax system. In continuation, the institutional and remaining sector issues were examined, i.e. the over-taxation of hospitality enterprises, the property tax, the accommodation fees, and the value added tax. The secondary sources of information as well as the conclusions derived from our research lead us to tax system which is viable or not.

**Key Words:** viability, viability, hospitality, enterprises

## **1. INTRODUCTION**

The “tourism” phenomenon can be approached from a variety of sides. Tourism is accepted to be an activity in which people travel away from home for leisure for at least 24 hours. It is a colossal business, providing goods and services to travelers in exchange for the expenses they make while traveling. As a dominant business, tourism includes hundreds of other businesses, both small and large. Modern states view tourism as a field with great potential for development, which is why they create and modify laws and fiscal systems that ensure the sustainability of tourist enterprises (Karagiannis & Exarchos, 2016). Thus, the voices that view Tourism as the sector on which to base Greek economy for the coming decades are multiplying, and it seems that the political powers of the country share this view, even those who in the recent past had expressed the fear of “Greek people turning into the waiters of Europeans”(Exarchos & Karagiannis, 2004). Regarding predictions on Tourism, it is said that no safe prediction can be made on how the 2017 tourist season will turn out, as was the case for 2016 – a tourist season that was not deemed successful in terms of profits, since revenue reached 13,1 billion euros, less than the 2015 revenue by 576 million euros. Based on the aforementioned, it is expected with near certainty that revenue for the tourist year 2017 will not exceed 14 billion euros, that is 1 billion euros less than the sum originally predicted, leaving the country at about the same levels as the previous year. Of course, a drop in the expenses per capita is a widely observed trend, since there has been a rise in the taxation on services and goods (increased VAT on hotel stays, food, and purchases), which exacerbate the drop in tourist consumption (Kourlimpini, V. [www.capital.gr](http://www.capital.gr), 16/2/2017). This is clearly due to our unsustainable tax system. How we ended up at this point can be traced back to causes such as the fact that all sorts of privileges and exemptions were granted in our country, there was a lack of political will on combating tax evasion and eliminating “black” economy reflected on the difficulties of small businesses to subsist, without economies of scale and technological modernization (Marabegias, 2017).

## **2. TAXES**

Tax: The mandatory financial contribution paid by citizens or businesses to the state or to other legal entities (Tegopoulos – Fytrakis, 2005). However, the concept of taxation is multifaceted and complex, and it should be studied in all its forms: economic, social, political, administrative, and legal. Taxes are governed by “clearly defined provisions and, without a specific return, they are the contribution of citizens – businesses to the state in order to cover public expenses, which include: sociopolitical and economic purposes” (Sygkouridou, 2011). Enacting social policies, the state uses taxes to redistribute resources so as to benefit people from lower income backgrounds, often at the expense of high income classes (Samartzis, 2002).

### **3. TAX SYSTEM – SUSTAINABLE TAX SYSTEM**

The tax system of a country can be defined as the sum of taxes in effect at a given time, also taking into consideration the provisions of tax laws over time. The tax system changes according to objective factors, which depend on the types and levels of development of economic activity, as well as on the objectives of the state in the context of its economic and intervention policies (Chrysafi, 2014). According to members of the Hellenic Confederation of Commerce and Entrepreneurship (ESEE), a sustainable tax system is considered the springboard to development and getting out of the crisis. On a daily basis, people in the tourism business, regardless of the size of their businesses, ask for reduced taxes and friendly measures instead of suffocating ones. What they want is tax reforms instead of heavy and unfair taxation, especially in order to have an “effective, sustainable, and socially fair tax system” (<http://www.newsbomb.gr/oikonomia> 2012). This is also the goal of this study, with the central question being: “How sustainable is the current tax system regarding the tourism businesses of the country?”

### **4. IDENTITY OF THE STUDY**

We conducted a theoretical analysis of the subject and went on to empirically verify it, in order to present our findings and suggestions with greater validity. Our methodological background was based on a series of visits and discussions with representatives of hotels, tourist agencies, and other tourist businesses in Athens, and they also filled out anonymous questionnaires. We also visited Private Colleges of tourist education, the Technological Educational Institute of Athens – tourism sector – and the Panteion University. The anonymous questionnaire includes 21 questions. Our goals, strategies, and drawing of the questionnaire helped us profile the sample, which in this case consists of 300 individuals. The study took place from January to March 2017.

### **5. THE FINDINGS OF THE STUDY**

First of all, it should be noted that out of the 300 individuals of the sample, 177 are women and 123 are men, and the majority are between the ages of 26 and 35. We initially examined “Sustainability” and the “Sustainability of the tax system”, where the majority believes that “the sustainability of the tax system” does not lead to the destruction of the business tissue, on the contrary it enhances every business activity. At the same time, the majority believes that taxation of tourist businesses should serve the stabilizing of the economy and be fair and effective so that

the problems of tourist businesses can be easily addressed. A significantly large percentage thinks that the complicated tax system of our country should not remain as it is, since it makes tourist businesses and taxpayers in general unable to follow the ongoing developments of tax laws. Especially the participants from tourist businesses were dissatisfied with the current tax system (as they also highlighted in person), as it is extremely complicated due to overregulation. The majority of the participants also believe that negative effects are amplified in tourist businesses, starting with the hotel tax, which ranges between 8-10% in other countries but is 13% in Greece; this puts Greece at a competitive disadvantage. The unified property ownership tax (ENFIA) rose by 200% for tourist businesses (as highlighted by many of the participants). When asked how serious these problems are and how strongly felt they are in practice, the majority emphasized that tourist businesses – and, indeed, all citizens – are experiencing an unsustainable tax system. According to the sample, an 11-13% reduction of tax rates for tourist businesses would improve the competitiveness of the country's hospitality industry.

## **6. CONCLUSION – SUGGESTIONS**

The opinion of the participants – and ours as well – is that the tax system should be simple, as both the fiscal institutions and the tax-paying tourist businesses find it nearly impossible to follow the constant changes and ongoing developments of Greek tax laws. Over-taxation is perhaps the greatest problem currently facing a tourist business. The participants deem that the hotel tax ought to be repealed: it is a measure that directly harms the competitiveness of Greek tourism services; hotels cannot absorb this tax (too). It should be noted that in the case of other rented accommodation (“rooms-to-let”, B&B, etc.) businesses, since their classification is now optional, this tax essentially no longer applies. Therefore hotels are the only businesses burdened with this tax. The VAT on hotel stays is up to 13% and on food services it is 23%; our competition ranges between 6% (Portugal), 7% (Malta), 8% (Turkey), 9% (Cyprus), and 10% (Spain, Italy, France) for hotel stays and 8% (Turkey), 9% (Cyprus), 10% (Spain, Italy, France), and 23% (Portugal) for food services. Therefore, the total tax for tourist services ranges between 8-10% for our competitors, while our high VAT puts us at a huge competitive disadvantage, and combined with the general climate of recession in the country, the sustainability of tourist businesses is seriously threatened. Finally, regarding the unified property ownership tax (ENFIA), there is the issue that hotel properties, the “tools” for providing tourist services, or the “product” of such, are considered to have an exceptionally high objective value and are thus over-taxed with this particular tax. The increased unified property ownership tax (ENFIA) and the abolishing of the exemption have resulted in tourist businesses having to pay an additional tax that sometimes exceeds 200%! In the name of sustainability, the exemption must be re-established.

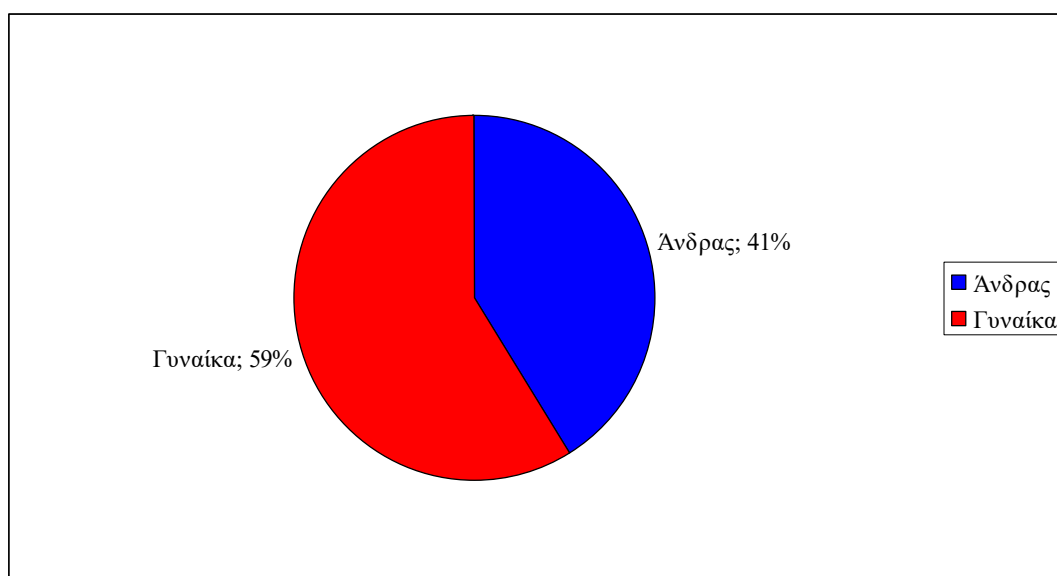
In addition, the appropriate measures to combat tax evasion should be established, since it amplifies all negative impact on the country's economy. A substantial change of the tax system is also deemed necessary, with the purpose of a simple, fair, and stable tax system, otherwise the

tourist businesses of the country are going to crash. The current tax system, particularly its overregulation, produces instability to tourist businesses – and to the country in general. This tax charge against tourist businesses needs to be replaced with equivalent measures. Among other things, the study showed that Greek tourist businesses are facing great, unfair, and eventually ineffective taxation compared to the average of the other countries in the Organization for Economic Cooperation and Development (OECD). Then there will be an increase of 9,8 billion euros of the revenue from VAT, covering a 4,6% of the Gross National Product, and there will be no need for a VAT increase or abolishing the reduced VAT rates in the Greek islands. The bottom line of the participants in the study, people in the tourism business, is that this bitter tax cocktail on tourist businesses has to end.

## 7. ANONYMOUS QUESTIONNAIRE SECTION

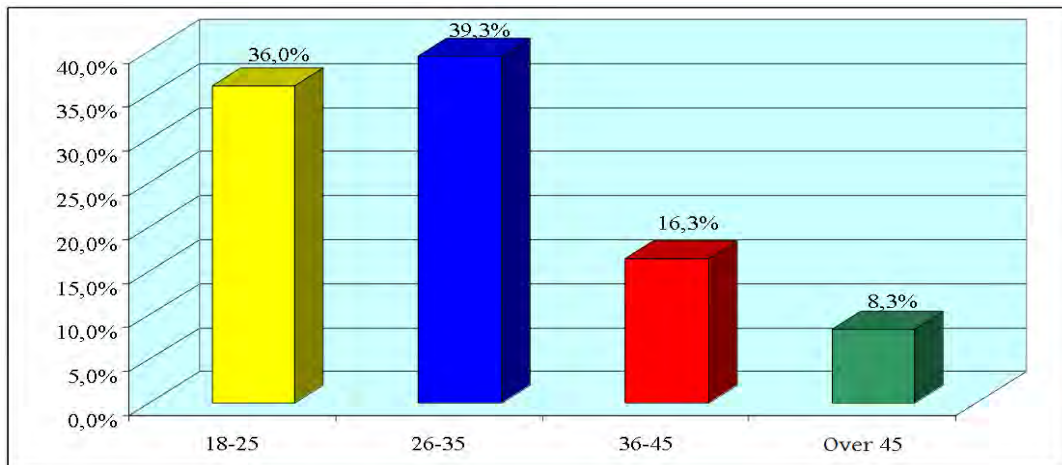
### DEMOGRAPHICS

#### Gender



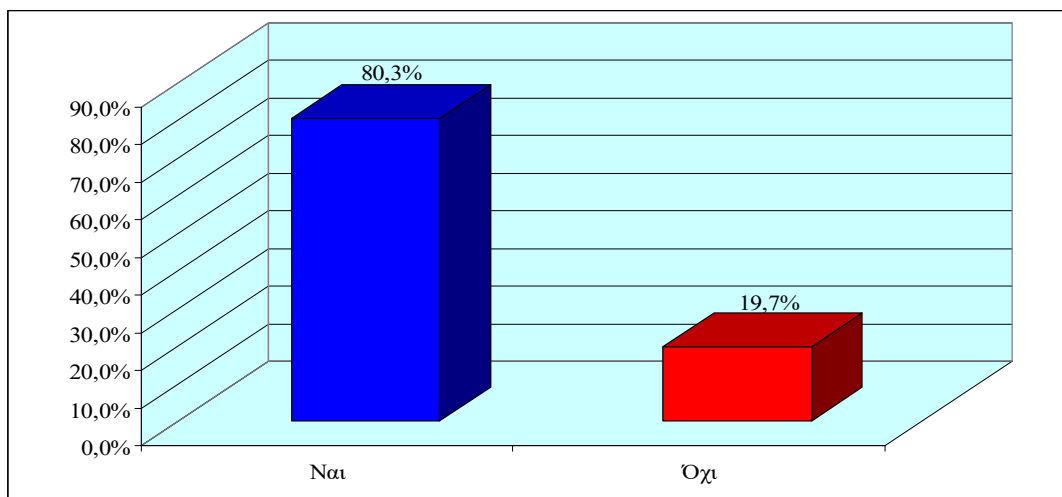
Male	123
Female	177
TOTAL	300

#### Age



18-25	108
26-35	118
36-45	49
Over 45	25
<b>TOTAL</b>	<b>300</b>

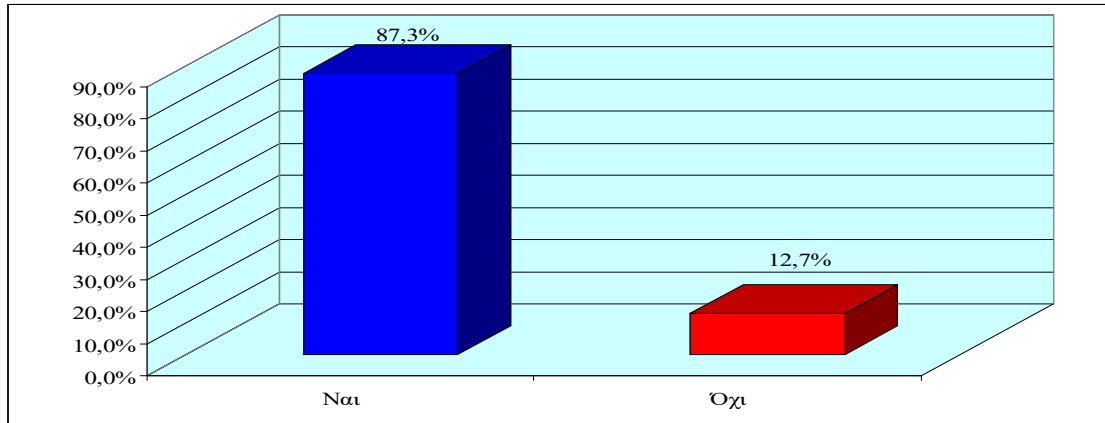
The “Sustainability of the tax system” does not lead to the destruction of the business tissue’ on the contrary it enhances all business activity.



Yes	241
No	59
<b>TOTAL</b>	<b>300</b>

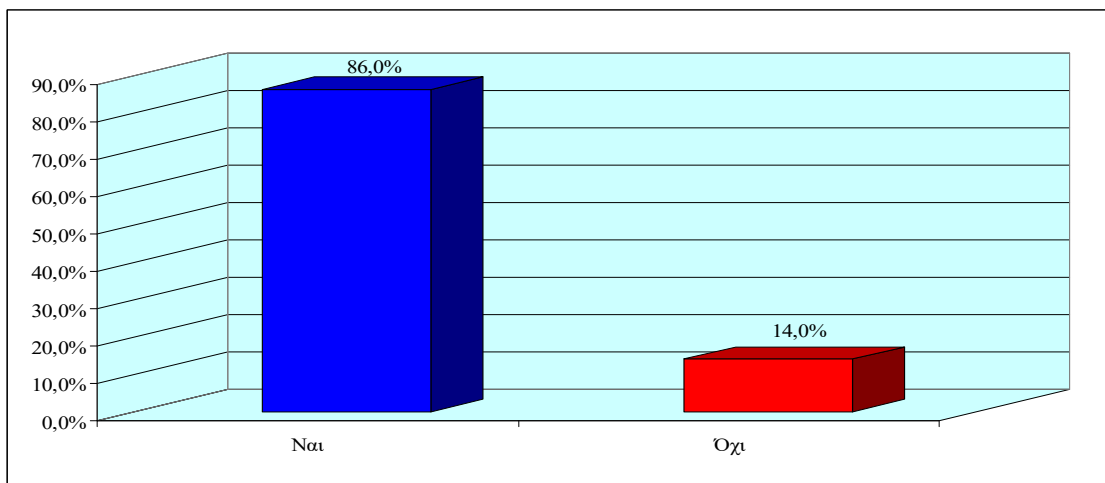


The concept of taxation differs depending on the time and the country in question, and it has to do with the functioning and form of development of the economy.



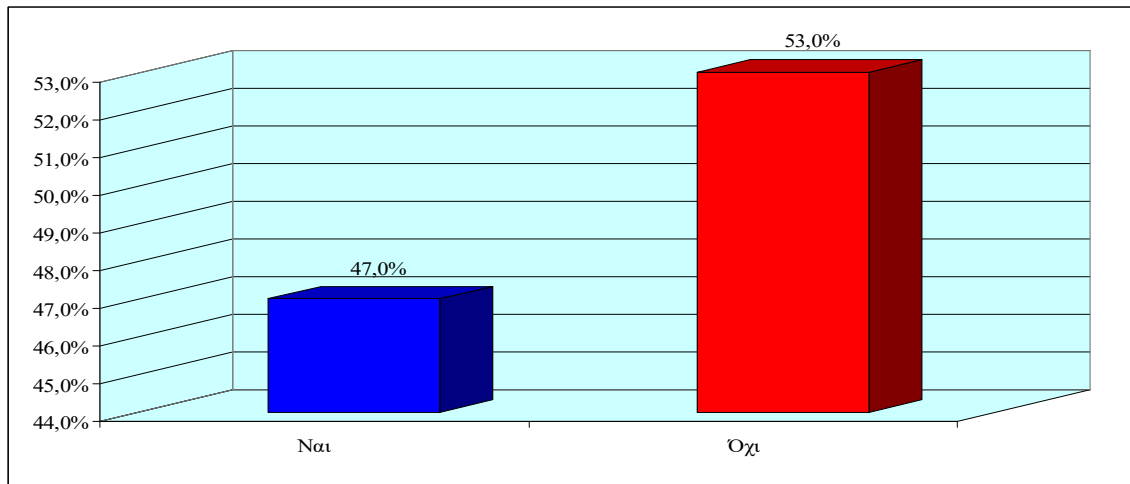
Yes	262
No	38
TOTAL	300

Taxes on tourist businesses should serve the stabilizing of the economy, be fair, and be effective, so that financial problems can be addressed.



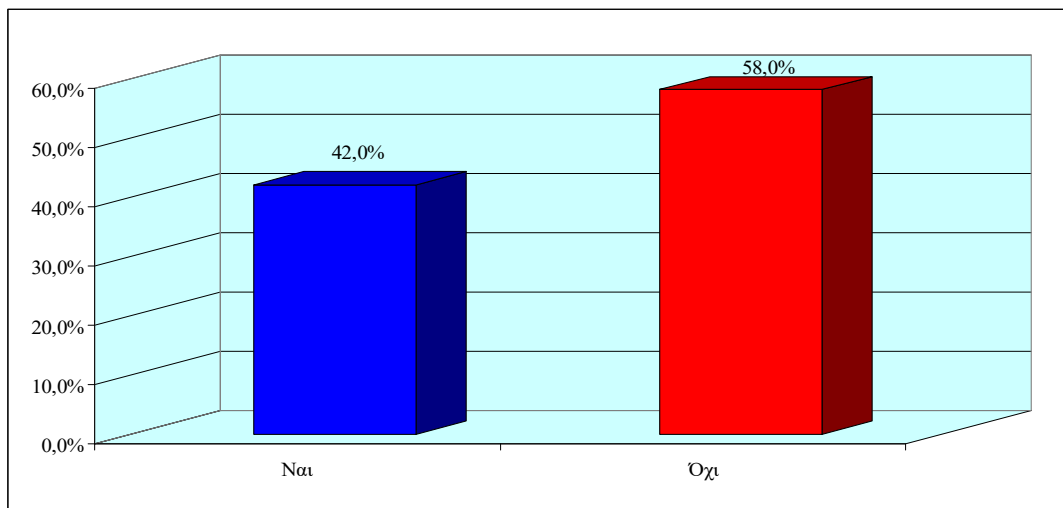
Yes	258
No	42
TOTAL	300

Do you believe that the complicated tax system of the country should remain as it is since both tourist businesses and taxpayers find it easy to follow the ongoing developments of tax laws?



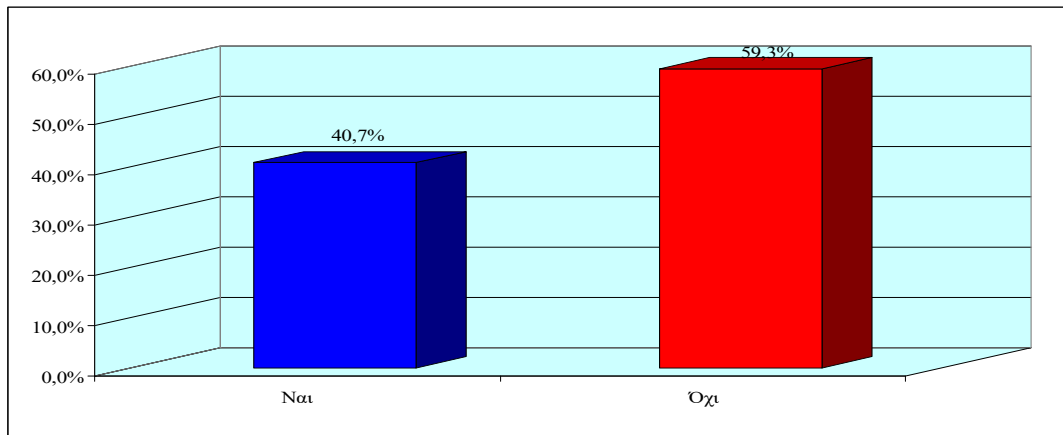
Yes	141
No	159
TOTAL	300

Can the current tax system address tax evasion, which amplifies negative effects on all three economic sectors of the country?



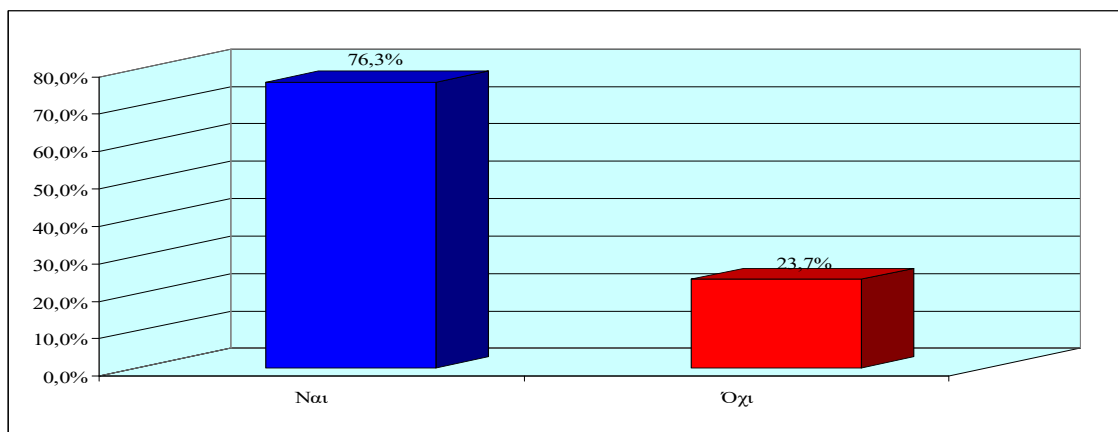
Yes	126
No	174
TOTAL	300

Do you consider most tourist businesses to be content with the current tax system?



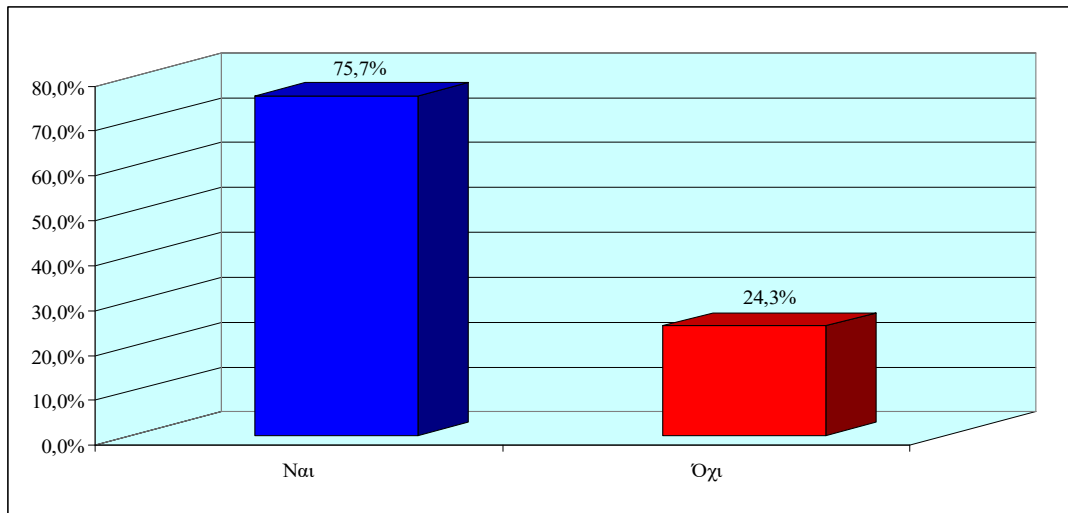
Yes	122
No	178
TOTAL	300

Do you deem the radical change of the Greek tax system necessary so that it can be simple, fair, and stable?



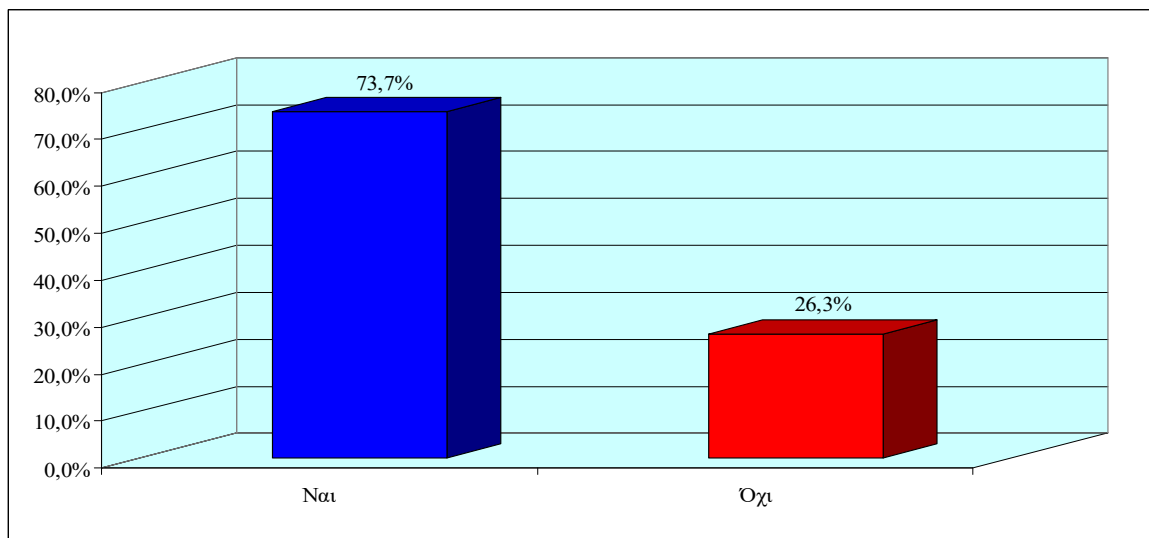
Yes	229
No	71
TOTAL	300

The average hotel tax abroad is 8-10%, while in Greece it is 13%: Do you believe that this puts the Greek businesses at a disadvantage?



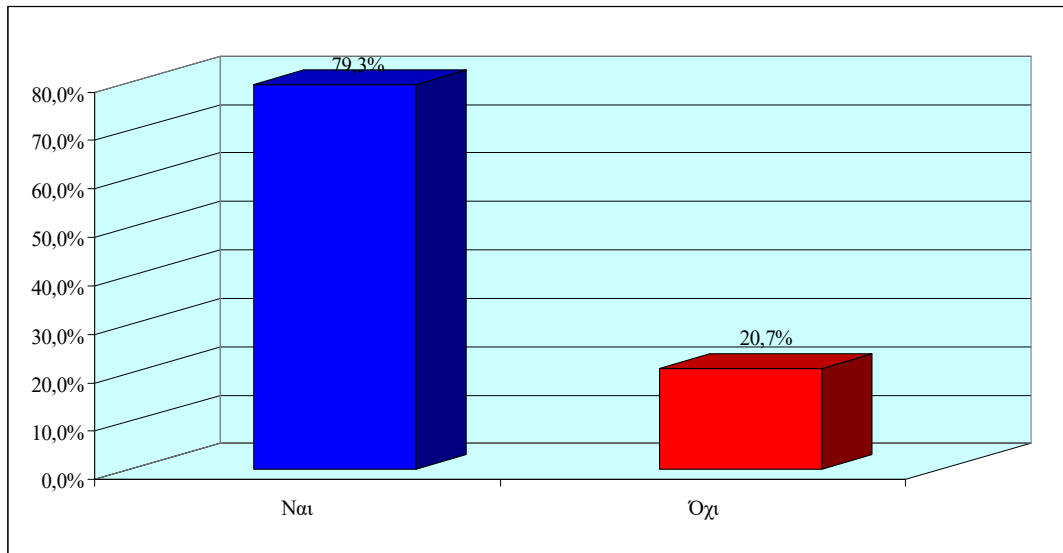
Yes	227
No	73
TOTAL	300

The unified property ownership tax (ENFIA) has increased by 200% in total for tourist businesses: In your opinion, should it be less?



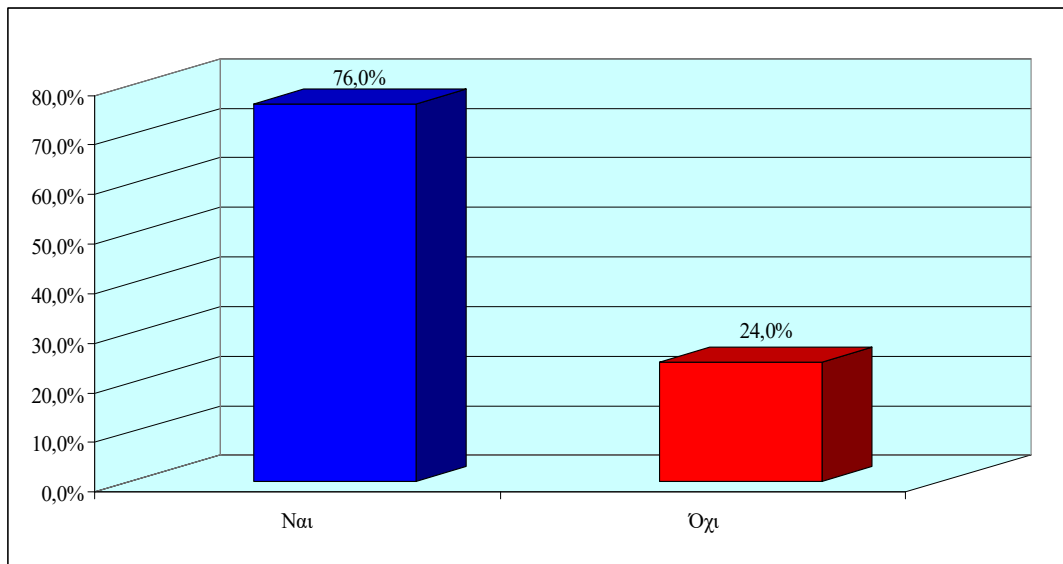
Yes	221
No	79
TOTAL	300

Would an 11-13% reduction of the tax rates for hospitality service tourist businesses improve their competitiveness?



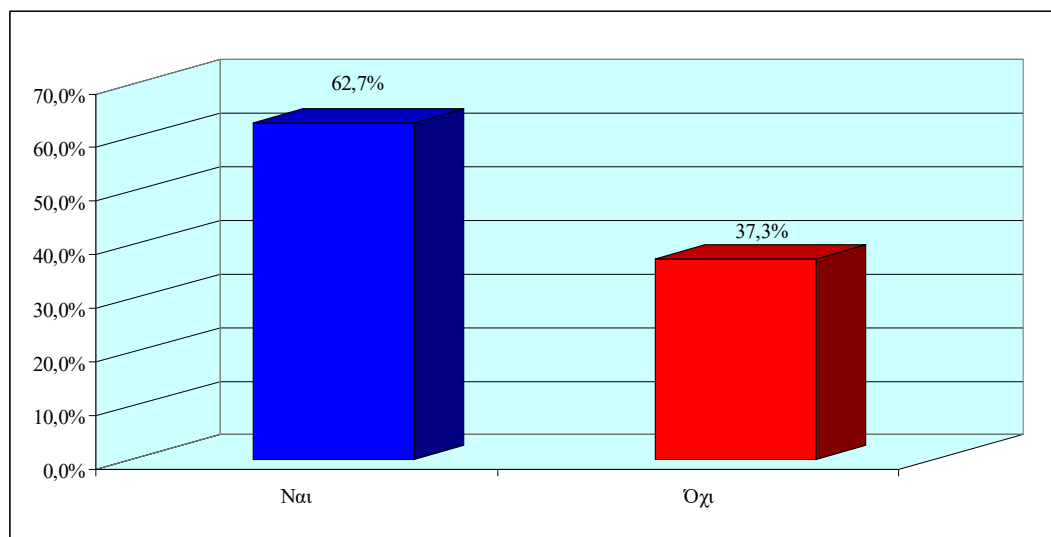
Yes	238
No	62
TOTAL	300

Do you believe that the instability and overregulation of the current tax system of our country will ruin all three sectors of the economy?



Yes	228
No	72
TOTAL	300

Finally, do you believe that the current tax system of the country is indeed unsustainable for tourist businesses?



Yes	188
No	112
TOTAL	300

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## **Towards an innovative classification - grouping of variables that compose organizational culture**

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### **Abstract**

Through the thorough content analysis of the theories of: Handy (1976), Hofstede (1984), Cooke (1988), Goffee & Jones (1998), Deal & Kennedy (2000), Cameron & Quinn (2011), Yaakov & Shlomo Yedidia (2012), Yahyagil (2015) and Bavik (2016) regarding the types of organizational culture, the researchers concluded that the culture of an organization is determined by seventeen different groups of elements, which formed a seven-grade classification ladder. This classification ladder reflects the extent to which each group of elements is considered significant or not in determining organizational culture by each one of the above-mentioned authors/ researchers. Particularly, the grouped elements incorporated in this seven-grade classification ladder according to how many of the above authors/ researchers refer to this group of elements. It was found that the groups of elements named: change and power, hierarchy and structure are the most important in determining organizational culture, since they are reported by a total of eight out of nine authors/ researchers. While the group of elements named: vision and goal setting is considered the least important since it is only mentioned by two main authors.



## **1 INTRODUCTION**

The literature review revealed numerous researchers and authors (Fletcher & Jones, 1992; Panayotopoulou, Bourantas & Papalexandris, 2003; Vilkinas & Cartan, 2006; Marlen, 2010; Chen, 2010; Cameron & Quinn, 2011; Yahyagil, 2015; Bavik, 2016 and others) who seek to classify the different types of organizational culture, using specific elements. The analysis of the different theories regarding the types of culture, in combination with the codification of the elements of organizational culture will lead to a deeper understanding of the concept of culture within an organization, as well as to the definition of specific elements that define organizational culture. Based on the above, in the near future a model will be created which will measure the role as well as the extent to which the reward systems affect the processes of change of organizational culture in five-star hotels.

## **2 METHODOLOGY**

The present manuscript is divided into three sections. The first section presents in a concise manner the main categories of elements that constitute organizational culture in three levels (shell, mantle and core). In the second section the classification of the different components of organizational culture is performed, according to the findings of the first section as well as on the way those components are presented through the different theories regarding the types of organizational culture. This was conducted through the combination of similar or related concepts, in accordance with the spirit of: Handy (1976), Wilkins & Ouchi (1983), Hofstede (1984), Cooke (1988), Cooke & Szumal (1993), Bignardi (1996), Goffee & Jones (1998), Deal & Kennedy (2000), Harris & de Chernatony (2001), Sorensen, (2002), Lewis (2002), Melé (2003), Lok & Crawford (2004), Denison, Lief & Ward (2004), Downton, (2005), Balthazard, Cooke & Potter (2006) Powell (2006), Marlen (2010), Minkov & Hofstede (2011), Cameron & Quinn (2011), Yaakov & Shlomo Yedidia (2012), Bolman & Deal (2013), Klein, Wallis & Cooke (2013) and Venaik et al (2013). In the third section, based on the classification of the components of organizational culture, the researchers proceeded to the ranking of the classified elements of organizational culture. This ranking was based on the extent that the nine most relevant authors/researchers (Handy, 1976; Hofstede, 1984; Cooke, 1988; Goffee & Jones, 1998; Deal & Kennedy, 2000; Cameron & Quinn, 2011; Yaakov & Shlomo Yedidia, 2012; Yahyagil, 2015 and Bavik 2016) refer or not in each separate component of organizational culture. For example, the concept of “change” as an element of organizational culture is referred by eight out of nine relevant authors/researchers, while the concept of “risk/ innovation” is referred by five out of nine relevant authors/researchers. It is important to mention that from the study and the classification of the international literature emerged that, many of the elements of organizational culture in their various manifestations are treated simultaneously as elements of the surface, the mantle and the core by the same relevant author/ researcher. In that case, the recording of the relevant author/ researcher

is unique, i.e., the name of an author/ researcher cannot be counted twice in the definition of the final classification.

### 3 ORGANIZATIONAL CULTURE

The theoretical approaches of Kilman, Saxton & Serpa (1985), Kotter & Heskett (2011), Johnson, Scholes & Whittington (2007) and Schein (2010) agree that the elements that constitute organizational culture are displayed at different levels of depth and degree of visibility to the observer within an organization. The authors, in the following figure, present the summary of the above findings.

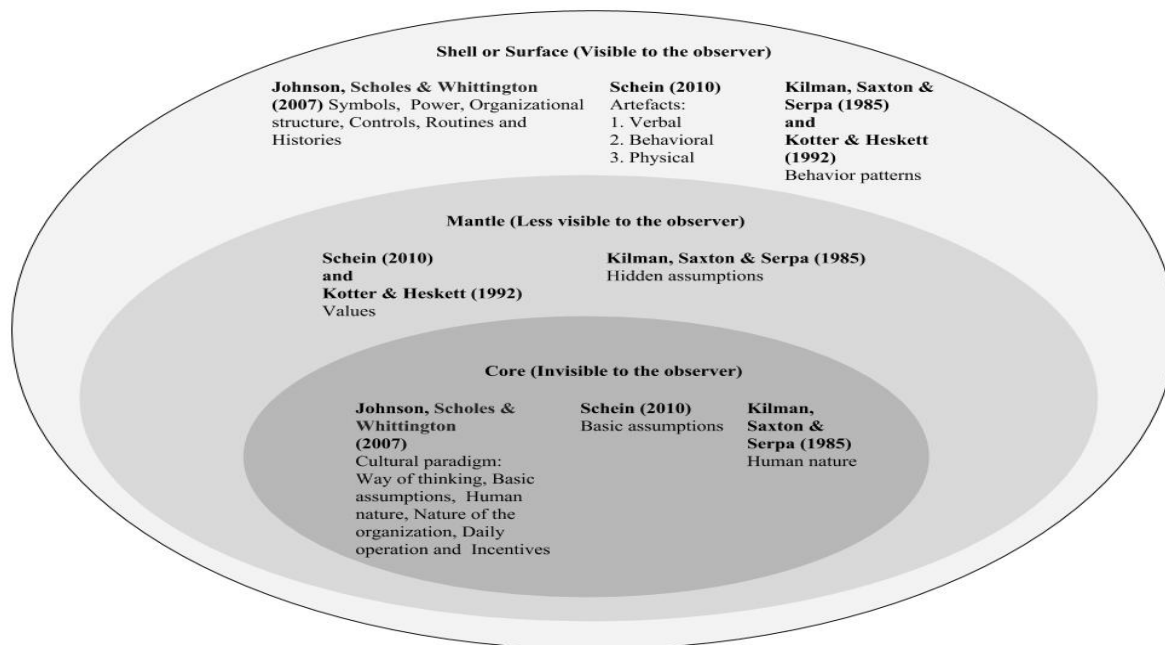


Figure 1, The elements of organizational culture

Source: Stavrinoudis & Kakarougkas, 2016

### 4 CLASSIFICATION OF THE ELEMENTS OF THE ORGANIZATIONAL CULTURE, ACCORDING TO THE THEORIES OF ORGANIZATIONAL CULTURE TYPES

Table 1 presents and classifies the different elements composing the organizational culture in accordance with the theoretical framework of: Handy (1976), Hofstede (1984), Cooke (1988), Goffee & Jones (1998), Deal & Kennedy (2000), Cameron & Quinn (2011), Yaakov & Shlomo

Yedidia (2012), Yahyagil (2015) and Bavik (2016). The classification of the different elements of organizational culture will be completed with the development of Figure 1.

Table 1. Classification of the elements of the organizational culture

<b>Organizational culture elements by:</b>			
<b>Handy (1976):</b> <b>Four Types of Culture</b>  (Bignardi, 1996; Lewis, 2002; Bolman & Deal, 2013)	Core elements: 1. Power 2. Role 3. Project 4. Person	Mantle elements: 1. Leading figure 2. Position, hierarchy and the role of each employee 3. Project implementation capability 4. Individualism (strong/ weak)	Shell elements: 1. Bureaucracy (small/ large) 2. Rules (many/ few) 3. Decisions (fast/ slow) 4. Change (fast/ slow) 5. Entrepreneurship
<b>Hofstede (1984):</b> <b>Culture Dimensions</b>  (Powell, 2006; Minkov & Hofstede 2011; Venaik et al, 2013)	Key elements (Core & Mantle): 1. Power Distance Index 2. Individuality vs Collectivism 3. Avoidance of uncertainty 4. Masculinity vs Femininity 5. Long-term orientation against short-term orientation 6. Pleasure against Restraint		Shell elements: 1. Power (acceptance or non-acceptance) 2. Teamwork (acceptance or non-acceptance) 3. Change (acceptance or non-acceptance) 4. Distribution of roles (based on gender) 5. Programming (short or long) 6. Wishes/ impulses (control or not)
<b>Cooke (1988):</b>	Core elements: 1. Constructivism	Mantle elements:	Shell elements: 1. Achievement

<p><b>Organizational Culture Inventory</b></p> <p>(Cooke &amp; Szumal, 1993; Balthazard, Cooke &amp; Potter, 2006; Klein, Wallis &amp; Cooke, 2013)</p>	<p>2. Passive/ Defensive</p> <p>3. Aggressive/ Defensive</p>	<p>1. Result (Quality vs Quantity)</p> <p>2. Change (Adaptability against stagnation)</p> <p>3. Rules (Creativity vs Conformity)</p> <p>4. Teamwork (Cooperation vs Competition)</p> <p>5. Total/ Collectivism (System vs Unit)</p> <p>6. Bureaucracy (Small vs Large)</p> <p>7. Hierarchy (Small vs large)</p> <p>8. Strategy (Short term vs Long term)</p>	<p>2. Self-realization</p> <p>3. Humanitarian encouragement</p> <p>4. Acceptance</p> <p>5. Approval</p> <p>6. Conventionality</p> <p>7. Dependence</p> <p>8. Avoidance</p> <p>9. Opposition</p> <p>10. Power</p> <p>11. Competition</p> <p>12. Perfection</p>
<p><b>Goffee &amp; Jones (1998): Corporate Culture Framework</b></p> <p>(Melé, 2003; Lok &amp; Crawford, 2004; Downton, 2005)</p>	<p>Core elements:</p> <p>1. Sociability (high vs low)</p> <p>2. Solidarity</p> <p>3. (high vs low)</p> <p>4. Community/ communal organization</p> <p>5. Fragmented organization</p> <p>6. Networked organization</p> <p>7. Mercenary culture</p>	<p>Mantle elements:</p> <p>1. Common goal</p> <p>2. Strong leadership</p> <p>3. Vision</p> <p>4. Teamwork (Cooperation vs Competition)</p> <p>5. Total/ Collectivism (System vs Unit)</p> <p>6. Rules (Many vs Few)</p>	<p>Shell elements:</p> <p>1. Organizational characteristics (Age and size)</p> <p>2. Long term planning</p> <p>3. Recruitment of suitable human/ units</p> <p>4. Communication</p> <p>5. Meals and social events</p> <p>6. Innovative ideas difficult to implement</p> <p>7. Frequent layoffs/ staff turnover</p>

		<ul style="list-style-type: none"> <li>7. Hierarchy (Small vs Large)</li> <li>8. Working environment (Loose/ friendly)</li> <li>9. Individualism (Strong or Weak)</li> <li>10. Programming (Clear priorities)</li> <li>11. Change (Adaptability vs Stagnation)</li> <li>12. Strategy (Short term vs Long term)</li> </ul>	8. Innovation
<p><b>Deal &amp; Kennedy (2000): Corporate Tribes Culture Model</b></p> <p>(Harris &amp; de Chernatony, 2001; Sorensen, 2002; Denison, Lief &amp; Ward, 2004)</p>	<p>Core elements:</p> <ul style="list-style-type: none"> <li>1. Work hard/ play hard culture</li> <li>2. Masculinity culture</li> <li>3. Procedure culture</li> <li>4. Bet the company culture</li> </ul>	<p>Mantle elements:</p> <ul style="list-style-type: none"> <li>1. Teamwork (Cooperation vs Competition)</li> <li>2. Feedback from the social environment (Rapid vs Slow)</li> <li>3. Change (High vs Low resilience)</li> <li>4. Individualism (Strong or Weak)</li> <li>5. Teamwork (Cooperation vs Competition)</li> <li>6. Risk profits (Low vs High)</li> </ul>	<p>Shell elements:</p> <ul style="list-style-type: none"> <li>1. Production-quantity</li> <li>2. Working environment-pressure</li> <li>3. Change (Fast/ Slow)</li> <li>4. Bureaucracy (Small vs Large)</li> <li>5. Organizational characteristics (size)</li> <li>6. Planning (Short or Long term)</li> <li>7. Hierarchy (Small vs Large)</li> </ul>
<p><b>Cameron &amp; Quinn (2011): Competing</b></p>	<p>Core elements:</p> <ul style="list-style-type: none"> <li>1. Culture type “clan”</li> </ul>	<p>Mantle elements:</p>	<p>Shell elements:</p> <ul style="list-style-type: none"> <li>1. Exchange of information</li> </ul>

<p><b>Values Framework</b></p> <p>(Wilkins &amp; Ouchi, 1983; Marlen, 2010)</p>	<p>2. Culture “target” type</p> <p>3. Culture “market” type</p> <p>4. Culture “hierarchy” type</p>	<p>1. Dominant organizational features</p> <p>2. Leader Style</p> <p>3. Ties between members</p> <p>4. Strategic focus</p> <p>Forming:</p> <p><u>First dimension:</u></p> <p>1. Flexibility</p> <p>2. Judgment</p> <p>3. Dynamism</p> <p>4. Stability</p> <p>5. Class</p> <p>6. Control</p> <p><u>Second dimension:</u></p> <p>1. Internal-orientation integration, cooperation and unity</p> <p>2. External orientation-differentiation, competition and rivalry</p>	<p>2. Guidance from a leading figure</p> <p>3. Security</p> <p>4. Teamwork (Cooperation vs Competition)</p> <p>5. Talent Management</p> <p>6. Empowerment</p> <p>7. Interpersonal relations</p> <p>8. Participatory decision making</p> <p>9. Innovation</p> <p>10. Creativity</p> <p>11. Vision for the Future</p> <p>12. Development</p> <p><b>13. Entrepreneurship</b></p> <p>14. External support</p> <p>15. Acquisition of resources</p> <p>16. Competitiveness</p> <p>17. Change (Fast/ Slow)</p> <p>18. Determination</p> <p>19. Productivity</p> <p>20. Clear target</p> <p>21. Guidance through obstacles</p> <p>22. Efficacy/ achievement</p> <p>23. Routine and predictable procedures</p> <p>24. Construction system</p> <p>25. Documentation</p> <p>26. Evaluation and assessment</p>
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			<p>27. Collection and control procedures</p> <p>28. Stability</p> <p>29. Improved efficiency and continuity</p>
<p><b>Yaakov &amp; Shlomo Yedidia (2012): The Use of Corporate Culture Analysis on Mergers Acquisitions Process</b></p>	<p>Key elements (Core &amp; Mantle)</p> <p>Defining dimensions and perceptions:</p> <ol style="list-style-type: none"> <li>1. Approach concerning innovation in activity (pronounced degree or not)</li> <li>2. Approach concerning risk (pronounced degree or not)</li> <li>3. Horizontal relationships between members</li> <li>4. Vertical communication and contact between members</li> <li>5. Autonomy and decision making</li> <li>6. Approach to performance</li> <li>7. Approach to remuneration</li> </ol>	<p>Shell elements:</p> <ol style="list-style-type: none"> <li>1. Change (Adaptability against stagnation)</li> <li>2. Feedback from the social environment (Rapid vs Slow)</li> <li>3. Investments</li> <li>4. Acquisition of new equipment and technology</li> <li>5. Level of investment in research and development</li> <li>6. Management of cash balances</li> <li>7. Individualism (Strong or Weak)</li> <li>8. Teamwork (Cooperation vs Competition)</li> <li>9. Relationship between superiors and subordinates</li> <li>10. Organizational structure</li> <li>11. Roles of members</li> <li>12. Procedures</li> <li>13. Requirements of the organization towards its members</li> <li>14. Evaluation of the performance of the organization's members</li> </ol>	

		15. Reward systems
<p><b>Yahyagil (2015): A Typology of Culture in Organizational Behavior</b></p>	<p>Key elements (Core, Mantle &amp; Shell)</p> <ul style="list-style-type: none"> <li>• Perception of self in relation to others</li> <li>• Attitude towards nature</li> <li>• Attitude towards power</li> <li>• Attitude towards life</li> <li>• Social behavior</li> <li>• Attitude towards change</li> <li>• Particularism vs Universalism: Attitude towards diversity</li> <li>• Way of communication</li> <li>• Living vs Loving: Attitude towards life and human relationships</li> <li>• Procedural vs autonomous attitude to rules and procedures</li> <li>• Family type versus professional: Balance between family and professional life</li> <li>• Desolation versus gratification: Attitude towards pleasure and hedonism</li> </ul>	
<p><b>Bavik (2016): Organizational Culture in the Hospitality Industry</b></p>	<p>Nine dimensions determining the organizational culture of a hotel at all levels (Core, Mantle &amp; Shell)</p> <ol style="list-style-type: none"> <li>1. Level of cohesiveness: Attitude towards teamwork and collaboration between employees</li> <li>2. Ongoing-onboarding: The degree to which supervisors communicate effectively with their employees</li> <li>3. Work norms: Formal and informal rules</li> <li>4. Social motivation: The efforts made by the administration for the welfare of the employees</li> <li>5. Guest focus: Attitude towards guests and the satisfaction of their needs</li> <li>6. Human resource management practices</li> <li>7. Communication: Attitude towards the exchange of information</li> <li>8. Innovation: The extent to which members are encouraged or not to produce new ideas</li> <li>9. Job variety: Degree of diversity at work and pace of work</li> </ol>	



## **5 CLASSIFICATION OF THE COMPONENTS OF THE ORGANIZATIONAL CULTURE**

Subsequently based on the above, Table 2, Classification of elements that compose organizational culture was formed.

Table 2. Classification of elements that compose organizational culture

<p><b>1<sup>st</sup> Rank: Change (Referred to 8 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Fast/ Slow/ Flexibility S<sup>16</sup>- Handy (1976) S- Deal &amp; Kennedy (2000) S- Cameron &amp; Quinn (2011)</li> <li>• Acceptance or Denial S- M/ C Hofstede (1984)</li> <li>• Adaptability vs Stagnation M- Cooke (1988) M- Goffee &amp; Jones (1998) M- Deal &amp; Kennedy (2000) S- Yaakov &amp; Shlomo Yedidia (2012)</li> <li>• Attitude towards change S- M/ C Yahyagil (2015)</li> </ul>
<p><b>1<sup>st</sup> Rank: Power/ Hierarchy/ Structure (Referred to 8 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Acceptance or Lack of acceptance S- C Handy (1976) S- M/C Hofstede (1984) S- Cooke (1988) S- M/C Yahyagil (2015)</li> <li>• Size- Small vs Large M- Cooke (1988) M- Goffee &amp; Jones (1998) S- Deal &amp; Kennedy (2000)</li> <li>• Organizational structure S- Yaakov &amp; Shlomo Yedidia (2012)</li> <li>• Gender based role allocation S- M/ C Hofstede (1984)</li> <li>• Role allocation S- Yaakov &amp; Shlomo Yedidia (2012)</li> <li>• Role/ Hierarchy/ Position M/ C- Handy (1976)</li> <li>• Culture type “hierarchy” S- Cameron &amp; Quinn (2011)</li> <li>• System building/ Concentration and control of the procedures/ Order/ Control S- Cameron &amp; Quinn (2011)</li> <li>• Approval S- Cooke (1988)</li> <li>• Procedural vs Autonomous S- M/C Yahyagil (2015)</li> <li>• Autonomy and decision making C- Yaakov &amp; Shlomo Yedidia (2012)</li> </ul>
<p><b>2<sup>nd</sup> Rank: Individualism (Referred to 7 out of 9)</b></p>

<sup>16</sup> S= Shell, M= Mantle and C= Core

- Strong or Weak C/M- Handy (1976) M- Goffee & Jones (1998) M- Deal & Kennedy (2000) S- Yaakov and Shlomo Yedidia (2012)
- Individualism vs Collectivism C/M- Hofstede (1984)
- Perception of self against the others S- M/C Yahyagil (2015)
- Fragmented organization C- Goffee & Jones (1998)
- Opposition/ Competition/ Perfection S- Cooke (1988)

**2<sup>nd</sup> Rank: Teamwork (Referred to 7 out of 9)**

- Acceptance or Lack of acceptance S- Hofstede (1984) S- Cooke (1988)
- Cooperation vs Competition M- Cooke (1988) M- Goffee & Jones (1998) M- Deal & Kennedy (2000) S- Yaakov & Shlomo Yedidia (2012) S- Cameron and Quinn (2011)
- Collectivity (System vs Unit) M- Cooke (1988) M- Goffee & Jones (1998)
- Connections between members- integration, cooperation and unity M- Cameron & Quinn (2011)
- Community/ communal organization/ Solidarity (High vs Low) C- Goffee & Jones (1998)
- Participatory decision making/ Security S- Cameron & Quinn (2011)
- Dependence S- Cooke (1988)
- Level of cohesiveness S- M/C Bavik (2016)

**2<sup>nd</sup> Rank: Bureaucracy/ Rules (Referred to 7 out of 9)**

- Small/ Large S- Handy (1976) M- Cooke (1988) S- Deal & Kennedy (2000)
- A lot/ Few S- Handy (1976) M- Goffee & Jones (1998)
- Creativity vs Conformity M- Cooke (1988) S- Cameron & Quinn (2011)
- Routine and predicted procedures/ Documentation S- Cameron & Quinn (2011)
- Procedures S- Yaakov & Shlomo Yedidia (2012)
- Procedure culture C- Deal & Kennedy (2000)
- Conventionality/ Avoidance S- Cooke (1988)
- Work norms S- M/ C Bavik (2016)

**3<sup>rd</sup> Rank: Result/ Work execution (Referred to 6 out of 9)**

- Quality vs Quantity M- Cooke (1988)
- Production- quantity S- Deal & Kennedy (2000) S- Cameron & Quinn (2011)
- Approach to performance M/ C- Yaakov & Shlomo Yedidia (2012)

- Requirements of the organization towards its members and Evaluation of the performance of the organization's members S- Yaakov & Shlomo Yedidia (2012)
- Ability to execute works M- C Handy (1976)
- Achievement S- Cooke (1988)
- Appraisal and measurement/ Improvement of the effectiveness and the continuity/ Effectiveness/ Achievement S- Cameron & Quinn (2011)
- Guest focus S- M/ C- Bavik (2016)

**4<sup>th</sup> Rank: Risk/ Innovation (Referred to 5 out of 9)**

- Profits risk- Low vs High M- Deal & Kennedy (2000)
- Attitude towards risk- Intensity or Lack of intensity S- M/ C Yaakov & Shlomo Yedidia (2012)
- Innovative ideas difficult to implement S- Goffee & Jones (1998)
- Attitude towards innovation on the activity- Intensity or Lack of intensity S- M/ C- Yaakov & Shlomo Yedidia (2012) S- Cameron & Quinn (2011) S- M/ C- Bavik (2016)

**4<sup>th</sup> Rank: Sociability/ Extraversion (Referred to 5 out of 9)**

- Feedback from the social environment (fast vs slow) M- Deal & Kennedy (2000) S- Yaakov & Shlomo Yedidia (2012)
- Sociability (High vs Low)
- Meals and social events S- M Goffee & Jones (1998)
- External support and External orientation- differentiation, competitiveness and rivalry S/M- Cameron & Quinn (2011)
- Networked organization C- Goffee & Jones (1998)
- Interpersonal relations
- Competiveness S- Cameron & Quinn (2011)
- Social behavior S- M/ C- Yahyagil (2015)

**4<sup>th</sup> Rank: Communication (Referred to 5 out of 9)**

S- Goffee & Jones (1998) and S- M/ C- Bavik (2016)

- Horizontal relations between the members
- Vertical relations between the members

M/ C- Yaakov & Shlomo Yedidia (2012)

<ul style="list-style-type: none"> <li>• Relations between provosts and subordinates S- Yaakov &amp; Shlomo Yedidia (2012) and S- M/ C- Bavik (2016)</li> <li>• Information exchange S- Cameron &amp; Quinn (2011)</li> <li>• Way of communication S- M/ C- Yahyagil (2015)</li> </ul>
<p><b>5<sup>th</sup> Rank: Human Resource Management (Referred to 4 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Humanitarian encouragement, Self-actualization S- Cooke (1988)</li> <li>• Recruitment of the right people/ Frequent dismissal/ employees turnover S- Goffee &amp; Jones (1998)</li> <li>• Talent management/ Empowerment S- Cameron &amp; Quinn (2011)</li> <li>• Human resource management practices S- M/ C- Bavik (2016)</li> </ul>
<p><b>5<sup>th</sup> Rank: Work environment (Referred to 4 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Relaxed/ friendly M- Goffee &amp; Jones (1998)</li> <li>• Work environment- pressure S- Deal &amp; Kennedy (2000)</li> <li>• Way of life and human relations</li> <li>• Family type vs professional</li> <li>• Particularism vs Universalism</li> <li>• Attitude towards nature S- M/ C- Yahyagil (2015)</li> <li>• Job variety S- M/ C- Bavik (2016)</li> </ul>
<p><b>6<sup>th</sup> Rank: Leading figure (Referred to 3 out of 9)</b></p> <p>M- Handy (1976)</p> <ul style="list-style-type: none"> <li>• Strong leadership M- Goffee &amp; Jones (1998)</li> <li>• Leader style/ Guidance by a leading figure S- M- Cameron &amp; Quinn (2011)</li> <li>• Determination, Guidance through obstacles/ Judgment/ Dynamism S- Cameron &amp; Quinn (2011)</li> <li>• Decisions (Quick/ Slow) S- Handy (1976)</li> </ul>
<p><b>6<sup>th</sup> Rank: Programming (Referred to 3 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Short- term or Long-term S- M/ C- Hofstede (1984) S- Deal &amp; Kennedy (2000)</li> <li>• Clear priorities M- Goffee &amp; Jones (1998)</li> <li>• Long term programming S- Goffee &amp; Jones (1998)</li> </ul>
<p><b>6<sup>th</sup> Rank: Strategy (Referred to 3 out of 9)</b></p>

<ul style="list-style-type: none"> <li>• Short-term vs Long-term M- Cooke (1988) M- Goffee &amp; Jones (1998)</li> <li>• Strategic emphasis M- Cameron &amp; Quinn (2011)</li> </ul>
<p><b>6<sup>th</sup> Rank: Entrepreneurship (Referred to 3 out of 9)</b></p> <p>S- Handy (1976) S- Cameron &amp; Quinn (2011)</p> <p>Mercenary culture C- Goffee &amp; Jones (1998)</p>
<p><b>6<sup>th</sup> Rank: Desires/ Impulses/ Rewards (Referred to 3 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Control or lack of control S- M/ C- Hofstede (1984)</li> <li>• Attitude towards reward M/ C- Yaakov &amp; Shlomo Yedidia (2012)</li> <li>• Reward systems S- Yaakov &amp; Shlomo Yedidia (2012)</li> <li>• Desolation versus gratification S- M/ C- Yahyagil (2015)</li> </ul>
<p><b>7<sup>th</sup> Rank: Vision/ Goal setting (Referred to 2 out of 9)</b></p> <ul style="list-style-type: none"> <li>• Vision for the future M- Goffee &amp; Jones (1998) S - Cameron &amp; Quinn (2011)</li> <li>• Common goal M- Goffee &amp; Jones (1998)</li> <li>• Clear goal S/ C- Cameron &amp; Quinn (2011)</li> </ul>
<p><b>Items who cannot be grouped and are not classified</b></p> <p><b>Shell elements:</b></p> <ol style="list-style-type: none"> <li>1. Age of the organization, Goffee &amp; Jones (1998)</li> <li>2. Development, Cameron &amp; Quinn (2011)</li> </ol> <p><b>Core elements:</b></p> <ol style="list-style-type: none"> <li>1. Constructivism</li> <li>2. Passive/ Defensive</li> <li>3. Aggressive/ Defensive</li> </ol> <p>Cooke (1988)</p> <ol style="list-style-type: none"> <li>4 Work hard/ play hard culture</li> <li>5. Masculinity culture</li> <li>6. Bet the company culture</li> </ol> <p>Deal &amp; Kennedy (2000)</p> <ol style="list-style-type: none"> <li>7. Culture type “clan”</li> <li>8. Culture type “market”</li> </ol>

Cameron & Quinn (2011)

S= Shell, M= Mantle and C= Core

## **6 CONCLUSIONS- PRACTICAL AND SCIENTIFIC IMPLICATIONS**

From the literature review and the study of Table 2, which was based on the content analysis of the theories of: Handy, 1976; Hofstede, 1984; Cooke, 1988; Goffee & Jones, 1998; Deal & Kennedy, 2000; Cameron & Quinn, 2011; Yaakov & Shlomo Yedidia, 2012; Yahyagil, 2015 and Bavik 2016 the following findings are arising. The culture of an organization is determined by seventeen groups of distinct elements (variables). Each group of elements can be integrated into a seven-grade rank according to the number of authors/ researchers mentioning this group of elements in their research- scientific papers. This seven-grade rank reflects the extent to which each group of elements is considered significant or not by each author/ researcher in the determination of the organizational culture. Resulting that the group of elements that are referred the most by the nine relevant authors are the most important.

For example, the group of elements called “change” is considered very important in shaping organizational culture since it is mentioned by eight out of nine relevant authors/ researchers. While the group of elements called “vision/ goal setting” is considered less important, it is mentioned by two out of nine relevant authors/ researchers. Specifically, the first rank is composed by the groups of elements named: change and power/ hierarchy/ structure. The second rank is composed by the groups of elements named: individualism, teamwork, and bureaucracy/ rules. The third rank is composed by the groups of elements named: outcome/ project performance. The fourth rank is composed by the groups of elements named: risk/ innovation, sociability/ extraversion and communication. The fifth rank is composed by the groups of elements named: human resources management and working environment. The sixth rank is composed by the groups of elements named: leading figure, planning, strategy, entrepreneurship and desires/ impulses/ reward. The seventh rank is composed by the groups of elements named: vision/ goal setting.

The above findings lead to conclusions some of which were expected, while others were controversial. Moreover, the most important of these conclusions will be presented. The element of “change” in the sense of: degree of acceptance or not, flexibility of the organization and size of change (when it happens) is considered the most important element determining organizational culture. This finding was expected since Werkman (2009), Schein (2010) and Van de Ven & Sun (2011) support that modern organizations must show great adaptability to survive in a highly competitive environment. Further to the above conclusion, most relevant authors show a clear preference to the “formal/ revolutionary” direction of change (Stavrinoudis & Kakaroungkas, 2016) since power, authority, hierarchy and organizational structure are fundamental elements of the specific direction, belonging to the first rank next to the element of “change”. Furthermore, the elements of teamwork and individualism holding the second position of this classification are mutually contradicting one another. Specifically, “teamwork” is in convergence with the concept of “change” as a component of organizational culture since it promotes and supports change

(Marks & Mirvis, 2011; Weick, 2011 and Fortado & Fadil, 2012). In contrast individualism as a component of organizational culture constitutes the main obstacle to change (Macadam, 1996; Rashid, Sambasivan & Rahman, 2004 and Carnal, 2007). Finally, the most controversial finding is that the grouped element of “vision/ goal setting” occupies the last place of the ranking. Since, this finding come in contrast to the “hybrid” and “informal/ evolutionary” direction of change, who consider the existence of a positive vision for the future crucial for the successful implementation of cultural change (Stavrinoudis & Kakaroungkas, 2016).

The scientific and practical value of this manuscript is based on the fact that it is adding an original and innovative classification- grouping of variables that formulate and define organizational culture. Furthermore, the conclusions of this manuscript can be a step for further study on the culture of organizations. Along the same lines, the authors intend, in the near future, to carry out a primary research on the change of organizational culture to luxury hotels throughout Greece.

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## **Work-Family/Family-Work Interference of Back-Area- Managers: The Effect on Job and Life Satisfaction**

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### **ABSTRACT**

Work and family are domains of greatest importance to individuals. Both work and family roles can have meaningful impact on psychological well being and satisfaction. Moreover, the hospitality industry has been recognized as one where managers sometimes have to sacrifice their family responsibilities and personal lives for ensuring performance and service quality at work. As a result, work-family interference (WFI) and family-work interference (FWI) may occur. This is a critical cause of high labor turnover, poor morale, and ultimately low performance.

Meanwhile, Egypt has witnessed several changes in the work force demographics, like rising number of women, escalating number of dual income families, single parent families and escalating proportion of divorces. These rapid transitions put substantial strain on men and women to balance their work and family life. Traditionally, family is considered the most central element of Egyptian culture; an important factor that raises the need to 'work-life balance'.

The current study attempts to explore whether hotel back-area managers are experiencing (WFI) and (FWI) and to investigate the impact of (WFI), as well as, (FWI) on job and life satisfaction among these managers. Data were collected through questionnaires distributed to back area managers in five-star hotels in Cairo and Alexandria.

The study contributes to better understanding of the interrelationships between work, family and job/life domains. This is practically important as it provides implications for employers to attract and retain the most skilled human resources by increasing their job and life satisfaction. Hotel management should pay more attention to work and life balance, and implement effective family-friendly human resources policies.

**Keywords:** Work-Family Interference (WFI), Family-Work Interference (FWI), Job/Life Satisfaction, Back-Area Managers, Egypt

## **1 INTRODUCTION**

Both work and family roles can have meaningful impact on psychological well-being and satisfaction. Employers and employees attempt to strike a balance between the two domains in order to minimize the clashing conflicts between both of them. This is coinciding with the changes in the Egyptian work force demographics, like rising number of women, escalating number of dual income families, single parent families and escalating proportion of divorces. In addition, the current economic situation in Egypt is adversely affected after 25<sup>th</sup> January revolution, causing increased levels of downsizing and unemployment, particularly within the tourism and hotel industry. (Zalaky, 2011) These transitions put substantial strain on employees to balance their work life and family.

Literature on work–family issues has revealed that industry context plays a critical role in shaping the relationships between employees, their jobs, and their families. (Harris et al., 2007 and Kossek et al., 2011) Research on work/family issues also includes both the impact of the workplace on home responsibilities and the impact of personal lives in the workplace. Repeatedly, it has been observed that work-to-family and family-to-work conflict negatively influence various individual and organizational outcomes. (Netemeyer et al., 2004; Grandey et al., 2005; Judge et al., 2006 and Lam et al., 2012) In WFC and FWC research, job and life satisfaction were two common attitudinal consequences in work and family domain respectively. (Shen et al., 2012)

The current research seeks to (1) explore whether hotel back-area managers are experiencing (WFI) and (FWI), (2) to investigate the impact of work family interference on job satisfaction among these managers, as well as, (3) the impact of (FWI) on life satisfaction. The affective component of job satisfaction, as opposed to the cognitive one, will be comprehensively studied. Eventually, the research would (4) provide implications for employers in the Egyptian hospitality industry to attract and retain the skilled human resources by lessening work and family inter-role conflict and increasing job and life satisfaction.

## **2 LITERATURE REVIEW**

### **2.1 WFI and FWI**

Work-family interference or conflict is the term often used to characterize the interfering between the work and family domains that occur when demands from the work role conflict with demands from the family role. (Ilies et al., 2009) WFC has been defined as a form of inter-role conflict in which the role demands and pressures from work and family domains are mutually incompatible. On the other side, family-work interference refers to a form of inter-role conflict in which the demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities. A reciprocal relation is noted to exist between WFI and FWI; they mutually affect each other. (Netemeyer et al., 2004 and Zhao & Qu, 2009)

Several researchers discussed the antecedents and consequences of WFI and FWI. Antecedents of WFI include long hours, lack of supervision, and other work role stressors and characteristics. Antecedents of FWI are more likely to be family role stressors such as elder care, or single parenting. (Boyar et al., 2008 and Lizano & Barak, 2012) Research also highlighted individual and organizational outcomes of work-to-family and family-to-work interference such as job performance, job satisfaction, turnover intentions, and family satisfaction. (Netemeyer et

al., 2004; Grandey et al., 2005; Judge et al., 2006 and Lam et al., 2012) Allen et al. (2000) and Grzywacz & Carlson (2007) explained how WFI influences depression, physical health problems and hypertension. Huang et al. (2004) noted that FWI is also related to lower levels of job satisfaction, higher levels of absenteeism, tardiness at work, and intentions to quit.

## **2.2 WFI & FWI in Hospitality Industry**

Several studies noted that characteristics of the hospitality industry make it a prolific ground for Work-Family conflict, where workers are highly susceptible to strain-based conflict. (Namasivayam & Mount, 2004; Netemeyer et al., 2005 and Kong et al., 2012) Hospitality industry is known for its demanding nature, where employees are often confronted with role stress, heavy workloads, long work hours, irregular work schedules, and job insecurity. (Karatepe, 2010 and Chu et al., 2012) Further, many work schedules in the hospitality sector are countercyclical to the work schedules of most other industries. That is, the busiest shifts in hotels and restaurants are often when most other people are off from work (e.g., weekends and holidays). (Choi and Kim, 2012)

Thus, hospitality employees have to deal with incompatible role conflicts between work and family domains, which increase individuals' job tension. (Wong and Ko, 2009 and Zhao & Mattila, 2013) This issue is particularly germane to hoteliers because empirical evidence suggests that, in the service sector, employee satisfaction is directly correlated to customer satisfaction and retention. (Chu et al., 2012) Similarly, because WFI is associated with job dissatisfaction, it is also highly correlated with management turnover, which is a costly problem for the industry due to its high human component. (Matzler and Renzl, 2007; Chi and Gursoy, 2009 and Russo & Buonocore, 2012)

## **2.3 Hotel Back-Area Managers**

The managerial work is busy, demanding, and stressful for all levels of responsibility down from supervisors up to general managers. (Karatepe, 2010) Back area managers are responsible for departments that have no or limited contact with guests, although major components of their work are to influence the quality of a guest stay; these include food and beverage manager, sales manager, human resources manager, accounting manager, chief engineer, laundry manager and chief security officer.

Employees and managers of hotel back area work in poor physical working environments, such as noise, poor lighting conditions, exposing to high temperatures and humidity, toxic substances, poor air quality and working in standing positions. They also work between rooms on different stairs with more potential accidents and health problems, if compared to front-of-the-house employees. Moreover, they have less levels of payrolls and sense of respect and self-identity as well as having fewer chances for advancement and promotion routes to upper management level (Karatepe & Uludag, 2008; Karatepe & Aleshinloye, 2009; Karatepe & Olugbade, 2009 and Wong & Ko, 2009). Given that, the working environment of back-area managers, not only affects their job satisfaction, but also influences their lives and subjective well-being.

## **2.4 WFI & FWI and Job Satisfaction: Affective Reaction**

Job satisfaction is defined as a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience. (Zhu, 2013) The job satisfaction is gradually taken as an affective reflection to the work, i.e. like or dislike of a job.

Several studies found diverse relationships between the two dimensions of WFI, FWI and job satisfaction. (Howard et al., 2004 and Ilies et al., 2009) Fisher (2002) studied the affective foundations of job satisfaction for better understanding of the permeability of work and family domains. Others provided support for the importance of affect in job satisfaction based on the notion that job satisfaction is built on three related, but distinct constructs. These are evaluation of the job, beliefs about the job and affective experiences on the job. (Ilies & Judge, 2002; Weiss, 2002 and Singh & Mini Jain, 2013)

Given that, the current study proposes that both WFI and FWI have a significant negative impact on the affective reaction of job satisfaction; and this is hypothesized as forward:

**Hypothesis 1:** WFI is negatively correlated to the affective reaction of job satisfaction.

**Hypothesis 2:** FWI is negatively correlated to the affective reaction of job satisfaction.

## **2.5 Job Satisfaction and Life Satisfaction**

Individuals experience life satisfaction when their perceived life circumstances match their self-imposed standard or set of standards. Greater levels of WFI were associated with lower degrees of job satisfaction, thereby, leading ultimately to life imbalance. (Ghiselli et al., 2001 and Shen et al., 2012) The research findings of Karatepe & Baddar (2006) and Ilies et al. (2009) supported the positive spillover from affective job satisfaction to life satisfaction and well-being. Mishra et al. (2014) suggest that job and life satisfaction have bi-directional causality. Green et al. (2011) and Hammer et al. (2011) suggest that negative feelings of working at a job could reduce an individual's life satisfaction, and vice versa. It seems logical that when individuals feel good about their job, they will evaluate their quality of life better. Thus, a hypothesis can be formulated as follows,

**Hypothesis 3:** The affective reaction of job satisfaction is positively correlated to life satisfaction.

## **2.6 Family-Work Interference and Life Satisfaction**

Many studies predicted that conflict between work and non-work roles would be negatively related to life satisfaction. (Netemeyer et al., 2004; Zhao et al., 2011 and Shen et al., 2012) Meanwhile, Mesmer-Magnus and Viswesvaran (2005) found that FWC is a stronger predictor of life satisfaction than WFC. Karatepe & Baddar (2006) reported that "Family Interfering with Work" was more strongly related to turnover intentions than "Work Interfering with Family" in a sample of Jordanian hotel employees. In the same context, Judge & Ilies (2004) suggested that positive emotions experienced at work spill over onto the emotions experienced at home; individuals who are in a good mood at work should engage in both thoughts and actions that make it more likely to carry this positive affect home with them. Bearing in mind that family is considered the most central element of Egyptian culture, probable family-work conflict would lessen individuals' value of life satisfaction; this could be hypothesized as follows:

**Hypothesis 4:** FWI is positively correlated to life satisfaction.

### **3 RESEARCH METHODOLOGY**

#### **3.1 Sampling and Procedure**

Sample for the current study consists of total population of back area managers in five star hotels in Cairo and Alexandria. These proposed destinations were selected due to their high population density and high rate of immigration, as well as, being similar in population distribution, demographic features, society, and working environments. In fact, these two cities could be the ideal scale to investigate the relationship among work-family conflict, job satisfaction and life satisfaction. Two hundred and ninety-four questionnaires (seven back area managerial positions in forty-two hotels) were distributed to back area managers through the human resources manager in subject hotels (via e-mail). Two hundred and twenty-seven questionnaires returned valid providing 77% response rate.

#### **3.2 Measurement**

The measurement items were obtained from established scales and further the validity of the questionnaire translation was assured by the back-translation processes. The questionnaire is made up of four parts. The first part consists of demographic items, the second part related to the scale for family-work and work-family interference including ten items; scale reliability was 0.82 and 0.90, respectively. (Netemeyer et al., 2004) The third part related to the scale of affective job satisfaction including four items; scale reliability was 0.76 (Grandey et al., 2005 and Zhao et al., 2011) Finally, the fourth part which is related to the scale of life satisfaction including five items derived from Diener et al.'s (1985) inventory; scale reliability was 0.82. The statements in the questionnaire were initially prepared in English and then translated into Arabic; to ensure that the statements were cross-linguistically comparable the instrument translation was reviewed by three faculty members of Alexandria University fluent in both languages.

#### **3.3 Analysis of Results and Discussion**

The demographic data of the studied sample showed that the most frequent age group was 35-45 years. Males represented (86%) of the sample and the majority of the participants were married (76.2%). The most frequent degree of education was college graduate (67.0).

Table (1) Distribution of the Studied Sample Regarding the WFI / FWI Score

General score of WFI	Number	%	General score of FWI	Number	%
Strongly agree or agree	89	39.2	Strongly agree or agree	77	33.9

Neutral	77	33.9	Neutral	82	36.1
Strongly disagree or disagree	61	26.9	Strongly disagree or disagree	68	30.0
Total No.	227	100.0	Total No.	227	100.0

Table (1) shows the distribution of the studied sample regarding the total general score of WFI. It was clear that 39.2% of the studied sample were experiencing WFI, while 33.9% of them were experiencing FWI.

Table (2) Distribution of the Studied Sample Regarding the Score of Affective Job Satisfaction

General score of affective job satisfaction	Number	%
More or most favorable	41	18.1
Neutral	40	17.6
Less or least favorable	146	64.3
Total No.	227	100.0

It was clear from table (2) that 64.3% of the participants had low affective reaction towards their jobs.

Table (3) Distribution of the Studied Sample Regarding the Life Satisfaction Score

General score of life satisfaction.	Number	%
Strongly agree or agree	44	19.4
Neutral	51	22.5
Strongly disagree or disagree	132	58.1
Total No.	227	100.0

Table (3) shows that 58.1% of the participants had low levels of life satisfaction.

Table (4) Relation between WFI and Affective Reaction of Job Satisfaction

General score of affective job satisfaction	WFI						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
More or most favorable	6	6.7	3	3.9	32	52.5	41
Neutral	10	11.2	28	36.4	2	3.3	40
Less or least favorable	73	82.0	46	59.7	27	44.3	146
Total No.	89		77		61		
X2	12.65						
P	0.001*						

Table (4) shows that the majority of the participants who experienced high levels of WFC experienced low levels of affective reaction towards their jobs. This indicated a significant negative correlation between WFC and affective reaction component of job satisfaction as ( $p =$



0.001\*). Thus hypothesis (1) is supported. In the same context, [Allen et al.'s \(2000\)](#), [Ghiselli et al. \(2001\)](#), [Grandey et al. \(2005\)](#) and [Zhao et al., \(2011\)](#) depicted a negative relationship between job satisfaction and inter-role conflict. [Ford et al. \(2007\)](#) assumed that when heavy work requirements prevent an employee from fulfilling family responsibilities this reduces the ability to concentrate on work tasks, and an individual may have negative feelings about work (i.e., negative affective reaction).

Results of table (5) showed no significant correlation between FWC and affective reaction component of job satisfaction as ( $p > 0.05$ ). This does not support hypothesis (2). In the same context, [Howard et al. \(2004\)](#) and [Anafarta \(2010\)](#) found that WFC was negatively related to carrying out job tasks, while the relationship with FWC was not consistent. Meanwhile, [Edwards & Rothbard \(2000\)](#) claim in their spillover theory of WFC that individuals tend to generate similarities between work and family domains and both WFC and FWC could influence job satisfaction.

Table (5) Relation between FWI and Affective Reaction of Job Satisfaction

General score of affective reaction	FWC						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
More or most favorable	18	23.4	16	19.5	7	10.3	41
Neutral	18	23.4	16	19.5	6	8.8	40
Less or least favorable	41	53.2	50	61.0	55	80.9	146
Total No.	77		82		68		
X2	0.89						
P	0.649						

Table (6) Relation between Affective Reaction of Job Satisfaction and Life Satisfaction

General score of life satisfaction	General score of affective reaction						Total
	More or most favorable		Neutral		Less or least favorable		
	No.	%	No.	%	No.	%	
Strongly Agree or agree	32	78.0	6	15.0	6	4.1	44
Neutral	5	12.2	32	80.0	14	9.6	51
Strongly disagree or disagree	4	9.8	2	5.0	126	86.3	132
Total No.	41		40		146		
X2	22.85						
P	0.001*						

Table (6) showed a significant positive correlation between affective reaction of job satisfaction and life satisfaction as ( $p = 0.001^*$ ). These results were in agreement with the

hypothesis (3). Judge & Ilies (2004) and Zhu (2013) found that employees' satisfaction with their job influences the affective states experienced by employees in their daily life.

Table (7) Relation between FWI and Life Satisfaction

General score of life satisfaction.	FWI						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
Strongly Agree or agree	18	23.4	11	13.4	15	22.1	44
Neutral	20	26.0	15	18.3	16	23.5	51
Strongly disagree or disagree	39	50.6	56	68.3	37	54.4	132
Total No.	77		82		68		
X <sup>2</sup>	0.85						
P	0.771						

It was apparent from results of table (7) that there was no significant correlation between FWI and life satisfaction as ( $p > 0.05$ ). This result is in disagreement with hypothesis (4). However, Zhao and Qu (2009) found that work interfering with family had negative effects on job satisfaction but not life satisfaction, whereas, family interfering with work had negative effects on life satisfaction rather than job satisfaction. Meanwhile, Hill (2005) found that work to family and family to work facilitation were each positively and significantly related to life satisfaction. Moreover, Zhao et al. (2011), suggest that FW Conflict has stronger association with subjective well-being than WF Conflict does. Interestingly, Adkins & Premeaux (2012) and Singh & Jain (2013) suggest that people from poly-chronic-time cultures, as opposed to mono-chronic-time ones, would have unclear boundaries between their work and non-work life, thereby, suffering adverse effects from family issues interfering with work. Middle-Easterners, Latin Americans, and South Asians are characterized as poly-chronic-time oriented.

#### 4 CONCLUSION AND IMPLICATIONS

Cultural expectations prescribe that Egyptians place family above work. Collectivism and the relative importance of work and family are likely to influence work-family experiences. In addition, the recent critical working conditions within the tourism and hotel industry, which was adversely affected after 25th January revolution, make hotel employees struggle to manage their work and family responsibilities. As a result they are experiencing conflict between their work and family life that is affecting their job and life satisfaction.

WFC is not just a concern to social life of back-area managers but also influences job attitudes. In the current study FWI and WFI had a great influence on their affective reaction component of job satisfaction and life satisfaction. Thus, hotel organizations should be aware of the costs of WFI. It seems reasonable that family friendly hotels will achieve greater beneficial returns if their employees feel better about their job, family, and life overall. Consequently, Hotels

that focus on establishing a family friendly work environment are more likely to attract, motivate and retain talented people, and obtain greater business efficiencies by balancing labor cost, performance and employee attitudes.

Thus, a number of strategies are recommended to reduce WFI and eliminate its adverse consequences. For instance, one strategy is providing child care assistance such as on-site child-care centers. A compressed workweek is another strategy of work schedule that allows a full-time job to be completed in less than the standard 5 days of 8-hour shifts. Its most common form is the "4-40," that is, accomplishing 40 hours of work in four 10-hour days. This benefits the individual through more leisure time and lower commuting costs. Job sharing can be also applicable to some jobs in the hotel industry, whereby one full-time job is split between two or more persons. Job sharing often involves each person working one-half day, but it can also be done on weekly or monthly sharing arrangements. In addition hotel chains could place employees closer to their families thus making it easier to reduce work family conflict and keep talented employees. Flexible work schedule further can be applicable to some jobs in the hotel industry. It is possible for the employees to set their own work schedules as part of an effort to also increase employee empowerment. Consequently, they will have a positive spillover from their jobs, increased levels of job and life satisfaction.

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## **Evaluating The Performance Of Some Global Distribution Systems And Its Impact On Airlines And Travel Agencies In Egypt**

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### **ABSTRACT**

Lately, Global Distribution Systems (GDSs) have had achieved tremendous progress through several updates and new innovations, which create fierce competition between some Global Distribution Systems. It has been found that updates have negative effects such as the retreat of some leading Global Distribution Systems especially in the Egyptian market. Most airlines and travel agencies impact on some Global Distribution Systems by shifting from one reservation system to another. Updates impact obviously appear at Egypt, which cause Global Distribution Systems sales to be lost and the exclusion of some systems from Egyptian market. From here, we can say that some global systems and travel agencies are subject to big pressure from global regulations and updates that contribute to weakening their competitive abilities and tend to be excluded from the global market. Yet, no previous studies have been conducted on the different performance of GDSs . Unlike previous work, this paper tends to look closer at the performance of the major Global Distribution Systems. As well, the study sheds light about the impact of some Global Distribution Systems on airlines and Low Cost Carriers.

**Key words:** Global Distribution Systems, Airlines , Travel Agencies , Shifting .

## **1 INTRODUCTION**

Global Distribution Systems (GDSs) offer advanced technology solutions for the global travel industry. Not only do GDSs build strong relation between travel providers and travel agencies but also they are increasing airline's revenue and sales by expanding and strengthening airline's brand in the global markets. Furthermore, GDSs give travel agents the ability to search and book airline flight, hotel room, car rental, train, cruise, ferry and insurance services with the lowest fares possible on the world's leading airlines. At the same time, they streamline booking process by integrating mid and back office (Amadeus IT, 2008), (Amadeus IT, 2014).

They provide several updates and shopping applications to a large number of travel providers and travel agencies (Amadeus press kit, 2013). However, the updates of some GDSs can have their negative effects on the retreat of other leading GDSs. Updates not only cause system's sales declines but also extend its influence to travel agencies that do not have financial capacity sufficient to shift from one reservation system to another. Shifting not only requires financial capacity, but also requires human resources training for the new system. On the other hand, airlines have sufficient flexibility to shift from one reservation system to another because of its financial ability and ability to train staff in less duration (El-Sebai,2015). However, shifting is a high risk change and requires changes in the Information Technology

(IT) systems (NIIT Tec \*, 2012 ). During the system shifting agents will not be able to issue tickets for 24 hours on the day of shifting. Agents will not be allowed to refund and reissue tickets on the day before shifting. Besides, some bookings will be queued and processed after the shifting is completed. Only check-in for flights departing will be available at the airport on the day of shifting (SIA\*, 2012).

Not only GDSs impact Low Cost Carriers (LCCs), but they also lead to exclusion LCCs from global competitive by preventing them to appear on GDSs screens. Most LCCs do not migrate in the Global Distribution Systems because their rates can not be searched for and compared alongside legacy airlines in Global Distribution Systems (Venema, 2011; CWT \*, 2012). The overall aim of the study is to evaluate the performance of the major Global Distribution Systems . The findings of the study will be useful to determine the impact of updates and marketing on some GDSs. By using comparing method, this study will be able to evaluate the performance of the major Global Distribution Systems. Furthermore, the study will present the impact of GDSs on airlines, travel agencies and Low Cost Carriers (LCCs) in Egypt.

## **2 METHODOLOGY**

The research aims to evaluate the performance of some Global Distribution Systems by comparing the performance of Amadeus, Galileo, and Sabre and examine its impact on airlines and travel agencies in the Egyptian market. The study follows the comparing approach, which compares the performance of some Global Distribution Systems. According to Oyen (2004) comparative



research can be defined as follows “ Comparative research, simply put, is the act of comparing two or more things with a view to discover something about one or all of the things being compared.” This methodology choice is based on the objective of the research which is to compare and evaluate the performance of some GDSs. In addition, this study measures the impact of Amadeus, Galileo, and Sabre on airlines and travel agencies in the Egyptian market. In order to answer questions of the study and to reach its aims, both reviewing literature from books, periodicals, reports, websites and a survey are conducted. The research strategy includes face to face and telephone interviews with Travelport , Sabre and Amadeus managers. Telephone interview has been chosen because of some difficulties for travels for data collection due to the political tensions in Cairo. It also includes face to face interviews with airlines managers in Alexandria where the main offices of airlines are located. The sample size of legacy airlines consists of ten percentages of airlines in Cairo and Alexandria from the total number of airlines in Egypt. The sample was six airlines in Alexandria. Besides, it consists of face to face and telephone interviews with travel agencies employees . Telephone interview has been selected because of some difficulties for travels for data collection due to the political tensions in Cairo. The sample size of travel agencies consists of ten percentages of travel agencies in Cairo and Alexandria from the total number of the Egyptian travel agencies “category A”. The sample was sixteen travel agencies from Alexandria and one hundred and ten travel agencies from Cairo . The face to face and telephone interviews have been conducted during the period from December 2013 to February 2014.

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- \* SIA : Singapore Airlines
  - \* NIIT Tec : is a leading IT solutions organization
  - \* CWT : Carlson Wagonlit Travel

### **3 STUDY AREA:**

The research will be subject to the following limitations:

- 1) The study concentrates on Amadeus, Sabre, and Galileo systems, which are the most important systems at global markets and Egyptian market (Radulovic’, 2013).
- 2) The field research will be in Alexandria and Cairo where the main offices of Global Distribution Systems, airlines and travel agencies are located.

#### **4 RESULTS AND DISCUSSION :**

The result of GDSs survey shows that Amadeus is the largest GDS provider serving the Egyptian market, with an estimated market share of 70%, followed by Galileo with an estimated market share of 20% , then Sabre with an estimated market share of 10% ( Figure 1). Furthermore, the result of legacy airlines survey shows that most airlines are using Amadeus GDS, because Amadeus is the largest GDS provider serving worldwide, with an estimated market share of 37%. In addition, it is the largest GDS provider serving the Egyptian market.

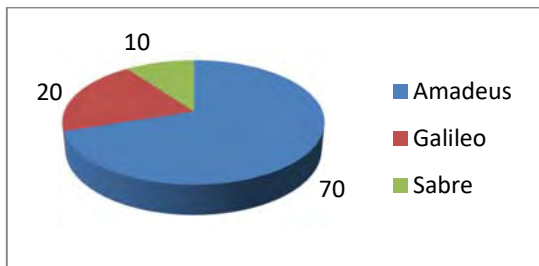


Figure 1 : GDSs Distribution in the Egyptian Market

However , the result of travel agencies survey shows that Amadeus is the largest GDS provider serving the Egyptian market, with an estimated market share of 41% , followed by Galileo with an estimated market share of 29 % , Sabre with an estimated market share of 11% , then Worldspan with an estimated market share of 1 % (Figure 2). This means that Amadeus showed superiority on Galileo and Sabre by expanding its position in the global and Egyptian markets.

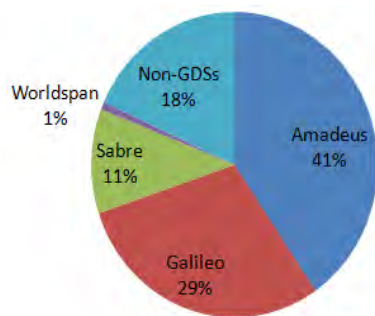


Figure 2: Distribution in the Egyptian Market

The result of airlines and travel agencies surveys show that most airlines and travel agencies shifted from Computer Reservation Systems (CRSs), Galileo, Sabre and Worldspan to Amadeus. This means that some Global Distribution Systems are retreating in the Egyptian market (Figure 3).

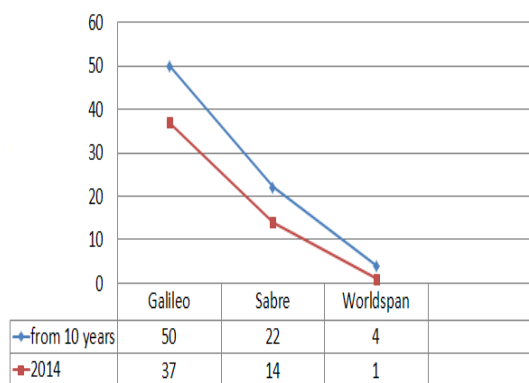


Figure 3: Retreating of Some GDSs in the Egyptian Market

All the three types of interviewees agreed that several airlines and travel agencies have been shifting to Amadeus because of the change in IT system of existing GDSs. As a result, it can be concluded that the updates of Amadeus has negative effects on the retreat of other leading GDSs. All airlines managers was hesitated about taking the decision of shifting to Amadeus, because shifting is a high risk change and requires considerable changes in the IT systems and ticketing services will be unavailable during the system shifting. Just during the system shifting, agents will not be able to issue tickets for 24 hours on the day of shifting.

The result of GDSs survey shows that Amadeus faces competition by updates and creating new versions, new applications and offers new products such as selling a ticket for cinema or amusement park, Also it enables travel agents to reissue or refund a ticket with easy and short process. However, Galileo and Sabre face competition by giving extra incentive to travel agencies more than any other GDSs and by giving extra reservation screens, improving help desk and customer service and giving monthly training to employees. This means, Amadeus, Galileo and Sabre have different strategies. Amadeus faces competition by offering new innovations and presents in many destinations. However, Galileo and Sabre face competition by offering more services to customers and employees. This is the reason, why Amadeus is the leading providers of new innovations and the other GDSs are the followers. All the three types of interviewees agreed that the biggest competitor in the Egyptian market is Amadeus. Because Amadeus is a leading provider of advanced technology solutions for the global travel industry. Amadeus successes in marketing campaigns with airlines, and nowadays most airlines are using it.

It has been found that Amadeus and Sabre are contracted with airlines and travel agencies in the Egyptian market however Galileo “Travelport” is just contracted with travel agencies in the Egyptian market. As a result, Galileo retreats in the Egyptian market because airlines are not contracting with Galileo.

The result of GDSs survey shows that the stipulations of GDSs contract with airlines depend on the number of aircrafts that airlines owned and sales volume. However, GDSs only require official

papers and specify the annual cost in travel agencies contracts. However, GDSs contracts are different from one airline to another. In addition, all airlines and travel agencies must pay costs per segment to get access to the content of each segment. Furthermore, the result of airlines and travel agencies surveys show that GDSs require from airlines and travel agencies to reach a number of segments that mean they must reach a specific target. If travel agencies reach a specific target, GDSs will give them incentive. However, if travel agencies did not accomplish the specific target, they will pay expenses per segment to get access to the content of each segment.

All the three types of interviewees agreed that most GDSs enable travel agents to book the entire trips in the same PNR. In addition, the result of GDSs survey shows that the deadline for making a reservation is before departure procedures. According to the rules of airlines, travel agents can issue a ticket before departure procedures via any GDSs. However, Amadeus is the only GDS that has the ability to display the last seat available more than any other GDSs. As a result, most airlines and travel agencies shifted to Amadeus.

The result of GDSs and airlines surveys show that non-IATA (International Air Transport Association) company can not issue tickets on legacy airlines, because they are not connected with BSPs (Billing and Settlement Plans). BSP is a daily accountable system linked with IATA. BSP is sending bills to IATA companies either every day or every two weeks depending on the contract signed between both parties. This is why; non-IATA companies can not issue tickets on legacy airlines because BSPs can not connect with them. Non-IATA company has not any accreditation to issue tickets, only non-IATA company can issue tickets when an airline provides them an internal link. This means, if airlines refuse to provide an internal link, they will not be able to issue tickets on legacy airlines. Not only Egypt air, Saudi Arabia airlines, and Emirate airlines are preventing non-IATA companies to issue tickets but also they prevent non-IATA companies to book a seat. Egypt air, Saudi Arabia airlines, and Emirate airlines have been selected, because they are the most important airlines at the Egyptian market.

The result of GDSs survey shows that Low Cost Carriers should make codeshare agreement with legacy airlines, because they are not connected with BSPs. BSPs is a very important element for the selling process. For example, Hahn Air gets full seat from Flydubai and the trip on Flydubai flight. So Hahn Air is the mediator among GDS and Flydubai. Furthermore, the result of GDSs and travel agencies surveys show that Amadeus contracted with some Low Cost Carriers in the Egyptian market such as Flydubai, Aljazeera and al Nile. However, it is contracted with Low Cost Carriers in Europe more than Low Cost Carriers in Egypt because the integration with GDSs is expensive. The result of airlines survey shows that some airlines face competition of Low Cost Carriers flying the same routes, such as Egypt Air which faces competition from LCCs especially in Alexandria, because most LCCs are available in Alexandria. This is why; Egypt Air tries to reduce the prices of flights that depart from Borg el Arab airport or Nozha airport. Furthermore, it has been found that legacy airlines such as Gulf carriers and Turkish airlines are also facing competition by reducing the prices of flights. Besides, European airlines such as Lufthansa and British Airway are facing competition by using short-haul flights (Table 1) (Advito, 2014). In other

words , most legacy airlines are facing competition by reducing the prices of flights or by using short-haul flights.

Table1 Examples of Legacy Airlines face competition

Airlines	facing competition by
Egypt Air	reducing the prices of flights
Lufthansa	using short-haul flights
British Airway	using short-haul flights
Gulf carriers	reducing the prices of flights
Turkish Airlines	reducing the prices of flights

However, most airlines (Air France, KLM, Alitalia, and Middle East Airlines) are not facing competition of Low Cost Carriers because their airlines are flying different routes . In addition, Saudi Arabia and Middle East Airlines see that Low Cost Carriers can not compete with legacy airlines , because Low Cost Carriers are issuing non-refundable tickets, non-changeable tickets, and re-routable tickets. They also offer low fares in websites. At the same time, they offer high fares in GDSs interface because GDSs costs are expensive. This means that , Low Cost Carriers should issue refundable tickets , changeable tickets and routable tickets to strength their competitiveness.

Finally, travel agencies require from Global Distribution Systems to reduce the costs that agents must pay to get access to the content of reservation system. Some travel agencies recommend GDSs to cut costs from commissions. In addition, they require from GDSs to simplify entries. Moreover, some travel agencies recommend from Sabre and Galileo to follow Amadeus updates.

## 5 CONCLUSION

It has been found that Galileo retreated at the Egyptian market with an estimated market share of 10.3 % , followed by Sabre with an estimated market share of 6.34 % , then Worldspan with an estimated market share of 2.38 % . According to the field and academic study; legacy airlines are not using Galileo. Only, travel agencies are using Galileo as a reservation system. Almost all airlines in the Egyptian market are using Amadeus GDS. Therefore, Amadeus enables agents to

sell a seat at the last minute more than any other GDSs. Galileo retreats in the Egyptian market because airlines are not using it.

In addition, it has been found that only a limited number of LCCs participate in the GDSs such as Flydubai, Aljazeera and Al Nile. Because Low Cost Carriers are non- IATA so they should be linked with legacy airlines. It has been found that non- IATA company can not issue tickets on legacy airlines, because they are not connected with BSP. Besides, GDSs require from travel agencies to reach a number of segments that mean they must reach a specific target. If travel agencies did not accomplish the specific target, they will pay expenses per segment to get access to the content of each segment.

## **6 RECOMMENDATIONS**

### **1- Recommendations for Global Distribution Systems**

- Sabre and Galileo should expand their position in the distribution business by using different marketing strategy with airlines.

- They should follow the strategy of Amadeus especially with airlines and try to create new and several innovations.

- Galileo and Sabre must update their Departure Control Systems. -

They also should increase the number of airlines who migrated to them by offering new innovations.

### **2- Recommendations for IATA**

IATA should offer solutions to non -IATA companies, that enable agents to book and issue tickets without needing an airline internal link. -In addition,

IATA must provide solutions to Low Cost Carriers, which allow agents to book and issue tickets without linking with legacy airlines

### **3- Recommendations for Travel Providers**

Travel Providers must offer low fares in the Global Distribution Systems. -

- A large number of travel providers should migrate into Global Distribution Systems. -

Travel providers should monitor the performance of their marketing campaigns via GDSs innovations.

### **4-Recommendations for Low Cost Carriers**

- Low Cost Carriers should enable agents' to issue refundable tickets, changeable tickets, and re-routable tickets.
- A large number of Low Cost Carriers should migrate with GDSs.
- They must offer low fares in the Global Distribution Systems.

#### **5-Recommendations for Airlines**

- All legacy airlines should provide non- IATA companies an internal link. -  
Legacy airlines must ensure that agents have knowledge about all GDSs updates.
- All legacy airlines must promote and strength their brand via GDSs.

#### **6-Recommendations for Travel Agencies**

- Travel agencies should use GDSs shopping applications.
- They must organize training courses for junior and senior agents.
- Travel agencies should monitor the performance of agents via GDSs innovations.

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## **Web usage mining as a tool to identify user Behavioural Patterns to Design Effective E-Marketing Strategies for Tourism Businesses (the case of an Egyptian Travel Agency)**

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### **ABSTRACT**

Web Usage Mining is the application of data mining techniques to discover interesting knowledge about Web users through investigating behavioural usage patterns. Through mining usage patterns, Web designers and tourism marketers can better serve Web users' needs. Usage data and browsing patterns reflect the identity of Web users. This can be useful if thoroughly investigated to classify users and users' preferences to personalize Web sites accordingly and dynamically provide recommendations to build effective tourism e-marketing strategies.

The primary aim of this study is to examine and evaluate Web mining applications to develop

tourist-based e-marketing strategies. This was accomplished by using the reports of "Google Analytics", a software analytic used to analyze user behavioural patterns. The secondary data of the log files of the customers of a travel agency was used and patterns were developed. Multiple regression and correlation analyses were utilized to show relationships between variables such as bounce rate, pageviews and pages visited.

The results showed that there was a significant relationship between the variable bounce rate and loading time, bounce rate and pages visited and pages visited and loading time. Also the results showed that there was no significant relationship between the variables pageviews and loading time.

Based on the results of research, the Website of the case company was redesigned and a framework for an e-marketing strategy was introduced. The research also introduced recommendations of how to effectively use user behavioral patterns to design e-marketing strategies.

**Keywords:** E-Marketing, Google Analytics, Web log files, Web usage mining, SOSTAC, Travel Agency

## 1 INTRODUCTION

The role of the Internet in promoting and distributing products and services has rapidly expanded in recent years. As an information-intensive industry, the Internet and its World Wide Web have an extensive impact on the tourism industry. According to a wide range of researchers and practitioners tourism is among several industries that can make best use of Internet potentials.

The content of a Website is thus very important, and must be updated regularly. Travellers search for information on tourism Websites, therefore the content and structure of these Websites become one of the main factors contributing to repeated visits and affecting purchase intentions (Hornig *et al.*, 2010).

**Web mining**, a type of data mining used in customer relationship management (CRM) takes advantage of the huge amount of information gathered by a Website to look for patterns in user behaviour (Searchwindowserver, 2012). It is categorized into three active research areas namely Content mining, Structure mining and Usage mining (Liu *et al.*, 2007).

In a world with highly competitive markets, business organizations are necessarily in need to develop effective decision support systems to direct decision-making processes (Chaovalitwongse *et al.*, 2008). Web mining tools can help organizations examine data from the past, relate it to present events and thereby suggest future actions.

The increase in the number of Websites offering same services presents a challenge for organizations to organize the content in a way that attracts its customers. Modelling and analyzing Web navigational behaviours with Web mining analytics like Web Log Analyzers provide organizations with huge information that can be processed and analyzed for pattern discovery.

Results from the analysis of Website navigational behaviours are indispensable knowledge for *business intelligence applications* and *web-based personalization systems*. Nevertheless, the dynamic nature of online navigational behaviours presents a serious challenge to intelligent information extraction.

The primary aim of the study is to examine and evaluate Web mining applications to develop tourist-based e-marketing strategies. More specifically:

1. To explore customer navigational behaviours using Web usage mining.
2. To identify uses of Web mining data to develop personalized e-marketing strategies.

*Thus the research hypothesizes the following:*

**H1:** There is no significant relationship between bounce rate and loading time

**H2:** There is no significant relationship between pageviews and loading time.

**H3:** There is no significant relationship between pages visited and loading time.

**H4:** There is no significant relationship between bounce rate and pages visited.

## **2 RESEARCH BACKGROUND**

A stream of researchers devoted their work to investigate Web mining techniques and tools. Others focused on Website design and the factors influencing purchasing intentions of online consumers. Only few explored the uses of Web mining data in designing e-marketing strategies.

A study by Lee *et al.* (2005) focuses on one of the Web mining methods namely; *Web traversal pattern mining* which is used to discover users' access patterns from Web logs and how to use this data to satisfy users' requirements. Several studies like the study by Jalali *et al.* (2010) and Wang *et al.* (2005), focused on using Web usage mining (WUM) as a tool to analyze customer navigational behaviours to improve the efficiency of their Websites. The study by Liu *et al.* (2007) introduces a combined methodology of Web content mining and Web usage mining of Web server logs to categorize user navigational patterns and predict users' future requests.

Intelligent systems, which are used as agents that analyze customer's behaviours and business strategies, can help travel agencies build marketing strategies and overcome the threat of disintermediation. The goal of the work by Buyukozkan *et al.* (2011) was to propose an intelligent module which can be integrated in tourism Websites to help customers in their choice of destinations during their decision-making process. A further study by Wang *et al.* (2007) proposes a method that can automatically mine key information from Web pages.

Although tourism is dominated by e-business systems and applications, also being a suitable candidate for these applications, relatively few attempts have been made to explore the huge potentials of Web mining in e-tourism. In their attempt to model the navigation behaviour of hotel guests, Schegg *et al.* (2005) analyzed log-files of 15 Swiss hotels. Their findings identified the

average visitor stay at a site, views, search keywords, top 10 search words and referring search engines.

Some researchers focused on evaluating electronic tourist-based Websites like the study by Choi, *et al.* (2007) that attempted to identify the image representations of Macau on the Internet by analyzing the contents of different Web information sources—Macau official tourism Website, tour operators and travel agents' Websites, online travel magazine and online travel “blogs.”

A study by Liao *et al.* (2009) sheds light on customer relationship management as a competitive strategy that businesses should use in order to stay focused on the needs of their customers. The study uses a data mining algorithm, which is implemented for mining customer knowledge from a firm in Taiwan. Knowledge extracted through data mining showed patterns that can be used by the case firm for new product development and customer relationship management.

A study by Pitman, *et al.* (2010) introduced a workflow for utilizing Web server log data in Web Usage Mining.

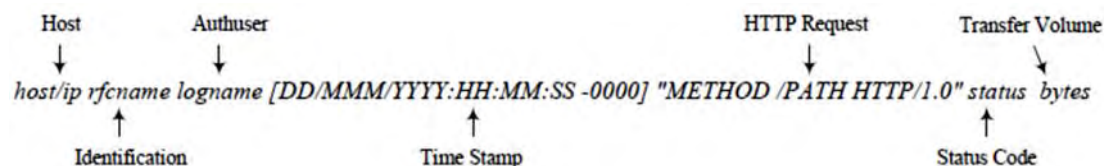
Built upon a number of previous studies, a research by Xiang *et al.* (2011) was conducted to identify patterns in online travel queries across tourist destinations. They utilized transaction log files from a number of search engines.

The study by Olmeda *et al.* (2001) analyzes the potential uses of Data Mining techniques in Tourism Internet Marketing and electronic customer relationship management.

### 3 LOG FILES AND PATH TRAVERSAL PATTERNS

The main data source for Web usage mining, Web server log files are generally stored in *Common Log File format*. Every log entry traces and records the path of the user from one page to another, storing user IP number or domain name, time and type of access method (GET, POST, etc.) and address of the page being accessed. This format was later expanded (*Extended Log Format*) to include more fields, such as referrer address (i.e. Web page that originated the access) (Boullosa *et al.*, 2002).

Access logs are the source of information which records every transaction between the server and browser. We can detect and analyze users' activities on a Website using Web servers' access log. The following figure (1) shows the different fields of an access log with a common log format.



**Figure 1: Fields of a Common log format.**

**Source: (Fong *et al.*, 2002)**

Log files are a valuable tool for Web developers to learn about why and when clients are accessing the Website. Although log files may not immediately provide details of user patterns of each visit, they may reveal meaningful and useful information by further analysis. Several studies tried to introduce approaches to visualize path traversal patterns or paths of Web surfers like Wang *et al.* (2011).

Knowledge gained from Web usage mining can help organizations predict user behaviours within the site; identify mostly visited sites and the sequence in which customers access the sites.

#### **4 RESEARCH METHODOLOGY**

This study could be categorized as being a descriptive-analytical research, since it involves gathering data from a private tourism Website through Web usage mining techniques and software analytics, analyzing data, discovering patterns and finally putting guidelines for an effective e-marketing strategy.

Web Mining software analytics were utilized to extract data from the Website of a private tourism company. This is accomplished by analyzing *Web server's log files* which are a commonly available data source for learning about visitors' navigational behaviours.

The secondary data conveyed by Google Analytics was used in SPSS (version 20) to manoeuvre with the data and get more sophisticated and clear insights about customer behavioral patterns. Statistical analyses like correlation and regression were used to identify the relationship between variables and test hypotheses.

The final includes setting up a framework for an e-marketing strategy using the results of previous steps. A framework for developing e-marketing strategies called SOSTAC model will be applied.

In this research data collection was mainly based on self-administrated survey since it involves analyzing and evaluating the Website of the case organization.

This research falls into the category of *non-probability sampling*. This *purposive or intentional sampling method* was chosen due to the nature of research. The case study was purposely chosen based on the fact that it is a well-known brick-and mortar tour operator, existing since 1955 and has a solid base concerning Internet-based services. In addition to that, this company was a Google analytics subscriber.

#### **4.1 Google Analytics Reports**

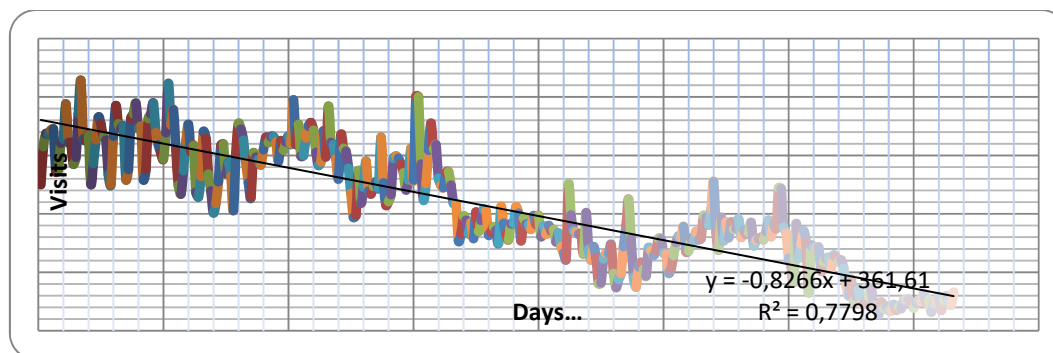
Web analytics in general enable organizations to examine visitor traffic and their activities across their sites. Web analytics are a precious tool to achieve a dynamically targeted content, and justify budgets based on historic and predictive modelling.

#### 4.1.1 Visits

Visits are one of the most basic metrics and a starting point for analysis. Visits can give general insights into the Website traffic.

**Examining the visits numbers using different time spans, monthly sum and mean it can be noticed:**

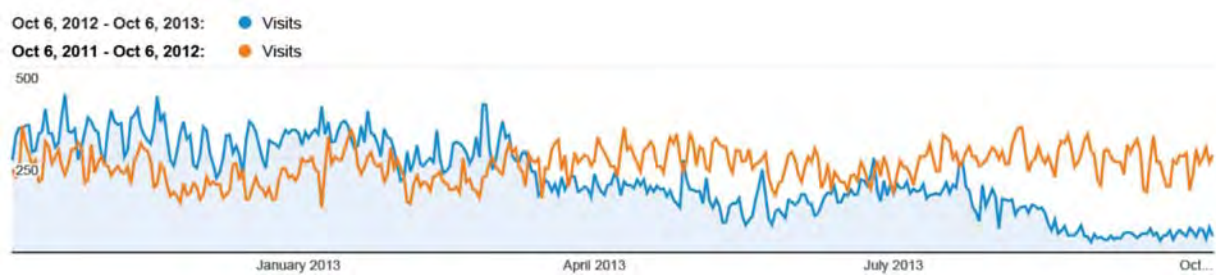
The figures of the variable visits dropped out remarkably from the 6<sup>th</sup> of October 2012 till the 6<sup>th</sup> of October 2013. Tracking the monthly *sum* of visits it can be noticed that it started with 10000 visits per month, then it started decreasing with a slight fluctuation till it reached 1408 visits at the end of the tested period. This means that the visits dropped from the beginning of the period till the end by 86% which is a remarkably high drop-out rate. The chart in figure 2 obviously visualizes this drop-out trend. Consequently, the average visits per month also dropped remarkably starting by average visits of 322 per month till it reached an average of 46 visits at the month of November 2013.



**Figure 2: Graphical representation of the variable visits**

**Source: Based on the data of Google Analytics, 2013.**

Comparing the number of visits of the year starting from October 2012 till October 2013 and the previous year it can be noticed that the overall number of visits dropped by approximately 13% from the year 2012-2011 compared to previous year accounting for 86,388 as total number of visits in 2011-2012 versus 74,858 in 2012-2013 (Figure 3).



**Figure 3: A comparison of the Visits figures of the yearly period starting from 06 October 2012-06 October 2013 and the previous year.**

**Source: Google Analytics, 2013.**

#### 4.1.2 Page views:

According to Stokes (2011) page views are “the number of times a page was successfully requested”. In order to improve the user experience, information architecture and relevancy of content on the site, it is important to keep an eye on the page views metric.

*Examining page views numbers revealed:* The figures of the variable page views dropped out remarkably from the 6<sup>th</sup> of October 2012 till the 6<sup>th</sup> of October 2013 which goes parallel to the drop-out trend of visits. Tracking the monthly *rates* of page views it can be noticed that it started with 21846 page views per month, and then it started decreasing with a slight fluctuation till it reached 2787 page views at the end of the tested period. The page views figure dropped from the beginning of the period till the end of the same period by approximately 88%, which is considered a high withdrawal in the page views rate. Comparing the performance of the page views with the previous year 2011-2012 it can be noticed that the overall pageviews dropped by 19%.

#### 4.1.3 Pages / Visit (Page views per visit)

**According to Stokes (2011) page views per visit are** – “the number of page views in a reporting period divided by the number of visits in that same period to get an average of how many pages are being viewed per visit”.

**Table 1: Average page views per visit per month in 2013**

Date	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Averg. Pageviews per visit	1.15	1.16	1.17	1.18	1.19	1.20	2.28	1.21	1.22	1.23	1.24	1.25

**Source: Adopted from Google Analytics, 2013.**

Examining the variable page views per visit of the company, it can be noticed that there are no major changes in the averages per month. As page views per visit is a **composite variable**, which can be split into total page views and total visits, this decrease could be due to fluctuations in the figures of page views or visits of each month (Table 1).

#### 4.1.4 Bounce rate:

Bounce rate are “(sometimes confused with [exit rate](#)) is an [Internet marketing](#) term used in [Web traffic analysis](#). It represents the percentage of visitors who enter the site and "bounce" (leave the site) rather than continue viewing other pages within the same site” (HMTWeb.com). Bounce rate is one of the most important metrics to observe. There are a few exceptions, but a high bounce rate usually means high dissatisfaction with the Website (Stokes, 2011).

High bounce rates could be the result of some factors. Some of these factors may be loading time, poor content or dazzling Web layout. There are several strategies that could be taken in order to improve bounce rates. Bounce rates affect total page views, pageviews per visit and average visit duration.

**Table 2: Average Bounce rates per month for the Website**

Date	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Averg. Bounce rate per month (%)	68.2	71.9	74.4	71.1	73.2	69.4	69.5	70.6	74.5	80.3	77.1	71.0

**Source: Based on Google Analytics data, 2013**

Examining the bounce rates of the case study shows (Table 2), that there is a slight change in the bounce rates and that the average bounce rates of the year accounts for 72.60%. Comparing this average with the average bounce rates of Alexa on the 31<sup>st</sup> of October 2013 (Alexa rates are average rates of the last three month) of some relevant e-mediaries and local and international travel agencies and tour operators it is clear that the bounce rates of the case study are far away from the average bounce rates of the comparative cases. The average bounce rates of the comparative cases range from 17% to 37%.



#### **4.1.5 Hourly and daily overview:**

Looking at the **visits**’ hourly overview of the case company for a ten day time span starting from 25th of October 2013 to 04 of November 2013 it can be noticed that (Figure 4):



**Figure 4: Hourly overview of the numbers of visits**

**Source: Google Analytics, 2013.**

There is an hourly trend. Most visits are accumulated in the hours between 9am and 23pm. Visits increase gradually from 9 am till they reach the peak at 3 pm, start to decrease gradually till 6am, then an increase till 23pm can be noticed. This trend can have certain implications concerning the choice of the timing of certain marketing activities specially when linked with the gender and interests report provided by Google Analytics. Weekday distribution of the visits shows that most traffic is generated at the weekend (Thursdays and Fridays).

#### **4.1.6 Social media overview:**

The social media overview report gives the user a glance at how social media platforms are contributing to the overall activity of the company’s Website.

The social media overview report shows that the total visits for a year span accounted for 74,858 while visits via social media platforms accounted for 459 visits, contributing by 2 conversions with \$2.00 value of total 412 site conversions (\$412.00 of total value).

A visit from a social referral may result in a conversion immediately, or it may assist in a conversion that occurs later on. Referrals that generate conversions immediately are labelled as “Last Interaction Social Conversions” in the graph. If a referral from a social source does not immediately generate a conversion, but the visitor returns later and converts, the referral is included in “Assisted Social Conversions” (Google Support, 2013). In the case company “Last

Interaction Social Conversions” and “Assisted Social Conversions” accounted for 2 each.

#### 4.1.7 Landing pages

The Landing Pages tab shows the top landing pages from social visits.

**Table 3: Social landing pages**

Shared URL	Visits	Pageviews	Avg. Visit Duration	Data Hub Activities	Pages / Visit
1. <a href="http://uk.memphistours.com/Egypt/index.php">uk.memphistours.com/Egypt/index.php</a>	62	135	00:02:20	2	2.18
2. <a href="http://uk.memphistours.com/Egypt/Egypt-Travel-Guide/Luxor-attractions/wiki/Mummification-Museum-in-Luxor">uk.memphistours.com/Egypt/Egypt-Travel-Guide/Luxor-attractions/wiki/Mummification-Museum-in-Luxor</a>	54	58	00:00:37	0	1.07
3. <a href="http://uk.memphistours.com/Egypt/Egypt-Travel-Guide/Alexandria-Attractions/wiki/Catacombs-of-Kom-El-Shoqafa">uk.memphistours.com/Egypt/Egypt-Travel-Guide/Alexandria-Attractions/wiki/Catacombs-of-Kom-El-Shoqafa</a>	44	55	00:01:03	0	1.25
4. <a href="http://uk.memphistours.com/Egypt/Nile-Cruise-Boats/Egypt-Nile-Cruises">uk.memphistours.com/Egypt/Nile-Cruise-Boats/Egypt-Nile-Cruises</a>	17	60	00:05:10	0	3.53
5. <a href="http://uk.memphistours.com/Egypt/Excursions-And-Attractions/Marsa-Alam-Excursions">uk.memphistours.com/Egypt/Excursions-And-Attractions/Marsa-Alam-Excursions</a>	15	78	00:03:23	0	5.20
6. <a href="http://www.memphistours.com/facebook2/index.php?fb_source=search&amp;fref=ts&amp;ref=ts">www.memphistours.com/facebook2/index.php?fb_source=search&amp;fref=ts&amp;ref=ts</a>	11	12	00:00:03	0	1.09

**Source: Google Analytics, 2013**

Table 3 it can be shows, that the homepage of the company is the most popular landing page being shared with 62 visits for a year time span. It can be noticed from Table 4 that most visits originated from Facebook followed by TripAdvisor and that TripAdvisor has the highest average pages per visit (00:04:45), highest pageviews and highest average pages/visit. This can give insights to marketers when planning their social media campaigns to focus on quality channels.

**Table 4: Breakdown of social networks related to the first landing page.**

Social Network	Visits	Pageviews	Avg. Visit Duration	Data Hub Activities	Pages / Visit
1. Facebook	19	28	00:02:35	0	1.47
2. TnpAdvisor	15	73	00:04:45	0	4.87
3. Flickr	7	8	00:00:05	0	1.14
4. LinkedIn	3	3	00:00:00	0	1.00
5. WordPress	3	3	00:00:00	0	1.00
6. Dailymotion	2	2	00:00:00	0	1.00
7. Slashdot	2	2	00:00:00	0	1.00
8. TypePad	2	2	00:00:00	0	1.00
9. YouTube	2	5	00:03:15	0	2.50

**Source: Google Analytics, 2013.**

#### 4.1.8 Conversions

Google Analytics give the user the opportunity to identify the full value of traffic coming from social sites and determine how social media platforms lead to direct conversions or assist in future conversions. Companies can, for example, measure the effect of a newly published video or blog on the traffic and whether it was shared and led to conversions. Social media contributed in this case to only two conversions in a year span from Youtube generating \$2.00 as a conversion value. This should give an alert to the case company that they should try to reconsider their strategy concerning social media and try to harvest the wide-ranging benefits of social media and viral effect created by these platforms.

#### 4.1.9 Overview

This report provides marketers with an overview of conversion metrics for all goals and also for every goal separately.

It can be detected that the company's Website generated 418 total conversions with a total of \$418 as goal value. The *Sightseeing Reservation Goal* has the most goal completions (198). It can also be noticed that the *Transfer Reservation Goal* hasn't achieved any goal completions (Table 5).

**Table 5: Conversion overview report**



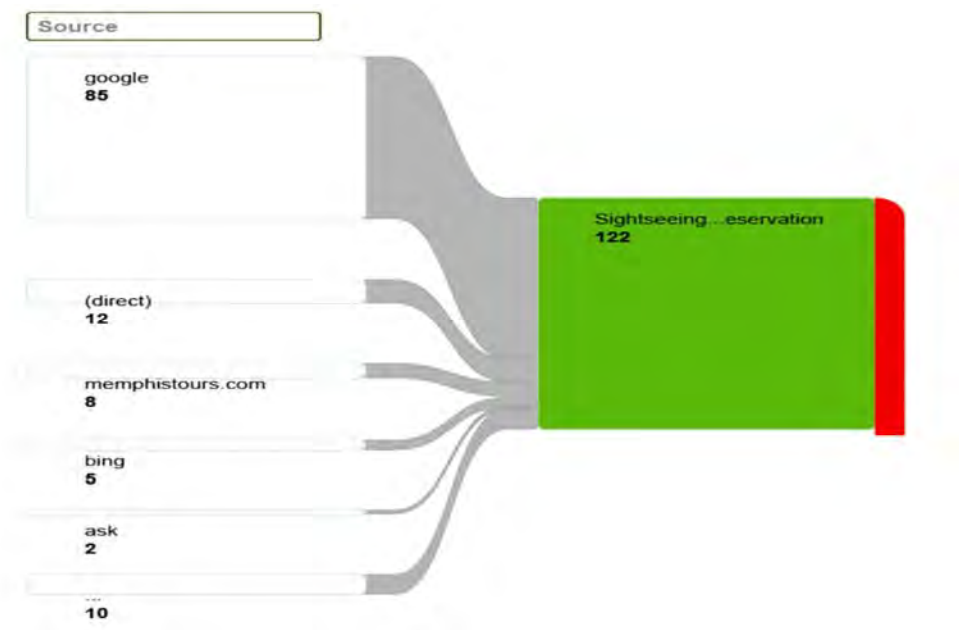
**Source: Google Analytics, 2013.**

#### **4.1.10 Funnel Visualization**

The marketer sets up a funnel that he thinks prospects should follow in order to achieve a certain goal. At each stage, the marketer can see how many people enter at that stage, how many people are continuing in the funnel from the previous stage, how many people leave at that stage without completing, and perhaps most importantly, where they are going (Google Analytics, 2013). The case company hasn't set up any funnels.

#### **4.1.11 Goal Flow**

The *Goal Flow Report* visualizes the path visitors used through a *funnel* towards a *Goal*. The final node in this report represents the Goal, and the other nodes represent funnel steps (Google Analytics, 2013). Examining the goal flow report users might find a page in the funnel that leads to a large amount of exits or that the navigation from a visitor's perspective is different than that expected path set up by the marketer when he developed the funnel. The analysis shows that for Goal 2, 198 conversions took place. But as the company did not set up any funnels, no funnel conversion rate can be detected. Figure 5 shows that Google as a source is generating most conversions for Goal 2 accounting for 85 conversions. This is followed by direct searches accounting for 2 conversions.



**Figure 5: Goal flow for Goal 2 by source.**

**Source: Google Analytics, 2013.**

#### **4.1.12 Path length**

The path length report shows the number of interactions that took place before a conversion happens. This is important in showing whether visitors need several clicks in order to reach the goal. If so, marketers should be considering eliminating unnecessary pages in order to reduce confusion and make visitors find quickly the information they need. Table 6 shows the number of interactions with its associated conversions. It seems that 72% of the conversions took place after one interaction. 16% of the conversions took place after 2 interactions and 5% of total conversions happened after three interactions.

It seems that the visitors that convert after one interaction are transferred directly to the landing page which is in that case the last page in the funnel. Also the fact that 15% of the conversions happened after two interactions infers a plus for the company Website.

**Table 6: Path length**

Path Length in Interactions	Conversions	Conversion Value	Percentage of total	
			Conversions	Conversion Value
1	304	\$304.00	72.73%	72.73%
2	66	\$66.00	15.79%	15.79%
3	22	\$22.00	5.26%	5.26%
4	11	\$11.00	2.63%	2.63%
5	3	\$3.00	0.72%	0.72%

Source: Google Analytics, 2013

## 5 HYPOTHESES TESTING

### 5.1 Using Person`s Correlation:

Experimenting with different functional forms including linear, semi-log and double-log functions, the double-log-function fitted the data the most.

Running Durbin-Watson statistic on initial regressions showed valued below 2 (DW significantly below 2 indicates high autocorrelation). Therefore, a lag variable was introduced in the equation to reduce the effect of autocorrelation.

The researcher performed a Pearson`s correlation to examine the relationship between multiple variables. These variables are: pageviews, loading time, visits, bounce rate, pages visited and time. The analysis showed the following relationships (Table 7):

#### 1. *Page views and loading time:*

Pearson`s r is - 0,269 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between loading time and pageviews. In this example, Pearson`s r sign is negative. This indicates a negative relationship between the two variables, i.e. when the loading time increases pageviews decreases or when the loading time decreases the variable pageviews increases.

**Table 7: Pearson correlation of multiple variables**

Correlations		Inpageviews	Inloading	Inbounce	Invisits	Inpagevisited	Intimeindex
Inpageviews	Pearson Correlation	1	-.269**	-.234**	.910**	.382**	-.675**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	366	363	366	366	366	366
Inloading	Pearson Correlation	-.269**	1	.279**	-.223**	-.281**	.321**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	363	363	363	363	363	363
Inbounce	Pearson Correlation	-.234**	.279**	1	-.097	-.711**	.269**
	Sig. (2-tailed)	.000	.000		.064	.000	.000
	N	366	363	366	366	366	366
Invisits	Pearson Correlation	.910**	-.223**	-.097	1	.172**	-.654**
	Sig. (2-tailed)	.000	.000	.064		.001	.000
	N	366	363	366	366	366	366
Inpagevisited	Pearson Correlation	.382**	-.281**	-.711**	.172**	1	-.218**
	Sig. (2-tailed)	.000	.000	.000	.001		.000
	N	366	363	366	366	366	366
Intimeindex	Pearson Correlation	-.675**	.321**	.269**	-.654**	-.218**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	366	363	366	366	366	366

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
Source: SPSS

**2. Page views and bounce rate:**

Pearson’s r is - 0,234 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between bounce rate and pageviews.

In this example at hand Pearson’s r sign is negative. This indicates a negative relationship between the two variables, i.e. when the bounce rate increases pageviews decrease or when the bounce rate decreases the variable pageviews increases.

**3. Page views and visits:**

Pearson’s r is 0,910 with high significance value (p= 0.000). This number is close to 1 which indicates a strong relationship between visits and pageviews.

Pearson’s r sign is positive. This indicates a positive relationship between the two variables, i.e. when the visits increase pageviews also increase or when the visits decrease the variable pageviews decrease.

**4. Page views and pages visited or pages visited and visits:**

The correlation between the two variables won’t be accurate as pages visited is a composite variable from visits and pageviews.

**5. Page views and time:**

Pearson's  $r$  is -0,675 with a high significance value ( $p= 0.000$ ). This number is close to 1 which indicates a strong relationship between time and pageviews.

In this example, Pearson's  $r$  sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases pageviews decrease or when the time index decreases the variable pageviews increases.

**6. Loading time and bounce rate:**

Pearson's  $r$  is 0,279 with a high significance value ( $p= 0.000$ ). This number is close to 0 which indicates a weak relationship between the two variables.

In this example, Pearson's  $r$  sign is positive which indicates a positive relationship between the two variables, i.e. when the loading time increases bounce rate also increases or when the loading time decreases the variable bounce rate decreases.

**7. Loading time and visits:**

Pearson's  $r$  is -0,223 with a high significance value ( $p= 0.000$ ). This number is close to 0 which indicates a weak relationship between the two variables.

In this case, Pearson's  $r$  sign is negative. This indicates a negative relationship between the two variables, i.e. when loading time increases visits decrease or when the loading time decreases the variable visits increases.

**8. Loading time and pages visited:**

Pearson's  $r$  is -0,281 with a high significance value ( $p= 0.000$ ). This number is close to 0 which indicates a weak relationship between loading time and pages visited.

Pearson's  $r$  sign is negative. This indicates a negative relationship between the two variables, i.e. when the loading time increases pages visited decreases or when the loading time decreases the variable pages visited increases.

**9. Loading time and time:**

Pearson's  $r$  is 0,321 with a high significance value ( $p= 0.000$ ). There is a moderate relationship between the two variables.

In this example, Pearson's  $r$  sign is positive. This indicates a positive relationship between the two variables, i.e. when the time index increases loading time also increases or when the time index decreases the variable loading time decreases.

**10. Bounce rate and visits:**

Pearson's  $r$  is -0.97 which is only significant at point 0.1 level ( $p= 0.064$ ). This number is close to 1 which indicates a strong relationship between the two variables in the opposite direction.

**11. Bounce rate and pages visited:**



Pearson's  $r$  is - 0,711 with a high significance value ( $p= 0.000$ ). This number is close to 1 which indicates a strong relationship between the two variables.

Pearson's  $r$  sign is negative which signifies a negative relationship between the two variables, i.e. when the bounce rate increases pages visited decreases or when the bounce rate decreases the variable pages visited increases.

#### **12. Bounce rate and time:**

Pearson's  $r$  is 0,269 with a high significance value ( $p= 0.000$ ). This number is close to 0 which indicates a weak relationship between bounce rate and time.

In this example, Pearson's  $r$  sign is positive. This indicates a positive relationship between the two variables, i.e. when the time index increases bounce rate increases or when the time index decreases the variable bounce rate decreases.

#### **13. Visits and time:**

Pearson's  $r$  is - 0,654 with a high significance value ( $p= 0.000$ ). This number is close to 1 which indicates a strong relationship between the two variables. Pearson's  $r$  sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases visits decrease or when the time index decreases the variable visits increases.

#### **14. Time and pages visited:**

Pearson's  $r$  is - 0,218 with a high significance value ( $p= 0.000$ ). This number is close to 0 which indicates a weak relationship between time and pages visited. Pearson's  $r$  sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases the variable pages visited decreases or when time decreases the variable pages visited increases.

## **5.2 Regression**

### **a. Regression: Pageviews and Loading**

SPSS will generate a few tables of output for a regression analysis. The research will be only focusing on the tables and coefficients required to understand the regression output.

#### **\* Determining how well the model fits (Model summary table):**

- The **R** shows the correlation between the observed and predicted values of dependent variable. Here the correlation coefficient is 0,914 which indicates a strong positive relationship between the two variables.

- **R-Square** - This is the proportion of variance in the dependent variable (**pageviews**) which can be explained by the independent variable (**loading time**).

The R-square value is 0.835 which indicates that the independent variable (**loading time**) explains 83% of the variability of the dependent variable (**pageviews**) (Table 8).

**Table 8: Model Summary for the variables loading and pageviews**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.914 <sup>a</sup>	.835	.834	.27216	2.416

a. Predictors: (Constant), lnloading, laglnpageviews

b. Dependent Variable: lnpageviews

**Source: SPSS**

**\*\* Statistical significance: (ANOVA table):**

The **F**-ratio in the **ANOVA** table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable as **F**= 910, **p** < .0005 (i.e., the regression model is a good fit of the data) (Table 9).

**Table 9: ANOVA table for the variables loading and pageviews**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.838	2	67.419	910.189	.000 <sup>a</sup>
	Residual	26.592	359	.074		
	Total	161.430	361			

a. Predictors: (Constant), lnloading, laglnpageviews

b. Dependent Variable: lnpageviews

**Source: SPSS**

**\*\*\*Parameter estimates (Coefficients table):**

The following output is obtained from the **Coefficients** table (10), as shown below:

**Table 10: Coefficients table for the variables loading and pageviews**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.533	.178		2.996	.003
	laglnpageviews	.916	.022	.910	40.780	.000
	lnloading	-.015	.028	-.012	-.542	.588

a. Dependent Variable: lnpageviews

**Source: SPSS**

The Model column shows the predictor variables. **B** stands for the values for the regression equation for predicting the dependent variable from the independent variable. The coefficient for **loading time** is -0.015. So for every 1% increase in **loading time**, a 1.5 % decrease in **pageviews** is predicted, ceteris paribus (holding all other variables constant).

- **t- values** and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. As **p is not** < .05 it can be deduced that the coefficients are not statistically significant, i.e. loading time cannot predict the variable pageviews.

*Applying a linear regression it showed the following:*

- The regression model is a good fit for data as **F= 910, p < .0005**.
- R-square value is 0.83 which shows that the independent variable (loading time) explains 83% of the variability of the dependent variable (pageviews).
- The coefficient for **loading time** is -0.015. So for every 1% increase in **loading time**, a 1.5% decrease in **pageviews** is predicted, holding all other variables constant.

**b. Regression: Loading and Pages visited**

The first table of **Model Summary** as previously stated determines how well a regression model fits the data (Table 11):

Here the correlation coefficient is 0.47 which indicates a moderate positive relationship between the two variables.

**R-Square** - This is the proportion of variance in the dependent variable (**pages visited**) which can be explained by the independent variables (**loading time**).

It can be deduced from the value of 0.22 that the independent variable (**loading time**) explains

22% of the variability of the dependent variable (**pages visited**).

**Table 11: Model Summary for the variables loading and pages visited**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.472 <sup>a</sup>	.223	.218	.14964	2.116

a. Predictors: (Constant), lnloading, laglnpagesvisited

b. Dependent Variable: lnpagevisited

**Source: SPSS**

The F-ratio in the ANOVA table (12) as previously mentioned tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable as  $F = 51$ ,  $p < .0005$  (i.e., the regression model is a good fit of the data).

**Table 12: ANOVA table for the variables loading and pages visited**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.303	2	1.151	51.413	.000 <sup>a</sup>
	Residual	8.039	359	.022		
	Total	10.341	361			

a. Predictors: (Constant), lnloading, laglnpagesvisited

b. Dependent Variable: lnpagevisited

**Source: SPSS**

The coefficient for **loading time** is -0.054. So for every 1% increase in **loading time**, a 5.4% decrease in **pages visited** is predicted, (holding all other variables constant). As  $p < .05$ , it can be concluded that the coefficients are statistically significant (Table 13).

**Table 13: The Coefficient table for the variables loading and pages visited**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.552	.066		8.402	.000
	laglnpagesvisited	.397	.049	.396	8.150	.000
	lnloading	-.054	.016	-.166	-3.413	.001

a. Dependent Variable: lnpagevisited

**Source: SPSS**

The regression model is a good fit for data as  $F= 51$ ,  $p < .0005$ . R-square value is 0.22 which shows that the independent variable (loading time) explains 22% of the variability of the dependent variable (pages visited). The coefficient for **loading time** is -0.054. So for every 1% increase in **loading time**, a 5.4% decrease in **pages visited** is predicted.

**c. Multiple regression: Bounce as dependent variable and loading time and time index as independent variables**

The **Model Summary** table (14) as previously mentioned can be used to determine how well a regression model fits the data and it includes: Here the correlation coefficient is 0.34 which indicates a weak positive relationship between the dependent and independent variables.

**R-Square** - is the proportion of variance in the dependent variable (**bounce rate**) which can be explained by the independent variables. The R-square value is 0.11 which indicates that our independent variable explains 11% of the variability of the dependent variable (**bounce rate**).

**Table 14: Model Summary for the variables bounce, loading and time index**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 <sup>a</sup>	.116	.111	.07632

a. Predictors: (Constant), lnloading, lnetimeindex

**Source: SPSS**

The F-ratio in the **ANOVA** table (15) shows that the independent variables statistically significantly predict the dependent variable as  $F= 23$ ,  $p < .0005$  (i.e., the regression model is a good fit of the data).

**Table 15: ANOVA table for the variables bounce, loading and time index**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.276	2	.138	23.678	.000 <sup>b</sup>
	Residual	2.097	360	.006		
	Total	2.372	362			

a. Dependent Variable: Inbounce

b. Predictors: (Constant), Inloading, Intimeindex

**Source: SPSS**

The following output is obtained from the **Coefficients** table (16), as shown below.

**Table16: Coefficients table of the variables bounce, loading and time index**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.509	.028		-18.412	.000
	Intimeindex	.017	.004	.207	3.958	.000
	Inloading	.033	.008	.212	4.059	.000

a. Dependent Variable: Inbounce

**Source: SPSS**

The coefficient for **loading time** is 0.033. So for every 1% increase in **loading time**, a 3.3 % increase in **bounce rate** is predicted. The coefficient for **time** is 0.017. So for every 1% increase in **time**, a 1.7 % increase in **bounce rate** is predicted. As  $p < .05$  it can be concluded that the coefficients are statistically significant.

The regression model is a good fit for data as  $F=23$ ,  $p < .0005$ . R-square value is 0.11 which shows that the independent variables explain 11% of the variability of the dependent variable (**bounce rate**). The coefficient for **loading time** is 0.033. So for every 1% increase in **loading time**, a 3.3 % increase in **bounce rate** is predicted. The coefficient for **time** is 0.017. So for every 1%

increase in **time**, a 1.7 % increase in **bounce rate** is predicted.

*Based on the results of the Correlation and regression analysis it can be deduced that:*

**H1: There is no significant relationship between bounce rate and loading time.**

\*\* H1 can **be rejected** substantiated by the results of correlation and regression analysis.

**H2: There is no significant relationship between pageviews and loading time.**

\*\* H2 **cannot be rejected** substantiated by the results of regression analysis.

**H3: There is no significant relationship between pages visited and loading time.**

\*\* H3 can **be rejected** substantiated by the results of correlation and regression analysis.

**H4: There is no significant relationship between bounce rate and pages visited.**

\*\* H4 can **be rejected** substantiated by the results of the correlation analysis.

## **6 DEVELOPING AN E-MARKETING STRATEGY FRAMEWORK USING WEBMINING APPROACHES**

In order to compete successfully in a market it is essential to develop an integrated coherent and customer-focused marketing strategy. The virtual space has its own characteristics that have to be put into consideration when developing an e-marketing strategy. The following part will examine how Webmining approaches and techniques could be incorporated in the SOSTAC model. This model can be divided into five stages according to Chaffey *et al.* (2008) in order to help electronic enterprises facilitate their strategy design.

### **First stage “Situation Review”:**

A situation review has to take place as a first step in the formulation of an e-marketing strategy. This situation review incorporates several analyses e.g competitor analysis, customer research...etc. Using Webmining approaches could provide strategy developers with precious information that could help them build their strategy.

a- The first part of the *situation review* includes examining the contribution of the Internet to the organization. The approach in this study suggests that the analyzer could effectively use WUM software in order to extract useful data. Path traversal patterns and reports generated by WUM analytics are utilized in order to show entry and exit points, user access patterns, association rules between pages, conversion rates and predict future user navigational behaviors. This kind of information can depict a clear view of the real contribution of the Internet to the organization.

b- Also Webmining approaches can be utilized when performing *resource analysis*. A resource analysis involves reviewing the capabilities of the organization in delivering its online services. Online market share could be revealed using tools such as Hitwise and Netratings. In addition to that, technology infrastructure resources which include assessing performance and speed of the Website, the need for applications to enhance customer experience like on-site search or customization facilities, some concepts like content management, customer relationship management using WSM for ranking and backlink and WCM for a fine-tuned content may be utilized.

c- Customer research and building customer databases could be also performed using WUM tools. WUM software generate reports which include some primary information about customer behaviours like entry hours and days, nationality of Website users and also a full view of customer profiles (e.g Alexa). A variety of Web mining algorithms are now available and can be used to generate more sophisticated customer KPI (Key Performance Indicators).

d. WSM could be also of great help when generating a competitor analysis. Page ranking which relies on assessing popularity of the site can depict a clear view of the status of the Website compared to other competitive Websites.

e. Nevertheless, information for intermediary analysis could be also provided by using WUM software which report referrer pages. This can indicate whether intermediaries are playing an effective role in promoting the site.

f. The SWOT analysis can also be performed using the information generated by WUM, WSM and WCM tools.

### **Second stage: Setting objectives:**

Looking closer at the main advantages which can be at the same time the objectives of Internet marketing, it becomes clear that Web mining approaches can play a major role in achieving the objectives and at the same time maximizing the advantages.

Webmining approaches could be used in order to achieve e-marketing objectives. For example WUM approaches with path analysis could be used in order to identify customer needs and preferences or perform collaborative filtering techniques; thus make personalized recommendations to customers to maximize sales. Also tracking customer navigational behavior can help developers identify points where customers leave the page without reaching the goal. Also restructuring the Web pages and omitting pages which are unnecessary can maximize conversion rates.

Furthermore, using WUM and WSM techniques can help better *serve* customers. Personalized recommendations, tracking customer access and exit points, clustering customers in groups and predicting customer navigational behavior can be very helpful in customer relationship management strategies. In addition to that using WSM for page ranking could also be of great help



to developers to get an idea about page popularity in the virtual competitive space.

WCM and WSM techniques and approaches can also help marketing strategy developers *speak* to their customers. WCM software can show relational word clusters and word associations. In addition to that, WSM can show page popularity by identifying front- and backlinks which show how much this page is cited by other popular pages.

An organization can also save some costs by using WUM and WSM techniques. Market basket analysis, personalization, association rule mining can help organizations plan cross-selling strategies, recommend personalized recommendations and avoid churn.

Last but not least using WSM techniques like page rank can give strategy developers guidance to launch SEO or PPC campaigns to rank higher in the SERP and thus maximize brand awareness. Using popular keywords in titles and metatags can help to rank higher.

### **Third and fourth step “How do we get there” and “How exactly do we get there”:**

After the e-marketing developer identifies the Internet marketing objectives the strategies should be formulated and ways depicted of how to achieve these objectives. There are several competitive strategies that can meet the desired objectives. The following table (17) shows several marketing objectives, Webmining approaches and related marketing tactics. These marketing tactics can be used in order to achieve marketing objectives. The following review will explain how every marketing objective can be accomplished by using Web mining data extracted from the Websites.

**Table 17: Marketing strategic objectives and related Web mining techniques and approaches**

<b>Marketing strategic objectives</b>	<b>Definition of Marketing strategic Objectives (Chaffey et al., 2008)</b>	<b>Web mining approach</b>	<b>Web mining technique</b>	<b>Marketing tactics</b>
<b>Differentiation</b>	Offering more value to customers to gain a competitive advantage.	WUM WCM	- Web analytics reports. - Recommender systems using collaborative filtering) - text mining	- Personalization - enhance page - WebPR - e-mail marketing - customer reviews
<b>Product development</b>	Products are developed according	WUM	- Path analysis - Market basket	- cross-selling - discount

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
	to customer needs.		analysis - shopping carts analysis - association rule mining - classifying customers	vouchers - promotions on certain items
<b>Customer acquisition (Brand awareness)</b>	The Internet is used to sell existing products to new customers.  Selling into new geographical areas taking advantage of the low cost advertising opportunities without the necessity of setting up sales infrastructure in the customer countries.	WSM WUM WCM	- referrer pages - path analysis - page ranking - content mining	- SEO ( better ranking and landing pages) - PPC - affiliate marketing - online ads - enhance page - WebPR - ORM (Online Reputation Management)
<b>Customer retention, to avoid churn</b>		WUM	- clustering - prediction - recommender systems	- Personalization - pop-ups - reminder e-mail - ORM (Online Reputation Management)

<b>Marketing strategic objectives</b>	<b>Definition of Marketing strategic Objectives (Chaffey et al., 2008)</b>	<b>Web mining approach</b>	<b>Web mining technique</b>	<b>Marketing tactics</b>
<b>Focus, targeting and communication</b>	Perform some functions to speak and listen to customers	WUM	- Web log analysis -clustering classification, collaborative filtering	- personalization - SEO,PPC - social media - e-mail marketing
<b>Cost leadership And value chain efficiencies</b>	- decrease operation costs by attracting customers to do transactions online - decrease marketing costs by delivering customized offers	WCM WUM	- text mining - Keyword analysis - path analysis - collaborative filtering	- SEO, PPC  - personalization
<b>Market penetration</b>	Selling existing products in existing markets.	WSM	- page ranking	- SEO - PPC - social media -e-mail marketing - WebPR
<b>Diversification</b>	Selling more new products in new markets	WCM WUM	- text mining - collaborative filtering	- enhance the page - personalization
<b>Revenue generation</b>	Completing transactions online	WUM	- Entry and exit point identification - shopping cart analysis - path analysis	- enhance the page layout and navigation - personalization
	Choosing affiliates	WSM	- page rank (back and	- affiliate

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
Channel partnership	which are highly ranked to insert hyperlinks of the brand in these sites to drive traffic my own web site		in-links of affiliates)	marketing - PPC
Customer conversion and enhancing customer experience	<ul style="list-style-type: none"> <li>- safe payments</li> <li>- bouncy rates</li> <li>- convert visits into leads</li> </ul>	<p>WCM</p> <p>WUM</p>	<ul style="list-style-type: none"> <li>- text mining</li> <li>- path analysis</li> </ul>	<ul style="list-style-type: none"> <li>- personalization</li> <li>- customer reviews and ratings</li> <li>- tailored promotions</li> <li>- improve on-site search engines</li> </ul>

**1- Differentiation:** could be a strategic objective and aims at offering different services to customers. Using Webmining approaches could be a bonus for the organization to differentiate from others. Using WUM techniques for instance like path analysis to track customer navigational behavior can be very useful to developers in avoiding unnecessary Webpages which distract users or force them to migrate away. Also by using collaborative filtering algorithms, the organization can recommend products and services according to similar user's preferences. Also differentiation tactics involve performing e-mail marketing, communication with the customers using WebPR activities.

**2-Product development:** Products should be developed according to customer needs. WUM techniques and algorithms like path analysis, Web log analysis and shopping cart analysis could give insights about the products that are mostly favoured and purchased by customers. That way the organization can use some marketing tactics like cross-selling strategies or offer discount vouchers and promotions on certain items.

**3- Customer acquisition or brand awareness:** can be accomplished by performing Search Engine Marketing (SEM) approaches like SEO or PPC. *Search engine marketing*, or SEM, is a form of Internet marketing that aims at promoting Websites by increasing their chance to appear

in Search Engine Result Pages (SERPs). Search engine marketing covers a number of techniques or strategies to enhance the Website's visibility in SERPs (**Xiang et al., 2011**).

**4- Customer retention (avoid churn):** in order to keep customers loyal to the brand, strategy developers must perform some activities that optimize customer loyalty. Some of these activities include personalized offers, recommendations, pop-up, after-sale follow-up e-mails and online reputation.

In order to keep customer loyalty through the above mentioned activities, the organization must keep a solid customer base. This can be achieved through WUM techniques like analyzing cookies and Web logs and performing some datamining techniques on the extracted data like clustering, prediction and classification. Categorizing customers in groups makes them easy to target with e-mails, online ads and promotions.

**5- Focus, targeting and communication:** One of the mostly used marketing strategic objectives is focus and targeting. Segmenting customers and focusing on one cluster and directing marketing efforts to it can be beneficiary. WUM techniques can be very useful in performing segmentation, clustering and classification. Also collaborative filtering; making recommendations based on similar preferences of previous customers can be very useful in this domain. Marketing tactics for focus and targeting include personalization and recommendation systems and e-mail marketing. Communication can be accomplished through SEO, PPC and monitoring social media activities (CGC- Customer Generated Content).

#### **Fifth step “The details of tactics, who does what and when”:**

In this step Webmining approaches cannot help developers in assigning responsibilities on the employees as it is more an administrative task. Nevertheless, Webmining approaches can give some information about how much external agencies are playing an important role in promoting the services and products of the organization. This can be examined from the reports of Web log analyzers, which show referrer pages. Also, the importance of external agencies or intermediaries can be assessed by evaluating PPC campaigns on sales, brand awareness and conversion rates.

#### **Sixth step “How do we monitor performance”:**

The five diagnostic categories for e-marketing measurement include: business contribution, marketing outcomes, customer satisfaction, customer behaviour and site promotion. These insights can be described by using key metrics. For example business contribution can be measured through monitoring online revenue contribution, costs and profitability. Customer satisfaction can be measured through site usability, opinions and repeated visits and purchases.

These were the steps for developing an e-marketing strategy based on the framework of Chaffey *et al.* (2008). Web mining approaches were used in order to extract useful information that can be successfully used to design e-marketing strategies.

## **6 RECOMMENDATIONS**

The recommendations can be used by private and public tourism organizations with Web presence to improve their position in the market.

### **a. Case company Website:**

The company should be focusing on retaining their online customer base and try to attract their off-line customers to their Website. More attention should be given to Website quality features especially navigation and accessibility.

The company should be integrating online and offline marketing activities and linking visits to the Website with special offers and promotions. Harmony should exist between off-line and online marketing activities to avoid channel conflict.

It is crucial that the company makes best use of Web mining results and activate disabled features in Google Analytics. It is also recommended that the company uses other Web analytics that have different features than Google Analytic.

It is also recommended that combined analytics, which links Web Structure Mining, Web Content Mining and Web Usage Mining together to make utmost use of extracted data. New dynamic decision tree models should be introduced with the aim to show continuous changes in users' patterns.

The company should be considering decreasing the use of flash and videos to reduce distraction and decrease loading time. SEO strategies should be carefully designed. They include: fine-tuned content in the landing pages, designing successful meta tags and increasing backlinks. Also it is useful for the company to be listed in official Website's directories like yellow pages for higher rankings.

The company should segment its customers using Web mining results for personalization and target marketing. More attention should be given to PPC campaigns and keyword choice. The company should be focusing on the returns generated by social media. Furthermore, an effective ORM is crucial for viral exposure.

More attention should be given to technical considerations concerning new applications like mobile and tablets. The company should be also considering promoting their Website in numerous search engines like Yahoo for example.

Diversifying the services offered on the Website, specializing in niche services, cross-selling can help the company overcome the instabilities of the tourism sector.

Affiliate campaigns and co-branding can be of great importance for effective marketing.

The company should be taking confident steps towards changing the site from a promotional model promoting brand awareness to an e-commerce model supporting secured e-payments. The company should strengthen the confidence in its online payments.

### **b. Private and Public tourism organizations Websites:**

- The goals of the tourism Website should be a part of the organization-wide strategy.
- Web mining approaches have a huge potential and should to be efficiently used to guarantee satisfactory customer experience.
- Web analytics provide organizations with a wide range of information. This information ought to be used to either develop customer-focused e-marketing strategies or utilized to optimize Web designs.
- The objectives of the Websites should be clear, flexible and concise.
- The data that is provided by Web analytics can be either used as raw data giving primary insights about customer behavior or they can be subject to further analysis to convey more sophisticated outcomes.
- Website design should be given first priority, as Websites are the tool used by the company to transmit brand image.
- Companies should be using SEO and PPC to rank higher in the SERP.
- Social media is nowadays the key to rank higher, to viral exposure, to successful customer relationship management and effective online reputation management.
- Marketers should pay attention to Web site quality features and effectively combine it with Web mining outcomes to develop customer-based Websites.

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## **Legislative and policy efforts to control ‘sharing economy’ local accommodation as a way to prevent cultural identity loss in Portugal**

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### **ABSTRACT**

This study seeks to fill an epistemological gap regarding the legislative and regulatory means of managing local accommodation associated to the ‘sharing economy’, as it relates to the cultural identity of cities and parts of cities in Portugal. We presume such a cultural identity to be a complex entity which is built in part in negotiation with the tourist, but one that is currently risking an imbalanced relationship. This study is conducted from a law studies point of view, seeking to draw conclusions from recent touristic trends in the cities of Porto and Lisbon. As a way to stimulate entrepreneurship in the tourism sector, local accommodation was constructed as juridical concept in Portuguese law, creating a separate regimen from traditional touristic establishments such as hotels, rural tourism and camping places. This also created the possibility to institutionalize a

number of informal situations which operated in these cities (especially in light of the Governmental Decree n°39/2008, March 7th, which extinguished the legal background of businesses as pensions and motels), allowing these to continue their activity - preventing the economic impact which their closing would bring. The specific law which was implemented - Governmental Decree n°128/2014, August 29th brought with it some dangers which have been at times posed to municipal institutions: the risk of ‘desertification’ of the center by local citizens, rent pressure, social polarization, amongst other risks. It is important to note that these factors are very localized in Portugal – one can note that the gross majority of local accommodation of Lisbon is centered on a small and central area. These social factors are aided by complex cultural transactions which may force out specific cultural forms of neighbourhoods and areas of these cities – although this question may be less linear than one would think. And likewise the economic impact of the informal local accommodation sector poses a risk which ought to be taken seriously in lack of effective policing. With such an appealing legal structure, which made local accommodation a viable opportunity not only for homeowners but also property developers – which also brings urban regeneration – one has to wonder what sort of policing and regulation is made on these spaces. Noting that this function belongs to ASAE (Authority for the Safety of Economic Activities), whose contingent and power has been reduced, can one truly delegate to a national organism a localized factor such as this? Or ought we to look at community or private enterprise options for this task? On the course of this study we propose to approach this problem with a solution-oriented approach that seeks to hint on possible solutions for Portugal which might be of interest on an international level.

**Key Words:** Local accommodation; cultural identity; digital platforms; control efforts; tourism.

## INTRODUCTION

Before Decree Law n°39/2008 of March 7th, the Portuguese legal regime on touristic enterprises was rather opaque and prone to produce informal economies – whether through temporary or occasional occupation of houses – which were by definition neither subject to minimum lodging requirements nor any fiscal measures (Quintas, 2003). The above cited diploma sought to regulate those same forms of lodging, providing them with the legal framework of “local accommodation” or “local lodging”. This was followed by Ordinance n°517/2008 of June 25th, which sought to extend the activity of some extinct forms such as pensions, motels, lodging houses and inns, which did not fulfil the requisites for touristic enterprise, providing them with the legal characteristics allowing lodging of tourists, statistical accountability and taxation (Quintas, 2014).

This Ordinance described three types of local lodging: apartments, houses, and hospitality establishments, with specific safety and hygiene minimums to be followed. Furthermore, the exponential growth of the local lodging dynamics led to a successive update of its legal regime with Decree Law n°128/2014 of August 29th, which took into account the consistent and global

nature of the phenomenon, as well as its social, economic and cultural relevance. Seeking to better adapt the recent figure of “local lodging” to the wide array of temporary accommodation services, this diploma established the legal terms of exploration of local lodging establishments, giving it a new and autonomous treatment (Cunha, 2013). Likewise, it also provided specific norms regarding the supply of lodging services and their distribution, noting the need to densify the “hostel” regime appointed by the above mentioned Ordinance.

However, so as to minimize dispersion of normative instruments over a single reality, and taking into account the simplification of the access to temporary lodging activities and enterprises, the densification of the “hostels” is well justified in incorporating the textual body of the Decree Law on local lodging, with the Decree Law n°63/2015 of April 23rd establishing norms and rules that seek to minimize the sociological, cultural and economic impacts of local lodging through unregulated and arbitrary forms – which we will be exploring throughout this paper.

## **OBJECTIVES**

### **General goals**

To demonstrate the need for active inspection and supervision of informal local lodging, so as to minimize the potential loss of cultural identity of certain areas of the main cities of the country. Likewise, to point out some of the unused mechanisms to control such a touristification.

### **Specific goals**

The specific objectives of this research are:

- To analyse the legal evolution regarding the new classification of local lodging;
- To analyse the suggested or apparent impact produced by this new supply of lodging, with the visible positive and negative outcomes;
- To analyse the control mechanisms and supervision efforts, whilst suggesting new forms of institutional intervention which may allow the minimization of the pernicious effects of touristification.

### **Methodology**

The Methodology includes:

- Comparative analysis of diplomas which regulate the legal figure of Local Accommodation;

- Analysis of current data on the registration of property for local lodging purposes, in various booking platforms;
- Analysis of a study elaborated by ISCTE-IUL where the need for a re-vitalization of the touristic market supply is considered;
- Analysis of data from the National Tourist Office (Turismo de Portugal) about RNAL (National Registration of Local Lodging) in which the operational capacity of local power to regulate those properties allocated to this touristic offer.

## **ANALYSIS**

It is first of all important to consider that the legal figure of Local Lodging was created in 2008, by Decree Law n°39/2008, since many properties which provided touristic lodging did not meet the required standards of health and quality to provide as such on formal terms (Quintas, 2015).

As such, the mentioned diploma was introduced to define the essential parameters of a given enterprise that enable it to be qualified as touristic, allowing the owners of apartments, houses and other types of lodging sites such as inns, motels or pensions, to continue benefitting from the providing of touristic services. These were given the possibility to convert to Local Lodging, legalizing their status through a registration with the municipal authorities, who were in turn responsible to attest the minimum requirements of the establishment.

This phenomenon has seen in Portugal, much like on a global scale, a tremendous increase in the last few years, and has served to a great extent to revitalize historical city centers, where long term abandonment and disinterest had led to degradation and need of intervention (Gagliardi, 2009). This follows suit with many of the recent tendencies of a "return to the center" in Portugal as in other countries - namely "gentrification", economic "core" activities concentration, and wide-scale urban regeneration efforts - which brings with it many associated risks (Richards, 2014). Specifically, in terms of tourism, three major concerns can be seen as vital: economic sustainability, assuring that local assets are not wholly overturned by touristic activities, which might put the territory in a path-dependent development with few options should tourism fade in time; social concerns regarding the demographic conditions of inner city, the logics of social displacement caused by housing market price fluctuations as well as limited political action; and cultural sustainability, presuming the risk to cultural assets by action of tourism (Richards, 2016). Namely, the latter question can be thought of in the following way: how would the cultural value of Lisbon or Porto's city centers be changed with the influx of touristic lodging in its old buildings? Can there be tourism without a threat to the 'cultural identity' of these spaces? (Gottdierner & Lopoulos, 1986)

To properly consider this, it might be necessary to briefly introduce some concepts of cultural identity. Following Bourdieu, and placing it in an urban context, we can consider the cultural identity of a "city" or a "neighbourhood" as a definition of entities which belong to such identity, to the exclusion of others, with a valuation of them, in a complex and unequal process between inhabitants, local and national authorities, transnational actors (such as tourists) and specific group identities, towards specific processes of social and cultural distinction (Bourdieu, 1984). In what concerns us, this reading allows us to see a specific factor: that "authenticity" is not an ontological factor, but a discursive one, and one which derives from collective bargaining and conflict (Shepherd, 2002). As such, neither the sardine nor the castle nor any actual fact about the history of Lisbon best represents it on an essential level, although many can be collectively agreed to better represent it.

With this said, the risk becomes that tourism can, through its demands and localization, shift the interest to some of these entities to the detriment of others, leading to loss of heritage (Wang, 1999). These concerns however, hinge on a certain understanding of the massive nature of the phenomenon - if one is concerned for instance with "traditional" ways of living, it becomes a problem when none of the "original population" live in the city centers. And more so, it can hardly be seen as a singular phenomenon, divorced from its social, economic and urban conditionings. In that sense, one must pose the question: can the cultural value of traditions overrule the regenerative potential of touristic activity in urbanistic and social terms? (Grazian, 2010).

As one can note by their location, and the term "sharing economy", the ideal of local lodging is for the tourist to share the way of life of those individuals who host him, in typical and well-located properties. For various reasons - many of which economic, as captured by Neil Smith's concept of "rent-gap" - the regeneration of heritage towards these ends was widely seen in Lisbon and Porto by private initiative as a safe investment. Although the reasons are not explicit, it seems safe to assume that a great part of the 10.000 buildings regenerated in these two cities (40% of which were abandoned) were due to investment in local lodging and tourist activities.

However in over 60% Local Lodging is the primary economic activity of house owners in the touristic business, with the incomes from short term rental largely surpassing more traditional forms of rental. This leads precisely to a professionalization of these activities, which defeats the concept of sharing economy, and raises concerns over mass tourism, with the economic monofunctionalization and cultural degradation to which we alluded. It was in this sense that Decree Law n°63/2015 was passed with the idea of putting into one decree the regulation of the hostels as a way to provide local accommodation and also make sure that the owners of the buildings will not turn the building as the owner will not be able to explore more than nine places of local accommodation in the same building. This regulation answers the need to clarify some aspects of the local accommodation legal regime (Silva, 2017).

So as to contain the unreined growth of this type of accommodation, the National Tourism Office determined an analysis of the state of art of the touristic supply, so as to contribute to an evaluation of its strong points, and to attempt to tackle the weaknesses (Brito, 2011). This study

notably realized that the eclectic educational trajectories of individuals in the sector lead often to an amateurish understanding of touristic management, which in turn raises the question of their efficiency and long term sustainability. This led the Portuguese Hotel, Restaurant and Similar Activities Association (AHRSEP) to propose a standard of service program to the sector: Program "Quality", developed by the association towards an apt response to the growth of the sector. It served namely to institute those standards and regulations which the hotel sector already has. As Ana Jacinto, coordinator of the program, notes: "Let those new spaces of local lodging come, but in such a way as not to taint the expectations of tourists and taint Portugal's reputation as a destination of excellence". This program has served in a way, to complete Decree Law n°63/2015 in a double bind: whilst the latter provides specific rules and limitations to the number of professional owners, the former seeks to capacitate and help individuals in terms of management.

This implies also many questions which relate to the cultural and social conditions of touristic areas, and which have often been the subject of justified complaints: noise and ecological limitations, much like these activities integration in their area, producing a benchmarking manual in terms of management - and eventually in a "seal" to be attributed by the AHRESP, certifying lodging units in quality norms. The pilot project took place in Mafra, in the periphery of Lisbon, and seeks to extend throughout the country.

Amongst the over 35.000 Local Lodging units in Portugal, the potential for these dynamics in terms of cultural heritage is indeed notable, since it allows the rehabilitation of spaces with collective identity and memory - such as "Casa Balthazar" in Lisbon, one of the more distinguished properties in the digital platforms, which had a long family and local history, and which under the local lodging regime gained sufficient economic return to merit a full scale intervention.

One of the points we notice is lacking in the recommendations of the AHRESP, and which might merit some attention, is the importance of local resources to touristic activity - specifically, the need for interaction between territorially adjacent economic actors - and could merit some attention in terms of associative as well as political actors.

Arriving at this point however, it has become clear that the problems often touted as a result of local lodging are more than anything a problem of regulation - namely the informal status of most of these enterprises - which raises the question: is the legalization in this sector subject to many bureaucracies, in a long and/or expensive process?

Seeing as though the process was placed on a municipal level, and made to run swiftly, this does not seem to be the case. The requirements are the local inscription of the location of the property, so that a registration number can be produced, and which is communicated to the National Tourism Office in the National Registration of Local Accommodation platform. No proof of titularity of the property is required, and currently, no inspection of the previously noted requirements is made, which has fomented the parallel economy to which we have alluded. This tends to be circulated in the digital platforms in a non-indexed manner, whether these platforms are legalized or not, and regardless of their fiscal status - most of them not issuing receipts, multiplying biddings, and incurring in massive fiscal flight (Castells, 1996).

This was noted in the above mentioned study by ISCTE, which noted that the owners of local accommodation houses in the parishes of Santa Maria Maior and Misericórdia in (the city center of) Lisbon and the center of Porto, are the ones with the highest rates of fiscal flight, which was noted by crossing the data between those online platforms such as Airbnb or Booking.com and the National Registration platforms - with 59% more units in Airbnb than those listed in RNAL, a number that reaches 98% in Porto, as well as a difference between the 45.000 units in Airbnb compared to the 31.330 officially listed ones.

This raises an important, if slightly prosaic, question: if such numbers point us to the sort of concerns which we previously noted could bring tremendous consequences, why does the supervising entity make no effort to fight this tendency by using the same methods (i.e. cross-checking official and non-official data)?

In Portugal, the entity responsible for the inspection of touristic supply registration in RNAL is the Authority for the Safety of Economic Activities (ASAE) - which notably has a very wide range of action, from night-time entertainment to restaurants and shops, which leads to its few human resources being overtly extended, and a lack of effective monitoring of local lodging activities. This leads to many cases of activities which fail to meet even the minimum standards of health and safety conditions. This importantly threatens not only the specific experiences of costumers, but the sustainability of the business, by risking the jeopardizing of reputation, as seen earlier in the quote of Ana Jacinto.

Joined efforts by the Government and Airbnb, issuing statements for owners to register their properties, and direct inspections by ASAE (which in the 1st semester of 2016 produced over 500, where 15% of properties detected were irregular) have been undertaken, and have indeed lead to the increase in registration. However, besides not being able to carry out more thorough inspections, ASAE has difficulties of action since it is limited to a supervisory role - it cannot produce persecution processes, without verification of irregularity in loco, that is, the cross-referencing of data from lodging platforms does not presently constitute any form of evidence.

In that sense, the production of mechanisms which serve to make the supervision and counter-ordinance processes more swift would serve to combat parallel economy and would be a way for proprietors to legalize their situation, as well as help them give a better service. The possibility offer to the police to relate all the signs that apply to a local accommodation as well as the report to court of illegal cases noted, with the possibility of a fee application would prevent the use of a parallel economy.

The effort made by the government to recruit and give special formation to a new kind of inspectors whose intervention would be confined to the respect of all the rules applied to the local accommodation, providing the power to make them pay in case of failure, would surely compensate the salaries and the profits taken from the state (Silva, 2017).

Another way to control these counter-ordinance could be carried out by the report of digital platforms such as Airbnb or Booking that identify that the offer sent to be published doesn't have



a registration in the National Registration System. In this case, the notification would be much easier and the proprietors could have some time to fulfill the demands or otherwise, the ASAE must go there and take measures such as to forbid that activity.

If measures are not taken, and the owners are not identified and charged with the responsibility of legalizing the local accommodation they provide, we take a serious risk of giving a bad idea of our system, which is wrong because we have a perfect regulation but an inefficient way of controlling the appliance of rules. The Portuguese people are not prepared to the revolution taken by this touristification and we must be able to provide excellent experiences to the tourists, to let them contact with our way of life and to live amongst us, if only for a day or two but also controlling this economic activity and make sure that we all pay our taxes. That is why the Government has delivered some mechanisms of tax inspection to control the existence of a parallel economy and identify the tax evasion. If so, the proprietors are able to pay the fines and the opportunity to apply the rules to have a legal situation.

## **CONCLUSIONS**

The Portuguese touristic offer has become more diverse and adapted to the demands of tourism, which follow suit with the wider social and economic transformations (Cunha, 2013). Local lodging in the capital and in the city of Porto is a sector with a great margin of development but which must invest in the quality, certification and diversity of its communication platforms.

It is likewise relevant that, in considering the cultural and economic conditionings, entrepreneurs of the sector should consider the need to regularly change the supply and offer aggregatory solutions “which allow tourists to know the characteristics of the destination, the local inhabitants conditions, marking the difference in the moment of choice.” That means investing in the production of sectoral partnerships with proximity commerce and which can allow social, economic and cultural sustainable patterns of production – and in that sense, minimizing the risks of strain in these respects (Russo, 2012).

The impact of local lodging for the regeneration of cities has produced many positive consequences, and has led to many spaces of degradation and abandonment in city centers regaining their status. The need to analyse the impact of this legal figure has led us to conclude that the present substantial legislation is not the issue, but rather the processes of inspection and supervision have been lacking. These are in themselves crucial for the very sustainability of tourism: the expectations and responses of tourists are crucial in the reproduction of localities as touristic attractions, and the dismantlement of cultural factors considered important by these social actors can lead to the decline of tourism as a central activity.

A way that this can be produced – and one to which we have alluded throughout this text – is the investment in affective projects which lead some owners of old properties, such as buildings of historic interest, small palaces and similar properties, to comply with the regulations present in the

remaining hospitality business, allowing the experiencing of lifestyles which are considered peculiar or quaint by tourists.

As of now, the present mechanisms – with the registration in RNAL – does not guarantee this regulation, with weak inspection efforts by ASAE, and the proliferation of parallel economies in digital platforms. However, the production of mechanisms which quicken the processes against illegal situations – so as to dissuade such practices – can seek to fulfill this gap, and can be carried out in such ways as heavy fines.

In some other countries, as a way to guarantee the regulation, the government allows companies to be built with the aim to identify the illegal situations and report them to the legal institutions, so these can take action. But what could it be in a country where the people as reacted against local accommodation in such a strong way that court as already taken decisions in favor to local accommodation, but remembering the owners that they must assure the rules of each building, such as noise making, as well as garbage and the use of common parts of the building.

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## **Knowledge Management in Greek tourism**

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## **ABSTRACT**

In the modern digital age what is particularly important is the management of information. For this reason, a particular issue is how organizations have access to information and knowledge in general. This paper is considering the case of knowledge management in relation to tourism. It should be mentioned that the study shows that knowledge management can be an approach that aims to properly manage the crisis and gain a competitive advantage (Mantas, 2016). Of course, what it needs to be done is to have a specialization in relation to the management of knowledge in terms of the Greek tourism. For this reason, this study conducts an investigation of the feasibility studies for the use of knowledge in tourism management. Then it appears, for any tourism business it is useful to have and the appropriate management of data and information available in order to then be useable tourist information as well as to provide a significant competitive advantage for the tourism business (Gretzel, 2011). It should be noted the lack of relevant research in Greece, so it would be very useful to future empirical research to the point.

**Keywords:** Knowledge Management 1, Tourism 2, Greece 3, Tourism business 4

**JEL Classification:** L83, L84, M31

## **1 INTRODUCTION**

Information and communication technology has contributed in several stages of the tourism industry transformation. First, starting with computerization of reservation system of tourism offers (GDS). A chain appeared around these systems, linking vertically suppliers to tourists through the intermediary players. Then, Internet and related technologies radically affect the sector's economy by overturning this vertical organization. Change appeared through direct sales strategies of suppliers' websites. However, direct exchange between tourists and suppliers was only the beginning of a new era. ICT has also given the opportunity to many new players to introduce themselves into tourism market. From now on, travel agencies and tour operators are not the only ones able to connect supply with demand. Internet has also contributed in changing the tourist's demands and activities. Tourism is no longer limited to a mass product (Dimitriou, 2005). The tourist can inform himself and even get involved in the organisation of his travel experience. Hence, an important challenge is how to acquire the necessary data but also from the side of the tourist organizations to be able to handle all this data. Hence, the aim of this paper is to examine usage of Knowledge Management from Greek tourist organizations, which is a research where there is a complete lack of similar research.

## **2 METHODOLOGY**

This is a literature review which will examine the value of information and data management for a tourist company. Hence the methodology of this paper relies on the use of already made researches and papers; this is a literature review. The source of papers has been from various databases such as science direct and ESCBO. The paper will introduce the concept of knowledge management, while it will discuss how knowledge management is being used on the tourist sector. The value of this paper is that it will connect the concept of Knowledge Management with the concept of tourism and how it is applied on the tourist sector.

## **3 LITERATURE REVIEW ON KNOWLEDGE MANAGEMENT**

### **3.1 TYPES OF KNOWLEDGE**

In the management literature, a passionate debate about what knowledge is and what forms or types of it are available can be identified. One can distinguish the positivist and constructivist standpoints in this debate (Vera and Crossan, 2003). Chiva and Alegre (2005) also identify a similar classification of approaches to knowledge: the perceptive or cognitive approach, and the constructionist or social approach. Another distinction made in the literature is between the perspective that emphasizes knowledge as something people have or possess and the one that regards knowledge as something socially constructed and thus particular emphasis is placed on the process (Chiva and Alegre, 2005). In fact, the positivist, cognitive and knowledge as a possession approaches are related, and so do the constructionist, social and knowledge as a process approaches. For one school of thought, reality is objective and can be comprehended accurately, while for the other all meanings are context specific. In this section, we will do the same as Chiva and Alegre (2005) and use the “cognitive-possession” and “social-process” labels to discuss about these two major schools of thought in the organizational knowledge literature. However, it should be noted that it is not always clear whether a particular author is situated in the one or the other school, as can be seen below. According to Spender (1996) and Chiva and Alegre (2005), followers of pure cognitive-possession school believe that knowledge is justified true belief. They all share the idea of knowledge as perceptive and as a commodity. Thus, emphasis is placed on the possession of knowledge. Followers of this view regard the cognitive system as a machine to process information. Knowledge is defined as a collection of representations of the world that is made up of a number of objects and events. It is the result of a systematic analysis of our cognitive system of a knowable external reality. Also, it exists prior to and independently from the knowing subject, who creates no knowledge in the act of appropriation. It is possible to codify, store and transmit knowledge between people. This school posits that knowledge is universal and, hence, two cognitive systems should come up with the same representation of the same objects or situations. Learning, in this perspective, is the improvement of representations.

However, researchers in this school have moved beyond positivist notions of knowledge and adopt a more pluralist point of view. They have recognized that knowledge may be difficult

to codify and communicate, that it may be deeply rooted in action and involvement in a specific context. Some have proposed that organizations have different types of knowledge, and that identifying and examining these will lead to more effective means for generating, sharing, and managing knowledge in organizations (Orlikowski, 1996). As a result, classifications of knowledge have been developed and then used to examine the various strategies and techniques, through which different types of knowledge are created, codified, converted, transferred, and exchanged. Such researches are grouped under an approach that is often referred to as “taxonomic” (Tsoukas, 1996). A well-known example in this case is the distinction between explicit and tacit knowledge put forward by Nonaka (1994) based on the work of Polany. Explicit knowledge refers to knowledge that is transmittable in formal, systematic language. Tacit knowledge has a personal quality, which makes it hard to formalize and communicate. Explicit knowledge can be converted to tacit knowledge and vice versa. Although Nonaka argues that tacit knowledge has a cognitive element centering on mental models, he does recognize its technical element, which is rooted in specific contexts. Grant (1996) can also be put in this group with their distinctions of knowing-how versus knowingabout and routines versus skills, respectively.

Similarly, Alavi and Leider (2001) conclude from their review of the literature that knowledge can also be referred to as declarative (know-about or knowledge by acquaintance), procedure (know-how), causal (know-why), conditional (know-when), and relational (know-with). Additional knowledge taxonomies such as individual versus social (Alavi and Leider, 2001), local versus universal, codified versus uncoded, canonical versus non canonical, know-how versus know-what (Tsoukas, 1996), routines versus experiences (Orlikowski, 1996) have also been elaborated.

Jarzabkowski and Spee (2009) find that there exists a related perspective to the cognitive-possession one: the connectionist. This perspective shares with the cognitive-possession one the view that knowledge, in other words the representations of the environment, arises as a result of information processing.

However, the process of representing is different in that it believes knowledge to be generated through networks and relationships, and not by individuals. From this perspective, organizations are networks made up of relationships and managed by communication. Knowledge, thus, is found in the connections that exist between the organization and its people. A concern of researchers in this school is the distinction between individual and organizational knowledge. Being connectionists, Jarzabkowski and Spee (2009) state that there exists individual knowledge, group knowledge, organizational knowledge, and network knowledge. Individual knowledge belongs only to the individuals. Group knowledge is created by the teaching of individual knowledge through frequent interaction within small groups. Cross-group interactions, in turn, help create organizational knowledge. Network knowledge is created when individuals of the organization establish interactions with external actors such as suppliers or buyers. In the cognitive-possession school, there have been several different views about the relationship between individual and organizational knowledge. The first approach defines organizational

knowledge as individual knowledge shared by all members of an organization (Chiva and Alegre, 2005). This approach can be seen in Grant's (1996) view of knowledge (Chiva and Alegre, 2005). He argues that the creation of knowledge is individual and thus companies should aim at applying knowledge to the production of goods and services rather than creating and acquiring knowledge. The second approach, put forward by Nonaka (1994), examines the interaction between individual and organizational knowledge. His idea is that organizational knowledge is created through continuous dialogue between tacit and explicit knowledge. In the study of knowledge, although the cognitive-possession school is the predominant one, it has been increasingly challenged and complemented by the social-process school (Vera and Crossan, 2003), shifting the notion of knowledge as a commodity that individuals or organizations may acquire, to the study of knowledge as socially constructed and held collectively in organizations. This school proposes the idea that reality is socially constructed or conceived and is based on social interactions and discursive behaviours (Chiva and Alegre, 2005).

According to Heaton and Taylor (2012), it makes an assumption that, given the limitations of our physiological constitution as living beings, the only kind of reality we can consciously know is constituted by the kind of distinctions we make in language. When people live in different operational contexts, they perceive different realities. What we know as humans, therefore, is not a universe, but a "multiverse" of modes of knowledge creation. This approach understands knowledge as not as a representation, but a constructing or creating acts, in other words, as a process. It is something which we do, not something that we possess (Chiva and Alegre, 2005). The notions of practice and communities of practice are very important in this school of thought. The basic argument inherent in many views in this school of thought is that knowledge is embedded in practice and is readily generated when people work together in the communities of practice. A community of practice is "a set of relations among persons, activity, and world, over time" (Lave and Wenger, 1991).

A community of practice can also be viewed as an activity system about which participants share understandings concerning what they are doing and what that means in their lives and for their communities. The participants are united in both action and in the meaning that that action has, both for themselves and for the larger collective (Lave and Wenger, 1991). The practice of a community of practice is the specific knowledge that the community members develop, share and maintain. It can contain ideas, information, documents, or styles that community members share (Wenger, McDermott, and Snyder, 2002). It is "the way in which work gets done and knowledge is created" (Brown and Duguid, 2001), or "the coordinated activities of individuals and groups in doing their "real work" as it is informed by a particular organizational or group context" (Cook and Brown, 1999). Practice is not behavior or action. Doing of any sort is behaviour, while action is behaviour imbued with meaning. Practice is action informed by meaning drawn from a particular context (Cook and Brown, 1999).

### **3.2 KNOWLEDGE MANAGEMENT IN PRACTICE**



Knowledge can be seen from the cognitive-possession and the social-process views. As different views of knowledge lead to different perceptions of knowledge management (Alavi and Leider, 2001), two contrasting schools to knowledge management have developed accordingly. They are often considered as the first and the second generations of knowledge management (McElroy, 2000), reflecting the dominance of the cognitive-possession school in the past and the increasingly influence of the social-process school in the more recent years. The distinction has been named differently in the literature, such as “cognitive” and “community” models , personal knowledge and organizational knowledge orientations , information technology and human approaches , and content and relational perspectives (Sanchez, 2005). These authors use different terms but they essentially talk about a same thing. This research uses the terms cognitive and social to distinguish the two schools.

The cognitive school believes in the cognitive-possession view of knowledge, which argues that valuable knowledge is located inside people’s head and can be identified, captured, and processed via the use of information technology tools and then applied in new contexts (Bresnen et. al., 2003). The definitions of knowledge management put forward by this perspective in the literature often have a strong prescriptive element. Knowledge management is understood as “managed learning” and is assumed to have a positive impact on performance (Vera and Crossan, 2003). For example, it is defined as “the explicit control and management of knowledge within an organization aimed at achieving the company’s objectives”, “the formal management of knowledge for facilitating creation, access, and reuse of knowledge, typically using advanced technology”, “the process of creating, capturing, and using knowledge to enhance organizational performance”, or “the ability of organizations to manage, store, value, and distribute knowledge” (Vera and Crossan, 2003). The goal of knowledge management is to capture, codify and distribute organizational knowledge via the application of information and communication technologies so that it can be shared by all employees. It focuses on knowledge use, not knowledge creation. The target of all investments in first generation of knowledge management is the individual workers and the extent to which he or she has access to, and can leverage information needed to get the job done (McElroy, 2000). Alavi and Leider (2001) find that three most common applications of IT to knowledge management consist of the coding and sharing of best practices, the creation of corporate knowledge directories, and the creation of knowledge network that focuses on bringing individuals distributed across time and space together so that knowledge is shared. The most fundamental advantage claimed by this approach is that once an individual’s knowledge is articulated in an explicit form, information system can be used to disseminate that knowledge, thereby freeing an organization from the limitations of time and space. Moreover, codified knowledge is easier to leverage. It is also visible and can be discussed, debated, tested further, and improved, thereby stimulating organizational learning processes. The codification of knowledge also minimizes the risk of losing expertise due to employee turnover (Sanchez, 2005). With the idea of knowledge as perceptive and as a commodity, which can be codified, stored, and easily transmitted, learning is separated from knowledge and thus, can be dealt with separately (Chiva and Alegre, 2005).

However, the knowledge management literature tends to see knowledge as a resource, a raw material to be leveraged, processed and utilized for the benefit of the organization. For the first time, it is claimed that knowledge has to be managed as a thing itself. However, the cognitive school has been vastly criticized. Debates have questioned the emphasis on explicit knowledge and the codification of knowledge through technology (Bresnen et. al., 2003). Critiques have been being mounted of the cognitive approach precisely on the grounds that it ignores the social architecture of knowledge exchange within organizations (Easterby-Smith and Lyles, 2003) and completely side-steps the question of how knowledge is created, disseminated, renewed and applied (Cavaleri, 2004). The critiques have led to the emergence of the social school, which believes in the social-process view of knowledge. Understanding how knowledge is created, how it is shared, and diffused throughout an organization – and not just how to codify and record it in artificial form, or map it into business process – lies at the very heart of the social school (McElroy, 2000). It is also recognized that the creation, diffusion and application of knowledge is situated and heavily influenced by the context of practice. In this context, developing communities of practice has been viewed as a popular approach for knowledge management because they favor situated and context-dependent learning and knowledge creation (Wenger, 2004).

Knowledge management objectives in this school emphasize and promote social networks and the cultivation of trust, norms and shared values amongst employees that constitute “communities of practices” (Bresnen et. al., 2003). A well-known article is that of Wenger and Snyder (2000), in which effective knowledge management is characterized as the “cultivation” of communities of practice within the organization. This idea has been frequently cited in the literature and widely adopted in the business world (Ardichvili et. al., 2003). Moreover, in an era of globalization and worldwide communication networks, it is claimed that communities of practice with virtual interactions have emerged (Hildreth, 2003). Virtual communities of practice are described as containing any community of practice that cannot rely on face-to-face meetings and interactions as its primary means for connecting members. Typically, virtual communities of practice cross multiple types of boundaries, linking people across time zones, countries, and organizations (Wenger et. al., 2002). It is stated that virtual communities of practice are becoming a knowledge management approach of choice for an increasing number of multinational corporations, including many well-known industry leaders such as Hewlett Packard, British Petroleum, IBM, and Shell (Ardichvili et al., 2003).

The practice perspective sheds more light on how to study the actual doing of the knowledge managers. First, for practice theory, people count and can be taken as a research phenomenon. Second, according to this perspective, one may take the knowledge managers as the creative agents being at the focal point to examine how they amend and reproduce the stock of practices on which they draw. This perspective enables the researcher to look closely at how the knowledge managers move back and forth between their understanding of knowledge management landscape and their performing of knowledge management tasks. The perspective offers to investigate the doing of the knowledge managers in their job as situated practices in a particular context. Moreover, studying the knowledge managers from a practice perspective is also in line

with the current trend in the knowledge management literature. At this stage, the research direction can be reformulated as the situated practices of the knowledge managers in their specific organizational context.

### **3.3 KNOWLEDGE MANAGEMENT IN TOYRISM**

In modern societies it is increasingly recognized in recent years that the sustainable competitive advantage of a state in the global market depends on its ability to exploit the knowledge, as opposed to more traditional societies. This resulted in the dissemination and commercialization of research, up to a point, which has become a key issue for governments initially and business secondly. These are the most recent developments are indicating the importance of knowledge as the key competitive tool for private businesses. Tourism has being developed as one of the most important areas in the world, should be directly adapted to new data. Thus, it is assumed that if the modern enterprises wishing to remain competitive in this era of change, adopting Knowledge Management practices is urgently required to enable them to exploit the tourist market data and their intellectual capital. With the adoption of Knowledge Management public and private businesses can become more effective, profitable, competitive and efficient resulting work smartest on the market and create the same knowledge (Easterby-Smith and Prieto, 2008) .

The result of the commercialization of knowledge that has an organization is the creation of tourist products and services that meet the needs and requirements of tourists and exploitation of business opportunities that arise. Okumus et al. (2014) have conceived the idea of the Chain of Knowledge Value (value chain knowledge). The concept of Knowledge Value Chain refers to the main stages of Knowledge Management, from its creation to the commercialization and distribution of knowledge for the benefit of tourist companies. An example can be the views or perceptions that tourists have about a hotel or some internal knowledge such as how to prepare dinner or how the bar can operate in an efficient manner.

The importance of the information and communication technology and particularly the Internet has played an important role in the tourism industry and has grown considerably recent year. The tourist industry is an industry which relies on information in which the Internet plays a very important role where information and data are playing an important role on how internet tactics are set up for the hotels.

The outcome is that knowledge is defined as the most important form of content, which in principle has the form of data, then information is everywhere and finally evolves into knowledge. For this reason, the information collected from tourist, has even greater value when converted into knowledge. The tourist agencies, who manage to exploit the information and to the transform knowledge into effective are they there, shall be winners. The competitiveness of companies operating in these areas dependent tail to a very large extent on how effectively they acquire,

maintain, exchange and access to knowledge and whether they can convey the appropriate information to the right person and the right time (Gronau, 2012).

Knowledge Management is addressed to the company's effort to adapt to survive and be competitive in a constant changing environment. In the tourism sector, this environmental change is barely noticeable, so in the supply chain, and the constant change in consumer behavior. The destinations are constantly adapted to different situations with the creation and use knowledge that responds to different conditions, as was done for post 11/9 environment where appropriate measures were taken for the safety and Civil Protection, which relied on the smooth flow of data between the tourist companies (Hallin and Marnburg, 2008).

Despite the extensive literature of the tourist industry, there are few reports on the relationship between Knowledge Management and Tourism. However reported some models which are based either on knowledge stocks, or cross Flow letters. The knowledge stocks in an organism or an destination to both the empirical and the recorded knowledge (Law and Jogaratnam, 2005).

An example of knowledge mapping for tourist companies. In practice, the mapping of knowledge provides a design that visualizes the knowledge so it can easily be tested, improved and be exchanged with other users who are not knowledgeable. The database may include takes a list of skills, knowledge, experience, skills and information communication society. Some of the knowledge can be stored in a database along with data associated with tourists. The knowledge map can also be used has been as an interactive tool which unites different concepts of the world. Mapping knowledge helps in easy identification of key sources and restrictions on the flow of knowledge and creation. If the map makes it easier finding knowledge, reuse of knowledge is favored. This has as resulting higher costs for inventing knowledge and reduce search time and recovery. These important skills are more visible on the map and the exchange knowledge becomes easier and more widely. This results so tha the tourist company's staff to find the necessary knowledge to be reduced, while on the other the customer response, making the problem solving-decision significantly improved with the providing of access importance in the applicable knowledge (Okumus et al, 2014) .

From the map, users can discover important practices which take country learning. The knowledge map may be used as a baseline for measure progress in the projects of Knowledge Management, as well as storage and evaluation of knowledge available to the company. There are several criteria that must be borne in mind when preparing a map knowledge. Such criteria are for example the determination of knowledge as to its origin as well as the structure and use of knowledge. More specifically, A knowledge map should take into account the location, possession, timing, access rights, storage methods and usage statistics. When designing a knowledge map should be taken of the various publications are the relationships that exist between them. To create a map requires extensive research and communication with the relevant stakeholders of the company ding transport and exchange processes and organizational culture Real knowledge is not a static structure but is dynamic as it was caused shall be in pieces of knowledge and information

which depends on various conditions. The mapping process should be a continuous process and It will be upgraded to be useful (Law and Jogaratnam, 2005).

Another example is the use of knowledge management in the tourist research. As a matter of fact, the tourist companies are in a need of tracing in an easy and fast way necessary data so to turn it into knowledge. Although the tourist research has shown tremendous progress in recent years, most tourism businesses find it difficult to exploit the opportunities offered in the industry. This is also due the fact that the tourism industry, especially in Greece, dominated by SMEs, which do not participate in the global research effort. As a result, the industry, the management knowledge

ing is not a very popular approach. As is growing and more the tourism sector, its importance is increasingly recognized member as a result of spending more money on research on tourism. Unlike the tourism industry, the successful adoption of knowledge management from companies in other industries, such as logistics, combined with the informational technologies, helped to move with haste to success and growth (Shaw and Williams, 2009)

## **7 DISCUSSION**

Knowledge management has been widely accepted as being a managerial approach which allows the tourist companies to utilize the data and information which have on their disposal. A research made from Mantas (2016) indicated that Greek companies tend to avoid using such advanced managerial methods, though whenever those have been used they have helped the firms to overcome the negative impact of a crisis. Dimitriou (2015) has mentioned that many Greek tourist companies are using state of the art technologies and knowledge management systems but still they have not created an integrated Knowledge Management strategy and this is their weak point, along with the lack of similar research.

The existence of knowledge management related systems means that companies in the tourist sector know how to use them but they are not aware that they have proceed with a knowledge management strategy. It is well accepted that information and its proper usage can lead into a competitive advantage. However, it is essential for the tourist sector in Greece to further invest into the production of applications and software which will help the firms to acquire this information and to convert it into valuable knowledge. The previous chapter provided two examples (knowledge mapping and knowledge research systems) that will enable a tourist company to enhance its knowledge management strategy. For this reason it is important for the tourist organizations to establish KM practioners. The KMers are like the practitioners, who draw on “a complex bundle of practices involving social, material and embodied ways of doing that are interrelated and not always articulated or conscious to them” (Jarzabkowski and Spee, 2009), to perform their praxis. For example, the social practices are drawn on in the case of Alex, as he is obliged to follow the existing norms of knowledge management. Similarly, Carol makes a bet in

carrying out her communication campaign, because the top management is neither for nor against the idea. The material practices clearly influence Helen. The IT issues make her always include a brief instruction on how to obtain a particular knowledge document from the sharing database when she informs people of its arrival. The embodied practices, which are the “repository of background coping skills upon which actors unconsciously draw as part of their everyday being within the world” (Chia, 2004), are seen in the way the KMers seek help from the strategic helpers through constant follow-up.

## **7 CONCLUSIONS**

To sum up, knowledge management is an important managerial concept. The paper has identified that there is a gap in the literature and research regarding the use of Knowledge Management in the Greek Tourist sector but also in the tourist sector overall. Despite of the fact that most of the tourist companies are already using knowledge-management based systems, such as to utilize the information retried from internet sites, the missing point is having an integrated knowledge management strategy but also to have KM managers. For this reason, it is suggested that a future research must be a primary research which will investigate the views and perceptions of the tourist industry’s professionals regarding their views on knowledge management but also to identify some best practices from their experiences. This will help the authors to understand the current practices and to develop some new ones.

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## **An assessment of the hospitality curriculums and their impact on the students' preparedness for future career**

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### **ABSTRACT**

Hospitality educational institutions' main role is to provide the hospitality industry with professionals who can perform the varied tasks in the future. However, many employers argued that graduates are not enough qualified. Accordingly, a lot of hospitality organizations do not require a hospitality degree as required in the job description. They ask educational institutions to do more effort to enhance their student' knowledge and skills. The objective of this study is to evaluate the effectiveness of hospitality curriculums to prepare students for their future career. This objective was achieved by assessing both the respondents' skills and overall preparedness for the industry. The study was carried out on hotel studies program in Alexandria University, Egypt. Only 4<sup>th</sup> year students and recently graduated were asked to participate in this study; they are more able provide helpful insights than others. Data were collected by using questionnaires. The findings indicated the importance of four skills; generic skills, fundamental skills, functional related areas skills and concentration related areas skills for the students' preparedness to their future career in the hospitality industry. The study found that respondents who had these skills were more ready for their career. Moreover, it was found that respondents who had work experience in the industry were more prepared than other who had no work experience. Finally, the study advises the educational hospitality institutions to consider the four mentioned skills in their curriculums as well as increasing their students' experience through practical training and field trips to the industry. The study also concludes the necessity for hospitality educators to open lines of communication with the industry professionals to get information about changes in the industry and to provide their students with the up-to-date skills needed for their careers in the hospitality industry.

**Key words:** hospitality curriculum, preparedness, Alexandria University, Egypt

## **1. INTRODUCTION**

Although, educational institutions have a great role in providing hospitality industry with skilled employees however, there are many complaints from employers that the students are not well prepared to join the career (Kember & Leung, 2005; Barrie, 2006). Students need to get knowledge and experience from their educational institutions about their professional life. Both the well-developed academic curriculum and real life experience are needed to prepare future professional employees (Chuang et al., 2009). In fact, hospitality educational institutions should offer curriculum of hospitality that is able to prepare students for the required skills for the industry such as interpersonal communication, leadership, and management skills (Ozgit & Caglar, 2015). The continuous cooperation between the educators and persons from the industry is very essential to make sure the changeable needs of the industry (Sarkodie & Adom, 2015). Moreover, a continuous assessment of the hospitality curriculums should be done by both students and educators. This assessment helps to see to what extent students are ready for their future career (Swanger & Gursay, 2007; Ring et al., 2009). This study is aiming to evaluate the level of skills that students gain from their hospitality curriculums and their preparedness to their future career.

## **2. LITERATURE REVIEW**

Many authors such as Jayawardena (2001) and Huang (2014) argued that most hospitality programs in the educational institutions in the developing countries are not able to adapt with the industry needs. Chen et al. (2011) also emphasized that most traditional educations care only about providing their students with the theoretical knowledge and neglecting the practical skill that the industry needs. Therefore, employers often ask universities to produce more prepared graduates (Kember & Leung, 2005; Barrie, 2006). Only graduates who have enough employability skills can find career opportunities over their life. In this, hospitality curriculum should provide their students with the skills and competencies needed in the workplace (Barrows et al., 2008). When graduates of hospitality programs are provided with the required skills for the workplace, they will be more useful to their employers and the customers as well (Sarkodie & Adom, 2015). Educators may waste their time in providing their students with conceptual and analytical skills which are not required or valued by employers (Raybould & Wilkins, 2005). Hence, it is very important to know what the employers expect from the new employees and try to change the curriculum according to these needs and expectations (Kim, 2008). Consequently, curriculum can be updated to meet the needs of the ever-changing workforce and hospitality courses must be related to the environment of the workplace and innovative learning methods should be used (Pratt & Hahn, 2016).

It is the responsibility of current universities to provide their graduates with more transferable skills that can be required into the workplace (Smith, Clegg, Lawrence & Todd, 2007, Barrie, 2006; Kember & Leung, 2005). It is very essential for hospitality educational institutions to teach their students both professional and open-minded aspects (Inui et al., 2006). Hospitality curriculum

and courses must consist of strong practical skills as well as ‘soft’ people management skills (Connolly & McGing, 2006). Communication skill, multi lingual, operational skills and computing skills are essential for the graduates to fit into the workplace (Sarkodie & Adom, 2015). It is also the responsibility of industry professionals and stakeholders to provide educational institutions with information about the current needs of the industry. Industry professionals can invite educators to attend industry seminars and communicate openly about new research projects, problem solving, and, in general, networking. Accordingly, the educators can consider the required competencies into the courses they teach and add them in job descriptions. In addition field trips to the industry and guest lecturers should be considered (Millar et al., 2011). Moreover, internship is very important to develop the students' practical skills (Chen et al, 2011). Moreover, Pratt and Hahn (2016) indicated that computer-based simulations have been found to bridge the gap between didactically presented information and experiential learning. A simulation is a specified sequence of “*real-life*” activities designed to convey lessons to the participants on the properties of a real-world situation.

Many researchers discussed skills that are required for future successful employees in hospitality industry. For example, Breiter & Clements (1996) indicated that human resources skills, conceptual skills and planning skills as necessary to be considered into hospitality curriculum. Ladkin & Juwaheer (2000) also added that effective communication skills are fundamental for career development in the hospitality industry. In addition, Robinson (2006) indicated that leadership skills and conflict management skills are more desired by employers as employability skills. Moreover, Sheriff (2013) emphasized the importance of hospitality functional skills, personal skills and analytical skills as important skills that graduates should have to fit into the industry. Furthermore, Horng & Lu (2006) categorized competencies that students should have into a cognitive domain, skill domain, and affective domain. The cognitive domain includes knowledge about management, sales and marketing, market analysis and knowledge of food and beverage. The skills domain includes self management, leading and staffing skills. It also includes evaluating the quality of food and drinks, work commitment, work effectiveness, and respect for others.

Kretovics, (1999) categorized four groups that involve 12 skills that are required to join the hospitality industry. The first group is interpersonal skills and includes help skills, leadership skills and relationship skills. The second group is information gathering skills and includes sense-making skills, information gathering skills and information analysis skills. The third group is analytical skills and includes goal- setting skills, action skills and initiative skills. The fourth group is behavioural skills and includes theory skills, quantitative skills and technology skills. In addition, Wood (2003) collected many skills required by the industry such as search skills, hospitality law, tourism promotion, computer applications, strategic planning, development planning, forecasting and budgeting, operational controls, rooms division management, sales technique, food& beverage management, employee training, managerial communication, leadership, employee relations, guest services and staffing. Moreover, Nolan et al. (2010) grouped professional knowledge, operational skills; interpersonal skills, communication, information technology, human resources,

finance, sales and marketing as eight necessary competencies. Although it is very useful for students to acquire all the mentioned skills to perform their roles successfully in their future career (Raybould & Wilkins, 2005) however, it is very important to shift from the technical skills to the generic skills (Raybould & Wilkins, 2006; Martin & McCabe, 2007; Wagen, 2006). These generic skills which are also called employability skills enable students to be interpersonal, creative and open minded in performing their roles and to develop their characters for the career (Raybould and Wilkins, 2005; Martin & McCabe, 2007). Conradie (2012) used a conceptual framework that consists of four elements; generic skills, fundamental curricular related skills, functional areas specific skills, and concentration areas specific skills. He used this framework to evaluate both the hospitality curriculum and students' preparedness for the career. He indicated that generic skills involve communication, conceptual, analytical, teamwork, leadership and interpersonal skills. He also indicated that fundamental curriculum related skills are experimental learning and application, experience based- learning and application and understanding current issues and practices in the hospitality industry. Moreover, he stated that the functional skills are based on the functional areas in the courses of the curriculum and involve marketing, human resources, finance, hospitality operations and technology information. Concentration areas related skills are five which derived from the analysis of the courses of the curriculum; lodging management, food and beverage management, club management, casino management and convention and events management

### **3. HYPOTHESES**

1. There is a positive relation between students' level of generic skills and their preparedness to future career.
2. There is a positive relation between students' level of fundamental curriculum related skills and their preparedness to future career.
3. There is a positive relation between students' level of functional area related skills and their preparedness to future career.
4. There is a positive relation between students' level of concentration area related skills and their preparedness to future career.
5. Students' preparedness to future career is varied significantly according to their profile (gender, age, academic year and work experience)

### **4. METHODOLOGY**

The target population of this study consisted of students of hotel studies program in Alexandria University. Only 4<sup>th</sup> year students and who are recently graduated are asked to participate in this

study as they are more able provide helpful insights than others students. Data were collected by using questionnaires. The questionnaire is divided into three sections. The first section consists of 41 items asking about the respondents' level of generic skills, fundamental curriculum related skills, functional skills and concentration areas related skills. Students were asked to rate their skills on 5 point scale as 1 very poor, and 5 very good. The second section consists of 9 items aiming at measuring the participants' perceptions of how career-ready they are as a result of their studying the college's current curriculum. Students were also asked to rate their preparedness to the future career on 5 point scale as 1 "very poor", and 5 "very good". The third section asked participants to rank their skills of the functional areas as well as their skills of the concentration areas. They were asked to rank items from the highest to lowest priority as 1 is the highest and 5 is the lowest. The fourth section involves demographic questions such as gender, academic year, and work experience. The questionnaires were distributed to 100 respondents and only 81 were returned and valid for the statistical analyses.

## **5. RESULTS**

### **5.1 Reliability and validity analysis**

First, the survey was pre tested with academic experts to consider comments concerning structure, wording, and items of the survey. Second, the data for the entire study were input into the Statistical Package for Social Sciences (SPSS, version 20) program for Windows to interpret results. A reliability analysis (Cronbach's Alpha) was conducted to ensure the validity and reliability of the questionnaire items. All the study's constructs have considerably high reliability as all values of Cronbach's alpha for these constructs are high as shown below in table 1.

Table 1 Reliability Analysis for Survey's Constructs

	Number of items	Cronbach's Alpha
Generic skills	21	.858
Fundamental curriculum related skills	3	.950
Functional skills	9	.979
Concentration skills	10	.938
Overall preparedness	7	.876

### **5.2 Descriptive analysis of the Demographic profile**

Demographic data indicates that most respondents were males (63%). The majority of the respondents were graduated recently (55.6%) and the rest (44.4%) are in the fourth year. Many respondents (54.3%) answered they have experience and training in the field of the hotel while

others (45.7%) answered they have no experience or training. In addition, low percentage of respondents (37%) answered they currently work in hotels while the majority (63%) do not work.

### 5.3 Descriptive analysis of the study's variables

Table 2 summarize the attitudes of the respondents' answers to the survey items. Respondents perceived their level of the generic skills as "fair". They perceived all communication skills "good" as mean values ranged between 3.62 and 3.91. "Writing skills" as communication skills were perceived the highest followed by "speaking skills", "presentation skills" and "listening skills". "Conceptual related skills" were perceived "fair" as mean scores ranged between 2.63 and 3.25. "Hospitality law" as conceptual related skills was the lowest perceived while sales techniques were the highest. Analytical skills were perceived "poor" as it has an average mean (2.47). Although "using numerical and forecasting" as analytical skills were perceived "poor" however "problem solving and critical reflecting thinking skills" were perceived "fair". Teamwork skills were perceived "good" with average mean score 4.05. "Providing feedback and motivating others" as teamwork skills were perceived "very good". Although leadership related skills were perceived "fair" as average mean score 3.18, however, "staffing skills" were perceived "good". Interpersonal skills were perceived "good" as average mean score 3.77. "Self-management" and "adaptability and learning skills" were perceived "fair" but "Ethical behaviour" and "Passion for service to the industry" were perceived "good".

Respondents perceived fundamental curriculum related skills "good" as mean score 3.44. Results clarified that their "understanding of current issues and practices in the hospitality industry" is "good" but their "Experience based- learning" and application" and "Experimental learning and application" are seen "fair". Respondents perceived their skills of the hospitality functional areas "fair". "Understanding and applying human resources functions and policies" was seen the most prepared by the respondents while "understanding and applying hospitality financial management fundamentals" was seen the least prepared. In addition, they were also asked about their level of skills of the hospitality concentration areas. Results showed that their skills were "fair". "Understanding the different functional areas of hotels, and resorts such as front desk, housekeeping, etc." was seen the higher which means the most prepared for them while "Demonstrating in-depth club knowledge, understanding and applying the fundamentals of club management", "applying casino management competencies" and "understanding both internal and external casino environment" were the lower in their mean scores which mean they are the less prepared. Finally, results showed that respondents' overall preparedness to the future career was "fair". Although their "Level of preparedness to work in the industry" and "Level of overall satisfaction with learning in the hospitality program" were "good", however "their likelihood of recommending this hospitality program to others" was "fair".

Table 2 Descriptive Analysis of Data

	Mean	Attitude

<b>Generic skills</b>	<b>3.38</b>	<b>Fair</b>
Communication skills	3.76	Good
Conceptual skills	3.05	Fair
Analytical skills	2.47	Poor
Teamwork skills	4.05	Good
Leadership related skills	3.18	Fair
Interpersonal skills	3.77	Good
<b>Fundamental Curriculum Related Skills</b>	<b>3.44</b>	<b>Good</b>
Experimental learning and application	3.10	Fair
Experience based- learning and application	3.24	fair
Understanding current issues and practices in the hospitality industry	4.00	Good
<b>Functional Area Related Skills</b>	<b>3.09</b>	<b>Fair</b>
Understanding marketing concepts and applying hospitality marketing functions.	3.79	Good
Understanding and applying hospitality promotion, sales, advertising techniques.	3.47	Good
Understanding and applying human resources functions and policies.	4.21	V.good
Understanding of employment potential of identified supported populations and labour relations.	3.52	Good
Understanding and analyzing accounting data.	2.99	Fair
Understanding and applying hospitality financial management fundamentals	2.20	Poor
Demonstrating skilful use of IT for processing and communicating information in the industry.	2.43	Poor
Applying analytical skills related to the hospitably industry.	2.53	poor
Demonstrating knowledge and food service systems including PMS, POS, and revenue management.	2.69	Fair
<b>Concentration Area Related Skills</b>	<b>3.08</b>	<b>Fair</b>
Demonstrating a clear understanding of the principles of food fabrication, production, nutrition, safety, quality, services, purchasing, cost controls, and critical issues related to F & B management.	3.10	Fair
Identifying types of beverage and demonstrating knowledge of beverage management.	3.21	Fair



meetings and convention management skills.	3.11	Fair
Level of preparedness in event management skills.	3.04	Fair
Demonstrating catering and banqueting functions and skills.	3.74	good
Understanding the different functional areas of hotels, such as front desk, housekeeping...etc.	3.91	Good
Demonstrating club knowledge, understanding and applying the fundamentals of club management.	2.22	Poor
Understanding both internal and external casino environment.	2.49	Poor
applying casino management competencies.	2.42	Poor
understanding the overall hospitality phenomenon and applying management competencies.	3.56	Good
<b>Overall preparedness</b>	<b>3.35</b>	<b>Fair</b>
Level of preparedness to work in the industry.	3.60	Good
Level of overall satisfaction with learning in the hospitality program?	3.42	Good
level of overall quality of education in the current program	3.35	Fair
Likelihood of recommending this hospitality program to others	3.13	Fair
I am happy I am majoring in hospitality and tourism management.	3.22	Fair
I have received a great education from this hospitality program based on what I have paid for.	3.09	Fair
I believe that hospitality and tourism management is a good course to study.	3.05	Fair

Respondents were asked to rank their level of skills to the functional areas of the hospitality management program. The results are summarized in table 3 and it is clear that human resources were considered the most prepared while finance and accounting were the least prepared. Respondents were also asked to rank their level of preparedness of hospitality concentration areas. According to the results in table 3, food and beverage management was the most prepared followed by lodging management while convention management was the least prepared.

Table 3 Ranking Students' Skills

Functional Areas Related Skills	Mean	Rank	Concentration Areas Related Skills	Mean	Rank
Human resources	1.62	1	Food and beverage management	1.87	1

Marketing	1.86	2	Lodging management	2.28	2
Hospitality operation	1.93	3	Club management	2.48	3
Information technology	2.26	4	Casino management	2.60	4
Finance and accounting	4.23	5	Convention management	2.65	5

### 5.4 Testing Hypotheses

The statistical Pearson was used to test the four hypotheses as seen in table 4. The statistical Pearson test revealed a significant and positive correlation between generic skills and the preparedness to the future career. It recorded a positive correlation (.931) with high significant ( $P < 0.01$ ). Therefore, hypothesis H1 is supported. Hence, the more students have generic skill the more they are prepared to their future career. The statistical test also revealed a significant correlation between fundamental curriculum related skills and the preparedness to the future career. It recorded p-value (.000). Therefore, hypothesis H2 is supported. In addition, functional skills were seen to be related to the preparedness of future career as the statistical test recorded p value (.000). Therefore, H3 is supported. Moreover, the statistical test revealed that concentration areas related skills have a positive relationship with students' preparedness as p value (.000). Therefore, H4 is supported.

Table 4 Correlations Analysis

Students' Preparedness				
<b>H1</b>	Generic skills	Pearson Correlation	.931**	<b>Supported</b>
		Sig. (2-tailed)	.000	
<b>H2</b>	Fundamental curriculum related skills	Pearson Correlation	.919**	<b>Supported</b>
		Sig. (2-tailed)	.001	
<b>H3</b>	Functional area related skills	Pearson Correlation	.928**	<b>Supported</b>
		Sig. (2-tailed)	.000	
<b>H4</b>	Concentration areas related skills	Pearson Correlation	.895**	<b>Supported</b>
		Sig. (2-tailed)	.003	

\*\*Correlation is significant at the 0.01 level (2-tailed).

Mann Whitney test was conducted to see if there are statistically significant variances of the respondents' preparedness according to their gender, academic year and work experience (see table 5). The results showed significant variances as p value was  $< .01$ . Males were found to be more prepared to the future career than females. Respondents who were recently graduated were



of the industry. Simulations, experiential learning, and case studies skills are recognized to develop key competencies for hotel management students (Ineson et al., 2011). Third, respondents were asked about the functional areas related skills. These skills were perceived fair. According to literature review and the results of the study, students should be more provided with functional areas related skills which are human resources, marketing, hospitality operation, information technology and finance and accounting (Rahman, 2010). Fourth, respondents were asked about the concentration areas related skills. They were perceived fair. Hence, it is very important to focus more to improve the students' level of these essential skills. According to literature review, students should have concentration areas related skills namely; food and beverage management, lodging management, club management, casino management and convention management (Bach & Milman, 1996; Barrows & Walsh, 2002; Rahman, 2010).

In general, generic skills, fundamental areas related skills; functional curriculum related skills and concentration area related skills were significantly correlated to the respondents' preparedness to the future career. This result was agreed with Rahman (2010) and Conradie (2012), they indicated that students are quite well prepared for their career when they have these skills. Hence, educational hospitality program should increase their students' knowledge and experience (Chen et al., 2011). In other words, the education institution must take into account the competencies represented by the industry expectations based on the fact that these competencies must be possessed by the graduate in order to survive in working within the industry environment (Shariff, et al., 2014). Finally, it was found that respondents' preparedness is significantly influenced by their previous work experience; they will be more prepared for the career when they have work experience. This result was well-matched to Schoffstall (2013) as he found that the skills and general experiences gained by students working in industry during completing their degrees significantly influence their preparedness to the career.

## **7. CONCLUSION AND IMPLICATIONS**

The objective of this study was to evaluate the effectiveness of hospitality curriculums to prepare students for their future career. This objective was achieved by assessing both respondents' skills and overall preparedness for the industry. The findings indicated the importance of four skills; generic skills, fundamental skills, functional related areas skills and concentration related areas skills for the students' preparedness to their future career in the industry. The study confirmed that respondents who had these skills were more ready for their career. Moreover, it was found that respondents who had work experience in the industry were more prepared than other who had no work experience.

The study concluded the necessity for hospitality educators to open lines of communication with the industry professionals to get information about changes in the industry and to provide their students with the up-to-date skills needed for their careers in the hospitality industry. Educators

should also attend industry seminars and communicate openly about new research projects, problem solving and challenges of the industry. Accordingly, this study calls educational hospitality institutions to review their curriculum in order to keep the changes and challenges of the industry. The study also calls the educational hospitality institutions to consider the four mentioned skills in their hospitality programs as well as increasing the students' experience through many practices such as practical training and field trips to the industry. They have to make sure that academic courses are related to the generic employability skills. Moreover, this study call students especially females to do more efforts to increase their work experience during their learning and after their graduation as it helps them improve their confidence and preparedness to join the industry.

## **8. LIMITATIONS**

The used framework that consists of four types of skills in this study is only evaluated according to the students' and graduates' perceptions. This framework could be evaluated in the future researches by both the instructors who are preparing the curriculums as well as the industry professionals. This study was only applied on Alexandria University's students. Future researches may be applied in other universities and make comparative analysis.

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## **The dynamization of Higher Education Institutions for the creation of Tourism Companies in Portugal**

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### **ABSTRACT**

The main objective of this research is to identify if the Institutions of Higher Education (IHE) impel the creation of tourism companies, and in what form. The theoretical approach, based on the theory of networks and the theory of entrepreneurship, supports the basic idea of the importance that innovation networks have in the process of business creation, as they allow to bridge

deficiencies and reinforce positive aspects in order to influence the creation process of companies. For the data collection, a questionnaire was developed, answered by the nascent entrepreneurs belonging to IHE, obtaining a total of 255 responses. The results show that the cooperation and the development of relations with other agents in the innovation network appear as the main ways in which the IHEs encourage the creation of tourism companies, and the results show that the attitude of the IHE for the creation of companies influences the decision of the nascent entrepreneurs to move forward to the process of setting up a company. As for identifying the factors that facilitate the creation of companies supported in innovation networks, the main ones are the actors of the network and the organizational resources. In addition, in identifying and analysing obstacles to the creation of companies supported in innovation networks, it was found that the main factors are knowledge and location. The main conclusions of this research highlight the importance of IHE in the phenomenon of tourism business creation when inserted into innovation networks.

**Key Words:** Tourism Companies, Information and Communication Technologies, Innovation Networks, Institutions of Higher Education (IHE), Knowledge-based economy.

## **INTRODUCTION**

In today's world of intense globalization and fierce competition, new venture creation contributes to introduction in the business sector of new technologies, new products/services and new forms of organization, and is shown to be one of the fundamental factors for economic growth, job creation, market efficiency, renewal of economic structure and spread of innovation, as well as for ventures' and countries' improved global competitiveness (Hamermesh, 1993; Keister, 2000; Reynolds et al., 1995; Simoes et al., 2014; Wennekers & Thurik, 1999). In parallel, we find that innovation networks, besides allowing reduced uncertainties through cooperation among agents, aim to produce and share knowledge and scarce resources, share costs and risks, and obtain gains in efficiency due to division of work, among other benefits (Braunerhjelm, 2008; Camagni, 1991; Cassiman & Veugelers, 2002; Felman et al., 2006; Weber & Khademian, 2008). In these innovation networks, higher education institutions (HEI) play an important part, since they allow stimulation and spread of the various contributions offered by the network, not only locally and regionally but also nationally and globally (Audretsch & Phillips, 2007; Braunerhjelm, 2008; Felman et al., 2006).

In the current economic climate faced by various countries in the European Union in general, and Portugal in particular, and given current rates of unemployment, which have been increasing recently, stimulating entrepreneurialism able to lead to venture creation, seems to be one of the measures that can make a contribution to minimizing economic and social problems which have hit the country in recent years. Therefore, in the Portuguese context, it becomes

fundamental to analyse the factors that can contribute to promoting venture creation. More investigations are needed to study the factors stimulating and restricting the venture creation process.

This research aims to analyse whether venture creation is stimulated by higher education institutions through innovation networks. The central question for investigation is the following: What is the role of HEIs in venture creation within innovation networks? To answer this question, investigation hypotheses are formulated to be tested empirically. These hypotheses are related to two specific objectives, namely: (i) to identify the attitudes of HEIs towards venture creation, analysing the best ways to stimulate venture creation from HEIs set in innovation networks (ii) to identify the factors facilitating venture creation.

The paper is structured as follows: the next section reviews the literature on venture creation associated with innovation networks. In the same section, the investigation hypotheses are formulated regarding the specific objectives presented. The following section describes the investigation methodology used to test the hypotheses. In section four, the results are presented and discussed. Finally, the fifth section presents final conclusions, and future investigations to be developed on this topic are suggested.

## **LITERATURE REVIEW**

In network research, the last two decades revealed a new interconnected phenomenon: entrepreneurship (Hoang & Antoncic, 2003; Woollard et al., 2007). Concerning network contents, inter-personal and inter-organizational relationships are seen as the means by which actors gain access to a variety of resources, including knowledge, helped by other actors (Hoang & Antoncic, 2003). Consequently, HEIs will be an important source of knowledge. When competitiveness was based on routine tasks, HEIs played an important social, political and cultural role, but in economic terms, they played a less direct role, concerning mainly the training of future venture collaborators (Audretsch & Phillips, 2007). However, as competitiveness became dependent on knowledge, ideas and creativity, HEIs became crucial for economic development, giving rise to the concept of entrepreneurial universities (Audretsch & Phillips, 2007; Clark, 2004; Van Vught, 1999). In this connection, HEIs emerge as central actors in a knowledge-based economy, with the expectation that they play an active part in promoting innovation and technological change (Bramwell & Wolfe, 2008).

In this context, entrepreneurial universities are found to be actors belonging to an innovation network made up of diverse actors, where government and public policies will have a relevant role. For HEIs to be able to spread their knowledge as actors, they must be inserted in innovation networks, but how can they stimulate the spread of knowledge and venture creation?

Therefore, innovation networks can bring key benefits for venture creation, such as:

- Network contents (Hoang & Antoncic, 2003; Marouf, 2007);
- Network management (Granovetter, 1973; Huang & Chang, 2008; Marouf, 2007; Nelson, 1989);
- Network structure (Granovetter, 1973; Huang & Chang, 2008; Marouf, 2007; Nelson, 1989).

These three components emerge as key elements in models aiming to explain innovation networks that develop entrepreneurial activities, just as the network's impact on the results of these activities. The entrepreneurial process, according to Shane & Venkataraman (2000), consists of distinctive activities, such as identification of opportunities, mobilization of resources and creation of an organization. It follows that HEIs will be understood as actors par excellence to integrate an innovation network, since they possess teaching staff and various units of investigation that can help venture start-ups, young entrepreneurs, to identify opportunities, mobilize resources and create an organization (Braunerhjelm, 2008; Eiriz, 2005; Felman et al., 2006; Huang & Chang, 2008; Smith, 2003; Weber & Khademian, 2008).

Therefore, the process of developing an innovation network, at the initial creation stage, will surprisingly be related to the characteristics of the entrepreneurs (Hoang & Antoncic, 2003). Consequently, when the entrepreneurs develop the business plan, this will be of high quality, since by belonging to an innovation network, they will be able to incorporate its benefits. So the closer the contacts between the various network actors, the higher the quality of information.

The concept of entrepreneurial universities emerged with Etzkowitz, in 1983, describing the institutions that perform a critical role in regional economic development (Audretsch & Phillips, 2007; Bramwell & Wolfe, 2008; Clark, 2004; Muller 2006; Veciana, 2008; Woollard et al., 2007). The term of entrepreneurial universities, always involved in an innovation network, was adopted by academics and politicians to describe HEIs that carried out this mission (Clark, 2004; Huggins et al., 2008; Van Vught, 1999). Development of an entrepreneurial culture can be seen as an essential mechanism for HEIs to become effectively involved in economic development, Etzkowitz & Leydersdorf (2000) having described the evolution of tripartite relationships between HEIs, industry and government through the Triple Helix III model (Bercovitz & Feldman, 2006), emphasizing the relevance of the relationship between HEIs and industry, stating that this relationship reveals the importance of HEIs for the regional system of innovation, this form being the basis for economic development.

The relevance of the entrepreneurial university is shown by being inserted in an innovation network, since it stimulates contributions at the local, regional and even national level. With this direction, HEIs make a key contribution, generating new ideas and knowledge in the basic disciplines that are the traditional nucleus of HEIs. When the demand for knowledge and practical applications increased, programs were created which were applied and adapted to the world of work. A crucial distinction between those applied programs and basis disciplines is the trainer's orientation towards making a contribution to society beyond the walls of the HEI. To be sustainable

over time, applied programs require a demand and interest outside the HEI. On one hand, their development and evolution are typically formed by society's needs and interests; on the other, the evolution and development of basic disciplines tend to be molded and influenced by the disciplines themselves (evolution of knowledge) (Audretsch & Phillips, 2007; Woollard et al., 2007).

However, not even the addition of applied investigation and professional education generates sufficient spillovers from the source of knowledge – the HEI – to commercialize the increased generation of innovations in regional and national economies. Investment in traditional subjects and applied programs is not enough. In an effort to penetrate the knowledge filter and ease the spillover of generated knowledge and ideas from the HEI, a third area was developed, representing the mechanisms for transferring knowledge and technology created in the HEI, such as technology units, incubators and centers of investigation in HEIs. These units have mechanisms that aim to facilitate the spillover of internal knowledge to the outside (Veciana, 2008; Woollard et al., 2007).

As referred to above, knowledge spillovers are the way of transferring knowledge directly or indirectly from one party to another (Deeds et al., 1997; Gilbert et al., 2008; Malecki, 1985). Spillovers are generated by institutions that have innovative activities and are valid because these activities provide knowledge that is new and relevant for the institution receiving (Deeds et al., 1997; Gilbert et al., 2008; Malecki, 1985). Therefore, HEIs will transfer the knowledge they create, through an innovation network, but will also receive knowledge and innovation generated by the various actors making up that network.

In this connection, the conceptual investigation model aims to determine the main factors influencing the creation of tourism ventures, stimulated by HEIs within innovation networks. Figure 1, contemplates the dependent variable of tourism venture creation and a set of explanatory (independent) variables, referring to HEIs and innovation networks. The variables associated with HEIs and innovation networks are related to the relationships HEIs maintain with existing organizations, with the knowledge they have available, with the training supply they offer, and the forms and activities that stimulate venture creation which are used in HEIs.

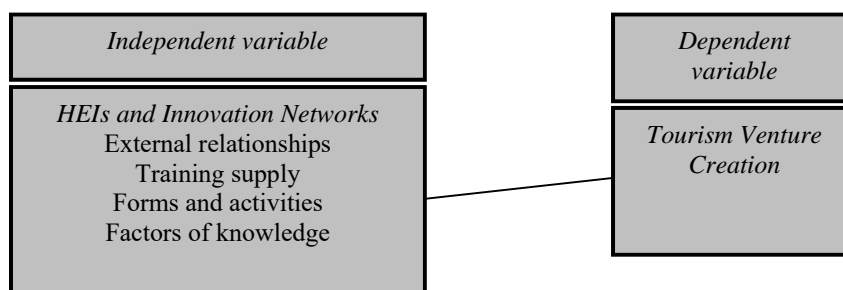


Figure 1 – Conceptual model

From the literature review, a set of hypotheses are formed to be tested empirically.

Concerning the attitude of HEIs having an influence on tourism venture creation, the HEI makes a key contribution, generating new ideas and knowledge in basic disciplines that are the traditional nucleus of HEIs. This investigation aims to identify if the training supply provided by HEIs influences tourism venture creation. Therefore, the following hypotheses are presented:

*Hypothesis 1: Short courses influence tourism venture creation positively;*

*Hypothesis 2: The place the nascent entrepreneur is educated has a positive influence on selection of the institution to provide training about tourism venture creation.*

It should be noted, however, that in a knowledge and information society, the people best prepared to create and grow ventures based on new technology, and therefore with high added value, able to compete internationally and create well-paid employment, are those who are technically best prepared and motivated (Braunerhjelm, 2008; Cristóbal, 2006). In this connection, (Bramwell & Wolfe, 2008; Cox & Taylor, 2006), agree that entrepreneurship is one of the most important factors for future economic development. In parallel, the aim is to identify and analyse the best forms used by HEIs to encourage tourism venture creation within innovation networks, and so the following hypotheses are presented for investigation:

*Hypothesis 3: HEI cooperation with other organizations influences tourism venture creation positively;*

*Hypothesis 4: Scientific investigation developed in HEIs influences tourism venture creation positively;*

*Hypothesis 5: Training given in the field of entrepreneurship influences tourism venture creation positively.*

## **RESEARCH DESIGN**

### **Sample and data collection**

The data used were gathered from a questionnaire, which made a survey of nascent entrepreneurs from HEIs. It contemplates, therefore, potential entrepreneurs, i.e. people who are interested in starting a new tourism business, who hope to be the owner of a new business or part of it, and who have been active in trying to start up a new business in the last 12 months (Wagner, 2004).

In this research, the population is all nascent tourism entrepreneurs from universities and polytechnics in the state sector. It is therefore made up of individuals who participated, of their own free will, in events with a view to venture creation and development of entrepreneurial

initiatives, namely: competitions (Empreenda, PoliEmpreende 6th Edition and START and technologically-based entrepreneurship courses (CEBT and CEBCT)).

The population is composed of 834 participants, to whom questionnaires were sent and later completed by the respondents, the total number of questionnaires received being 255, representing a reply rate of 31%. Consequently, the sample error obtained can be calculated according to (Hair et al., 1998). After calculation, the sample error obtained in this research was 5.2%.

### **Description and data characterization**

This study is a guide to allow higher education institutions to identify and analyse the possible relationships between the nature of HEI actions and new tourism venture creation. This research aims to determine the factors that have an influence on stimulation of tourism venture creation by higher education institutions through innovation networks. Therefore, the aim is firstly to analyse if HEIs encourage tourism venture creation through relationships developed between the actors of HEIs and innovation networks, and secondly, the factors that facilitate tourism venture creation.

In this study, creation of new tourism ventures is measured from the information gathered about nascent entrepreneurs' intentions to create a new tourism venture or develop a project within an existing venture, this being considered the dependent variable. Regarding the independent variables, these are represented by the best ways to stimulate tourism venture creation (Table 1) and by the factors within HEIs that facilitate tourism venture creation (Table 2).

## **ANALYSIS AND DISCUSSION OF THE RESULTS**

The majority of respondents are male, with the majority in the sub-system of polytechnic education presenting an age-group between 20 and 30, while in university education this presents an age-group between 20 and 35. In this connection, according to (Kim et al., 2003; Simoes et al., 2014; Wagner, 2004), the age of nascent entrepreneurs is related to expectations of return on investment, together with their academic qualifications, aversion to risk and the characteristics of the region where they live.

It can be summarized that the respondents, whatever the sub-system of higher education, in most cases have a first degree, the majority belonging to the scientific domains of Economics/Business and Engineering (around 91% of respondents). Another characteristic of respondents is that they do not have previous experience of tourism venture creation or in the sector of activity where they develop the business initiative and have not previously carried out management functions. Another finding of the research into general aspects of the respondents is that they would pay for specific training, but their opinion is that this should be included free of charge in academic studies.

The data obtained from the questionnaire were subjected to the statistical treatment of factor analysis. Considering the aim to identify the attitude of the HEI towards tourism venture creation, the best ways to stimulate tourism venture creation from HEIs within innovation networks were analysed. The factor analysis using principal component analysis and varimax rotation with the Kaiser– Meyer – Olkin KMO (0.80) method Bartlett Test of Sphericity =631.879 and significance < 0.001, providing support for convergent validity. From data analysis, three factors were identified, in which the variables were grouped as follows (Table 1):

Table 1– The best ways to stimulate tourism venture creation

Variable	Factor 1 Cooperation and development	Factor 2 Scientific research	Factor 3 Training
Partnerships with HEIs	0.781		
Post-graduate courses	0.743		
Masters	0.663		
Organizations	0.628		
Partnerships with tourism businesses	0.601		
Conferences and seminars		0.775	
Spreading awareness through articles		0.737	
Publication of pedagogical material		0.714	
Tourism courses			0.833
Competitions			0.735
Subjects included in degree courses			0.572

We find that cooperation and development, which cover various forms of cooperation with other organizations and consultancy, are believed to be the best way, as they reach a wide public and will be an excellent way for HEIs to encourage tourism activities.

Concerning the objective of identifying what facilitates tourism venture creation, the data obtained from factor analysis allowed identification of two factors (Table 2), where the variables are grouped as follows:



Table 2 – Reasons for choosing the importance of factors that facilitate tourism venture creation

Variable	Factor 1 Network actors	Factor 2 Organizational resources
Training provided by professionals in the business sector	0.772	
Participation/proximity of the school to organizations related to tourism	0.656	
Services provided to the community		0.718
Information, orientation and accompaniment provided by bodies existing in the school (OTIC, GAPI; among others)		0.667
Training given by teaching staff		0.586

The factor analysis using principal component analysis and varimax rotation with the Kaiser– Meyer – Olkin KMO (0.54) method, Bartlett Test of Sphericity = 93.994 and significance < 0.001, providing support for convergent validity.

We find the factor identified as network actors was identified by tourism nascent entrepreneurs as the most important.

## CONCLUSIONS

The main objective of this research is to identify the factors that influence the capacity of HEIs to stimulate tourism venture creation through innovation networks. Based on the theoretical review of the literature, it was found that tourism venture creation is influenced by a vast and complex number of factors, which are not dealt with exhaustively in this study. However, a set of internal and external factors of HEIs stood out as being able to influence tourism venture creation within innovation networks. By analysing the contribution of each of these factors to the phenomenon of tourism venture creation in HEIs, it was found that the variables associated with HEIs and innovation networks are connected to the relationships HEIs form with existing organizations, with the knowledge they have available, with the training they provide, and with the forms and activities that stimulate tourism venture creation and which they use. The conceptual model presented proposes that the characteristics of HEIs influence tourism venture creation through innovation networks.

The principal results obtained with factor analysis took into consideration the previously mentioned objectives of the organizations.

As for identifying the attitude of the HEI towards tourism venture creation, based on identification of the best ways to create tourism ventures; we can conclude that cooperation and development are understood as the best way for HEIs to encourage tourism activities. From the factors assumed by the respondents, it was curious that they consider scientific research a better way to encourage tourism activities than training, a situation which will probably have to do with the demands of the market to guarantee the creation and development of new tourism businesses by nascent entrepreneurs.

Regarding the objective of identifying what facilitates tourism venture creation, the nascent entrepreneurs selected the factor identified as network actors as the most important, as this has variables, as the very name indicates, that incentivize and dynamize the diverse elements integrating the innovation network, promoting the share of knowledge and supporting nascent tourism entrepreneurs at the various stages of tourism venture creation.

From careful analysis of previous results, it is possible to detect some limitations in the study carried out. Certainly, the main limitation of this research derives from the subjects for study being only tourism entrepreneurs participating in the selected competitions and training courses. Regarding suggestions for future researches related to tourism venture creation, it could be important in other researches to make a careful analysis of the various ventures formed and which institutions stimulated their creation.

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## **Senior tourism and cultural diversity in development of territories**

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### **ABSTRACT**

Tourism plays an important role in the culture, in the environment, in social equity, in the well-being of citizens, among others. The Global Code of ethics for tourism of the World Tourism Organization (UNWTO, 1999) considers that tourism “represents a living force in the service of peace, as well as a factor of unity and friendship among peoples of the world” (p. 37).

In this line of understanding, Devile (2009) considers tourism to be “a basic social asset, an essential aspect of the quality of life and should therefore be within the reach of all people” (p. 39).

The growing ageing of the population has led to the emergence of senior universities across regions. Senior universities have improved the quality of life of those who participate actively in the activities provided by them, thus contributing to the social inclusion of the population in the process of development of the territory where they are integrated. Putnam (1993) it is argued that territories which foster participatory and cohesive initiatives will become more efficient (p. 67). Socio-cultural inclusion and innovation is measured by the collective and transformative nature of social relations (André & Abreu, 2006). A plural society should enable civic engagement, essential to ensure the construction of citizenship, social innovation and creative diversity in the territory (Lopes & Rosa, 2016).

The research focuses on senior tourism and senior university attendance practice. Its main objectives are to understand the importance of senior universities linked to municipalities in contexts of quality of ageing, socio-cultural inclusion and promotion of territories. The methodology used was the theoretical revision of the contexts of tourism, universities and patrimonial and tourism education, where questionnaires were carried out at the University of Tomar (Portugal). The study under analysis allows to conclude that tourism and social innovation for the senior university of Tomar, cause social change to those who attend it, contributing to the development of the territory.

**Keywords:** tourism, heritage education, senior universities, territorial development.

## **1 INTRODUCTION**

The recognition of the potential of senior tourism was due to the deepening of knowledge about this market through various studies and conferences and the creation of new tourism products specific to this sector. Currently, the offer of diversified tourist products for senior tourists, promoted by operators or travel agencies from around the world, seek to respond to the different preferences of senior tourists. In Portugal, the Portuguese Tourism Confederation (CTP) has contemplated in its strategies vast programs for this sector, aimed at attracting European senior tourists.

Operators and travel agents from around the world have been adapting products and services by developing products aimed at senior tourists.

There is a growing demand for quality, comfort and safety, as well as a growing demand for entertainment infrastructures which allow relaxation and tranquility. A greater emphasis is given to comfort rather than age (EC, 2017).

Senior tourism is a dynamic market, where the characteristics and consumption patterns of seniors vary over time. In fact, several studies show that seniors in the past are different from today and will tend to be different in the coming decades because they correspond to different generations (Lohmann & Danielson, 2004).

As in the case of senior tourism, senior universities have also assumed an increasingly dominant role nowadays. They are the reflection of the paradigm changes of the senior adult, allowing many possibilities and activities oriented to the senior tourist practice. The proposal of new practices and methodologies is desirable from innovative teaching didactic approaches that try to follow the availability of information facilitating access to knowledge.

Furthermore, the new reality brought about by the ageing of the population, combined with the process of globalization and the economic and social environment, presents new challenges to education. Education plays a key role in ensuring that all citizens acquire the competencies which are needed and will allow them to adapt with flexibility to these changes (Patrício & Osório, 2013, p. 3603).

This study which focuses on senior tourism and senior university attendance as a case of study, aims to: a) know the motivations of the senior for the practice of senior university attendance; b) discuss the role of the senior universities associated to the municipalities; c) how they contribute to the social increase, the quality of the process of ageing people and for the promotion and local development of the territory.

## **2 TOURISM AND SENIOR UNIVERSITY IN THE PROMOTION OF TERRITORIES**

Ageing is a natural and gradual process in an individual's life cycle, with changes at the biological, psychological and social levels. Their knowledge and understanding takes on particular importance given to their influence on the way of life and attitudes of elderly people, and consequently on how they perceive and enjoy from tourism activities (Salgado, 2000). In fact, lifelong education is one of the major concerns of today's world. There is a need for a new intergenerational unity contract (Albuquerque, 2014).

In this context, lifelong learning is also at the heart of UNESCO's mission, since its foundation has played a pioneering role in defending the crucial role of adult education, in the development of society and the promotion of a comprehensive approach to lifelong learning (UNESCO, 2010, p. 9). Everyone has the right to quality and inclusive education, training and life-long learning in order to maintain and acquire skills that enable them to participate fully in society and manage successfully transitions in the labour market (EC, 2017, p. 6).

The Lisbon charter of senior tourism (WTO & INATEL, 1999) refers to some of the basic factors that senior tourists value during a tourism experience in a tourist destination (Table 1). The welcoming conditions, the quality of tourist products of the region and the promotion with foreign clients are also mentioned (Pochet & Schéou, 2002).



1	Security
2	Hygiene and health
3	Environmental issues
4	Independence
5	Accessibility to services and facilities
6	Consumer protection standards

Table 1 - Basic quality factors of senior tourism.

Source: Lopes (2017), adapted from WTO & INATEL (1999).

Another factor valued by senior tourists is the environmental quality and the quality of the landscape of the territory and the possibility of discovering the natural and cultural values that it possesses. Thus, there is a need to develop interventions in the tourist destination, aiming at urban qualification, the protection of natural and landscape resources, and the valorization and recovery of the existing historical and cultural heritage (Handszuh, 1997).

A final unanimous aspect for the quality of senior tourism that will have to be considered by the tourism sector (Table 2) and other agents of the territory is the accessibility. According to Handszuh (1997), these should be anticipated in tourism infrastructures and services.

▶ Removal of Architectural barriers
▶ Usage of ergonomic furniture
▶ Adequate lighting in tourist facilities (namely hotels) and respective access areas
▶ The use of (travel literature, roadmaps, etc.), signage and symbology for easy reading and understanding
▶ Easy oral communication, namely, the languages used by foreign tourists

Table 2- Quality of senior tourism.

Source: Lopes (2017), adapted from Handszuh (1997).

The process of research and action on lifelong learning, which senior universities are a good testimony, is closely related to a methodology of learning communities, where they have new objectives, articulating them with cultural tourism products formats. This is a reality that includes

quick changes which require a new governance based on cooperation among various stakeholders (Valdés, Pilz, Rivero, Machado, & Walder, 2014).

This reality of governance, must contemplate the current and future context of Portugal that may become the second oldest country in the world in 2050 (Campos, 2013). These figures have allowed greater visibility to the senior tourism segment and senior universities, making this tourism sector increasingly decisive in the discussion of demographic ageing (Eurostat, 2012).

It is from this new demographic framework which makes perfect sense that senior universities have an increasingly significant role in society.

Currently, almost every country in the Western World feels the need to implement an economic, social and family policy that can change the social balance in crisis.

The promotion of active ageing integrates policies such as the development of activities to optimize individual capacities and maintain the health status of each citizen (Commission of the European Communities, 2011, p. 18). The World Health Organization (WHO) defines active ageing as the process of optimizing opportunities for health, participation and security in order to improve the well-being of people (WHO, 2002, p.13).

In this sense, senior universities should be understood as social intervention organizations, providing their senior students with an active and participatory ageing, stimulating them not only psychologically and physically but also to a cognitive level, as well as improving their integration and active participation in society.

The World Health Organization (WHO) says that quality of life is the individual's perception of his position in life, in the context of culture and values in relation to their goals, expectations, standards and concerns (WHO, 1995, p.4). The quality of life is thus directly dependent on the interaction of the individual with others and with society.

The articulation between the senior university and tourism can contribute greatly to the development of the territory. It is a development that is based on people and local communities. According to Amaro (2003), the development of the territory is reflected in the process of satisfaction of needs and improving the living conditions of a local community, based essentially on their capacities, which assumes the main role in this process and in accordance with an integrated perspective of the problems and responses (p. 26).

The dynamic of territorial development is constantly under construction, however, there is a general understanding that in this dynamic, the participation of citizens/actors, will be a condition of social durability (Deffontaines & Prod'homme, 2001).

The process of development of the territory from different dimensions (environmental, social, cultural, economic, institutional) seeks to highlight the importance of linking senior universities with tourism in deepening knowledge, appreciation and reanimation of local resources (Figure 1).

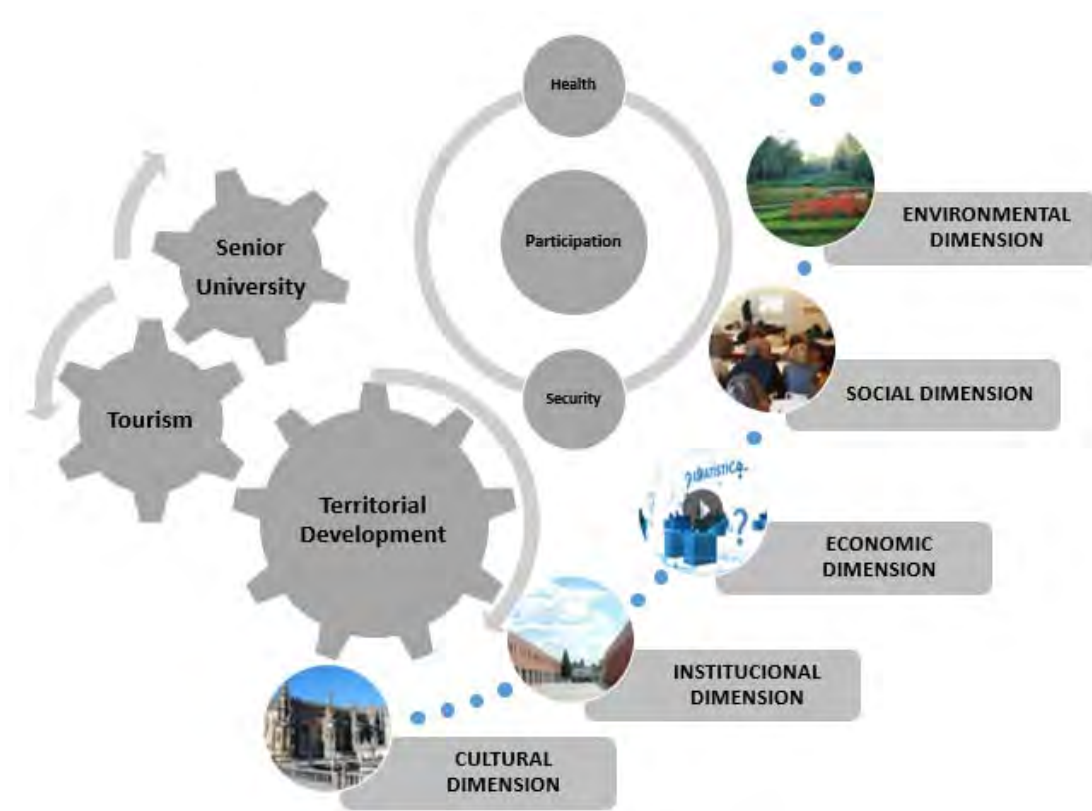


Figure 1 – Tourism and senior university: dynamic of territorial development.

Source: Lopes (2017).

The development of the territory depends on how the population organizes and transforms its territory, in which civic participation has an important role to play (Deffontaines & Prod'homme, 2001).

In this line of interconnection between tourism and senior university, the promotion of the territories, the strategic value of the tourism for the development of the territories, is of particular acuity. At a local level, it represents the creation of wealth, employment and different businesses, thereby attracting people to stay. Other effects are equally important, such as the preservation of local culture, values and identity, able to promote territorial development.

### 3. METODOLOGY

The methodology followed a theoretical revision of the contexts of senior tourism and senior universities (education, ageing and lifelong learning). The present study is based on the senior university of Tomar (suT, Portugal). A questionnaire survey was chosen for showing the quantitative instruments and it was applied to senior students. The proposed survey was divided into three parts, aiming to analyze the importance of the senior university of Tomar to its senior

students and to analyze the importance of the senior university in promoting the development of the territory. Based on these objectives, the questionnaire was divided into three parts: 1) Identification of personal benefits of attendance in the suT; 2) Consideration about the importance of the suT in the promotion of active ageing 3) Contribution of the suT in the territorial development.

#### **4 ANALYSIS AND DISCUSSION OF THE RESULTS**

The information contained in this point of the study concerns to the interpretation of the results collected through the analysis of the answers to the questionnaire survey, carried out to the students of the senior university of Tomar. In this sense, when analyzing all the data collected in the field work, we tried to understand and analyze the importance of the senior university of Tomar for senior students and for local development.

The main results are: A) significant attendance of female senior students [75%]; opposing masculine attendance [25%]; B) the age group is predominantly between [59-63], [69-73] and [74-78]; C) their education is the secondary level [54%] and basic education [27%]; D) the majority attend the university of Tomar (usT) motivated by the conviviality [47%]; enrichment of knowledge [33%] and occupation of leisure time [12%]; E) they were aware of the existence of the university of Tomar (usT), through friends [51%] and through information of the municipality [17%]; F) the majority of those who attend the university of Tomar (usT) are satisfied with the activity developed by suT [53%]; G) and consider that the university of Tomar (usT) contributes to local / community development [77%] finally (h) there is unanimity in considering that it has benefits for their personal and social life.

#### **5 CONCLUSIONS**

The growing ageing of the population has provided an increase of tourism and senior universities on several regions. The inclusion of the population in the process of development of the territory through the senior universities promotes the quality of life of those who participate actively in the activities provided by these institutions. The integration of the territory as a privileged space of the development process and the involvement of the local inhabitants in this process is another of its essential peculiarities (Polèse, 1998, p. 218).

It is understood that the existence of senior universities and the senior university of Tomar in particular in this study, allows the emergence of what can be called intentional learning processes. The attendance of the senior university is not characterized as a mere moment of leisure or socializing, but as an appreciation of personal life and social intervention. The increasing number of senior students demonstrates the motivation and permanence of those enrolled in the senior

university, facilitating the perception of the main reasons of their motivation, their attendance, and the increasing overall satisfaction of the senior student.

The promotion of a local service to the community, based on the knowledge of the specific needs of the target public, allows the tourism-cultural programs to be dynamized successfully. Increasing the participation of seniors in social and cultural life and the constant activity, as well as updating the different areas of knowledge is what will dictate the success of senior universities.

The connections established between tourism and universities will be stronger in the management made by these institutions in the territories in which they are integrated. The social innovation is not only verified by the technological side, but by the collective character and the transformative of social relations (André & Abreu, 2006).

The review of the study leads to the conclusion that tourism, cultural diversity and the benefits deriving from the frequency of seniors to the cultural and tourist programs of the senior university of Tomar, brings fresh insights, deepens knowledge already acquired, benefits integration and social change to those who attend and remain at the senior university of Tomar, thus contributing to global citizenship and territorial development.

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## **The Exchange Rate Fluctuations and its Effect on International Tourism Demand Case study: Egypt, the period (2000-2016)**

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### **ABSTRACT**

Egypt is one of the top tourism destinations in the world and the tourism industry has become an indispensable source of income, tourism is an important industry, especially for tourist receiving countries where tourism is a major source of foreign exchange earnings. The recent exchange rate fluctuations in Egypt have been a matter of concern for the top leadership in the country particularly tourist policymakers.

The main objective of this paper is to explore the impact of exchange rate fluctuations on Tourism magnitude coming to Egypt and the Competitive tourism sector by reviewing the current situation of the Egyptian tourism sector compared to other countries in the world using time series analysis techniques, and reconnaissance study on tourists coming to visit the most important tourist sites in Egypt regions of Luxor, Aswan and South Sinai, where a random sample of 400 tourists from the eight most important nationalities (Germany, Ukraine, Britain, Italy, United States, China, Russia and Saudi Arabia).

The authors apply time series analysis techniques and reconnaissance study, the results show the real effective exchange rate is statistically significant and negative impact, but low explanatory power of the independent variable indicated the presence of other determinants

influenced the situation of Egypt's competitive finding that it is a major factor in the determination of tourist arrivals. They also analysis the impact of several de facto exchange rate arrangements on tourism, finding that less flexible exchange rates promote tourism.

For the period 2000 - 2016 are investigated using time series analysis and reconnaissance study results clarified that the real effective exchange rate is statistically significant and negative impact which is confirmed by economic theory that the increase in exchange rate lead to a decrease in foreign tourist demand.

**Keywords:** Exchange rates, Tourism, Time series analysis, Egypt competitive situation.

## INTRODUCTION

The study of exchange rate fluctuations and its effect on international tourism demand is an important subject in order to identify and clarify the factors and effected determinants on the tourist activity of a specific destination, so the International Monetary Fund (IMF) defined the exchange rate is the price of one currency expressed in terms of another currency, so we have two conventions first E: Price of home currency in terms of foreign currency and R: Price of foreign currency in terms of home currency. (Govil, 2014)

$$E = 1 / R$$

Also the real exchange rate definition is when  $R_t$  increases (a real exchange rate appreciation), the domestic consumption basket becomes more expensive than the foreign basket.

$$\Delta R_t \% = \Delta P_t \% - (\Delta P_t^* \% - \Delta E_t \%)$$

$R_t$  = Foreign currency

$P^*$  = the foreign price level

$E_t$  = the nominal exchange rate

$P_t$  = the domestic price level

Second important definition the tourist demand is defined Total buyers are willing and able to buy the amount of tourist services at a certain price and within a specified period of time (Orchard & Glen & Eden, 1997), also tourist demand defined as the group of goods and services consumed by tourists in specified period, where the tourist demand is known as a group of tourism products that the consumer's visitors wants to obtained it in a certain time and specific circumstances, controlled by the explanatory factors used in the demand function. (Song & Witt, 2000).

The tourism demand is generally measured by using one of the following indicators (bin Abdulrahman, 2016a):

- Number of arrival tourists.
- Tourism revenues.
- Length of residence or number of tourist nights.



The monetary approach (financial), is the most suitable for modeling tourism demand in its economic dimension however, the most commonly used measure is the number of arrival tourists due to the difficulty in obtaining relative data on tourist revenues as well as the difficulty of obtaining all details of a tourist feature; where there are many factors that can effect on the tourist demand for a certain destination, but the most important variables are those variables followed to the classical theory of demand and represented by tourism revenues and the prices of tourism services . (Proenca & Soukiazzi, 2005).

Middleton summarizes the determinants in economic factors and relative prices, demographic factors, geographic factors, social and cultural attitudes of tourism, mobility, government / organization, media and Communications, environmental information technology and the demand for more sustainable forms of tourism, International political developments and terrorist acts; but also the exchange rate is among the most important economic determinants affected on the demand for tourism exports, The increasing exchange rate of the Egyptian pound against foreign currencies leads to a decrease in local exports Including tourism because their prices become high in exchange for competitive external prices, and for that the demand for local exports will decrease, in the case of a decreasing of the exchange rate of pound against foreign currencies, the prices of tourist exports will decrease compared to the external prices and become more competitive and the demand will increase.(vanhove, 2011).

The exchange policy is a group of specified measures or arrangements by governments to control the exchange rate, in order to facilitate the achievement of macroeconomic objectives, including the purchase. sale of currencies and the local currency in the exchange market, where their application id different from weak currency policy and strong currency policy, The weak currency policy is to devalue the current monetary system, this mechanism is based on the theory of critical flexibility for (Marishall - lerner), and the devaluation helps to restore trade balance, as far as the strong currency policy is intended to revalue the currency, which increases export prices and decreases import prices, whereas increasing export prices lead to improve competitiveness through increasing productivity, the exchange policy directly affects the tourism. (Ghadban, 2013a)

Exchange rate fluctuations affect international tourism operators who fall into two categories, international tourists and the tourism companies. The acceptable exchange rate and the unacceptable exchange rate may incite or versa to restrain local tourists in their travel abroad, as the change in the exchange rate in the receiving country may change the selection of tourists to the destination, and the decision of international tourists is according to the attractiveness of prices, whatever inflation policy. (Ghadban, 2013b)

The regions of Luxor, Aswan and South Sinai in Egypt are one of the most important tourist attractions, due to the originality and diversity of its natural and cultural heritage (archaeological regions, customs and traditions, cultural celebrations ... etc), thus these regions are targeted by foreign tourists, in this regard, it is important to study the impact of the exchange rate on the international demand to the Arab Republic of Egypt in order to identify and clarify the determinants affecting tourism activity and demand in these regions through an exploratory study was also conducted on this subject, Where the most important seven countries in the world in terms of ranking of exporting countries of tourism to Egypt, according to data from the Central Agency for Public Mobilization and Statistics, was selected a random sample to learn how to choose their tourist destination.

## **THE PROBLEM OF THE STUDY**

The recent exchange rate fluctuations in Egypt have been a matter of concern for the top leaderships in the country, particularly tourist and economic policymakers. Although there are many studies that measure and analyze the impact of exchange rate on tourism demand, as Egypt has showed during the past five years a large fluctuation in exchange rate, as well in tourism demand was imbalanced, which shows a conflict with the economic theories of exchange rates. This requires further study of the situation in Egypt; analysis economic and tourism indicators, especially with regard to the subject of this paper.

So the main question of the study is "Are the exchange rate is statistically significant? and Had they have a negative effect which is confirmed by the economic theory (the increase in the exchange rate lead to a decline in foreign tourism demand)? The Coefficient of determination shows that the model has no good interpretive ability".

## **IMPORTANCE OF THE STUDY**

The exchange policy followed in Egypt during the period of study significantly reduced the impact of the consecutive rising in the internal prices of Egypt so, it reduced the cost of living of foreign tourist, thus contributed to stimulate the international tourism demand arrival to Egypt (with its three indicators), except for the period (2003-2006 and 2011-2014) which attended the applicability of the liberalization policy dealing with foreign exchange, It was noted that despite the decline in the exchange rate of the Egyptian pound in 2003, the international tourist demand arrival to Egypt has increased, while the period from 2004 to 2006, during which the Egyptian pound exchange rate has increased slightly, we found that demand is also increasing, which leads to the conclusion that the international tourist demand coming to Egypt is affected by several factors including the change in the exchange rate of the Egyptian pound, While the period from 2011 to 2014, both of the exchange rate and tourism demand have decreased.

Egypt is one of the oldest civilizations on earth and one of the most important tourist destinations in the world for its excellence in the abundance of tourist attractions of all kinds, the spread of temples, museums, monuments, historic and artistic buildings and vast gardens on its land, and possess a strong infrastructure based on serving the tourism sector including hotel rooms, villages, tourist resorts, in addition, UNESCO selected six cultural heritage sites in Egypt, including ancient Egyptian, Coptic and Islamic sites, as well as a natural heritage site in the list of World Heritage sites, tourism in Egypt is one of the most important sources of national income in terms of its revenues from foreign currency to contribute significantly to the gross domestic product and to combat unemployment. The number of tourists to Egypt reached 14.7 million in 2010 and the revenues amounted to one and a half billion dollars, the study of exchange rate fluctuations and its impact on tourism demand Topics should be studied carefully to try to attract more tourists and contribute to the recovery of the economy. (UNESCO, 2017).

Figure No. (1)



The Figuer shows that the number of tourists between 2007 and 2010 was constantly increasing, that could be a result of security and stability that have been achieved by Egypt. While the number of tourists between 2011 and 2016 was decreasing, that is clearly because the terrible situations Egypt was passing through. However, after Egypt has recovered there's an increase of the rate of tourism which would be noticed in future

### **Hypotheses of the study**

- 1- There is a relationship between changes in the exchange rate and the demand for tourism.
- 2- The increase in the exchange rate lead to a decline in foreign tourism demand.

### **PREVIOUS STUDIES:**

A study Mohamed Bouzahzah, Younesse El Menyari, take the international tourist demand guided to Morocco for the three essential nationalities is France, Spain, Germany in the extended period (2000-2009), the results showed that the influx of international tourism is positively affected by income, housing and exchange rates, and is negatively affected by the rate of relative price and external shocks. (Bouzahzah & El Menyari, 2013)

A study of PhD thesis was discussed in 2013 at the University of Toulon in France for Socrat Ghadban which studied the impact of the exchange rate on tourism demand, where tourist revenues were selected as an indicator of the measurement of tourism demand for the period 2000 – 2010, and its results showed that the exchange rate has a statistically significant impact on French tourism revenues by taking a fixed value of the number of arrival tourists and the price of oil, which the change with parentage of 10% in the annual nominal exchange rate leads to a reduction of tourism revenues by 4.2 billion euros, which is a considerable value.( Socrat,2013).

A study Akay, Cifter and Teke examines the effects of the exchange rate and income on Turkish tourism trade balance (TB) using quarterly data for the period 1998–2011, the authors use tourism trade-weighted exchange rate indices and foreign income derived from country-based tourism trade, they employ income on tourism, and employ an error correction model to analyse the short-run effects. The empirical results suggest that income is the most significant variable in explaining, tourism TB in the long run, the exchange rate and foreign income positively affect the TB, while domestic income negatively influences it. In the short-run, domestic income is the only significant factor, the authors also find no evidence of a J-curve effect in the Turkish tourism TB, and these findings are robust to using nominal values. this note employs Johansen's maximum likelihood technique to show the long-run effects of real exchange rate and real income on tourism, also the study analyses the short-run effects using error correction model, the empirical results demonstrate that real income is the most significant variable in explaining tourism TB in the long run. The real exchange rate and real foreign income positively affect the TB, on the other hand, real domestic income negatively influences the TB, the coefficient for the real exchange rate is less than zero, which implies that ML condition is not valid, finally the study find no evidence of a J curve effect, these findings are also checked using nominal figures, and we find similar result, the present article can be used to provide important recommendation on tourism policy in developing countries. (Akay et al., 2017).

A study is a doctoral thesis was discussed in 2008 at the Ain-Shams University in Egypt for The impact of the change in the exchange rate of the Egyptian pound on the performance of the tourism sector in Egypt an Empirical Study, the study aims at assessing the effects of the change in the exchange rate of the Egyptian pound on the international tourist demand coming to Egypt during the period (1991-2006), The results of the laboratory application resulted in the following:

1) The number of tourists coming to Egypt is closely related to the level of tourist income coming from the countries sending tourists. The second affects the first positively positive effect when applying the model in its static and dynamic conditions, in accordance with economic theory and the results of previous applied studies in this field.

2) The Egyptian pound exchange rate affects the number of tourists coming to Egypt (from the countries of the study sample) with a negative effect when applying the model in its static and dynamic cases. This result is identical to the economic theory and the previous applied studies in this regard, Egyptian economy as a result of the increase in the number of tourists coming to Egypt during the study period. (Elsherbini, 2008).

## **DATA AND METHODOLOGY**

In this paper, we used two types of first analysis First: a simple analysis through a survey. A random sample of 400 tourists representing the most important nationalities worldwide which chose Egypt as a tourist destination it was selected according to the 2016 statistics (Germany, Ukraine, Britain, Italy, United States, China, Russia and Saudi Arabia), the main question was.. is the value of the currency the principal indicator or are there any other elements and what are they? Second: we used time series analysis methods for analyzing time series data in order to extract meaningful statistics and other characteristics of the data, the purpose of using time series techniques is the use of a model to predict future values based on previously observed values, while regression analysis is often employed in such a way as to test theories that the current values

of one or more independent time series affect the current value of another time series, the following data have been used that affect the exchange rate on tourist demand: Tourist spending, number of tourists, number of tourist's nights, exchange rate and tourism revenue During the period 2000 to 2016.(Imdadullah, 2014).

The use of the time series analysis of the total statistical data for Egypt was carried out through the application of the following information Dickey – fuller test and Durbin Watson test.

**Statistical Study:**

Data and variables:

Table (1) defining variables

Variable	Name
Tourist spending	EXP
No. of tourists	NO
No. of tourists nights	NO- N
Exchange price	EX
Tourism revenue	RE

Table (2) shows the variables in the study.

Table (2) unit root test results

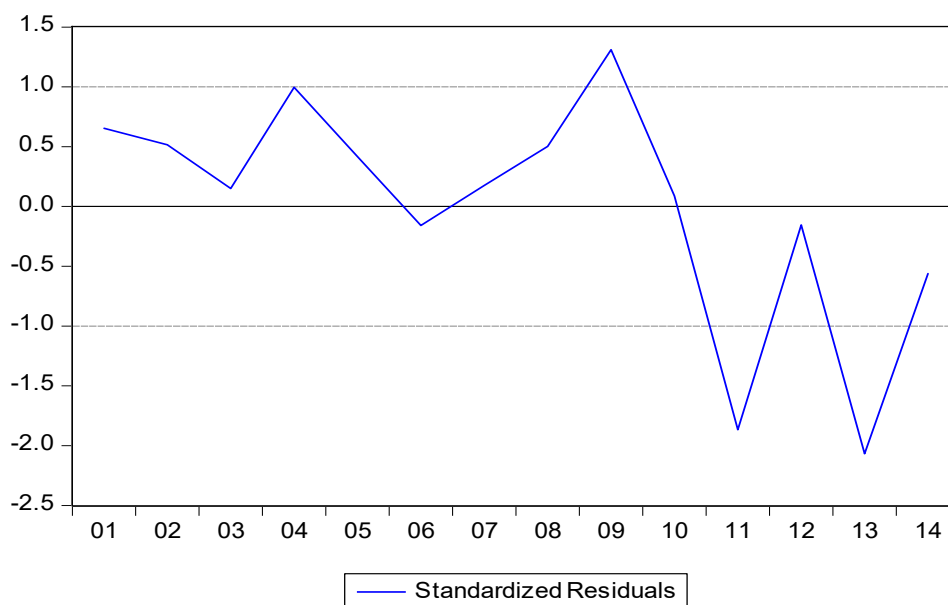
Variable	Test statistic Dickey – fuller	Sig	Decision at $\alpha=0.05$
EX_P	-2.17	0.0341	Starting at $\Delta 1$ No intercept
NO	-5.144	0.0014	Starting at $\Delta 1$ No intercept
NO-N	-3.78	0.0211	Starting at $\Delta 1$ No intercept
EX	-2.13	0.0355	Starting at $\Delta 1$ No intercept
RE	-2.961	0.049	Starting at level $\Delta 0$

Table (3) shows the augmented Ducky- fuller test for stationary of the data set.

Time series analysis was used to investigate the effect of exchange price on each of (EX\_P, NO, NO-N, RE) from 2000 to 2016 in Egypt.

Table (3) Relation between EX and EX\_P





From figure (1) it was shown that the residuals has an approximate standard normal distribution. Finally, we can conclude that it was a significant effect for the exchange price in the number of tourist nights from 2000 to 2016 in Egypt.

Table (6) Relation between EX and RE

Variable	Coefficient	T-statistic	Sig	Durbin Watson	R2	F-statistic
D(EX)	-0.519	-0.72	0.48	0.478	4.2%	0.48
C	22.8	202	0.0			

C: constant

Dependant = D (RE)

From table (7) since the sig is more than ( $\alpha=0.05$ ) for exchange price then we can conclude that there is no significant effect for exchange price changes on tourism revenue in Egypt for year 2000 to year 2016.

### Conclusion

This study examines the exchange rate fluctuations and its effect on tourism demand with the annual data from the time period 2000 to 2016, Egypt has been running deficit in recent years. Experiencing such a vast amount of imbalances makes tourism earnings a vital source of strengthen the balance of payments and increase its role as a large source of employment opportunities for citizens, which supports their living and social level, for this purpose, this paper employs Dickey – fuller test and Durbin Watson test technique to show the long-run effects of exchange rate on tourism demand, The findings of test results to the following:

1. since the sig is more than ( $\alpha=0.05$ ) for exchange price then we can conclude that there is no significant effect for exchange price changes on tourist spending in Egypt for year 2000 to year 2016, (Relation between EX and EX\_P).

2. since the sig is more than ( $\alpha=0.05$ ) for exchange price then we can conclude that there is no significant effect for exchange price changes on number of tourists in Egypt for year 2000 to year 2016, (Relation between EX and NO).
3. Since the sig for exchange price is less than ( $\alpha=0.05$ ) so we can say that there is a significant relation between exchange price and the first deference of log No. of tourist nights.
4. Since the sig for constant is more than ( $\alpha=0.05$ ) then it is insignificant in the model and we can exclude the constant from the model, the value of Durbin – Watson statistic is 1.85 and the calculated value is between the tabulated values Du and 4- Du so we can conclude that there is no problem about autocorrelation in the error for the estimated model. (Relation between EX and NO-N).
5. The value of  $R^2 = 32.8\%$  and it means that the changes in exchange price explain 32.8% from the changes in the number of tourist's nights and 67.2% are due to the random error.

We also analyse the short-run effects using Survey or Exploratory Study, the empirical results that exchange rate fluctuations is not the most significant variable in explaining tourism demand, It was found that 52% of tourists expressed their agreement that the change in the exchange rate affects their choice of tourism, while 48% of the sample did not agree that exchange rate change is one of the most important priorities, there can be many other reasons Such as GDP per capita in sending countries, relative price, security stability and other variables affecting tourism demand. Finally, the exchange rate is statistically significant and has a negative effect, which is confirmed by the economic theory that the increase in the exchange rate leads to a decline in foreign tourism demand.

The coefficient of identification indicates that the tests do not have a good explanatory capacity, although the tests of the transactions are statistically significant, Other determinants of tourism demand in Egypt, such as GDP per capita in sending countries, relative price, security stability, and other variables affecting tourism demand.

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## **Appendix**

**Table. Countries considered as tourist destinations.**

Albania	France	Norway
Algeria	Germany	Oman
Angola	Ghana	Pakistan
Antigua and Barbuda	Greece	Panama
Australia	Grenada	Papua New Guinea
Austria	Guadeloupe	Paraguay
Bahamas	Guatemala	Peru
Bahrain	Guinea	Philippines
Bangladesh	Haiti	Poland
Barbados	Honduras	Portugal
Belgium	Hong Kong	Romania
Belize	Hungary	Saudi Arabia
Benin	Iceland	and Senegal
Bermuda	India	Seychelles
Bolivia	Indonesia	Singapore
Brazil	Iran	South Africa
British Virgin Islands	British Virgin Islands Ireland	British Virgin Islands Ireland
	Spain	Spain
Brunei	Israel	Sri Lanka
Bulgaria	Italy	St Vincent and The Grenadines
Burkina Faso	Jamaica	St Kitts Nevis
Cambodia	Japan	St Lucia
Canada	Jordan	Sweden
Cayman Islands	Kenya	Switzerland
Chad	Korea Republic	Thailand
Chile	Kuwait	Togo
China	Luxembourg	Trinidad and Tobago
Colombia	Malaysia	Tunisia
Cook Islands	Maldives	Turkey
Costa Rica	Malta	Turks and Caicos Islands
Cyprus	Martinique	UK
Czech Republic	Mauritius	USA
Denmark	Mexico	Russia
Dominica	Dominica Morocco Uruguay	Uruguay
Dominican Republic	Nepal	Venezuela
Ecuador	Netherlands	Vietnam
Egypt	New Caledonia	El Salvador
New Zealand	Fiji	Nicaragua
Finland	Nigeria	

## **Examining the Athens 2004 Olympic Games Contribution to National Branding, concerning Tourism Promotion: A Holistic Approach**

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## **ABSTRACT**

The organization of such an important event as the Olympic and the Paralympic Games by a country creates conditions for global popularity, thus the advancement and promotion of economy via tourist resources. It consists of an impeccable opportunity for marketing/branding and can lead to positive results in terms of attracting tourists and ameliorating the country's profile. The organization of the Olympic and Paralympic Games 2004 in Athens was a particularly important event for Greece, with multiple economic and social impacts. The case of the Olympic Games holds proves that the successful organization is the key to promote nation branding and marketing, in order to long term social and economic benefits, as a stepping point for the development of a coherent and result orienting branding strategy. The challenge is whether the strategic planning will achieve its goals coping with imponderables, such as the deep socioeconomic crisis and uncertainty that Greece faces since 2009.

**Keywords:** Nation branding, Olympic Games, Athens 2004, Tourism business

## **1. INTRODUCTION**

Aim of this paper, is the socially constructed notion of a nation and the nation branding idea, in terms of popularity and long term benefit engagement. Which are the qualities that consist the general idea that we shape for a nation? Can the qualities of an imagined community (Anderson, 1997) be used for a nations' strategic plan in order to ameliorate life quality?

Organizing a global event, as important as the Olympics and Paralympics, is a significant commitment, as infrastructure is assumed. This means that in the cities that are holding the events there is the feeling of safety, the capacity to accommodate people in clean and comfortable places, the transportation is accurate, fast and pleasant, there are facilities for people with disabilities and the city is "friendly" – technically as well as emotionally (concerning the citizens) for the "users" (Belias et al., 2016; Kyriakou et al., 2016).

Greece is fundamentally connected with the Olympic Games, so it was really a very big deal when the Olympic Games *returned home*. This very idea of *returning home* had been the key factor to all dimensions; political, social, economical, emotional and technical. Olympic Games define and are defined by what is constructed as "greek spirit" at the global community, regarding both Greeks and *non Greeks*. There is, for sure, an imperceptible feeling of respect to such an institution that refers to the ideals of peace, noble rivalry and brotherliness (Belias et al., 2016).

Globalization has intensified competition among cities, in order to attract investment, visitors, qualified staff, as well as major events. In this context, the city marketing has become a strategic tool for promoting the competitive advantages of a city and – inductively – of a country. The most common marketing strategies are the adoption of a brand, innovative construction of buildings, and organization of major events.

Big events can play a very important role not only superficially, but also to solve deep urban problems, as they can lead to important transformations to the urban landscape, as well as to the country's identity profile (Belias et al., 2017).

The amelioration and promotion of a reshaped profile can lead to positive results in terms of attracting tourists regardless of sports or social events. Tourists can be attracted by landscape, culture, art and facilities, that are existent to the country that is their destination, but, most importantly, a place attracts visitors depending on the image that is promoted by the nation itself, by the strength of the Nation Branding as a successful marketing tool.

## **2. METHODOLOGY**

This is a literature review which will examine the value of information and data management for a tourist company. Hence the methodology of this paper relies on the use of already made researches and papers; this is a literature review. The source of papers has been from various databases such as science direct and ESCBO.

## **3. LITERATURE REVIEW**

### **3.1 The Concept of Nation Branding**

“Brand” is a key term in marketing theory and practically can be translated as “brand”, “name”, “trademark” or “commercial identity” (Chernev, 2012). This term refers to a product, a service or an organization and is associated or interpreted in conjunction with the name, identity and reputation of the brand. More specifically, brands consist of a mix of tangible and intangible attributes (Hart and Murphy, 1998), usually marked with a brand (trademark) and constitute commercial properties, which with proper management can generate profits, as well as large influence on their respective market. For example, a popular trademark has loyal fans, which loyalty derives from qualitative and economic characteristics of its products, as well as from their “social capital”. The latter is so important, that customers have the feeling of belonging to a certain social class or group with the same qualitative economic and social standards.

The most important meaning of the term “branding” that is useful for this analysis refers to the process of the strategic planning and management. The focus is on building the name and the identity of a product, aiming at the promotion of its comparative advantage over the existing competition; the goal that must be obtained, is none other than the best preferable position in the public's mind and the market concerned.

Focusing on the so-called “identity management”, “branding” or “brand management”, the most interesting fact is that it is formed via the following consecutive procedures; identity creation, identity protection, enhancement and / or change (Belias et al., 2016).

- Identity Creation: It is the creation of a product's identity from scratch to its first appearance in the market; the core based work.
- Identity protection: The product is already shaped and gains the benefits of a successful identity of a product. The aim of this process is *the maintenance* of means when dealing with the various challenges that arise from the internal as well as the external environment.
- Reinforcing an identity, is an important process, and is mainly associated with the need to "modernize", so each product through the renewal of identity manages to cope with the ravages of time and the constant changes taking place in the context of an intensely competitive market.
- Finally, Identity change (re-branding) occurs when a product is going to fail in being competitive, either due to some errors in the original identity's design, either because of significant problems that encountered in its path. So, in both cases, the re-branding of the product is considered necessary in an effort to save the product from the crisis situation and become competitive, by correcting errors and transform or adapt to new needs.

Furthermore, nation branding is steadily gaining prominence, with more and more countries around the world committing resources to the development of their nation-brand (Dinnie, 2008). Simon Anholt, the father of nation branding, suggested that countries have always been brands, in the way they present themselves to the other countries. The main substances that reflect the essence of each brand, are: *strategic planning* for the nation's progress, *substance*, that reflects the effective results on economic, legal, political, social, cultural and activity results that derive when a strategic plan is implemented .

As Jaffe and Nebenzahl (2006) cite, Anholt defined nation branding as the “the sum of people's perceptions of a country across the following six areas of national competence: exports, governance, tourism, investment and immigration, culture and heritage, and people.” Anholt has developed the hexagon model to depict the concept of nation branding. In this hexagon, each point represents a country's main pillars of its nation branding. These pillars are tourism, governance, exports, people, investment and migration, culture and heritage. Among all, tourism is the most important factor concerning nation branding.



Picture 1, Anholt's Hexagon

Nowadays, most states have undertaken major policies that aspire to increase their popularity and improve their international image. The possibility to create a positive image for the country abroad, will contribute to the achievement of obtaining a competitive advantage against other competing countries, especially in the field of tourism as well as in investments. Thus, the modern States, following the dictates of the current times, have to integrate the objectives and main goals in developing a strategy within the framework of nation branding. The upper goal is no other than promoting and “building” their reputation, in an appropriate and effective way (Belias et al., 2016; Kyriakou et al., 2016).

The truth, of course, is that most States intend to do the best that they can for a successful promotion and image of their products - tangible and non tangible ones – but, usually, the lack of a coordinated and technically properly edited and designed effort is evident. The various institutions involved in this process, either official or unofficial, politicians, commercial such as ministries, companies, investment vehicles or non-governmental organizations, media and interest groups, promote, de facto, their own version for the country, which, however, creates a more confusing than coherent and comprehensive picture of the country's profile (Belias et al., 2016; Kyriakou et al., 2016).

### **3.2 Greece and the Olympic Games**

In 2004, Athens, Greece's capital, hosted the Olympic and the Paralympic Games. Taking into account the magnitude of the public expenditure for the construction of the Olympic projects, but also the financial benefit from the additional economic activity during the preparation and after the end of the Games, time proved that the conduct of the Games did not substantially burden the financial position of the country. However, poor utilization of the Olympic heritage and the

negative publicity that accompanies Greece by the end of 2009 reduced both the amount and the duration of the benefits gained. While the successful organization of the Olympic and Paralympic Games depicted that Greece, as a country, had the ability to bring out difficult operations, as the largest sporting event in the world, it showed inefficiency in maintaining that success (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).

With the organization of the Olympic Games, Greece undertook to confront a significant challenge that is part of a larger and even more ambitious goal: to boost the modernization of the country, especially in the capital.

The preparation for the Olympic Games led to large infrastructure projects, with long life, considerably improving city transportation and enhancing cultural heritage: the construction, extension and improvement of the Metro; the tram network, which facilitates an opening to the sea and ameliorates the urban landscape; increased and improved highways and street reconstruction facilitated access to the international airport of Athens. The archaeological sites unification network that was created was a great innovation for the city and constituted a motivation for Greeks all over the country to visit such places. It was obvious that awareness for the cultural heritage was highly raised, as mass media promoted all these new works and networks.

These changes, were expected to contribute to the successful conduct of the 2004 Olympic games, but the most important anticipation of all, was the expectation that, especially Athens, would obtain a new image to millions of visitors and spectators from around the world; a new image, modernized, that has accepted that we bring about the whole perception of “greekness”; ancient Greece’s heritage, Mediterranean cultural heritage along with the globalization adaption (Belias et al., 2016).

Interventions and projects on Olympic cities significantly improve the level of urban infrastructure and come to respond to chronic and significant needs. These projects contribute to upgrade the cities profile and offer significant opportunities for employment, resources exploitation, benefiting in total local economy.

The benefits of the use and economic exploitation of sports infrastructure are of great importance, balancing long term benefits that arise from construction expense. One reason is that construction costs are on - off, while demand can create several sports projects infrastructure are, under certain conditions, effective management, recurring annually. Another reason is that public spending multipliers projects are usually less than the expenditure multipliers related services (sports and tourism), as the latter are characterized by greater added value at local level.

All of the works that were undertaken under the context of the 2004 Olympic games refer to a number of projects and actions also in the Greek provinces. The works in the four Olympic cities reinforced the emergence of four major regional development poles, with relevant development diffusing in the peripheral economies. All projects undertaken in the four cities had multiple positive effects on production and employment conditions, but also on the residents' life quality. For example, upgrading or construction of hospitals would help to improve the health



services. In addition, the improvement or construction of road projects, return faster transportation services and urban landscape improvement. Furthermore, the creation of sports facilities expanded options for quality leisure activities for the local population and especially for young people (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).

This doesn't apply only to the four Olympic cities, but also for all the Municipalities of the country, which for the first time and without distinction, in so little time high obtained quality sporting infrastructure.

Along with the Olympic games, the projects that were undertaken concerning hotels, road network infrastructure, directly and indirectly, developed and improved tourism infrastructure and also promoted the *city branding* of the four Olympic cities. The tourism promotion was successful and tourists were encouraged to visit various Greek cities and not only Athens.

Big events, especially sports events, have long lasting effects, on the social, emotional, political and economic sphere. Only through a holistic approach it can be obvious that such scale events consist of a landmark for the entire world, but especially for the host nation.

Analyzing the benefits, in the economic level, the organization and hosting of major sporting events such as the Olympics, creates new jobs and increases overall employment levels, as well as general economic growth as it attracts investments, especially in the sector of works and infrastructure; increases the activities of all economy sectors and is a source of revenue for the peripheries as well (Toohey & Veal, 2000).

Concerning the social level, there have been noted many positive effects as well. Such effects include the improvement of the infrastructure and services that are provided to the local communities, especially in the public transport field, having (re)constructed roads, telecommunications and security systems, health facilities, while the creation of new modern sport facilities is an important legacy (Frew & White, 2011; Maennig, 2012).

Considerable are also the environmental effects. A very notable one is the reduction of pollution levels due to the increase of new technology and procedures, especially in transportation and the intensification in the efforts to clean up the cities that will hold the events.

However, such organizations have also a negative impact on the hosting cities and the natural environment, as they are responsible for creating immense amounts of waste due to the consumption increase and at the same time monuments and cultural sites require extra protection, due to the increased number of visitors, as well as to the infrastructure and other works for the creation of Olympic projects (Bowdin, 2001; Karamichas, 2013).

### **3.3 The 2004 Olympic Games and Nation Branding for Tourism Reinforcement**

The organization of the Olympic Games provided an excellent opportunity to improve Greece's international image. Big sports events that are characterized by international recognition, have been recognized as key factors that create a generally positive image for the hosting country

(Theodoraki, 2007). Such events also operate as pulling factors for tourism, as analyzed on this paper (Weed, 2008). More specifically, the very same event can be viewed as “large scale tourism product” that enhances tourism development, as it is a grave opportunity to gain the attraction of large numbers of participants, as well as spectators and visitors.

However, the beneficial contribution of the Games does not end at this point; in addition, the main gain concerning the nation branding is the increase of the country’s presence in the international media, leading to the increase of its recognition that serves in attracting future visitors and tourists (Singh & Hu, 2008). To cut a long way short, the profit of increasing the country’s social capital, (Bourdieu, P., 1986) is the key factor to gain competitiveness and win a high place on a global popularity board.

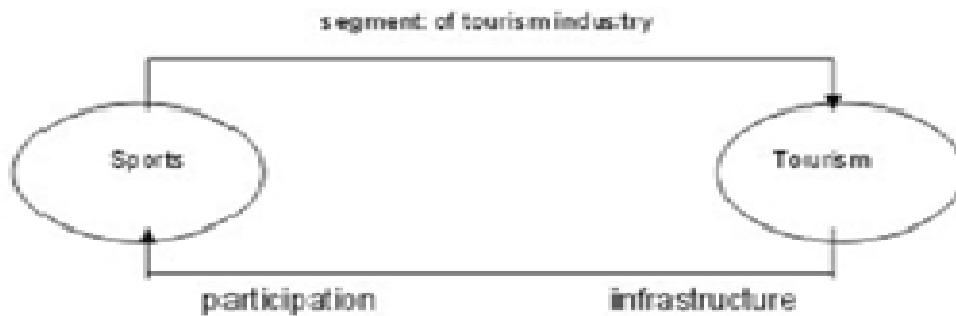
The Olympic Games, according to J. Nye have tremendous impacts in the increase of a country's soft power economy. According to Nye’s theory, a country’s soft power derives from three resources: culture, political values, foreign policies (Nye, 2006). The results are proportionally to the strategic planning success.

Recently, the competition concerning the organization and hosting of the so called "mega-events" between countries and among cities has been increased (Hayes & Karamichas, 2012). But what is the accurate meaning of this term? The events that are organized and take place for a short period of time and only once in a year or in longer intervals are characterized as major events.

These are mainly international events with specific thematic character such as sports, cultural, arts or other commercial content. Such events attract large number of people and are the means for a general overhaul, modernization and growth of the hosting places. The main indicator concerning tourism dimension is the stability and repetition of this event that is being established in the collective unconsciousness.

What is important for our analysis is that the states and the cities where these events were held acquire a particular brand name. Mega events, especially sports, have long lasting effects. It is obvious that they are a landmark for the entire world, but especially for the host nation. The impacts for the hosting country are highly important, as we analyzed in the previous chapter, affecting both internal and external characteristics, concerning the international image.

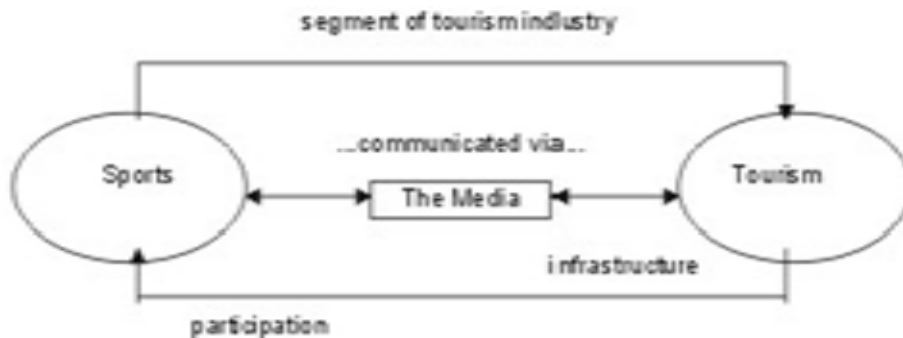
Standeven & De Knop (1999), also deduces that organizing major events, such as the Olympic Games, enhances nation image and improves living conditions for local population.



Source: Standeven & De Knop 1999 p. 5.

Source: Standeven & De Knop 1999 cited in De Groote (2005)

According to De Groote a “localised participative or spectator sports can contribute to tourism (i.e. local teams traveling to compete away from home), and that tourism in turn can lead to local sports development. But when the sport is a mega-event, the added impact and value of the media, means that the s activity is communicated to a much wider audience.” The graph below depicts this interrelation between sports and tourism (De Groote, 2005)



Source: Standeven & De Knop 1999 cited in De Groote (2005)

Kartakoullis et.al (2003 cited in (Bonarou, 2008)) suggests that the organization of a major event such as the Olympics have created the following advantages for Greece concerning the development of tourism that is listed below:

- Attraction of high-income tourists and creation of a new tourist’s generation, willing to repeat their visit to the host country, regardless events or periods.

- Creation of a favorable tourist image for the destination country.
- Creation and modernization of the tourism infrastructure.
- The unique opportunity of the host country to gain profit from the international media presence and communicate various messages to the rest of the world.
- Creation of a skilled work force in the organization, management and funding sectors, with a special emphasis on hosting special sport and tourist attractive events.

Despite many fears that Greece would not be able to carry out a successful organization of such an event with multiple impacts, national and global. After the year that Olympic Games took place, at 2004, the country was considered as a “safe destination” for visitors and tourists, as the issue of national security was considered a priority among Greek policies.

In the field of nation branding, Greece achieved the goal to create a new national identity, reformed and revised, engaging the ancient cultural heritage with the European one.

The successful organization of the Games created a more positive opinion about Greece among other EU and U.S. citizens, as the remaining fact was the certainty that Greece, against all odds (and that refers mainly to the feeling that Mediterranean countries are not famous for organizational achievements), did finally managed to impress. Deductively, Greece did finally managed to strengthen the tourism sector, since visitors stated at questionnaires held their intention to visit Greece in the future as tourists (Bititci & MacBryde, 2002).

An important fact that needs to be hyper linked was that, shortly after the Olympic Games, the large majority of respondents demonstrated great interest about Greece, concerning having access to relevant information being obtained through mass media, such as television channels, magazines and advertising.

Focusing on statistics, the 2004 Olympics were characterized as “successful” by 90% of Americans and 93% of Europeans who were interrogated, while 40% of all respondents considered the Athens Games as “the best Games ever organized in the history of the modern Olympic Games” (“The Olympics improve Greece’s image abroad, Branding Greece.com”, 2004)

### **3.4 The Aftermath of the Olympic Games and Tourism Development**

As proven, Greece, especially Athens, managed to gain international publicity, by hosting successfully the Games and this fact resulted in the general nation branding improvement abroad. Moreover, as already stated, this had multiple effects on the state concerning numerous areas in the economic sector on national output and employment, but most importantly on tourism.

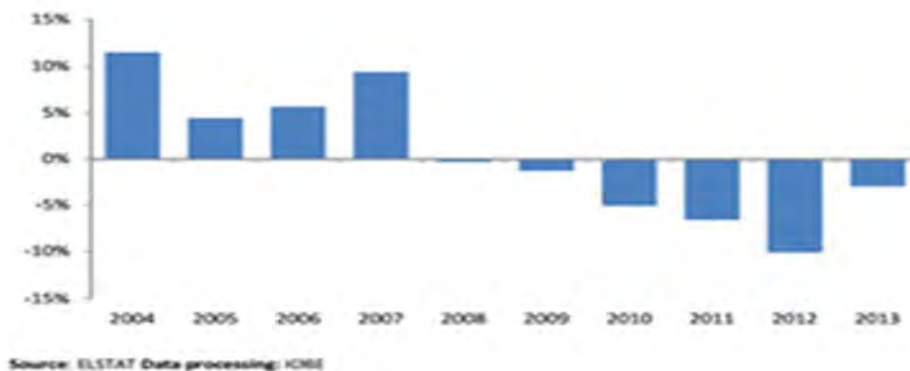
Concerning tourism sector, Greece was expected to benefit greatly from the improved image that had been created during the Olympics, taking into account the improvements made in transportation and accommodation infrastructure and the high quality tourist services provided (Belias et al., 2016).

The event offered an excellent opportunity to the hosting nation that goes beyond the traditional and obvious tourist by-products (Findling & Pelle, 2004). In 2015, the Foundation for Economic & Industrial Research (IOBE) investigated the influence of the 2004 Olympics in tourism attraction.

According to the analyzed data, there was a clear connection between Olympics and tourists attraction, but this connection had only short-term positive effects. The Games' impact, however, seemed to have faded away after the Economic crisis dawn. This evidence seems to validate the outcome of new theories, concerning major sport events such as the Olympics and its influence on tourism, that suggest the short term character of these effects.

Graph No 1 presents the incoming tourism in Athens from 2004 to 2013 and was produced by IOBE, taking data from the Greek statistical service (ELSTAT). As it is clearly shown by the statistics, immediately after the 2004 Olympics and until 2007, the city of Athens managed to attract increasing numbers of tourists. However, this trend ceased in 2008, after the economic recession. Concerning the reasons for this fact, we can speculate that they are twofold. The one dimension refers to the general global economic crisis that affected tourism worldwide and the second is linked to the image that was shaped after the Greek crisis that influences European economy.

A major indicator that Greece has managed to employ the 2004 Olympics success, is the Nation Brand Index that is being used for some years now in order to measure and rank the national value of a country. The ranking procedure takes into account various factors such as national identity, as well as the international perceptions of foreigners about a country.



Graph 1 Arrivals in Attica, annual percentage change (ELSTAT)

Greece appeared in the Nation Brand Index only in 2007, three years after the Olympics, as a “guest country”. It was positioned in the 17th place among the 50 most popular states (Sakas & Konstantopoulos, 2010). After the end of the Olympic Games, Greek government and the Ministry of Tourism applied a marketing strategy in order to endure that the benefits from the Olympic

Games would be used to upgrade tourism as a great tool for the economy and diversify the tourism base through the positive 2004 image. This strategy included several targets, such as the development and attraction of congress and exhibition tourism, the hosting of major events, promoting the Olympic cities for city break tourism et al (Sakas & Konstantopoulos, 2010; Belias et al., 2016).

In the 2015 Index the fact that Greece is found on the 21st position, shows clearly that the states have not managed to take advantage and multiply the 2004 effects. According to the relevant press release, Greece has followed a downward course in the Index, constantly losing places, due to its deteriorating economic situation and degradation of its public image ("USA regains position as top nation brand from Germany | GfK India", 2015).

During the post 2004 period and up to today we have to note that in the case of tourism and the arrival of visitors, Greece had a strong advantage over other countries, due to its unique natural environment and ancient culture that lure tourists in a global level. The ancient Greek civilization was in fact the basic element that could attract tourists to the country that gave birth to the Olympic Games. After the end of the games, however, the Greek state failed to develop a policy that would brand this success into future results, concerning tourism (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).

On the contrary the Ministry of Tourism didn't succeed in taking advantage of the 2004 publicity and positive image of Greece. The 2004 heritage soon disintegrated and the rapid economic deterioration along with its social impact and political unrest, which dominated the global media, eroded the image of Greece. The discovery of the huge debt, the collapse and the degradation of the political and social tissue, eventually dismantled the tourist bloom of the previous years. All this, along with the feeling of insecurity that has prevailed for some time in the country, plus the negative image that was culminated by the international media, cumulatively resulted in the gradual deterioration of the tourism industry (Belias et al., 2016).

SETE (Greek Tourism Confederation) in a marketing proposal concerning the branding of Greece and the promotion of tourism, highlights that during the past years the Greek policy has failed to create a brand system in an organized, continuous, consistent and proficient way, presenting the national logo as a striking example via the multiple forms that it has taken since the 90's. Consistency is the secret ingredient in Greece's branding at international levels.

What is clear after this experience is that nation branding is a concept that incorporates multiple factors. The most important features, however, is the ability to demonstrate and promote a country's special characteristics that will clearly designate the uniqueness and superiority among competition. Tourism is a highly competitive industry that demands a highly effective branding strategy, in order to differentiate a country among competitors.

Undoubtedly, the application of a coherent policy is imperative should Greece decide to re brand itself. Long term policies that will promote the Greek longstanding values and elements of uniqueness are essential to achieve this aim. In addition, innovative messages are needed and old

stereotypes should be avoided; such a strategy was adopted for the Olympics, but soon proved to be insufficient and was abandoned as it would lead the procedure of branding into a stalemate of promoting old traditional images.

#### **4. DISCUSSION - CONCLUSIONS**

The organization of the Olympic and Paralympic Games 2004 in Athens was a particularly important event for Greece, with multiple economic and social impacts. The successful organization appointed Greece as a developed country that has the ability to undertake and bring out successfully difficult projects, such as the preparation and celebration of the biggest sporting event globally. The hosting of the 2004 Olympic Games affected significantly positive economic activity and employment in Greece, but the incomplete utilization of the Olympic heritage and the negative publicity that accompanies Greece since the Crisis dawn, reduced benefits.

The investment to develop the country's infrastructure for holding the Games, but also the catalytic effects, transformed tourism into a main economic pole and increased productivity after maturity, positively affecting economic activity and employment in Greece. This experience showed that commitment to the goals, as also to the satisfactory degree of consensus in society, may pleasantly surprise the world community by the successful results.

Considering the difficulties experienced by the country and the need for fast exit from the deep economic crisis, makes the course of the Olympics example for nation branding, investing in tourism, more evident and prominent than ever.

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## **Impacts of Economic Recession on Greek Domestic Tourism**

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### **ABSTRACT**

The global financial recession that began in 2007 and during its peak in the autumn of 2008 has affected almost all national economies. In fact, the recession had a high impact on the international tourism industry. In turn, inbound tourism in Greece was also been affected as the impact of the recession was also present in the years 2008 to 2010. However, from 2010 onwards, the major economies of the globe came back to growth, not the case the Greek economy, which is the last seven years in deep recession. The high increase in direct and indirect taxation, wage cuts and pensions, the increase in the unemployment rate, changes in labor relations consistsome of the outcomes that have led to strong fiscal adjustment undertaken in the Greek economy. The austerity measures implemented since then, in cooperation with the European Union (EU), the European Central Bank (ECB) and International Monetary Fund (IMF), have significant impact both the incomes of Greek employees, professionals, the consumer and consequently the tourism behavior.

This paper examines the effect of the fiscal adjustment programs implemented in Greece in recent years, the tourism behavior of domestic tourists. An attempt was made to identify the changes presented in the behavior of domestic tourists as a result of the economic recession. Such changes are shown not only in the number of trips / holidays and in their duration but also in per capita expenditure, the choice of destination and accommodation, creating a new and different complex domestic tourist characteristics, which is quite different compared with the characteristics of the Greek tourism industry before 2008.

**Key words:** Impacts, Economic Recession, Greek Tourism Industry. Greek Domestic Tourism, Tourist behavior.

## **1. INTRODUCTION**

Over the last nine years (2008-2017), the economic recession in Greece has affected the country's socio-economic structures as a whole (Charduvelis 2011). International tourism, also known as the “heavy” industry of the country, contributing significant revenue to the state budget, has faced remarkable growth trends in the recent years, following a phase of recession in the early years of the crisis. Domestic tourism, which is much less dynamic than international tourism (extroverted), is nevertheless an important part of the country's overall tourism industry. However, the ongoing economic recession has greatly affected not only its quantitative characteristics but also its financial trends, which contribute to a redistribution of income within the country. The vast majority of Greeks have reduced both the number of trips / holiday they spend and their duration, since their income is insufficient to meet the specific consumer spending. The percentage of Greeks who can no longer participate in the consumption of the travel / holiday category is also very large, since their income is in many cases insufficient to cover the basic daily needs (Kyriakou, Belias, Koutsellos, Varsanis, Xanthopoulos 2015).

All available data show that the tourist behavior of domestic tourists has changed significantly since 2010 to date. However, the fact that incoming international tourism shows upward trends in the corresponding period may not have made this change noticeable to the professional groups directly involved with tourism, with the exception of tourism destinations, directly dependent on domestic tourists as well as the employees of the hotel and tourism industry (Papayiannis et al, 2015). Domestic tourism has made a small contribution to the revenues of tourism businesses in relation to inbound tourism. For many years in the past, domestic tourists covered only 25% of total overnight stays, while international tourists accounted for 75%, reflecting the high extroversion of Greek tourism compared to other European countries. However, the domestic tourist was the one who financially supported small and medium-sized tourism enterprises, given their spatial and temporal peculiarities, which significantly affect their economic function. Furthermore, domestic tourist with its vacations / holidays was operating supportively in the country's prefectures where their tourism development was not identified with the model of mass

tourism. It is therefore reasonable that groups of small and medium-sized tourism enterprises and specific prefectures have been significantly affected by the decline of domestic tourism as a result of the economic recession and its impact on the daily life of Greek citizens.

This paper investigates the effect of the fiscal adjustment programs implemented in Greece in recent years and the tourism behavior of domestic tourists.

## **2. ECONOMIC RECESSION IN GREECE**

At the time that global economic recession started, Greece was in a phase of rapid development that had preceded the past years, which supported the “naïve” forecast that it would continue over the next years.

The model of economic growth that had prevailed until the implementation of the restrictive policies can no longer be supported, since some of its main sectors (e.g. public or private construction) have been affected as a consequence of the crisis. The effort to focus the prospects for growth on attracting large private investments and ceding public sector entities does not currently seem to constitute a tool to strengthen the economy. A precondition for stable growth prospects is the creation of targeted productive public investments, which will strengthen demand and activate the productive mechanism (Mavridakis, Dovas, Bravou, 2014).

The prevailing climate of the Greek economy at the end of 2008 and the beginning of 2009 is reflected in the Updated Stability and Growth Program 2008-2011 submitted to the European Commission on 30/01/2009, with extremely optimistic prospects for the conjuncture. It was reported that growth in 2009 would continue at a rate of 1.1%, which would accelerate to 1.6% in 2010 and 1.9% in 2011. The government deficit as a percentage of GDP, to 3,7% in 2008, would remain at the same level in 2009. The deficit would fall to 3,6% of GDP in 2010 and to 2,6% in 2011 (Bank of Greece 2014).

At that time, the seriousness of the situation and the danger of the international recession becoming a debt crisis, in countries with high deficits and debts such as Greece, was not understood. On the contrary, the international crisis (Bernanke 2004) was treated as a distant phenomenon that did not concern the country.

Since October 2008, the global financial crisis has also negatively affected the Greek economy, and all the evidence has shown that it was going to deteriorate, which was confirmed the following years (Fakiolas 2011).

In 2008, the general government deficit exceeded 4% of GDP, resulting in the country's Excessive Deficit Procedure (EDP) in April 2009, while public debt rose to close to 97% of GDP. Then the above figures were revised with the deficit of that year reaching 9.8% of GDP and the debt at 112.9% of GDP (Bank of Greece, 2014).

In 2009, the problems of the economy, which were preexisting, became apparent, despite they were ignored in a complacent environment. With the advent of the international financial crisis (Rajan 2009), these problems could not be controlled and addressed. Therefore, emergency measures should have been concerted and taken immediately, long-term planning should have been made, but it was difficult to be met by the existing socio-political aspects. In addition to, in 2009 took place two elections, both for the European Parliament in June and for the Greek Parliament in October. This fact created the country's budgetary outturn, i.e. rising public spending and loosening of the tax collection mechanism, but also prevented the political system as a whole converging on a minimal basis, for conciliation to deal with the extraordinary circumstances that were shaping up.

In January 2009, Standard & Poor's credit rating agency downgraded the country's credit rating from A to A-, due to the "worsening loss of competitiveness of the Greek economy." Due to this degradation, the yield spreads between Greek and German government bonds rose to 300 basis points in January 2009 and remained at this level until March. In the following period, spreads ranged between 150 and 200 basis points lower, while they were up again in the last months of 2009 (Alpha Bank 2009).

Greek authorities on 22<sup>nd</sup> of October in 2009 presented the deterioration of the national economic status, by proving that the annual budget deficit was more than double that projected and that last year's estimations were significantly higher than the original estimates. These new deficit data confirmed the predictions of the markets and rating agencies that Greece's fiscal problem was much more serious than have been seemed to be by the official figures so far. Thus, two major issues for discussion and further investigation have been placed in the attention of the markets: firstly, if the Greek authorities have the determination and willingness to implement an adjustment program capable of addressing such deficits, and secondly, if the statistical data provides country's financial situation records reliably.

Due to above two issues, the assessment of the markets at the end of 2009 was negative and this was reinforced by the ECOFIN decision of 2 December 2009, according to which Greece did not respond adequately to the Council Recommendation in April 2009, When the Excessive Deficit Procedure (EDP) was launched. In particular, until 27 October 2009, which was due to expire, the necessary measures had not been taken. Further reports in all major international media have questioned Greece's ability to achieve the necessary fiscal adjustment, which has affected the existing unfavorable climate. These reports not only continued but also plunged in the first months of 2010, focusing mainly on public debt and the possibility of bankruptcy and exit from the euro zone. On the one hand, the unfavorable circumstances for the country were hampered by the delay of the adoption of effective fiscal adjustment measures in Greece and, on the other hand, by the EU's lagging behind.

Progress in the country's growth was mainly supported by favorable international and local circumstances in given periods, and in the end, until it became linked for all practical purposes with the European Union, it did not succeed in creating the necessary economic dynamism that

would grant it a similar role in the international and European division of labor. Greece belonged to the periphery of Europe, and remained there even after its accession to the European Union (Mavridakis, Dovas, Bravou, 2016).

The unfavorable effects in 2009 resulted in a derailment of fiscal aggregates, with the deficit reaching 15.7% of GDP and the government debt of 129.7% of GDP. In 2008, Greece's GDP was 232.920 million and the deficit reached 113% of GDP. From 2009 onwards, Greece's GDP shrinks each year to reach € 205,322 million in 2011, to € 177,559 million in 2014, to € 184,416 million in 2015, and € 184,317 million in 2016. It is a fact that all the financial Measures taken by the Greek governments in 2016, the country's debt amounts to 146.5% of GDP (Bank of Greece, 2017).

### **3. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK ECONOMY**

As mentioned above, in the first years of the financial recession the impacts were not so evident in Greece. In fact, there was a supreme optimism and an unreasonable complacency, that the situation could not prevent the development of the Greek economy. At nowadays, the country is still facing the same uncontrolled situation, and its political and socio-economical effects. Greece's debt crisis affects significantly the national sovereignty, as the economic policy is determined by its foreign creditors (IMF, ECB, and EU). The bankruptcy risk is threatening the socio-economic life through distressing taxes imposition.

The international financial crisis has highlighted the serious structural problems of the Greek economy as well as the significant lag in the pursuit of an appropriate economic policy (Karamouzis, Anastasatos, 2011). As mentioned above, Greece faced an acute fiscal problem before the financial crisis, due to the high public debt and deficit. The international financial recession only accelerated the deterioration of public finances. The specificity of Greece consists of a distinct condition of the Greek economy compared to the respective countries of the European Union. Specifically, besides any special cases and factors that arise in each separate country, in Greece, many parameters and causes have a decisive impact on the overall behavior of the country in economic terms (Dovas, Mavridakis, Politis-Stergiou, 2016).

For more than 20 years before 2010 in Greece, capital injected from EU sources and loans. These inflows were largely diverted to consumption, thus adding large categories of population to standards of living asymmetrical with productive performance (Fakiolas, 2011). In contradiction, the country ranked 90th globally in production, and among the prosperous societies got the 30th rank in consumption.

The degradation of the country's creditworthiness by international rating agencies in combination with the widening of the yield differential between Greek and German bonds, since 2009 led to the transformation of the financial problem of the Greek economy into a problem of borrowing and thus the inability to finance its public debt. The Greek economy was trapped in a vicious circle,

as it was forced to borrow in order to serve the loans it had received in the past, but the borrowing rates were so high that it was unable to repay the loans it would receive in the future.

Moreover, in 2008 before the crisis broke out, GDP (at current market prices) was EUR 241.990 million. In 2011, GDP reached 205.327 million € in 2015 to 184.416 million € and 2016 to 184.317. The percentage of GDP decline between 2008 and 2016 is 23,8%. The per capita income in 2008 was 21.845 €. The evolution of per capita income in the coming years was declining. Thus in 2011 it was 18.643 € and in 2014 it was 16.250 €, down 25,61% compared to 2008.

Furthermore, actual individual consumption in 2008 was 188.414 million. In 2011 it was 167.212 million€, and in 2015 it was 139.233 million€, down 26,10% compared to 2008 (Bank of Greece, 2017).

There is no doubt that the main reasons for the growth deficit are the excessive and counterproductive public sector, the extreme delays on justice, and their relation with widespread corruption and tax evasion, complicated legislation and incredible bureaucracy. It is admitted by senior financial analysts that Greece's failed production model relied on internal oversupply and over-borrowing. Furthermore, small-sized enterprises which are flexible for the internal market, but without any unions or partnerships, they cannot penetrate foreign markets and compete in a globalized economy (SETE 2013).

#### **4. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK TOURISM INDUSTRY**

After the 2004 Olympic Games, international tourist arrivals in Greece have grown up significantly at the beginning of the 2008's of the economic recession. In the years 2009-2010, the global economic crisis had negative impacts on tourism (Varvaressos 2009), as recorded in the relative figures. Also, another factor contributing to the drop in the main tourist figures since 2009 was the negative publicity of the country, as was shown by the international media. Thus, difficult economic conditions, political instability, uncertainty about Greece's stay in the Eurozone and frequent strikes have been deterrents in reservations and buying tour packages from international tourists.

Once again, the year 2008 was positive for Greek tourism, particularly in tourism receipts, which was 11.635.9 million €, reaching their highest historical tourism expenditure and the average tourist expenditure per capita, which was 730 euros. In 2009, the impact of the global economic crisis is evident in the respective figures. Revenues from foreign tourists who visited Greece in 2009 were 10.400.20 million and were 10,62% down compared to 2008. The decline continued in 2010, with receipts dropping by an additional 7,59% compared to 2009 and the total decrease compared to 2008 to 17,40%. From 2011 until now Greek tourism is on a steady rise. The receipts

of foreign tourists in the year 2016 were 13.220 million € increased by 37,5% compared to 2010. However, international tourism receipts in 2016 showed a decline of -6.4% compared to 2015.

In addition, tourism contribution in the country's GDP from 17,50% in 2007 was 15,90% in 2009 and 16,00% in 2010. The decrease of tourism revenue in Greek GDP between 2007 and 2009 was 9,14%. Typical is also the difference in the number of people employed with tourism. In 2007, the number of employees in the tourism industry was 878.200, while in 2014 it was 699,000 reduced by more than 20,00%.

Moreover, a similar trend is also observed in the inbound non-resident travel traffic in Greece. In 2009, foreign tourists who visited Greece were 14.9 million, down 6.43% compared to 2008, the number being 15.9 million. The following year it was noticed a slight increase compared to 2009 by 0.62%, as foreigners who visited the country reached 15 million. From 2011, however, by the year 2015, the number of foreigners visiting Greece is constantly rising to reach 28.071 million visitors in 2016.

Furthermore, from 2011 onwards, Greek tourism shows upward trends. Revenue from tourism in 2014 was 13.3 billion € and in 2016 13.2 billion € increased by about 35% compared to 2010 (Bank of Greece, 2017). Nevertheless, an important element here is the reduction of the average per capita expenditure of tourists. From € 730 in 2008 it reaches € 541 in 2015 reduced by about 25,9%, falling to € 471 in 2016, down by 13% compared to 2015. Only between 2015 and 2016 the average per capita expenditure per travel is reduced by 70 euros. Thus, while the arrivals of international tourists in the year 2016 were about 28 million, increased by about 87.8% compared to 2009, which was 14.9 million, there was a decrease of 32.4% in the average tourist expenditure per capita, equivalent to 226 €. Expenditure per night in 2016 is 9,1% lower than in 2015 (2016: 68 €, 2015: 75 €), while the average length of stay is 6.9 nights, down 4.3% compared to 2015 (2015: 7.2 overnight stays).

From the above data, it is concluded that Greek tourism declined in its basic figures during 2009-2010 as a result of the global financial recession. Nevertheless, from 2010 onwards, it is on a steady rise, mainly quantitative, despite the decrease in per capita touristspending and average length of stay. The turbulence observed in this period in several Mediterranean countries, which are the main tourism competitors of the country, is also a major factor in this. Thus, events such as the war in Syria, the political turmoil in Egypt, the political scene and the terrorist attacks in Turkey contributed to the increase in the size of Greek tourism industry, since the country, despite the economic recession that exists, is still regarded as a safe tourism destination.

## **5. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK DOMESTIC TOURISM**

The economic recession has a direct impact on the holidays of the Greek citizens since 2009 and on. "Domestic tourism reflects the economy of the country," reports Andreas Andreadis, President of SETE, attributing the decrease observed in domestic tourism in recent years to the general negative economic environment, the poor financial situation of households and the capital controls



imposed in the summer 2015 ([www.skai.gr](http://www.skai.gr)). From 2009 onwards, it can be observed that all figures on domestic tourism show significant decrease. The number of domestic tourists on 4 or more over nights spent in 2009 was 3.507.791€. This figure has declined in the coming years to reach a 37,58% drop in 2013 compared to 2009. In 2014, there is an increase of 18.45% compared to 2013, but again the overall decline relative to year 2009 is quite high of 26,06%(Hellenic Statistical Authority).

Moreover, arrivals in hotel accommodation and camping of domestic tourists in 2009 were 7.552.183. In 2012, arrivals were 5.257.258, down by 28.49%. In the next two years, 2013 and 2014, domestic arrivals showed a slight increase compared to 2012. In 2014 this growth was 5.32% compared to 2012 but again the overall decrease compared to 2009 is quite high of 24.69%. Respectively, similar figures are also evident on the guest overnight stays in hotels and campsites. The overnight stays of domestic tourists in 2009 were 18.366.858. In 2012 it was 12.515.232 showing a decline of 31.86% compared to 2009. In the next two years, 2013 and 2014, the overnight stays of domestic tourists showed a slight increase compared to 2012. Furthermore, in 2014, this increase was 4,27 % compared to 2012 but yet the overall decrease compared to 2009 is quite high of the rate of 28,95%. Travel costs with one or more overnight stays for domestic tourists were 3.533.272.152 in 2009. The drop in the expenses of domestic tourists was very high. In 2013, the fall was 66,18%, a direct result of the reduction of earnings of the Greek citizens. In 2014, there is an increase of 13,17% compared to 2013, but again the overall decrease compared to 2009 is very important in the order of 61,72%. The number of trips with 4 or more overnight stays for domestic tourists in 2009 was 6.917.568. In the coming years and until 2013 there is a constant decline in the number of trips. In 2013, the decrease was in a rate of 52.91%. In 2014, there is an increase of 14,92% compared to 2013, but again the total decrease compared to 2009 is very significant with a rate of 45,88% ((Hellenic Statistical Authority).

Moreover, the collapse in the size of domestic tourism in recent years due to the economic crisis is reported in a study by the Institute of Tourism Research and Estimations published in June 2016. According to this study, the expenses of the Greeks for travel within the country between 2008 and 2014 decreased by 64%. In particular, for 2014, spending was limited to 1.14 billion €, from 3.16 billion € in 2008. Also, a significant drop of 72,2% was recorded in the expenses of Greeks for travel abroad. Overall, spending has fallen by 72,2%, as in 2014 it has shrunk to 293 million € from 1 billion € in 2008. This survey concerns travels of four or more nights. In addition, domestic trips in 2014 recorded a 45,2% decrease compared to the corresponding trips in 2008, while for the same period the voyage abroad recorded a further decline of 51,6%. An additional element indicating the negative impact of the economic recession on holiday decision making, is the extensive fall of 44.3% and 55.2% of overnight stays in hotels within Greece and abroad respectively ([www.kathimerini.com](http://www.kathimerini.com)).

Furthermore, the overall turnover loss in the tourism industry since 2009, due to the large decline observed in all aspects of domestic tourism, seems difficult to be estimated. Taking as “base” year the expenditure of domestic tourists (travel costs of one or more overnight stays) in 2008, is noticed

that without calculating a relative growth rate per year, that over 13 billion€ have been lost from the domestic Greek tourism market by the year 2015. The aforementioned amount is certainly much higher since the multiplier effect of tourism in other sectors of the economy is not calculated (Varvaressos 2013).

## **6. DATA ANALYSIS ON DOMESTIC TOURISM IN GREECE**

According to the definition of the United Nations World Tourism Organization (UNWTO), a country's domestic tourism includes the activities of a visitor- resident within the country in question either as part of a tourist trip in the country or as part of a tourist trip abroad (Varvaressos 2013).

Greeks who choose to spend their holidays within the country are part of the domestic tourism of the country. The economic recession that has affected the country in recent years has a direct impact on the holidays of the Greeks.

According to Hellenic Statistical Authority data available, for overnight stays in hotel accommodation of domestic tourists in Greece, show that they decreased by 22,5% in the period 2008-2015, while non-residents' nights increased by 28,9% over the same period. At the same time, there is a decrease in the share of overnight stays in hotel accommodation of domestic tourists from 26,3% in 2008 to 18,6% in 2013 and to 17,6% in 2014.

The most popular destination for the Greek voyages in the country is Central Macedonia, which accounted for 15,9% of the tourists' stay in 2014 (2013: 15,3%, 2008: 16,5%). Second in the preferences of the Greeks is Peloponnese, which attracts about 10% of overnight stays in hotel accommodation over time.

The less tourism developed regions of the country, such as Western Macedonia and Epirus, also attract the highest rates of Greek tourists. Thus, the share of tourists' stay in Western Macedonia in 2014 was 87,3%, compared to 90,6% in 2008. The respective rates for Epirus were 70,7% in 2014 and 77,5% in 2008. High rates of overnight stays of Greek tourists in the hotels are also recorded in the individual regional sections of Eastern Macedonia-Thrace ranging from 77% - 88%, with the exception of Kavala where the percentage is 20% and thus the average of the region (45,9%) is moderated.

On the contrary, the island's tourist regions of the country, spatial units hosting foreign tourism, such as Crete and the South Aegean Islands, record the lowest rates of overnight stays for domestic tourists in hotel accommodation. In Crete, the percentage of Greeks stayed in hotels in 2014 was reduced to 4,4% from 7,3% in 2008, while in the southern Aegean islands from 11,1% in 2008 it fell to 6,3% in 2014.

Another element that shows the negative impacts of the economic recession on holiday preferences, is the great reduction in overnight stays in hotels at home and abroad in the period

2008-2014 (-44.3% and -55.2%, respectively). In 2014, relative to 2013, there is a reversal of the negative trend observed during the aforementioned period, with the overnight stays of Greeks in hotels within the country increasing by 20,1% and abroad by 6.9%.

Moreover, a significant decrease is also recorded in the tourist expense of the Greeks for the trips they made in 2014 compared to 2008 (concerns travel with more than 4 nights). Overall, their travel expenses for these trips declined by 66.1% in 2014 compared to 2008, while the decrease in tourist spending for the corresponding trips abroad decreased by 72.2%. The largest decrease was recorded in tourist spending for accommodation in hotels and was of the rate of 76%. The improved situation observed in 2014 compared to 2013 for overnight stays has also had a positive impact on spending, which recorded an increase of 10,7% for the domestic and 1,4% for the foreign ones.

Lastly, from the monthly distribution of the total overnight stays of Greeks for their trips in and out of the home prefecture, the pattern of seasonality emerges. Total nights spent in the summer period (June-September) account for 79,1% of the total nights spent by the Greeks when traveling domestically and abroad in 2015. It is noteworthy that the corresponding rate for the nights they spent while traveling abroad, has a significantly lower seasonality (53,6%) compared to the percentage of overnight stays in the country (82,4%).

## **7. CHARACTERISTICS OF GREEK DOMESTIC TOURISM**

In 2015 the Hellenic Statistical Authority published the Tourism Qualitative Survey (Vacation Survey) for the year 2014. This survey is conducted on a yearly basis in all EU Member States, with a view to collecting data on the characteristics of the Tourists' spending, tourism spending and participation in tourism of the various socio-demographic groups, as well as the tourist behavior of these groups. These figures are very important for the development of national and European tourism policy and concern not only the number of domestic tourists but also the number of trips, overnight stays and expenses incurred during these trips. In addition, data on the characteristics of resident tourists, such as age and gender, are collected for the type and characteristics of each trip, such as the purpose and destination of the trip, the means of transportation, the type of accommodation, etc., thereby creating their profile presented below.

In 2014, 6.334.275 trips were made by 3.644.262 Greek tourists inside the country. Of these journeys, 5,73% concerned business trips, and 94,27% related to leisure, and in particular, 63,20% concerned travel for resting, recreation, holidays, 24,27% related to a visit to friends and relatives (VFR) and 6,80% related to other trips (pilgrimage, health, education, etc.). Also during 2014, 63.977.192 hotel over nights and 1.834.964.490 € were spent. Expenditure was 8,33% in business travel and 91.67% in travelling for private reasons.

Most travels of those of leisure were made by women at 52,17%, while the percentage of men was 47,83%. As far as the age distribution of tourists is concerned, is noticed that most of them are

aged between 25 and 44 with 40,06%. This is followed by ages 45 to 64 with 32,23%, 65 and over with 14,58%, and ages 15 to 24 with 13,14%.

Moreover, of the leisure trips made in 2014, 2.129.777, 35,67% were within the length of 4 to 7 nights. There are 1 to 3 nights' travels with 28,36%, 15 nights and over with 19,16%, and 8 to 14 nights with 16,81%. Most of the leisure trips were made by road at 69,68%. The sea travel is followed by 18,11%, the air with 10,95% and finally the railway by 1,26%.

Mean of booking in accommodation was 93.94% with direct booking by the tourists themselves and only 6,06% through a travel agency.

In addition, the number of overnight stays of domestic tourists who traveled for personal reasons in 2014 was 60.247.374, up 8.4% compared to 2013. 31,89% of overnight stays were made by people aged 25 to 44, followed by people aged 45 to 64 with 31.11%, followed by people aged 65 and over with 24.92%. Most overnight stays, 78,89%, were made in non-rented accommodation (cottage, accommodation provided free of charge by relatives and friends, other privately-owned accommodation). From the above data is noticed that the domestic tourist is mostly 25-44 years of age, mainly travels personally for rest, recreation, holidays, travels by road, mainly stays in non-rented accommodation (cottage, accommodation provided free of charge by friends and relatives, other privately owned accommodations) and makes the reservation directly.

## **8. SEASONALITY OF GREEK DOMESTIC TOURISM**

The term Tourism Seasonality indicates the phenomenon of tourism activity at a certain time of the year (Varvaressos 2000). In Greece, the natural causes, namely the climatic conditions prevailing in the country, as well as institutional causes, which will be mentioned below, are the reasons of seasonality observed in the tourist behavior of domestic tourists (Institute of Tourism Research and Estimations, 2014).

The year 2008 was selected to compare the behavior of domestic tourists before and after the onset of the economic recession in Greece, which has highly reduced the income of the Greek citizens. In 2014, the number of trips, with 4 or more nights, made by domestic tourists was 3.743.868. The largest number of trips take place during the summer months and especially in July and August. In 2008, the number of trips made during the summer months is 61,61% of the total number of trips, while in 2014 it is 70,57%. The number of overnight stays for domestic tourists in hotels and similar accommodation amounted to 13.049.668 in 2014. We also notice that the number of overnight stays is higher in the summer months. In 2014, the figure is 42,63%, while in 2008 it is 44,17%. The number of arrivals of domestic tourists in hotels and similar accommodation reached 5.536.719 in 2014. Arrivals in the summer months in 2014 amounted to 35,02%, and in 2008 to 34.74% of total annual arrivals. From the above data, it is also observed that the behavior of domestic tourists, in terms of seasonality, has not been particularly affected by the economic recession. The figures from 2014 it is typical for the year 2014, the tourist traffic of domestic

tourists increases during the summer season and peaked in August. These characteristics are minimal in 2015 absolute figures are significantly lower than those of year 2008.

## **9. DOMESTIC GREEK TOURISTS' BEHAVIOR**

There has not been enough research to illustrate the behavior and characteristics of domestic tourists. Nevertheless, in 2008, a survey was carried out by Kapa Research for "Trends in Tourism Behavior of Greeks" for the Ministry of Tourism Development and the main findings of which are presented below:

- At the first rank of the Greeks' choice for escapes / excursions are with 58.5% the two-day or three-day getaways at random weekends within the whole year, while 37.4% are followed by two-day or three-day getaways on bank holidays. The daily trips are next at 28.5%, while it is noticed that 10.8% of tours / trips, except summer holidays, do not take excursions or summer holidays 10.7% of the respondents.
- The choice of the destination of the excursions is made through travel guides with 28.5% and descriptions from relatives / friends / acquaintances with 21.6%,. Then newspaper / magazine advertising follows, while notice that only 11.3% of respondents use the internet as a mean of selecting a destination.
- Greek tourism is characterized by intense seasonality, which is also reflected in the findings of the survey in question. 55.7% of Greeks choose August for their holidays, while July is chosen from 30.0% of them.
- The summer vacation of the Greeks in 2008 was mainly up to 10 days by 23.65%, while second in ranking is the vacation up to 2 weeks at 21.3%. Holidays up to 1 week make 19.7% and up to 3 weeks 14.2% of respondents.
- 33.7% of domestic tourists choose their own holiday cottage during the summer holidays. Here are the 22.7% rental rooms and the 16.4% small hotels / pensions. The large hotel resorts are selected from 12.6%, while it is noticed that homes of friends and relatives, as accommodation, is selected by only 5.4% of the respondents.
- The Cycladic Islands are in the first rank, with 19.7%, as a choice of destination for summer holidays of the Greeks, followed by the Ionian Islands with 11.4%, Crete with 8.9%, Dodecanese with 6.8%, Peloponnese with 6.7% and the northern Aegean islands with 6.2%. Chalkidiki is followed by 5.9% and the Sporades with 2.8%.

Moreover, traveling /holidays are now perceived in Greece by a large portion of the population as luxurious product, and even those who do travel trying to do so at the lowest possible financial cost. As a result, holiday break rates for domestic tourists are declining. A survey (Voutsikidis 2016) that complements that of Kapa Research for 2015, confirms the above conclusion, and complements its gaps in the behavior of domestic tourists and the characteristics of the type of

consumption they shape in an environment of economic recession. The main points of the survey in question are set out below.

- The annual income of the Greek citizens in 2015 compared to 2010 has decreased to a significant rate. 79.95% of them state that their income has been reduced. This combined with the increase in direct and indirect taxation and in general the cost of living in recent years has greatly reduced the disposable income for travel / holidays.
- Excursions / trips of domestic tourists, except for summer holidays, are 48,69% with duration 1 to 3 days. It is also important to notice that one in four people does not go on excursions/ trips in the recent years and one in three has made no travel at all, other than summer holidays in 2015.
- The duration of the summer holidays of one in three (33,47%) has a duration of 4 to 7 days. In addition, one in five (20.19%) did not go to summer holidays at all in 2015.
- The daily per capita travel / holiday expenditure in 2015 was for the majority of nationals (60,71%) to 60 € a day. This percentage increases to 68,38% among those who had travel / holiday expenses, i.e. excluding zero spending.
- One in three (33.06%) selects in 2016 for accommodation, the friend's- relative's home, ie accommodation for which they will not pay accommodation costs.
- More than half of the domestic tourists (54.77%) choose a three-star hotel for their stay. In addition, one in two (55.88%) replied that he would choose a hotel of higher category if his income had not been affected from the financial recession.
- July and August, 78,01% are the months that choose to spend their summer holidays, thus enhancing the seasonality of Greek tourism.
- Six out of ten (57,95%) would not choose to visit in the summer of 2016 any of the islands that are a gateway to refugees in Greece. This is a major blow to the islands of the northern Aegean and the Dodecanese, which have been affected by the refugee crisis in addition to the economic crisis.
- One out of three uses Internet to choose the destination of their excursions / vacations. The use of the internet has overshadowed some traditional ways of reservations such as a travel agency or travel guides.
- The privately owned vehicle (car-motorcycle) is what most people use to go on excursions / vacations.
- Rest and relaxation as well as cost-related factors such as the amount of disposable income, cost of transportation to and from the destination, and cost of living at the area of destination, are the factors that influence the decision making of the potential vacationers.

## **10. CONCLUSIONS AND FURTHER SUGGESTIONS - RECOMMENDATIONS**

The economic recession, as all the aforementioned evidence shows, has greatly influenced the tourist behavior of the Greeks in terms of their preferences and options.

Thus, according to the above analysis, it is concluded:

A) Decrease of the departures rate for holidays of domestic tourists and increase of the extrovert character (international tourism) of the Greek tourism industry.

B) The increase in extroversion of Greek tourism, as a result of the economic recession, seems to give to tourism development model of the country the characteristics of a colonial model based on North-South dependence.

C) Increase of the percentage of domestic tourists who stay during their holidays in a second holiday home and in rented rooms as well as in relatives and friends' houses, reducing the per capita tourist expenditure.

D) Increase the seasonality of domestic tourism and its concentration, especially during the month of August.

E) Decrease of daily expenses for domestic tourists.

F) Decrease of tourist receipts in the country's tourism spatial destination areas, which have traditionally been destinations of domestic tourism, with further multiplier effects on all their economic activities.

Furthermore, income decrease, increase in taxation and unemployment rates, the unstable political scene have led the majority of the Greek population to struggle to meet its basic needs.

The creation of an overall plan for the direction of the economy in the coming period will play a determinant role for the country's future. The economic development model for the country that predominated in the past was not economically effective (deficits, debt), nor did it create the conditions for long-term growth. The proposal for the country's economic evolution needs to take into consideration a series of conditions, which will create a model that will lead to long-term growth and stability based on solid foundations. (Mavridakis, Dovas, Bravou, 2015).

Moreover, Greece since 2008 in confronting economic recession and despite the occasional statements of the current and previous political leadership, there is not yet a clear timetable for leaving it. The increase in VAT in one additional unit, the abolition of the reduced VAT rate on the islands, a series of new indirect taxes, tax increases, pension cuts, the increase of flexible employment, etc., are responsible for domestic tourism's further shrinkage. In such an economic environment, it is difficult to make suggestions to mitigate the impact of the economic recession on domestic tourism (Varvaressos 2009). Tourism by its nature is a sensitive sector directly affected by the economic environment in which it operates, and is the result of the disposable income and leisure time of the potential tourist.

In addition, in the current economic recession, given the uncertainty about the future being evident, the following proposals have as their primary objective to limit the further decline in domestic tourism. The development of domestic tourism will be evident when the domestic economy stabilizes and rebounds, since the main factors influencing the decision making for holidays are directly related to disposable income and the economic cost of holidays. Towards to meet this objective, tourism businesses should also be oriented towards flexible pricing of their services, smart offers, etc. Many businesses in the industry already offer attractive packages especially in off-peak periods, thus limiting the cost to domestic tourists. As such a policy will be generalized, it will be possible to make trips / holidays to a larger target group, since the costs will no longer constitute a barrier. The policy of “special off season” offers also contributes to reducing the seasonality phenomenon that characterizes the Greek tourism product. Furthermore, a domestic tourist should learn to search for these offers. The internet can be used as a mean towards achieving this goal. Another area of action could be the orientation of domestic tourists in the country's spatial areas with no high volume of tourism development and the subsequent exciding the over capacity of those areas which receive high volumes of foreign tourists. Prices in these areas, both for accommodation and for food and beverage, are more affordable rather than in other tourism developed destinations resulting in decrease in total consumption costs.

Furthermore, the Greek State should, firstly mitigate the impact of the economic recession on domestic tourism. Thus, the existing Social Tourism Programs can be adapted to cost reduction policies, such as to reimburse part of the VAT on accommodation, catering and travel costs incurred by residents. Without state support, and given the new burdens that lead to a further decrease in the disposable income of Greeks, domestic tourism will be further shrinking in the years to come. Therefore, there should be measures by both the State and the tourism enterprises that will encourage domestic tourists to make their holidays within the country, thereby enhancing both tourism and business State revenues. Diversification policies, such as special interest forms of tourism, in contrast to the “summer holiday” model, in new countryside tourism's spatial areas, may be part of these policies. More importantly, however, is the reformation of the country's tourism development model into a more people-oriented tourism, highly oriented to domestic tourism, evenly distributed in the destination area, differentiated from the tourism development model of seasonal tourism, which without any safeguards in the particular recession period, greatly reduces the country's tourism revenues and maximizes the North-South dependency relationships.

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## **The contribution of tourism to local development: the case of the island of Santorini**

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### **ABSTRACT**

Tourism is not a simple phenomenon or a simple set of industries. It is a human activity that describes the behavior, the media and the interaction with other economies and environments. It involves the physical movement of tourists to locations other than their places of residence. Tourism is a sector that contributes a lot to the development of a region and hence to improve the economy of Greece. Greece is among the most touristic European countries. The advantages that explain this tourism development of our country and its regions is the natural environment, the cultural wealth, the good climate, good hospitality and rich history.

This article attempts to study the contribution of tourism to economic, social and cultural issues, as well as the unique environment of Santorini. Also the significant role of local authorities will be examined to support, maintenance and management of local infrastructure in the region and how they contribute to the promotion and advertising of tourist product, to enhance local development. Finally, efforts will be made to identify some of the problems and to draw in some conclusions on how to improve tourism Santorini.

**Keywords:** tourism, local development.

## **1. INTRODUCTORY CONCEPTS**

According to UNWTO, tourism includes activities of people who travel and stay at destinations and places different than those which are their usual environment. (ex. the place of their permanent residence) and for a time period which does not exceed one year and they aim at recreation, satisfaction of their professional needs, etc. (Voumvoulaki A., 2007).

This definition helps to identify tourist activity both domestically and internationally. The word “tourism” refers to every activity of travelers and includes tourists (visitors who spend the night and excursionists (visitors of one day) (Pattas S., 2009).

Development is a procedure that aims at the raise of Gross National Product and through this procedure individual goals are accelerated such as improving housing, health, education, employment, lifestyle, environmental rescue, etc.

However, local development can be seen as a process of economic development and structural change, which leads to improvement of the living standards of the local population and which has an economic, social, cultural and political-administrative dimension.

Local development strategy treats each spatial unit in a different way according to the level of development of the local economy, the structure and functioning of the productive system, the labor market and the characteristics that define the local culture. (Constandinides E., 2010)

The term sustainable development, according to the World Commission for the Environment and Development (WCED), is defined as development that meets the needs of the present without diminishing the capacity of future generations of people to satisfy their own. (Delitheou V., 2008).

Tourism development is a process through which tourist accommodation facilities, road access networks, tourist services of the population are created, local interests for tourists (climate, environmental, cultural, historical) are promoted and advertised and it includes the continuous renewal and modernization of all these. (Spanou N., 2010).

The concept of sustainable development describes the type of tourism development that is activated in balance in the local, social, economic, cultural and environmental structure of each tourist area, while formulating conditions (services, infrastructure, know-how) for its continuous feedback. Sustainable development meets the needs of today without threatening the ability of future generations to meet their own needs (Giousbasoglou Ch., 2012).

Tourism is one of the most dynamic and fastest growing sectors of the global economy. An important feature of this sector is that its operation is linked to the internationalization of a large number of productive sectors as well as to service industries. Tourism contributes to the economic development of tourist areas at three levels, which are income generation, jobs and tax revenues. In addition, it enlarges the production base of these regions and also affects the development of other sectors of the local economy (Critikos G., 2012).

## **2. TOURISM IN EUROPE**

Tourism is one of the most popular ways of entertainment, education, relaxation and cultural contact with different peoples. Tourism is the most important source of revenue for traditional tourist destinations (France, Spain, Italy, Greece etc.) and recent years for the upcoming tourist destinations (Czech Republic, Hungary, Croatia, Turkey, Egypt etc.) due to the attractive holiday packages offered by the last destinations (Karamanakou M. & Karamoutzou E., 2014). Tourism is a global socio-economic phenomenon with effects on human life, the environment and national economies of the states.

According to the World Tourism Organization data, 1,184 million tourist arrivals worldwide were recorded in 2015, an increase of 4.4% compared to 2014 arrivals. This increase is due to the positive results of most regions during the of the year. In particular, Europe recorded the largest increase in international arrivals (+ 5%). Followed by America (+ 4.9%), Asia (+ 4.8%) and the Middle East (+3.1%), with the African region showing a decrease in international arrivals (-3.3%) (Kamarioti A., 2013).

Europe has been leading the increase in arrivals both at percentage (5%) and in absolute figures (609.1 million), a trend supported by the low exchange rate of euro and other currencies against the dollar. Tourism in the countries of Central and Eastern Europe grew by 6%, recovering from the negative performance recorded in 2014. Very satisfactory results recorded in Northern Europe (6%), Southern and Mediterranean Europe (5%) and Western Europe (4%), considering that there are most touristy mature destinations in these areas. As a result, tourism receipts in 2015 recorded an increase (The Institute for Tourism Research and Forecasting, 2016).

The companies in the tourism sector are 2.3 million and employ around 12 million workers, with 7 million working in the food and beverage sector, while 2 million are employed in the transport sector. But the three industries that almost exclusively support tourism are accommodations, travel agencies / tour operators and air transport, which employ 3.3 million workers. The United Kingdom and Germany have the highest employment in the tourism industry (2.1 million workers per country), followed by Italy (1.4 million), Spain and France (1.3 million each ). These five Member States account for 68.5% of employment in tourism industries across the European Union (available: [http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism\\_industries\\_-\\_employment](http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_employment)).

European Union's policy is to promote tourism because tourism contributes to its economic growth and employment, as it also helps its socio-economic integration, particularly at its coastal, mountainous, rural and island regions. It is also directly linked to the cultural and natural heritage of the European Union, which shows the urgent need to combine economic growth with sustainable development. Therefore, tourism is the most important means of promoting the European model at world level (Papoutsis A.,xx).

### **3. TOURISM IN GREECE**

Greece is among the most touristic countries in Europe. The natural environment, cultural heritage, rich history and good climate are the comparative advantages of Greece as a host country for tourists. It is mainly for summer holidays, but at the same time it can offer a variety of other tourist options, such as healing tourism, mountain tourism etc. (Delitheou V., Georgakopoulou S. & Psalti K., 2016).

Greek tourism has been the most important pillar of the growth of the Greek economy over the last decades and is the driving force that can pull us out of the economic stalemate according to many estimations (Mihalokiakos G., 2014). Tourism and shipping are the most extrovert branches of the Greek economy, with a very positive contribution to the current account balance (Foundation for Economic and Industrial Research, 2013).

Tourism contributes greatly to shaping our country's GDP. Moreover, due to the dispersal of tourist destinations, tourism in Greece plays an important role in the dispersion of national income in the regions of the country. Tourism, on the other hand, is a seasonal activity, with the result that natural and man-made resources are burdened by the peak and wasteful months during the winter months. Moreover, seasonal activity necessarily leads to seasonal employment with the consequent lack of employment of the tourist sector for long periods of time, resulting in income instability and significant impact on social activity in tourist areas (Ikkos A., 2015).

According to the Hellenic Statistical Authority (ELSTAT), Greece's GNP for the year 2013 was 182.4 billion euros. Respectively for 2014, due to the recession in the country, GDP was limited to 178.9 billion euros. The contribution of the tourism industry to GDP for each year was 33.4 (direct contribution: 15.2 and indirect contribution: 18.2) billion for 2013 and 37.2 (direct contribution: 16.9 and indirect contribution: 20.3 billion euros in 2014. Greece's GNP declined in 2014 compared to 2013, while the participation of the tourism industry in this increased both in real terms and as a percentage of course. In 2014, the tourism sector reaches almost 1/10 of the country's total GDP (Georganta P. et al., 2015).

The arrivals are about 23.6 million from abroad to our country in the year, ie there was an increase of 7.1% compared to the arrivals of 2014. 2015. Still, most arrivals were made by air and by road. In terms of air arrivals, Athens Airport accounted for the highest rate of traffic (17.5%), followed by Heraklion (10.6%) and Rhodes (8.0%). The main entry stations that collect the highest rate of road traffic are Evzones (9.8%) and Promahonas (6.9%) (Available: [http://www.gnto.gov.gr/sites/default/files/Files\\_basic\\_pages/ELSTAT2015.pdf](http://www.gnto.gov.gr/sites/default/files/Files_basic_pages/ELSTAT2015.pdf)).

For the year 2015, travel receipts amount to 14,125.8 million euro, where 11,876.7 million euro is for recreational purposes, 170.6 million euro for studies, 37.3 million euro for reasons The 780 million euro for business reasons, 553.5 million euro went to Greece to see their families and the remaining 705.7 million euro for various reasons. As far as the total overnight stays in Greece were 188,012 thousand and recorded a slight increase of + 0,6%.

**Table 1: Arrivals of non-residents from abroad by means of transport and entry station**

Arrival stations for non residents		January - December		Change	Percentage % of the total	
		2014	2015	2015/2014	2014	2015
I.	BY AIR	14.057.215	14981102	6.6%	63.8%	63.5%
1	Athens	3.321.548	1.133.018	24.4%	15.1%	17.5%
2	Zakynthos	502.730	529.111	5.2%	2.3%	2.2%
3	Heraklion	2.544.040	2.512.201	-1.3%	11.5%	10.6%
4	Thessaloniki	1.061.722	1.057.706	-0.4%	4.8%	4.5%
5	Corfu	1.046.987	1.062.064	1.4%	4.8%	4.5%
6	Kos	994.717	960.595	-3.4%	4.5%	4.1%
7	Rhodes	1.921.615	1.892.724	-1.5%	8.7%	8.0%
8	Santorini	274.442	304.009	10.8%	1.2%	1.3%
9	Chania	875.526	908.979	3.8%	4.0%	3.9%
10	Rest of the stations	1.513.889	1.620.696	7.1%	6.9%	6.9%
II BY RAIL		6.895	5.338	-22%	0.0%	0.0%
1	Promahona (Serres)	-	-	-	-	-
2	Railway station apart from the sample	6895	5338	-22.6%	0.0%	0.0%
III BY SEA		701.345	632.161	-9.9%	3.2%	2.7%
1	Igoumenitsa	380.560	347.124	-8.8%	1.7%	1.5%
2	Corfu	22.398	19.578	-12.6%	0.1%	0.1%
3	Patras	218.645	193.442	-11.5%	1.0%	0.8%
4	Other Stations	79.743	72.018	-9.7%	0.4%	0.3%
IV BY ROAD		7.268.007	7.980.854	9.8%	33.0%	33.8%



1	Evzonon (Kilkis)	2.70.155	2.317.440			
2		259.319	274.849			
3	Kakkaias (Ioannina)	514.263	609.914	11.9%	9.4%	9.8%
4	Kipon (Evros)	1.493.598	1.624.728	6.0%	1.2%	1.2%
5	Promahona (Serres)	2.930.673	3.153.922	18.6%	2.3%	2.6%
	Road stations apart from the sample			8.8%	6.8%	6.9%
				7.6%	13.3%	13.4%
<b>TOTAL ARRIVALS</b>		<b>22.033.462</b>	<b>23599.455</b>	<b>7.1%</b>	<b>100%</b>	<b>100%</b>

Source: Hellenic Statistical Authority

The direct overall contribution of tourism to employment in Greece is estimated at 18.9% for the year 2015. In April 2015 there was a net increase in employment by 46.1 thousand people in accommodation, by 18.9 thousand people in the eating establishments, 8.5 thousand in the retail trade, 2.5 thousand in wholesale and 2.28 thousand in travel agencies. As a result, tourism plays an important role in increasing the employment of other sectors of the economy such as wholesale and retail trade and repairs, transport and storage, information and communication, professional, scientific and technical activities, education, health, Arts, entertainment and entertainment, etc. (SETE Institute, 2016).

**Table 2: employment in basic sectors of tourism**

	<b>Companies</b>	<b>Employees</b>
Catering	29.486	171.402
Accommodation	6.401	66.667
Travel agencies	1.672	10.479
Inland transport	9.342	38.701
Waterborne transport	747	8.338
Air transport	65	3.777
Total branches of tourism	47.713	299.364
% Contribution	21,5%	18,1%

<b>Total</b>	<b>222.281</b>	<b>1.651.176</b>
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Source: Greek Tourism: Developments-Perspectives, SETE Institute

In recent years Greece's tourism policy has begun to form a new basis in order to cope with the latest developments in the world's tourism industry, the over-segmentation of tourism demand, the new perception of holidays, sustainable tourism development and changes in tourism standards, while at the same time it should utilize its comparative advantages and improve its infrastructure in parallel with attracting tourists with higher income. The new tourism policy should be specialized and linked to the internal process of development of each region of the Greek space. The strategic objectives of Greek tourism policy are to strengthen their productive base, to achieve balanced development, to adopt the principles of sustainable tourism development, to serve the objective of competitiveness and to improve the quality of services provided (Tsartas P. & Lagos D., E.g.).

#### **4. TOURISM IN SANTORINI**

Santorini is one of the most popular tourist destinations in the world. Every year thousands of visitors from all over the world arrive on the island to enjoy natural beauties and beaches. But besides these visitors will have the opportunity to see archaeological sites, museums, houses built in the rock, unique beaches, wineries and beautiful Cycladic churches and chapels. Santorini's biggest attraction is its volcano and the magical sunsets that are among the most enchanting in the world. A magical pallet with all the colors of Iris as the sun sinks into the blue Aegean Sea (Available: <http://www.xn--mxaaljppbqerup.gr/axiotheata.html>). Various types of alternative tourism, such as gastronomic tourism, athletic tourism (hiking, climbing, etc.), conference tourism, healing tourism, etc. are being developed on the island of Santorini.

The economy of the island is based on agriculture, fisheries, manufacturing, services and infrastructure - construction. These sectors serve the island's main economic sector, tourism. The sectors that occupy the largest percentage of inhabitants are construction and hotels, which is why the tourist developed and developing settlements such as Perissa, Kamari, Mesaria (Operational Program of the Municipality of Thera 2013-2014) show particularly large increases in their permanent population.

In Santorini, most arrivals were made by air and by sea. In 2015, 356,443 international aviation arrivals and 361,525 domestic arrivals were recorded. As far as shipping is concerned, Santorini accepts a large number of cruise ships and passenger ships. Passenger ships operate daily flights from Piraeus to Santorini during the summer months, and the total number of passengers arrived reached 1.102.291 passengers by 2015. For the same year, the islands of Santorini and Anafi recorded 657.281 overnight stays (Statistics from The SETE).

The tourist development of Santorini had as result the increase in the tourist infrastructure, which extends all over the island. For 2016 the hotel units of Santorini were 361 to 8,396 rooms. Visitors' catering is either on accommodation and hotels or on any type of mass catering space. Moreover, tourism development creates the need to improve and develop the transport infrastructure (airport, port and road networks), which receive a huge volume of visitors every year (South Aegean Region, 2014-2020 & Statistics by SETE).

Tourism contributes both to the island's economy and to social development. From the economic point of view, the impact of tourism on Santorini is to increase business income, improve social services, develop its less developed regions, upgrade infrastructure, encourage business activity, increase employment and improve the living standard of the island's inhabitants. The social impacts of tourism are the modernization of the local community, the protection and renovation of cultural heritage buildings and the revival of arts, customs, traditions and events. Tourism also has positive effects on the natural environment, which is the upgrading of the natural environment, the protection of natural areas and the replacement, protection and conversion of old buildings into new uses (Kiliropis, 2006). It should be noted here that several areas of Santorini have been registered as protected areas. Santorini has been characterized as a natural and structured landscape, as New and Old Kameni-Prophet Elias (Natura 2000) is recorded as a biotope, and as a traditional settlement the community of Oia has been designated (building restriction in this settlement).

However, the economic crisis that has erupted in recent years has resulted in a reduction in the income of both natives and foreigners, thus affecting travel and travel spendings. The regional authorities, in cooperation with the local authorities, are trying to cope with the reversible situation that has been created in recent years in our country through targeted promotion of Santorini, local island products and air transport (Arvanitis P. & Papatheodorou A., xx) In order for the island to attract tourists through the economic crisis, businesses will still have to offer tempting and economical vacation packages to attract more people, which will be advertised through different websites or travel agencies.

Local authorities in Santorini are invited to play a very important role in the enhancement, maintenance and management of the local infrastructure of their area and to contribute with their proposals, projects and actions to the enrichment of the tourist product, with the ultimate strategic objective of strengthening the Local development (Chrysafinis A., 2008). The municipality should improve the island's road network and add sufficient signage to the roads and dangerous areas of the island to alert foreign drivers or pedestrians of the danger of the road or path to avoid accidents. Santorini has a small port with a small pier, however, there is the possibility of extending the waterfront and the creation of a multi-storey garage. This can be achieved in accordance with studies made at the port. The problems that exist are the minimum parking space for the vehicles and trucks waiting to be boarded, the lack of warehouses for the goods arriving on the island, and the inability to accommodate more than 3 large ships. In addition, due to the intense tourist traffic

at Santorini Airport, local authorities should plan the upgrading and expansion of the airport in order to better serve both tourists and locals (Apostolaki M., 2007).

The tourist season in Santorini begins in April and ends late October, when many shops, restaurants and hotels close. Although in the winter some hotels and restaurants remain open for the visitors, they are few. Santorini can not develop winter tourism due to weather conditions (strong winds prohibit travel) that makes it harder for foreigners to stay on the island (Papalexi F., xx.). Local authorities, in order to cope with the minimal attraction of visitors during the winter months, should increase the island's air connection with up to 5 flights a day, but also by boat with a ship that approaches Santorini on a daily basis (Kousounis S. 2015).

The development of tourism has shifted the “gravity center” of economy to activities related to tourism and led the primary sector to shrink. In order to achieve a balanced development of the island, it is necessary to develop the primary sector in order to meet the nutritional needs of the island as far as possible, to produce quality products and achieve its interconnection with tourism (South Aegean Region, 2014-2020).

In Santorini There is a problem with the lack of the required water resources and the quality of the groundwater. Given the tourist development of the island, as well as the qualitative upgrading of tourism, the water needs, especially in the summer months, are very high. By 2011, there were four units with a capacity of 1,020 m<sup>3</sup> / day with which in the summer months the tanks and production could not cover consumption (Markozannes S., 2013). The municipality plans to build a desalination plant with a capacity of 5,000 m<sup>3</sup> / day.

## **5. CONCLUSIONS**

Europe is one of the most important tourist destinations in the world. Each year, it attracts a large number of tourists from other continents (USA, Asia, etc.) because of its high level of transport infrastructure, its great history and its multitude of monuments, its climate it is ideal both for summer and winter holidays, etc. At the same time, the high standard of living of Europeans and high urbanization have contributed to the rapid development of tourism among European countries. Thus, in the Mediterranean countries tourists are mainly from Germany, the UK and the Scandinavian countries (Available: <http://ebooks.edu.gr/modules/ebook/show.php/DSGYM-B106/382/2534,9828/>). European Union aims to promote tourism because tourism contributes to its economic growth and employment, as it also helps to bring its socio-economic integration, particularly coastal, mountainous, rural and island regions.

Greece is among the most touristic countries in Europe. Tourism is the most important pillar of the growth of the Greek economy and it is the driving force that will pull us out of the economic crisis. Tourism contributes to shaping our country's GDP, spreading national income in the country's regions, increasing business related directly or indirectly to tourism, creating new jobs and improving the country's infrastructure. Greece aims at strengthening its productive base,

balanced development, adopting the principles of sustainable tourism development, competitiveness and quality upgrading of the services provided.

Santorini is one of the most beautiful islands in the world. Each year thousands of visitors from all over the world arrive on the island to enjoy natural beauties and cultural heritage. The main economic sector of the island is tourism. However, tourism plays an important role not only in the economy of the island, but also in society and the environment. Tourism development has led to increased tourist infrastructure and the need to improve and develop transport infrastructure. Other weaknesses and problems are seasonal tourist activity on the island, lack of water resources, shrinking the primary sector due to the development of tourism and the reduction of visitors. Local authorities can address pathogens and weaknesses through various projects aimed at boosting tourism. This can be achieved by making proper utilization of European programs.

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## **Factors affecting locals' attitudes towards cruise tourism in the early stage of TALC**

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### **ABSTRACT**

In 21st century, cruise tourism is so developed in the Mediterranean Sea that some destinations already show a certain degree of hostility towards it. In order to identify the reasons for these negative attitudes and minimize their negative impacts, it is crucial to understand what the main threats to sustainability of this type of tourism are in the individual stages of its development. There is little research on how the local community's attitudes change with cruise tourism development. The paper therefore aims to determine which factors affect locals' attitude towards cruise tourism in the early stage of TALC. In this study, the residents of Koper, a small town in the north Adriatic where the first cruise boats moored only ten years ago, were asked to express their perceptions of a set of externalities caused by cruise tourism and their general attitude towards them. Ordinary least square regression was afterwards employed to identify how these distinct factors shaped local people's overall attitude. Although findings suggest that the local people's attitude in this early stage of cruise tourism development is quite positive, it is suggested that the local DMO should tackle the negative impacts if the local community's support for further cruise tourism development and its sustainability are to be preserved.

**Keywords:** Cruise tourism, Sustainability, Locals' attitudes, Factors



## **INTRODUCTION**

Tourism may significantly influence the everyday life of local residents (Andereck & Nyaupane & Nyaupane, 2011). Despite the abundance of literature, researches and experiences in the area of tourism development many destinations fail to recognise the main threats to sustainability on time (Middleton and Hawkins, 2001; Nasser, 2003). Virtually for all destinations, “success and sustainability of any tourist development crucially depend on acceptance of tourists and tourist-related plans by the local community” (Bimonte & Faralla, 2016, 200; Yoon et al. 2001). Within the community tourism research, scholars are addressing also the measurement of local residents’ reactions to tourism (Gu, H. & Ryan, C. 2008, Nepal 2008).

According to Doxey’s Irridex, in the initial stages of tourism development locals are generally inclined to support it, but their attitude tend to evolve through time and eventually becomes dissenting if negative effects prevail (Reisinger, 2009). These tend to compound over time as a tourism destination matures (Rasoolimanesh et al., 2017), therefore it is crucial to identify problematic issues as early as possible and try to neutralize or at least alleviate their impacts. Management tackling with the cruise tourism development is, due to its gigantism, concentrated nature and high dynamism, particularly sensitive matter (Stefanidaki & Lekakou, 2014). Following this view, the purpose of the paper is to explore the perceptions and attitudes of the local community towards the cruise tourism in the early stage of tourism area life cycle (TALC).

## **CRUISE TOURISM IMPACT ON LOCAL COMMUNITY**

We have been witnessing incredibly fast development of cruise tourism in Europe. The number of passengers has doubled in the last decade, reaching almost 6 million passengers per year (Chiappa, Lorenzo-Romero & Gallarza, 2016). The Mediterranean region has gained almost 8% of the share in only five years reaching 20.4% in 2014 in the global market (Stefanidaki & Lekakou, 2014).

Cruise tourism is in many cases an important driver for development, but has as well negative impacts on the host destination. In academic debates, these impacts are typically dealt with through the sustainability pillars - environmental, economic, (political) and socio-cultural (Andereck, Valentine, Knopf & Vogt, 2005; Brida, Chiappa, Meleddu, Pulina, 2014; Klein, 2011). Each group can induce positive or/and negative impacts that affect local residents’ attitude, and they all need to be taken into account in order to secure sustainable development (Gursoy & Rutherford, 2004).

Sustainability concept has arisen “as an alternative management philosophy” (Choi & Murray, 2010, p. 576) and cannot be implemented without the involvement and support of local community (Gursoy et al. 2010; Gursoy & Rutherford 2004). Liu & Wall (2006) argue that if local residents perceive that tourism brings benefits in their everyday life, their support of tourism will increase and of course on contrary if they do not see any benefit they will not. Their perceptions and participation is thus essential for sustainable development of tourism (Gursoy et al., 2010; Dyer et al. 2007). Origins of the theoretical framework for such evaluation of local residents’ attitude

toward tourism can be found in the social exchange theory (Andereck et al., 2005). According to this theory, residents are prepared to participate in the exchange if they consider that it provides them more benefits than costs (Gursoy & Rutherford, 2004).

Carić & Mackelworth (2014, 350), however, warn that due to its rapid growth, flexibility, sporadic and very concentrated activities cruise industry is “extremely difficult to monitor and control with regards to pollution”. Although several methodologies for cruise carrying capacity measurement have been developed (Stefanidaki & Lekakou, 2014), these have been often breached as the negative impacts occur concentrated in a short span of time. Klein (2011) claims that in case of cruise tourism inclusion of directly impacted local communities in the determination of sustainability cannot be taken for granted and may be quite complicated. Some analyses in fact show that environmental cost are as much as seven times higher than the financial benefit to the local community (Carić & Mackelworth, 2014) but the local community still does not react. For cruise tourism development, it is thus crucial that all the stakeholders in a given destination successfully communicate and share information among each other (Dabphet et al., 2012; Reimann et al., 2011). In this vein, Chiappa & Abbate (2012, 18) advocate “the pivotal role of internal marketing and communication operations” aimed at improvement of residents’ knowledge about and attitudes toward tourism.

Therefore, constant measurements of impacts, flow of information and evaluations of local residents’ attitude toward cruise tourism development (Sheldon & Abenoja 2001) as well as perception of tourism impacts are essential for sustainability (Lawson et al. 1998).

## **MUNICIPALITY OF KOPER**

Municipality of Koper is with its 51 140 inhabitants the fourth largest municipality in Slovenia. As it lies in the very north of Adriatic Sea its port presents one of the most important logistic entrance-points for the central Europe. While beside the port, car industry and agriculture were leading economic activities in the past, trade, forwarding and finance services and, especially lately, tourism have been gaining leading position in last three decades.

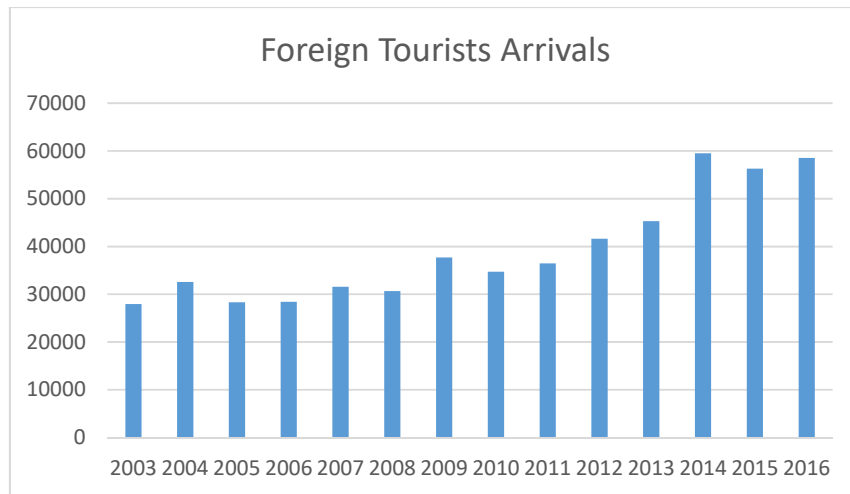


Figure 4: Foreign Tourists Arrivals

In the last 15 years, the amount of foreign tourists has almost doubled (SORS, 2017). Nevertheless, there are huge unexploited potentials for further tourism development, mostly in the hinterland, which is included as a strategic priority in the municipality development documents. In fact, the DMO which operates within the municipality administration is very active with projects aiming at dispersion of tourist flows towards rural areas.

Thus, as it can be seen from the figure 1, we can claim Koper is still in the development phase of TALC (Butler, 1980).

In 2005, a new passenger terminal was opened in the very center of the historic town, by which tourism gained new momentum in its development. The number of passengers increased from 1100 in the first year to 80000 in 2016 (Port of Koper, 2017). Comparing to similar towns with longer tradition of cruise tourism (e.g. Olbia hosts approx. 140.000 cruise tourist per year; Brida et al., 2014) that is still relatively low number, which is, however, expected to rise in the future. Perhaps at the moment the most unpleasant aspect of this type of tourism, beside the immediate proximity of the quay to the residential district and the main square (see Figure 2), is that the vast majority of passengers, who do not take part in organised trips to other towns, is concentrated in the small old town center. For this reason, it is sensible to measure the attitude of local community towards cruise tourism and to identify possible reasons for and prevent potential conflicts or resistance already in this early stage.



Figure 2: Koper Passenger Terminal (source: Zurnal24, Port of Koper, 2011)

## **RESEARCH**

Our research was carried out as a field survey among residents of municipality of Koper in winter 2016/17. The main research questions were: how does local community perceive the presence of cruise tourism and which impacts influence their perceptions. In addition to the questions on perceptions of impacts of cruise tourism on local community and their lives and usual socio-demography, respondents were also asked about their residence, whether their professional activity is connected to tourism and if they were informed about plans on cruise tourism before it occurred. We based our list of impacts (independent variables) on the one developed by Brida, et al. (2014). This list was chosen as the two destinations in question (Olbia and Koper) are relatively similar in terms of the size and character. Two variables were added, however, which were often mentioned in Koper by the local media: “Positive effect on town image” and “Increase of air pollution”.

## **METHODOLOGY**

Due to strong multicollinearity among the independent variables we decided to use the stepwise linear regression of the statements on the perceived “overall impact of cruise tourism on local community” for exploration of causalities. Besides, *F*- and *t*- statistics were used to check for possible differences between the sub-samples. For all variables/statements (see Table 1) five point Likert type scale was used – from 1 (“don’t agree at all”) to 5 (“I agree absolutely”). Data collection

was performed on seven locations: main square, two malls, marketplace, promenade, and two main streets, by 55 undergraduate students of tourism under supervision of the researchers. They were instructed to address passers-by of different ages. Each of them did 7-10 surveys.

Before the analyses the data were checked for possible outliers, but none was detected. Furthermore, by Glejser test for heteroscedasticity and Shapiro–Wilk test for normality of residuals we confirmed adequacy of data for OLS analysis.

## RESULTS

The final sample comprised 443 adult residents of Koper municipality. 45.2 % were men and 54.8 % women. Their age structure was: 17-34 - 34.7 %, 35-49 - 22.0 %, 50-64 - 22.9 % and 65+ - 20.4 %. The obtained structure somewhat differs in favour of younger people from the actual structure of the population, which is 21%, 28%, 27% and 24%, respectively. In Table 1 descriptive statistics of the statements grades for the whole sample is presented.

Table 3 Descriptive statistics

<b>Variable</b>	<b>Mean</b>	<b>Std. Dev.</b>
Positive effect on the town image	4.18	0.81
Overall impact of cruise tourism on local community	3.82	0.73
Conservation and valorization of the historic patrimony	3.74	0.97
Increase of congestion in public and recreational areas	3.71	1.19
Increase in job opportunities	3.60	1.11
Valorization of local tradition and authenticity	3.54	1.00
Increase in disposable income	3.51	1.07
Increase in quality of life	3.39	1.05
Increase of environment and marine pollution	3.38	1.18
Increase in public investment and infrastructure	3.36	1.06
Increase of waste	3.35	1.24
Cruise activity forces change in actual standard of life	3.35	1.03
Public service improvements	3.32	1.00
Enhancement of other cultural and communities knowledge	3.31	1.11
Urban and rural gentrification	3.23	1.11

Increase of air pollution	3.14	1.23
The benefits from cruise activity end to external entrepreneurs	3.10	1.11
Deterioration of the eco system	3.07	1.19
Increase in costs of living for the local community	2.77	1.15
Cruise development has a crowding out effect on other relevant projects	2.58	1.00
Micro-crime increase	2.39	1.07
Increase in traffic and road accidents	2.27	1.10

Before the arrival of the first boats, 33% of the interviewees were well informed, 20.8 % partially informed, and 46.2 % not informed at all about the new type of tourism coming to the area. By the time of our survey 58.4 % of the interviewees already personally encountered tourists from the cruise boats, while 41.6 % did not. Almost a third (30.5 %) of them were employed in one of the sectors influenced by tourism.

In Table 2 the statistically significant results of the stepwise regression are shown.

Table 2 Stepwise regression results

<b>Variable</b>	<b>B</b>	<b>Sig.</b>
Positive effect on the town image	0.33	0.00
Increase in disposable income	0.14	0.00
Valorization of local tradition and authenticity	0.14	0.00
Increase of air pollution	-0.09	0.00
Increase in job opportunities	0.07	0.01
The benefits from cruise activity end to external entrepreneurs	-0.06	0.02

## **ANALYSIS**

The mean value of the “overall impact of cruise tourism on local community” (3.82) shows that local community accepts it very positively at this stage of development. By far the most important factor for such attitude seems to be its positive effect of the town image ( $B=0.33$ ). On the other side, increase of congestion (3.71) was graded the highest among the negative impacts. Surprisingly, this factor did not turned out to have a significant impact on the overall perception of cruise tourism. The eight statements with the lowest mean values are denoting negative impacts on local community, confirming the positive externalities prevail. The regression results suggest that aside from image increase, also “Increase in disposable income” ( $B=0.14$ ) and “Valorization of local tradition and authenticity” ( $B=0.14$ ) are relatively important positive factors affecting the overall perception. On the other hand, “Increase of air pollution” ( $B=-0.09$ ), “Increase in job opportunities” ( $B= 0.07$ ) and “theft” of business opportunities by non-locals ( $B=-0.06$ ) have statistically significant but less intensive impact on the dependent variable.

In line with the results of previous researches, comparisons between subsamples showed that information, actual contacts with tourists and professional interest positively affect peoples’ attitude towards cruise tourism in its early stage. Statistically significant differences ( $F=4.99$ , *sig.* 0.01) were found between the mean values of “Overall impact of cruise tourism on local community” of the three groups being informed: well (3.95), partially (3.84) and not at all (3.69). Those who have encountered tourists from the boats graded the overall impact more positively (3.95) compared to the rest of the sample (3.63;  $t=4.69$ , *sig.* 0.00). And, as expected, people working in tourism and sectors connected to tourism graded the cruise tourism impact as more positively (3.93) comparing to the rest (3.77;  $t=2.19$ , *sig.* 0.03). Interestingly, no significant differences were found between the age groups and the subsamples living in different areas of municipality.

## **CONCLUSIONS**

In line with theory (Reisinger, 2009), the findings of this study indicate that local residents have overall positive attitude towards tourism in the early stage of TALC. They are also congruent with several research findings dealing with “general” tourism impact on the community. In fact, Andereck et al. (2005) claim that members of community having or expecting some economic benefits from tourism, those who are well informed and those who have more contact with tourists are more likely to have positive attitudes regarding tourism.

Perhaps the most surprising finding is the striking importance the respondents assigned to the “positive effect on the town image”. Obviously, people are proud of the fact their town has become visible on the international tourism map and are keen to show their customs and heritage to visitors. As Murphy (2013) points out, the pride, sense of community and belonging which can be enhanced through tourism can considerably influence the overall attitude of locals towards tourism. This

finding, however, carries inside a latent threat. The enthusiasm over the fact tourists like our destination is usually not long-lasting, and once that becomes something self-evident the general attitude might change very quickly for worse. Because of that, it is important that DMO identifies and promotes more “durable” and “tangible” benefits for local community on time if it wants to achieve a sustained support of cruise tourism. Having regard to results of the regression, promotion of local tradition and authenticity and education of local people on how to valorise them in tourism, which have already been carried out by the DMO, turned out to be a sensible decision.

Furthermore, the results suggest the systematic informing of local community can considerably improve the attitude towards cruise tourism. Several authors (e. g. Dabphet et al., 2012; Matarrita-Cascante et al., 2010) emphasise the importance of information and varieties of channels for communicating and sharing of proper information to the key stakeholders. These should beside the mass media include interpersonal communication channels as well. Social interaction itself enables the local community to be more involved in tourism. Surprisingly, almost a half of respondents claimed they were not informed at all about the fact cruise ships would start coming. Bearing in mind a straightforward influence of this variable on the perception of the impact of cruise tourism, we believe much more effort should be put by the DMO in the communication with general public in the future. Including, of course, awareness raising about the (possible) negative (perhaps hidden) long run impacts of cruise tourism, especially on environment.

The reasons why residents of the town centre, who are directly affected by negative externalities such as air pollution and crowd, support cruise tourism to the same extent as the rest of the sample can be basically sought in two directions. Firstly, as distinct from the rest of municipality population they can actually see that tourists spend their money in shops and restaurants and on this wise support local economy; and secondly, they can enjoy in cultural events and shows organised (mostly) for tourists. Maybe, a third explanation could be added, which is hard to be proven, inhabitants are already used to a certain degree of noise, pollution and traffic crush (because of trucks) caused by the port operations and perceive cruise tourists just as an additional “product” of the port.

To conclude, despite quite intense negative impacts of cruise ships on locals’ everyday lives the community after twelve years still supports cruise tourism development and perceives that its positive effects prevail over the negative ones. The local DMO seems to have good insight into the developments and does its activities in the right direction. It needs, nevertheless, to put more emphasis on systematic information and internal marketing in order to keep cruise tourism sustainably acceptable for local community.



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## **The Impact of Mass Tourism to Traditional Settlements**

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### **1. ABSTRACT**

The natural and cultural heritage, the peculiar and living cultures are considered a great tourist attraction. Consequently, tourism as the main growth engine of the country, especially the cultural and alternative tourism, is a field that the traditional settlements can provide an opportunity to revive their active integration into the tourism process. In Greece, the protection of remarkable residential sets was announced quite early with the Article 79 of the Building Code 1973 in order to preserve buildings or settlements with special Architectural characteristics. Reference on the protection of the cultural environment, which includes the traditional settlements, appears in Article 24 of the country Constitution of 1975.

By characterizing the settlements as traditional, automatically places them in a privileged position with significant growth opportunities. A basic precondition however, is their sustainability. This depends on how correctly they will be used and if there would take place a strategic planning procedure. In addition, the concerted effort by the State and the local community would be really helpful. The impacts of increasing tourism development are quite often extremely adverse, because of the wrong usage of the natural environment and the cultural wealth. The result is the tourist overconsumption and overexploitation to corrupt and drain the natural and cultural resources.

The aim of this lecture is to highlight that the relevant legislation and the international development of buildings protection did not have the expected results, although they led to the imposition of rules that limited design choices. The morphological integration of new buildings in traditional

architectural ensembles, the barren application of the rule, the distortion of the truth to the perception of the authentic and the really traditional folk-building, rather contributed to the confusion and abuse of the traditional architecture, than benefited. This is the reason that a set of accepted rules and policy should be established in order to protect the natural and built environment and culture from the uncontrolled tourism development. Also they will combine harmonically the terms "development" and "protection" using the architecture as a space identity. The approach of the subject will be through the presentation of examples, comparing the authentic traditional buildings with the new one.

**Key Words:** Architecture, Tourism, Traditional settlements, Cultural wealth

## 2. INTRODUCTION

In the Greek land, more and more regions have been orienting or basing their economy and their local labor market on tourism. This phenomenon has been steadily growing in recent decades, not only in Greece but also in the wider Mediterranean region. Tourism activity with elements that refer to the mass tourism model is, in many cases, highlighted as the key activity (Panagiotatou, 1988). Based on the increasing the number of tourists and maximizing the short-term economic benefits, remarkable places with specificities are rapidly becoming impersonal receivers of the accommodation and catering services provision.

According to the World Tourism Organization (WTO) surveys, however, the majority of tourists today wish to visit areas of high environmental quality and strong local culture elements. In keeping with this organization, "the development of sustainable tourism responds to the needs of modern tourists and tourist areas while, at the same time, it protects and enriches the opportunities for tourism in the future. The sustainable tourism development leads to the management of all natural resources in a way that satisfies the economic, aesthetic and social parameters and needs, and preserves cultural diversity, basic ecological processes, biodiversity and life support systems".<sup>17</sup>

Nowadays, consumers around the world are more aware and showing an increasing sensitivity towards environmental issues. Many tourists are now taking into consideration the "ecological footprint"<sup>18</sup> that their journey leaves on their destination. Also the time will soon come when this footprint will determine the choice of destination, means of transport and accommodation. It is no coincidence that an ever increasing number of hotel businesses promote environmentally friendly policies and solutions and emphasize their eco-friendly attitude.

Now the traveller is approaching holidays in the sense of self-fulfilment, experience and "well-being". For these consumers, the acquisition of experience and "exclusive" and personalized

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<sup>17</sup> Tamoutseli, 2009.

<sup>18</sup> <http://www.footprintstandards.org> (23/07/2011)

services are more important than anything else. "Slow travel" holidays as well as the sharp rise of agro-tourism are two illustrative examples. These holidays facilitate the development of small units that enable travellers to taste everyday life and nature in the places they visit.

How can this happen when the current tourism development model is based on mass and organized tourism? When the uniformity of this tourism development model leaves little room for an individualization of the attitudes, preferences and desires of the potential tourists? When tourism overconsumption and overexploitation alter and deplete the natural and cultural resources of our planet including the traditional settlements? Thus, a great effort is needed to balance the two goods: the good of protection and the good of growth.

### **3. TRADITIONAL SETTLEMENTS**

From the 13,000 settlements with less than 2,000 inhabitants, 850 are characterized as traditional and a few dozen are abandoned. All those settlements (according to V. Ganyatsas) are being destroyed due to abandonment, improper transposition of urban standards and arbitrary and forced formations for tourism consumption. But "the most significant destruction is attempted by the imposition of morphological rules". Thus the morphological rules destroy the authenticity of the settlements, falsify their history and their physiognomy. This happens through the interference and ultimate dominance of poor copies of old patterns that "freeze" their developmental dynamics, turning them into a tourist setting.

In the context of cultural tourism, the requirement for authenticity has promoted the reproduction of traditional sites, monuments or events, as tourist or cultural resources. A typical example of the authenticity and identity alteration of settlements and buildings are the tourist resorts. There settlements and hotel units attempt to revive the "old" and "traditional" with great failure as they recreate old techniques and motifs in a modern way, inappropriate materials and different characteristics in order to meet the requirements they want (e.g. settlements with mills in some Greek islands, replicas of stone hotels in mountainous villages, employees masked with traditional costumes etc.)<sup>19</sup>.

The cultural heritage of a place is a key component of cultural tourism and a valuable guarantee for the development prospect of the settlements, contributing greatly to attracting tourists who show an interest in culture and respect the environment. Traditional settlements are included in the architectural heritage of our Country, are an irreplaceable element of our cultural heritage and an important factor in its tourist future. Throughout the islands and mainland, we find residential complexes that uniquely reflect our cultural history and are living organisms - as

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<sup>19</sup> Ganyatsas V., 06/02/2016, <http://www.tovima.gr>

opposed to the very important but individual monuments - housing members of the local community even today<sup>20</sup>.

GTO, in an effort to exploit the traditional settlements, realized their importance in good time and undertook their preservation and exploitation. Their preservation, not as inanimate museum exhibits or damaged monuments, but as a dynamic part of modern life, which would play an important role in the tourism development and the development of the country. Thus, in 1975, a program was launched to preserve, restore and preserve buildings and sets of traditional architecture and transform them into hostels or public use buildings such as museums, restaurants, community offices, etc. This would be a pilot project for other settlements. The program consisted of six settlements: Vathia in Mani (Peloponnese), Vizitsa (Pelion), Mesta (Chios), Oia (Santorini), Papigo (Epirus) and Fiskardo (Kefalonia)<sup>21</sup>.

The above-mentioned GTO program with its implementation became the reason for re-evaluating the traditional potential of the country, both by the operators and the general public. Although it has contributed to the preservation of some buildings and residential complexes, it has not been able to contribute to the wider use of the political development of these settlements within a strong institutional framework that would protect them from over-exploitation.

Consequently, the lack of definition of land use at an early stage, the incomplete or inadequate control, the legislation for the off-plan construction, the architectural models that have been implemented and are being implemented, had as result an increase in reconstruction, the with-no-preconditions integration into the architectural environment and finally the alteration of the traditional character not only of the settlements but also of the wider region. In order to avoid the risk of converting the settlements into a hotel space, since unregulated construction can destroy their traditional sections, land use should be spatially re-examined and control over the growing structure should be applied (Bozinecki, 2008, Kathimerini).

#### **4. THE GREEK INSTITUTIONAL FRAMEWORK**

In the Greek institutional framework, the first reference for the protection of the remarkable residential complexes was made quite early with Article 79 of the Greek Building Regulation (GBR) of 1973 which provided for the preservation of buildings or settlements of a particular character. A reference to the cultural environment protection, including traditional settlements, is also found in Article 24 of the Constitution of 1975, while the term "traditional settlement" appeared two years later in Law 622/1977, namely No. 4 which modified the rules of the then-existing GBR context.

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<sup>20</sup> Kiouisis Panagiotis, Traditional Settlements and Cultural Tourism: an Integrated Approach, Aristotle University of Thessaloniki, Research work.

<sup>21</sup> Bozheki-Didoni Paraskevi, Traditional Settlements and Tourist Development: the GTO Program of 1975-1995. The Example of Oia Santorini.

More specifically, the article states that the monuments, the traditional areas and the traditional elements are protected by the State while the necessary restrictive measures of the property, the manner and the form of compensation to the owners, for their protection, would be set out by a relevant law. Since 1973, a series of laws, presidential decrees and amendments have been published not bringing about the desired result.

However, the lack of spatial planning that takes into account the place's carrying capacity and the continuous rebuilding through, on the one hand, the incentives of all Developmental Laws since the 1980s to the present day and, on the other hand, the known arrangements referring to the "off-plan construction" have undoubtedly contributed to the transformation of the place into a continuously expanding receptor of tourist accommodation with no limitation and control in terms of either number or character, type, form etc. (Klabatsea, 2009a).

Characterically, one can point out some of the consequences of the tourist accommodation uncontrolled growth and the tourism seasonal expansion. Some of them are the insufficiency of water and energy resources, the tendency for land-use change (agricultural land - residential pressures), the landscape alteration due to reconstruction, the widespread off-plan and often arbitrary construction, the lack of promotion and protection of architectural and cultural heritage, the deterioration of the settlements' traditional character, the primary sector contraction and the loss of local varieties in the agricultural and livestock sector, the lack of local population awareness about alternative forms of tourism and primary sector and many others.

The Special Framework for Spatial Planning and Sustainable Development (CFSPSD) for Tourism (2009), invoking the necessity of sustainable tourism development in the country, does not incorporate the notion of the environment's carrying capacity as a policy criterion (Avgerinou-Kolonia, 2011). Thus producing "spaces" for tourism that are governed by the philosophy of intensifying the resources and areas use, with large and complex deployments, alteration of the destinations-places identities and the imposition of a new "image".

At the same time, sustainable tourism development seems to be a recurrent goal, unrelated to the "place's identity". It is therefore viewed, first and foremost, as an economic prospect of the intervention areas and, secondarily, as a mechanism for the "preservation" of their identity. The perception of the country's settlements "image" does not appear to be an input or specification for spatial planning studies, but a parallel process to be added to urban planning, without providing for their inter-replenishment and uniform representation in the ultimate produced space.

Thus, the shift towards post-modernity and the international development of the building protection sector of previous decades has led to the imposition of rules that limit the design freedom and to the morphological integration of new buildings into traditional architectural ensembles. These rules and their sterile application helped to distort the truth about the concept of the authentic, truly traditional-folk building, and contributed to the confusion and abuse of traditional architecture.



The degradation that mass tourism can bring to the environment and the dangers arising from a place's over-dependence on tourism is now becoming noticeable. These negative impacts of imprudent and disproportionate tourist exploitation of destinations with remarkable cultural heritage have made international organizations such as the UN through UNESCO, to design and propose a cultural central model of sustainable development, redefining the notions of growth and culture. According to this, cultural tourism has to develop within strictly defined frameworks and achieve well-defined and clear objectives.

In particular, the Cultural Tourism Charter states that “tourism development and infrastructure projects must take into account the aesthetic, social and cultural dimensions, the features of natural and cultural landscapes, biodiversity as well as the broader visual image of places of cultural heritage (2nd Principle, paragraph 2.5). It is also preferable to use local materials and take into account the local architectural character of the place”<sup>22</sup>. Tourism, as the main driver of the country's development and especially cultural and alternative tourism, is a field that can provide the opportunity for the traditional settlements' revival through their active involvement into the tourist process - an evaluation of this relationship is attempted.

## **5. THE CURRENT SITUATION**

Intensive and inadequate tourism management and its related development may damage their nature, integrity and predominant characteristics. For example, in Koufonisi Island, the annual rate of building permit issuance for new tourist accommodation over the last decade is one of the highest in the country. It is a typical indication of how the island is treated as a "privileged place" of small or larger investments - redeeming its identity as “an alternative tourist destination of isolation and tranquillity with an exceptional natural environment”<sup>23</sup>. Hypothetically speaking, the entire land stock on the island could be converted exclusively into tourist accommodation since there are no tools or mechanisms in place up till now to hinder such a development. In this way, the ecological structure, the cultural features and the lifestyle of the host community can also be degraded, as is the visitor's experience in this place.

The same phenomenon happens in Santorini where the redemption of the sunset in Oia has made this settlement and the whole island an immense hotel, as well as in many other tourist destinations both in the islands and the mainland. The intense concentration in space and time has resulted in significant alterations in the natural and structured environment as well as in the local communities and economy. The pressures on the environment in tourist areas are strongly felt. Disproportionate residential development, illegal construction, alteration of the place's physiognomy and falsification of architectural-morphological characteristics of buildings,

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<sup>22</sup> Dimitsanou-Kremezi Ek., The Revised Charter of Cultural Tourism and the Articles that Ensure the Architectural Heritage

<sup>23</sup> Klabatsea, 2006, Speech at 1st Congress "Place Branding" in Volos

violation of free spaces and habitats, pollution and lack of water resources, all undermine the viability of the tourist product itself.

But the more tourism expands, the more tourists are looking for the local element heading towards a different relationship with the place, where the local is interpreted as a sincere and authentic approach and the question of the relationship with nature and the place with its specific features starts becoming an important element of the design. In this way, the reuse of the existing building stock, in a different way, is promoted. The stereotypes of tourist inhabitation are questioned, such as the importance of the view, the coast and the diptych "sun and sea". The proposals are simpler, the materials more basic and the tourist is required to experience a more direct relation to nature and place. The exhibitionism of the 2000s has ceased to exist and perhaps the need for a lasting connection to technology, networks and information may be revoked.

## **6. IDENTITY OF THE PLACE**

The conversion of a place into a tourist destination involves, among other things, its recognizability as such. This recognizability often equals to acquiring "branding"<sup>24</sup>. The acquisition of a tourist identity can be based on natural or anthropogenic elements, parts of the evolutionary course of the place, or on modern independent interventions, oriented from the very start to cover the tourist interest by creating an additional "tourist image". As such, we can mention the case of Costa Navarino in Messinia. What should not be overlooked is that often the acquisition of a tourist identity uses or even needs the identity of the place (in the sense of a wider spatial unity) for its structuring. The identity of each place is structured through a multitude of elements of the natural and anthropogenic environment, its history and culture, its society and economy. On the contrary, in many cases, the concept of the place's identity seems to be limited or even trapped in its "image", one or more, depending on the recipient (Lynch, 2007).

Each place is a unique "organization": it is the result of a socio-economic and environmental journey over time, with a record of the past, a reflection of the present and an indication of its future perspective. Thus its identity can only be the result of an extremely complex, multilevel and continuous evolutionary process of all natural and man-made resources of wider spatial units where it belongs and converses. The way of recognizing, reading and evaluating both resources and their evolutionary process at any given socio-economic situation can demonstrate "new" places.

Each component of a region's physical capital, every element of the structured environment, of its cultural heritage (material and immaterial), its social capital, its productive structure and economy, cooperate on the resulting identity (unique/exclusive or predominant/dominant). Often, criteria such as the rarity, authenticity or fragility of a resource or element and

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<sup>24</sup> Ibid

of a potential comparative advantage contribute decisively to the identity structure of a place. The spatial extent of a historical, socio-political or cultural event often functions as the delimitation of a "place of identity".

In other words, the identity of the place where a tourist destination with an identity is emerged, created and built is claimed to be a kind of passport for the tourist identity. The degree of compatibility of both identities (that of the place and that of the tourist destination) is checked on a case by case basis, referring essentially to the manner, form and type of tourism development by location. The role of spatial planning at both strategic and local levels is gaining increasing importance in the recent period. To the extent that the tourist image is not one of the guiding principles of the tourism strategic planning in Greece, the distance between the two identities will increase to the detriment of both, distorting the place's identity and interfering with the tourist identity of each place-destination. At the same time, the tourist image definition should be based on a systematic and multi-criteria diagnosis of tourist natural and cultural resources (Avgerinou-Kolonia, 2011).

## **7. CONCLUSION**

Tourism generates identities to a greater or lesser extent, forms narratives, transforms them and converts them into stereotypes. When somebody goes to a tourist destination, they expect to meet the fantastic image they have created. So they have predefined what they expect to meet through pictures, texts and descriptions. They have already seen what they anticipate to live and the person who is there to offer it to them is bound by all this information and impressions and must respond accordingly. All this grid of how tourism generates identities and how these identities are mutated or stereotyped is of great interest and, at the same time, extremely complex.

The architecture of tourism in Greece, however, is "pressed" by the over-exploitation and the need to offer more and more benefits and amenities. At the same time, it realizes that in the time of crisis or post-crisis, it is necessary to search for and formulate a new architectural paradigm of an architecture that will look for the "minimal" form, the unintentional materiality, and will aim at the least possible environmental footprint. To the extent that the tourist image is not one of the guiding principles of the tourism strategic planning in Greece, the distance between the two identities will increase at the expense of both, altering and interfering with the tourist identity of each place-destination.

What is needed is a "safety net" in the form of a framework law, which "in addition to protection will allow us to think about what we have to do to protect, what is being authentic and to specify, dissuasively and persuasively, a compatible development plan for each settlement separately, respecting its peculiarity and special character".<sup>25</sup>

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<sup>25</sup>Ganyatsas, *ibid.*

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## **Intangible Heritage of Alexandria: Potentials for Tourism Attraction**

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### **ABSTRACT**

Alexandria is the second largest city in Egypt with a rich history and reputation as a cosmopolitan city that gathered- throughout its history- various groups of different nationalities, ethnicity and languages. Therefore, in addition to its wealthy history and affluent tangible heritage, it is also privileged to have varied prospering intangible heritage.

The five domains of intangible heritage that were identified by the UNESCO Convention in 2003 could all be manifested in the Heritage of Alexandria. These domains included: oral traditions and expressions, performing arts, social practices (including rituals and festive events), knowledge and traditional craftsmanship.

The present research aims to present the manifestation of these domains of intangible heritage in Alexandria based on data collection from resources, interviews and questionnaires. It intends to explain how that intangible heritage is maintained and practiced and who knows about it or who benefits from it. It also aims to explain how the varied intangible heritage of the city could be promoted, marketed and used for the benefit of tourism. The study reveals that the intangible heritage of Alexandria could be linked to the events' agenda of the city and could easily enhance local tourism. It could also deepen the national loyalty and sense of identity of the Alexandrians. Moreover, it could be well used to create innovative thematic tours, walking tours and creative events that could attract tourists.

**Key Words:** Intangible heritage, thematic tours, Alexandria



## **INTRODUCTION**

Alexandria was founded by Alexander the Great in 332 BC on a site that was previously known and used during the Pharonic period known as Rhakotis; which was one of several villages that guarded the coastline from possible incursions. The facing island of Pharos was a landing stage of International navigation (Morcos et al, 2003). The city was used as capital of Egypt during the Graeco-Roman period; thus its political importance grew accordingly. It also became a major commercial centre of the ancient Mediterranean. With its lighthouse and active commercial, artistic and scientific activities it remained the richest and most prosperous city in the Mediterranean for decades.

By the beginning of the Islamic era the city witnessed a drawback in importance; since the Arabs abandoned the city as a capital and established Al-Fustat instead. The city regained its importance gradually by the Fatimid period as it was used as a military harbour and commercial port. Many of the old buildings were renovated, new mosques and madrasas were built and a large number of Moroccans migrated to Alexandria and settled in it (Al-Shayal, 2000). The city also attracted the attention of the Ayyubid sultans who aimed to guard it from the Crusades; therefore, it was visited, protected and new buildings were added (Al-Shayal, 2000).

But the golden age of the city during medieval times was during the Mamluk Sultanate when the city regained its leading role as a commercial centre. Egypt was controlling the trade routes between East and West and Alexandria was one of the major transits and ports. It attracted merchants from Europe and Asia; especially that the Mamluk sultans were keen to have diplomatic relations with countries working on trade and gave their merchants benefits and incentives while staying in Egypt (Al-Ashqar, 1999). This was the real beginning for various foreign communities to settle in Alexandria. During the Ottoman period, large communities of Greeks, Italians, French, British in addition to Syrians and Moroccans lived in Alexandria. They benefited from the advantages given to them by the Ottomans to encourage trade and enforce political relations with their counties (Haridi, 2004; Ibrahim, 2013). Such communities continued to live in Alexandria till present times and the mix between them and their mingling with the Egyptians gave the city its cosmopolitan nature.

Therefore, the heritage of Alexandria is the result of a long history and was created by the contribution of the citizens and other nationalities who also considered themselves Alexandrians as a result of their long attachment with the city. The rich history of the city and its unique cosmopolitan nature differentiated Alexandria from other cities of Egypt and distinguished its tangible and intangible heritage.

## **INTANGIBLE HERITAGE OF ALEXANDRIA**

The heritage of Alexandria is the result of many eras, each with its own features. The tangible heritage include many archaeological sites such as the Roman Amphitheatre, the necropolis of al-

Shatbi, the catacomb of Kom al-Shokafa from the Graeco-Roman period, many mosques from the Islamic and Ottoman era in addition to other monuments from modern times such as the court house and various squares and private buildings. Such sites were previously studied in detail (Al-Shayal 2000, Bayomi, 2013).

The focus of the present research is the intangible heritage of Alexandria which is not yet defined nor studied. The UNESCO convention for the safeguarding of Intangible Cultural Heritage (UNESCO, 2003) defines intangible heritage as: *“the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity”*.

Based on that definition the intangible heritage could be presented through 5 manifestations (Ballard, 2008):

- Performing arts such as traditional music, dance and theatre.
- Oral traditions and expressions.
- Social practices, rituals and festive events.
- Knowledge and practices concerning nature.
- Traditional craftsmanship.

As a result, the intangible heritage is more related to people rather than to monuments. It is expressed by practices rather than by material object. Above all, it defines the national identity and fosters the feeling of belonging and continuity (Smith, 2006; Ruggles and Silverman, 2009).

Since the history of Alexandria was created throughout different eras and various ethnic groups and nationalities participated in its formation; the intangible heritage of the city is varied, diverse and unique. It could best reflect the cosmopolitan identity of Alexandria and recalls the accumulating layers of its history. Therefore, I'll try to present some of the manifestations of the intangible heritage of Alexandria.

## **PERFORMING ARTS**

The origin of Alexandria is the village of Rhakotis which was inhabited by fishermen; therefore, fishing was the oldest profession of the original Alexandrians. Fishermen spent most of their times making fishing nets or on their boats in the sea for fishing. That profession which requires patience and persistence made them create their own way to entertain themselves; especially in the sea. Many songs about the sea, hours of waiting for fish and homesickness were created by fishermen, some of which were even accompanied with dances (figure 1). Such traditional old songs are still

memorized and repeated by old Alexandrians and the dances are performed with the traditional costume of fishermen.



Figure 1: A traditional dance of fishermen

Performing arts in Alexandria were also connected with the famous singer and composer *Sayed Darwish* who was born and died in Alexandria (1892-1923). He was considered the father of Egyptian popular music and was attributed for renovation in music and theatre. He composed songs, operettas and produced plays for theatre. His apparition of social matters and the allusions to the political situation of colonial Egypt were the reason of success of his works. He also composed traditional aesthetic music such as *Adwâr* (long metric composition in colloquial Arabic) and *Muwashahât*. Above all, Sayed Darwish composed the music for the Egyptian national anthem. (Ibrahim, 1958; Sahab, 1996) The music of Sayed Darwish is a special Alexandrian signature of music and it marks the heritage of Alexandria with a unique feature.

Another form of performing arts that was connected with Alexandria is the cinema; since the Egyptian cinema industry began in Alexandria. The first screening of a motion picture in Egypt was in Alexandria in 1896. Then, the famous Alexandrian photographers Aziz and Dorés made the first cinematic film in Alexandria in 1907 which was a documentary film. Many films were made and even the first Chamber of Cinema Industry was established in Alexandria in 1927 (Awad and Hamouda, 2007). The industry improved and Alexandria participated in that improvement with its actors, directors and producers. Alexandria was also an essential element in the Egyptian classical cinema; since it was the famous resort of the rich society in Cairo. Stanly, San Stifano and Beu Rivage were the prominent beaches where most of the movies of 1940s till 80s filmed (figure 2). The harbor was another renowned location for action and crime movies. So many classical films were filmed in Alexandria in that era. Such films could be a rich source of information about the life of the upper class in Egypt, the old buildings of the city; some of which are still existing and the fashions and styles of clothes and hairstyles at that time. Since Alexandria was the home of so many foreign communities; they were looked upon as a source of fashion and elegance. That's why the movies showed the upper class in Egypt bragging with spending the summer or at least the weekends in Alexandria and inspiring their clothes from their friends there.

Many actors, actresses and directors were from Alexandria. The prominent director *Youssef Chahine* is a good example: His mother was Greek, his father was Lebanese and he was born in Alexandria in 1926. He was raised in Alexandria and his attachment and passion to it were witnessed in his movies, some of which were directly connected with the city and its people such as “Alexandria..why?”, “Alexandria again and again” and “Alexandria-New York”. *Shady AbdelSalam* is another well-known director who was born and lived in Alexandria. He worked as director assistant in many important films such as “the Pharaoh”, “the Civilization” and “Cleopatra” and his greatest achievement was his movie “the Mummy” (Awad and Hamouda, 2007). Many other famous actors and actresses were from Alexandria such as: Omar Sherif, Shokry Sarhan, Hind Rostum, Nahed Sherif, Madiha Kamel, Mahmoud Abdel-Aziz and Samir Sabry.



Figure 2: A scene from a movie of *Farid al-Atrash* in Alexandria

Moreover, the list of artists who were associated with Alexandria is long and it includes non-Egyptians who were born and lived in Alexandria or even lived in the city but they were all attached to it and influenced with its unique spirit. The list includes the Greek poet *Constantine Cavafy* who was born in Alexandria in 1863 and lived most of his life there till his death in 1933. He was a writer and poet and considered one of the greatest contemporary Greek poets; therefore his poetry was translated to many languages. His house for the last 25 years of his life in Alexandria was transformed into a museum filled with many of his possessions. *Georges Moustaki* is another artist whose parents were Greeks who lived in Alexandria; where he was born in 1934. He learned French in Alexandria and traveled to France where he gained fame. He was a composer and singer and wrote and composed for many famous French singers. The Greek singer *Demis Roussos* whose father was Greek and mother was Italian; they were born in Alexandria and so was Demis (in 1946), also spent part of his life in Alexandria.

Other artist lived part of their lives in Alexandria such as *Lawrence Durrell*; the British writer who wrote his famous novel “Alexandria Quartet” that was about events and characters in Alexandria before and during World War II. The novel was ranked number 70 on the list of 100 best English novels of the 20<sup>th</sup> century.

The common factor between all those musicians, composers, writers, singers, poets, actors and film directors is their passion to Alexandria that was expressed in a way or another in their works. That’s why their works relates to the city and narrates part of its story. Their works also reflect the homogeneous mix between the Alexandrians and the city and how the city influenced their taste and style of art. Thus their work is a unique part of the intangible heritage of the city.

### **ORAL TRADITIONS AND EXPRESSIONS**

The Alexandrian dialect is a unique heritage of the city that is still living till today. The remarkable about such dialect is that it bears witness to all nationalities that lived and influenced the city. It contains so many words from Italian, Greek, Moroccan or Turkish languages. The words were used in the daily life communications till they became part of the dialect. The Alexandrian dialect is marked with the use of plural instead of singular form of first person; influenced with the Moroccans who lived in Alexandria. It also includes many Greek and Italian words and names for things such as *frisca* (a fresh desert sold on the beach- Italian), *tromway* (Tram, Italian), *kat* (storey of a house-Turkish), *karakon* (police station- Turkish), *zalabia* (fried desert with sugar or honey- Moroccan), *mastaba* (seat in front of houses and shops- Greek) ...and many other words are still used till today (Table 1). Although all that words come from other languages, most of the new generation of Alexandrians don’t know that and they think the words are all Arabic.

Table 1: Arabic Words used in Alexandria that were originally derived from foreign words

<b>Word in Arabic</b>	<b>Transliteration</b>	<b>Translation</b>	<b>Foreign origin</b>
استبينا	estabina	all right	sta bene (It.)
جومه	goma	rubber	gumme (It.)
ماستيكا	mastika	showing gum	mastica (It.)
مانفستو	manafesto	small book	manifesto (It.)
سكولا	skola	school	scuola (It.)
باسطا	pasta	pastry	pasta (It.)
كولة	kolla	glue	colla (It.)
السطا	alista	all ok	alla lista (It.)
بالو	ballo	troubles	ballo (It.)
روبابيكيا	robabekia	old things	roba vecchia (It.)

جونيللا	gonella	skirt	gonna (It.)
فاترينا	vatrina	show case	vetrina (It.)
جوانتي	gwanti	gloves	guanti (It.)
ماركه	marca	brand	marca (It.)
صاله	sala	reception hall	sala (It.)
بريمو	primo	first	primo (It.)
ترسو	terso	third category	terzo (It.)
جيلاتي	gilati	ice cream	galato (It.)
فريسكا	fresca	sort of desert	fresco (It.)
موبيليا	mobilia	furniture	mobilio (It.)
فاتورة	fatura	invoice	fattura (It.)
بنك نوت	banknote	money	banconota (It.)
برافو	bravo	Well done	bravo (It.)
بوسطة	bosta	Post office	posta (It.)
بيجاما	pyjama	Sleeping clothes	pyjama
كراكون	karakon	Police station	
بروفة	prova	fitting room	prova (It.)
أفوكاتو	Avokato	lawyer	avvocato (It.)
تياترو	Teatro	theater	teatro (It.)
فيزيتا	visita	payment for a doctor visit	visita (It.)
روشته	roshetta	prescription of medicine	ricotta (It.)
فالسو	falso	false or fake	falso (It.)
انتিকা	antika	old and precious	antica (It.)

The oral traditions of the Alexandrians also include stories related to certain places such as the stories about ghosts and evil spirits that appear in the cemetery area (al-Amoud) and in the Ghosts building at Roushdy.

Recently, some oral traditions were transformed into epigraphy such as what happened everywhere in Alexandria after the January Revolution. Comic drawings, political quotes, mottos and slogans were extensively used to present ideas and thoughts on the walls of buildings especially in large squares and important streets.

## **SOCIAL PRACTICES**

Another manifestation of the intangible heritage of the city is witnessed in social practices. The Alexandrians have their own funeral practices that many of the old women tend to maintain such as visiting the cemetery every Thursday after the death of a close relative for at least 40 days. They also visit the deceased in the beginning of every lunar month and in the annual anniversary of death. They bake special cookies or bring fruits to distribute them among poor people asking for mercy for the deceased. Although such practices are related to death, such visits to the cemetery are social gatherings for women that include family members, relatives, friends and even neighbors who participate as a sign of courtesy to the grieving family.

Sufi practices are also part of the intangible heritage of Alexandria because they are related to the well-known religious Sufi Abo al-Abbas al-Mursi who lived and died in Alexandria. Abo al-Abbas was originally born in Marsia (now Murcilla) in Andalus in 1219, then he moved to Tunisia where he learned the Sufi thoughts from his master Abo al-Hasan al-Shazli. He moved with his master to Alexandria in 1242, where they settled near Kom al-Dikka and used al-Attarin mosque to spread the Sufi thoughts. Al-Shazli had his own Sufi method and after his death, Abo al-Abbas was his successor and follower who worked for more than 30 years in Alexandria to spread that method. Abo al-Abbas became himself a master for other students such as al-Bousiri, Yaqout al-Arsh (his son-in-law) and ibn Ataa Alsakandari who consequently became famous Sufis and religious masters in Alexandria. When Abo al-Abbas died in 1287, he was buried at the cemetery of Bab al-Bahr and only in 1307 a mosque was built on the tomb to commemorate him. The mosque was renovated in 1596 but it fell into disrepair. The existing mosque was built in 1942 and two other mosques were built for his students al-Bousiri and Yaqout al-Arsh (Al-Sandoubi, 1944; Bayoumi, 2013). Due to the efforts of Abo al-Abbas and his students, al-Shazlyia Sufi method was spread in Alexandria and from it to other parts in Egypt. As a result, many Sufi practices and events were held in Alexandria; especially in the anniversary or the birth of Abo al-Abbas. Events for reading the Quran and practicing Sufi rituals were always held in the mosque in addition to a large festival (*Moled*) for 3 or 7 days (figure 3). Most of the Alexandrians believe in the intercession of Abo al-Abbas, thus, they visit the mosque for prayer for healing or mercy for a dead person. They feel optimistic towards visiting the mosque and prefer to hold their wedding ceremonies (or at least the official part of it) in the mosque of Abo al-Abbas. Al-Shazlyia Sufi method was influential till present time that other subsidiary methods were created from it such as al-Gazolyia method in 1952 by Gaber al-Gazoli, whose method was also practiced in the mosque of Abo al-Abbas (Ahmad, 2012).



Figure 3: Moled (festival) of Abo al-Abbass and sufi practices during the festival

## KNOWLEDGE

The know-how is an important part of the intangible heritage because it is only preserved in the heads and hands of their owners. It could be passed from generation to another; or else, it would disappear. One of the manifestations of the intangible heritage of Alexandria is the know-how to make fishing nets. Such heritage is as old as the city itself. But only few old fishermen still preserve that heritage.

On the contrary, the know-how to cook sea food is widely spread among the Alexandrians and it is very well preserved and maintained. Actually the Alexandrian cuisine was influenced with Greek, Italian, Turkish, Syrian and Moroccan cuisines. Nevertheless, Alexandria sea food is ranked of top of traditional dishes. *Fried fish* or *grilled with oil* and *Tageen* all with *Sayadia rice* and *fried eggplants* are all typical Alexandrian dishes (figure 4). Other famous Alexandrian dishes include *Kebda Iskandarani* (Alexandria liver), *Koshari Iskandarani* (Alexandrian koshari) and *Gollash*. Luckily, there's no house in Alexandria that didn't preserve the know-how of these dishes. The Greek cuisine had its influence on the Alexandrian cuisine as well and the Alexandrians still cook some dishes following the Greek recipes such as *Mahshi* and *Bastrami*. The Greek club in Alexandria and some famous Greek restaurants, such as "Atinious", were and still are the best places to taste the Greek dishes.



Figure 4: Various Alexandrian sea food dishes



## **TRADITIONAL CRAFTSMANSHIP**

Another essential part of the intangible heritage of Alexandria is the traditional craftsmanship. Some traditional crafts were practiced in the city; some of which are as old as the city itself such as making fishing nets, while others date back to medieval times such as making gold jewellery and leather bags and shoes. The former is the oldest craft that was practiced in Rhakotis and is still practiced in the same location; now Ras el-Tin district, by very few old fishermen. New boats equipped with modern equipments and nets threaten that craft with extinction.

Leather products were also made in Alexandria since the English made a large factory for dyeing leather in west Alexandria during the 19<sup>th</sup> century. Many small factories worked in that craft in downtown area and they sold their products in nearby shops. That craft is also threatened with imported Chinese bags and shoes that are made of artificial leather but are way cheaper than the natural-leather products. The markets of the city were flooded with imported products and thus many of the skilful craftsmen abandoned their work. On the contrary, making gold and silver jewellery is a craft that is still practiced and al-Sagha district is very famous for skilful craftsmen and small factories for gold jewellery. That craft is still surviving and flourishing.

## **POTENTIALS FOR TOURISM**

The examples of intangible heritage of Alexandria presented in the present study are just few of many. The city is fortunate to have long history and vivid heritage covering all aspects of life and relating to all communities that inhabited the city and participated in its activities. Unfortunately, that heritage, especially the intangible, is not utilized for the benefit of tourism.

Heritage tourism is based on nostalgia for the past and the desire to experience diverse cultural landscapes and forms. It attracts tourists who search for personally rewarding and enriching experience (Prideaux and Kininmont, 1999). The manifestations of intangible heritage could best serve that meaning to create new experiences for tourists.



Figure 5: A suggested tour related to Durrell's quartet

**Thematic tours** could be a chance to create a wide variety of tours offering diverse experiences that can suite a wide range of tourists. A “Greek Tour” can start from al-Shatby tomb then goes to the Greek cemetery, the museum of Kafafis and ends in Atinious restaurant. The “Italian Tour” can start at the mosque of Abu al-Abbas mosque –which was built by the Italian architect Mario Rossi- then walk through Shrief Street famous for its Italian-style buildings and visit Alexandria Library to attend a performance by an Italian singer or musician. A “Sufi Tour” can start at al-Attarin mosque then go to the mosques’ square or Midan al-Masaged to visit Abo al-Abbas, al-Bousiri and Yaqout al-Arsh mosques and participate in sufi rituals and festivals and ends with a relaxing walk on the beach. A “Fishermen Tour” can start at al-Anfoushi cultural centre to watch a performance of traditional dances than go to the harbour area to see the ships and boats building area in addition to making fishing nets, then a visit to Qaytbay citadel and ends with seafood meal at one of the traditional restaurants in Ras al-Tin. “Lawrence Durrell Tour” can start at his house and walk through the sites and places he mentioned in his quartet. This idea was started by Alexandria Library and a map was created for the tour (figure 5). Similar tours could be designed about Sayyed Darwish or Yousif Chahine. Unlimited number of tours could be offered, with various themes, to appeal to all interests of local and international tourists.

The **Alex Agenda of events** could also be developed to present all the aspects of intangible heritage of the city. Concerts for the works of the famous artists (Sayyed Darwish, Demis Roussos and George Mostaki) should be held, poetry nights for the works of Byram al-Tounsi and Cavafy should be organized and regular performances of traditional dances should be presented. Alexandria Opera House, Alexandria Library Arts Centre in addition to cultural centers in the city should all participate to house such events and should organize their efforts to present that heritage in the most appropriate and appealing form. The marketing of the agenda should be on local and international levels to attract tourists not only Egyptians.

The **Alexandrian cuisine** could best be invested for tourism: all hotels and restaurant should adopt traditional dishes and set them on their menus. They should promote traditional Alexandrian cuisine and consider it as an asset to attract tourist. Events and competitions related to cuisine could also be organized between hotels and restaurants to attract tourists.

Those are just some ideas to use some aspects of intangible heritage for the benefit of tourism. But there are so many other potentials for intangible heritage to be used for the benefit of tourism.

## **CONCLUSIONS**

Alexandria is rich with its tangible and intangible heritage. The latter is varied, diverse and affluent. The five main domains of intangible heritage have their manifestation in Alexandria. The unique feature of these manifestations is that they represent all the communities that lived in the city and thus they reflect the unique cosmopolitan identity of the city. The intangible heritage can provide a wide variety of potentials for tourism. Thematic tours, walking tours and various events

could be created based on that heritage. If marketed and promoted, such activities can easily attract local and international tourism. Moreover, highlighting the intangible heritage and presenting it is a way to preserve that heritage from extinction, especially that most of it is no longer practiced nor remembered. That means, preserving and presenting the intangible heritage of Alexandria is a protection to the unique cosmopolitan identity of the city and a favour for future generations of Alexandrians.

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## **Potentials of Underwater Cultural Heritage in Tourism from the Perspective of Tour Guiding in Alexandria, Egypt**

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### **ABSTRACT**

Underwater cultural heritage has become a new attraction in the global tourism. Egypt in general and Alexandria in particular has great potentials in this matter. Many monuments and antiquities of this great ancient city have disappeared below the Mediterranean Sea. Some have been salvaged and others are still embraced by the maritime life. The aim of the research is to study the importance of this underwater cultural heritage in tourism from the perspective of tour guiding by answering three main questions: does the underwater cultural heritage actually play a role in tourism in Alexandria? Second, how can the sector of tour guiding be useful in this matter? And third, what are the future expectations for tourism and tour guiding in this field. Seeking to answer these questions, methodology of "case study" is used, and data is collected using "semi-structured interviews" addressed to tour guides and personnel working in the management of the underwater cultural heritage of Alexandria. The study has yielded interesting results indicating the great interest of the tour guides in the area of the study and their awareness of the obstacles, which prevent exploitation of such important tourist attraction in Alexandria, and how they can be overcome. For example, the study shows that most of the tourist programs do not include the submerged monuments, and most of the time tour guides make this effort by themselves. This means there is still a lack of sufficient awareness of the importance of this cultural heritage in tourism, and more efforts should be undertaken in this direction. The study also discusses a number of recommendations made by the respondents of interviews, and shows whether these recommendations can actually be carried out in future or not and why. The research finally concludes a highlight of the important role the underwater cultural heritage can play in tourism in Alexandria, the expected outcome of this role, and the best solutions and recommendations that can be achieved on the ground.

**Key Words:** Alexandria, salvage, submerged monuments, tour guides.

## INTRODUCTION

Alexandria was once the most glorious and superior city of the ancient world. For a long time it represented a symbol of challenge to difficulties and successive struggles. There once stood the great lighthouse of Pharos, the seventh wonder of the ancient world, the edifice of the Museion and the Great Library of Alexandria. Sadly, natural phenomena and repeated unrests caused throughout the times, have greatly affected the monuments of the ancient city; many were destroyed and many more sank under the Mediterranean. The great underwater heritage of Alexandria tells the story of this great city throughout its history as it has witnessed many events and episodes of different eras.

### Ancient City of Alexandria

The city of Alexandria was founded under the orders of Alexander the Great in 331 BC. The plot which he chose for this city was located between the coast of Mediterranean in the north and Lake Mareotis in the south, opposite an island which was later known as Pharos. He gave orders also to erect a causeway known as *Hyptasatdion* (seven *stades*) between the coast and the island; thus forming two harbours, the eastern *Portus Magnus* (the Great Harbour) and the western *Eunostos* (Good Return). The great lighthouse of Pharos was raised on the east of the island (fig.1). The city was planned and finished during the reigns of Ptolemies I and II who built the Museion and the Great Library of Alexandria in the district "B" (Brucheum), while the royal palaces were built in district "A" on Cape Lochias (today known as Silselah) (fig.1), as the city was divided then into five main districts A, B, Γ, Δ, and E (Polyzoides, 2014).

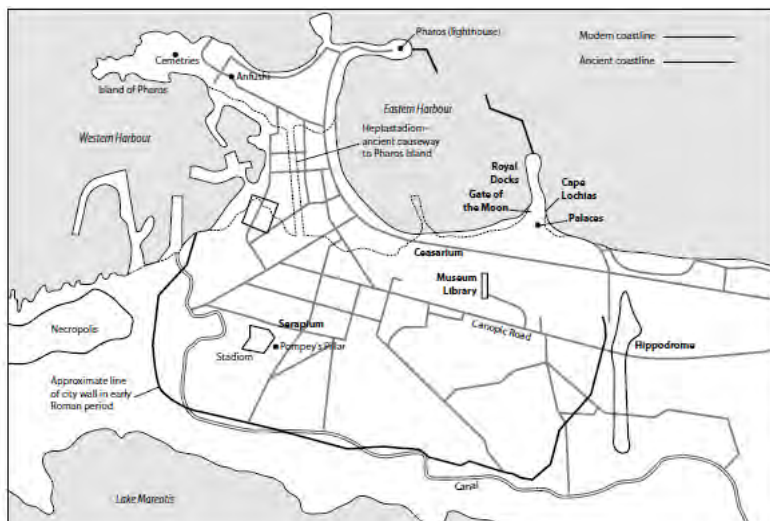


Fig.1 Map of Ancient Alexandria (Polyzoides, 2014).

## **Definition of Underwater Cultural Heritage**

According to International Law Association (ILA) Draft Convention on the Protection of the Underwater Cultural Heritage (1994) Underwater Cultural Heritage "means all traces of human existence including: sites, structures, buildings, artifacts and human remains, together with their archaeological and natural context; and wreck such as vessels, aircraft, other vehicles or any part thereof, its cargo or other contents, together with its archaeological and natural context." According to art.1, par.1 of the UNESCO Convention on "Protection of Underwater Cultural Heritage" in November 2001, "Underwater cultural heritage means all traces of human existence having a cultural, historical or archaeological character which have been partially or totally underwater, periodically or continuously, for at least 100 years such as: sites, structures, buildings, artifacts and human remains, together with their archaeological and natural context; vessels, aircraft, other vehicles or any part thereof, their cargo or other contents, together with their archaeological and natural context; and objects of prehistoric character" (UNESCO, 2001; Rau, 2003; Frigerio, 2013).

## **History of the discovery of Submerged Monuments in Alexandria**

The first attempt was made in 1859 by an engineer in Suez Canal called Larouse, who recorded that the ancient Canopic branch of the Nile at Abu Qir east of Alexandria extended to a distance of 8 km into the bay below seawater. In 1911, Gaston Jondet, the chief engineer of the Department of Ports and Lighthouses, observed some massive structures underwater close to the Fort of Qait Bey (fig.1) during the works of expanding the western harbour of Alexandria, which turned out to be parts of the ancient western harbour. Jondet believed that the harbour had had roots dated to the Late New Kingdom from the time of king Ramses II or III (Jondet, 1916; Gsell, 1918). Other scholars dated it even earlier to the Old and Middle Kingdoms (El-Fakharany, 1963). Later in 1930s, a British pilot while flying from the British Royal Air force at Abu Qir remarked remains under sea water. He gave his remarks to Prince Omar Tousson who was very fond of antiquities then, and acted immediately with the help of a number of fishermen along with his engineer. They marked remains and columns of ancient buildings. This conducted him to make more effort with the assistance of Breccia and Adriani of The Graeco-roman Museum of Alexandria with the help of divers in early 1933. Their efforts came up with some important discoveries, and a map of archaeological remains under the sea was drawn (Halim, 2000).

For a long time the works underwater was suspended. In 1960s, it was Kamal Abul-Saadat, the diver who resumed the diving and surveying of the submerged monuments under the sea once again. He drew primitive maps indicating locations of antiquities underwater particularly at Qait Bey, Cape Lochias, and Abu Qir Bay (Halim, 2000). He and his crew salvaged many artifacts till his death in 1984. The project was put on hold once again (Morcos, 2000) and resumed by a French-Egyptian Expedition in 1994-1998 under Jean-Yves Empereur and the Centre d'Études

Alexandrien (CEAlex) in Alexandria. The expedition undertook survey on the site of Pharos at Qait Bey Vicinity (Halim, 2000). It was the CEAlex who has made the first systematic survey of the underwater archaeology in Egypt since 1994 particularly at the area of Qait Bey. In 1996, a special Department for Underwater Antiquities (DUA) was established in Egypt to be responsible for monitoring and regulating foreign underwater missions in Egypt. Later on, this department undertook missions in archaeological sites underwater. However, the major part was undertaken by foreign expertise, due to the lack of Egyptian training and education in this field (Khalil, 2008).

In fact, promotion of the underwater heritage implies educational programs of different activities which can in turn raise the awareness of the local communities of the importance of this heritage (Frigerio, 2013; Timmermans, 2015). The idea of establishing a centre for maritime and cultural heritage underwater appeared on the scene in 2005. Alexandria University collaborated with different institutions like the University of Southampton, the Nautical Archaeology Society, and others to establish this centre funded by EU Tempus program (Singer, 2011). The centre was officially inaugurated as part of the Faculty of Arts at Alexandria University in 2009, and has provided since then education and training for maritime and underwater cultural heritage (Khalil, 2011).

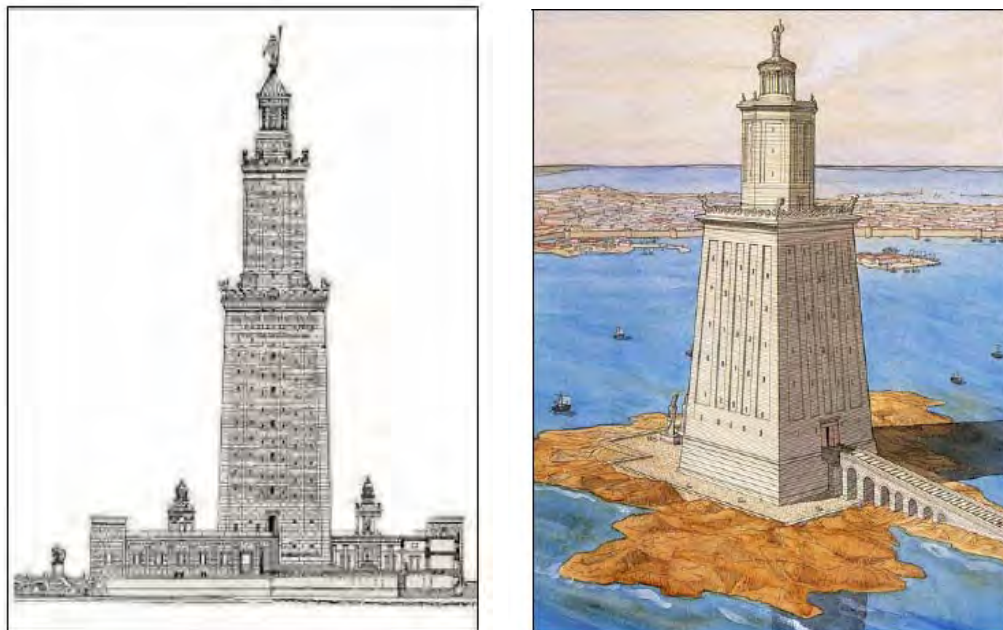


Fig.2 Graphic reconstruction of the lighthouse of Pharos (Dessandier & etal, 2008)



## **Underwater Cultural heritage sites in Alexandria**

Alexandria owns the most important submerged cultural remains worldwide dated back to the successive periods of the history of the city, from Pharaonic period through to Graeco-roman and Islamic eras, with interesting stories and places like that of the lighthouse of Pharos (fig.2), the ancient harbours, the Cleopatra's palace and the Timonium of Mark Antony, which provide potentials of touristic attraction (Kimberly, 2004; Frigerio, 2013). The sites where most of the submerged monuments in Alexandria can be determined are: the vicinity of the Fort of Qait Bey, the eastern harbour and Cape Lochias (Silsileh), and Abu Qir Bay (Aboul Dahab, 2000).

### **Vicinity of Qait Bey Fort**

The district bears the name of the fort of Mameluk Sultan Qait Bey, which was constructed at the eastern tip of the island of Pharos in the fifteenth Century AD (fig.2) (Empereur, 2000). A number of great artifacts and statues have been discovered nearby, since 1960s such as a red granite statue 7 m long representing a lady wearing a Greek dress with the Egyptian knot of Isis at the chest, and her hair is plaited. This statue was recognized as goddess Isis-Pharia who received a cult on the island of Pharos being a protective deity of the sailors, and dated to the third century BC. (Morcos, 2000). In addition, many red granite blocks of the masonry of the ancient lighthouse of Pharos were also revealed by Kamel Abul Saadat and his crew (Halim, 2000) in addition to columns, capitals, sphinxes and statues were found by Empereur in 1990s, some of them are dated to Pharaonic Period; like sphinxes of king Sesostri III of the twelfth dynasty. Around the area ship wrecks from fourth century BC to seventh century AD were found including amphorae, lamps, vases and anchors (Empereur, 2000; Empereur & Grimal, 1998).

### **Eastern Harbor of Alexandria and Cape Lochias (Cape Silsileh)**

The causeway *Heptastadion* (7 stadia long) which Alexander the Great had ordered to be erected, divided the seashore of the city, forming two harbours; the eastern and the western (fig.1). The former was the main harbour that extended between the island of Pharos and the *Heptastadion* in the west, and the Cape Lochias in the east (fig.1). At the south-east corner of the harbour was the small inner royal port that served royalty and royal palaces on the Cape Lochias (Morcos, 2000).

Cape Lochias is the place where the temple of Isis-Lochias and the Mausoleum of Cleopatra VII stood in Ptolemaic period. The largest find of this area is a one-piece red granite Egyptian pylon tower; the only pylon found in Alexandria. It is believed that it belonged to the temple of Isis, and now it is displayed in Kom el-Dikka Open-air Museum in Alexandria (Tzalas, 2012; Tzalas, 2015).

## **Abu Qir Bay**

Abu Qir lies at about 22 km east of Alexandria. The ancient site once embraced three settlements from the Graeco-roman period: Canopus, Heraclium (after Herakles) and Menouthis (Morcos, 2000). The underwater of Abu Qir Bay holds submerged monuments dated from Graeco-roman, Byzantine and Islamic periods in addition to the remains of the fleet of Napoleon Bonaparte which sank in the famous naval battle of Abu Qir against the British fleet in 1798. Kamal Abul Saadat marked three locations of the wrecks in 1965. He and a few divers assisted him to salvage some of the ships' belongings from 1966-1977. It was only in 1983 that the French diver Jacque Dumas along with the Marine Museum at Paris obtained the permission to dive and survey the wrecks of the French fleet under the bay of Abu Qir. The French expedition along with the Egyptian Navy defined the location of *l'Orient*, the flagship of napoleon's fleet 8 km away from the shore. Late in the same year, the sites of two other ship wrecks of *le Guerrier* and *L'Artemis* were also determined. Cannons, guns, anchors, buckles, buttons, bottles, silver coins and other artifacts were salvaged. They were first displayed in the Fort of Abu Qir (Morcos, 2000), and now some of the pieces are exhibited in the National Museum, and the others in the Antiquities Museum of Bibliotheca Alexandrina in Alexandria.

## **Threats of the Underwater Cultural Heritage Sites in Alexandria**

In general, underwater cultural heritage suffers many difficulties of two main sources: natural agents and human activities. The protection of this type of legacy represents a great challenge. Conserving underwater cultural heritage aims to reduce the deterioration of this treasure by limiting all kinds of threats and thus ensure their study and enjoyment for generations to come (Frigerio, 2013). The Mediterranean States have adopted laws and legalizations to protect underwater cultural heritage from pollution and dangerous activities like oil spills since 1970 (Négri, 2000). In Egypt, there is no national legalization specified for underwater archaeological and cultural heritage. Yet, it is regulated by the Egyptian Law on the Protection of Antiquities, or the sites can be protected under the Law on Environment and Law on Natural Protectorates by declaring these sites natural protectorates (Frigerio, 2013; Prott, 2000).

In Alexandria, the environmental problems in general and marine one in particular have increased greatly due to the growth of population density, unplanned engineering works, and industrial developments (fig.3). Therefore, the coast is threatened by human pressure, urban acceleration and land pollution in addition to the sanitation problem, besides natural agents including erosion, destruction and exhaustion of resources, the rise of the sea level (Abul Dahab, 2000), wave propagation, and sedimentation (Aelbrecht, 2000). The Alexandrian coast annually receives a huge amount of waste water of industrial and agricultural waste, and sewage which have caused sea pollution that may cause loss of artifact remains, besides being dangerous for divers in some areas (Abul Dahab, 2000).



Fig. 3 Natural agents and human activities threat the underwater cultural heritage in Alexandria

### **Submerged monuments and Tour guiding in Alexandria**

All the above mentioned details concerning the ancient history of the city of Alexandria and its submerged monuments indicate the great potentials of the underwater cultural heritage as a tourist attraction of Alexandria. However, these potentials still up today have not been exploited optimally. In reality, tourists who visit Alexandria know about its submerged monuments through two ways; first, the exhibited artifacts in archaeological museums of Alexandria, as the salvaged pieces are distributed in different museums; some pieces are to be found in the Open-Air Museum of Kom el-Dikka, others are displayed in the Qait Bey Fort Museum, Museum of Antiquities of Bibliotheca Alexandrina, and the National Museum of Alexandria; Second, by diving. The aim of the research is to shade light on the type and amount of knowledge the tour guides in Alexandria have concerning this heritage, and their vision on how to develop its potentials in tourism, in addition to the vision of the personnel working in the Department of Underwater Antiquities (DUA) concerning the same topic. The methodology used is "case study", and data is collected using "semi-structured interviews" addressed to 15 tour guides and 5 personnel of the DUA.

The results of the interviews confirm that there is a considerable interest among the tour guides in the area of the study. All the knowledge they have about the submerged monuments is historical and archaeological, and their awareness of its importance ranges from very good to excellent. They all agree that interpreting the submerged monuments does not take sufficient time during the tours, or in museums; especially that most of the tourist programs do not include them, and most of the time tour guides make this effort by themselves on occasions in historical sites or in museums.

Concerning the questions asked by the tourists about the submerged monuments in Alexandria, the majority focus on the location of the sites of the submerged monuments, how they have been salvaged; less asked what has caused these monuments to end up under seawater, why there is no special underwater museum for this underwater cultural heritage and when it will be erected.

All the interviewed tour guides agree that all obstacles that confront more exploitation of this type of tourist attraction and constructing an underwater museum are only administrative and funding; thus ignoring the existence of other human and natural constraints as discussed above. In addition, they all agree that there are other problems in this concern related to the already salvaged pieces displayed in museums of Alexandria; due to lack of the knowledge and updated information among tour guides related to the discovery of the submerged monuments in Alexandria, lack of sufficient promotion of this type of monuments, besides not being distinctly exhibited in museums. For this matter, the interviewed tour guides recommend conducting training programs and holding more workshops for tour guides to provide them with the necessary information and practices in this field. This can be undertaken by different authorities like Ministry of Tourism, Ministry of Antiquities, and the Syndicate of the Tour Guides in Alexandria.

Concerning the diving to enjoy viewing the monuments in its context, currently there are only two centers for diving made for this purpose in Alexandria. According to the answers of the tour guides, there are problems encountered in the development of tourism in this sector as well as the centers which are not properly established for tourists with a lack of qualified tour guides who can interpret the sites historically and archaeologically to the diving tourists at these centers. There are other administrative problems concerning the long and slow procedures pursued to extract permissions for these centers and consequently for tourists to dive, in addition to the pollution and non-purity of the underwater which reduce the enjoyment of a full vision of the submerged monuments *in situ*.

Being aware of the funding and administrative problems related to the construction of the underwater museum, the tour guides in Alexandria yield interesting substitutes; first, use multimedia shows in the vicinity of one of the underwater cultural sites like the Fort of Qait Bey for tourist propaganda of the submerged monuments underwater showing how some of them were salvaged. Second, collect all the salvaged pieces to be exhibited in Maritime Museum which is under construction; and in this way it will be easy for tour guides to focus on telling the story of the submerged monuments in Alexandria and interpreting them to tourists. Third, draw a professional map of all underwater cultural and archeological sites and submerged monuments of Alexandria and place it in the archaeological museums of Alexandria.

To evaluate the recommendations made by tour guides, they had to be addressed to the personnel working in the Department for Underwater Antiquities (DUA). Most of the suggestions were appreciated by the personnel, who confirmed the necessity of constructing the underwater museum and that Ministry of Antiquities is seeking to implement this huge project and the funding has been allocated for this purpose. On the other hand, all personnel agree that there is another undergoing project to convert the vicinity of the Fort of Qait Bey (the ancient site of lighthouse of Pharos ( fig.1)) into an underwater park provided with a diving center, lecture halls, different multimedia, different shows of all that is related to the submerged monuments of Alexandria and how they are recovered, and underwater live video tours. They add that today, tourists who are interested in diving to sightsee the submerged monuments *in situ* can dive at diving centers owned by

individuals under the supervision of the DUA, and that they can dive in the three sites of Qait Bey, the eastern harbour, and Abu Qir Bay. Up till now there is no studied plan or project of a virtual museum of the underwater cultural heritage in Alexandria. They conclude that tour guides can play a great role in future in the field of the underwater cultural heritage of Alexandria, especially when the two mentioned projects (the underwater museum and the underwater park) are finished.

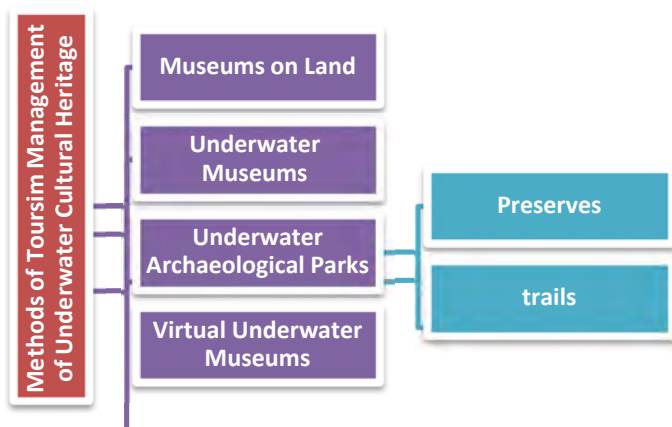


Fig. 4 Methods of tourism management of underwater cultural heritage

### **Toursim Management of Underwater Cultural Heritage**

There are different methods of management of the underwater cultural heritage in general and tourism in particular. The methods can be chosen and used according to the nature of the underwater cultural sites; in each case one method can be more appropriate than the other, or two or more methods can be used altogether. The tourism methods are (fig.4):

#### **Museums on Land**

They are museums that exhibit and store the recovered archaeological objects and shipwrecks and allow people enjoy learning about the sunken heritage. However, the costs of conserving the pieces in these museums can be extremely high; it requires well-equipped laboratories especially for long-term conservation process and qualified conservators This method can be used in two main conditions; 1. When it is difficult to conserve underwater heritage *in situ* due to risks of loss, 2. when recovery of the site is important for scientific studies. All over the world, there are good examples of this type of museums; such as Wasa Museum in Sweden, and the National Museum of Underwater Archaeology at Murcia in Spain, (Frigerio, 2013; UNESCO, 2001).

## **Underwater Museums**

Underwater museum is a construction that can create a connection between land and the underwater cultural site, which provides the visitors an opportunity to directly enjoy the submerged heritage *in situ* but without being wet. However, they are not common due to many constraints. First, the site should be close to the coast, stable and solid enough to resist the destructive waves and currents. Therefore, sunken cities and ancient structures of harbours are more suitable for this type of museums. Second, such construction can represent in some cases a risk of site destruction due to the use of heavy tools and dangerous materials, and hence measures should be provided to ensure the required protection of the site. Third, the guarantee of safety of the visitors and avoiding collapses should be considered. Fourth, such project implies extremely high costs (Frigerio, 2013). The first underwater museum in the world "Baiheliang Underwater Museum" was inaugurated in china in 2009 on an area of 12 million m<sup>2</sup> (UNESCO, 2001; Frigerio, 2013; Khakzad, 2014).

The preservation *in situ* comes as the first choice as there is a fact that after a certain period the underwater artifact finds a sort of equilibrium with the maritime environment and not threatened by degradation; besides, the authenticity of the submerged monuments is best enjoyed by tourists when it is *in situ* as a particularity of this heritage (Frigerio, 2013).

## **Underwater Museum in Alexandria**

Constructing an underwater museum in Alexandria has become essential and is actually an opportunity to develop the city and provide it with a new tourist attraction that can be a turning point for the development of the whole city. The first proposal for constructing this museum was made in 1997 by the Egyptian Department for Underwater Antiquities (DUA) and the UNESCO. The design was made by the architect Jacques Rougerie and feasibility studies started in 2009 (Frigerio, 2013)

The location has been proposed for the construction of the museum at the area of the eastern harbour in front of the modern Bibliotheca Alexandrina. The advantages of this location can be summarized in the guarantee that the structure will not be made above historical remains in addition to the natural conformation in the area that make it protected from storms and waves (Frigerio, 2013). Moreover, this location is characterized by its ancient history being once the approach from the great eastern harbour and near the district of the Ptolemaic royal palaces facing the lighthouse of Pharos. Part of the museum is intended to be open to the sky, and the rest of the museum building descends gradually under the water of the Mediterranean (fig.5) (Hafiz, 2011).

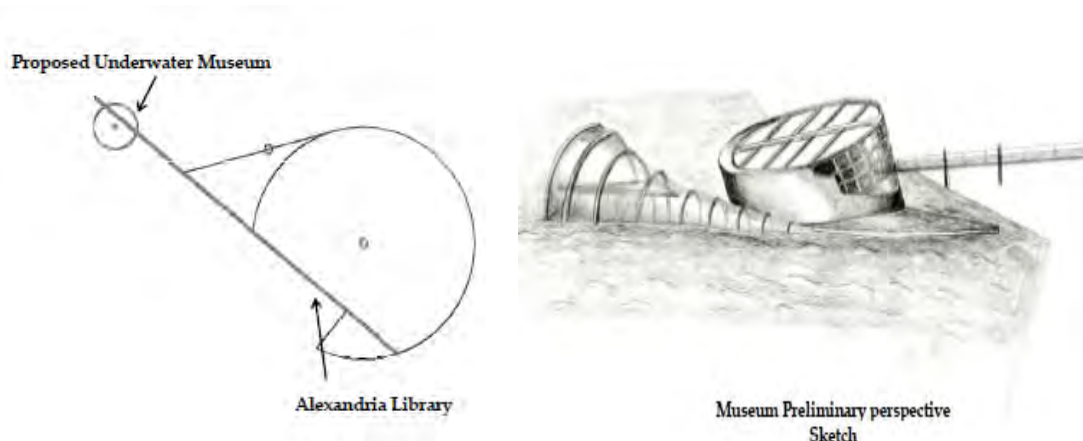


Fig.5 Proposed underwater museum near Bibliotheca Alexandrian (Hafiz, 2011)

There are a number of obstacles and barriers to the project:

- 1- High costs which can be up to \$140 million for the development of the planned museum.
- 2- The structural organization may cause intrusive effects on the disposition of the remains of artifacts.
- 3- The risk of damaging the site during the construction of the museum.
- 4- Pollution that causes poor visibility and impedes full enjoyment.
- 5- Exhibited artifacts would be brought from different underwater locations cause loss of authenticity.
- 6- The safety and stability of the submerged structure due to the strong underwater currents in the area (Abul Dahab, 2000).

### **Underwater Archaeological Park**

It is another more practical method used to exhibit underwater cultural heritage *in situ*. It can be divided into two types: underwater archaeological preserves, in which access is controlled by different procedures like allowing a visit only when accompanied by a guide, or obtaining license, and underwater archaeological trails in which the public access is totally open and free of charge. In general, these parks are more practical as they make archaeological sites accessible to the divers; it provides knowledge of the underwater heritage by waterproof guides that offer visitors information and map of the sites, and installing buoys underwater; besides being officially recognized by the authorities (Scott-Ireton, 2005; Frigerio, 2013).

Such underwater parks are to be found in different places all over the world; in seas, rivers and lakes. Among the most famous is that of Baia in Italy, and the Florida's Underwater Archaeological Preserves with eleven sites of shipwrecks. Devices of mooring buoys are used at the sites for protection and safeguarding, and guiding divers to the locations of the sites (Scott-Ireton, 2005; UNESO, 2001; Frigerio, 2013).

There are special criteria to organize an underwater cultural heritage park; first, the site should be easily accessed; second, environmental conditions should be suitable like clear warm and shallow water; third, being surrounded by diverse maritime ecosystems; fourth, the well state of preservation of the submerged site. It should be taken into consideration that not all underwater cultural heritage sites can be used as underwater parks; the sites should be able to sustain the increase in the number of visitors as well (Frigerio, 2013).

### **Virtual Underwater Museum**

It is also called "electronic museum, digital museum, online museum, hypermedia museum, meta-museum, web museum, and cyberspace museum" (Varinlioğlu, 2011). Virtual museum is simply defined as "a collection of digitally recorded images, sound files, text documents, and other data of historical, scientific, or cultural interest that are accessed through electronic media" (Sschweibenz, 1998). There is always a challenge to achieve a balance between the development of the underwater cultural heritage brought by tourism and its protection. Recently, some underwater parks have established a virtual tour through the official web-sites, provided with videos and multimedia. The multimedia used can be Virtual 3D reconstructions (which is a rebuilding of to its form in the past in a three dimension space) (Georgopoulos, 2014), augmented reality or mixed reality (which is reality enhanced by superimposing additional graphics) (LaValle, 2017), ROV (Remotely Operated Vehicles), interactive mobile applications, and real time videos that are also considered as a useful alternative for the visualization in the cases of deep sites, unclear water or heritage sites being located away from the coast. The multimedia can even help increase the attraction of an already existing underwater parks and museums (Varinliglu, 2016; Frigerio, 2013).

### **CONCLUSIONS**

Ancient Alexandria, the great capital of Graeco-roman Egypt that had been founded under the orders of Alexander the Great stood up various historical unrests throughout its history. Its steadfastness has not stopped at this point, but extended to include tidal waves and natural constraints that have caused the erosion of its coast and the sinking of many buildings of this beautiful ancient city. Among the most important submerged monuments today found under the Mediterranean Sea in Alexandria are the remains of the great lighthouse of Pharos, the royal palaces of the Ptolemaic kings and ancient Greek and Roman settlements at Abu Qir, in addition to a great number of statues, stelae, inscribed blocks, shipwrecks and their contents, vessels,



anchors and ...etc. All this makes Alexandria the most owning underwater cultural heritage city all over the world. In other words, Alexandria with its underwater cultural heritage owns great and distinctive tourist attraction that can be a turning point not only for the development of tourism in the city, but it can allow it to take an important position on the global tourism map, particularly that discoveries of such underwater heritage has started since the beginning of the twentieth century and excavations are still undergoing up to this moment in many sites underwater.

Despite that, the Alexandrian underwater cultural heritage has not been exploited optimally in tourism. Today, tourist can enjoy viewing this heritage through two methods; first in museums of Alexandria where many salvaged pieces are exhibited (Open-Air Museum of Kom el-Dikka, Qait Bey Fort Museum, Museum of Antiquities of Bibliotheca Alexandrina, and the National Museum of Alexandria); second, by diving through individually owned diving centres in threes underwater cultural heritage sites, which are the vicinity of the Fort of Qait Bey where remains of the ancient lighthouse can be found, the ancient eastern harbour where remains of the royal Ptolemaic palaces and buildings can be enjoyed, and Abu Qir Bay where the fleet of Napoleon Bonaparte sank and remains of ancient settlements can be seen.

The results of the study indicate the good knowledge and high awareness of the tour guides of the importance of the underwater cultural heritage of Alexandria on the three levels of history, archaeology and consequently tourism.

When applying the tourism management methods of the underwater cultural heritage in Alexandria, it is found that:

- 1- Museums on land, is already applied in Alexandria, however the artifacts are exhibited in different museums in Alexandria, and according the vision of tour guides it better to be exhibited in one museum.
- 2- Underwater museum is a necessity in Alexandria due to the huge historical heritage underwater. Despite the obstacles confronting the erection of such great project, it is already planned and funding is allocated for it.
- 3- Underwater archaeological park is another important project, very recommended by tour guides especially if provided with multimedia and tourist services. The project is still under study and highly recommended by the personnel of DUA as well.
- 4- Virtual underwater museum is the least costing and most executable method which can be a great promotion along with the other two methods of "underwater museum" and "underwater archaeological park". Moreover, it is highly recommended by the tour guides particularly because it can be a good solution and substitute until the study and the implementation of the two previously mentioned projects have been completed.

To sum up, the sector of underwater cultural heritage in Alexandria owns great potentials for tourism from the tour guides' point of view. In future, tour guiding will play a great role in this concern, especially with the establishment of the underwater museum and underwater

archaeological park. Many training programs and workshops should be planned and conducted in order to provide the tour guides with the required information and practices related to the underwater cultural heritage of Alexandria.

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## **Promotion of Accessible Tourism through digital content. A case study in the Municipality of Tomar**

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### **ABSTRACT**

In the context of the Investigation Seminar of the Masters in Digital Content Production by the Tomar Polytechnic Institute, a project was started in collaboration with the Tomar City Hall to promote digital content for tourism and to promote the cultural heritage of the city, making it accessible to everyone. Through the use of ICT, the project intends to develop interactive experiences which have an impact on the visitor, increasing his satisfaction and his potential to come back. At the same time, it tried to develop information for visually impaired people as well as for foreigners. In the first stage of the project, QR codes were developed for the main monuments of the city. Each provides a link to the history, timetable, weekly schedule, and other relevant information concerning the respective monument. In this stage, audio-guides were likewise developed and promoted on the city website. These are intended to be also distributed on

the Audite platform (online audio-guide platform) and on the monument. The use of these technologies in a variety of pedagogical and leisure activities is being considered and a pilot activity has already been developed. The second stage of the project aims to create a platform to update digital content of several online instances of the City Hall, as well as a promotional video to be broadcasted in the social media. With this project, we sought to promote and develop cultural tourism activities in the city of Tomar as well as to increase tourism accessibility so that all may have access to information regardless of limitations and knowledge.

**Key Words:** ICT, accessible tourism, Tomar City Hall, digital content

## INTRODUCTION

The success of tourist activities is ever more contingent on processes of innovation, creativity, and the ability to generate added-value initiatives that attract tourists (Turismo de Portugal, 2015). In this context, Information and Communication Technologies (ICT) can play a major role in generating such developments (Katsoni, 2011; Usoro, 2007; Shanker, 2008). ICT's provide powerful instruments that can promote competitive advantages in terms of touristic promotion (Govers, Go & Kumar, 2007; Shanker, 2008), the strengthening of industry strategies and operations (Buhalis, 2004; Katsoni & Laloumis, 2013) and the promotion of accessibility to infrastructures, equipment and touristic services (Graham, 2013; Pühretmais & Nussbaum, 2011). It is crucial that tourist sector economic actors develop products and services accessible for all: "Customer satisfaction depends highly on the accuracy and comprehensiveness of specific information on destinations' accessibility, facilities, attractions and activities" (Buhalis, 1998).

In this sense, the use of ICT in municipal policy for the promotion of tourism has marked the attempts by local authorities to promote heritage and cultural tourism. The city of Tomar in Portugal is no exception. Conquered by the Portuguese King Afonso Henriques in 1147 to the moors during the "Reconquista", the city was donated as feudal land to the Templar Order. The Grandmaster of the order, Gualdim Pais, initiated in 1160 the construction of the Castel and Convent which would serve as the headquarters of the Templar Order in Portugal, being considered a city by decree in 1162 (Rosa, 1988). Tomar is in that sense deeply tied to the history of Portugal in the world, namely in its modern-day status as the international headquarters of the contemporary Templar Order. In that sense, the city possesses a notable cultural and natural heritage, which provides it with great potential for touristic activities, and its promotion through ICT, modernizing structures and investing in distinct offers to increase tourist satisfaction.

In this paper we detail a project designed to promote the city's heritage, in a partnership between the Municipality and the Polytechnic Institute of Tomar, which involved the creation of digital content to increase visitor satisfaction and to promote accessible tourism.

## **ICT AND TOURISM**

There are currently 4.92 billion people using mobile devices of some sort (We Are Social, 2017) with Portugal having close to 17 million such devices presently active (Autoridade Nacional de Comunicações, 2017). It is predicted that this year Wi-Fi and mobile-connected devices will generate 68% of all Internet traffic (HostingFacts, 2016). Tourism, like other strategic economic sectors, should seek to make the most out of this technological development (Egger & Buahlis, 2008; Luz, Anacleto & Almeida, 2010; Wang, Park & Fesenmaier, 2011) since tourists bring with them a number of mobile devices such as telephones, smartphones, tablets, netbooks among others.

These devices are used in a number of different ways, from getting directions, taking photographs, obtaining information about certain locations, finding attractions, events, shops, restaurants and bars, check timetables, buy tickets, make reservations and make translations (Statista, 2014). “Mobile devices used by people when vacationing impart benefits associated with timeliness, ubiquity and convenience” (Karanasios, Sellitto & Burgess, 2015), constituting an important instrument in promoting accessibility of information (World Tourism Organization, 2013).

The importance of digital content for mobile phones, which meet touristic needs and increase their satisfaction and promote accessible tourism has reinforced technologies such as QR codes, audio-guides, digital guides, augmented and virtual reality. This project seeks to give emphasis to the first two, showing their potentialities.

QR codes is a two-dimensional code developed in 1994 by Japanese company Denso-Wave, which possesses a substantially superior capacity to conventional barcodes. This code started being applied to the automobile industry, and rapidly expanded to a variety of sectors, namely, tourism. Its scanning and translation does not require any specific equipment, being possible to do it with any mobile device (Marques, 2016). In what concerns tourism, QR codes can be used for instance in location-based services at places with historical relevance, supporting event promotion, ticket distribution and access control with a mobile ticketing service, enriching products of the souvenir shop by attaching mobile content (Canadi Hopken, & Fuchs, 2010).

Audio guides are sound files, generally in the form of MP3, which can be downloaded from the Internet or in specific hotspots, making use of wireless technology (Marques, 2016). Their reproduction can be made manually or geographically with the use of coordinates. There are inclusively some devices which already possess the audio-guides. The use of audio-guides allows tourists to know relevant locations at their own pace and interactively (Suh, Shin & Woo, 2009) eliminating many barriers such as linguistic ones. These technologies are today a reality for tourist business, constituting important tools in increasing satisfaction and promoting accessibility to information, with the Cupertino de Miranda Paper Money Museum (Porto, Portugal) providing an excellent national example.

## **PROJECT DESCRIPTION**

In 2011 Santa Maria dos Olivais parish initiated a project that sought to create a website adequate for the use of mobile devices, as well as QR codes and audio-guides, to promote notable locations in the urban parish (Marques & Santos, 2012). With the municipal administrative reform of territorial bases, stemming from the application of Law n°22/2012 of 30th of May, the Santa Maria dos Olivais parish was extinguished and emerged as the Union of Parishes in Tomar, constituted by the former as well as the São João Baptista parish. The project was duly adapted, but new legal frameworks as well as political contexts led to a pause in the project, only being reattached in 2016 in the context of the II Seminar of the Masters in Digital Content Production in the Technology School of the Polytechnic Institute of Tomar (Marques, 2016a).

With the help of the Tourism and Culture Division of the Tomar Municipal Chambers, the project was promoted maintaining its previous objective: to promote the knowledge about the heritage of the city, increasing its visitors' satisfaction.

Specific objectives were laid out:

- To promote the heritage of the city of Tomar through QR codes and audio-guides;
- To promote accessible tourism in the city of Tomar;
- To centralize the management of electronic content in the Tomar municipal chambers;
- To publicize the heritage of the city of Tomar beyond local and national borders.

The development of the project implied two stages. The first stage has been concluded and concerns the first specific goal. The second stage implies the remaining goals and has recently taken its first steps.

## **FIRST STAGE OF THE PROJECT**

In the first stage of the project we proceeded to create QR codes and audio-guides for the main locations of interest in the city: monuments, museological spaces, among others. The choice of these locations and their texts and images was done by the Tourist Division of the Tomar Municipal Chambers.

The QR codes were developed through the QR code Monkey tool, and possess the logotype of the Tomar Municipal chambers at the centre (figure 1).





Figure 1: QR code of the Tomar Synagogue

Through QR codes, users could consult relevant information about the space such as its history, photos, timetables, weekly schedules, amongst other relevant data. This information is available at a website (Figure 2) which can be easily updated. In this way, it is possible for the Municipality to provide updated information about spaces without the need for manual replacement of QR codes.

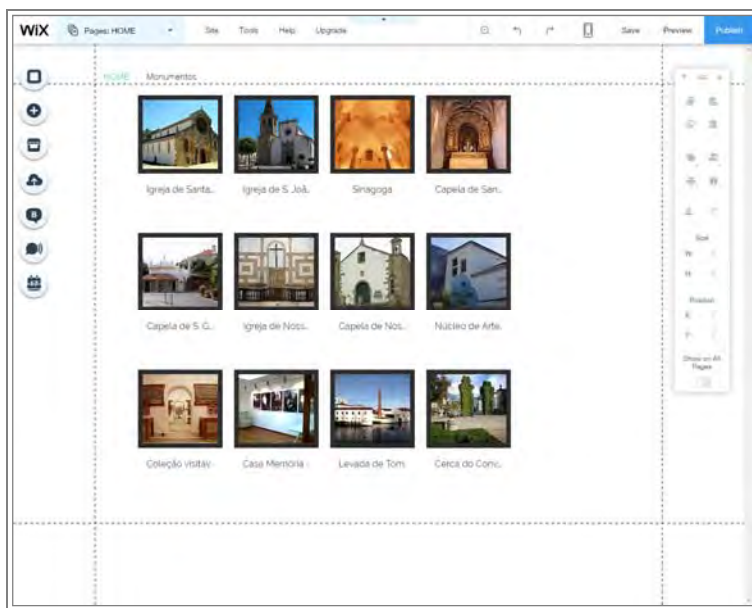


Figure 2: Website that manages the information provided by the QR codes

Currently each space has a QR code that points to information in Portuguese, however, it is the projects desire to provide information in other languages. In this first stage QR codes were created for 12 spaces (Table 1).

Table 1 QR codes created by the Tomar Municipality

João de Castilho Municipal Museum – Contemporary Art Hub	Convento de Cristo Woods or National Sete Montes Woods
Santa Maria do Olival Church	Nossa Senhora da Graça/Misericórdia Church
S. João Baptista Church	Nossa Senhora da Piedade Chapel
Synagogue	Matchstick Museum
Santa Iria Chapel	Lopes-Graça Memory House
São Gregório Chapel	Tomar “Levada” – Mills and Royal Oil Presses

Audio-guides were created in the facilities of the Technology School of Abrantes with the use of a digital recorder Zoom H4nSP and in an amateur studio. The narration was done by an experienced individual. In editing and production, discourse rhythm was optimized, with correction of parasitical noise and less clear diction. The audio was exported to wav in 48 Khz and 32 bit quantization, allowing future editing and web compression with lossless quality. 27 audio-guides (Table 2) were produced and are available in the official website of the Municipal Chambers.

Table 2 Audio-Guide list created for the Tomar Municipality

1. Templar Castel and Convento de Cristo	15. Convento de Cristo Woods or National Sete Montes Woods
2. Santa Maria do Olival Church	16. S. Francisco Church and Convent
3. S. João Baptista Church	17. City Hall
4. Synagogue	18. Casa dos Cubos
5. Santa Iria Chapel	19. Pillory
6. São Gregório Chapel	20. Vieira de Guimarães House
7. Nossa Senhora da Graça/Misericórdia Church	21. Estaus
8. High Pegões Aqueduct	22. Initiative and Tourism Commision House
9. Nossa Senhora de Conceição Chapel	23. Phillippine Monument
10. Nossa Senhora da Piedade Chapel	24. Paraíso Cine-Theater

11. João de Castilho Municipal Museum – Contemporary Art Hub	25. Manuel Guimarães House
12. Matchstick Museum	26a. S. Lourenço Chapel
13. Lopes-Graça Memory House	26b. S. João or Round Redondo Pattern
14. Tomar “Levada” – Mills and Royal Oil Presses	

In this first stage audio-guides were created solely in Portuguese. It is however the intention to produce them in other languages. In figure 3 it is possible to situate the spaces where audio-guides were created.

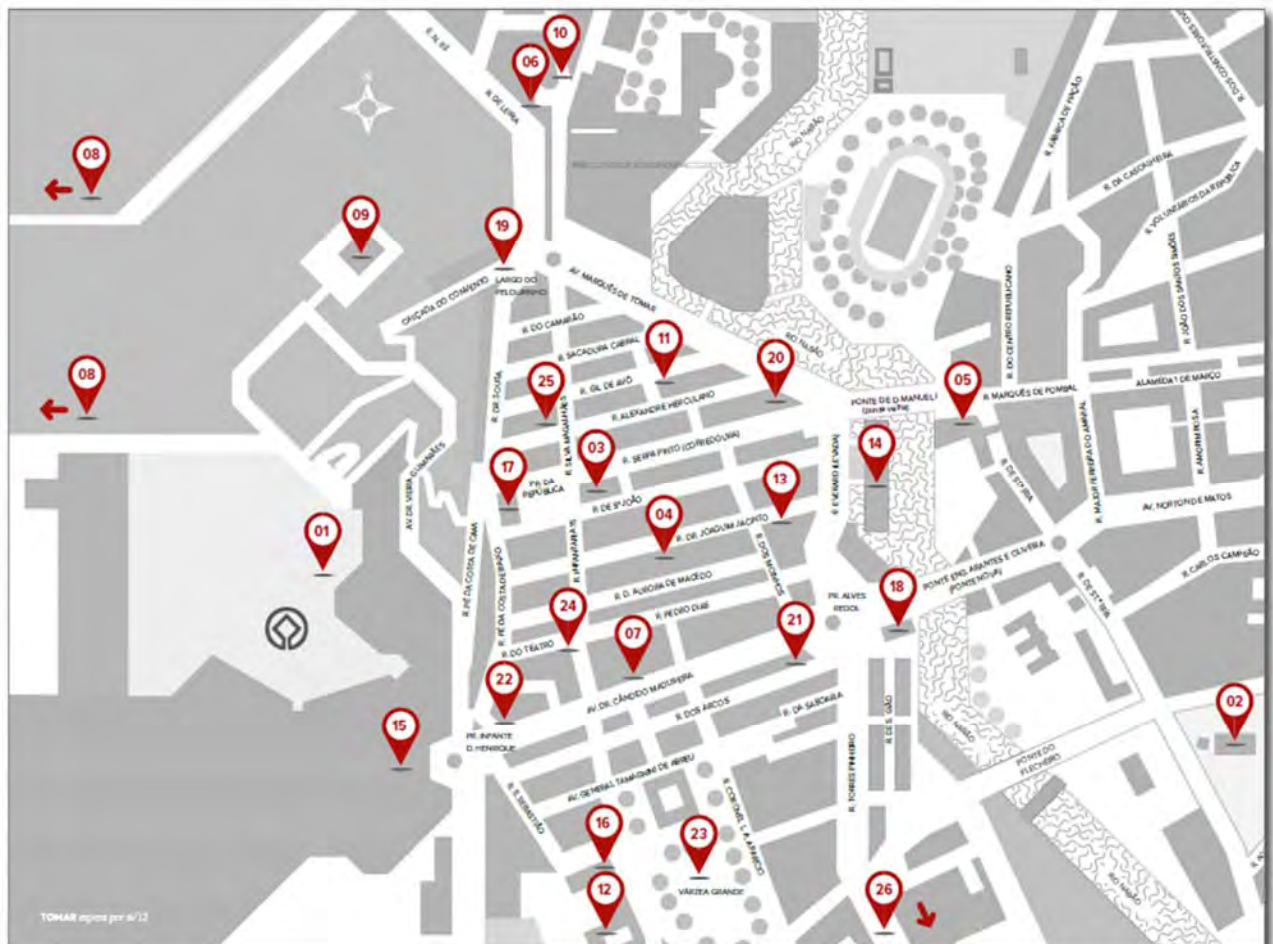


Figure 3: Location of audio-guides in the city of Tomar (Adaptation from the Município de Tomar, 2015)

## SECOND STAGE OF THE PROJECT

In the second phase of the project we intend to widen the production of QR codes to other locations and to provide information in various languages, as well as producing audio-guides in other languages, promoting accessible tourism. Likewise, currently the audio-guides must be downloaded from the municipal website, however, it's project's intent that they be downloadable *in loco*. The use of QR codes is a possibility to achieve this, as are Bluetooth or automatic activation through GPS coordinates.

Audio-guides will also be available through the Audite Platform which gathers audio-guides from the main monuments and national museological spaces (Figure 4).



Figure 4: Audite Platform

In this second stage of the project we will likewise develop an electronic data management platform for the municipality of Tomar that centralizes and facilitates the updating of information in diverse electronic mediums used by municipality (Figure 5).



Figure 5: Electronic Content Management Platform

The creation of a promotional video that promotes Tomar beyond borders is another objective, having been previously defined by the guidelines of the Municipal Chambers and with the Coordinator of the Tourism Courses in the Polytechnic Institute of Tomar.

## **CONCLUDING NOTES**

Accessibility to spaces and promotion of content in accessible formats to all citizens should be a municipal priority, seeking to adapt the touristic product to the various citizens rather than make them go through the obstacles themselves. Through this project we seek to promote the heritage of the city through ICT whilst making information to blind or amblyope individuals, as well as foreign visitors, through QR codes and audio-guides, thus seeking to promote a more equal opportunity to everyone that potentiates their return (Costa, 2005).

In the first stage of the project audio-guides and QR codes were created in portuguese for the main attractions in the city. In the second stage of the project we sought to widen this to other technologies and languages, as well as the development of an electronic platform that facilitates the management of electronic data for the municipal chambers, and the production of a promotional video the script of which has already been finished.

These technologies will allow the gathering of information about visitors and visited locations, allowing the Municipality the crossing of data with other data-sources (respecting data privacy), thus obtaining strategic information that will conveniently direct marketing strategies. Concurrently, this initiative can serve as an impulse to the creation of similar projects in terms of

restaurants, hospitality industries, local commerce, etc., promoting the local economy and entrepreneurship.

It also goes in line with efforts to use the technologies in pedagogical activities, with tests having been conducted in the Regional Education Seminar, which brought geocaching into dialogue with this project (Marques, 2016b).

The created products will be validated by users and specialists and surveys will be conducted to resident population and visitors towards improvements in the project.

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## **Architectural Lighting, a way to transform Space, a new way to satisfy the Visitor**

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### **ABSTRACT**

Architecture and Lighting are two important domains strictly connected during the design procedure of the space and especially during the use of the Built environment. In this paper it will be sited the interaction of the Architectural design with the Lighting design in order to satisfy the user, in order to please his visual and sensual needs. The appropriate combination of these values (Architecture and Lighting) provides the host an essential formula to satisfy and to present a space full of experience.

In Tourism the basic value is to satisfy the most special needs and the designed built space and outdoor environment become the shell to achieve that gold. It is important to realize that visitors' needs and cultural background might vary. As a result the notion of a qualitative visual environment might vary as well.

How much light is needed in Tourism facilities? Is the quality and the quantity of the lighting related to the visitor's background? What type of lighting sources and lighting installation to achieve a sustainable design? Is colour appropriate to attract and satisfy? Does Light and Lighting (the light as a mean and the light as an effect) become visual stimuli? Do they enrich the image projected to the eyes of the user? Which are the boundaries of exaggeration? Should the location and the quality of Natural light affect the design process?

These questions sited above are the basis of an analytical presentation of touristic spaces, of possibilities to enhance the spatial qualities through Light. Tourism is not a trend. Architectural and Lighting design are not trends too. New ways to conceive and to design tourism facilities

are mandatory. The visual environment in touristic amenities satisfies and pleases through a holistic view in order to offer great and new experiences concerning the use of the built space.

**Key Words:** Architectural Lighting and Hospitality, Lighting and Tourism, Light Attraction, Hotel Lighting

## **INTRODUCTION**

Tourism is a Domain, an “Industry”, which has been totally reviewed since the past years. During the last years a number of facts affected and inspired the notion of Tourism, the philosophy of the host and the requirements of the visitor. A given place, its history and its environment are not enough anymore to please all kind of visitors. The provided touristic product has totally changed. It has been enriched by new services, new uses and especially new experiences. Visitor during the last years has changed too. His philosophy of visiting, his willing and his interests have increased. He demands rather new experiences than a usual hospitality, not only based on the tradition, the sun and the sea.

The visitor wants to live in the place and not only to visit the place. That is to say, that the meaning of how hospitality is recognised has totally changed, transformed and it is evaluated in a different way than before. The fast-forward transmittance of information in real-time, the huge number of offered options, the possibility to make comparisons, the easiness to travel, the globalised traveler constitute some reasons to develop Visitor’s criteria.

In order to accomplish, to please the most challenging visitors’ demands, there is worldwide a tremendous increase of building-refurbishing-renovating Hotels - of all scales. The Design procedure of a new or a renovating establishment is based on a numerous facts provided by the business plan and the target group. How to please the customer and how the customer is to be pleased are setting the new reality. Architectural design is called to fill in the new map of demands. It is the provider of the final shell – interior and exterior – in which the Guest will act, feel, see and generally experience. Throughout the detailed recognition of the business plan and the given facts, Architecture provides with the adequate solutions, of all scales, to accomplish the gold. A strictly connected domain to the architectural Design is the Lighting Design. Artificial and Natural light constitute values of the built space that are lately incorporated to the design process in order to offer fresh qualities on the built environment and new experiences to the user.

## **ARCHITECTURAL & LIGHTING CONCEPT – DESIGN PROCESS**

A given project has some given facts. The master plan and business policy, the target group, the site, the general concept of the touristic establishment, the budget, constitute key elements of the

forthcoming project. Throughout the design Procedure all the related parts take into account the given facts and each one proposes the appropriate solution referring to its domain.

On the design scope, the Architect is analysing the main topics searching the appropriate design solution to service the needs of every space. Forms, Volumes, Textures, Colours are some of the means to accomplish the design purpose and to transmit the wanted feeling to the guest. The final atmosphere of the space is based on a consistent correlation and intervention of other specialities too. Lighting design comes to reveal the initial implemented qualities and to provide with new experiencing ways the designed-built space.

Before analyzing the way of reading the built space through the lighting design it should be important to discuss what is lighting and what is light. Except its nature under the scope of a Physician, light is the mean to communicate messages, often, Light is the message. All the lighting proposals should be based on a philosophy in which the aesthetical, technical, financial and technological aspects are deeply examined. By working and analyzing the Lighting Design in all possible scales - from masterplan design to an object creation- it is obvious that its implementation recreates and changes the lit target. The basic tool in all lighting interventions is to understand and to feel the design concept. It is the concept, the basic idea that follows all the steps during the lighting design process where all the essentials of the architecture and the users' needs have to be incorporated. Lighting concept is related to the holistic design process taking into account the sum of aesthetical, technical and functional issues.

If someone could divide lighting involvement based on the scale of the project it could be said that depending on the architectural scale and the business policy, these interventions could be analysed as:

- \_ Master plan Lighting*
- \_ Architectural Lighting (and Use)*
- \_ Point Lighting-Visual Stimuli*
- \_ Semiotic-Artistic Lighting*

## **MASTER PLAN OF LIGHTING**

The Master plan lighting proposals relate to the general business identity and policy, to the site of every project and the policy decisions of how much light and its quality are to be decided by the design team. Geography and the surrounding environment of the project have to be examined with a great respect. The incorporation of the natural light and sunlight has to be examined. The approach of the lighting designer might alter a lot if the project is to be established in an urban or a rural environment. The illuminance and luminance levels may vary. The background, the history and the cultural elements of the site should be somehow implemented. The potential background

of the visitors must be incorporated to the overall lighting policy especially concerning the style, the quality and the quantity of light. In this step, areas of different use and points of interest within a certain touristic complex, may be confronted in a special way and may be highlighted inside this built complex. Masterplan lighting deals with topics like the general style, the general feeling (low/high light levels, security lighting, amenity lighting etc.) and generally the spatial atmosphere. The minor detail may have an extreme role of understanding the space, in affecting user's psychology.

### **ARCHITECTURAL LIGHTING AND USE**

The Architectural lighting relates mostly to space and its use (reception, room, corridor, restaurant, etc.) concerning the human perception, the human scale and dimensions. It is related to the activities and the use of the space (to reveal and service a given use, to fulfil the visual tasks, to make comprehensive and readable the scale, the materials, the textures etc). It reveals the forms and volumes; it highlights the architectural qualities of the space by offering new way of seeing to the visitor. It is very important to be dealt both on the technical and aesthetical aspect of the space in order to achieve the best result for the viewer and to attract his visual interest.

### **POINT LIGHTING – VISUAL STIMULI**

In this category light is focused on a minor scale; a small niche, an architectural element, a water feature, an object. Points of interest, pieces of art, objects, might become the main lit target. These elements by illumination could constitute supplementary visual stimuli within the built environment. These objects' qualities like shape, form, textures and their shadow projections have to be conceived with great respect on the detail. The lit target has a story to tell, a feeling to reveal. Often this category of light intervention is related to the master plan of the general lighting and the key visual themes created on and around the overall complex.

### **SEMIOTIC-ARTISTIC LIGHTING**

The specific type of lighting project refers to the transmission of a visual message through a projected image. In this case the scale varies and this category is not strictly connected to the dimension and the size of the project. It is related to the meaning, to the message, to the event, to the surprise. Light in this case is used as a tool to please, to relax, to project a feeling, to demonstrate an idea or an atmosphere. Colour and exaggeration might be the way to communicate and to transmit these notions. Usually the character and the business identity of the touristic establishment are presented by semiotic lighting interventions.

It is of a great importance during the lighting approach the use of the lit space (or the lit target) and its nature. Every project has its different needs related to lighting; the specifications of each project vary. Different use of space and the different users determine the illuminance and

luminance levels. Meeting these needs is of a great importance to achieve a quality lighting proposal able to fulfil the visual requirements. A lobby or a restaurant, a pond or garden have not the same requirements. It is clear that the analysis of the uses and the holistic comprehension of the visual tasks provide with information about the lighting needs. Lighting designer must study the type of lighting installation, the nature of lighting scenarios and the possible lighting alterations based on possible space alterations. For example a lobby area represents the hotel's character and should be confronted with a different lighting philosophy comparing to a wellness space. The lobby lighting except of welcoming the customer and presenting the image of the business might vary by altering the light levels (low-high luminance levels). On contrary, a wellness space represents a relaxing place where intense lighting and contrasts might discomfort. The importance of understanding the lighting needs of a space is to understand the lighting needs of the user. In order to achieve that, international norms and measurements referring to the illuminance and luminance levels are some basic tools.

A qualitative space though, it is not only related to measurable facts. The quality is always an aggregation of a complex search. Psychological parameters influence the user's appreciation of a space's qualities. The quality of a lighting installation is related also to different values like hue, color, brightness and personal impression. Creating a qualitative space depends on 1) brightness levels of surfaces and objects, 2) the presence of visual stimuli and visual themes, 3) the quality of rendering colours, textures and details of the lit environment, 4) the colour temperature of the light, 5) the overall feeling of safety which the user has, 6) the ease and secure movement in the lit environment, 7) the lack of discomfort and disability glare, 8) the lack of visual and light pollution in visual field. The total impression is a combination of the above mentioned values which affect personal impression of space. Light Consultant is responsible to study and discuss their incorporation on the final proposal through his design and the final choices.

Another important issue is the aesthetical part of the lighting intervention and its materials. The objective of a light installation has to deal with a double parameter:

The first parameter has to deal with the final lighting effect of the installation on the viewer's eyes. It is related to the "projection" of light on the lit target, though the second one is related to the "projector" of light. It is of a great importance to study simultaneously the aesthetics of the lighting installation referring to the used material. The light fittings should not compete the message of the lighting concept, especially they should not struggle the spatial qualities.

The choices of lighting material though, are not only based on aesthetical and psychological analysis. The type of lighting (direct/indirect, diffusive/spot, amenity/safety etc.) and the choice of luminaires may consist the material to meet the above mentioned values but there are some criteria referring to technical, financial, energy saving and sustainability choices. In this technical part of conceiving light, lighting designer aims to propose a lighting scheme which will be finely specified concerning the way of installation and the way/rhythm of conservation. An easy installation and certainly a convenient change of damaged light sources/fittings determine the correct conservation of the lighting installation. A successful lighting installation is often based on detailed planning

and precise specification for the lighting material. So, at this point it is lighting designer's obligation to specify the type of lamps proposed, their nominal lifetime as well as their characteristics-properties concerning quality of light and energy loads. As much as the lighting choices are low energy consumption and of a great lifetime the higher sustainability and preservation of the project is achieved and ensured.

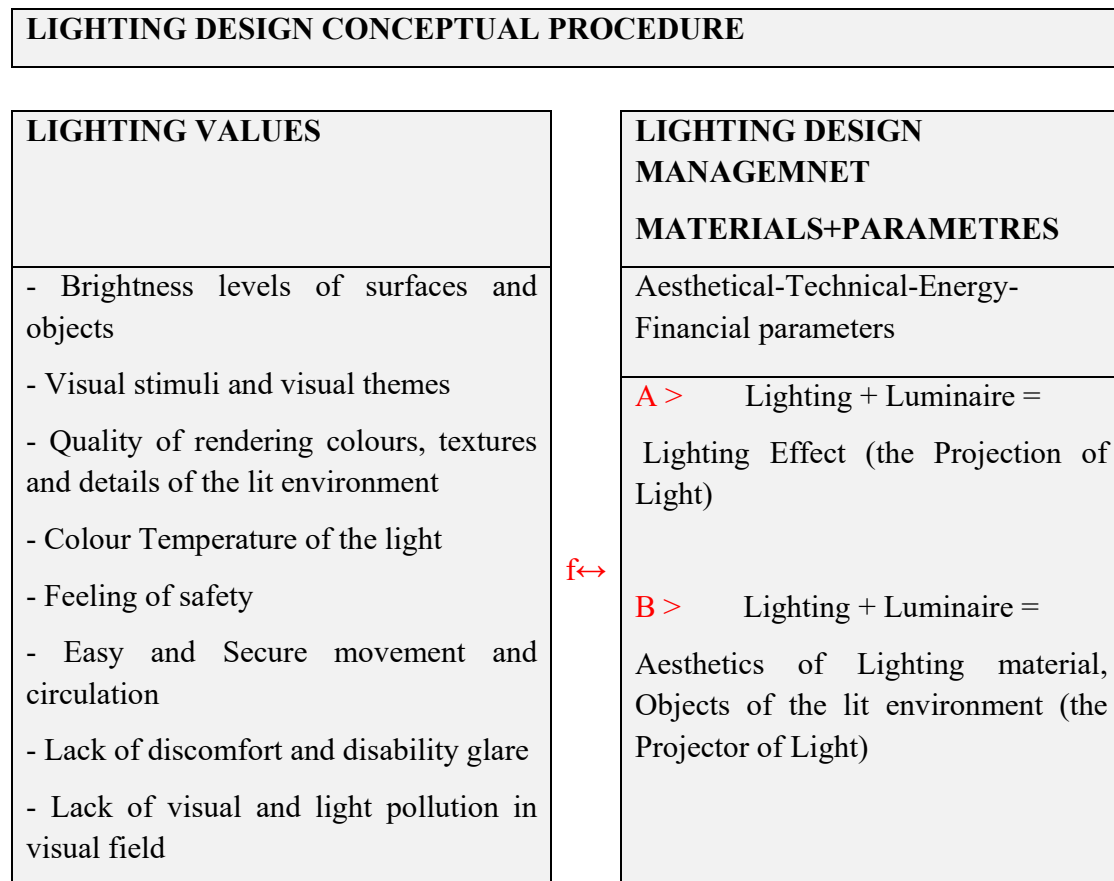


Figure 1: Lighting Design conceptual procedure.

Generally it could be supported that the above mentioned strategies consist the steps of approaching a lighting project though different values and facts might occur. Each project has its own specifications, its classified context. The scale of the project might alter the intervention's priorities. It is a fact that a public area and a private one are dealt with a different point of view. The aesthetical and technical strategies in public space are slightly objective. Measurable levels of light like luminance and illuminance are more objective too. Similarly, it is asked to avoid extreme light levels, intense differences and contrasts, light pollution and glare. The fact is that, especially for the public space, the proposed material should be of a great resistance against weather

conditions, vandalism and characterized by quality construction (IP and IK rate of luminaire). In private spaces it is important for the user-visitor to have the choice. So, automated control systems should be implemented to the private areas (rooms, terraces, spas, etc.) for the user to change, choose and affect his lit environment. As it is quoted above, the lighting level standards vary depending on the user. The facility for the guest to alter the lighting conditions, dimming artificial light – controlling natural light, and to choose lighting scenarios might highly please him.

At this point it should be stated the study and the potential use of natural light and sunlight on Lighting conception. It is often observed that lighting interventions are not dealing properly with the natural light and sunlight.

Natural light and especially sunlight have to be confronted as a tool during the initial design. The first step for the lighting consultant is to decide whether or not to allow natural light and sunlight to penetrate the space. It is not always wanted. It might damage, it might cause glare and discomfort, depending on the use and the objects found on each space. The continuous transformation of the natural light's projection on a space depends on the time or season and may create masterpieces of illuminated space. The positive effects of natural lighting and sunlight on humans are well known by scientific researches throughout past decades. Its aesthetical impact on the architectural space is strongly recognized. The detailed observation of natural/sunlight's projections (often accidentally created) on our visual environment should be confronted as a great library of visual experiences. To understand and to analyse the nature of natural and sunlight provide us with the appropriate tools to conceive space with light and shadow.

## **SPATIAL LIGHTING APPROACH**

The lighting scheme of a hotel complex is to be confronted as a multiple task concerning the different uses and needs, not only for the visitor, but for the staff too. Initially, lighting is one of the fundamental elements to create aesthetics, a visual environment full of experiences. Some initial principles though, would help to comprehend the qualities and the features found on every lighting installation and the way the visual perception is affected.

Firstly, the quality of light is to be determined. Good colour rendering of the lighting sources and generally warm white light (colour temperature around 3000-3200°Kelvin) is the usual tendency. Other type of colour temperatures (colder light) may be incorporated depending the design objectives but in general the warm tone of lighting enhances the mood of the visitor. At this point it is important to mention the visual adaptation referring to light levels. It is essential to set the luminance levels in order to offer a smooth transition from space to space, based on the ability of the eye to adapt to the visual environment.

The use of lighting features that cause visual discomfort is mandatory to be prevented. Visitors' ease is not only based on the offered services but also on the psychological and physical qualitative comfort. The elimination of disability and discomfort glare as well diminishing light pollution consist great values during the design procedure, offering spatial quality.

Orientation throughout the building complex is also of a great respect. Since the arriving process to the hotel till entering the room, visitor needs to feel orientated. Moving from place to place is a common habit of the hosted people. It is a usual procedure for him to get to know better the place and “discover”, to have the visual control of the space. In this case it is essential to mention the importance of the emergency lighting scheme. It has to be set up under strict International Standards and laws in order to function correctly, to guide visitors safely in case of emergency situation.

An important domain of Hotel lighting is also the energy consumption and the sustainability of the lighting installation. A fully automatic control system of lighting throughout the whole building has to be assigned. Low energy consumption light sources like LEDs and OLEDs have to replace older lighting technologies. Presence detection, zone lighting, daylight sensors related to artificial lighting, dimming possibilities of the interior and outdoor lighting, lighting scenarios, special software, could guide to a great attenuation of running costs and great savings could be achieved. The use of hotel spaces modifies during the day and night. Occupancy of spaces, visual tasks and the number of the users is decreasing during the night. Lighting scenarios provided by intelligent control systems may follow this change to adapt to the actual needs and simplify the maintenance of the installation.

## **ARRIVING THE HOTEL**

The first impression of the hotel complex is the arrival procedure, the entrance. The combination of architectural elements and a carefully lit welcoming environment arise the feeling of the visitor. It is the first projection of the hotel and a good lighting demonstrates the character, the philosophy of the space and the secure environment to enter.

## **LOBBY AREA AND LOUNGE**

The first visual experience of the Lobby gives rise to expectations of the service quality. Lighting, as everything else, has to be welcoming and friendly.

While entering the place the user has to be orientated. Lighting could help this procedure by emphasizing the different uses guiding the visual attention.

Lobbies and Lounges have a multiple role in the complex's operation. These place usually become meeting points, working areas or relaxing spots. So a multiple character may be introduced by using different types of light and a variety of illuminance levels; always under a holistic design. Diffused and indirect lighting additional to point/object lights may provide the appropriate visual environment to meet the multi-visual tasks.



## **RECEPTION**

Reception areas have a double role on the overall space, a decorating and an operating nature. It is practically the first area where the customer is staying for some time, to communicate, to fill in guest forms, to ask for some information. The lighting reveals the architectural concept and aesthetics.

Often it is observed that reception desks are dark or low lit. It is mandatory for the visitor to envisage a well lit reception environment which assists the communicative process. Besides that, a well lit desk surface improves the visual performance of the reception personal. Reception areas and desks have to be illuminated by a good quality of lighting (colour rendering-colour temperature) and an adequate quantity (illuminance levels) in order to fulfill various visual tasks and to please the visual sense.

## **CORRIDOR-CIRCULATION AREAS**

The corridors and circulation areas such as elevator areas and stairs are the transitional spaces which lead the guest to the room. A sufficient quantity of light, with no glare effects, is necessary to circulate with safety and ease. Signalizing the rooms' numbers and doors may provide the space with an additional quality.

Moreover, corridors are the intermediate space between the general impression of the building complex and the more personalized area of the room. It is a transitional space in which the visual task is just to walk and to be orientated; so, the designer may introduce different philosophies through lighting effects in order to avoid a "tunnel effect" and to transform this space to a "visual trip", where images and feelings are imprinted on the visitors mind.

Functional spaces, found in corridor areas need a careful treatment. Not only for the working person (relatively higher light levels) but also for the guest, it is important for these areas to be incorporated to the general design point of view.

## **ROOMS-PRIVATE AREAS**

The design and style of the hotel room reflects totally the business's value of what is hospitality and comfort. The room has to be confronted as a multifunctional personalized space. The type of the guest, his background, his needs, vary; his visual preferences and performance vary too.

The basic idea for the room setting is to feel like home. To create a designed harmonious and balanced visual environment is one of the primary goals. To provide the guest the appropriate means in order to create a self adapting environment is essential. It has to be taken into account the variability of different uses taking place into a hotel room depending the nature of guest's stay. Sleeping, relaxing, working and reading are several of these needs which demand various light levels and diverse type of designing architectural and lighting elements.

To meet up these requirements individual control systems could be implemented. By these intelligent controls the user may choose the lighting scenario to suit his visual preferences. By this digital control unit the guest may manage the blinds to adjust the natural light, may dim the light level to personalized level, may alter the lighting scenario in the restroom. A number of preset lighting scenarios could be programmed as well. A welcoming light scenario, a sleeping light scheme or a waking up light scene provide visual experiences. Safety and orientation at night should be considered too.

During the initial lighting design the design team and operator have to set the participation degree of the guest to the lighting scenery in order to assign the appropriate installation. The more the guest interacts and participates to the adjustment of his environment the more exciting the stay becomes.

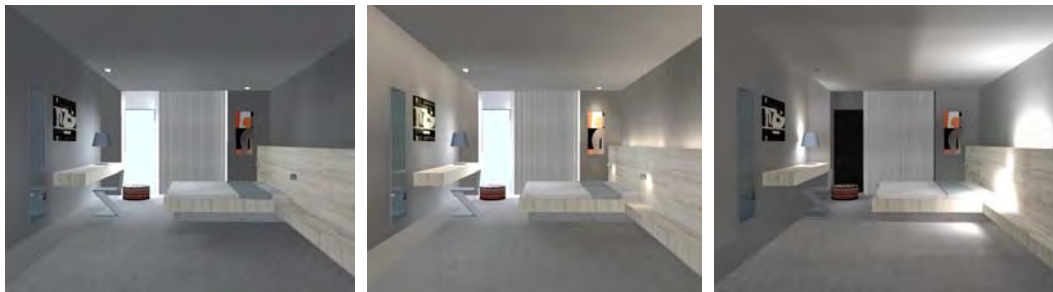


Figure 2: Examples of different Lighting Scenarios for a Hotel's typical room (from left to right various adaptations: Daylighting, Welcoming, Reading (Dialux Software)).

## **FACILITIES-AMENITIES**

New uses, such as spas, wellness centers and swimming pools are introduced in hotels' facilities in order to make the stay more comfortable and the service more competitive. These spaces should be dealt with great respect to the notion of relaxation and convenience.

Controlling the light levels and especially the lighting scenarios to make diverse sceneries is an important design tool. The ability of the lighting scheme to differentiate the colour temperature (from warm light to cold light and vice versa) is a mean to recreate the space. Careful introduction of colour in lighting scenery might offer more value to the space. Introducing natural light to the space adds a quality on well-being and gives an important visual and sensual connection with the natural environment.

## **MULTIFUNCTIONAL ROOMS-DINING**

The majority of the hotel businesses provide the customer with a variety of services except of the rooms. Dining, Conferences, Seminars, and Halls for parties and social events are usually spaces found in hotel complex. The fresh and cool design not only in lighting but in the interior decoration and architecture becomes more and more necessary to meet up the most extreme demands. Concerning the lighting it is necessary to point out several key elements that make an installation successful and adaptable to any different event.

Firstly, the most important issue is to install a good quality and totally controllable lighting scheme. Spotlights on tracks and other light fittings must be dimmable by a central control unit. The ability of dimming up and down the sum of the lighting sources may adapt to any kind of concept during a social event.

The potential of changing the colour temperature (ability of altering the degrees of Kelvin from warm to cold light) is also to be discussed.

Specifically when examining a Seminar room, there might be different space situations which demand a different type of visual environment. In such a room an oral presentation, a screen presentation or a discussion could take place. The fact of establishing a blind control system to control natural light is also important.

Another example is a dining room or the breakfast room. Both of these rooms while used during the day should have direct sight to the outdoor environment and perspective views to the outside. The good colour rendering of lighting sources and the pleasant atmosphere are mandatory for the guest to savor, communicate, discuss. While the nighttime usually it is necessary to dim down the lighting to create a more cozy and relaxing environment.

In all cases orientation, emergency lighting installation and the overall feeling of safety are very important for the well being of the use

## **OUTDOOR SPACES AND FACADES**

The outdoor areas and the façade of a building are the identity projected to the eyes of the viewer. These are the advertising board of the hotel in the surrounding area to transform it into a landmark. Exaggerations of lighting intensities and colour may be abstained, though a holistic and conceptual installation might attract the visual interest.

The basic rules in outdoor spaces and facades are to take into account the architectural concept and forms additionally to the business plan and philosophy. These notions are the basis of establishing a contemporary lighting design which highlights the character of the company, no matter if it is a family enterprise or an international firm. It is also necessary for the outdoor lighting to avoid any visual impact on the guest's private areas like the room and its terrace.

Signalizing the entrances, the exits and fire exits, the process of arrival and the pathways are in general some key elements while conceiving lighting. The result must always be based on the above mentioned properties, the business' identity and the revelation of Architecture.

### **FACILITIES-WORKER'S ENVIRONMENT**

In general there is a variety of different types of personnel working in a hotel complex. Their aim is always to service the customer and to offer the higher quality of hospitality for the guest.

No matter if these people are working in reception, restaurant, kitchen, technical department or cleaning personnel, their working environment should provide the appropriate standards in order to fulfill their job (qualitative lighting on the appropriate levels). For example a receptionist deals with a variety of guests' demands and has to cope with not only communicating but also writing, typing. The amount of light on the desk area should be alike to an office space (400-500lux) in order to achieve the variety of visual tasks. Likewise on a kitchen there are mandatory properties of the luminaires installed. A very good colour rendering is necessary for the cooking while high protection of fittings against moisture and heat ensure the safety above kitchen and food preparation.

### **CONCLUSION**

Throughout the above analysis it is obvious satisfying the Guest is a complex procedure and a correlation between different professional specialties. The basic aim of Architectural and Lighting Design is to project the best image and to cooperate in order to please the eye and the brain. Sensing the space through Light and Lighting is possible; under a careful study of every spatial quality, in every project, the result enriches the environment by visual stimuli.

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## **Constructing Tourism in Greece in 50s and 60s: The Xenia Hotels Project**

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### **ABSTRACT**

The Xenia Hotels Project started in 1950 by the newly-founded Greek National Tourism Organization (G.N.T.O.). It was a unique Greek State program, by which different types of buildings and infrastructures were constructed all over the country, setting the standards for Greek tourist accommodation.

When and why did GNTO start the Program? Which were the aims of the Project? How did the Project change over those two decades? What are the types of the buildings? What happened to the Project? This presentation's ambition is to answer these essential questions based on documents of GNTO archives.

In the early 50s, prewar tourist facilities were ruined. At the same time, the General Secretariat of Tourism was transformed to GNTO, so that the Marshall Plan would fund four hotels. Despite wishful thinking that tourism would become a main axis of postwar economy, private investors hesitated to invest in tourist accommodation. As a result, GNTO continued constructing hotels and the Xenia Project was born. From 1951 to 1958, architect Charalampos Sfaellos was the Director of of the Technical Department. From 1957 to 1967, the pioneer architect Aris Konstantinides was the head of the Organization's Architectural Projects Sector. Thus, we can divide the Xenia hotels project into two phases influenced dramatically by the architects in charge. The buildings of the Project (hotels, motels, pavilions etc.), built in beautiful and historical sites, follow the principles of modernism mixed with local and cultural context. The Xenia Hotels set international high standards for private Greek investors in tourism. Local communities welcomed the Program, too. The Program faded out when A. Konstantinides resigned under the dictatorship of 1967. In the

following decades, mass tourism, new luxury life model and bad management led the Project to decline.

The Xenia Project not only constructed the buildings and their infrastructure, but also produced the “Xenia” brand based on sustainable policy on tourism that promoted the international “icon” of Greece as a “cultural product”.

**Key Words:** Tourism, Architecture, Modernism, Xenia Hotels

## 1 INTRODUCTION

As Tourism is today's most promising economic activity in a country in Crisis, it is very interesting to investigate how this phenomenon evolved in Greece after World War II (WWII), the major crisis of the 20<sup>th</sup> century. Of course, the two crises are very different (today we have an economic crisis), but after the War, all countries involved were broke and they faced the challenge to reconstruct in peace, despite their recent hostilities. Reviewing the past will reveal aspects essential to understand the present and plan for the future.

The Xenia Hotels Project marked the two decades of the Greek State's post-war reconstruction in the 50s and 60s, as a Civil war followed the world war till 1949. It was a unique State program. It started in 1950 by the newly-founded Greek National Tourism Organization (G.N.T.O.), by which different types of buildings and infrastructures, based on Modernism, were constructed all over the country, setting the standards for Greek tourist accommodation.

Modernism in architecture started to spread in the beginning of the 20<sup>th</sup> century. It was born under the spirit of neoterism during the late 19<sup>th</sup> century, as a rejection of the formal, anachronistic Neoclassical architecture (represented mostly by École des Beaux-Arts) that was dominant at that time but couldn't solve the problems and the needs of the modern way of life in industrial societies at big fast-growing cities. Industrialization, capitalism, urbanism and wars highlighted modern architecture as a fast, economical and quality solution to the contemporary mass problems of housing and reconstruction. In addition, new technologies and materials (glass, steel and reinforced concrete), the standardization of the construction by using prefabricated products and the innovative modern urban theories, fit the neoterism enthusiasm. After World War II disasters it was the dominant movement.

The Xenia Hotels Project is known in architectural, economical and tourism cycles as the program which played a significant role in the development of tourism, and the buildings are part of the modern architectural heritage. Despite that, the mainstream knowledge about the Program is still based on cliché stereotypes, speculations, obsessions or prejudice. This presentation's ambition is to reveal information about the Program, based on the unpublished records of the proceedings of the GNTTO Management Council (from 1950-1969), the GNTTO Plans Archive, the Journal “Xenia” (the Journal of Hellenic Chamber of Hotels, 1950-1951, 1960-1967) and the Journals of the Greek

Touring Club from 1931 till 1967. It also aims to answer the essential questions: When and why did GNTTO start the Program? Which were the aims of the Project? How did the Project change over those two decades? What are the types of the buildings? What happened to the Project?

## **2 STATE PROGRAMS IN GREECE, TOURIST ACCOMMODATION PROGRAMS IN EUROPE & THE XENIA PROJECT**

### **State Programs in Greece based on Modernism**

Unlike the rest of Europe, in Greece we have very few examples of State Programs, all of which focused on solving very special social difficulties by using modern architecture: the School Program in the interwar period (30s) by the Ministry of Education, to address illiteracy; the post-war Housing Program by the Social Housing Organization, to provide low-cost residence to low-income internal migrants (Unfortunately this program was extremely limited comparing to the huge housing demand. Finally, housing was solved by private initiative by the phenomenon of “flats for land exchange” between small-lot owners and small-scale self-taught contractors, who built an apartment block on it.); the pre-war housing program for refugees of the Asia Minor Catastrophe, which can't be analyzed as a typical State program, as it lasted for decades (from 1922 till the 70s) and it is very complicated, involving urban planning, state loans, social housing, self-housing-constructions etc; the Xenia Hotels Project (1950-1967), to offer hospitality to high class international tourists, who brought valuable foreign exchange to a poor developing country.

All state programs of the 20<sup>th</sup> century used modern architecture to deliver fast, economical and quality results. The Kallia's Primary School Program (named after the engineer D. Kallias who settled the standards) in the end of the 19<sup>th</sup> century (1894) was based on neoclassical architecture (Kalafati 1988), as at that time modernism wasn't spread yet and local constructors had ignorance of the new material (betón armé) and technique.

### **Tourist Accommodation Programs in Europe**

The Xenia program is unique for Greece, as it is the only state program focusing on economy. We can find tourist accommodation programs in Europe before and after WWII. In Fascistic prewar Spain, there are two kinds of building networks, the “Paradores” (hotels in historical-artistic style) and the “Albergues de Carretera” (=small road station inns) (Diez-Pastor, 2010). At the same time, Fascistic Portugal had the “Pousadas” project, which is something in between (Lobo, 2006).

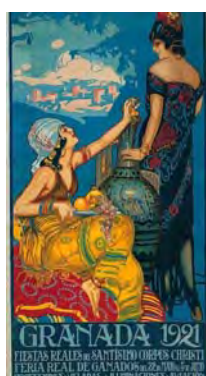
In the coastline of post-war Communist Countries, we can find large-scale accommodation buildings and infrastructure, that were addressed to native and international tourists from the Communist Block that lacked coastline. In the cases of Yugoslavia (GNTTO Council, 1951) and Bulgaria, special legislation helped to offer hospitality to international tourists from Western



Europe, too, like the famous Black Sea's coast, the “Golden Sands” of Varna, Bulgaria (Kalanikov & Doychev, 2007). Those programs had similarities with the Xenia Project (all of them were state programs, used modern architecture, aimed to import foreign exchange) but also differences (as the communist programs were large-scale programs focusing on mass tourism; thus, many of the hotels lost their human scale, came in contradiction with the natural environment and some of them can be characterized as Brutalist architecture).

Tourism programs in Western Europe, like Spain's program, integrated into “Apertura” (=diplomatic and economic opening) of the late Franco's Dictatorship, and the “Languedoc-Roussillon Interministerial Tourist Development Mission” in France, known as “Mission Racine” (by the principal in charge) took place in the 60s, focusing on mass tourism. Both programs favored the Mediterranean coast and costed irreversible environmental degradation. On the contrary, the Xenia Project was focusing on a tourist elite and its small-scale buildings were adjusted to the landscape.

Figure 5: International Tourist Posters.



Granada Spain, 1921



Rodes, 1927  
(Italian poster)



France railway, 1930  
(Pierre Commarmond)



France, 20s/30s  
(Roger Broders)



Dubrovnik, 1961

### 3. FOUNDING TOURISM IN GREECE

#### Prewar Tourism Accommodation

First modern Olympic Games (1896) organized in Athens attracted international "tourists". Until then, foreigners visiting Greece for non-commercial reasons, were romantic travelers, “lovers” of ancient Greek civilization. Archaeologists, historians and writers came to Greece as part of the “Grand Tour” to the East (=since the 17<sup>th</sup> century, a noble should travel once in his lifetime to explore the “Antiquity”, mostly in Italy and if possible in Greece).

In early 20th century, the Greek State appreciated the potential economical benefits offered by tourism, and from 1914 it started organizing official tourism bureaus in several forms, in order to attract foreign tourists and expatriates, but also to develop domestic tourism.

Table 4 Official Tourism Bureaus

1914	Tourism Bureau under the supervision of the Ministry of Economics
1919	Independent Department for tourists and exhibitions
1929	Greek National Tourism Organization (primary form)
1936	Sub-Ministry of Press and Tourism
1941	Directorate of Spa-towns and Tourism
1945	General Secretariat of Tourism
1950-today	Greek National Tourism Organization

For the same purpose, there were founded: the Traveling Association (1921) [later re-founded as a Greek Touring Club (1937)], the Greek Automobile and Touring Club of Greece (1926), the Royal Yacht Club (1933) etc and the professionals of the tourism organized unions such as the Chamber of Hotels (1935). In addition, the State established Tourist Police (1935), Tourism Schools (1936) and the Hotel Credit Organization (1939).

Travelers, traders, businessmen and tourists found decent hospitality in lodges located all over the country. They could find luxury, European-standard hotels (like the Aktaion Palace in Phaliro or Poseidonion on Spetses island) both in urban and in cosmopolitan places. In the province, they could find more humble facilities: hotels, inns or guest-houses, even rooms for rent in country houses.

At the same time, Spa-towns were organized at famous Mineral Springs (Aedipsos, Loutraki, Ypati, Kammaena Vourla etc), as treatment and leisure centers, taking the example from the european paradigm. These accommodations (spas and hotels) were addressed to domestic tourism and expatriates (mainly from Egypt or from America). The buildings built since the 30s, in contrast with urban hotels, are formed in plain volumes, without any unnecessary decorations. The emphasis on simplicity, functionality and usability has been affected by the Bauhaus modernism.

Figure 6: GNTO's Tourist Posters.

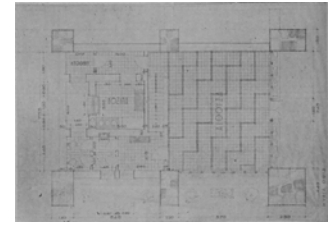
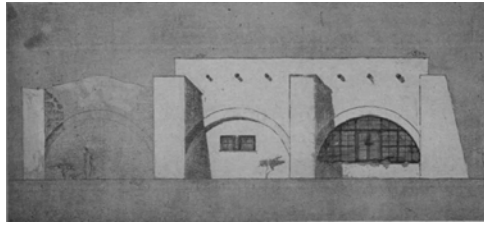


The first State buildings for tourism accommodation were constructed in 1930 by the GNTTO - primary form- (Ekdromika 20,27/1931, 32-33,41,43/1932). They were modest guesthouses for tourists, serving overnight stay in significant archaeological places that lacked decent accommodation. We don't have adequate information about them today, as most of them are demolished. The first guesthouse was built in Sounio. The same type was used on the Acropolis of Corinth, that still exists in bad condition, currently owned by the Hellenic Archaeological Service. Another one was planned in Delos, with restaurant and hotelier's residence. This one was designed bigger than the previous guesthouses, as the archaeologists would use it, too. In 1954, it was renovated and named “Artemis”. A “byzantine” style pavilion was built in Mystras. A “minoan” style was built in Phaistos. The plans were made by D. Kyriakos (known for refugees housing in Alexandras Ave.). The guesthouse had male and female dormitories for tourist groups. In 1954, it was renovated by the new GNTTO.

The Organization also built tourist pavilions on Mount Parnis, in Paleokastritsa on Corfu island, in the archaeological site of Knossos (used as tourist office), on Pefkias beach at Xylokaastro (used as refectory by car travelers), in Greek-Bulgarian-Turkish border checkpoint at Pythion (used as restroom), in the newly constructed artificial Marathon lake. Most of the tourist guesthouses and pavilions were replaced by new ones by GNTTO, after WWII, as they were obsolete.

Primary GNTTO also planned transformations of medieval castles into pavilions in the fortress of Patras, in Nafplion's Bourtzi, which was reconstructed and expanded after WWII (1951) by architect K. Laskaris (GNTTO Council, 1950), and in the venetian dockyard in Gouvia on Corfu island by the same architect (Technical Chronicles journal, 1933), a project that was never realized, thus saving the monument.

Figure 7: The “minoan” style guesthouse built in Phaistos (D. Kyriakos).  
 Figure 8 & 9: The plans of the tourist pavilion in Gouvia on Corfu island (K. Laskaris).



At the same time, primary GNTO planned an avant-garde program, so as to renovate and re-use abandoned monasteries as guesthouses (Ekdromika 20, 1931). Osios Loukas was the first Monastery in the list, followed by the Karyes & Vatopedi Monasteries of Mount Athos. National journal “Empros” (24/07/1930) supported GNTO's proposal, further suggesting that all monasteries be reused as sanatoriums for the public's vacations. Both articles tried to convince the Government to approve the program, but it seems that it was overruled. The program was revived after WWII (GNTO Council, 1954, 1955) for international tourists. The guesthouse of Osios Loukas was the first hostel completed. The two guesthouses of Meteora Monasteries (Varlaam Monastery guesthouse for men and Metamorphosis Monastery guesthouse for women) were the next and simultaneously the last projects, as the program failed, due the strict Orthodox Church tradition and the untrained (from a touristic perspective) Monks.

In 1935, Civil Engineer Ath. Manou, in his article “Tourism in Greece” published in Technical Chronicles journal, suggests the establishment of a “General Tourist Enterprise” owned by the State that would manage Spa-Towns, Archaeological places and tourist sites. Among its suggested responsibilities, the Enterprise would have to construct exemplary tourist accommodation using typology. He suggested: type A as mountain hotel, type B as Spa-town hotel, type Γ as sea-side hotel (all three with 100 rooms), type Δ as town hotel (50 rooms). He also suggested tourist pavilions with accommodation: type A (30 rooms) and type B (30 rooms & lobby), between long distanced tourist points. The buildings of the program should be built both in places that lacked accommodation facilities and in places with private facilities, as competition among them would improve the tourist services provided. The proposal stayed in theory, but it is the first time that we find such a large-scale state intervention expressed, similar to the Spanish or the Portuguese project.

### **The post-war projects of the General Secretariat of Tourism**

During the hostilities of WWII and the Greek Civil War (1946-1949), all available accommodation facilities were requisitioned by the military occupation and later by the Greek army. The end of the wars found most of the accommodation buildings demolished and the remaining ones fully obsolete or damaged.

In 1945, just after WWII, the General Secretariat of Tourism (G.S.T.) was founded. The Tourism Reconstruction Program was planned by the *Supreme Council for Tourism*. The program

proposed: the development of tourist sites (legislated in 1946), the reconstruction of Spa-Towns, the renovation of the prewar GNTTO facilities, the adaptation of old buildings to hostels and new projects. The Council succeeded in reaching an agreement with the American Aid in Greece to include funding of the renovations and the new facilities in the Marshall Plan (1948-51), under the condition that all tourism projects would attract foreign exchange right away. The selected places were: Rhodes, Loutraki, Aedipsos, Corfu, Cyclades and Crete.

The program included the prewar pavilions with accommodation of: Ainos in Kefalonia (unfinished) which was abandoned in 1953 because of the earthquake, Knossos that was expanded, Sounio, Lindos Rhodes, Corinth etc. The new GST's projects are the pavilions of Palaiokastritsa (1951, architect J. Kollas), which is the first project to be completed by the American fund, of Xylokastro "Ammoudia", of Aedipsos (1951, architect M. Zagorisiou), of Epidaurus, of Mycenae, of Dafni. In Nafplion, the fortress of Bourtzi was reconstructed and expanded by architect K. Laskaris (1951). Frontier Railway Stations at Pythio and Eidomeni were planned to be renovated.

The most important projects of that period were the pavilions of Epidaurus, used as restaurant near the prewar unfinished hostel, and of Mycenae, used as refectory, both planned by architect K. Laskaris. Dafni's pavilion (architect Ch. Sfaellos) included a camping site, where the Greek Touring Club was organizing the Feast of Wine, since 1955.

All projects started by the General Secretariat of Tourism were completed by GNTTO after 1950. GNTTO replaced many of them with new ones, a few years later, when they became obsolete.

### **The foundation of GNTTO & the new Tourism Programs**

Despite wishful thinking that tourism would become a main axis of postwar economy, private investors hesitated to invest in tourism accommodation. As a result, in 1950, the American Aid was convinced by the *Supreme Council for Tourism* to fund four hotels in strategic places, but still had doubts about the ability of the Secretariat to manage them. Thus, the General Secretariat of Tourism was transformed to GNTTO, an independent and flexible organization, authorized to: (1) manage tourist facilities owned by the state (hotels, spa-complexes etc), (2) invest in tourist projects in places lacking interest for private investments (hotels, pavilions, highway stations etc), and (3) organize commercial activities which lacked interest for private investments (festivals, tours, cruises, advertising etc).

The first session took place in great formality, on February 14<sup>th</sup>, 1951, with the presence of President S. Venizelos and the Minister of Commerce, J. Glavanis. The members of the first Council were the same as in the previous form, in order to continue the Secretariat's programs. In a two decades period, many programs were organized by a Council formed by various counselors. Despite any disagreements between them, the counselors always respected each other, and they didn't hesitate to conflict with the Government, when that was necessary for the tourism's benefits.

The most important tourism programs planned by GNTTO, which affected the position and/or the types of buildings produced, are: the “New Accommodation Program” including hotels and motels, named (after 1960) “Xenia Hotels Project” that became a model for private hotel projects, the “Tourist Pavilion Program” with or without accommodation (later integrated in the Xenia Project) including bars, souvenir shops, small exhibitions of folk art, tourist information kiosks etc, the “Development of Tourist Sites” with special legal status for tourism enterprises, the “Islands Development Program” that aimed to transform “wild” and beautiful places into cosmopolitan resorts (like Mykonos), the “Touristic Exploitation of Mount Pelion” a place that combines mountain for skiing with the sea and the tourist season extends beyond the summer period, the “Touristic Exploitation of Rhodes” the prewar cosmopolitan island, “Tours by Pullman coaches” and “Cruises” until private entrepreneurs took over, the “Road Stations Program” in partnership with private oil companies that was transformed into a motel program, the “Greece-Yugoslavia Cooperation Program”, the “Greece-Italy Cooperation Program”, the “Reconstruction Program for Spa-towns”, the “Touristic Exploitation of Archaeological sites, Medieval Castles and Byzantine Monasteries”, the “Acropolis projects”, the “Touristic Exploitation of Mount Parnis” and the “Touristic Exploitation of Saronikos Seaside”, both projects planned by C. Karamanlis' Government in which the GNTTO was opposed to, the “Mount Lycabetus projects” etc. Occasionally, there were many other programs: transformations of old buildings to hostels, organizing festivals (Athens, Epidaurus) etc.

#### **4. EARLY PHASE PROJECTS (1950-1957)**

From 1951 to 1958, architect Charalampos Sfaellos was the Director of GNTTO's Technical Department. The Architectural Design Office consisted of the young architects: M. Zagorisiou-Giannouleli, G. Georgiades, K. Spanos and H. Souffli-Spanou. The established architect Cl. Krantonellis was the head of GNTTO's Projects Section (1951-53). GNTTO's counselor, P. Sakellarios, prominent architect at that time, had an active role in architectural issues. Many projects were outsourced to renowned architect offices, such as Doxiades Associates.

The first 4 new GNTTO's accommodation buildings planned to be funded by the American Aid were assigned to well-known architects of the time. The Americans requested the selected sites to return an immediate profit that would fund new tourist facilities. The selected places were: Delfi as one of the most important archaeological sites, Mykonos the prewar cosmopolitan resort, historic Nafplion the first capital of Greece and Kastoria the traditional town near the border with Yugoslavia, that provided the only car travel road connecting Greece with the western non-communist countries. The A' class hotel “Delfi” was designed (1951, expansion 1955) by the professor of architecture D. Pikionis, who was also involved to the Acropolis project. Architect P. Vasiliades was temporarily detached from Ministry of Reconstruction to design the hotel “Leto” (A' class, 1951) in Mykonos. The A' class hotel “Amfitrion” in Nafplion was designed (1951, expansion 1956) by Cl. Krantonellis. Unfortunately, the Americans didn't welcome the road-

connection with communist Yugoslavia, and rejected Kastoria's hotel. GNTTO kept up the project on its own funds. The A' class hotel "Du Lac" was designed by Ch. Sfaellos (1953) with fellow architect M. Zagorisiou. GNTTO Council approved the architectural designs after several morphological interventions (GNTTO Council, 1953) aiming to harmonize the modernist building with the cultural landscape of the traditional town.

Despite the fact that the first four of GNTTO's hotels were a great success, private entrepreneurs still avoided to get involved with tourism sector. Thus, the Organization continued the accommodation project by building hotels in Archipelagos, Ionian Sea, archaeological and historical sites, Pelion, Spa-towns etc.

The Archipelagos islands hotels are: "Thetis" on Skyros (B' class, K. Doxiades - A. Skepers Associates, 1955), a hotel on Samothraki (B' class, Stuart M. Shaw & K. Spanos, 1955), "Meltemi" on Paros (B' class, K. Kapsampelis, 1955), "Alkyon" on Thasos (B' class, Ch. Sfaellos, fellow architects K. Spanos & H. Spanou, 1956). The "Hermes" hotel on Syros (B' class, K. Georgiades, 1956) and the "Atlantis" hotel on Santorini (B' class, civil engineer J. Venetsanos, 50s) joined GNTTO's accommodation network for financial reasons.

The hotels on Ionian Sea islands are: "Ainos" in Argostoli of Kefalonia (B' class, Ch. Sfaellos, fellow architects K. Spanos & M. Zagorisiou, 1955), "Des Fleurs" on Zakynthos (B' class, P. Vasiliades, E. Vourekas, P. Sakellarios, 1955). "Corfu Palace" in Garitsa (luxury class, P. Sakellarios, 1953) joined the network after a 50% depreciation of Greek Drachma, as the entrepreneurs had loans in USD. Due to the "Greece-Italy Cooperation Program" Ch. Sfaellos was assigned to design another hotel at Kanoni on Corfu island (B' class, 1958). In 1965, it was replaced by the "Corfu Hilton" hotel, as the unit was privatized and demolished by the new owner.

In Pylos, a place with archaeological interest, the Organization built the "Nestor" hotel (B' class, 1956), one of the less featured GNTTO's units, as the Council was disappointed by the architectural result. In the spa-town of Ypatis, which fulfilled all the standards to be developed as a European bathing resort, GNTTO raised an A' class hotel (Ch. Sfaellos, fellow architect D. Zivas, 1958). Due to the "Touristic Exploitation of Mount Pelion", Ch. Sfaellos designed his last project of his career in the Organization, in Tsagarada (B' class, 1957, expansion 1964), as the Council's morphological intervention was the beginning of the end for their partnership. The hotel of Ouranoupolis (B' class, P. Sakellarios, 1958, expansion 1964 bungalows) can be characterized as the last project of the early phase and the closing project of the GNTTO-Church (pre-war) cooperation (the traditional town of Ouranoupolis is the passage to the autonomous Monastic State of Mount Athos). P. Sakellarios was discharged from the Council in 1958 and Ch. Sfaellos left the Organization in 1958. Their withdrawal closed the early GNTTO's projects period.

Other projects GNTTO executed were: tourism pavilions, traditional mansions turned into hostels (1954 "Hydra" Voudouris Mansion, Hydra, architect P. Manouilides) and frontier stations (1953, Eyzones, Evros, architect K. Spanos). The tourism pavilion project included: repair of pre-war facilities, finishing pavilions founded by the GST's and new ones, serving: beach facilities (in



Mykonos, Kefalonia etc), archaeological sites (Episkopi etc) and historical places (Thermopylae, Marathon).

The Early phase projects were hotels in their majority. By that time, each hotel had its own name, originated in myths, heroes, lakes, mountains, winds and local site names. Most of the hotels were designed by the the GNTO's Technical Department. Ch. Sfaellos, particularly, had designed 6 of them himself. Beyond the use of the basic principles of modernism (grid, pilotis, standardization, functionality etc), we acknowledge his personal creativity in the use of: the upside-down cuneiform pillars of pilotis (Ainos, Thasos, Tsagarada), glass-bricks, the crook-lined wings, split levels etc, that formed his personal architectural style. In the cases of Kastoria and Tsagarada, his original plans were alienated by the Council's intervention, by using tile roofs, stonewalls etc, so as to be adjusted to traditional forms. Ainos, Thasos and Tsagarada units (before interventions) seem to be sequels of a single experimentation. Ypatis and Corfu hotels are both unique; the last one can be characterized as one of the best projects of his career.

Figure 10: The Organization's hotels designed by Ch. Sfaellos.



In 1957, in his article “Architecture and Tourism” (Architectoniki, 1/1957), Ch. Sfaellos made a report on behalf of GNTO's Architectural team, explaining that the selected sites were in “closed-loop tours”, where tourists could find in “calculated distance” places to rest, eat or spend the night. Large-scale buildings had to be harmonized with the natural/traditional/archaeological landscape, without any “graphical décor”. All units complied with international standards and GNTO's budget in order to become examples for private investors. At the end of his article, Sfaellos concluded that the Organization's contribution was more than tourist development of a site, it was a cultural intervention.

## **5. LATE PHASE PROJECTS (1958-1967)**

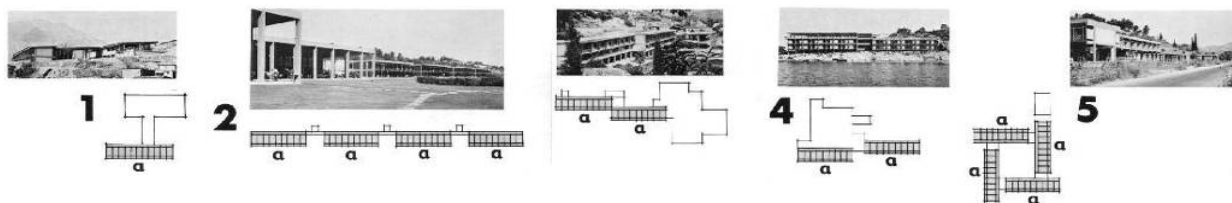
From 1957 to 1967, the pioneer architect Aris Konstantinides was the head of the Organization's Architectural Department. He recruited a team of young passionate architects: Ph. Vokos (1958-after 1967), G. Nikolettopoulos (1957-1970), K. Stamatis (1958-1966), D. Zivas (1958-1963) and the only woman of the team, Aik. Dialeisma (1957-1963). The Organization also hired more experienced architects, such as J. Triantafillides (1958-1964) and Ch. Mpougatsos (1958-1966). In this phase, many projects were outsourced, too, to renowned architect offices such as J. Rizos (1961, Xenia of Edessa), J. Antoniadis (1961, Xenia in Mytilene), P. Manouilides (1966-76, Xenia of Nafpaktos “Evdokia”), P. Mylonas (1959, “Mont Parnes”), K. Kitsikis (1960, Xenia of Portaria), A. Papageorgiou-Venetas (1961, Xenia in Sifnos), Sp. Tsaousis (1961, Xenia Motel in Makriammos Thasos with bungalows), N. Chatzimichalis (1962, pavilion Xenia in Sounio) etc.



Konstantinides' new architectural team acted as a workshop with common architectural values, contrary to the previous early phase team that was centralized around Sfaellos. Before joining GNTO, Konstantinides had worked in the Social Housing Organization (SHO), making his first steps in standardization in Housing Programs. Nikolettopoulos and Stamatis also worked in SHO after their graduation. All members of the architectural team, even young architects, were assigned large-scale, demanding projects. Although Konstantinides is characterized as an argumentative/strict person, he trusted his team, giving them complete architectural freedom.

We can categorize the types of the new buildings of the second phase in two groups: Tourist Accommodation (Hotels, Motels & Highway Stations with accommodation) and Tourist Facilities without accommodation (Beach Facilities, Pavilions-Restaurants, Tourist Stations, Special Facilities, Frontier Stations).

Figure 11: Organizing rooms in wings. Aris Konstantinides.



The second phase hotels are B' class in majority, contrary to GNTO's principles (supporting high-standards tourism), in order to reduce the cost per unit. For the same purpose, the first accommodation buildings of this phase still had shared bathrooms or lacked heating system, a fact that reduced the life expectancy of these hotels. Reduction of the units' cost was fundamental for the Organization, as they would build more facilities with the same budget. At that time (1958), a new type of accommodation, the “motel”, was imported to Greece, targeting tourists who would travel by car around the country, spending each night at different, cozy hotels, with parking lots, built nearby national highways. Organizing rooms in wings, providing outdoor access to rooms, replacing bathtubs with showers and selecting low-cost non-urban lots, reduced the cost of construction. Highway Stations with accommodation were a type similar to motels, in smaller scale and with fewer rooms (usually with shared bathrooms), that had the potential to become a motel by future expansion. All types of accommodation buildings usually had oversized public facilities to serve future expansions and the local communities. In some cases, another new accommodation type, “bungalows”, was used for expansions, as it could easily adapt to different landscapes.

The second phase projects are too many to be all analyzed (or even mentioned) in this paper, so we have to refer only to a few representative ones. The first hotel designed by Konstantinides is “Triton” in Andros (1958). His second project was the “Xenia” Motel in Larissa (1958), the first GNTO's motel. This is the first time a project is named “Xenia” (GNTO Council, 1958). At the same time, Konstantinides was studying the Motel of Igoumenitsa (1959) and he decided to experiment with the standardization of the buildings to save time and to reduce the cost.

As he explained in his literature (Konstantinides, 1992, v1, pp 270-274) he took advantage of the neutral environment of both motels and designed them as “brothers”. In 1960, he presented them side by side in *Architectoniki* magazine (24/1960, pp 71-80), exposing their similarity, without any comments. Gradually after 1958, all the projects of the Organization were named “Xenia” (even the older ones), so as to be established as a high-standard tourist-facilities brand, which is actually recognized till nowadays.

All the second phase buildings continued to support GNTTO's policies on tourism. We find Xenia hotels, motels and highway stations in almost all Archipelagos islands [Andros, Mykonos, Kos, Poros, Samos, Rhodes, Skiathos, Spetses, Chios, Creta (Heraklion, Rethimno, Karteros, Chania), Patmos, Sifnos, Skopelos, Thasos], in archaeological and historical sites [Andritsaina, Olympia (Xenia Motel I, II, “SPAP”), Sparta, Nafplio (Xenia II, “Nafplia Palace”), Methoni, Kalamata], in Northern Greece [Drama, Edessa, Kozani, Komotini, Xanthi, Serres, Florina, Paliouri in Chalkidiki], in winter tourist destinations [Arachova, Karpenisi, Kastania in Corinthia, Vytina, Erymanthos], on Mount Pelion [Portaria], in Volos, on Mount Parnis [“Mont Parnes”, “Parnis”, “Xenia” hotel], along national highways [Kalampaka, Larissa, Platamonas] and especially for the Greece-Italy Cooperation Program [Igoumenitsa, Ioannina, Arta, Messolonghi, Itea, Mornos, Acheloos, Parga, Nafpaktos], along Saronikos Seaside [“Asteras” bungalows & “Arion” hotel in Vouliagmeni, Grand Resort Lagonissi], in Spa-towns [Kyllini] etc.

The most well known pavilions are in: Evripos (1961, G. Nikolettopoulos), Kozani (1960, with accommodation), Antirio (1959, J. Triantafillides), Eretria (1959, Aik. Dialeisma), Livadia (1960, A. Papageorgiou-Venetas), Akropolis of Serres (1957, G. Nikolettopoulos), Sounio (1962, N. Chatzimichalis), Filopappou (1960, “Dionysos”, P. Vasiliades), Loumpardiaris (1960, D. Pikionis), St. Loukas Delphi (1960, P. Pikionis), Xylokastro (1960, K. Mpistios) etc.

The second phase Frontier Stations are in: Igoumenitsa (1959, G. Nikolettopoulos), Evzones (1963, G. Nikolettopoulos), Nikis (1958, Aik. Dilaesima), Kipoi (1961, K. Stamatis) etc.

The most popular Beach Facilities of this period are: St. Kosmas (1961, Ph. Vokos), Vouliagmeni I (1960, “Asteras”, K. Voutsinas), Vouliagmeni II (1959, public beach, P. Vasiliades, E. Vourekas, P. Sakellarios), Arvanitia (1962, J. Triantafillides), Loutraki (1960, D. Zivas), Kavala (1961, G. Nikolettopoulos), Glyfada (1958, P. Vasiliades, E. Vourekas, P. Sakellarios), Patra (1960, R. Koutsouris), Nafpaktos (1962, K. Stamatis) etc.

In the second phase GNTTO also transformed traditional mansions into hostels (1958, “Hydra II” Leousis Mansion, Hydra, architect Aik. Dialeisma), re-used obsolete big-scale buildings into hotels (1960, Parnis Sanatorium, J. Antoniadis), renovated historical tourism accommodation (1958 renovation & expansion, “Poseidonion”, Spetses, P. Zililas) etc. At last, there are some special projects such as: the Xenia guesthouses & actors' changing rooms in Epidaurus (I & II, 1960-62, A. Konstantinides), tourist offices (Rome, Syntagma Square Athens), Glyfada Golf Club etc.

From Konstantinides literature we can summarize his personal architectural principles that he inspired to his team. The architect of each hotel would select the location where it should be built, in a privileged site, providing beautiful view, proper orientation and accessibility. The main general architectural characteristics are the following: environmental integration (natural, urban and cultural environment), proper orientation (usually south or east), a functional program of the floor plans, simplicity in forms and authenticity of the materials and techniques, a low budget construction, separation of public and private functions, relationship between inner and outer space, grid, typological organization and standardization of the construction. The materials selected were usually a combination of modern materials and materials used in local traditional architecture. Beyond these common characteristics, each building is unique.

The Program faded out when A. Konstantinides resigned under the dictatorship of 1967. Ph. Vokos took his place in the Organization, at the beginning of a new era; as mass tourism dominated in the following decades, the private sector took the baton of the tourism industry and state accommodation was no longer in need. Since 1967, the GNTTO finished the projects of the previous period. Only a few units were built after the political changeover in 1974 [such as the Xenia of Lefkada (1978, F. Deligiannis) and the Xenia “Evdokia” of Nafpaktos (1966-76, P. Manouilides)]. They were planned before 1967, but the plans were abandoned due to political reasons. In 1974 A. Konstantinides returned to GNTTO and lead another important accommodation program, the re-use of traditional settlements as guesthouses.

## **6. CONCLUSIONS**

State intervention in tourism was an international practice until the 60s or the 70s. In Greece, the state intervention aimed to support the private investments in the tourism sector. The lack of private investors generated state tourism programs, not only in accommodation, but even in commercial activities.

The program known as the “Xenia Project” includes tourist accommodation and infrastructures made by official tourism organizations, from the beginning of the 20<sup>th</sup> century (the prewar pavilion-hostels of primary GNTTO, the projects of the General Secretariat of Tourism, the primary and the late projects of GNTTO), so as to reinforce tourism as a main axis of economy. Projects in Spa-towns are excluded from the Project, as they didn't succeed in attracting international tourism according to the model of European bathing resorts. The two phases of the Xenia projects in the 50s and 60s were dramatically influenced by the architects in charge (Ch. Sfaellos during the early phase, A. Kostantinides during the second phase). The architect of each project designed from the architectural shells till the finishing details, which can be considered as a holistic design approach (Georgiadou et al., 2014).

The buildings of the Project (hotels, motels, pavilions etc.) built in beautiful and historical sites, follow the principles of modernism mixed with local, geographical and cultural context. Using Modernism as the official architectural style, it was a conscious political choice, not only to

benefit from the advantages of the new materials, but also to promote Greece as a West-oriented progressive country. The buildings were not planned as stand-alone projects, but as part of an integrated sustainable policy on tourism. The GNTO gave priority to the provinces (usually not the urban places) and in places that lacked private tourism facilities, as the main goal was not the hotel units themselves, but the tourist development of the region. Middle-class tourism was left to private enterprises that exemplified from the Project's high standards units. Those facilities became very popular to the local societies, too, hosting their cosmic events.

The Program was lead to decline because of bad management, mass tourism and today's prevailing luxury lifestyle that is contradicting with the sober post-war modernism. From the 50s, GNTO made several unsuccessful efforts, using different models, to privatize the buildings, as a public operator could never be as flexible as a private one. But even in the cases that a unit failed as an economic activity, it always gave a long-term macroeconomic profit, because it contributed to the tourist development of that particular region. Today, most of the buildings are obsolete and abandoned. On the other hand, the architectural identity of the buildings in use is dramatically transformed by awkward attempts for renovation and expansions. The “aggressive” effort of the Association of Greek Architects (since 2007) to declare the most important Xenia Project’s buildings as monuments, has saved some units for the time being. But this is only the begin of the debate towards restoration.

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## **Redesigning the visual identity of the objects displayed in a museum's gift shop**

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### **ABSTRACT**

The relationship of a museum, as a cultural organization, to its gift shop as a commercial product, is more critical than it seems. A contemporary museum, as a recreational space inherent in the consumption culture, asks for the redesigning of its cultural products in order to urgently finalize its fundamental survival plan. The gift shop along with its products, are both an important and a special place that allows the museum's profile strengthening, hence, substantially contributing to the economic development of the museum organization.

In recent years there is a nationwide tendency for the development, even so upgrading, the Greek souvenirs, a request that comes not only from individuals, groups and young entrepreneurs, but also from state agencies. Their demands are apparent in the subject-specific design competitions, as well as in the relevant researches held by academic institutions. The positive side of this

proactive attitude shines in the fact that some of the museum's gift shops align partnerships with professional designers, adjust their prices according to the current data, and increase the range of their products. However, it seems to be a long way ahead to run in order to reach the idea of redesigning properly such a kind of products.

In the present paper we suggest redesigning approaches implemented in some undergraduate works of the Visual and Decorative Arts Section / Department of Interior Architecture, Decorative Arts & Design / Technological Educational Institute [TEI] of Athens. An academic approach regarding the cultural product-design, is developed upon the study of history, thus based on an accurate design research, including the theories of the meaning that come along with the notions of the imaginative and the creative. Then, it presupposes a thorough analysis of interconnected complex systems that by all means it concerns museum organizations. Nonetheless, it provides cues for further inventions. In today's cultural environments, design occupies a central role in the creation and formulation of values, the structure of information flow and the aesthetics of the everyday practice. Moreover, it provides a conceptual framework so as contemporary issues and concepts can be properly addressed.

The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings. The aesthetic principle has under its skin the authenticity as a value, which, in its turn comes into existence through the systematic approach of the dynamics and effects of material and immaterial. Then, the type of a double-reference can be used and that could be an interesting idea to start experimenting upon.

To design items for a museum's shop consists a cognitive challenge; therefore it is essential to understand all the concomitant aspects. Acumen and the ability to adjust the phenomena of visual culture are presupposed in order to produce design that will not just follow the current but create the new, articulating at the same time a meaningful, complete reflection of our present cultural condition.

**Key Words:** Redesign, Visual identity, Museum shop, Cultural product, Souvenir

## **THE 21ST CENTURY MUSEUM**

The international, world-wide accepted definition for the notion of 'Museum' is given in 2007, in the content of the Rules of the International Council of Museums (ICOM): A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, preserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment (ICOM, 2007).

In this context, museum forms a complex pattern of structures, organized so as to allow the contact between humans and objects through the human senses. The institution of a museum is based upon a set of standards and rules which, in their turn, are based on a system of values such as the safeguarding of a heritage, the presentation of works of art and unique objects, the transmission of scientific knowledge etc. The institutional nature of the museum not only includes the strengthening of its educational role and its authenticity with respect to science and arts, but it also encompasses the idea that museums remain in the service of society and its development (Desvallées & Mairesse, 2014).

Since 1980, museums has began to significantly change from ‘vaults’ of valuables - interiors obtainable only by a few, by the educated and the intellectuals- to spaces that are open and welcoming for everyone (Black, 2005). They adopted a more or less consumption model - through spectacular architecture projects, prestigious exhibitions and festivals etc.- increasing rapidly their popularity (Desvallées & Mairesse, 2014). Meanwhile, new museum functions, which had already been established by the second half of the 20th century, led to specific architectural changes within museum’s structure.

Among these structures –such as, the creation of workshops, the provision of rest-areas and multiple levels of usage spaces- was also the creation of bookstores, restaurants and shops that offer for sale objects related to the museum’s exhibitions. Gradually, the museums turned their attention to every guest, even to the people who do not visit them. Their current communication policy demonstrates an effort to reach a wide audience (Goulding, 2010), claiming a new role of a social action.

Today, most of the people who are visiting a museum they do not just visit its collections. Factors such as, the easy access, the convenient facility to have lunch and shop, the flexible exhibitions, the participation in various programs and/or activities, provide an important motivation in order to visit a museum. In some cases, the ‘tourist’ visitor seems to have replaced the typical ‘target’ visitor of museum market (Desvallées & Mairesse, 2014), inaugurating thereby several new prospects to the particular area in respect to its future planning.

Nowdays, the museum continues to evolve into a contemporary and socially aware organization, which emphasizes in the interaction between its entity and its visitor, in the way that its experience can be fascinating to most of the people (including children, senior visitors, visitors with disabilities etc.) (Black, 2005). The museum as an expression of cultural diversity, can be useful to society, accessible (intellectually, practically, socially, culturally, economically) to everyone (Black, 2005), inasmuch as it focuses its practices on managing successfully the overall experience of its visitors (Rentschler & Gilmore, 2002). Via those tactics that serve the entertainment of its visitors, it also educates them, offering to the public a complete museum’s experience.

The trend of museum’s activity to ‘turn to the public’, following the growing importance of the visits themselves, as well as the need to take into account the needs and expectations of the visitors, correspond to the so-called commercial trend of museums (Desvallées & Mairesse, 2014).



Accordingly, the development of museum's shop may be a manifestation of such a trend (Theobald, 2000). The museum's shop was originally conceived as a means of financial support to the museum (Lovelock & Weinberg, 1989), fulfilling a significant part of museum's objectives, namely, the one that refers to its educational vision (Theobald, 2000; Mottner & Ford, 2005).

Hence, over the years, the importance of the overall life of a museum has changed, transforming it into an institution with a mission to provide products and services that support the education and the enjoyment of a visitor, even to extend and advance the visitor's relationship with the museum (Theobald, 2000; Kotler et al., 2008; Buber & Knassmüller, 2009). Particularly, a museum's shop embellishes the functional content of a museum, by developing this content towards an educational cause. Further to that, it can decrease psychological barriers such as the 'fear' of entering the museum. In addition, the same effects of the integration of new technologies, also occur with the existence of a museum's shop; it lengthens the visitor's stay, intensifies the exploration of products and gives space for social interaction which, impacts on the quality of visitor's experience of the museum's essence (vom Lehn & Heath, 2005; Buber & Knassmüller, 2009; DeLand, 2015). Nonetheless, the museum's shop enhances museum's brand, by adding a strong element to its identity.

## **THE MULTITASK OBJECTIVES OF A MUSEUM'S SHOP**

A museum's shop is indeed an integrative component of the museum, in a sense that it constitutes the calling card of the organization. Among its objectives included its responsibility to support the achievement of the museum's educative aims and enable visitors to have information about its history and its collections. It also should take under consideration its visitors' expectations, address its activities to the broad public and last but not least, to bear the weight of keeping upright a financial contribution to the museum.

A museum's shop can be seen as a hybrid of a gift shop and a museum exhibit. However, several features distinguish a museum's shop from a gift shop, yet, the most significant one is its educational obligations to the visitor. Let us make this point it very clear, inherent in establishing the goals of a museum' shop should be the thought that the educational mission will often take precedence over its income production (Theobald, 2000; Hata et al., 2012).

Given the specific character of a museum's shop and its important institutional role as an important, public reflexion of the museum (Hata et al., 2012), like the museum itself, it has to deal with a dual objective, financial and educational (Kotler et al., 2008). For the Federal museums, the educational objective on an ad hoc basis might explicitly be put first by law (e.g. Austria) (Buber & Knassmüller, 2009). It is this very reason due to which, the objects displayed in a museum's shop must serve the overall image that the museum wishes to project.

Yet, there are certain guidelines regarding the above issues, especially in those cases where a museum has adopted the so-called Ethics Policies (DeLand, 2015). Within the context of a

museum's foundation, ethics can be defined as an exchange of views in order its core values and principles to be set and in their spectrum, the museum operations will be grounded. The ethic principles are developed and contained within the operational codes of a museum, henceforth, they sustain a moral code agreed and respected by all members of the museum's family, and its function works complimentary to the strict requirements of the law. An example of such an Ethics Code protocol is provided by the Ethics Code of the ICOM.

Following these facts, a museum's shop holds a designated meaning which, encapsulates several important obligations to the public, yet, more and above to ensure the quality and authenticity of its products. It is within the responsibilities of museum shop's involved staff, to be aware of the source, quality, and educational value of all items displayed in the shop, along with their proven authenticity (DeLand, 2015). Misrepresentations or misjudgements, concerning these values, directly reflect upon both the reputation of the museum and the museum's shop, therefore, any reproduction, replica, and relevant products should be meticulously chosen. By all means, any director of a museum's shop, along with the museum's ethics protocol, is required to ensure that the products follow the requirements of excellent quality (DeLand, 2015).

The planning of the number, the kind and the style of the products that will complete the shop's collection is a duty of the sales manager who determines the annual unit and gross-profit plans by implementing marketing strategies; analyzing trends and results. Even so, sales managers and advisors make their choices according to their intuition, adjusting selling prices by monitoring costs, competition, supply and demand, experimenting quite often, so to minimise the risk of low and/or zero sales. In any case, all the products should be examined on a regular basis and reassessed to ascertain the degree of their liaison to museum's collections, exhibitions and programs. The main criterion that they have to reply to, is to remain in alliance with the wider objectives set by the museum (DeLand, 2015).

Another issue that comes forward deals with the necessity to keep in equilibrium the museum-shops sale policies with that which a visitor is looking for or expects to find. The museum's shop should be ahead any visitor's need, and at the same time to embrace all of its visitors desiderata. The visitors; Who are they really? The demographics of museum's visitors vary, depending on the subject matter, the prestige and the location of a museum (DeLand, 2015). Thus, it is true that museum's visitors are changing due to wider societal influence, or due to their personal circumstances, but at the bottom of all these stands always the irrefutable element that the museum's shop director and its sales manager should never stop to try understand visitors and re-evaluate their selling proposition in order to continue to attract the existing and the new generations, if they are to survive (Slater, 2007).

Such an observation, firstly lead us to accept that the process of defining a marketing strategy for a museum shop, involves the 'reading' of the current visitorship (Buber & Knassmüller, 2009). Secondly, it allows us to say that the broad categorization of museum's shop visitors into three groups -the tourist, the enthusiast and the impulse buyer- is no-longer a sufficient source of information.

Eventually, as a result of some wise and brave decisions made by enlightened directors, several museums have become desirable places to spend a leisure time. In addition, the public's idea for the products that a museum's shop has to offer is equivalent to handicrafts of excellent quality and taste (Theobald, 2000). To maintain this exact expectation, the shop should present us with items that they are safe, they pursue an educational purpose and they are characterised by a higher quality (DeLand, 2015). Successful museum-shops offer unique items which, one can not find and buy anywhere else. In this way, they satisfy the visitor who seeks to take with him/her a palpable piece of evidence of the sui generis museum's experience. It is well established that the visitor's route in the museum has as its last stop the museum-shop (DeLand, 2015).

### **THE GREEK MUSEUM-SHOPS**

The progress that has been observed in the development of museums in Greece is also remarkable. There are many, noteworthy, small and large museums, where visitors meet with the Greek cultural heritage. Greece is one of the first countries in the western world that put to a museum's objectives an educational purpose first. The evolution of Greek museums characterised by decisions that made and affected them during several periods, until they reached the last period of critical change (2008 to present) in which, inter alia, new museum spaces created and new museum programs set. At the same time, the long period of economic recession had begun to reflect upon every Greek cultural institution.

Nevertheless, Greece is widely known as the land of the Archaeological museums -maintaining archaeological collections that are valued among the most precious in the world- and their visitors are long familiar with the particular kind of museums. Yet, during the last few years, museums that differ in style and content have also been developed, giving a plenty of choices to any possible visitor. The Greek museums, archaeological and others, are now compared with the ambitious international museums, on the level of the number of their visitors, their programs, events and exhibitions (Dalakoura, 2008). Still, there is a considerable undertaking that remains to be carried in order to fulfil their social vision, especially regarding its dynamics that can be further thrived, placing at the centre of their endeavours the substantial participation of their visitor.

Similarly, Greek museum's shops, particularly those that are hosted either in the Private or in the great Public or Governmental museums, are following the international standards of products and services quality, highlighting local characteristics along with a ruling design. Other, mainly the smaller Governmental museum-shops pass their management to the Archaeological Receipts Fund (TAII, 2017)<sup>26</sup> which, organizes in museums and archaeological sites shops that sale the exclusive TAI products, ie. casts, replicas, copies of ancient artefacts, etc.

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<sup>26</sup> Public Organisation under the auspices of Greek Ministry of Culture and Sports. It is mainly a fund-raising organisation that administrates the income deriving from the management of the archaeological sites to the benefit them back.

The majority of the aforementioned museums is keeping a low commercial profile, highlighting only the value of their exhibitions along with their educational attribute. Though, since 2000, the sales of the Private or the large Public or Governmental museums-shops constitute an important source of revenue, in smaller Governmental museums, archaeological sites and monuments, the shops are operated by obsolete procedures, resulting to raise a rather dull income. Despite the different managerial tactics, there is a broad tendency for developing and upgrading the Greek souvenirs not only from the visionary individuals, groups and young entrepreneurs, but also from governmental agencies and academic institutions, which announce relevant research and creative projects.

In order to define the identity and upgrade the function of Greek museums, it is drafted a national pilot-program which, among others, included the extension of the museum's visiting hours, the employment of qualified staff, the renovation and reopening of the affiliated shops and reassess the policy regarding the collections displayed in their museum-shops, by launching competitions and collaborations with Fine Arts Universities (Figure 1). The above activity brought into light some interesting outcomes; certain museum-shops sign partnerships with professional designers, re-adjust their prices and increase the range of their products. Yet, all the involved parties agreed with the indisputable fact that there is a huge unexplored field to delve into, regarding the process of re-designing objects for a museum's shop.

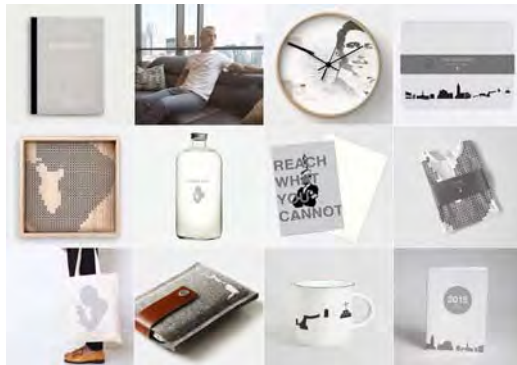


Figure 1: M. Roussaki, Designing Products for Kazantzakis Museum's Shop, Final Year Project, 2015

## **RE-DESIGNING MUSEUM'S PRODUCTS**

In this paper we present certain re-designing approaches realized in the Visual and Decorative Arts Section at the Department of Interior Architecture, Decorative Arts & Design, within the context of undergraduate works, dissertations and final projects. Here, the goal is to show the essential presence of design along with its efficient use. The academic study regarding the design of a cultural product, which takes under consideration its commercial features, additionally allows for the profound analysis of complex systems such as museum organisms. It includes the study of

history, design research and the creative effort, providing some valuable suggestions for further investigation.

In our contemporary cultural environments, design holds a central role in creating and articulating values, in structuring and transmitting information and in shaping everyday practices (Julier, 2006). Moreover, it can provide a conceptual framework to address contemporary concerns and concepts. In the projects that we will present, students have chosen small museum-shops, yet, their targeted design addressed to young people, having in their mind their peers and following their own mode. With the exhibited works of art in those museums as raw models to inspire them, they re-moduled old motifs and themes, giving to old works new shapes, venturing sometimes subversive and entertaining applications.

During the early phase of the planning process and in order to develop the fundamental familiarity and the concomitant understanding of their subject, they investigated their subject through a systematic research, applying to their research qualitative and quantitative research tools. In this context the students have studied the cases of ten museums in Athens<sup>27</sup> and two of the Region museums<sup>28</sup>. It was made a use of a mixed design research: questionnaires completed by nine museum vendors in Athens, interviews replied by representatives of five Athens and regional museum's shops, behavioral observation and questionnaires.

The main reason for the foundation and the overall existence of museum's shops was and still is the financial support of the museums. An exception is provided by few museum-shops which, they have no commercial but informative and educational orientation. Such a strict policy results to limited sales, that, in their turn, lead to a collection of a small range of products, which works rather negatively for their visitors.

Withal, the percentage of museum's visitors who visiting the shop is quite high and there is also people who visit exclusively the shop. However, the sales are moderate, mainly due to a large percentage of visitor's belief that the products are expensive and for that they do not appeal to their preferences. The sale directors and the managers in both the small and the large Private have identified this precise matter or Governmental museum-shops, consequently, they are geared towards including in their collections more economical products. Thus, they aim to broaden their purchasing audiences, especially, the younger audiences.

Almost all museum's shops display cultural products, aiming to contribute to the acquisition of knowledge and the interpretation of the exhibits, moreover to convey an experiential type of experience for the visitor. In addition, their intention is to introduce the exhibits to a wider audience, as the aforementioned products are offered for personal and/or business gifts. The cultural products are genuine copies of significant and representative exhibits of the permanent

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<sup>27</sup> Benaki Museum, Byzantine & Christian Museum, Acropolis Museum, Numismatic Museum, Museum of the History of the Greek Costume of the Lyceum Club of Greek Women, B. & M. Theocharakis Foundation for the Fine Arts and Music, Museum of Greek Folk Art, Museum of Cycladic Art, Herakleidon Museum, National Museum of Contemporary Art

<sup>28</sup> Kazantzakis Museum, Historical Museum of Crete

collections of museums, as well as the periodical exhibitions. The target group of these products is mainly refers to senior visitors.

Most of the museum-shops feature contemporary, original, decorative and usable items, inspired by museum's exhibits. A tag caring specifications about their characteristics and their creator usually accompanies these products. Visitors are asking the managers of museum-shops for all sort of information; they are interested in getting familiar with the history of the objects, of how they are made, or even, information about their creator.

The creators of the objects that are displayed in museum-shops are artists, designers and craftsmen, to whose, the large museums in particular, invite their works in order to expand their shops collection. Also, there are cases where creators were discovered among workshops of social organizations. In addition, relevant competitions and partnerships with educational institutions are being carried out. Most museums collaborate exclusively with Greek artists to support the domestic production. Further to this, some museums aim to maintain and highlight traditional techniques that tend to disappear, and to support the craftsmen who are still working with those techniques.

The main criteria that are enforcing the selection of the objects have to do with their consistency of the relevance with the exhibits that belong to the permanent collection of the museum and their overall museum's identity, the innovation in their conception and design, as well as the assessment on their marketability. In their attempt to renew and update their collection -thus to attract young visitors- some shops are orienting towards enriching their collections with objects made with new, innovative materials and manufactured with the use of new technologies.

In alignment with their educational objectives, museum-shops also feature selected editions, from both Greek and international literature, and museum's printed or digital and multimedia publications. The items that are displayed in museum-shops are designed to fulfill their purpose as objects found exclusively in a museum's shop. Indeed, the products presented in a museum-shop are usually designed and manufactured to be as such, while existing commercial objects are rarely selected on the basis of their compatibility with the orientation of the museum's aspiration.

The demands and aspirations of the visitors, the association with museum exhibits, the uniqueness and originality of the object, are some of the targets that students are called to reach, when they are about to draw their first forms. The information and knowledge about the exhibited works of art, along with the design values (form, color, composition) comprises the elements they use in order to create an item for the former purpose. A vendor product links the past to the future and works as a mediator between the museum (as an institution) and its final recipient, the public. Students recognize that these products have to 'tell a story', to be a living reminder for the visitors, so every time they see or use the product to recall their museum visit.

In order to control the quality of their results, the students made formative evaluation for each project, using low-fi prototypes. The process was developed upon a group evaluation technique. Specific group of five evaluators, observed by tutors as coordinators, examined the design results

according to the specifications set by the working group in the analysis phase. Such specifications included the relevance of the object to the exhibit, the brand and the values of the museum, the suitability of the style according to the tastes of specific target group, the consistency and the uniqueness of the design innovation, thus the usability in cases where their design included changes that arrive with the use of smart materials and/or smart technologies. The members of the evaluation group completed calibrated questionnaires, on a scale of 1 to 10, which the tutors had drawn up.

Additionally, all students attended the phase of evaluation, supporting the designing process with comments, thoughts and suggestions. Each working group revisited and analyzed the results of the evaluation. These results have composed their guide to shape, furnish and finalize their proposals (Figure 2, 3). In conclusion, the evaluation process has highlighted that students understood the fact that the study of a system, such as the museum organization is, requires a complex analysis.



Figure 2: A. Katsaris, M. Dagala & C. Samaras, Decorative Arts: two-dimensional design, Proposal for the Museum of Greek Folk Art Shop, 2016



Figure 3: C. Varlamou, E. Konnari & C. Tsakiri, Decorative Arts: two-dimensional design, Proposal for the Museum of Greek Folk Art Shop, 2016

In their work, most of their data was obtained through research, in terms of the standard operation and requirements of the shops, the preferences of the target group, etc. However, it observed by the evaluation team that some relevant territories were under a deficient study or no study at all, as for example the history of certain periods and/or the history of the exhibits. We shall mention

once again that the design of objects that are going to be placed at a museum's shop has to have cultural content and to bring with it the important obligation for quality and authenticity. For that reason, in the course of designing any cultural product, designers should be committed to a keen observation and sufficient study of the history in order to understand a(ny) culture.

They should also design objects to whom the target-market can recognize and appreciate their value, so to increase the power of communication of object's cultural message, thus to enhance its cultural authenticity. Yet, designers should be consistent with the requirements of cultural creativity and not to focus exclusively on the market needs (Chang & Wen, 2011), or, in other words, to design a cultural object requires to make palpable the best possible balance between market needs and cultural authenticity.

Aesthetics and creativity could circumscribe a gray area for the cognitive functioning of cultural authenticity, hence, designers should really work persistently upon this matter. To enhance the perception of cultural authenticity requires not only an adequate interpretation of a culture under quest, but also an emphasis on the quality of design itself. Such an emphasis makes visible the connection between the object and the cultural elements it incorporates.

## **THE GREY AREA OF AESTHETICS, REGARDING THE OBJECTS DISPLAYED IN A MUSEUM'S SHOP**

*'If we work with the surface image without understanding the underlying rationale, the results can look wrong. Sometimes they are only subtly wrong, but this can still leave us with the vague feeling that something is not quite right – even if we cannot say exactly what it is. We are subconsciously aware of how things should be, an awareness acquired over the years',* says the engineer John Thornton (2005).

A shop that is related to a museum, it is ultimately related to the managerial strategies employed by the Board that runs its operation. Since the present paper investigates the association of the objects in the shop to the pieces of art exhibited in a museum, it certainly asks for definitions and methodologies of the design practice needed to maintain such a relationship. The design of an object is a dynamic process in all respects, yet, the specific context raises a question that is fundamental to the kind of the objects presented in a museum's shop. Do the object that reside a museum shop should convey a reference to the museum experience? If yes, for those designers who seek to relate their designs to the public, the challenge of designing for a museum's shop is huge. Not only they have to process periods of art and worlds of culture, but they also have to think of how they will translate that processed information into objects and symbols that are visual and more or less functional.

Hence, the most difficult aspect to convey or reveal in the aforementioned objects is the aesthetic value. The prospect of realizing ideas into forms is a transition during which some qualities are gained and others are lost, however, a reference to museum's permanent and/or temporary



exhibition seems to be for a designer an essence of a great importance. Thanks to the post-modern thinking, a reference does not offer us a rigid point of view; there is always the type of a double-reference that can be used and that could be an interesting idea to experiment upon regarding the notion of re-designing objects. A double-reference generates a period of investigation, experimentation and discussion, even in a world that constantly seeks for the new, for the different, interested in altering and changing.

It is a principal necessity to position this change in a broad context of theory, culture, history and craft, by means of to re-design necessitates to re-think about the aesthetic line that runs through our culture to now. Paul Willis (1990) in his *Symbolic Creativity* discusses the concept of grounded aesthetics which is *'the creative element in a process whereby meanings are attributed to symbols and practices and where symbols and practices are selected, reselected, highlighted and recomposed to resonate further appropriated and particularized meanings'*, and that is one thought that is worth visiting it. If equipped with a critical understanding of his/her subject, the designer will approach this transition with reliance and adapt to change accordingly.

The knowledge of the aesthetics and the experimentation upon aesthetic principles can establish the stimulating practice of designing of objects for a museum's shop as a territory to instigate rather than a space to present charming ideas. The particular practice comprises a cognitive challenge; therefore it is essential that all aspects of what is emerging from this shift are examined. The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings. The affiliated terms involve the projection of pleasant feelings, a spiritual reflection, the sense of identity, the social and intellectual sense of acceptance and/or the sense of power. Referent visual elements to the above include the shape, the size, the colour, the lines, the ornamentation and the texture of the object that aim to trigger and/or provoke a sensory experience to the potential user (Bloch et al., 2003).

By all means, any museum's managerial strategy that makes decisions upon the products displayed for sale in their shop, holds a deep understanding of the aforementioned parameters that regulate their aesthetic quality. Acumen, to use a term by Bloch, Brunel and Arnold (2003), and the ability to adjust the phenomena of visual culture are presupposed in order to produce design that will not just follow the current but create the new, articulating at the same time a meaningful, complete reflection of our present cultural condition. *'But precisely: is there an active syntax? Do objects instruct needs and structure them in anew way? Conversely, do needs instruct new social structures through the mediation of objects and their production? If this is the case, we can speak of a language. Otherwise, this is nothing more than a manager's cunning idealism'*, says the philosopher Jean Baudrillard (2002) in *The System of Objects*.

Yet, design is indeed a context-informed practice (Julier, 2006), hence, to address to a museum's shop as a designer can itself become an immense resource for ideas, experimentation and research. Hitherto, the aesthetic value has under its skin the authenticity as a principal which, in its turn comes into existence through the systematic approach of understanding the dynamics and effects

of the material and immaterial, the visual and cognitive and their relationships that grow into the interdisciplinary field of Design. With it, a designer may develop skills equal to his/her repertoire of representational skills and knowledge regarding the aesthetic of materials, mediums, manufacturing processes and details that derive from concepts. Thereafter, s/he can trespass the desire to extend the boundaries of the possible and move from a world of personal intentions to the public domain.

## **CONCLUSIONS**

Museums, as well as museum-shops form a complex pattern of structures, organized so as to allow the contact between humans and objects through the human senses. The affiliated terms involve the projection of pleasant feelings, a spiritual reflection, the sense of identity, the social and intellectual sense of acceptance and/or the sense of power. Referent visual elements are the shape, the size, the color, the lines, the ornamentation and the texture of the object that aim to trigger and provoke a sensory experience to the potential user.

The museum's shop was originally conceived as a means of financial support to the museum, fulfilling the museum's objectives, namely, to provide products and services that support the education and the enjoyment of a visitor, even to extend and advance the visitor's relationship with the museum. Its essential institutional role is described as an important reflection of the museum itself.

As such it encapsulates some crucial obligations to the public, more and above is to ensure the quality and authenticity of its products. Successful museum-shops offer unique items, which, one cannot find and buy anywhere else. In this way, they satisfy the visitor who seeks to take with him/her a palpable piece of evidence of the sui generis museum's experience. By all means, a museum's shop should be ahead any visitor's need, and at the same time to embrace all of its visitors desiderata.

Then, to re-design objects for a museum's shop means that you are aware of creating and articulating values, structuring and transmitting information and shaping everyday practices. Moreover, the process of re-designing can provide a conceptual framework to address contemporary concerns and concepts. Our obligation to run a workshop aiming to re-design cultural products for a museum's shop, brought to light some interesting issues regarding the demands of such a practice.

The information and knowledge about the exhibited works of art, along with the design values, comprises the elements that a designer uses in order to create an item for the former purpose. These items have to 'tell a story', to be something like a living reminder of the museum's experience for its holder. Therefore, designers should take under consideration several aspects, such as, the relevance of the object to the exhibit, the brand and the values of the museum, the suitability of the style according to the tastes of specific target group, the consistency and the uniqueness of the

design innovation, thus the usability of the object in cases where their design included changes that arrive with the use of smart materials and/or smart technologies.

However, in the course of designing any cultural product, designers should be committed to a keen observation and sufficient study of the history in order to understand a(ny) culture. Since the objects displayed in a museum's shop should also 'speak a current language' (in order 'to tell a story' to the public) we proposed the use of double-reference, by means that designers should process periods of art and worlds of culture, but they also have to translate that processed information into objects that should be contemporary.

Hence, the most difficult aspect to convey or reveal in the aforementioned objects is the aesthetic value. The aesthetic value has under its skin the notion of authenticity, which, in its turn, comes into existence through the systematic approach of the dynamics and effects of the material and immaterial. We proposed to revisit the theory of 'grounded aesthetics' since it opens a field for further investigation, especially to the cases that deal with the cultural tradition of a community. The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings.

The last point we called attention to, is to re-think if to design an object for a museum's shop, as process and result, suggests a language; if objects instruct needs and structure them in a new way. In the core of this, lies a suggestion to inaugurate interdisciplinary workshops dedicated to the study of re-designing objects for a museum's shop. In it, a designer may develop skills equal to his/her repertoire of representational skills and knowledge regarding the aesthetic, history and tradition along with details that derive from contemporary concepts. It also will provide the necessary space for experimentation and discussion regarding the design, which addresses to a world that constantly seeks for the new, for the different, destined to alter and change.

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## **Cultural Festivals in Memory Venues : Architecture as a Vehicle of Tourism and Civilization Junction**

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### **ABSTRACT**

This paper aims at investigating the contribution of cultural Festivals hosted in historical venues (archaeological or industrial sites) as a tourist policy instrument. More specifically, the focus is set on examining the relationship between cultural activities and the host venues in Europe as a key driver for the development of international cultural tourism.

The perception of cultural activities as expressions of aesthetic form will be examined through a brief review of international festivals. Most common aesthetic forms include theatre, performance, interventions, events taking place in urban, industrial, archaeological or historical sites. Various performances and events are linked to the architectural and natural landscape, forming living experiences, functioning as a lever for the development of alternative forms of tourism.

**Key Words:** cultural festival, heritage tourism, industrial heritage

## **INTRODUCTION**

This paper seeks to examine the contribution of cultural festivals taking place in architectural heritage sites to the promotion and protection of the sites themselves, and the substantial to growth of cultural tourism, following tactics of sustainable tourism development. Tourist exploitation of the area is demanded as its characteristics are largely incompatible with the one-dimensional model of promotion of mass tourism. Specifically, since the 1960s, the tourism model of 4S (sea, sand, sun, sex), which is constantly being addressed to the same type of tourist-consumer, is being used without much consideration of the new requirements of tourism. As this model tends to saturate, new innovative approaches to designing a country's tourism promotion are needed (Galanos, 2013).

## **CULTURAL FESTIVAL AND POLICIES**

A historiographical approach to festivals is the differentiation of the role of artistic festivals in relation to cultural policy. In the beginning, festivals aimed at collective entertainment. Since 1980 there has been a change as artistic festivals turn into an industry and prevail in modern societies. This spread of festivals has had an impact on economic, political, social and cultural fields. Then the model moved to the consumption of experience. Cultural strategies have led to an economy of experience.

Festivals include a series of connected events and are differentiated from those that include only one cultural event, such as a play or a concert (Falassi, 1987). At the same time, the audience participates in some type of action related to the features of the festival as a member of a wider community and finally participates during holidays and this is not characterized as a part of everyday life such as watching a play (Macmillan, 2015).

Festivals also create identity and help communities to unite by providing social stability. At the same time, they encourage artistic production and activity, and they attract more and more artists to create. They are linked to the place where they happen, resulting in festival cities, meaning cities that have created a new identity (re-branding) and have been re-positioned (re-position) in relation to international competition of cities as a tourist destination.

Urban policy making can employ the cultural festival for the development of urban tourism. In recent years, cultural festivals have been greatly multiplied by providing multiple benefits to host cities. The organizations responsible for them are seeking to compete with other festivals, while retaining their artistic features. At the same time, however, festivals have to evolve in terms of their characteristics and content, as they risk losing their originality and consequently their competitiveness. This development should be determined according to a policy framework of the festival by the organizations so that it can be determined in advance how they evolve (Quinn, 2010).

The rapid development of festivals in recent decades has turned them from cultural events to cultural spectacles. As the production of a new type of festival was difficult to start, many cities adopted the serial reproduction solution. This has led to a reduction in creativity and innovation in terms of outcome. At the same time, the festivals which originated from the copying other

successful festivals, without adaptation, were less and less related to the specific features of the site where they took place, such as the architectural cultural heritage and the way of life.

Public policy related to the festival is usually related to tourism, place-marketing and economic development and secondly to cultural issues (Getz, 2009). For sustainable tourism development through the festival, a policy must be followed that takes into account the stakeholders and society, while at the same time striving to meet their equal needs. This process is particularly complex as each stakeholder has different motivations, needs, aspirations and behaviours in relation to the development and realization and management of the festivals (Dredge and Whitford, 2010).

## **HERITAGE TOURISM HYBRIDISATION**

The classic model of cultural tourism management was based on the promotion and preservation of cultural heritage. Art as a different sector contributes to the reinforcement and promotion of tourism through cultural and artistic events. The conciliation of the two sectors to the production of a hybrid product of art and cultural heritage is an important prospect for the development of heritage tourism. The two areas present an incompatibility as the cultural heritage refers to the past and tradition, while the arts look forward to the future and to innovation (Della Lucia et al., 2016). The hybridisation of art and cultural heritage has created scepticism about its necessity and its implementation, as there are very successful policy models that focus on the traditional model of cultural heritage promotion, such as several Italian cities (Center for Strategy and Evaluation Services, 2010). For the best exploitation of cultural heritage, there is also a need for change in the social behaviour of local communities so that they interact with visitors to create cultural experiences.

According to Della Lucia et al., 2017, the consideration of a hybrid art and cultural heritage model must take into account the stakeholder parameter. This creates a scheme of complete or non complete hybridisation with parallel matching of high involvement either of the public body or other parties (stakeholders). Four different urban development models occur from this model. Public patronage, a top-down practice that corresponds to the classical model with high involvement of the public body in funding for the preservation of the cultural heritage, but also in policy-making in an interventionist way, without taking advantage of modern arts, resulting in low heritage hybridisation. According to this model, urban tourism adopts traditional management models. Keeping the involvement of heritage hybridisation low, but giving the stakeholders power, leads to the model of managerial innovation. According to this, organizational efficiency and promotion are achieved, but only traditional cultural tourism models benefit from that. If the previous model with a high stakeholder role includes heritage hybridisation, the socio-cultural innovation model emerges. According to this, culture is the driving force behind urban economic development and exploits partnerships between private and public sectors. It includes artistic festivals and hybrid artistic models that are related to the local area. As there is no strong involvement of the public body, it is difficult to develop tourism development policy centrally. Finally, the framework proposes a public driven regeneration model that adopts high hybridisation with a strong public role. According to this model, the design of cultural policy is carried out centrally and supported by the state with funding. It retains from its previous model its relationship with artistic festivals (Della Lucia et al., 2017).



The above models are schematic and aim to provide a structure that describes the role of the parties involved in the design and the degrees of freedom of mixing and engaging art in the cultural heritage. The choice by each party or community may be conscious, or it can emerge as a socio-economic process. Adopting a model and having a successful outcome implies the existence of both conditions and circumstances.

## **INDUSTRIAL HERITAGE TOURISM**

The de-industrialisation of the western world, as a result of the collapse of the model of the accumulation economy, has caused most of the industrial plants to fall into disuse. Buildings are part of the industrial cultural heritage of cities as the reason for being there is to nostalgically remind them of their industrial past and the way of life that this entails. Each region has developed into different industrial sectors and therefore the industrial heritage of each city stands out from the others, creating a different narration of the history of the place and a different scenery and atmosphere of the city of aesthetics of de-industry (Hospers, 2002).

The narrative also needs the people who participated in this process, thus reviving the memory, reinforcing the sense of identity of the locals and localisation. Industrial heritage is not limited only to buildings and equipment but also to its intangible elements such as people and their stories that are the cultural value embodied in them (Firth, 2011). However, it must be kept in mind that industrial cultural heritage has not been accepted as a tourism destination despite all the efforts made by the various stakeholders. This is due to the negative image of a collapsed world as well as due to the “good old days” that do not correspond to the image of an industrial worker of survival and harsh living conditions (Hospers, 2002). Industrial cultural heritage must be seen and presented as a living heritage. The architectural environment alongside the social history of the region can be employed to overcome the concerns, producing such a content to enhance tourism promotion.

## **TOURISM AND CULTURAL FESTIVALS**

The modern consumer feels the future is uncertain due to political, economic and environmental reasons. They feel more secure in the past as they find it more authentic. Tourism uses the sense of authentic past and exploits it through the forms it is expressed and mainly promoting the cultural heritage, while improving the tourism product. Authenticity has been examined in a variety of ways and focuses on the following categories: Firstly, authentic is considered what has unaltered quality and refers to material objects. Object based authenticity is addressed throughout our study through the material cultural heritage i.e. the architectural heritage. Tourism relies heavily on tourists having new experiences, so the degree of authenticity of the experiences determines the quality of the tourism product. Experience based authenticity examines the engagement of the visitor's experience, whether it is real or based on his or her identity and feelings. The sense of authenticity is conveyed by the experience of the visitor, in the way he perceives himself as it strengthens the sense of personal authenticity. Through this process the visitor discovers elements of his identity that he can not experience in everyday life (Wang, 1999),

(Brown, 2013). Experience based authenticity is sought in the activities of cultural festivals and how they are experienced, especially in interactive activities. The content of the projects can reinforce the sense of authenticity through the authenticity that results from acts that we have not yet experienced but will emerge in the future. In potential based authenticity, things are authentic now because of the future reality that is presented (Cohen-Aharoni, 2017).

## **THE AVIGNON FESTIVAL**

At this point there will be a detailed description of the Avignon Festival, as an optimal example that significantly contributed in culture, as well as in the maintenance of cultural heritage and tourism development. Avignon city, capital of the Vaucluse province, is located in the Provence district, in Southern France (map), built on the left side of the Rhone river. It has 92454 inhabitants (Kurt Salmon consulting, 2010) and is known for its architectural heritage as well as its cultural festival. Its significant architectural heritage was officially recognised as a World Heritage Site by UNESCO: 150 buildings, most of which are protected by UNESCO. In 2000, Avignon was selected as Europe's cultural capital. Avignon's cultural festival, held annually every July, is one of the biggest performing arts festivals in the world.

The Festival d'Avignon was created in 1947 by Jean Vilar. Since the first organisation of the Festival in September 1947, its program has include less known works of the international repertoire and modern texts. Four important phases of its evolution have been distinguished to date.

- From 1947 to 1963, for 17 consecutive years, the festival is organized by the same group with the same subjects and in the same place, the Grand Chapel of the Palais des papes.
- From 1964 to 1979, under particular political developments, (May 1968) young people, new groups, new content: Cinema, music theatre and dance enrich the content of the festival. New venues of cultural heritage host the festival. Chartreuse de Villeneuve lez Avignon, an old monastery of the twentieth century, becomes an international centre of research and creativity (CIRCA), where concerts and shows are hosted.
- From 1980 to 2003, a new period is taking place, inviting new generations of artists from around the world. Discussions and proposals about new modern pioneering forms of arts are being made. In 2003 the festival is being cancelled due to the big strikes.
- From 2004 to 2013, the festival aims at developing relationships between artistic events, place, local partners and the general public. The time of artistic activities is extended and now happen throughout the year. This enhances the cultural character of the festival by developing cultural links with the rest of Europe and the rest of the world ("Festival d'Avignon", n.d.).

Through the festival, Avignon is now a cultural crossroads, open to all arts, with an emphasis on forefront, debates which appeal equally to all contributors: artists, creators, spectators. Everyone is invited to experience discovery, reflection of emotions. As part of the policy implemented to amplify festivals and local communities, incentives are being given to develop all arts. Communication networks are established between the University, the Artists, the citizens and public and private sector (Kurt Salmon consulting, 2010).

The festival is hosted in places of cultural heritage:

- Cour d'honneur du Palais des papes
- Cloître des Carmes
- Cloître des Célestins
- Opéra Grand Avignon
- La FabricA
- Gymnase du lycée Aubanel
- Cour du lycée Saint-Joseph
- Chapelle des Pénitents blancs
- Cour du collège Vernet
- Maison Jean Vilar
- Cloître Saint-Louis
- Jardin de la rue de Mons
- Conservatoire du Grand Avignon
- Jardin de la Vierge du lycée Saint-Joseph
- Site Louis Pasteur Supramuros de l'Université d'Avignon et des Pays de Vaucluse
- Basilique métropolitaine Notre-Dame des Doms
- Église de Roquemaure
- Collégiale Saint-Didier
- Cour du château de Vacqueyras
- Carrière de Boulbon
- Hôtel de La Mirande
- Jardins de l'Université d'Avignon et des Pays de Vaucluse

When it comes to tourism, the Avignon region is considered to be the first in attracting French tourists, accounting for 12.5% of the tourist market and second in attracting tourists outside France. Around 4,000,000 tourists visit the area annually (Kurt Salmon consulting, 2010).

The most important attraction for tourists is the international cultural festival, which with over 50 years of operation, has managed to make Avignon world-famous, increasing the number of tourists. The operation of the festival has attracted a permanent establishment of the largest number of theatres per inhabitant in France. In the city, 19 theatrical groups, a theatre opera house, a school of fine arts and a music school have been established on a permanent basis. There are 140 subsidized cultural clubs and cultural events throughout the year. The city is transformed into an international Market of European Live Show. Tourism and Culture are directly connected to Avignon.

Typical features of Avignon's cultural tourism are: The high proportion of international tourists, great coverage of tourist accommodation needs and City short break practice outside the

summer season. The attractiveness of the monuments and cultural activities of the Festival have contributed to the significant development of tourism alongside culture, offering multiple benefits to the local economy and quality of life.

## **ART FESTIVAL PROPOSAL, CONCLUSION**

Subsequently, we will then turn to the case of Eleusis. Today, Eleusis is a small town of about 30,000 inhabitants. It is a city of the Prefecture of Attica and headquarters of the Regional Unity of Western Attica, 20 kilometres north-west of the city centre of Athens.

Its name derives from the word "helefsis" (ἑλευσις), meaning place of arrival, arrival, presence. It is known for its long history of ancient and industrial too. In ancient times, for 2000 years, Eleusis has been one of the five sacred cities of Ancient Greece. Eleusis is known for the great tragic poet Aeschylus, for its relationship with the goddess Demeter and the myth of Demeter and Persephone and the Eleusinian mysteries, which attracted pilgrims from all over the known world. Today, an important archaeological site is preserved.

Since the 1880s some major industries begun to be installed in the area of Eleusis until 1971. Nowadays they are inactive, leaving empty remarkable shells that make up its architectural historical industrial heritage. This zone extends to the coastal front of the city, occupying spaces of the city and also entering its archaeological site (Belavilas et al., 2011).

Eleusis is also known for the Aeschylus Festival, which since 1975 has been housed in the industrial venues of the city. The festival lasts for a month and takes place every September, at the same time as the Eleusinian Mysteries took place in ancient times. It always happens in the same places, with the same goals and organization. Today however, Eleusis is not particularly a tourist destination.

We believe that the Aeschylus Festival can help the city and the entire region of Western Attica, contributing significantly to the development of cultural tourism. We propose the correct planning of the festival and its exploitation according to modern hybrid models, as a tool for strengthening and substantially developing tourism.

The existing promotion policy follows the public patronage model, where the management of cultural heritage and policy-making is determined by the state, while modern arts are not used in combination and therefore there is low heritage hybridisation. The existence of the Aeschylus Festival in its present form does not guarantee hybridity. In response to the problem, it is proposed to adopt the public driven regeneration model, which adds high hybridisation without changing the status of the role of the public operator. The reason is that a great deal of involvement of stakeholders, even though they are models that attract innovation, does not certify that local stakeholders will be able to respond directly to such a change. The intention is for Eleusis to appeal both to the Greek public and to an international audience which will bring increasing benefits to the local community.

The hybrid socio-cultural innovation model requires the active involvement not only of the stakeholders but of the whole society by changing social behaviour so that interaction with the visitors occurs. It implies a dynamic within society, a society with increased cultural reflexes that supports and reinforces actions around culture.

The proposal for public driven regeneration develops the current model of choosing a tourism policy from the central administration and makes it easy to move from the previous situation. Employing a hybridisation model enhances the sense of authenticity of the visitors. Until now, the approach was based mainly on object based authenticity through architectural cultural heritage. Enhancing the sense of personal authenticity will come through active participation in the actions taking place at the festival, which makes it necessary to develop artistic events through modern art forms, and also to interact with the local population. The particularity of the city of Eleusis has to be emphasized as it has an urban industrial cultural heritage. Experience has shown that these sites are suitable for their exploitation in relation to the arts and culture. The possible negative image of the declining industries can take on a new meaning associated with the arts, while, at the same time, creating a sense of nostalgia for the productive Eleusis.

Consequently, through such a prospect of evolution of the Aeschylus festival, the archaeological, industrial heritage and art will be brought into being as a whole, with an emphasis on the contemporary art of all forms, experimentation with the forefront of modern technology and the interplay. The cooperation of the Aeschylus Festival with the University Institutions located in Attica is considered necessary, strengthening and expanding the Festival's institution with research, artistic creation, creating new generations of artists. At the same time, the festival must work with all local partners (local clubs, businesses, etc.) and the general public with the aim of active citizens, exploitation of experiences, strengthening of culture and the local economy. Extroversion, communication and collaboration link the festival with international festivals, aiming at exchanging experiences and creating cultural ties.

The exploitation of the Aeschylus Festival through this type of development and progress will lead to the enhancement of cultural tourism. A major challenge for Eleusis is its prospect as a cultural capital of Europe in 2021. Within this framework, a major concern is the upgrading of the Aeschylus Festival, which can contribute to the realization of the objectives of the cultural capital. (Eleusis 2021, 2016).

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## **Interior design and furniture in hotel complexes of Greek Modernity (1950-1970) and its influence on contemporary architectural proposals. The case of the architectural competition Room 18**

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### **ABSTRACT**

During the period that Greek modernity was at its peak (1950-1970), a series of hotels were built in Greece, amongst them many XENIA hotels through the Greek National Tourism Organization (GNTO). In addition to the clear architectural perception of the elements used in constructing these complexes and facilities, particular attention was given to the interior in terms of both its design and furniture. The designing quality of furniture became a reference point for architects in terms of design, materials and technology of its time. A design fully in line with the aesthetics and principles of Modernism. New elements were used for the interior design with features such as, materials, textures, surface processing and colors that mirrored the main design trends of the time under consideration. Furniture and Space of that era, are found by modern scholars to have an advanced level of material and finishing process, due to the technological evolution. The basic characteristics of this concept are used unchanged or practically unchanged with no intention of imitation but with the aim of implementing the basic idea of interior design.

What is being sought to emerge from this lecture is that interior and furniture design in hotel complexes during the Greek modernity period has greatly influenced and is continuing to influence contemporary professionals when creating new proposals for hotel facilities. Case studies, pertaining to the interior and furniture of hotel facilities built from 1950 to 1970, will be used as a mean of proving this influence. To present the contemporary proposals we will use Architectural Designs that have been awarded in the Pan European Design Competition “Room 18”<sup>29</sup> held in

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<sup>29</sup> A Pan-European competition for the design of a typical Greek hotel room. Organization “DOMES” magazine,

2016, asking for the design of a typical hotel room 18-24m<sup>2</sup> (This competition was a program for the exploration of the architecture of hospitality today with a view to re-thinking and the generation of ideas which will revise the current givens in the tourism sector).

These contemporary proposals bear decisive elements from the cases mentioned above as far as interior design and, mainly, furniture is concerned. The goal here is to show that the period from 1950-1970 continues, after decades, to greatly influence the modern hospitality architecture and furniture design thus proving its plenitude and its continuous contribution.

**Key Words:** Greek Modernism, Furniture Design, Interior Design, Xenia Hotels, Room 18.

## INTRODUCTION

In the beginning of the 1960s Greece experienced tourism boom and the tourist began flocking from all corners of the globe<sup>30</sup> (Figure 1). During this period significant hotel complexes were implemented, with architects such as Ioannis Triandafyllidis, Aris Konstantinidis. A. Konstantinidis, as the head of the Greek Tourism Organization's study department, brings to fruition a series of hotel facilities in Greece (Xenia)• and although his work does not move away from the modern movement, simultaneously depicts a locality and uniqueness without any scenographic slips<sup>31</sup> (Figure 2,3).



Figures 1,2,3: **Left**-Journal “EIKONES”, June 1964, magazine cover, source: <http://parallaximag.gr/parallax-view/touristik-es-egkatastasis-stin-ella>. **Center, Right**- posters EOT, source: <http://parallaximag.gr/parallax-view/touristik-es-egkatastasis-stin-ella>

competition 21/04/2016-27/06/2016. Source: <http://room18.gr/en/>

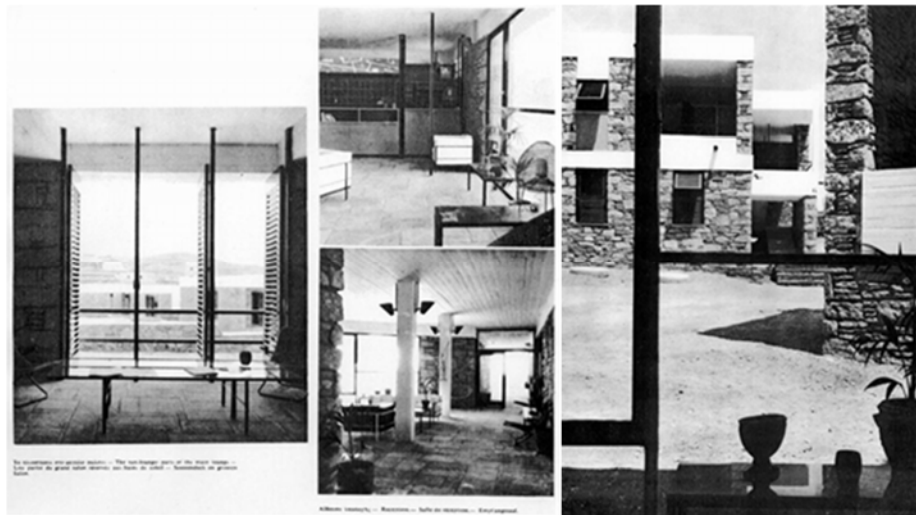
<sup>30</sup> Konstantinidis, A., Experiences and Events - An Autobiographical Narrative, Estia, 1992, vol. 1 pp.138-139.

<sup>31</sup> Marnellos, D., Georgiadou, Z., Frangou, D., ‘Hotel Furniture in Greek Modernity: “Xenia” and ‘Amalia” Hotels cases, Journal of Tourism Research, Volume 10, 2015.



In the late 1950s and early 1960s, buildings by the above-mentioned architects and other architect specializing in hotel complexes, were noted as milestones in the history of Greek Architecture. This observation does not focus so much on the interior design and furnishing but rather on the building-shell itself as it should, since these are important components of the unbreakable unity of the whole. This overall approach resulted in the design and production of new furniture styles that follow the architectural synthesis of the hotel complexes and the aesthetic choices of the architecture they express, establishing design principles that have been occupying the researchers' minds up till now. These furniture styles are constantly being reproduced and evolving (Figure 4).

The strong relationship developed by the architects through their entire work, both the building and the interior, the materials and especially the furnishing, becomes apparent. Today, interior and furniture design is an important field of study as it shapes the lifestyle and the quality of life, leading them to primary elements<sup>32</sup> (Figure 5).



Figures 4, 5: **Left** – Interiors – Xenia of Mykonos. **Right**-Xenia of Mykonos, architect: A. Konstantinidis, source: journal “Arhitektoniki” 1960 ; yr. Δ', is. 22-23 p. 92-99.

## **THE FURNITURE AND ROOM OF ‘XENIA’ HOTELS**

In the study of the 'Xenia' hotels, the hoped-for result was the standardization<sup>33</sup> for financial and technical reasons, such as fast efficiency and mass production. In the effort to keep costs low, a rational construction system was applied to almost all Xenia hotels, consisting of a reinforced concrete frame. This reinforced concrete frame includes a construction that holds up: columns-

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<sup>32</sup> Tzirtzilakis, G., Two or three things I know about Room18, The New Urban Hotel, DOMES Magazine, 2016, p.220.

<sup>33</sup> Konstantinidis A., The Architecture of the Architecture, Diary Notes, Agra, 1992 pp. 81-82.

beams- slabs and a construction that is held up: brick walls, stone and glazing that fill the gaps between the framework columns (Figure 6).



Figures 6,7: **Right**- Xenia of Mykonos. Architect A. Konstantinidis, **left**-Standardization in hotels Xenia, wings for rooms, source: Konstantinidis A, 1981. Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, p.218.

The framework that holds up is evident almost always and everywhere and stands out from the elements that cover the construction. The furnishing of these areas is along these lines, i.e. it conforms to this grid, using its aliquots, and is "shaped" inside the spaces with the corresponding variation of their dimensions and the needs they serve (Figure 7).

Field of search, exploration and experimentation are also the "new" industrial materials for the manner they will be used. Lights of this, A. Konstantinidis summarizes what architecture should or should not be: pure, not impressing or dominating, embracing man and serving him in all his functional and spiritual needs, it is beautiful when it overpowers the materials it uses without distorting its characteristic features and without deforming them with decorative add-ons, it is not to be messed around with by aesthetic pursuits, it does not speak of monuments or put on a play, nor does it create scenographies<sup>34</sup>. In a "new" or "modern" building and, accordingly, furniture, we simply should not distinguish the concerns and quests of the cubism-expressionism, for the building should acquire its substance through its legible constructive structure rather than having its form based on lining, coating or upholstery fabric, if it is a piece of furniture, that covers everything indiscriminately<sup>35</sup>. (Figure 8, 9)

<sup>34</sup> Ibid, p. 173.

<sup>35</sup> Konstantinidis A., Contemporary True Architecture, Aris Konstantinidis, 1992, p. 24.



Figures 8,9: **Left**-Xenia of Mesologi, architect I. Triandafilidis, source: <http://room18.gr/excursus/>. **Right**- Xenia of Poros architect A. Konstantinidis, source: <http://snobberyfields.blogspot.gr/2013/03/xenia-hotels-we-were-once-modern.html>.

The logic behind the design and construction of the "Xenia" interiors follows the synthesis of the building itself with the logic behind the grid and the framework that holds up and the other elements that are held up. (Figure 10, 11)

A perfect example of this standard model is the room (Xenia of Kalambaka, Paliouri, Poros, Olympia) that follows the grid 4x6 (24m<sup>2</sup>) and draws into this construction all logic behind the arrangement of all the sub-spaces and all the furniture placed inside. The pieces of furniture that make up the typical double room are: the beds with the bedside tables, the seat-stool, the small coffee table, armchair and a specially designed adjoining system that includes a "wardrobe", luggage space and desk- dresser.

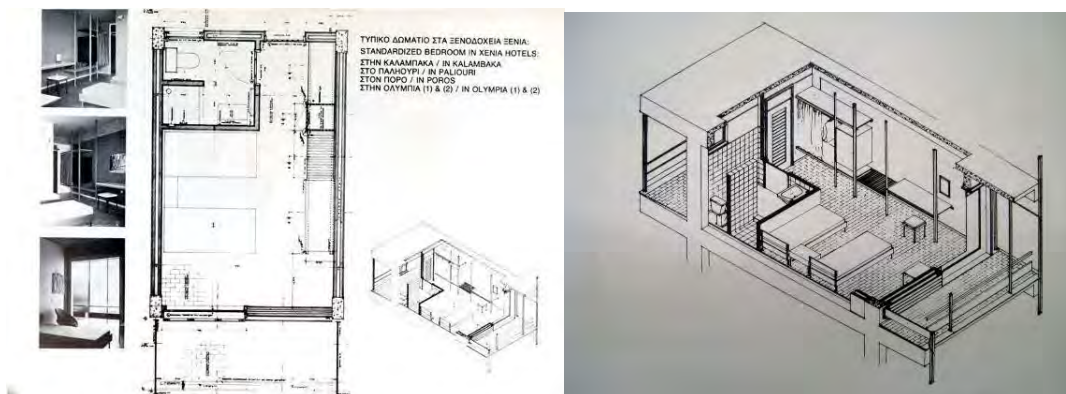


Figure 10,11: Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, source: *Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

This synthesis-system contains the whole basic concept of design, is consistent with the logic behind the structure that hold up everything and the element that held up, and creates styles and syntheses ahead of their time. It consists of a metal framework and all pieces that form the storage areas, providing the possibility of "infinite" linear development. (Figure 12,13,14)



Figure 12,13,14: **Left, Right**- Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, source: Konstantinidis A (1981), *Projects + buildings*, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis. **Center**- Theo-Xenia of Andritsaina, Wardrobe, photo: D. Marnellos (2016).

Thus, structure, functionality and simplicity characterize this construction, which is an inventive element in the design of a room and spaces in general, as well as a reference point in contemporary design of similar spaces. All furniture in the room and public rooms were designed accordingly. (Figure 15-29)



Figure 15,16,17,18: **Above: Left**- TheoXenia of Andritsaina, desk-dresser, photo: D. Marnellos (2016)., **Right**: Furniture designs, source: Konstantinidis A (1981), *Projects + buildings*, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Below: Left**- TheoXenia of Andritsaina, bedside table, photo: D. Marnellos (2016). **Right**: TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).





Figure 19,20,21,22: **Above: Left-** Furniture designs (stool), source: Konstantinidis A (1981), *Projects + buildings*, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Right:** TheoXenia of Andritsaina, stool, photo: D. Marnellos (2016). **Below: Left-** Furniture designs (table), source: Konstantinidis A (1981), *Projects + buildings*, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. TheoXenia of Andritsaina, bedside table, photo: D. Marnellos (2016). **Right:** TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).



Figure 23,24,25,26: **Above: Left-** Furniture designs (bed), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Right:** TheoXenia of Andritsaina, bed, photo: D. Marnellos (2016). **Below: Left-** Furniture designs (coffee-table), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. TheoXenia of Andritsaina, coffee-table, photo: D. Marnellos (2016). **Right:** TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).

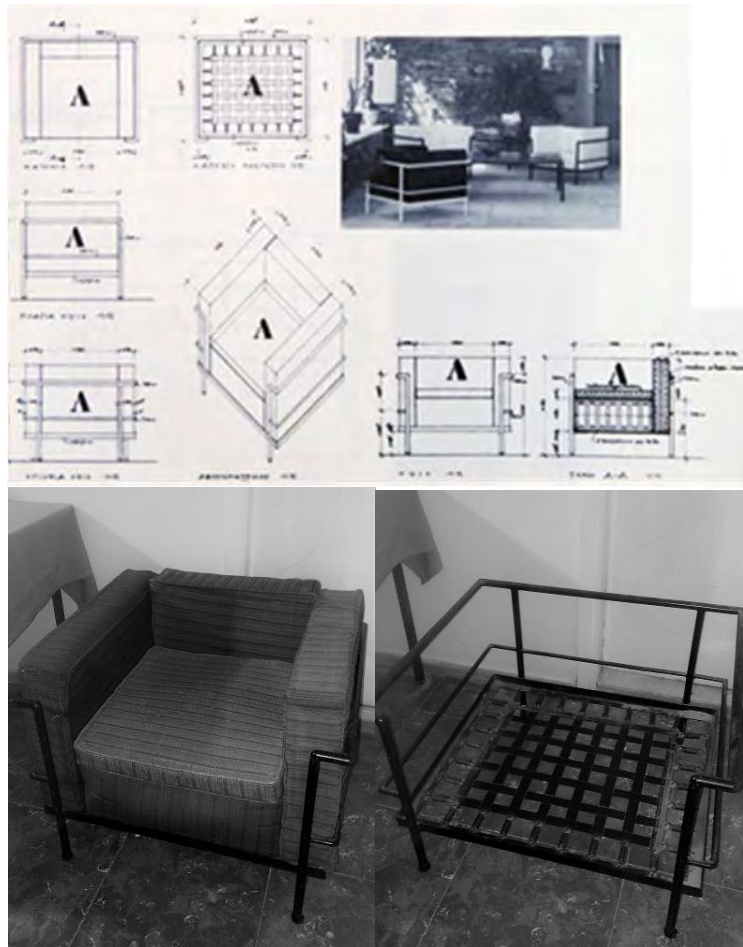


Figure 27,28,29: **Above:** Furniture designs (armchair), source: Konstantinidis A (1981), *Projects + buildings*, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Below: Left & Right** TheoXenia of Andritsaina, armchair, photo: D. Marnellos (2016).

## **ROOM 18 CONTEST, FUNCTIONAL AND MORFOLOGIKAL FEATURES OF FURNITURE-CASE STUDY**

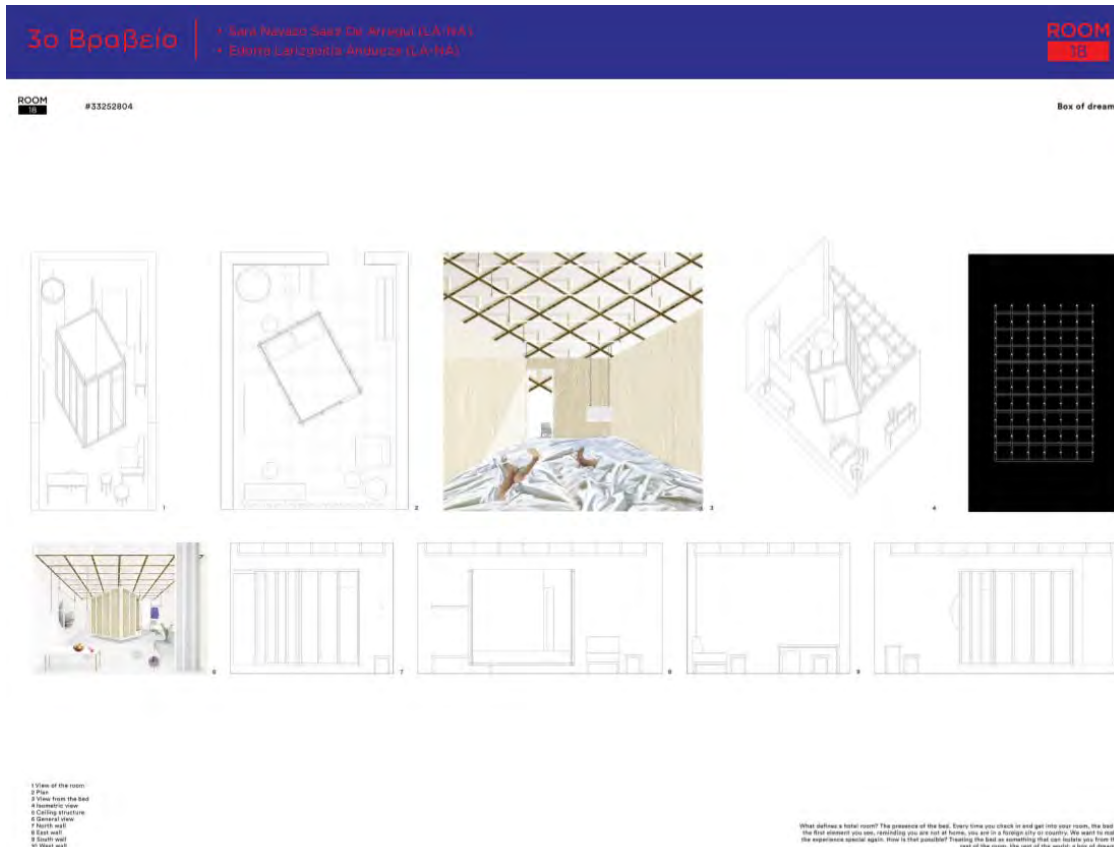
The Pan-European Room18 Design Contest was held in 2016 and involved designing a typical hotel room 18-24 m<sup>2</sup> with 262 entries from 17 countries. Interestingly, it is one of the few, if not the only, architectural competition in Greece for interior space and more specifically for minimal space of a typical hotel room, demonstrating how important interior space and furniture is in hotels and other buildings for accommodation. In many cases, researchers do not give as much emphasis and importance to the interior as they do to the building itself and its constructional details, so the question becomes self-contained and independent from the "engagement" of the shell.

In the contest, awards and commendations<sup>36</sup> were given involving design principles and elements found in the "Xenia" hotels as presented. Through the proposals that stood out of the others and won awards we can see affinity.

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<sup>36</sup> <http://room18.gr/en/competition/>

The third award, "The Dream Box"<sup>37</sup>, is based on the standardization which was the basic feature of every successful hotel design, using a grid as a tool which, hanging from the ceiling as a finished construction, this proposal organizes space according to the logic behind the "Xenia" construction and also the room space arrangement on this grid (Figure 30). Here, it is used as a single element, but it also stands out with its construction on the ceiling.



Figures 30: The third award, "The Dream Box", Sara Navazo Saez De Arregui, Edorta Larizgoitia Andueza , source: <http://room18.gr/en/competition/>

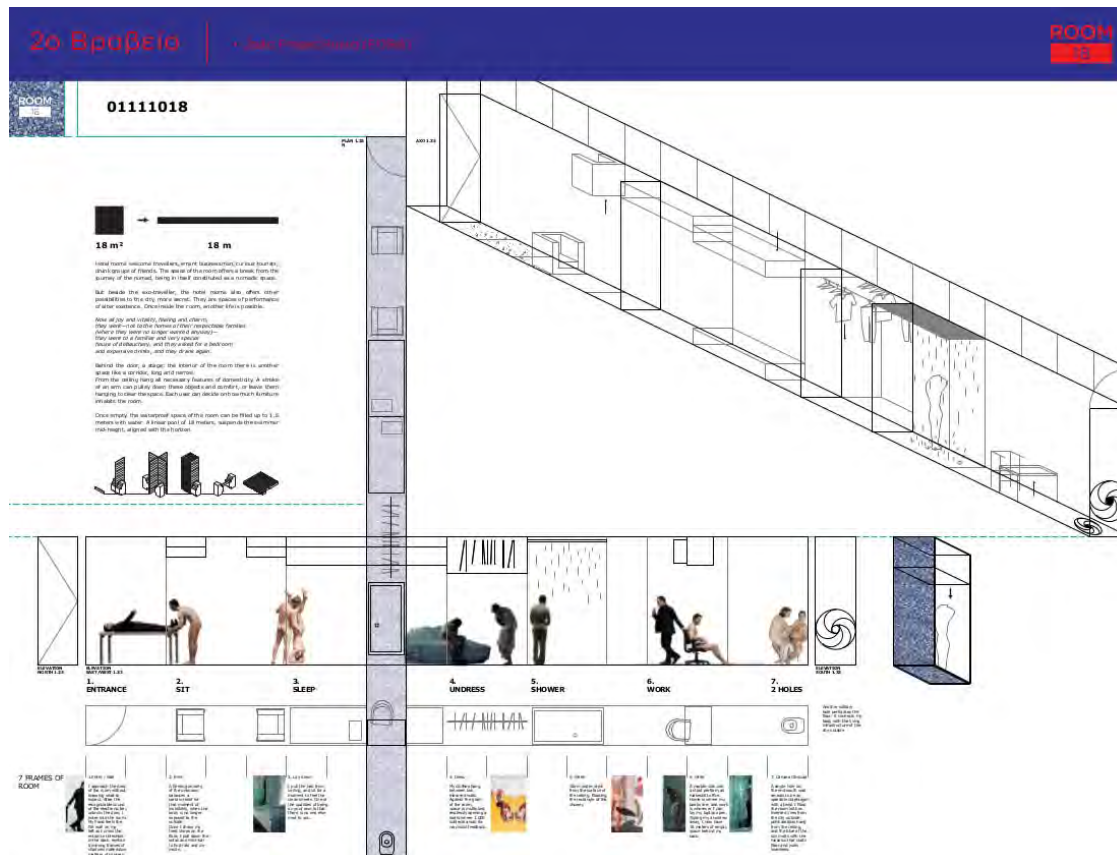
The second award<sup>38</sup>, the concept of the linear room 18m<sup>2</sup> "borrows" the idea and redefines the image of the wardrobe-furniture system construction in the "Xenia" room in a clear and absolute way (Figure 31).

By placing functions of the room in a somewhat "wardrobe" one meter wide, with linear development and the appropriate ergonomics, user-friendly, it manages to include everything in this linear "inside": useful and functional, furniture.

<sup>37</sup> Sara Navazo Saez De Arregui, Edorta Larizgoitia Andueza

<sup>38</sup> João Prates Ruivo

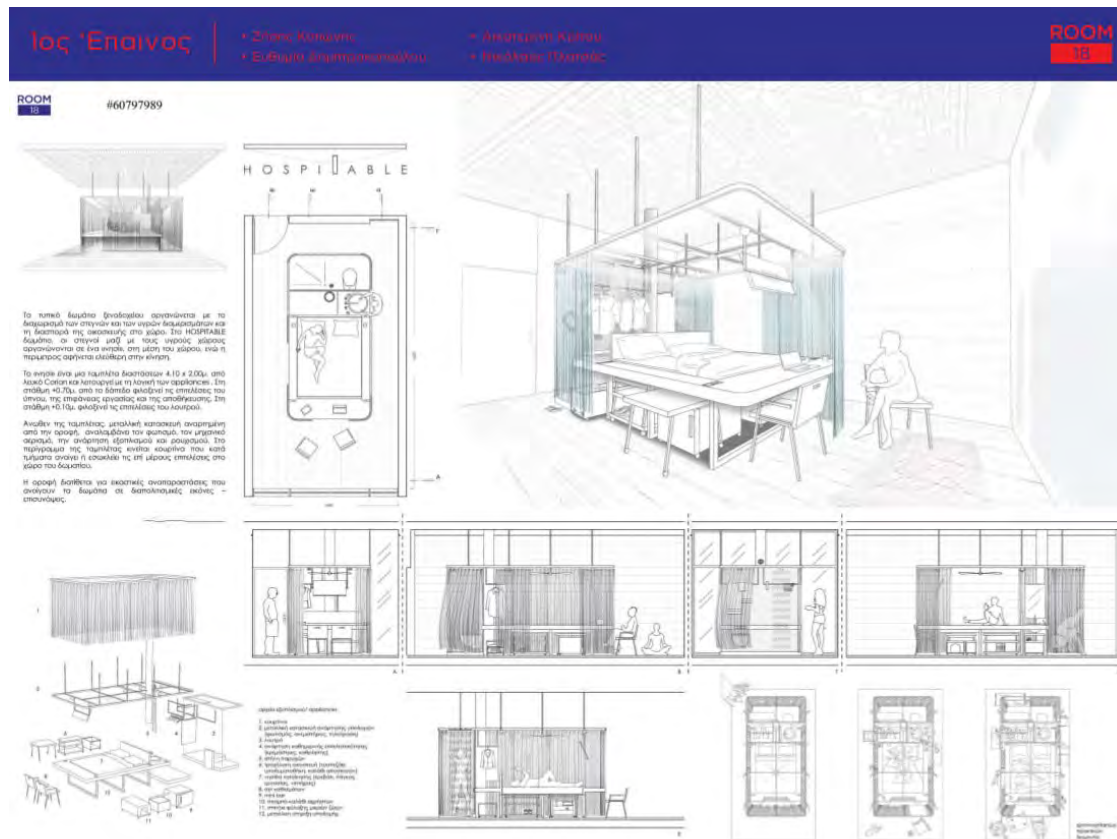




Figures 31: The second award, João Prates Ruivo, source: <http://room18.gr/en/competition/>

The first commendation titled "Hospitable"<sup>39</sup> associated the idea of building an "island" that is hung from the ceiling with a metal framework. It organizes the space and hosts all the room functions on such as "wardrobe" for clothing, lighting etc. but also inside it such as sleeping, bathing etc. (Figure 32). This construction integrates the concept of the element that contains and organizes everything according to the construction of the "Xenia" hotels.

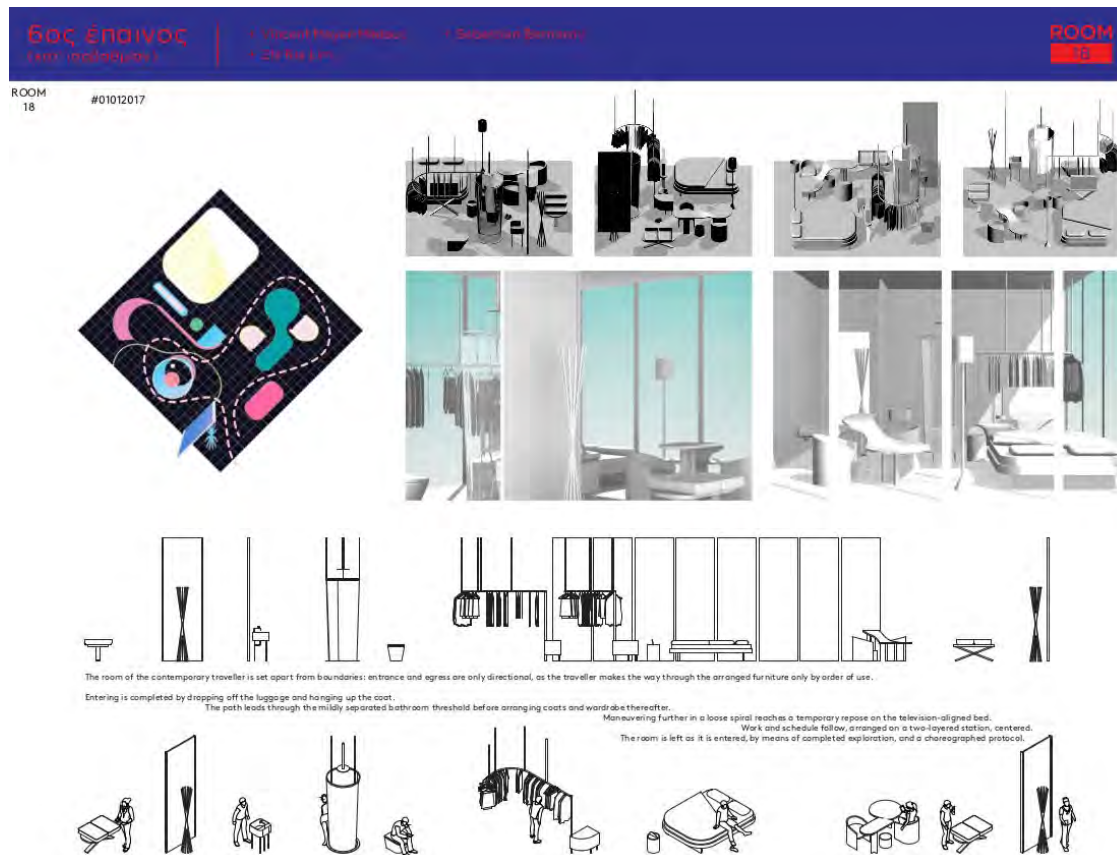
<sup>39</sup> Zisis Kotionis, Efthimia Dimitrakopoulou, Aikaterini Kritoy, Nikolaos Platsas.



Figures 32: The first commendation, Zisis Kotionis, Efthimia Dimitrakopoulou, Aikaterini Kritoy, Nikolaos Platsas, source: <http://room18.gr/en/competition/>

Two proposals received the sixth commendation, one with the title «protocols of a traveler»<sup>40</sup> involves elements belonging to the idea we found in the "Xenia" hotels. Here the traveler moves along and amongst the arranged furniture with its in-line use, the metallic structure is the dominant element that has the role of a wardrobe and also of a partition. (Figure 33)

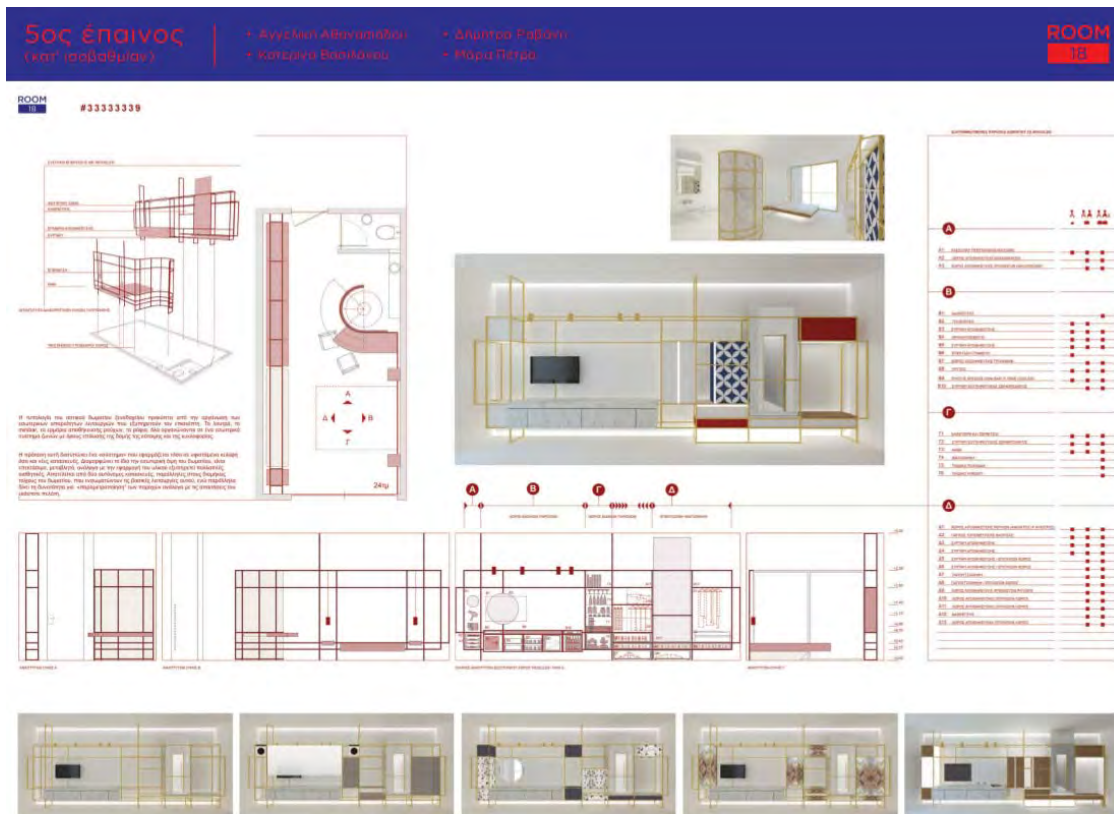
<sup>40</sup> Vincent Meyer-Madaus, Zhi Rui Lim, Sebastian Bernardy



Figures 33: The sixth commendation, Vincent Meyer-Madaus, Zhi Rui Lim, Sebastian Bernardy , source: <http://room18.gr/en/competition/>

Two proposals received the fifth commendation, one of them with the title «Convertible system»<sup>41</sup> brings forth the proposal of the "Xenia" room suggesting a similar "system" which forms the interior appearance of the room and allows it to be expandable and variable. It integrates the basic functions and provides the ability to customize the furnishing according to the user's needs. This proposal involves something changeable but contains a constant principle (Figure 34) to adhere to the logic of the "Xenia" system with common elements in every aspect: idea, function, material.

<sup>41</sup> Aggeliki Athanasiadou, Katerina Vasilakou, Dhmhtra Ravani, Mara Petra



Figures 34: The fifth commendation, Aggeliki Athanasiadou, Katerina Vasilakou, Dhmhtra Ravani, Mara Petra, source: <http://room18.gr/en/competition/>

As we further study the others participating proposals, we discover the "affinity" that appears in many of them with the philosophy of furnishing in general, and with the synthesis-system specifically as analyzed in the "Xenia" room.

## CONCLUSIONS

Having in mind the basic principles unity, synthesis, honesty of construction, austerity and functionality, the architects of "Xenia" hotels researched and come to the conclusion that these basic principles are very significant to hotels complexes. Not only are these basic principles used in the exterior of the buildings but also they are a major influence to the interior design, especially in the designing of furniture pieces.

The plan of a typical room in the Xenia complex was the model for the design continuity of the hotel room and this model is still used today (Figure 35).



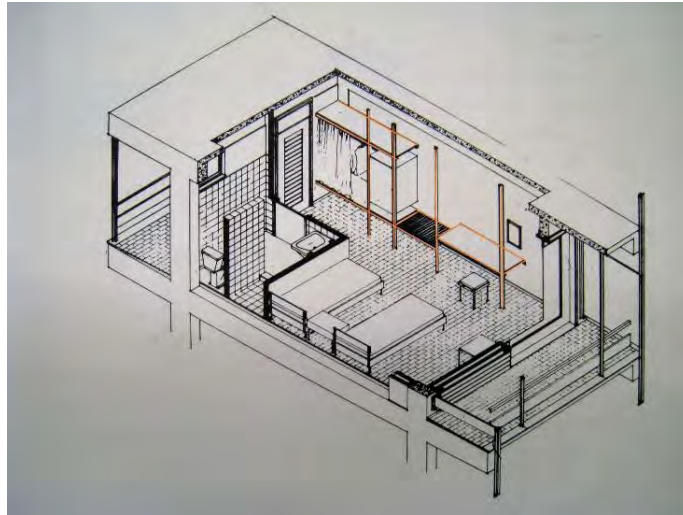
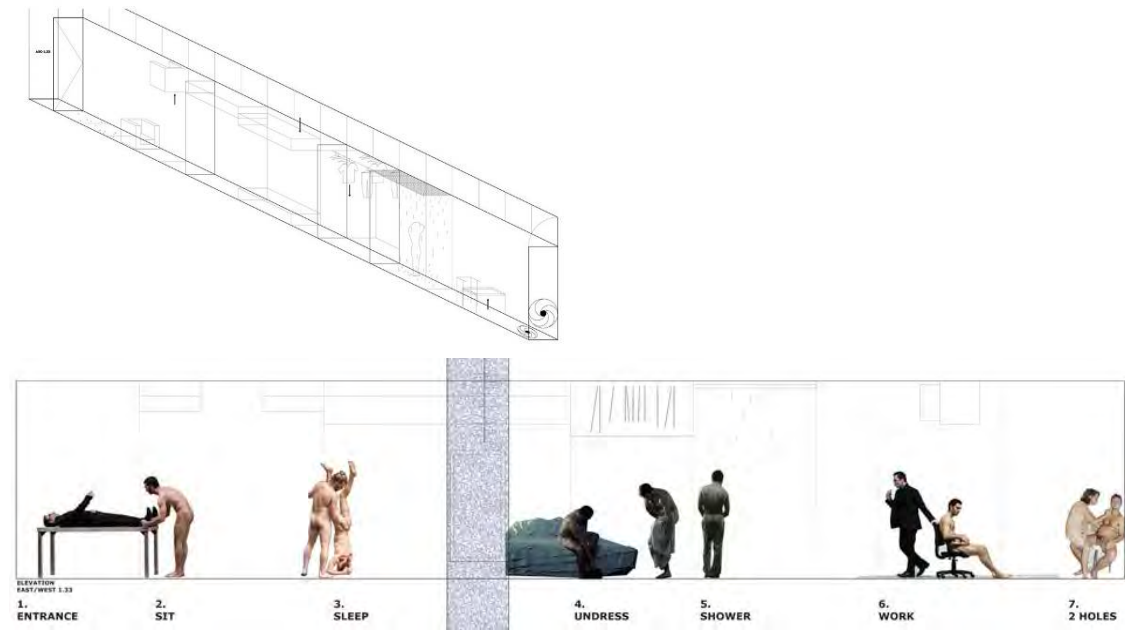


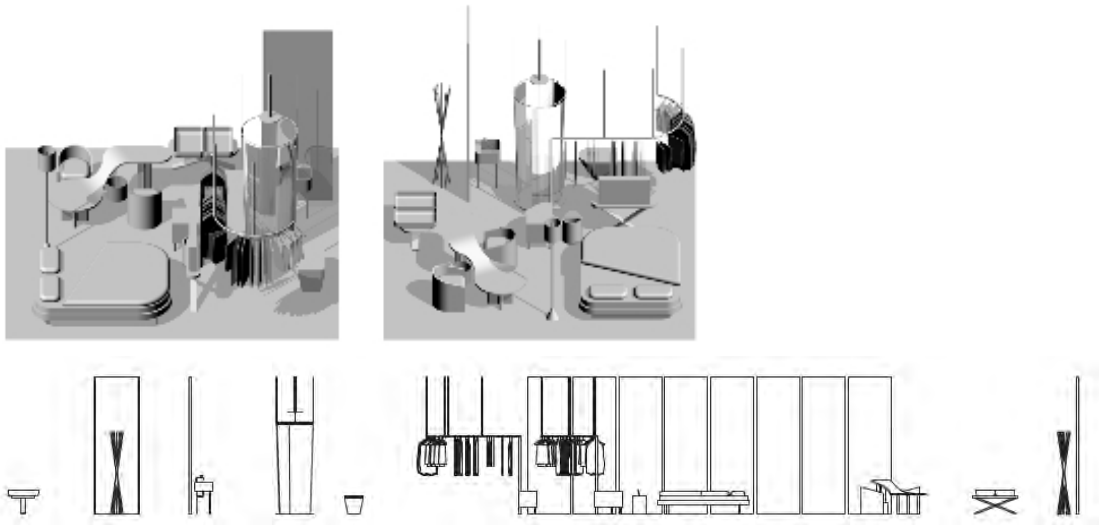
Figure 35: Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

The interior and pieces of furniture are the important elements and these "details", which in addition to, and irrespective of, the details of the building as a shell, concern architects and designers a great deal. It is now imperative to resolve these details and to give them the attention they deserve to a basis more powerful than "fashion" or "commercial", at a level of design ideas and principles. These principles have been established during the period of Greek Modernity through the hotel complexes design and especially through the "Xenia" hotels.

From the modern proposals presented, the efforts of the researchers to redefine and search for authenticity in the interior, as an independent element from the existing shell, are apparent. This "absence" of the shell, however, creates the need for the interior to contain a central concept of design, an idea that gives rise to space and furnishing, an element that overall was inextricably connected to the design during the "Xenia" period.

Once we gather the elements and principles from the heritage of this period, we can see on the one hand its importance which is demonstrated and on the other hand how its authenticity and novelty are redefined as present it, so that these elements are used again as a tool for space and furniture management in modern terms.





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## **The notion of Greek picturesque of interior spaces in tourism facilities: stereotype or authentic image?**

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### **ABSTRACT**

Creating interior design stereotypes is a common, widespread, reoccurring procedure in tourism facilities. The established stereotypes are easily acceptable by the potential visitors, as they modulate their expectations of their tourist destination, visualize its characteristics, and portray expected identities that however are more often than not- far away from an authentic experience.

Nevertheless, these trends show that visitors are able to customize their experience of stay while also reinforcing cultural tourism. Also, they have formed a new approach to tourism development focused on sustainability, reduction of the environmental footprint, experience of journeys. However, some fields are dissociated from these goals. Interior design is one of these fields as it carries the visual ideas of “picturesque”, “locality”, “tradition” and “decoration”.

This paper refers to the illustrative dimensions of interior spaces and their contribution to the formation of “Greek” identity, especially in areas of traditional local settlements, such as the Cycladic islands. The idea of authenticity in its simplest definition describes the meaning of “construction that is made or done in the traditional or original way, or in a way that faithfully resembles an original”. And authentic is “something that is real or true”, as authenticity is exactly this quality. International evolutions concerning the preservation of traditional buildings and settlements have formed a whole set of regulations, laws and commitments that do not seem to be implemented in host interior spaces, although they claim the opposite, that is to say they conceptualize the envelope’s interior as an “authentic” environment. This issue is not new. In 1976 Dean Mac Connell, verbalized his thesis about “dialectic of authenticity” stating that tourism gradually alters the significance of touristic destinations, and deforms the host community. Michalis Nikolakakis (2015) notes “in reaction to this tendency, tourist destinations have staged themselves in such a manner as to seem to preserve their authenticity”. What is promoted as authentic, what meanings are presented in the images of host interior spaces, what are the aspects that compose the narration about “Greek local identity” and how these could affect the expectations and the experiences of tourists?

These are the questions analyzed in the present paper, by describing the term “authenticity” in touristic interior spaces with reference to bibliography and an attempt at defining their qualitative characteristics.

**Key Words:** authenticity, picturesque, interior spaces, tourism facilities, architectural identity, interior design.

## WHAT IS AUTHENTICITY?

Authenticity in its simplest definition means the “*construction that is made or done in the traditional or original way, or in a way that faithfully resembles an original*”<sup>42</sup>. Something authentic is “*something that is real or true*”, as authenticity is exactly this quality<sup>43</sup>. Etymologically authentic comes from the Greek term «*αυθεντικός*» which describes something “*genuine, veritable, original, and real*”.<sup>44</sup>

Jean-Jacques Rousseau stated that “authenticity” referred to the personal integrity of people who are by nature what he termed “noble savages”<sup>45</sup>. Heidegger equated authenticity with Being so that authenticity is linked with creativity<sup>46</sup>. The concept of “authenticity” was at first used in relation to objects in museums so that tourists could differentiate between false objects and the real thing (Trilling, 1972)<sup>47</sup>.

When Dean Mac Connell (1999) stated that “authenticity” is an important key topic for tourism development, he connected it with the desire of a tourist to experience the real life of the places visited<sup>48</sup>, a rather complicated meaning. In fact if we ask a cook “what is authentic” he/she would probably focus on the local cuisine, a singer would answer traditional music, a story-teller would provide an oral story and an architect would define the term as the cultural built environment. The material and intangible heritage of a community define the local identity, differentiate the region from other regions and describes the context and diversity of this community. The experiences of a tourist are commonly produced by a sort of open social space accessible to all visitors, often based on regular organized tours. Mac Connell argued that tourists present themselves at places of social, historical and cultural importance. Urry (1990)<sup>49</sup>, based on Foucault (1975)<sup>50</sup>, presupposes

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<sup>42</sup><https://en.oxforddictionaries.com/definition/authentic> retrieved 5/3/2017 and <https://www.merriam-webster.com/dictionary/authentic> retrieved 6/3/2017.

<sup>43</sup> <http://dictionary.cambridge.org/dictionary/english/authenticity> and <http://dictionary.cambridge.org/dictionary/english/authentic> retrieved 5/3/2017

<sup>44</sup> Babiniotis, George, (1998). *Lexicon of the New Hellenic Language*. Athens: Centre Lexikologias.

<sup>45</sup> Critchley, Peter, (2003). *Autonomy, Authenticity and Authority: The Rational Freedom of Jean- Jaque Rousseau*. [e-book] Available through Academia website <https://mmu.academia.edu/PeterCritchley/Books>

<sup>46</sup> [http://cnqzu.com/library/Philosophy/neoreaction/Martin%20Heidegger/ebooksclub.org\\_Heidegger\\_Authenticity\\_and\\_Modernity\\_Essays\\_in\\_Honor\\_of\\_Hubert\\_L\\_Dreyfus\\_Vol\\_1.pdf](http://cnqzu.com/library/Philosophy/neoreaction/Martin%20Heidegger/ebooksclub.org_Heidegger_Authenticity_and_Modernity_Essays_in_Honor_of_Hubert_L_Dreyfus_Vol_1.pdf) retrieved 7/3/2017

<sup>47</sup> Trilling, Lionel, (1972). *Sincerity and Authenticity*. USA: The Charles Eliot Norton Lectures. World.

<sup>48</sup> Mac Connell, Dean, (1999). *The Tourist: A new Theory for the Leisure Class*. Los Angeles: University of California Press. 43-48, 155-163.

<sup>49</sup> Urry, John, (1990). *The tourist Gaze: Leisure and Travel in Contemporary Societies* (Theory, Culture and Social Series). London: Sage.

<sup>50</sup> Foucault, Michael (1975). *The Birth of the Clinic: An Archaeology of Medical Perception*. New York: Vintage.P.89.

that sightseeing and “*the gaze*<sup>51</sup> of tourists for them is based on a narcissistic subject within which there is a deterministic fit between the self and society”<sup>52</sup>. Mac Connell (2001)<sup>53</sup>, introduces a second gaze that looks for the hidden content and forms the tourist’s cultural experiences based on unexpected everyday events. This second gaze knows that predetermined sightseeing cannot fulfill the ego’s demands for completeness and self-sufficiency, but looks for gaps that will help to reveal the truth of local culture. The content of the first gaze is connected with the facile view of a touristic attraction, while the second gaze offers these elements that will transform it into a cultural experience. Between the first and the second gaze lies the sense of authenticity. According to C. Michael Hall (2006)<sup>54</sup>, “*Authenticity is derived from the property of connectedness of the individual to the perceived, everyday world and environment, the processes that created it and the consequences of one’s engagement with it*”. And “*in-authenticity or fakery is identified essentially as an attempt to replicate meaning*”.

All the above references show how complicated the nature of the term is- in relation to the conventional meanings as defined in the literature (interpretation of content, objective and constructive, symbolic content), as well as relating to alternative meanings such as those stated by Ning Wang (1999) of “*existential*” authenticity<sup>55</sup>. According to Wang “*objective*” authenticity is connected with the origins, whilst “*constructive*” authenticity refers to the authenticity projected on tour objects, by tourists in terms of their imagination, expectations, preferences, etc. “*The “existential” authenticity refers to a potential existential state of Being- that is to be activated by tourism activities*”.

According to the Nara Document on authenticity (1994)<sup>56</sup>, in the chapter “*Values and Authenticity*” concerning conservation and preservation of Cultural Heritage (article 9): “*Conservation in all its forms and historical periods is rooted in the values attributed to the heritage. Our ability to understand these values depends in part on the degree to which information sources of these values may be understood as creditable or truthful. Knowledge and understanding of these sources of information in relation to original and subsequent characteristics of the cultural heritage, and their meaning, is a requisite basis for assessing all aspects of authenticity*”. Key definitions are described in this article such as “*truthful*” and “*creditable*” as significant information sources in the characterization of authenticity, and also in the ability of the visitors to perceive their meaning, in order to understand authentic cultural heritage. This document generalizes the term “*authenticity*” in all parts that make up the cultural

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<sup>51</sup> Mac Connell, (2001) stated for two tourist “gazes”. The first as Urry (1990) described, aligned with the ego, installed by practices of commercialized tourism and the second that concerns something hidden, a sort of tourist’s attitude that looks for the unexpected, for these events that could reveal local culture.

<sup>52</sup> Dean Mac Connell, (2001). Tourist Agency, *Tourist Studies*, London, Thousand Oaks and New Delhi: Sage Publications, London, Thousand Oaks and New Delhi, Vol. I (I), pp.23-37.

<sup>53</sup> Mac Connell, Dean, (2001). Ibid.

<sup>54</sup>C. Michael, Hall, (2007). Response to Yeoman et al: The fakery of ‘The authentic tourist’. *Tourism Management*, Elsevier, Vol. 28, Issue 4, August 2007, p.p.1139-1140.

<sup>55</sup> Ning Wang (1999). Rethinking Authenticity in Tourism Experience. *Annals of Tourism Research*. Vol. 26, No. 2, p.p.349-370. Elsevier.

<sup>56</sup> The Nara Document on authenticity <https://www.icomos.org/charters/nara-e.pdf>, retrieved on 3<sup>rd</sup> of December 2010. The Nara Document on Authenticity was drafted by the 45 participants at the Nara Conference on Authenticity in Relation to the World Heritage Convention, held at Nara, Japan, from 1-6 November 1994, at the invitation of the Agency for Cultural Affairs (Government of Japan) and the Nara Prefecture. The Agency organized the Nara Conference in cooperation with UNESCO, ICCROM and ICOMOS. The final version of the Nara Document was edited by the general rapporteurs of the Nara Conference, Raymond Lemaire and Herb Stovel.

heritage, including art and its qualifications, and recognizes that *“It is thus not possible to base judgments of values and authenticity within fixed criteria. On the contrary, the respect due to all cultures requires that heritage properties must be considered and judged within the cultural contexts to which they belong”* (article 11). But it also states that *“depending on the nature of the cultural heritage, its cultural context, and its evolution through time, authenticity judgments may be linked to the worth of a great variety of sources of information. Aspects of the sources may include form and design, materials and substance, use and function, traditions and techniques, location and setting, and spirit and feeling, and other internal and external factors. The use of these sources, permits elaboration of the specific artistic, historic, social, and scientific dimensions of the cultural heritage being examined”* (article 13).

Space is one of the most important aspects in the construction of cultural experience, as it contributes to the authenticity of experience, and is connected with the material heritage. Bruner (1994)<sup>57</sup>, stated four senses of space authenticity, according to the case study of New Salem- a reconstructed historical village of 1930 and outdoor museum. The first one is characterized as “authentic reproduction”, referring to authenticity of verisimilitude that is to say that the reproduced object resembles the original. The second is based on “genuineness”, that is to say that the village appears as real. The third sense is originality versus copying. And the last sense is related to authority, that is to say the village is authentic, because an authority has authenticated it. Thus, space is this vulnerable element, on which many critical thoughts concerning its ability to preserve its characteristics throughout a tourist development procedure have been verbalized. Michalis Nikolakakis<sup>58</sup> (2015), notes that according to Mac Connell (1976) tourism has led to the gradual profanation of tourist destinations, a fact that has transformed the receiving community and *“in reaction to this tendency, tourist destinations have staged themselves in such a manner as to seem to preserve their authenticity”*. And Helen Maistrou (2004) states that *“the consequences of tourism development grow to be especially severe for these cases where tourism accompanied with various forms and volumes, comprises the main expedient for the financial development of a region and constructs its evolution on the “direction” of a decorative promotion of the historical and cultural content of the place”*<sup>59</sup>.

## **GREECE AND SANTORINI ISLAND**

In Greece with the successive territorial registrations throughout history, cultural tourism represents a motivated instrument for overall development that was embedded in the Greek

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<sup>57</sup>Bruner, Edward, M. (1994) Abraham Lincoln as authentic reproduction: A critique of postmodernism. *American Anthropologist* Vol. 96 (2), p. 397. <https://is.muni.cz/el/1423/jaro2016/SOC283/re/ci/Bruner-Abraham-Lincoln-as-Authentic-Reproduction-AA-1994.pdf>, Retrieved on 05.03.2017.

<sup>58</sup> Nikolakakis, Michalis, (2015). “The tourist paradox: On the history of Tourism in Greece, from 1950 to the Present Day” in Aesopos, Yannis, (edit.), (2<sup>nd</sup> edit.). *Tourism Landscapes, Remaking Greece*. Athens: Domes editions. Pp. 38-51.

<sup>59</sup>Maistrou, Helen, (2004). *Tourism Development and Cultural Identity. The Architect’s Multiple Role. Technica Chronika*. September- October 2004, p. 22.

economic policies<sup>60</sup>, shyly at first and as a national goal during the post war period<sup>61</sup>. Many districts both on the mainland and the islands, which were characterized by their folk architectural tradition were suggested as settlements for tourism development.<sup>62</sup> Among them Santorini<sup>63</sup> in the Cycladic islands complex gradually became a primary tourist destination, and the traditional settlement of Oia a prominent option. The island is affected by its active volcano, which provides certain constructive materials such as Thiraic volcanic earth, pumice, red and black stone, as well as by its lack of wood. Santorini flourished during the modern period at the end of 19<sup>th</sup> century, based on viticulture and transit shipping. The traditional architecture of Oia gained its specific characteristics based on the social hierarchy. The inferior classes continued to house themselves in cave constructions with features of “picturesque” and “organic” configuration, as these are defined by Dimitris Filippidis (2010)<sup>64</sup>, while the upper classes lived in monumental buildings with neoclassical elements. Filippidis connects the term “picturesque” with the aesthetic categorization of the irregular and non-finished (incomplete), which as a value played a significant role in creation. On the other hand “organic” is used as a characteristic referring to natural forms. In 1956 a large earthquake changed the island’s prospects of development, since the state aimed at rebuilding the destroyed settlements (1958-63), although the natives seemed to reject the pre-existing traditional forms. Through the programme “Preservation and Development of Traditional

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<sup>60</sup> In 1914 the Tourism Bureau was established. The Greek National Tourism Organization in a primary form was founded in 1929 under the supervision of the Finance Ministry. In 1936, there was the Sub- Ministry of Press and Tourism, in 1941 the Directory of Spa- Towns and Tourism, and in 1945 the General Secretariat of Tourism. In 1950 and up to our days, the Greek National Tourism Organization (GNTO) was established, in 2004 as part of the Ministry for Tourism Development, and from 2010, as part of the Ministry of Culture and Tourism. Two large projects were developed by the GNTO. The first one known as “Xenia Project” took place from 1950 to 1974. The second one “Preservation and Development of Traditional Settlements in Greece” took place from 1975 to 1995.

<sup>61</sup>For a long period tourism evolution was limited by the insufficiency of the net of transportations and qualitative host facilities for the accommodation of high economic status visitors at sites of great archaeological interest. Georgiadou, Zoe, Fragkou, Dionissia, & Chatzopoulos, Panagiotis, (2015). The development of the tourist model in luxury hotels: the case of Amalia Hotels in Greece, in the Proceedings of the International Conference, on *Changing Cities II: Spatial, Design, Landscape & Socio-economic Dimensions*, Porto Heli, Peloponnese, Greece, June 22-26 2015, pp. 1531-1542. After World War II the economical reconstruction of the country was focused on tourism evolution with a severe nation-wide attempt, within projects that were financed by public and private resources. During the seven years of the dictatorship (1967-74) mass tourism altered the spirit of these efforts. Georgiadou, Zoe, Fragkou, Dionissia, & Dimitris Marnellos, (2015). Xenia Hotels in Greece: Modern Cultural Heritage, A Holistic Approach. *Journal of Civil Engineering and Architecture*, February 2015, Volume 9, No 2, pp. 130-141. Recently the economic crisis started to destroy any form of qualitative protection focused on the goal of unconditional development.

<sup>62</sup>During the first period of the “Preservation and Development of Traditional Settlements in Greece” programme, six traditional settlements were included: Vathia (Mani –Peloponnese), Byzitsa (Pelion- Thessaly), Mesta (Chios Island), Oia (Santorini island), Papigko (Epiros) and Fiskardo (Kefalonia Island). These settlements were selected for the quality of their architectural and housing structure, their integration into the natural environment, their representation concerning different forms of local and regional architecture and housing typology, and the availability of sufficient un-inhabitated buildings, as well as their ability to be developed. Until 1991 sixteen settlements and 119 buildings were preserved and adapted as tourist accommodation. For this program GNTO has received international recognition and prizes (Europa Nostra 1980 for Oia, 1989 for Papigko, 1986 Biennale Prize for Oia, Prize by the International Association of Tourism Journalists for Pelion).

<sup>63</sup> Santorini is in the south of the Cycladic complex, located 130 miles from Piraeus and 70 miles from Crete. It has 13 settlements and two parts of ground formation- a part with plane ground and bays, and a cliff part, the Caldera, formed by the massive volcanic explosion that blew the center out of the island about 3,600 years ago. Oia is one of the settlements built partly in a linear formation along the cliff heights.

<sup>64</sup> Rapoport, Amos, & Filippidis, Dimitris, (2010). *House Form and Culture*. Athens: Melissa Publications. Pp 218-235.



Settlements in Greece” (1975-1995) the GNTO succeeded in restoring many traditional cave houses for tourist accommodation. This fact changed the development’s orientation in Santorini and converted the island into a primary tourist destination. Filippidis (2010) claims that this transformation “*is materialized under the same conditions of all Greek territories, that is to exploit the historical past as a illustrative construction, connected with the unique landscape*”.<sup>65</sup> During this procedure the sight of the Caldera from a secondary (following the cave houses) characteristic became the primary tourist value, something reflected in the contemporary environment.



*Pictures 1, 2: Oia Santorini, preserved houses through the programme “Preservation and Development of Traditional Settlements in Greece” (1975-1995) GNTO. Source: Collective, (1984). GNTO Programme 1975-1985. Athens: GNTO publications, p. 135 & 146.*



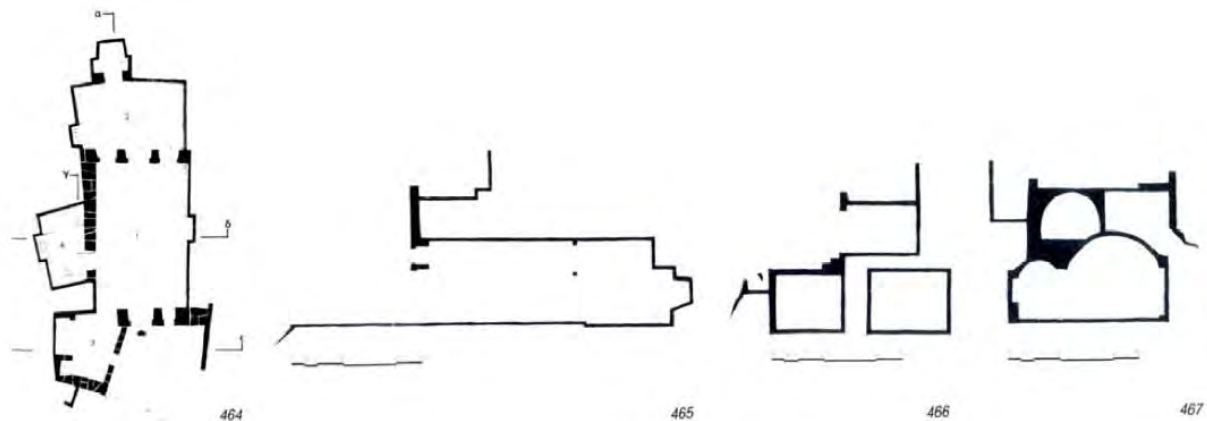
<sup>65</sup> Rapoport, Amos, & Filippidis, Dimitris, (2010). Ibid p. 232.

*Pictures 3, 4: Oia Santorini, preserved interiors through the programme “Preservation and Development of Traditional Settlements in Greece” (1975-1995) GNTO. Source: Collective, (1984). GNTO Programme 1975-1985. Athens: GNTO publications, p. 144 & 165.*

The traditional cave house of Oia was based on a primitive construction of the 19<sup>th</sup> century, integrated into the extrusive rock, greenless and treeless natural environment. The difficulties in construction and the lack of water modulated these primitive houses to be built inside the rock—that was easy to burrow, and the use of supplementary building parts coming out of the cave construction, depended on the economic conditions. The poorest the house was, the most cave-like it was. The part of the settlement consisting of simple cave houses was located on the cliff of the Caldera, and in order to be protected by the south wind, high walls built at the house’s façade. The caves housed mostly sailors and the crew in general, since the captains obtained bigger houses in the inner part of the settlement, protected by the winds. The houses hanging in the Caldera were based on space economy in order to serve basic human needs, plain decoration, environmental sustainability, collection of water into underground tanks, use of local materials and limited use of precious rare materials such as wood. The cave functions as regulator for the local climate conditions—wind, hot and cold weather. The rocky ground and the steep cliff made the houses follow the ground’s curves, in a linear manner, and produced the required harmonic co-existence, based on the respect of the inhabitants for their natural environment. The typology is based on space succession: from the main room—“sala” to the back where is the bedroom, which is lit and ventilated by the front room. The wall between them has the same openings, as the façade. The kitchen is a small room connected to the sala and the toilet is outside the house, in the yard. Concerning the interior spaces, George Varveris (1981:60)<sup>66</sup> refers to the absence of adornment, attributing it to the lack of wood, and characterizes the cave house “without ornaments” and “plain”. *“There is not fireplace in the room, that is filled with plates and other decoration. There is no elevated wooden bed -or the “onta” which decorates so beautifully the sleeping corner. So the cave house of Santorini has its own form and expression. Its acquaintance does not give the impression of picturesque or charming, but rather surprises and obtrudes the visitor with its simplicity and peculiarity”*. Thus it is not only the lack of wood, but also poverty that could provide only absolutely necessary things. Everything else was curved in the volcanic rock, fixed and integrated in the plasticity of the structure.

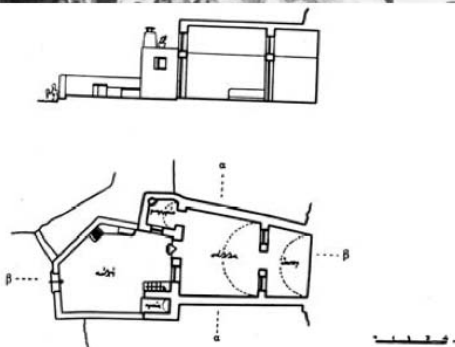
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<sup>66</sup> Varveris, George, (1954-55). Houses of Santorini, in Michelis, Panagiotis, A., (edit.) (1981). *The Greek Folk House: Student projects*. Athens: NTUA Publications. P.p.41-60.



Picture 5: Oia Santorini, Theodosia cave house plans. Source: Collective, (1984). *GNTO Programme 1975-1985*. Athens: GNTO publications, p. 165.

The configuration of the settlement of Oia is based on the aesthetic content of “picturesque” with irregular and incomplete, open to intervention, forms, developing as part of the surroundings. In the traditional architecture of Oia we can recognize all these factors connected with the climate conditions, as described by Amos Rapoport (2010): the adaptation of the local conditions and natural environment, social and human needs, structure and culture of the local community, materials and constructive techniques based on the land.





*Pictures 6, 7: Oia Santorini before the GNTO programme. Source: Collective, (1984). GNTO Programme 1975-1985. Athens: GNTO publications, p. 151 (left). The typical cave house of Santorini. Source: Michelis, Panagiotis, A., (edit.) (1981). The Greek Folk House: Student projects. Athens: NTUA Publications. P. 47 (right).*

However, the way of living gradually changed and the local community faced a natural disaster that destroyed structures for needs that had already changed. Rapoport (2010)<sup>67</sup>, mentions that as soon as a culture or way of living changes, its expressive forms lose their meaning and content. He adds that many artifacts preserve their prestige, even though their creative civilization has disappeared, and the forms of the houses and settlements can be used, even if their embodied meanings have been differentiated to a high degree.

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<sup>67</sup> Ibid. P. 114.

## **HOTELLING IN OIA**

Oia, Imerovigli and Fira -all sited in the Caldera, are described as primary destinations in many sites on favorable touristic destinations.

*“On the northern tip of Santorini, 12 kilometers up the coast from Firá, Ía (Oia) is a picture-perfect village of whitewashed houses, several of which have been converted into chic little boutique hotels with infinity pools, overlooking the caldera... Oia is especially known for its stunning sunsets, which attract visitors from all over the island each evening through summer ... Formed by the massive volcanic explosion that blew the center out of the island some 3,600 years ago, the caldera is the sea-filled volcanic crater that remained...”<sup>68</sup>*

And *“Santorini is considered to be the most sought after place for a romantic getaway in Greece, since there are not many places in the world where you can enjoy exquisitely clear waters while perched on the rim of a massive active volcano in the middle of the sea! The island has a growing reputation as a “wedding destination” for couples not only from Greece but from all over the world. A trip to Santorini with the other half is a dream for anyone who has seen at least one photo of the island’s famous Caldera and exchanging kisses beneath Santorini’s famous sunset is the ultimate romantic experience!”<sup>69</sup>*

The Caldera with its view is the first point of attraction and the form of the cave houses the second, as both are connected with the sense of picturesque and are carriers of the local identity. It is already mentioned that the cave houses are inventions of the social and economic circumstances. Many cave houses have been preserved and conserved, adapting their use to boutique hotels or guest houses. Ultimately the use is the same- a house, even if temporal, and with this tradition is recreated. This cultural asset could be used as an open, active, experiential museum.

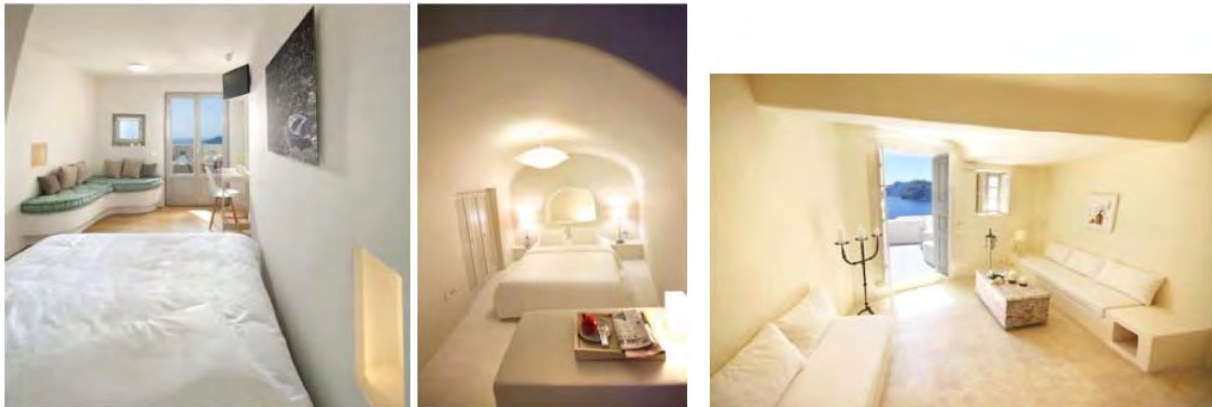
Thirty five years later looking through the Internet for accommodation in Santorini the picture seems to be replicated as exactly the same – a tourist settlement calling the visitor to participate in the phantasmagorical scenery: cave houses, or cave-like houses, facing the Caldera, swimming pools and Jacuzzi in the yard, in a waterless island, vaults with “pure” whiteness in their interiors, cement based floors, curved geometry of the built in furniture and bathrooms, hidden lighting in the bottom of the built-in beds, branded furniture in a glossy interior. What has intervened?



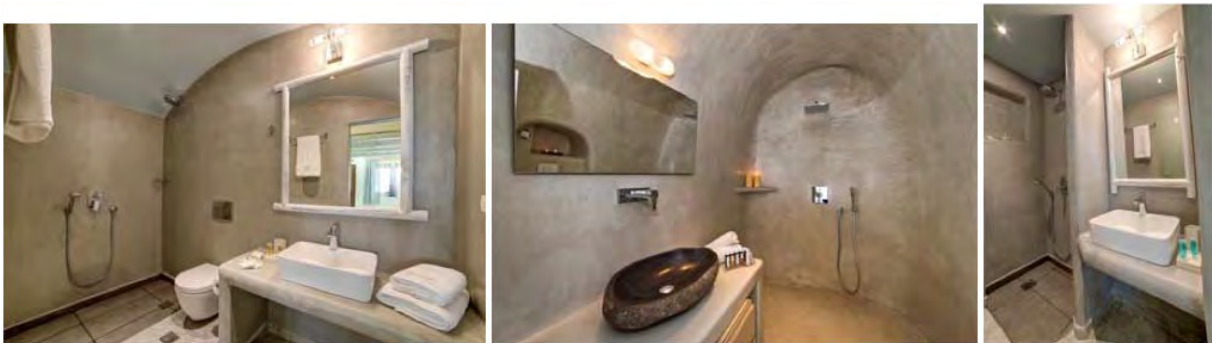
*Pictures 8, 9: Andronikos Hotel-Santorini, Designers KLab Source: dezeen, <https://www.dezeen.com/2016/07/24/klab-andronikos-hotel-santorini-greece-interior-design-curved-arches/> retrieved 03-05-2017.*

<sup>68</sup> <http://www.planetware.com/greece/santorini-gr-aeg-santo.htm> Retrieved on 05.03.2017.

<sup>69</sup> [http://www.visitgreece.gr/en/greek\\_islands/santorini](http://www.visitgreece.gr/en/greek_islands/santorini) Retrieved on 05.03.2017.



*Pictures 10, 11, 12: From the left to the right: Panorama, Oias View, Oia Mare. Source: Hotel sites.*



*Pictures 13, 14, 15: From the left to the right: Hotel Thira, Porto Fira, Ifestos Villa. Source: Hotel sites.*

If we refer to the first period of Oia's tourism development through the preserved cave houses, under the supervision of the GNTO<sup>70</sup> we find out that «*the goal of the architectural intervention was the re-habitation, promotion, and restoration of the settlement and selected buildings with their initial picturesque and authentic vitality*». The attempt was focused on evaluated, abandoned houses, that had worthwhile folk architectural characteristics (humble mostly and not captains' houses), and were preserved in order to be used as host spaces, and also accompaniment buildings with supportive functions, that could motivate the settlement's re-habitation (for example weaving workshops in cooperation with EOMMEX) and construction of infrastructures (water tank, sewerage systems). During this procedure the public and the private space continued to operate as a unified entity, preserving the local identity of the settlement that served its inhabitant first and second its visitors, who could experience a genuine temporal inhabitation. GNTO's advertising posters with the title Hellas, used pictures of everyday life, paintings by well-known painters (such as Spyros Vasileiou and Panayiotis Tetsis), or graphic representations of traditional settlements. The Greek culture, the sea enchantment, the whitewash geometry of the Cycladic islands consist of the main asset for the tourist development of small islands, without putting them apart from

<sup>70</sup> Architects Paraskevi Bozeniki- Didoni and Nikos Agriantonnis.

everyday qualities and their authentic expression. The first and the second tourist gaze introduced by Mac Connell co-exist easily, as the unexpected everyday events- the gap for the hidden content that forms the cultural experiences, are revealed, whilst the first gaze is not predetermined. Architectural interventions in the interiors were based on the conservation of the building's envelope authentic elements as well as the functional configuration with the least possible modifications mainly the transformation of small storage rooms into bathrooms. The destroyed parts were restored to their previous forms using documentation in the form of oral testimonies, photographic or other archive material. The humble image of these guesthouses is completed by a series of wooden furniture items designed with the simplicity of traditional Greek pieces as iron or wooden beds, stools and seats. These wooden elements stand humbly, besides traditional structural elements such as whitewashed walls and domes, semicircular window arches, alcoves, armoires, etc. The evident interventions concern confined electricity and lighting installations. The sense of "authentic reproduction" and its "authentication"<sup>71</sup> by the GNTO services is supported by the evaluation of various information sources that included the use and function, tradition and techniques, spirit and sensation and other internal and external aspects<sup>72</sup>.

During the last thirty five years the transition to the post modern period, globalization, the international life-style, the changes in the means of transportation and the domination of the internet and social nets, have homogenized the tourist product and led to a different phase in tourist development as the preponderant option of the country's economical policies, that however seems to navigate to a sort of underdevelopment or to a "tourist paradox" as aptly noticed by Nikolakakis (2015)<sup>73</sup>. The personalization of the vacation in the sense of self-fulfillment, experience and "good living", is organized by the gaze and formed as desire and image. Thus, Mac Connell's first tourist gaze is predetermined before seeing the real image, and all the values that the tourist seeks for, are based on the beautification of a cultural environment, which is supposed to carry these local characteristics re-creating the illusion of "the local tradition". Aris Konstantinidis in his book "Two Villages from Mykonos" refers to the superficial relation of the man-lover who is not really interested in the folk architecture, but is interested in "stealing" its forms. Thus, transferring shapes of the past, devoid of their creative need, he sends up in a sort of decorative scenery<sup>74</sup>. The interiors of the cave houses in Santorini (as boutique hotels or guest houses now) are visually repeated as identical design stereotypes or as variations of scenes of opulence and luxury. These houses are transformed into private settlements, disconnected from their shell since when devoid of their covering dome or local traditional forms, these characteristics are constructed in order to illustrate the expected "Greek picturesque". But the uncritical and infertile replica of the past folk culture is not authentic rather it is based on the poetry of others<sup>75</sup>. Luxury is supported by branded furniture, private pools and Jacuzzi, always facing the Caldera. The private interiors- images framed into a completely touristic settlement- the supreme fantasy that narrates the personal history of the couple kissing over the Caldera, facing the sea and the sunset. Daniel, J., Boorstin's (1964) view, that the modern tourist does not seek for authenticity, seems to be extremely topical. On the contrary he is fully aware that he is part of an illusion, made just for him and in-authentic. The tourist in fact embracing this illusion seeks for in-authenticity, that is to say he seeks for the pseudo-construction.

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<sup>71</sup> Bruner, Edward, M. (1994). Ibid.

<sup>72</sup> Nara Document on Authenticity, (1994). Ibid.

<sup>73</sup> Nikolakakis, Michalis, (2015). Ibid.

<sup>74</sup> Alike, Spyropoulou, (2011). Aris Konstantinidis and Anonymous Architecture. *Newspaper Epochi*, 12/06/2011.

<sup>75</sup> Le Corbusier, (1986). *Art Decoratif d' Aujourd'Hui*. Champs, Flammarion.

## SYNOPSIS

According to ICOMOS<sup>76</sup> the principles for promoting and managing tourism in ways that respect and enhance the heritage and living cultures of the host communities, so as to encourage a dialogue between conservation interests and the tourism industry are that “*conservation should provide well-managed opportunities for tourists and members of the host community to experience and understand the local heritage and culture at first hand; the relationship between heritage places and tourism is dynamic and should be managed in a sustainable way for present and future generations; conservation and tourism planning should create a visitor experience that is enjoyable, respectful, and educational; host communities and indigenous people should be involved in planning for conservation and tourism; tourism and conservation activities should benefit the host community, improving development and encouraging local employment; tourism programs should protect and enhance natural and cultural heritage characteristics*”<sup>77</sup>. Authenticity is a key element for the application of these principles and the designation of local identities meaning.

When looking at this process in Oia Santorini, a case of Greek traditional village, based on the aesthetic content of “picturesque” with irregular and incomplete, open to intervention, forms, we can see how tourist development affects vigorously the genuine attributes of the settlement-cultural, environmental, societal, functional and morphological. Gradually, the social structure and the sense of authenticity of the host community were critically altered with the reconstruction of the village for reasons and needs other than those of its original creation. Although Rapoport states that the forms of the houses and settlements can be used, even if their embodied meanings have been differentiated and their creative civilization has disappeared, the re-habitation process has lost its authentic components: a new idiom of an artificial identity, versus the local traditional one, has been formed. The involvement of the host community and indigenous people in planning for conservation and tourism seemed to have been successful during the GNTO program “Preservation and Development of Traditional Settlements in Greece”(1975-1995), when there was public funding and supervision. It seems also that as soon as individuals began to fund the remaking of their own cave houses as boutique hotels, handling interiors according to their sense of the “attractive image of tradition” and the notion of Greek picturesque, these interior spaces were disconnected from their authentic characteristics, and became susceptible elements that were easily altered. Public architecture in contradiction to private architecture, according to Konstantinidis allows for the transmission of authentic ideas and the expression of a “true architecture”<sup>78</sup>.

Over the last two decades tourism trends have focused on globalization, cosmopolitan reality, international life style, opulence, good-living culture, and these through internet promotions and social nets to produce sentimental images and illustrations of space that feed dreams, fantasies, mirages and illusions. But the critical issue of authenticity is still essential. Interior spaces devoid

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<sup>76</sup> International Council on Monuments and Sites.

<sup>77</sup> ICOMOS. (1999). International Cultural Tourism Charter: Managing Tourism at Places of Heritage Significance. ICOMOS. Accessed October 25, 1999. [http://www.international.icomos.org/charters/tourism\\_e.pdf](http://www.international.icomos.org/charters/tourism_e.pdf).

<sup>78</sup> Konstantinidis, Aris, (1992). *The Architecture of Architecture-Diary Notes*. Athens: Agra.

of their shell become vehicles for portraying an inauthentic identity into the traditional cave houses of Santorini (and conclusively into any traditional construction). This identity is activated through recurrence of stereotypes – use of “local” materials, sculptural forms, curve-geometry, white-washed domes and walls, sophisticated furniture, etc. So Mac Connell’s first tourist gaze is not followed by his second gaze of an authentic inhabitation experience that promotes the perception of the local cultural heritage. And the “objective authenticity” becomes a sort of “subjective authenticity”<sup>79</sup> and display the design provided by the tourist industry as determinant of the experience.

Although Santorini and the Caldera are favorable destinations and hotel accommodation is satisfied in boutique hotels or luxury guest houses, it seems that the visitors are not aware of authenticity and the indigenous people are focused on presenting the heritage of the host community as an illusion. So even if tourism benefits financially the host community, and encourages the local employment, it does not seem to improve development and does neither protect nor enhance natural environment and cultural heritage characteristics. Community’s everyday life as vivid culture is absent. And here lies an open question about space: under these circumstances how then is authenticity possible at all, if the interpretation decline in the direction of stereotypes and clichés?

During a period of forty five years the biggest undertaking of Greek economy, tourism development has *“frustrated the promise for inter-cultural communication, the expectation to contribute to the showcasing of the country’s cultural heritage and social expectations to contribute to the reduction of inequality vis-a-vis the other European economies. Greek society finds it impossible, to ascribe any positive meaning to it-self through tourism, yet it is condemned to persist in this effect”*<sup>80</sup>.

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<sup>79</sup>Uriely, Natan, (2005). The Tourist Experience. *Annals of Tourism Research* 32 (1), p.p. 199-216. P. 206-207.

<sup>80</sup> Nikolakakis, Michalis, (2015). Ibid.

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## **Emotional Intelligence Effects on Academic Performance. An empirical study of University Students**

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### **ABSTRACT**

The relationship between Emotional Intelligence (EI) and Academic Performance, although investigated in previous studies, has failed to yield consistent findings raising the need for further study. The purpose of this study is to further illuminate the link between EI and student scholastic achievements, closing the gap in the extant literature. Furthermore, the gender differences were investigated in regard to possible differences of EI and its facets and their respective relationship to performance. The 30-item Likert scale questionnaire used, was completed close to 600 university students who were asked to respond to the 30 EI- related questions and report their GPA, both the actual and the one they perceived they deserved. A regression analysis was used to determine the explaining power of EI over the student performance. The results indicate that there is a statistically significant relationship between EI, overall as well as two of its facets with academic performance. Furthermore, gender differences were also found in self-control and emotionality. The implications of this study for educators and academic policy makers are considerable, since the systematic fostering of EI in students could lead to greater educational outcomes and more effective institutions

**Key Words:** Emotional Intelligence, Academic Performance, University Students

## **INTRODUCTION**

Emotional Intelligence (EI) studies abound, since the popularizing of the concept by Goleman (1995) in the mid- 90's, examining the relationship of the concept with various personal as well as organizational outcomes (Karim, J. Bibi, Z. Rehman, S. and Khan, M, 2015); Jordan & Troth, 2011). The research on EI followed two diverging streams the Trait EI and the Ability EI. Among the leading scholars in the Trait EI approach Petrides and his associates define EI as “a constellation of behavioral dispositions and self-perceptions concerning one’s ability to recognize, process, and utilize emotion-laden information.” (Petrides & Furnham, 2003, p. 278). Trait EI is typically studied through self-reports along with other personality traits. Ability EI refers to “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions” (Salovey & Mayer, 1990, p. 189). Ability EI is measured through performance based questionnaires, in a similar way to the cognitive ability measurement (Mayer, Salovey, & Caruso, 2000). The ability EI approach is particularly challenging since it requires the construction of relevant items that can be objectively scored as correct or incorrect, posing thus measurement problems. Trait EI, on the other hand is relatively easy to use and it has been used by several researchers in the literature (Bar-On, 1997; Schutte et al., 1998; Petrides & Furnham, 2001; Petrides et al., 2016). Various researches have well-documented the empirical differences between the two approaches (Warwick & Nettelbeck, 2004). Although the two streams use different operationalization of their constructs both have shown strong predictive ability in regards to numerous academic, career, and life outcomes (Petrides et al., 2016; Amdurer, Boyatzis, Saatcioglu, Smith, & Taylor, 2014). The present study mainly concerns the first stream, that is, trait EI.

## **EMOTIONAL INTELLIGENCE AND ACADEMIC PERFORMANCE**

Several researchers endeavored to examine the relationship between trait EI and ability EI with academic achievement, investigating in parallel EI relationship with factors impeding or fostering student performance such problem-solving skills (Salovey, Mayer, Caruso, & Yoo, 2008), year retention at the university level (Qualter, Whiteley, Morley, & Dudiak, 2009), psychological wellbeing (Salami, 2011), quality of interpersonal relationships (Afolabi, Okediji and Ogunmwonyi, 2009) and Academic Achievement measured by standardized test scores, grade point average on graduation ( Fernández, Salamonsen, & Griffiths, 2012; Hogan et al., 2010; Keefer, Parker, & Wood, 2012; MacCann et al., 2011; Perera & Digiaco, 2013). The influence of EI, as a facilitator, within academic domains has mostly been attributed to student abilities to manage the complexities of the social-emotional environment of academic environments (Matthews, Zeidner, & Roberts, 2002). More specifically, EI has been linked to psychological constructs that are believed to directly or indirectly contribute to academic success — such as need for achievement (Afolabi et al., 2009), adaptive coping strategies (MacCann et al., 2011; Tugade & Frederickson, 2008), and positive peer interactions (Mavroveli, Petrides, Rieffe, & Bakker, 2010; Petrides et al., 2008; Perera & Digiaco, 2013).

## Trait EI and Academic Performance

Trait EI in general refers to various affective personality traits, related to typical behavioural patterns, feelings and thoughts, associated with self-control and self-motivation dispositions. (Perera & Digiakomo, 2013; Petrides, 2011; Petrides, Furnham, & Mavroveli, 2007). Studies have shown that the EI trait is genetics-related, with the latter explaining variation at levels of between 20% and 80%, co-varying with other super-factors, such as the Big Five (Perera & DiGiacomo, 2013). Performance in occupational and educational settings is typically influenced by the ability to perform or achieve (Blumberg & Pringle, 1982; McKenzie, Gow, & Schweitzer, 2004; Mouw & Khanna, 1993). Ability to perform is indicative of intelligence, skills and competences, while willingness to achieve centers on motivation, initiative and determination. Students with high EI trait are achievement oriented, and that leads them to set academic goals in order to attain superior academic outcomes (Mount, Barrick, & Strauss, 1999). The determination of these students generates greater commitment to achieving their academic goals. One would expect then that high trait EI students would perform academically better than their low trait EI counterparts. In addition, relating to a student's proclivity to low impulsiveness (Petrides, 2009, 2011), students with a high EI trait will tend to delay momentary gratification in the service of environmental demands and pursuit of established goals (Petrides, 2009). Low trait EI individuals, contrariwise, strongly tend toward impulsivity, yielding to the temptation of immediate gratification (Petrides, 2009; Petrides et al., 2004). In the words of Perera & DiGiacomo, (2013, p. 9) "To the extent that individuals set academic goals, which is typical of those with high trait EI, dispositional self-control tendencies may promote goal-approach and temptation avoidance in the service of maximising academic outcomes."

It follows from the above that there are compelling reasons to further pursue an inquiry, into the relationship of EI with Academic Performance, in spite of the "inconsistent findings" reported in various studies (Mavroveli et al., 2007; Newsome, Day και Catano (2000); Mavroveli & Sánchez-Ruiz, 2011). The purpose of this study then, is to investigate the relationship of trait EI with academic performance in the setting of a Greek university. No other studies with a similar sample have been conducted in Greece, to our knowledge and that is the contribution of our effort.

## METHODOLOGY

The research was conducted in a large university in the area Athens, and it included students from a variety of schools and departments. In the period between October 2016 and February 2017, we invited the student population of the university to complete the online questionnaire we had set up and communicated it to them by electronic means. The respondents were 648, ranging in ages between 18 and 36. The questionnaire used in the present study TEIQue (Trait Emotional Intelligence Questionnaire) has been developed and tested widely by Petrides & Furnham, (2001) and Petrides, Pita and Kokkinaki (2007), among other researchers and it is considered to be among the most valid in the trait EI approach in the extant literature. Petrides & Furnham, (2001), proposed the measurement of EI with the use of 15 characteristics, which could then load on four factors:

- Wellbeing
- Self-control

- Emotionality
- Sociability

To avoid potential translation problems we used the Greek version of the EI instrument available by Petrides, Pita & Kokkinaki, (2007). The questionnaire used in this study is the 30-item short form which is a concise form of the original 153-item one used originally by the authors above. After a number of tests Petrides et al., (2007), concluded that the short version is almost as effective as the long one, while at the same time it offers brevity and maintains the answering persons' attention.

The respondents were asked to complete the 7-grade Likert scale indicating agreement with the statement, while there were a number of reverse scored questions (7, 9, 10, 12, 13, 15, 17, 18, 19, 21, 23, 27, 30, 31, 33).

SPSS (Statistical Package for Social Sciences) 20.0 was used for the data analysis.

To measure Academic Performance, we used three different measures, the grade point average (GPA) which is used elsewhere in the literature, the GPA, "I deserve", to discern potential differences with the actual one, and to foster the respondents to be honest in disclosing their grades and a third one depicting the most recent performance of the student the GPA of the latest semester (Fernández, Salamonson, & Griffiths, 2012; Hogan et al., 2010; Keefer, Parker, & Wood, 2012; MacCann et al., 2011).

## RESULTS

The statistical analysis produced the following EI scores for each of the factors of EI

**Table 1. Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
<b>Self-control</b>	648	25,22	4,063	11	39
<b>Well-being</b>	648	26,95	3,568	16	42
<b>Sociability</b>	648	26,18	3,687	15	36
<b>Emotionality</b>	648	29,72	5,162	16	51
<b>Total EI</b>	648	124,42	11,588	91	186

We subsequently conducted a t-test to detect possible differences between the sexes.

Table 2. T-Test Independent Samples (Male-Female)

	<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>				
	<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>
<b>Self-Control</b>	,707	,401	-1,844	407	,066	-,721	,391
			-1,830	373,840	,068	-,721	,394
<b>Well-being</b>	,263	,608	-1,754	407	,080	-,641	,366
			-1,755	386,993	,080	-,641	,365
<b>Sociability</b>	,494	,483	-1,729	407	,085	-,642	,371
			-1,736	391,587	,083	-,642	,370
<b>Emotionality</b>	2,014	,157	,135	407	,893	,072	,533
			,137	404,263	,891	,072	,524
<b>General EI</b>	,051	,822	-1,695	407	,091	-1,948	1,149
			-1,702	392,566	,089	-1,948	1,144

No significant differences are reported between the sexes, in all of the EI factors and the Total EI as well. This is not surprising since in previous studies only one has reported a significant difference between genders (Mayer et al. (2000) and Schutte et al (1998).

In order to test the relationship of EI with the GPA (our main measure of Academic Performance) we used a three-way split of the GPA scores: Low GPA (5.0-6.49), Medium (6.5-7.9), and High (8-10)

Table 3. ANOVA

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<b>Self-control</b>	<b>Between Groups</b>	30,508	2	15,254	,924	,398
	<b>Within Groups</b>	10649,492	645	16,511		
	<b>Total</b>	10680,000	647			
<b>Well-being</b>	<b>Between Groups</b>	11,754	2	5,877	,461	,631
	<b>Within Groups</b>	8224,462	645	12,751		
	<b>Total</b>	8236,216	647			
<b>Sociability</b>	<b>Between Groups</b>	17,389	2	8,695	,639	,528

	<i>Within Groups</i>	8777,845	645	13,609		
	<i>Total</i>	8795,235	647			
<i>Emotionality</i>	<i>Between Groups</i>	34,048	2	17,024	,638	,529
	<i>Within Groups</i>	17207,272	645	26,678		
	<i>Total</i>	17241,319	647			
<i>General EI</i>	<i>Between Groups</i>	343,531	2	171,766	1,280	,279
	<i>Within Groups</i>	86532,296	645	134,159		
	<i>Total</i>	86875,827	647			

Table 3 (One-way ANOVA .indicates no relationship between the EI factors and performance measured by the GPA. The findings of the present study are in agreement with earlier finding reported in related research and they should not come as a surprise (Newsome, Day & Catano, 2000; O' Connor & Little, 2003, Jaeger, Bresciani & Ward, 2003; Lyons & Schneider, 2005; Bastian, Burns & Nettekbeck, 2005; and Vishwanathan, 2008).

## **DISCUSSION AND CONCLUSIONS**

A large number of studies suggest that EI relates to work performance. Occupational success, in a similar way to academic achievement is linked to setting reasonably high goals and achieving them, so as to experience the sense of accomplishment and at the same time avoiding the unpleasant experience of not attaining one's goals. We expected that in the face of diverging findings reported by researchers heretofore, we will lend further support to the notion that EI does have a positive effect on student performance and the student support mechanisms in universities can actually help students improve their academic standing by adapting to the particularities of the local environment, helping them handle relationship problems and overall manage potential affective deficiencies.

The results of our study nevertheless do not support our expectations. According to Perera & DiGiacomo, (2013) it is possible that the use of any of the other two widely used instruments, i.e., Bar-On Emotion Quotient Inventory [EQ-i] and Schutte Emotional Intelligence Scale [SEIS], could lead to different outcomes as compared to TEIQue. Another possibility also is that the use of the long version of the instrument could result to other conclusions. The role of moderators which did have a role in the Petrides et al., (2004), study, has not been investigated in this study and it could potentially be an important limitation of it. Moderating variables such as age of the respondents, year of study, along with the instrument used could be important factors affecting the outcomes of the study and they may be taken into account in future studies.

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