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Tourism Research Institute

13 Kydonion, 11144 Athens, Greece

Tel: + 30 210 3806877

Fax: + 30 211 7407688

URL: www.dratte.gr

Email: info@dratte.gr, tri@dratte.gr

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CONTENTS

Future Challenges of the Hospitality Industry

Judit Grotte, Head of International Hotel & Hospitality Management specialization BA, Head of Hotel ecommerce and online marketing postgraduate course. School Tourism, Leisure and Hospitality; University of Applied Sciences Budapest, Hungary

Abstract

In these days, the demand for tourism and hotel services has transformed. Concerning about the content and the value of the experience, the expectation of each segment is different. This change in customer behaviour has a high impact on the marketing and management activities of the hotels worldwide.

A new segment, new technology, new expectations of quality appeared on the international hospitality market. Millennials have become the fastest growing customer segment, but generation Z is already here. High quality service is the only way to ensure loyal customers for hotels. Innovative technology is a must have: electronic /mobile check-in and artificial intelligence time has arrived. 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.

Keywords: Hotel, Millenials (Y), Digital generation (Z), Innovative technologies, Artificial Intelligence

Introduction

In recent years, consumer behaviour in the international hospitality sector has changed dramatically. Concerning about the content and the value of the experience, the expectation of each segment is different. This change in customer behaviour has a high impact on the marketing and management activities of the hotels worldwide.

New segments, new technologies, new expectations of quality appeared on the international hospitality market.

Millennials have become the fastest growing customer segment, but generation Z has already arrived.

Innovative technology is a must have: electronic /mobile check-in time is here. Reputation Management is the focus of guest reviews and comments. And real-time marketing is the best method to have the attention of the new consumers: “content is king”.

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 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

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.

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

1. The ‘Millenials’: expectations & consumer behaviour

According to the researches, Generation Y (also known as Millenials) was born between the early 1980s and the mid 1990s.

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).

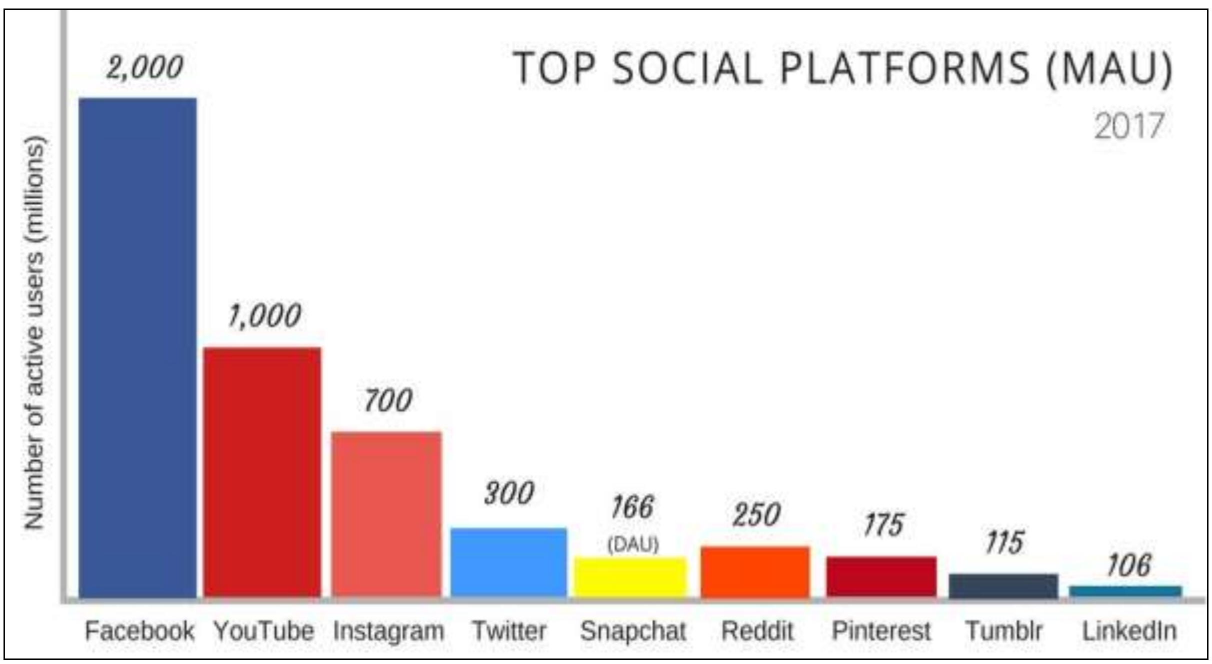
In the past years, the adaptation of the tools of electronic and information technology in the tourism industry forced the customers as well as the suppliers to keep learning. In the digital era, eg.: an electronic marketplace is not only the place where demand and supply meet, but it is a knowledge base as well.(Erdeiné Késmárky Gally Sz.,2015)

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. (Chart1'Top Social Platforms in 2017)

Chart1'Top Social Platforms in 2017



Source: https://digitalmarketinginstitute.com/blog/2017-12-11-5-digital-marketing-trends-for-2018

Generation Y's first thing is before travelling to study the different type of review sites, like Tripadvisor, or Booking.com. Based on the best reviews, the Millenials make their decision about the hotel, restaurants, sights or bars.

During their journeys, the Millenials prefer to stay at the so called "lifestyle" hotels. Lifestyle hotel is not a real hotel category, but due to their specific features, it can be define easily.

According to the BLLA[1] : 'Lifestyle hotels are the next generation of boutique hotels. Driven by the chains, they borrow the best elements of boutiques – small, intimate and modern – and throw in advantages only a chain can offer, like loyalty perks, consistency and economies of scale. As a result, lifestyle hotels are generally more affordable and accessible than boutiques – and soon to be ubiquitous'. So, we can say that lifestyle hotels are 'franchised boutique hotels'.

That is why the largest hotel brands have begun to merge with the various boutique hotel chains[2], one of the best examples of IHG (InterContinental Hotels Group PLC) acquisition of Kimpton[3].

Also Accorhotel chain reacted on the demand of the Millenial travellers, and created a brand new brand, called Jo and Joe. The hotelier says that the new brand "blends the best of private-rental, hostel and hotel formats." It aims to have 50 properties by 2020, with locations "including Paris and Bordeaux (2018) as well as Warsaw, Budapest, Rio and São Paulo." In general, Jo and Joe properties are described as "a vibrant living space, a home that is open to the external world and designed to meet the expectations of Millennials and all those who value sharing, spontaneity and experience".The hotelier says that the new brand "blends the best of private-rental, hostel and hotel formats."[4]

In 2017, HOTREC (Hotel, Restaurants and Café Industry in Europe) commissioned TCI Research (an independent UNWTO-Awarded market intelligence agency) to conduct a large-scale survey that maps the services and products travelers will expect from hotels and restaurants in the future.

The report reveals clear trends and opportunities that hospitality decision makers can use to optimize customer attraction and retention. [5]

According to the results of the research: "Millennial guests look for unique hotels that quenches their thirst for discovery, with cool design, digital innovations and rewarding personalized experiences."[6]

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[1]Boutique & Lifestyle Lodging Association, https://www.xotels.com/en/glossary/lifestyle-hotel. Downloaded: 2017.11.04

[2] https://www.nytimes.com/2011/04/05/business/05boutique.html, Downloaded: 2018.04.10.

[3] https://www.kimptonhotels.com/ihg-faq, Downloaded: 2017.11.05

[4]Otley, Tom (2016): https://www.businesstraveller.com/accommodation/2016/09/27/accorhotels-launches-jo-joe-brand/, Downloaded:2018.04.30

[5]http://www.hotrec.eu/newsroom/press-releases-1714/press-release-study-hotrec-tci-research-mapping-hotel-and-restaurant-future-experience---20-june-2017.aspx, Downloaded: 2018.04.27

[6] Ma már csak ilyen szállodába megy az Y generáció,http://kamaraonline.hu/cikk/ma-mar-csak-ilyen-szallodaba-megy-az-y-generacio, Downloaded: 2017.11.05

TCI Research CEO Olivier Henry-Biabaud concludes: "Accommodation and food are two facets that will increasingly impact the overall visitor experience at a destination. Having more choices, travelers express a lot of positive expectations from hotels and restaurants, necessitating them to exhibit factors that distinguishes them from their competitors. The survey shows that the hospitality sector is facing lots of opportunities for responding a growing demand of hassle-free and surprising consumer experiences, keeping intact the sense of a truly genuine hospitality"..[7]

Although, Generation Y is one of the most striking segment of the hospitality industry currently, professionals have already begun to know the next generation.

2. Generation 'Z': expectations & consumer behaviour

According to the researches, Generation Z (also known as iGeneration, iGen, or Post- Millenials) was born between mid 1990s to mid-2000s.

Donovan (2017) says, that the most significant characteristic of this group is their usage of the internet from a very early age. Generation Z has grown up online. They are comfortable with technology and do most of their socializing on Social Media websites. While this group is still relatively young, they currently influence $600 billion of family spending, they receive $16.90 per week allowance, which translates to $44 billion a year, and by 2020 they will make up 40% of the world's consumers.Generation Z as a buying group has outpaced Millennials by $3 million a year, and they are a different kind of shopper.[8]

The Digital Generation lives even faster life, than generation Y, and the members of generation Z constantly share their moments with the public, based on the results of the research, done by the University of Pécs about the consumer habits of generation Z. Personal freedom, practical ideas, high level knowledge of electronic devices, and courage are important for them. They were born in a continously changing macroenvironment, therefore they are neither afraid of the changes, nor about the rule to be kept. They are not really able to express their emotions, so we can not characterize this generation based on words or emotions. From a consumer perspective, loyalty is not their strength. (Pál, 2013).

Generation Z, is the first global generation, which means that - regardless of nationality - they love the same food and music, they grew up in the same culture and even use the same fashion brands all over the world, simply because everybody is always online.[9]

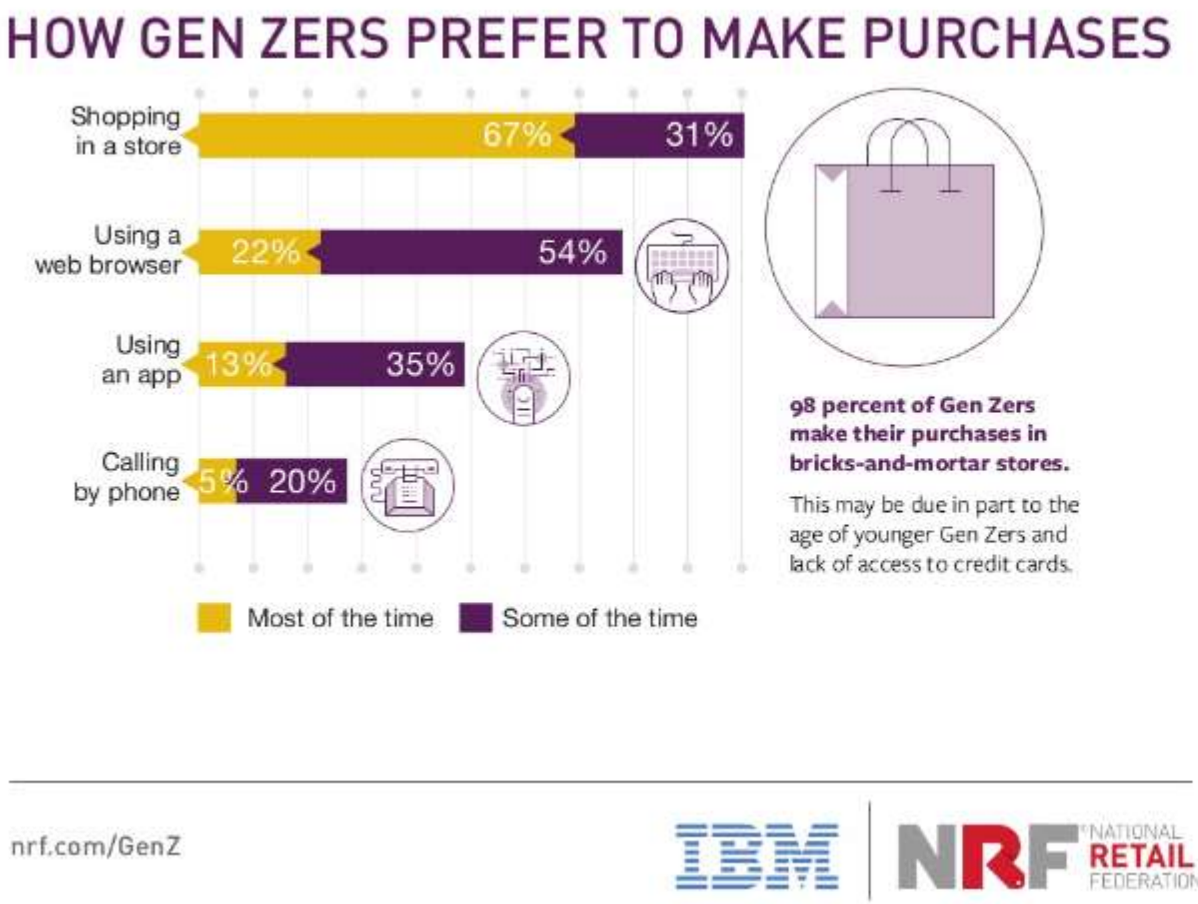
[7] Ezeket az élményeket keresik a vendégek a hotelekben és az éttermekben, http://turizmusonline.hu/friss/cikk/ezeket_az_elmenyeket_keresik_a_vendegek_a_hotelekben_es_az_ettermekben, Downloaded: 2017.11.05.

[8] Donovan, Laura (2017): Purchasing power of generation Z https://www.business2community.com/consumer-marketing/purchasing-power-generation-z-01926562 Downloaded: 2018.04.22

[9] Tari Annamária (2011): Z generáció: klinikai pszichológiai jelenségek és társadalomlélektani szempontok az információs korban. Budapest: Tericum

Roché (2016) involved with the online spending habits of generation Z. He wrote the followings in his article: By 2020, Generation Z , will be the largest group of consumers worldwide, making up 40% of the US, Europe and BRIC (Brazil, Russia, India and China) countries, and 10% in the rest of the world. This massive generation is very different from those before it, and while they are still relatively young, it is important for suppliers to understand Generation Z spending habits and get to know their biggest consumers.

Chart 2:'How generation Z prefer to make purchases'



Source: nrf. com/GenZ

Here are 4 key spending habits of Generation Z[10]:

1. **Lack brand loyalty**

[10] 10 Michael Roche (2016): Know Your Consumer: 4 Online Spending Habits of Generation Z, http://payments.cardinalcommerce.com/spending-habits-of-genz, Downloaded: 2017.11.19.

"The products themselves are more important to Generation Z than the brands that produce them, and these consumers will change brands easily in search of higher quality" (Martin-Wilbourne Partners)

2. **Eat, sleep, breathe digital**

Generation Z is constantly connected. They were born seamless and expect a similarly seamless retail experience.

3. **Do their research**

About 57% of Gen Z research products before making a purchase.

4. **Prefer shopping online**

Gen Z spends almost one in ten of their dollars online and spends a much higher proportion of their income online compared to older generations. As they join the workforce and make more and more money, this will likely drive more and more online spending.

Concerning about the shopping behaviour of generation Z, the questions are not just about: when?, what? and where?. It is also very important to know, through what type of technological tools are used during the purchases.

Based on a new study by IBM and National Retail Federation (NRF), Generation Z expect personalized, interactive experiences and the latest digital advances from the retailers. [11]

The study also shows, how generation Z prefer to make purchases.(Chart 2:'How generation Z prefer to make purchases')

Generation Z has significant influence on family spending. On the top of the list, we can find the following items 1. Food&Drinks (77%), 2.Furniture (76%), 3. Houshold goods (73%), and on the fourth place Travel (63%). From the study, it also turns out, that Generation Z most frequently used devices are: smart phones (75%), laptop computer (45%), desktop computer (30%), tablets (10%), Xbox (8%), interactive smart TV (3%), and wearable devices, like a watch (1%).[12]

For consumers, price and quality are the basic condition for the selection and evaluation of the service, but at the same time, they tend to identify value with their own experiences, in which cases exploring, social relations, entertainment and aesthetics are of outstanding importance. [13]

[11] Helen Leggatt (2017): 98% of Generation Z shop in-store, but challenges ahead for retailers http://www.bizreport.com/2017/01/98-of-generation-z-shop-in-store-but-challenges-ahead-for-re.html, Downloaded: 2017.12.30

[12] https://nrf.com/resources/retail-library/uniquely-gen-z, Downloaded: 2017.12.30.

[13] Noémi Kulcsár: Analyzing the Consumer Value Dimensions of Rural Tourism. Lambert Academic Publishing, Saarbrücken, 2017

3. Innovative technology

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)

Apart from electronic check-in, Artificial Intelligence will influence the operation of the hospitality industry and promises to innovate services. The hotel industry has already started to use AI on different fields.

3.1.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)***

3.2. 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) 4

3.3. Artificial Intelligence (AI)

"Artificial intelligence (AI) is an area of computer science that emphasizes the creation of intelligent machines that work and react like humans. Some of the activities computers with artificial intelligence are designed for include:

- Speech recognition
- Learning
- Planning
- Problem solving"[14]

The hotel industry has started to use AI for several areas[15]:

1. Chatbots: real-time messaging

A report by BI Intelligence in 2016 proved that, for the first time ever, messaging apps are now more attractive than social networks. The combined global monthly active users of Facebook, Instagram, Twitter, and LinkedIn is around 3.5 billion, trailing behind the combined active users of messenger apps including WhatsApp, Messenger, WeChat, and Viber at around 3.7 billion.

2. In-person customer service

According to an Oracle report, Hotel 2025, 68% of hotel operators predict that the use of robots for check-in and checkout will be common by 2025. For example, in 2016, Connie, a robot concierge developed by IBM, made its first entrance at the Hilton McLean. Connie draws on domain knowledge from Watson and WayBlazer to help guests in figuring out where to eat dinner and tells them where things are located in the building, among other simple tasks. Speaking to USA today, Jim Holthouser, Executive Vice President for Global Brands at Hilton, stated 'this isn't about reducing staff. That's not where our minds are whatsoever. But if you can take 100 different routine questions off the front desk, at the end of the day, it helps them answer phones faster, it helps them check people in faster, it frees them up to actually deliver hospitality.' [16]

3. Smart hotels

In 2017, the British chain Village Hotels announced their plan to install the Amazon Echo Dot smart speaker and the virtual assistant Alexa in their rooms. The aim is to make the experience of

[14] https://www.techopedia.com/definition/190/artificial-intelligence-ai, Downloaded: 2018.04.30.
[15] https://channels.theinnovationenterprise.com/articles/4-ways-artificial-intelligence-will-innovate-hospitality
[16] Trejos (2016): Introducing connie hiltons new robot concierge https://www.usatoday.com/story/travel/roadwarriorvoices/2016/03/09/introducing-connie-hiltons-new-robot-concierge/81525924/

staying in one of their 28 locations more convenient, giving guests the ability to control features in the room, such as the lighting, with just their voice.

4. 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.

5. Reputation Management

Now, hotel reputation is a picture painted with what travellers are saying online — in the form of online reviews on Yelp and TripAdvisor, comments and photos on Facebook and Instagram, search rankings and rich snippets on Google.(Bassig 2017)

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.

Regardless of the sections of the national economy, high level of trust between partners is the key issue from the point of view of efficient and effective economic transactions. Eg.:It was also demonstrated by Baranyai (2017), who examined the importance of trust among the agricultural producers through statistical methods. (Baranyai 2017)

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 Revinate 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.

5.1.But what is revinate all about?

Revinate, 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. (Revinate.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.

6. 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."

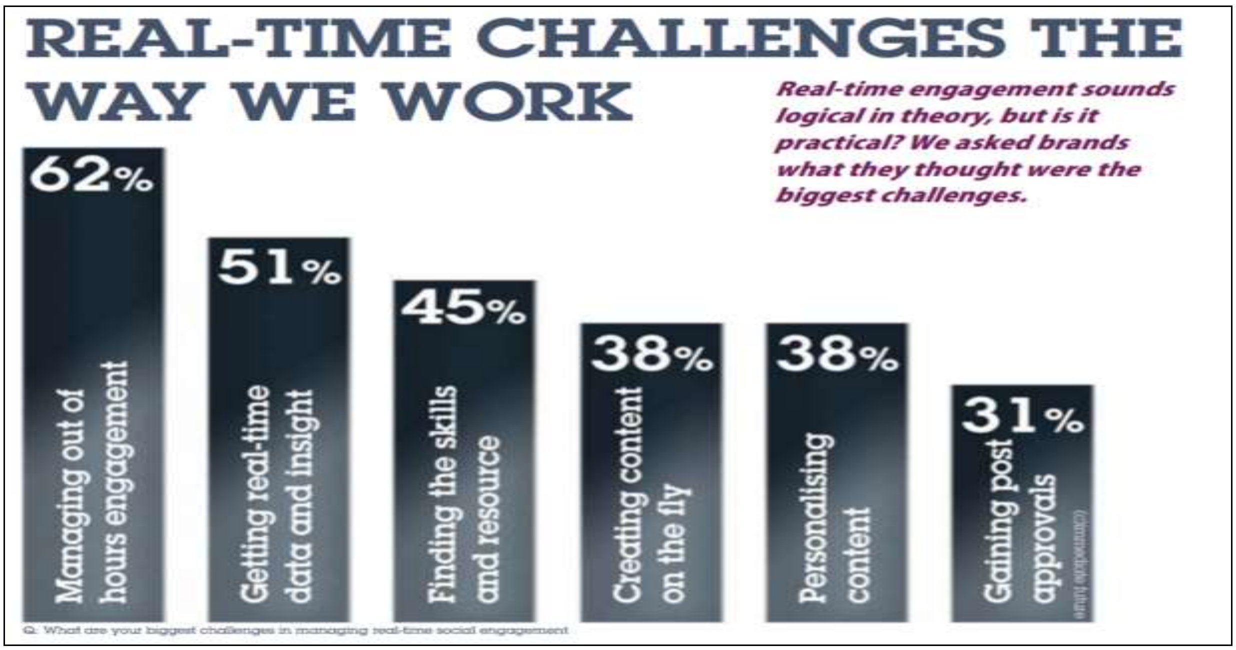
Through social media (e.g. Twitter, Facebook, etc.) sites, companies can gain information about their segments. With this knowledge, in a few minutes, hotels can easily define their up-to-date marketing messages. But, the content must be valuable for the potential guests. If, hoteliers strategically structure their advertisements to reflect a current event (e.g. Formula1 after party, fashion show, etc.), their service may become more appealing to guests. "On the other hand, just because a certain method of communication or strategy works on Facebook, doesn't mean it will work on Twitter or Google+. There needs to be specific training for each one, and skills developed based on the data received from each channel."(Ratcliff,2014) (Chart2': Real –Time Challenges)

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).

Chart2’: Real –Time Challenges



Source: https://econsultancy.com/blog/64560-the-challenges-of-real-time-marketing-in-social

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. During their journeys, the Millenials prefer to stay at the so called ”lifestyle” hotels. Lifestyle hotel is not a real hotel category, but due to their specific features, it can be define easily.

That is why the largest hotel brands have begun to merge with the various boutique hotel chains, one of the best examples of IHG (InterContinental Hotels Group PLC) acquisition of Kimpton.

Also Accorhotel chain reacted on the demand of the Millenial travellers, and created a brand new brand, called Jo and Joe.

Although, Generation Y is one of the most striking segment of the hospitality industry currently, professionals have already begun to know the next generation.

The **Digital Generation** lives even faster life, than generation Y, and the members of generation Z constantly share their moments with the public. Generation Z, is the first global generation, which means that - regardless of nationality - they love the same food and music, they grew up in the same culture and even use the same fashion brands all over the world, simply because everybody is always online.

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. And Artificial Intelligence will influence the operation of the hospitality industry in the coming years.

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.

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Cultural Tourism and Sustainable Development

Eunice Ramos Lopes, Techn&Art-IPT|Social Sciences Department, Polytechnic Institute of Tomar, Portugal

Rodrigo Nicolau Almeida, DINAMIA-CET – ISCTE-IUL, Portugal

Paula Almeida, Department of Social Sciences, Polytechnic Institute of Tomar, Quinta do Contador, Portugal,

Célio Gonçalo Marques, Techn&Art-IPT|Information and Communication Technologies Department, Polytechnic Institute of Tomar, Portugal.

ABSTRACT

Cultural tourism has continuously shown its growing importance inside the touristic sector, with visible economic implications. It has contributed to the safeguard of cultural heritage, in a context of local sustainable development. Through a symbolic image mark and "lost and unrepeatable" past objects, more cultural touristic destinies are sought after. In this context, the cultural tourism future tendency seems to steer into more touristic activities, planning and development forms that ensure the socioeconomic integrity of local populations, as well as the sustainability of heritage resources.

The present study aims to: 1) analyse a touristic destiny that includes heritage visiting; 2) understand if destinies with touristic potential, heavily linked to cultural heritage, satisfy most of tourist motivations; 3) identify if there is an acknowledgement of the importance of culture on the attractiveness and valorisation of "touristic-heritage places on the territory" from a sustainable point of view.

The strategy adopted was quantitative, focusing on data gathered from a survey applied to tourists that visit the city of Tomar, with evident heritage references, as well as with growing dynamics of cultural valorisation.

The results point to the importance of heritage resources' ticket prices, safety, cleaning and hygiene, signage, and preservation state of the cultural heritage as the attributes that most influence the satisfaction level of a given touristic-cultural destiny.

Keywords: Tourism, Cultural Tourism, Heritage, Sustainability.

1 INTRODUCTION

More and more we live in a world of cultural-touristic consumption. This reality stems from a social, cultural and economic process in which multiple social actors participate and engage in incredibly complex ways. In many ways, the core complexity however lies in heritage resources being simultaneously an objective asset that is mobilised for economic, political and social gains, and an intrinsically social construction – by which we mean, contingent upon the systematic reproduction, transformation and dynamics of social actors engaging with it (Prats & Santana, 2005, p.10).

The bonds of heritage with specific national, territorial and communal identities have likewise long continued to be key markers of heritage attractiveness (Winter, 2015; Waterton & Watson, 2015), and present us on the baseline with the sets of markers that most engage reconversion into touristic sites. These endogenous resources possess thus a double value, engaging tourists in pleasure as well as learning, publicly accessible, and also fabricated cultural products, packed and delivered for a specific form of consumption (Choay, 1999, p.185).

In that sense, cultural tourism ties in with cultural planning and territorial solutions (Bianchini, 1999), seeking to simultaneously differentiate its resources from those of other territories, and also benefit from their similarities. By focusing on interpretation and conservation of heritage resources, it places emphasis on interpretation and knowledge, whilst privileging the experience of territorial identities as a key marker of differentiation (Richards, 2016).

In the context of touristic attractiveness, events are considered a prime focus. They are temporary attractions, image-producing, engaging and promoting static assets and catalysing development (Yeoman et. al, 2006, p.36). On the one hand, they promote connections between tourists and local communities, minimising the seasonal effects of territories, whilst on the other, contributing for local development and growth. It is thus important for "touristic markets" to understand the main drivers that lead tourists to participate in those events, to better assess the needs and deficits of those markets.

All of this ought to be conducted in such a way that allows for territories to maintain the connections inherent to them – namely, the social representations of the communities of those territories, expressed in memories and tacit knowledge of the places – in order to preserve and mobilise those representations to achieve greater sustainability. The risk inherent in this has been well documented, in the "loss of authenticity" that comes from excessive determination of conservation efforts and promotion efforts towards tourist expectations (MacCannell, 1999; Urry, 2002). Rather, such concerns should be oriented to engage those local identities and reinforce feelings of belonging between individuals and their social groups and territories (Vinuesa, 2002). This study, focusing on these two axes of cultural tourism and sustainability, will thus seek to analyse a destination strongly bound to cultural heritage and to understand the valuing of "touristic-heritage places" from a sustainability lens.

2 TOURISM, HERITAGE AND SUSTAINABLE DEVELOPMENT

Cultural tourism has shown its growing importance within the touristic sector, with notable economic, social and urban implications. On the one hand, this emphasis has lead to preservation efforts that seek to engage the territories and their inhabitants in participated programs of tourist engagement, leading to sustainable development (Peralta, 2003). On the other, mounting concerns over tourism serving to further processes of gentrification, centralisation, with its consequences for social and community ties, economic resilience of populations (Richards, 2016), and the disappearance or loss of importance of cultural representations not easily marketable (Urry, 2002). As such, it is easy to see that for the most part, cultural tourism's sustainability hinges on the ways that tourists perceive local culture and engage with it. Space, economy, and culture all form and differentiate the location from the global economy, with creativity in many ways as a cross-sectional solution to many of these issues.

In this line of thinking, touristic activity has been in many ways mobilised to promote efforts of "city" or "region" branding, using touristic experience to emphasise the value of the local. It works as a strategic bet, by assuring that, if done right, it maintains and preserves communities, their values, their heritage and identity, not letting them crystallise or disappear (Lopes & Rego, 2017, p.343).

To look into this more precisely, we would need to peer into the systemic construction of culture as a product of actors' engagements. As noted by Almeida (2018 *forthcoming*), individuals transact meaning to a given element, interpreting them according to a given category they possess and which relates to their understanding of what a local culture is, which in turn derives from education and cultural engagement with elements. To understand in a given territory what drives and "constitutes" heritage appears akin to dissecting in a given point such a system – which allows in turn more incisive interventions in terms of private and public engagement. In the case of meaning attribution towards the experience of tourism itself, Lopes (2012) has likewise noted the new tendencies for a "cultural-touristic consumption" that point to a tourism that is more motivated towards experimentation, emotions, embodiment and to the feelings of "authenticity" (p.74). In short, not only are objects the source of a cultural signification, which is presumed to be on the basis of their search for the context, but the way in which those significations and encounters occur has become a source of touristic differentiation. This points to heritage serving as a double axis of attraction, both opening itself to processes of meaning attribution, and to differential experiences by agents, which leads to its centrality in touristic attraction (Costa & Lopes, 2017).

In the contemporary processes of globalisation, the heterogeneity of visitors that comes with optimising such a system of heritage meaning, represents for the activity of preserving and valuing heritage some major challenges, forcing these to search for testimonies and their own heritage in the community – an "authentic appropriation" (Lopes, 2015). It is in this context that sustainability comes into play: sustainability lies on four pillars (ecological, economic, socio-cultural and political), and incorporates it into active planning that is democratic and holistic (Bianchini, 1999; Molnar & Morgan, 2001). To achieve sustainability it is necessary to understand the way in which cultural entities become enmeshed in the socio-economic and urban development processes. To prevent the negative underside of such activities as tourism, it is necessary to see practices of tourism as requiring sustainability for their continued existence, to maintain cultural integrity and ecological processes essential to biodiversity (OMT, 1998).

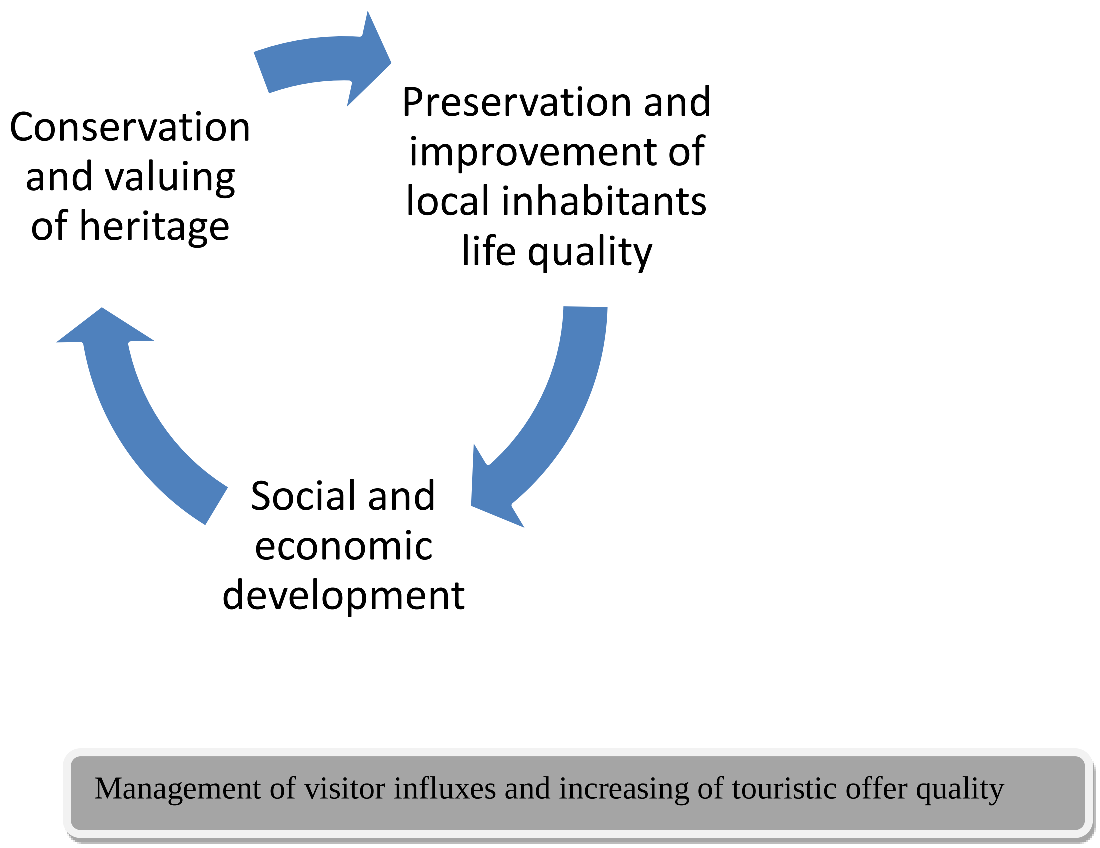

Figure 1 – Objectives of the European Charter of Sustainable Tourism. **Source:** http://www2.icnf.pt/portal/turnatur/ts/cets (acedido em 12.02.18)

According to Binks et al. (1988), valuing of heritage, the importance of realistic stories about the origins of culture, leisure and rest characterise the touristic activities, and are perfectly compatible with cultural motivations that lead tourists to experience cultural heritage (p. 89). Nonetheless, we cannot pass without mentioning the multi-sector character of tourism, that imposes a particular attention in terms of planning, due to its positive and negative impacts on an environmental, social, cultural and economic level (Cooper et. al, 1998). The same can be said of the principles of sustainability in terms of maintaining social and economic cohesion in communities. This potential for ecological management is assumed in the European Charter for Sustainable Tourism (ECST), and is based on the principle of partnerships and interconnections between local stakeholders, to better assess the social, economic and cultural needs of current generations without risking those of the future generations (ICNF). ECST presents three key objectives (Figure 1).

The goal of the ECST is focused on the reinforcement of connections between local communities, the environment, and other social groups (Balandina et. al, 2012). For the implementation of some operational practices of sustainable tourism, there exist a set of basic principles (Prosser, 1994, p. 37), (Table 1).

►Tourist experiences should be based on the characteristics of the environment (natural, social and cultural), its aesthetics, culture, vegetation and animal life;
►Tourist development should promote conservation of nature, supplementing the income of local populations and bring new uses and values to structures of historical heritage;
►Planning, design and implementation of touristic constructions should be compatible, and if possible improve, local landscapes;
►The control of touristic activities should remain, as far as possible, within the scope of local authorities' responsabilities;
►Investment in tourism should serve to support local economy and encourage the slow spatial dispersion of activities, preventing congesture and minimising impacts;
►The tourist industry should actively promote knowledge, on the one side from local population, and on the other amongst tourists and visitors – information, interpretation and education.

Table 1 – Basic Principles for Sustainable Tourism **Source:** Lopes (2018), adapted from the Prosser (1994).

When tourism is sustainable, cultural and natural resources, environmental, social and economic wellbeing, are kept in an area indefinitely (Simpson, 1993, p.74). In this context we can stress the importance of safeguarding heritage resources in the territory for touristic development, by promoting connections between the environment and cultural heritage.

3. METODOLOGY

Having run through the literature on tourism, heritage and sustainable development, we opted for a quantitative methodological instruments, distributing surveys to tourists in the centre of the city (between the months of February and March, with about 97 responses). The study was focused on the city of Tomar (Portugal), and the data involved surveys aiming to understand practices of sustainable tourist development. The sample was selected by convenience, focusing on tourists who had visited a touristic destination with clear heritage references and growing cultural valuation.

The questionnaire was short, being composed of only nine questions: 1) socio-demographic characterisation (gender, age, level of education); 2) how they had travelled to Tomar; 3) main reason for choosing Tomar; 4) if they had visited Tomar before; 5) what cultural heritage they had visited whilst staying in Tomar; 6) how they rated the heritage they visited in Tomar according to attributes such as price, information available, conservation, cleanliness, hygiene, safety, signage, and souvenirs; 7) how they rate their experience overall; 8) if they would visit the town again, and finally 9) if they would recommend visiting Tomar to their friends and family.

4 ANALYSIS AND DISCUSSION OF THE RESULTS

The main results identified can be summarily stated as such:

1. Sociodemographic responses indicate a prevalence of the female gender [53%]; they are mostly within the ages of 20-35 and 45-60, and possess a secondary school level [54%];
2. The means of transport most used is the car [59%] with about 33% using the train;
3. The biggest motives of choosing Tomar tie to a curiosity about the history of the Templar Knights [34%], a pleasant landscape [28%] and “interesting” heritage [17%], whilst 9% mention “safety”;
4. In terms of first visits, the vast majority of actors [79%] had never been to Tomar;
5. As for heritage, 41% of actors had visited the Convent of Christ, the Church of Saint John the Baptist [21%], the Match Museum [18%], with 12% mentioning the Church of Holy Mary of Olival.
6. In terms of how cultural heritage is evaluated in the city of Tomar, a less positive evaluation was given regarding price [51%], as well as access and state of conservation [54%], followed by lack of information on heritage [32%]. These points indicate that a more in-depth assessment regarding the role of information and interpretation in the city ought to be made, attempting to identify clear needs from tourists, as well economic assessments of the current market demands, to better improve these valuations.

7. Most tourists classify the visit to Tomar as good [52%], excellent [44%] or reasonable [4%]. In that sense, 72% would visit the city again, and more than 64% would recommend the city to friends or family.

Increasing the sustainability of the touristic market means, in terms relevant here, to be able to increase the way in which tourists participate in the heritage system, whilst also maintaining the valuations of the local population. Noting for instance the number of mentions to the Convent of Christ and the Church of Saint John the Baptist, the latter located in the centre of the city, these can be seen as some of the prime assets in the territory; however, care should be extended to prevent them from becoming too central, and reducing tourism to these centralities. In that sense, a path to sustainability can be the incorporation of the perspectives of local actors to increase the number of heritage sites identified and promoted to tourists. This study serves in that sense to provide a first glimpse from the tourists' side regarding key locations and sites, which can serve as a counter-weight to other studies done in the territory (Almeida, 2018, *forthcoming*) to provide political and economic solutions.

The main limitation of this study lies in a sample with little expressive power (convenience sampling was used, with few respondents), as well as the times and locations of applications. We hope in further studies to increase its results by applying it in different months and locations in the city.

5 CONCLUSIONS

Heritage, sustainable tourism and development offer tourists the prospect of enjoying better touristic experiences, which are more enriching and have greater depth. The safeguarding of heritage resources and cultural-historic activities, landscape and nature, as well as all endogenous resources which can be enjoyed by tourists and local community present the key to preserve the cultural identity of territories and for a more effective sustainable development.

Using tourism as a vehicle for such forms of development presents challenges and opportunities to local and regional institutions, for them to incorporate research into their practice of conservation, promotion and management of private enterprise. In particular, understanding motivations and key assets can provide a benchmark for better policy, and constitutes a first step in engaging the theoretical ambitions of sustainable development and putting it into practice. These challenges can serve to better promote territories and to fully mobilise the potential inherent in territories – something we hope we can contribute to through dedicated academic research.

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Creative Tourism, Cultural Heritage and Entrepreneurship: The Project Micultura

Ânia Chasqueira,_Techn&Art-IPT|Technology, Restauration and Arts Enhancement Centre, Polytechnic Institute of Tomar

Eunice Ramos Lopes, Techn&Art-IPT|Social Sciences Department, Polytechnic Institute of Tomar, Portugal

Ricardo Triães, Techn&Art-IPT|Archeology, Conservation and Restoration and Heritage Department, Polytechnic Institute of Tomar, Portugal

ABSTRACT

The sustained growth of tourism in Portugal, particularly in the Central region of the country, motivated the establishment of a project dedicated to the artistic production, as a way of appreciating endogenous resources and the cultural heritage. MICULTURA is the denomination of a business project that arises in response to the growing demand for creative tourism, based on experiences inspired by the cultural and historical identity of the region.

The development of the project MICULTURA had as its starting point the carried out survey on motivating tourists in the acquisition moment of souvenirs during the visit to a certain patrimonial resource. There was a lack of supply of differentiated goods on these same heritage resources, one of the main indicators of tourists' preference at the time of purchase. Another relevant project was also responding to the search of genuine and close experiences of the visited places, through the traditional techniques of artistic production, also valuing the endogenous resources and the tourist attraction of the region.

Despite of being recent, this project has been designed in the region through the establishment of differentiating products before the traditional attraction, as well as the partnerships' establishment aimed at promoting tourism development in the Central region, as well as interacting with other audiences, namely the school and the senior audience.

Key Words: Creative tourism, Cultural heritage, Entrepreneurship

INTRODUCTION

The trend of cultural consumption by tourists has turned. This change is quite visible by the growing interest in the "culture of the territory visited". The tourist, however, when visiting a certain territory is no longer satisfied only by cultural dynamics. There has therefore been a growing recognition of the role of creativity in the development of regions and the innovation of new products in order to create attractiveness.

It is in this context that we introduce the importance of creative tourism that responds to a need of the territory (re) invent itself to differentiate from other territories, through the promotion of creative tourism products, enhancing in this way, the singularity and authenticity of the territory. In this perspective, creative tourism is based on the authentic experience that is given to the visitors, not only implying that the tourist is creatively involved, but also that the territory itself promotes experiences about the essence of the place (RICHARDS & WILSON, 2006).

The contribution of tourism to the local / regional / national / international visibility of local culture depends a lot on how cultural manifestations are perceived by tourists. Cultural and creative events mark the emergence of a society based on immateriality as a social and economic resource.

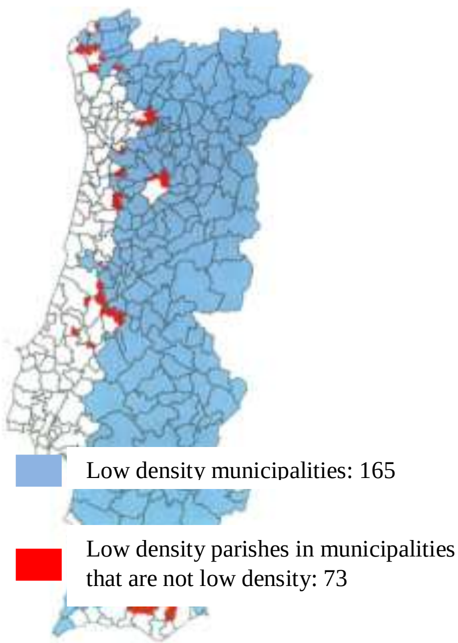
Space, economy and culture are aspects that shape the identity of the place and differentiate it in the global economy. Therefore, creativity, today is an element absolutely crossed to all sectors of human activity (LOPES, 2017). In this sense, PUTNAM (1993) argues that territories that stimulate participatory and cohesive initiatives will be more efficient (p. 67). Inclusion and socio-cultural innovation is measured by the collective and transformative character of social relations (André and Abreu: 2006). We would say in this line of thought that a territory should allow an engagement of experiences in communion with the "cultural and tourist spirit" and creative diversity before the territory.

According to AMARO (2003), the development of the territory is the process of satisfying needs and improving the living conditions of a local community, based essentially on their capacities, assuming itself as the main protagonist in this process (p.26).

Creativity requires an exercise of perception in search of what escapes traditional interpretation (NAVEGA, 2007, p.74). It is in this context that this article / project emerges, seeking to highlight the artistic production, as a way of valuing the endogenous resources of the territory, where the motivation for the search for creative tourism is based on experiences inspired by the cultural and historical identity of existing patrimonial elements, as a form of empowerment the tourist attraction of the territory.

TRENDS OF TOURISM IN THE DEVELOPMENT OF REGIONS

The demographic evolution in Portugal has shown, in the last years, a concentration near the regions of the coast where approximately two thirds of the territory is considered as territory of low population density (Figure 1).



1. Figure 1 – Low density territories in Portugal, NUTS III. Source: CIC, 2015.

There are many factors that influence the development of regions, such as climate, natural resources, location, accessibility, employability, the cost of living and the local economy, among others. In spite of the desertification of the interior of the territory, tourism in Portugal has been reaching quite significant numbers, presenting itself as one of the areas in greatest expansion (Table 1) (TURISMO DE PORTUGAL, 2017).

The reasons for migration are changing, with a growing demand by some publics of the quality of life provided by the rural world (LOURENÇO, 2011; NELSON, BEYERS, 1998).

If we take into consideration the current trends in tourism, particularly with regard to the evolution of cultural tourism to creative tourism, where visitors are increasingly looking for unique, sustainable and innovative experiences (CATALANI, 2013; CHANG, 2013; MANSFELDT, VESTAGER, IVERSEN, 2008; MATEUS 2010; VIRGINIJA, 2016), it is urgent to think of strategies for preserving and disseminating our heritage with equal creativity, sustainability and innovation (TRIÃES, FALCÃO, LOUREIRO, 2013; LOUREIRO, TRIÃES, FALCÃO, 2016).

2. **Table 1- What tourism represents today**

	2015	**2016PO**	**Variation**
Sleeps	48,9 millions	**53,5 millions**	**+4,6 millions | +9,4%**
Revenue	11,5 thousand millions	**12,7 thousand millions**	**+1,2 thousand millions | +10,4%**
Guests	17,4 millions	**19,1 millions**	**+1,7 thousand millions | +9,7%**
Exports	15,4% of the total Exports of goods and services in the Country	**16,7% of the total Exports of goods and services in the Country**	**+1,3%**
Balance of Tourism	7,8 thousand millions €	**8,8 thousand millions €**	**+ thousand millions | +12,8%**
Employment	280 thousand	**328 thousand**	**+48 thousand | +17,1%**

Employment comprises accommodation, restaurants, travel agencies / tour operators and other booking services.

Source: INE and Social Security. Employment data correspond to January 2015 to *January 2017. PO: provisional data.

Conscious of the fact that tourism has promoted the cultural value of heritage, the image of the country and the regions, creative tourism has in turn revitalized, developed and diversified tourism products (Figure 2) (OCED, 2014). In this way, this new trend has allowed the tourist products of the regions to cease to be concentrated only in the existing material heritage, and also extend to the intangible heritage of the regions (CATALANI, 2013; GHANGH 2013; CABRAL, 2009; OLIVEIRA, s.d.).

3. **Figure 2 – Annual evolution of the registers of tourist animation companies, p. 21. Source: TURISMO DE PORTUGAL, 2017.**

However, even if this new tourism trend enhances the economic level and the consequent improvement of living conditions, intercommunal communication and the preservation of heritage in these regions, it is important to be aware that it can also be a form of degradation of the heritage. Territorial disorder, disinterest and lack of investment in the recovery of heritage and abandonment of traditional activities in these communities may, in some extreme situations, contribute to the loss of identity (LOURENÇO, 2011; CATALANI, 2013; CABRAL, 2009).

With the new tourism tendencies, the heritage gains another scope and value, leaving it to focus only on material heritage, extending to intangible heritage, where the memories, traditions, symbolism, iconography and identity of the places are equally valued and constitute a tourism resource.

Preservation and enhancement of cultural heritage

The preservation of the cultural heritage takes place at various levels, from the concrete actions of study, documentation and inventory of assets, registration and surveying of conservation status, conservation and restoration interventions, heritage management and musealization, and its disclosure and access to the general public.

In this way the cultural heritage as a tourism resource presents some limitations, namely as a way to guarantee its preservation. The cultural heritage as a tourism offer is also very heterogeneous, both in the typology of goods, historical and cultural importance, geographical location, patrimonial classification, among others, which provides a different attractiveness. On the other hand, we find other patrimonial resources with an important relief, but by its location and isolation make it harder to search in a more consistent way. At the limit we find a vast unclassified heritage, isolated, protected by local and independent bodies among themselves, and sometimes without a well-defined dissemination strategy and with a much smaller historic-artistic and local expression.

The dissemination of heritage and its valuation as a tourist resource also represents a different investment by the various agents. The cultural heritage in Portugal is essentially owned by the state, through several national or regional management bodies, with a public management as well. In this sense, the tourism agents that use this resource are relatively unrelated to the decision-making process regarding investment, promotion and development strategy.

In the last few years we have witnessed a greater diversification of the tourist offer with regard to cultural heritage, giving emphasis to other forms of cultural identity of the territory, namely through the applications to UNESCO intangible heritage of various artistic and cultural manifestations such as recently the dolls of Estremoz, 'chocalhos' or 'fado'.

This valorisation of popular culture, which is the identity mark of some regions or places, has as its objective the preservation of techniques and materials through the maintenance of these activities as a way of disseminating the territories, culture and endogenous resources.

MICULTURA: A CREATIVE TOURISM PROJECT

Entrepreneurship and Innovation

The project MICULTURA comes about through a business ideas contest, integrated within the scope of the activities of the Polytechnic Institutes of Portugal, Poliempreende. The strategic objectives that were defined at this time are for the preservation and dissemination of memory and cultural identity; preserve and disseminate the culture of each place/region through its symbolic and patrimonial identity; promote the identity and cultural memory of each place/region through traditional materials and techniques; create new objects, events/activities, starting from the heritage, culture and identity of each place, proposing new objects for tourism promotion and for different environments.

After the positive participation in this entrepreneurship contest, we were selected for the 1st Business Ideas Contest promoted by the Business Association of the Santarém District (NERSANT) within the scope of the Ribatejo Empreende project and exclusive to the participation of individual people. In this first edition of the contest, the themes "Heritage, Cultural and Creative Industries and Tourism" and "Valuation and efficient use of endogenous resources" were privileged. The second place obtained in this contest, besides the financial incentive, made possible the participation in a program of acceleration of business ideas and the direct contact with businessmen and other entrepreneurs and, therefore, to improve the previously defined business model.

The business plan is essentially based on the creation of decorative/utilitarian articles produced from traditional artistic production techniques. The main focus of the project is to collect data on several places/regions of the country with high tourist potential in order to create new objects of a traditional nature as a way of promoting and disseminating these places. Another relevant aspect is the corporate customer, seeking to promote their brand/product in an original and distinct way in relation to the competition, either in the creation of events or articles for these events, promotion actions, among others. The selected motives will be those with the greatest potential, inspired by history, traditions, legends, symbols, culture, that is, the collective memory of each place / region / company. The materials and techniques of artistic production for each article are chosen in order to achieve innovative and attractive products.

It is not intended to create typified articles, but rather, to respond to the different needs in each location. The placement of the products in the market is based on several business partners, which facilitates production management.

This project has now led to the company Alcançar Memórias Lda, whose mission is the preservation and dissemination of heritage, culture and local identity, and intends to generate partnerships with companies already implemented in the region. It is located in a small farm with an agricultural purpose, which has also exploited the existing resources, namely through the rehabilitation of built heritage and conversion in tourism in rural areas. A senior residence and a space for the development of activities with schools in the region are currently being completed.

Activities e Events

This interaction between the partners allowed us to create a more ambitious project that involves exploring the endogenous resources of the agricultural farm itself and creating activities that favour creative development based on the discovery of materials and traditional techniques of artistic production.

The activities developed intend to reach different types of public, those directly related to the touristic exploration and senior residence of the farm, as well as the school public during the school activities. The different activities that develop there can be grouped in:

Activities of Fauna and Flora (Figure 3): make possible the knowledge of the flora and fauna of Quinta Casal das Flores, being able to acquire knowledge of the rural environment and the typical agricultural and livestock activities of the region (visit to the farm of the animals, olive harvest (between September and November), flowered tour, organic vegetable garden, tractor ride, production of a scarecrow, veterinarian for an hour).

Nutrition Activities (Figure 3): to encourage children for food education, being able to have contact with different food groups, perceives their origin, and how they were transformed into different foods (bread production; cooking atelier with native products).

Activities of Plastic and Artistic Expression (Figure 4): to develop creativity through the learning of traditional artistic production techniques (atelier of ceramics, atelier of moulding and painting of tile, atelier of marbled paper, atelier of mosaic, atelier of binding).

Environmental Activities (Figure 4): we consider that conservation of the environment, especially of forests, and awareness of the recycling and reuse of materials that we no longer use is extremely important. Thus these activities intend to awaken and encourage these good practices (atelier production of handmade paper, atelier 3R (recycle, reuse and reduce)).

4. Figure 3 - Images of fauna, flora and nutrition activities.

Figure 4 – Images of plastic, artistic expression and environmental activities.

Physical Activities (Figure 5): stimulate the motor, social and intellectual capacities creating activities that work both components, but also where you can have fun (traditional games, orientation activities).

Environmental and Social Projects (Figure 5): the preservation and conservation of the environment, as well as social solidarity are of extreme importance, we intend to carry out different projects in order to awaken and encourage these good practices (stubble harvest, cleaning the forest, planting native trees, community artistic projects).

Figure 5 – Images of physical activities and environmental and social projects.

Conclusions

The development of cultural tourism, more concretely the component of creative tourism based on genuine experiences, needs a new approach in the management of tourism resources. On the one hand, the need to improve the management of dispersed and on various guardianships has been verified, and on the other hand, the need to find in the immaterial identity of each place the factors of innovation and differentiation that supports this new trend in tourist demand.

The bet on existing endogenous resources, such as the heritage built through their rehabilitation, promote the creation of new structures for tourism, housing units, restoration, museology or the development of traditional or artistic activities. The exploitation of endogenous resources and local culture contributes to the strengthening of local identity, development of economic activity, establishment of the population, development of public policies of greater sustainability and without significant changes in territorial identity.

The project MICULTURA assumes itself as an agglutinative tool of these strategies that aim at the sustainability of endogenous resources and their transformation into tourist products. It is integrated in an area that has preserved its authenticity, an agricultural land that has sought to diversify its investments, focusing on tourism and cultural and creative activities. Through the partnership with the MICULTURA Project, efforts are being made to increase the number of contents/activities contributing to the preservation of their identity. The synergy created allowed the use of existing and underutilized spaces, with a reduced investment, contributing to the creation of qualified employment and population setting.

As shown in this article, we can conclude that the project MICULTURA seeks to create value in existing endogenous resources, through artistic production whose techniques are supported in the traditional, giving it a distinctive character of the territory increasingly wanted by visitors whose motivation is stimulated by a cultural and creative tourism capable of perpetuating local history and "tourism and cultural experience", lived in this territory.

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CULTURAL RELEVANCE THROUGH INTERIOR DESIGN

(AN INVESTIGATION OF THE CYPRIOT TRADITION IN HOSPITALITY DESIGN)

Kika Ioannou Kazamia: Department of Architecture, University of Nicosia, Cyprus

Anna Efstathiou: Department of Architecture, University of Nicosia, Cyprus

ABSTRACT

Cultural Tourism is a significantly increasing alternative category of tourism in Cyprus, besides the most conventional ones. A wide range of the Cultural Heritage and the Folk Art of Cyprus, such as weaving, embroidery, pottery, basketry, artistic metalworking and woodcarving, not only find their place in traditional establishments, but become an inspiration for contemporary designers. All of these are part of the culture of the country and can be the basis for an integrated study.

Successful hospitality design is based on an integrating approach that considers all parties involved and all important factors; the type, the target group, the concept, the product, the style and the ambiance, the philosophy and the budget. Interior Designers deal with the functional frame of hospitality spaces, with the creation of an atmosphere, and the needs of the target groups, but in parallel and more than this, they should be creating a strong identity, which would be the competitive advantage between a particular hotel and its competitors and would give sensual and emotional cues to potential customers.

The present paper explores the aspect of cultural relevance of hospitality design and the interpretation of the cultural identity by designers. Further, it seeks to enlighten the needs of the clients and the hotel owners towards tradition, and to explore the ways in which designers can respond to those needs effectively. The study presents a number of design proposals and discusses

aspects of the Cyprus culture in relevance to interior hospitality space, exploring at the same time the visual vocabulary and the notions signified.

The variety of the tangible and the intangible elements of the Cypriot culture becomes the basis for spatial interpretations by students and professional designers. This procedure is not limited to the sterile reference and imitation of specific forms of cultural heritage, but rather to the ongoing process of reconsidering and reliving the inspiring past.

Key words: Adaptive Re-use, Cultural Heritage, Cultural Tourism, Cypriot Culture

INTRODUCTION

The present paper records and discusses the visual vocabulary of the Cypriot culture and tradition as this is expressed in contemporary hospitality interiors by professional designers, by individuals related to touristic accommodation, as well as by student projects in the discipline.

Special interest tourism, and specifically cultural tourism and agrotourism are becoming significant parts of the Cypriot tourism product, enriching the “Sea and Sun” mode with “Sea and Sun Plus” (PwC Cyprus, 2013). So, in the official sites of the country, culture and tradition are becoming key notions to promote the touristic treasures of the island: “Cyprus enjoys an enviable worldwide sun and sea holiday destination with year round sunshine, blue skies and warm waters. However, this fascinating island has much more to offer. Away from the tourist areas, the Cyprus countryside has a diverse wealth of its own with traditional villages, vineyards and wineries, tiny fresco-painted churches, remote forests” (Cyprus Agrotourism Company, 2016). Cypriot culture becomes a key issue open to a variety of interpretations.

Cultural Tourism in Cyprus

In the present paper there will be reference to some of the elements of Cypriot culture related to craftsmanship and will be discussed the ways of influencing the design of contemporary hospitality interiors. Weaving, basketry, ceramics, lace making as well as building techniques and building materiality inspire designers and stakeholders and readdress a code of cultural identity. The conscious rediscovery of past structures promotes heritage as a marketing tool, something that seems to be very welcome by tourists. (Efstathiou A. Ioannou K., 2017, p.6)

Cyprus Culture and Cultural Heritage

In 2009 the Technical Committee on Cultural Heritage in Cyprus (2015), agreed to bring together a study of the immovable cultural heritage of Cyprus. This European Union- funded study was realised in 2010 and resulted in the compilation of a list of more than 2,300 cultural heritage sites, the preparation of around 700 inventory charts, including those of historical background, pictures, topological details and architectural sketches of each monument, and the carrying out of 121 technical assessments, analysing the current conditions of the monuments, and restoration costing needs. Besides this, the Pan-Cyprian Architectural Heritage Organization in its effort to protect and preserve the island's architectural and cultural tradition created a number of publications, as an initiative to reflect the different aspects of cultural heritage and introduce a list of traditional craftsmanship, among others ceramics, basket weaving and wood-carving considering them an integral part of the islands cultural heritage. (Pan Cyprian Architectural Heritage Organization, 1982, 1994, 2000)

The UNESCO list of Intangible Cultural Heritage and the Register of good safeguarding practices refers to Cyprus with 3 different elements: the Mediterranean diet, the *tsiattista* poetic duelling and the *Lefkaritiko* lace making (fig.1a,b,c).

Figure 1: Intangible Cypriot Heritage according to UNESCO: a. Mediterranean diet, b. tsiattista, c. Lefkaritiko lace

Moreover, eleven monuments are at the moment in the tentative list of Unesco to be nominated as tangible heritage: Church of Panayia Chrysokourdaliotissa, Kourdali, The rural settlement of Fikardou, Mathiatis South, Kionia, Khandria, Troodos, Mt. Olympus, Malounta Bridge, Klirou Bridge, Agioi Varnavas and Ilarion at Peristerona (Five-domed churches), Church of Panagia Aggeloktisti, Hala Sultan Tekke and the Larnaka Salt Lake Complex.

"Throughout 2018, we will celebrate our diverse cultural heritage across Europe - at EU, national, regional and local level. The aim of the European Year of Cultural Heritage is to encourage more people to discover and engage with Europe's cultural heritage, and to reinforce a sense of belonging to a common European space. The slogan for the year is: Our heritage: where the past meets the future" (europa.eu, 2018). "Our cultural heritage is more than the memory of our past; it is the key to our future. A European Year of Cultural Heritage will be an opportunity to raise awareness of the social and economic importance of cultural heritage and to promote European excellence in the sector" (Navracsics, 2018).

In Cyprus the paintings by the folk painter Kasialos, show clearly on the one hand how culture has affected his work and on the other, how his work has enhanced and promoted Cypriot culture. Michael C. Kasialos, the first renowned Cypriot folk painter, drew his themes from the manners, customs, traditions, occupations and habits of his fellow villagers (fig. 2a, b). According to the

Leventis Gallery comment, his work depicts the world as he lived it, or as he was remembering it, and thus contains rich folkloric material.

Figure 2: Everyday life and Cypriot culture as expressed by the folk painter Kasialos: a. Διασκέδαση (entertainment), b. Κόβουν πλινθάρκα, (Adobe making)

Cyprus Tourism

Culture and heritage seem to be Cyprus's most important assets, and cultural tourism could be the paramount form of special tourism. However, as it is noted in a study on competitiveness and prospects of tourism in Cyprus (2013), only one in two respondents, out of 58.6% who stated that cultural tourism was an important or very important criterion for choosing Cyprus, had successfully enjoyed a cultural tourism experience. This means that there is a lot to be done both by the state and the individuals to reach a really satisfactory level. Therefore, a general official plan and the involvement of the different participants remain to be discussed. While the focus in the tourism literature has largely been on looking at one particular stakeholder at a time, all stakeholders need to be identified and included in the process of negotiating (Hasse J.,2001) As it is mentioned in the final report for Cyprus Tourism Strategy, there is a need for a national tourism strategy and is noted that: 'The new strategy will also be the basis to generate the necessary stakeholder consensus and support around tourism development and management" (Cyprus Tourism Strategy, 2017).

Moreover, Cornelissen (2004) provides a useful definition of stakeholders as "groups that are themselves affected by the operations of an organization, but can equally affect the organization, its operations and performance". Further, according to the report, the major stakeholders are the local population, the investors and the tourists. Designers and architects are consequently, not only part of the local population but also part of the investors' influential cycle. As it is noted by Ioannou K., Kafaridou M., (2017) the impact of interior architecture and design practice on humans and their environment is apparent.

The recent Cultural Heritage Counts for Europe report declares that heritage creates jobs encourages investment and can improve social cohesion. An estimated 300,000 people work directly in the cultural heritage sector in the EU and as many as 7.8 million jobs are created indirectly by the sector. A large percentage of them are related to tourism.

Spatial Interpretations and Aspects of Cultural Relevance

Cyprus's culture is integrated in many expressions of art and design. This integration requires a broader promotion of all alternative forms so the understanding of visitors will not be restricted to great buildings, monuments and museums but expand to include aspects of everyday living experience. This can perfectly fit into the design of hospitality establishments. Designers that are involved in such projects, along with the investors, should analyse the parameters and synthesise hospitality environments in a professional and responsible manner. The different aspects of Cyprus culture inspired the works that are presented below. Through those one can explore the vocabulary that is used in contemporary hospitality design in Cyprus attempting to create a cultural relevance. An in depth investigation and analysis of Cypriot culture, and of the ways that this could be introduced to hospitality designing, was explored by a number of Interior Design students in a real life project of the University of Nicosia.

A traditional complex of houses in the village of Tochni of the Larnaka area is adaptively reused into an agrotouristic establishment. Students researched, interviewed and eventually composed their proposal respecting the traditional architecture and the proper functionality of the premises, to better serve the guests and the hotel's tenants in the light of an actual cultural experience. The main educational purpose was to guide students to understand the core of the Cypriot cultural heritage to respect it and become able to reproduce values and interpret heritage in a productive and respectful manner. During the introduction to the thematic reference was made to the Nicosia's urban heritage, but also to representative rural examples such as Fikardou village and Kalopanayiotis village, where well thought restorations promote Cypriot culture (fig. 3a,b, c).

Figure 3: a, b. Kalopanayiotis village: Architectural Heritage as a touristic establishment, c.Fikardou village: restoration of an old house by Mr Farmakas A.

As a first step students attended a week's workshop under the title "Experimenting with the living past" (Efstathiou, Shehade 2017). The aim of the workshop was hands-on experience. The preservation of built heritage has been acknowledged as one of the main drivers of sustainable development and local regeneration. Therefore understanding how architectural heritage changes and recognising its value and significance, is the key to effective and conscious production of new spatial environments. This 5-day workshop aimed to introduce students to the significance and sustainable preservation of built heritage, to equip them with basic knowledge on its preservation and to provide them with the theoretical background and practical skills necessary for preservation projects. Since Architects and Interior Architects have a vital role in maintaining the importance of cultural and built heritage in society, this workshop offered to the participants an opportunity for a creative interpretation of the challenges that maintaining built heritage creates in current attempts of urban progress and development. In a sense, the core of the workshop was to stimulate creativity through an interaction and experimentation with the 'living' past around us. Participating students had to record the materiality and the structures that they discovered during their site visits to building heritage and record them in the form of a visual vocabulary (fig. 4).

Figure 4: Visual Vocabulary of Cypriot Architectural heritage, *Source Efstathiou 2017*

Additionally, the realisation of the model of a listed building, using materials and techniques as much close to reality as possible, offered to students the opportunity to be introduced hands-on to the skills and techniques of traditional building labour and craftsmanship (fig. 5).

Figure 5: Realisation of a model of a traditional house and its components, *Source Efstathiou 2017*

In continuation students were involved in the design process of the Tochni establishment, following the analysis and the synthesis phases. They attempted the incorporation of cultural relevance in their proposals and developed projects that aim to introduce guests to pleasant and authentic environments that are not museum like collections or imitations and frozen scenographic representations of the past, but contemporary habitations, integrating culture and tradition with contemporary needs.

Analysis

As it is noted by Scarpa (Albertini B. 1988) "a fundamental inquiry into any aspect of reality is the relationship between the part and the whole, the fragment and the complex, the detail and the invisible unity of a deed of an object, of a thought". Moreover, as Allen P.S (2000) notes, designers may use a range of terminologies to define the design process or the methods of the implementation of a project. All terminologies or methods centre on the analysis and synthesis of the design result. He further explains that: "Analysis focuses on discovery. Analysing a design project requires gathering information, understanding goals and objectives, researching related codes and other technical data, comprehending the design problem, and defining the design criteria. Once this information has been assimilated, designers begin to synthesize the solution".

Figure 6: Tochni project: site and building analysis. UNIC students: Kakouri S., Al Qusous D., Supervisor Ioannou K., *Source Ioannou 2017*

During the analysis phase of the Tochni project students worked in order to discover the elements that are significant parts of the whole and understand their contribution (fig.6). They explored some significant visual components and the techniques, the materiality, the textures, the colours, the scale related to Cypriot culture and specifically textiles and textile patterns, engraving, basketry, weaving (fig. 7).

Figure 7: Cultural elements and materiality. UNIC students: Theodoulou A., Kakouri S., Supervisor Ioannou K., *Source Ioannou 2017*

Concept Development and Design Synthesis

'The synthesis phase also requires an immense amount of contemplative thought. Designers stretch their imaginations and develop alternative solutions to the design problem. They continuously return to the analysis phase to select the best solution and refine it to meet the client's needs. Designers create, select and produce design presentations using visual communication to be reviewed by the client. Based on the client's feedback, designers will return to the analysis phase to rethink or retool the solution.' (Allen P.S. et al, 2000).

Figure 8: Synthesis of elements. UNIC students: Savidou S., Paschali C. Koutsoulli A., Supervisor IoannouK., *Source Ioannou 2017*

In the present case study, students developed an understanding for the issue at hand, by utilising and integrating elements from the Cyprus tradition and culture and from the craftsmanship process (fig. 8). As it is described in the book *Traditional Craftsmen of Cyprus* (1982) 'in the pre-industrial society, the craftsman was the vehicle, the person who gave expression to work-shop activity, working with raw materials and half-finished materials".

Students included in their presentations that part of the design process called concept development (fig. 9). Either two dimensional or three dimensional, their concept proposals were almost all based on their experimentation with the traditional craftsmanship such as basket-weaving techniques, patterns from traditional embroidery, pottery making, weaving.

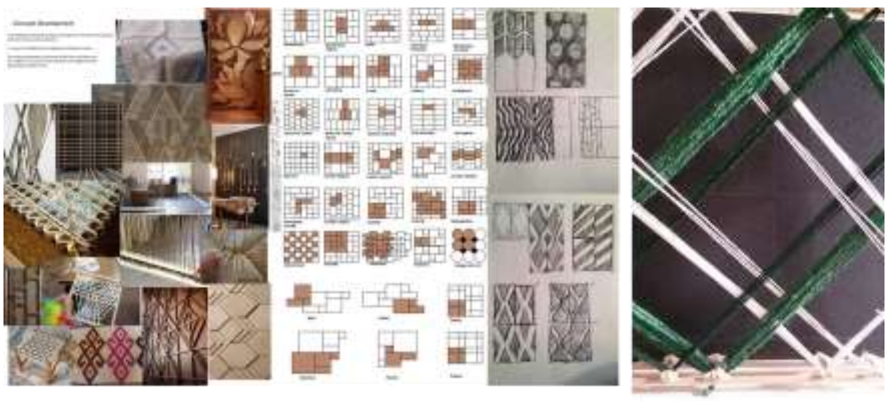

Figure 9: Concept development. UNIC student: Theodoulou A., Supervisor Ioannou K., *Source Ioannou 2017*

Some proposals were based on the technique of loom weaving, or the traditional embroidery applied on handmade ceramic tiles, textile patterns and interior structures. One proposal was based on the hard basket-weaving techniques for creating baskets which can stand up to hard-wear. The material used is from the bushy turpentine trees that grow in the island's mountains (Traditional Craftsmen of Cyprus, 1982). In one of the case studies, the basket weaving technique, found its application in the interior space as a horizontal net on the ceiling to accommodate general lighting and vertical functional dividers. Another suggestion was based on the technique of the soft basket weaving called *siriza* (fig. 10). This technique was originally developed to be used for the transportation of vegetables from the fields to the market. In this case study the same technique was used to create "recesses" made of reeds, for shadowing outdoors and for objects and surfaces in the interior. However, another suggestion was based on a more abstract idea, that of the sense of intimacy that one feels when visiting traditional sites. The proposed outcome of this concept was to try to create indoor or outdoor environments applying this feeling. Recesses made of reed for shadowing outdoors and resting inside, materiality and scale were the means to achieve it.

Figure 10: Concept development and design proposal based on basket-weaving technique *siriza*. UNIC student: Kakouri S., Supervisor Ioannou K., *Source Ioannou 2017*

Conclusions

The key sentence of the European Year of Cultural Heritage "Our heritage: where the past meets the future" has to become the aim both of designers and those working in the tourism industry and the key for decision making in both fields. In the 21st century, the interior design industry and the concept of interior design change in many ways. Similarly, we have to consider the changing needs of tourism. More than ever before Design Education has to ensure that designers of tomorrow will join their forces to keep in balance the qualities and the values of the past with the challenges of the future. Designers of hospitality environments should use methods that comply with the principles of design in the interior space and at the same time with the use of traditional methods of creation empowering their work with cultural relevance.

"Order and articulation in architecture is a descending sequence of detail. Each dominant element in the composition becomes alive through detail. The chosen materials with the characteristics of texture, colour, surface and pattern are decorations and when integrated with logic and daring result in richness, but are only successful when organized with sensitivity and care". (Scarpa, in Albertini B., 1988).

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Exploring the Relationship Between Traditional Settlements and Tourists Villages Through Sustainable Tourist Development

Dionysia Fragkou, Department of Interior Architect, University of West Attika, Athens, Greece

ABSTRACT

The socio-economic changes that took place over the last few years led to the diversification of consumer behaviour of tourists worldwide. As a result the limited time holidays is replaced with luxurious vacation, which is personalized and authentic, and respect the local culture and environment.

For this reason, the latest development laws aim to upgrade what tourism offers and preserve the environment, in order to improve the quality of the services offered and the hotel infrastructure.

Tourist villages are also considered part of the quality improvement of the hotel infrastructure, as well as the creation of high quality aesthetic facilities, quality infrastructure and high quality service. They are well-designed tourist structures with quality construction materials and equipment, large open spaces and a variety of activities. Their construction creates new residential environments in off-plan areas, intervening in the morphology of the place and the environment, trying to respond to the image of a traditional village.

On the contrary there are many traditional settlements with strong or less intense traditional elements that experience the results of abandonment and wear, without the financial capacity of their maintenance and development. They are active settlements, with few or more inhabitants, embedded in the natural environment and setting that bring memories and continue the traditions, the history of the place they belong to and preserve the local cultural heritage.

These settlements, through appropriate, sustainable and alternative tourism, can survive over the years by preserving their identity and thus contributing to the protection and enhancement of the cultural heritage of the place. The process of this development, attempts to formulate this project.

Key Words: Traditional settlements, tourist villages, cultural heritage, alternative tourism

INTRODUCTION

Tourism is an internationally economic activity with significant positive effects on growth and employment. Infrastructure created for tourist activity contributes to local development, to the creation of new jobs but also to the preservation of existing ones. Furthermore, it is a factor influencing social development and sociability; it influences the natural environment and the use of natural resources participates in the promotion and valorisation of the cultural heritage.

The development of tourism in Greece has been defined so far by development laws that at the beginning focused their interest only on creating accommodation for tourists without being interested in social and environmental impacts. These laws promoted mass tourism and tourism creating serious social, environmental and spatial problems. For this reason, following the changes taking place at a global level, the latest development laws aim at upgrading the tourist supply through the protection of the environment, the quality upgrading of the services offered and the improvement of the hotel infrastructure

2 GREEK REALITY

Greece, over the past few decades, from a limited range of tourist activities, which attracted few and with special interest tourists, evolved and became a major national industry (GTO)[17]. Thus, like many other countries, Greece was interested in promoting tourism without the corresponding interest in its quality. The pattern of tourism that prevailed in Greece and globally after 1970, organized mass tourism. The tourist offer was concentrated in certain regions of the country, with the main destinations being the islands and coastal areas (about half of the hotel units are located in Crete, Dodecanese and Main Greece), resulting in intense saturation (1).

[17] Greek Tourism Organization

1. Malia, Crete. https://en.wikipedia.org/wiki/File:Kreta_-_Malia.jpg

At this time, the Greek hotel market was mainly based on small and medium-sized units, often family-owned companies with unskilled staff. So they had to compete with the large units of the countries offering the same product. These countries (due to their economic development) have the advantage of economies of scale, professional organization, operation, networking and promotion. That is why in our country the big tourist units were promoted. Thus, residential units are created; hotel complexes and tourist villages are set up with all-inclusive activities, with good or bad results from them (2). Through urban planning, uncontrolled and often illegal construction, coastal areas are often confronted with degradation of the natural and urban environment. The increase in large A-category tourist units has caused rapid economic development of roundabouts, as well as negative impacts from the creation of tourist areas without design, specifications and infrastructure.

2. Hotel resort. https://c.pxhere.com/photos/a3/c2/trees_hotel_restaurant_crete_swimming_pool_greece-1071988.jpg!s

According to the new Development Law 3908/2013, the 1 and 2 star units cannot benefit from any subsidy. However some of the 3 star units can benefit from them, but in vary few cases. Also, the Greek hotel market faces the challenge of prolonging the tourist season since the hotel occupancy in 2006 in the whole of Greece is close to or exceeds 50% only in June, July, August and September, while in the rest months ranges from 25% to 44%. Recently, the Tourism Minister presented the five strategic axes of tourism policy that have attributed over the past three years. The extension of the summer tourist season, the opening of new markets, the promotion of new Greek destinations, the development of thematic tourism and the creation of an attractive framework for the attraction of investments focusing on quality. The same result is aimed at increased investments in 4 and 5 hotels from the beginning of 2016 as well as special tourist infrastructure such as tourist resorts and villages.

Are "tourist villages" those infrastructures that will promote tourism in our country by ensuring the quality of the services provided alongside the social and economic development? What is the impact of their creation on the landscape and the resort? A recent example of relative resistance in Greece is the Special Framework for Spatial Planning and Sustainable Development (CSDP) for Tourism (2009). This relies on the necessity of sustainable tourism development in the country. It does not incorporate the notion of environmental carrying capacity as a policy criterion (Avgerino-Cologne, 2011) produces "spaces" for tourism. Those “spaces” are governed by the philosophy of intensification in the use of resources and areas, large and complex deployments, alteration of the identities of destination sites with the new "image imposition" (3).

3. Mass tourism. https://c.pxhere.com/photos/90/af/beach_hotel_island_of_crete_greece_mediterranean_sea_parasols_holiday_blue-1127676.jpg!s

3 TOURIST VILLAGES - VACATION PACAGE

Tourism development has many dimensions and dependencies. One of these is the relationship between host countries and the sending countries of tourists. The role of "tour operators" in shaping the country's tourism policy and development is decisive in this respect. In this way, certain types of tourist products - holiday packages - are being promoted and tourist areas are created that adapt to specific international demand standards[18]. The creation of a vacation package standardizes the services offered, providing security and organization to the tourist as well as predefined experiences. The visitor-tourist does not have a substantial contact with the place of

[18] P. Tsartas, (2011),Society and Tourism

visit, its culture, the host country, its customs and traditions. They participate in a game of predetermined experiences and impressions played in an artificially shaped environment.

Landscape, space, architecture and aesthetics, created by the imagination of a particular creator, try to construct micro-environments and actions that could reflect the real life of a place. Only this place is adorned with modern and fine technical constructions, with pre-defined facilities and services (4). They seek, as P. Tsartas says, to live in this way, "same" or "different" to the way they live in their place of origin, and thus define the creation of specific tourist environments. In fact, the tourist resorts - villages are an extension of the characteristics of the modern urban centre and the tourist distributes his social and consumer habits spatially and temporally. At the same time, they try to combine on the same voyage a four-star holiday, staying in a rural village and maybe ecotourism. All this, without direct contact or contact with the place of visit and its inhabitants, except for the workers in those businesses that are often not from the same place[19].

4. Tourist village. https://c.pxhere.com/photos/58/5d/greece_hotel_holiday_luxury_house-872570.jpg!s

This way of perceiving and contacting the visited area is also reflected in the financial level of the transactions they make. This reduces the benefits that can be generated by tourism, both socially and economically, for the receiving region. This is a conservative view of the tourist experience, where visitors enjoy comfort, quality and safety without participating in local activities and lifestyle, living in essence prefabricated experiences through a directed authenticity in supposedly traditional villages, participating in the preservation of the idea of mass tourism. This explains why tourists who regularly visit these resorts ultimately find it difficult, through the giant homogenization business, to differentiate spatially the final choice of the place they will travel[20].

[19] As previous
[20] As previous

4 EVOLUTION OF TOURISM

Changes in the values, principles and standards of modern society, as well as the socio-economic changes taking place on a global scale, also affect tourist preferences. In this context, travel stereotypes are also modified, which in turn affect the spatial organization of tourism flows and development. The modern tourist has nothing to do with the tourist of the 1960s. This is generally a seasoned traveller who has travelled to several tourist destinations. As a result, the tourists are more demanding in terms of quality of services and service they expect at a destination[21]

International studies[22] predict that a prospective visitor should be able to personalize each aspect of the experience of his stay and the services offered to him. New trends and growth prospects require tourism to be turned from mass tourism, to quality or alternative tourism and from tourist product to tourist experience. The traditional way of touristic separation will disappear and be substituted by a series of customized services in the context of creating an integrated service model. This means that future guests will be able to adapt every aspect of their travel experience, including technology, hotel services, rooms, travel, pricing and communication, to their demands. It is also worth noted that the objective should not be to reduce costs and prices in order to compete, but to increase the value and quality of the product offered and the hotel services for consumers[23]. Education and culture are activities that inspire the visitor to local and cultural events and have an important role in the final destination selecting. Thus, more and more destinations focus on active development of various leisure time activities. They also seek to offer a different lifestyle, the experience of stay[24].

Another element that holds an important place in the world is awareness of environmental issues. Nowadays, citizens-consumers all over the world are more informed and show an increasing awareness of environmental issues. Many tourists are already taking into consideration the "carbon footprint" ("ecological footprint")[25] that their journey leaves on the destination and the time is near when this print will determine the choice of destination, means of transport and accommodation. It is no coincidence that an increasing number of hotel businesses foster environment friendly solutions and policies and promote an environmentally friendly mentality. The traveller now approaches vacation in the sense of self-fulfilment, experience and "good living". For those consumers the acquisition of experience and the "exclusive" and customized services are more important than anything else. So, the sustainable development through tourism can play a major role in preserving and upgrading cultural and natural heritage, in an increasing

[21] K. Petrakos, 2011, Landscapes of mass tourism. Migration flows for job finding. Postgraduate diploma thesis.
[22] Hotels 2020: Beyond Segmentation, Fast Future Research
[23] Fragkou D., Georgiadou Z., Marnellos D.,(2015).THE INHABITATION EXPERIENCE AS A MEANS OF PROMOTING THE CULTURAL HERITAGE OF A PLACE. 1ST International Conference on Experiential Tourism. Santorini, Greece
[24] K. Petrakos, 2011, Landscapes of mass tourism. Migration flows for job finding. Postgraduate diploma thesis.
[25] See also http://www.footprintstandards.org (access 23/07/2011)
This is a holiday in quiet places with relaxed

number of areas, ranging from arts to local gastronomy, local architecture, or biodiversity conservation

The natural and cultural heritage, the idiosyncratic and lively cultures are the greatest tourist attraction. The internal and international tourism remains one of the most important factors of cultural exchange as it offers personal experiences for whatever has survived from the past, but also for contemporary life and the society of others. However, intensive or inadequate tourism management and the related growth may harm nature, integrity and their dominant characteristics. In this way, the ecological structure, the cultural features and the lifestyles of the host communities may also be degraded, like the visitors experience in this place (5).

5. Traditionalvillage https://c.pxhere.com/photos/17/41/santorini_white_homes _the_crater_rim _greece_cyclades_white_houses_holidays-691710.jpg!d

A large number of potential tourists around the world seem to prefer to differentiate by choosing to escape from everyday life and enjoy authentic experiences in a slow rhythm and away from the hordes of tourists. «Slow travel»[26] holiday and the sharp rise in rural tourism are two such examples. This kind of vacation facilitates the development of small units which enable travellers to taste daily life and/or nature in the places they visit. This can be achieved by hotels characterized by their small number of rooms, unique architecture and decor, provision of personal services and food of high quality, as well as the benefits of new technologies[27]. But how can the new trends be integrated in the existing shells and how can the incorporation of tourists-visitors in the existing structures be achieved so as to enable them to experience an authentic stay?

5 TRADITIONAL SETTLEMENTS - CULTURAL TOURISM

The main priorities of modern state policy on tourism are undoubtedly cultural tourism. As The International Council of Sites and Monuments (ICOMOS 1999) defined, the cultural tourism includes "any activity that allows visitors to experience discovering other people's lifestyles, allowing them to get to know their customs, traditions, natural environment and ideas and to have access to places of architectural, historical and archaeological interest or any other kind of cultural

[26]This involves vacation in quite and calm places with a leisurely schedule, enjoying walks, local flavours, urban exploration of cities, etc.

[27]Frangou D., Georgiadou Z., Marnellos D., (2014) The Architectural Design as an effective aspect for the improvement of the Tourist product, Journal of Tourism Research, Vol 8, pp. 12-29.

value".[28] In this context, the ICOMOS replaced the previous Charter on Cultural Tourism in 1999 with a more comprehensive institutional means that recognizes the relationships and interactions between tourism and cultural heritage. The Charter contains a broader definition of cultural heritage than the archaeological sites and the historically-structured environment. It integrates the non-material heritage, i.e. the cultural traditions and collective memory of each community. It also focuses on the importance of involving the local or host community in the design and management of cultural tourism, due to their proximity to the tourist attractions and because of the fact that tourism is part of their daily lives.[29]

The tendencies to return to the traditionally built environment and the opposition to the pattern of mass tourism have led in the past few years to the development of traditional settlements through cultural tourism. The main benefits of cultural tourism are the protection and enhancement of the cultural resources of the area being developed. Other advantages are the elongation of the tourist season as it is not affected by weather conditions, the respect for the environment as it does not change it, the sustainability due to the reuse of existing structures, the attraction of high income and educational visitors who usually extend their stay in a particular place and participate in more activities.[30]

The Greek Tourism Organization, in an attempt to utilize the traditional settlements, promptly realized their importance and undertook their preservation and utilization; their preservation, not as a lifeless museum exhibits or ruined monuments, but as a dynamic part of modern life, that would play an important role in tourism and the country's development. Thus in 1975, a program was set forth aiming to preserve, restore and maintain buildings and ensembles of traditional architecture and to shape them in hostels or buildings of common use, such as museums, restaurants, community offices etc. This would be a pilot project for other settlements. The program originally included six settlements: Vathia in Mani (Peloponnese) Vizitsa (Pelion), Mesta (Chios), Oia (Santorini), Papingo (Epiros) and Fiskardo (Kefalonia).[31] Unfortunately this organized state effort failed, despite the enthusiastic acceptance of both Greeks and foreign visitors.

Today, this process is re-launched through private initiative and in many cases it seems to appear to have positive results. The use of existing structures of traditional settlements (whether or not characterized, in whole or in part), free of additional and newcomer elements and through the rational use of space and natural resources, attempts to make the stay part of an authentic experience. Buildings or building complex within the coherent section of traditional settlements, that had abandoned and led to collapse are reused. Through their rehabilitation, they participate in

[28] N. Konsola. Strategic plan for cultural tourism for the South Aegean region

[29] A. Dimitsanou-Kremezi. (2004). The Revised Charter of Cultural Tourism and Articles that Ensure the Architectural Heritage, International Conference: Cultural Environment and Tourism: The role of the Architect, TECHNICAL TIMES, Pp 53.

[30] Spilanis, 2000, Tsartas 2003

[31] P. Bosekis-Didonis. Traditional Settlements and Tourism Development, GTO Program 1975-1995. The Example of Oia Santorini.

preserving the physiognomy of the settlements, highlighting the place, the landscape, the culture and the collective memory. Remarkable are also attempts to use experiential spaces of buildings and complexes through participation in everyday life of the place visited residents.

Based on the principles of alternative tourism, reuse and redevelopment of existing buildings and complexes and their use as hosting units, as well as the active and experiential participation in activities and local events and scenery give the opportunity of an authentic experience of living in buildings and environments of local character is provided, leaving their mark on Greek architecture reality. The potential use of buildings and architectural ensembles or parts of traditional communities, can provide an authentic experience of discovering the lifestyles of other societies and people. Integration into the local setting, daily contact with residents, participation in the manners and customs of the host place and stay in places similar to the residents places, interspersed in the settlements, can give the answer to an authentic experience of stay and, through this, to promote the traditional architecture and cultural heritage of a place.

Many times, however, the development of these settlements is as unregulated and unplanned as that of tourist resorts with impact both on the environment and on society. The lack of control, the lack of development management institutions, and the fashion and consumer habits of visitors often led to forms similar to those of mass tourism (6). The consequence of these is the overexploitation of natural resources, the abandonment by the inhabitants of the primary sector, the alteration of local character and personal social relations. The traditionally built environment, that has become the pole of attraction of the region, acquires characteristics that are no different from those of the tourist resorts.[32]

6. Oia, Santorini.Free Images : pxhere.com

In the same context, spatial units of abandoned settlements can be rebuilt, using the traditional methods of building and re-using (White River). Through this process, they offer the opportunity to revive the conditions of habitation of previous decades and give life to an area that would otherwise go to a total desolation.[33] The deliberate lack of today's comforts attempts to convey visitors to virtual environments that reach the limits of the established experience. Without losing the whole effort its value, since these reconstructions do not burden the carrying capacity

[32] P. Tsartas, Society and Tourism

[33] P. Petraki, M. Roukounakis, E. Kosmas, K. Goniotakis, V. Petraki, "Recording of the planning and architectural profile of the remarkable settlements of the Prefecture of Lassithi for their future integration in an institutional framework of protection", Lasithi Prefectural Authority, TEE -Act. Crete

of the environment, the users of such settlements are more or less disconnected spatially and temporally from the current situation of the place they visit. The social relationships that are developed do not differ much from those of tourist resorts since there are no permanent residents but only visitors and seasonal workers. There are no active users of the place and really customs that one can live with, nor experiential experiences that can be discovered. "Certainly the use of the buildings as tourist accommodation of a kind of tourism that respects and promotes its very nature can only be judged in a positive way. Whether, the story being promoted will not constitute, beyond a certain point, a museum piece or sterile imitation of a long forgotten situation is something we have to wonder about.[34]

6 CONCLUSIONS

Mass tourism has already created serious problems for local communities and the environment by uncontrolled tourist exploitation. The constant increase in tourists creates the need for more accommodation. Tourist resorts or villages, new or existing structures, attempt to meet these needs. The participation of the "living" traditional settlements is important. The rescue, preservation, exploitation and promotion of the traditional settlements of our country are not dealt according to their importance. In many cases interventions in relation to their preservation and emergence were made in the wrong way putting up the standard of mass tourism. However, in those settlements the interventions were done correctly, created tourist interest and contributed to the formation of a product which helped both the maintenance and preservation of the settlement itself, as well as the economic development of the same and the wider region. The promotion of cultural architectural heritage through traditional settlements, when this is done with respect for the history and the place, can attract high educational and economic level visitors and bring new Greek destinations.

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Tourism in nature reserves and peripheral rural areas: Issues and strategies

Luís Santos, Geosciences Center of Coimbra University, Landscape Management, Polytechnic Institute of Tomar, Portugal

Rita Anastácio, Geosciences Center of Coimbra University, Landscape Management, Polytechnic Institute of Tomar, Portugal

Paulino Monteiro, Faculty of Sciences and Technology, Cabo Verde University, Praia Santiago, Cape Verde

Abstract

The delicate balance between human occupation and conservation policy is a concurrent conflict of historical, economic and cultural nature. Societal reasoning is a clear-cut understanding that the implementation of conservation policy brings loss, while this is a comfortable situation for conservationists, it brings serious consequences to communities. In such places the decreasing investment along with the loss of the main economic local activities, eventually causes demographic decline, which, in turn, results in aging of the population, culminating in a critical situation with no innovation and poor exchange between socio-economic actors. In a context of worldwide tourism sector expansion and development, tourism sustainability performance of such regions or countries becomes an important goal of strategic planning to ensure an appropriate balance between present and future opportunities. Bearing in mind that peripheral areas have usually been characterized by a low level of autonomy in planning capability, with poor access to and from markets, not included in travel itineraries except from a small portion of independent tourists.

The current paper analyses two different case studies, the first in the small fishing village of the Cape Verde´s Archipelago, Santo Antão Island where the peripheral community of Monte Trigo was surveyed to understand the impact of the solar electricity facility implementation, along with their views on development. Being Tourism one of the most cited options, it is important to evaluate the risks and different types of tourism. The second case study involves the Natural Park of Serras D'aire and Candeeiros (PNSAC), using Census data and Geographical Information

Systems analyzed the impact of conservation legislation on the demographic evolution of communities inside the Park. Results brought to evidence the abandonment of traditional economic activities, thus promoting a different trend of demographic development in peripherical Park regions.

Despite the geographical distance and Ecological differences between Coastal Islands and mountainous continental interior, both case studies share and represent both weak and strong tourism sustainability paradigms. Moreover, the core sustainability performance of the studied regions is comparable, which can serve as a starting point that stimulates public and private debate, thus promoting improvement actions to achieve tourism sustainability.

1. Introduction

Protected areas are paramount for nature conservation, livelihoods of rural residents, and tourism development since the founding of the first natural park in Portugal (ICNF, 2018). As demarcated territorial units for “restricted” human use, under the slogan of protecting wildlife and ecological processes, protected areas, for much of their history have been interpreted as exclusion sites (Dudley, 2008). Many Nature Parks forged under the strategic management principle of implementing protection, in most cases, the ideal effective management strategies collided with legal restrictions and the resident´s rights to their livelihoods in those territories (Solikuab & Schramlc 2018).

According to the current IUCN definition of protected areas, the classification is clearly defined as the geographical space, recognized, dedicated and managed through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values (Casson et al. 2016). This current classification comprises a different approach to the previous division where the human presence was “neglected” as part of the management strategy. The Natural Park division is now defined as a Protected area with sustainable use of natural resources: Areas which conserve ecosystems, together with associated cultural values and traditional natural resource management systems. Generally large, mainly in a natural condition, with a proportion under sustainable natural resource management and where low-level non-industrial natural resource use compatible with nature conservation is seen as one of the main aims. Furthermore, the 75 per cent rule should apply with ¾ of the total area based around the primary management objective(s), this classification also considers different types of governance (Casson et al. 2016).

In general, large protected areas, will include or overlap some form of peripheral regions, in Europe such regions hold little economic interest, with limited resources or harsh living conditions where anthropic influence was kept at minimum levels (Nelson & Chomitz, 2011). The meaning of the term “peripheral” which in the literature is mentioned with divergent connotations, such as geographical, social, political and economic, in this paper it involves social and economic disadvantages, lack of technological infrastructures and political weakness together with a certain degree of geographical isolation.

In “peripheral” places, mostly rural areas or remote areas, the pressures on the main economic locally based activity, such as Agriculture or fishing, can be attributed to factors from climate change, resource overexploitation or changes in food production. Such problems associated with the needs for better living standards led to the eventual demographic decline and abandonment and the consequent decrease and aging of the population (Salvatore et al., 2018).

If to the “peripheral” characteristics we associate the Protected area status the conflict will increase the already existing problems and make them even more difficult to solve. Some studies bring to evidence the pressure on Protected Area boundaries, where urban development, industry and tourism prosper. Literature predicts that by 2030 in Europe, urban areas and residential developments will expand around most protected areas (Brambilla & Ronchi, 2016). Such issues will increase the pressure on the Protected areas biodiversity balance leading in some cases to conflicts between wildlife and people, thus compromising the overall management. Communities located at the boundaries PAs usually bear the costs of conservation, which include, economic losses generated by protected animals such as attacks to livestock and crop damages, or even exclusion from resource exploitation (Rakshya, 2016; Castro-Prieto, 2017; Lamichhane, 2017).

Nevertheless, there are some ways in which local people may profit from nature conservation such as ecosystem services and tourism. A basic principle is if local communities increase their benefits from a PA, they will support their existence (Lussetyowati, 2015; Lamichhane, 2017).

In a context of worldwide tourism sector expansion and development, tourism sustainability performance of peripheral regions or countries becomes an important goal of strategic planning to ensure an appropriate balance between present and future opportunities. According to the World Economic Forum (2017), the tourism industry represented at 2016 10.2% of the world's GDP and generates 292 million of jobs. The international arrivals reached 1.2 billion, an increase of more than 46 million compared to 2015, and the number of international tourists is estimated to reach 1.8 billion by 2030. New trends in tourism demand authenticity, remoteness and nature (Dickinson & Lumsdon, 2010; Salvatore, 2018).

The current paper analyses two different case studies, the first in the small fishing village of the Cape Verde´s Archipelago, Santo Antão Island where the peripheral community of Monte Trigo was surveyed to understand the community’s opinion on the impact, satisfaction and future perspectives resulting from the construction of a solar power facility. The second case study involves the Natural Park of Serras D’aire and Candeeiros (PNSAC), using Census data and Geographical Information Systems analysed the impact of conservation legislation on the demographic evolution of communities inside the Park along with the impact of tourism as a developmental strategy.

2. Case study 1: Cape verde – Santo Antão – Monte Trigo

The Cape Verde archipelago located in the Atlantic Ocean, between the parallels 14º 23' and 17º 12' north latitude and the meridians 22º 40' and 25° 22' west of Greenwich

(INE, 2015 – Statistical Yearbook of Cape Verde). Situated approximately at 600 Km West of the African coast, ten islands of volcanic origin, are divided according to the nature of the dominant trade winds, in two groups (Figure 1), namely (i) Barlavento - Windward Islands: Santo Antão, São Vincente, São Nicolau , Santa Luzia Sal and Boavista; and (ii) Sotavento - Leeward Islands: Maio, Fogo, Brava and Santiago (Santos, 2007).

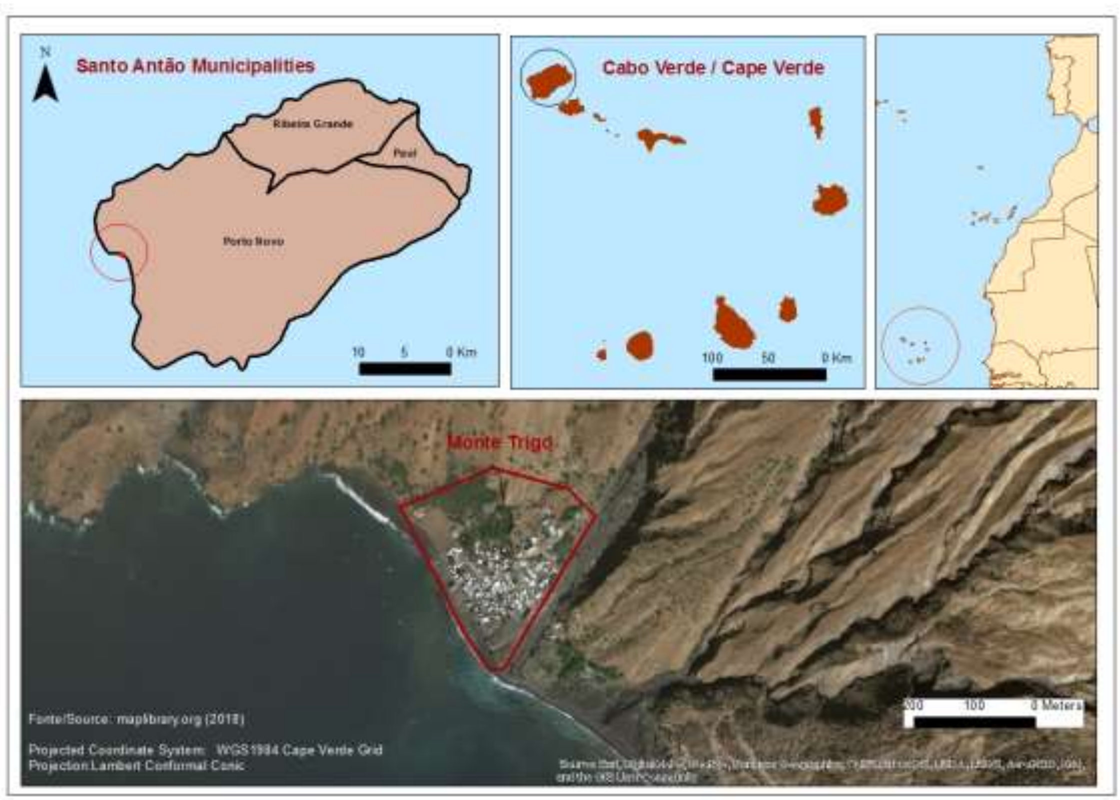

Figure 1. Geographical location of Cape Verde Archipelago, Santo Antão Island and Monte Trigo community.

For Cape Verde, the World Travel and Tourism Council (WTTC, 2017), states that tourism was responsible for the creation of 35.000 direct jobs in 2016, which represents 15% of the total working age population, and estimates an increase of 9.5% for the year of 2017, reaching an estimated 38,500 jobs. Studies further estimate that in 2027 this number will be 63,000 direct jobs, which represents 22.6% of the total working age population. The total contribution of tourism to GDP (including the broader effects of investment, supply chain and yield-induced impacts), was 72.3 billion of Cape Verde Escudos (ECV) at 2016 (44.5% of GDP) and should grow 8.6% for 78.5 Billion CVE (46.4% of GDP) in 2017 (WTTC, 2017).

According to the National Institute of Statistics of Cape Verde (INE, 2018), the number of tourists raised from 644,429 in 2016 to 716,775, an increase of 11.2%.

The tourism industry has played a prominent role in the economy of Cape Verde in recent years, representing an important source of job creation and it is estimated that this will become further relevant in the near future.

Though tourism is an opportunity, it is also a challenge, particularly for islands such as Cape Verde. The fragile environment with easily degraded ecosystems, can be further impaired as a result of climate change and anthropogenic actions, in addition to the overall negative social and cultural impacts, requires special concerns.

2.1. Characterization of Monte Trigo

The island of Santo Antão is the northernmost point of the archipelago and the westernmost island of the African continent (17°02'40.9"N and 5°21'39.5"W). With 779 km^2, it represents 19.3% of the territory and is the second largest in the archipelago. In geomorphological terms, it is part of the group of mountainous islands, with the Mount Tope da Coroa to be its highest point (1979 m). Administratively it is divided into three municipalities, Ribeira Grande, Paul and Porto Novo (INE, 2015).

For this case study, we centred our research on the village of Monte Trigo. This village belongs to the municipality of Porto Novo, between the latitude 17º 01´ 16´´ North and longitude 25º 19´´ West, 60 km from the city of Porto Novo, the municipality capital. The village is only accessible by sea, through small fishing vessels, or by a tumultuous pedestrian way taking several days. The nearest community is about 2:30h to 3:00h on foot. It holds 274 inhabitants, of which 90 with less than 15 years old, 161 between 15 and 64 years old and 23 more than 65 years old. As far as sex is concern, 152 are male and 122 female, representing 57 households (INE, 2010).

Trade and agriculture have little expression, the local economy depends mainly on artisanal fishing (INDP, 2000a), whose small in-shore fishing fleet consists of 16 vessels, from 1.8 to 7.2 meters in length, mainly driven by out-board engines, of power between 8 and 20 hp. The most used fishing gear is the hand line (DGRM, 2016), and the most frequent captured species are the tuna, demersal fish and small pelagic fish (INDP, 2000b).

The remoteness implies elevated costs of basic needs, such energy supply, where daily 4 hours of electrical power supply, to households alone, were guaranteed by a diesel generator, nowadays Monte Trigo is one of the few worldwide fully renewable energy supplied villages and the first in Cape verde guaranteeing a daily 24 hours solar power system both for households and public lighting. Renewable energy is a process that improves energy security, protects the climate, and encourages economic development (Monteiro & Santos, 2018; OECD, 2016)

2.2. Tourism resources

As one of the most mountainous islands in the archipelago, Santo Antão holds a unique potential for mountain tourism, this particularity, coupled with unique natural and cultural manifestations in the archipelago, such as the traditional festival Cola San Jon, green valleys, sun, sea and beach, gastronomy, biodiversity, 5 protected areas with a wide variety of endemic species, constitute some of the unexploited tourist resources of the island. Despite apparently uninteresting, the simple fact that that Monte Trigo, this remote peripheral village, is one of the few with fully renewable supplied energy, already raised the attention of BBC which is currently recording a documentary.

2.3. Methodology

The current study involved a descriptive and interpretative methodology, consisting of: (i) socio-economic characterization of the community of Monte Trigo; (ii) Survey and processing of data on production and consumption of electricity and calculation of CO_2 avoided; (iii) sample size (iv) preparation of the questionnaire and V) application of questionnaires.

Whereas the main objective was a completely different from the current paper some of the questionnaire data was used to analyse the predisposition of the Monte Trigo's population to incorporate tourism as an alternative source of development for the community.

The sample size n and margin of error E were obtained by:

$x = Z(c/100)^2 r(100-r) \quad n = N\, x/((N-1)E^2 + x) \quad E = Sqrt[(N - n)x/n(N-1)]$

where N is the population size, r is the fraction of responses of interest, and Z(c/100) is the critical value for the confidence level c (Rea & Parker, 2014).

Results for a sample size of 274 inhabitants, for a confidence level 90% and a 5% margin of error was calculated delivering a necessary 137 questionnaires.

Surveys were carried out between 13 January and 4 February 2018 with a 99.3% response rate, where 143successful questionnaires were implemented to residents over 18 years old.

2.4. Results

The questionnaire comprised 31 questions concentrated around the impact of the solar power plant, however for this study we will use 4 questions which were related to opportunities and job creation:

Q16- With the construction of the solar power plant, did new income opportunities arise?

Q17- If yes in which areas?

Q18- With the construction of the solar power plant, did new job opportunities arise?

Q20- If yes in which areas?

Results are presented in Table 1, where from the results it is easily perceivable that the community understands the advantages of having 24h electricity (Q16 – 39.1%), and sees Tourism as a development opportunity, having the highest scores for questions 17 and 20 with 61.5% and 27% respectively for opportunities and job creation.

5. Table 1. Questionnaire results to the Monte Trigo community.

Question	**Answers**	**Percentage**
Q16	Yes - 54 No – 36 Don't Know - 48	39.1% 26.1% 34.8%
Q17	Commerce – 29 Tourism – 32 Fishing – 23 Other - 0	55.8% 61.5% 44.2% 0%
Q18	Yes - 72 No – 22 Don't Know - 43	52.6% 16.1% 31.4%
Q20 *(open answer)*	Tourism – 27 Commerce and services – 25 Fishing – 22 Electricity related – 21 Construction - 5	27% 25% 22% 21% 5%

The development of tourism at Monte Trigo requires a delicate well drawn model to maintain the sustainability. The construction of the solar power plant benefited both the development (24h electrical supply) and the sustainability reducing the need to exploit natural resources such as wood for heating or reduction in emissions from the previous diesel generator (Monteiro & Santos, 2018). From the results (Table 1) the population is eager for development, this is a key moment that requires an adequate model to prevent uncontrolled destruction of the recently acquired sustainability status.

2.5. Actions to be developed/proposed

2.5.1. Opportunities and threats

Tourism constitutes an opportunity for employment and economic growth for the residents and the oveall community of Monte Trigo, however tourists must be predisposed to learning through cultural exchange in order to respect local resources.

Queiroz, Guerreiro and Ventura (2014) claim that "tourism in small islands is highly dependent on the quality of the marine and coastal environment [...]" And for the World Tourism Organization (WTO, 2014), the development of tourism in islands should be oriented to fulfil plans that take full account of their physical and spatial capacity, considering the limitation of resources, especially water, coastline, biodiversity and energy.

In a remote and isolated village like Monte Trigo, and for that matter the island of Santo Antão, the precautions are directly correlated to threats, of which we emphasize: The loss of biodiversity as the ecological balance is extremely delicate, the scarce freshwater resources and the loss of culture and traditions through the acculturation of the local population.

2.5.2. Proposals for the tourism model preparation

Component 1 – Creation and promotion of the Monte Trigo brand.

The classification and certification of services, equipment and merchandize products to ensure the quality and competitiveness of the community as a tourist destination. This brand should be promoted externally and internally, with advertising campaigns, also encouraging domestic tourism.

Component 2-Management

Creation of a body responsible for planning and managing tourism in the community. It aims to allow the coordination and interaction between public institutions, public and private productive sector, community organizations and media, converging efforts and resources involved in maximizing results, aiming at Environmental, social and cultural sustainability. The involvement of the local population in the decision-making process, that is, in the governance of tourism in the community is a keystone action. Furthermore, the need to implement adequate management strategies involving both the creation of Marine and terrestrial protected areas is urgent in order to deter predatory tourism which will not benefit the locals, whereas creating exceptions to locals guaranteeing they will continue their livelihoods.

Component 3-Host, infrastructure and security

According to INE (2015), in 2014 visited the island 22,370 tourists. The overwhelming majority from France (10,325), followed by Germany (2,595), Belgium and Holland (986) and Portugal (546). With 68 tourist accommodation establishments in 2017, which corresponds to 24.7% of the total existing in the archipelago, it is the island which observed the largest increase in the number (26) of these establishments in the country compared to 2016 (INE, 2018). This issue requires an urgent analysis of the islands carrying capacity and a concerted governmental effort with the travel agents to guarantee that numbers are respected.

Component 4 – Training and research:

Training of professionals, in mastering foreign languages, and on the promotion of culture, will considerably improve the quality of the service. Create a platform of training institutions to give visibility to the training excellence and promote the creation of a tourism research network, where the design of an analysis model such as DPSIR model (Drivers, Pressures, State, Impacts, Responses) is urgent.

Component 5-Investment:

Creation of an investment fund for tourism, with the participation of the Municipalities of the island together with private entrepreneurs. This fund should, above all, finance initiatives by small family or individual businesses allowing them to improve the quality of their products and to support thematic events that promote the appreciation and marketing of this tourist destination.

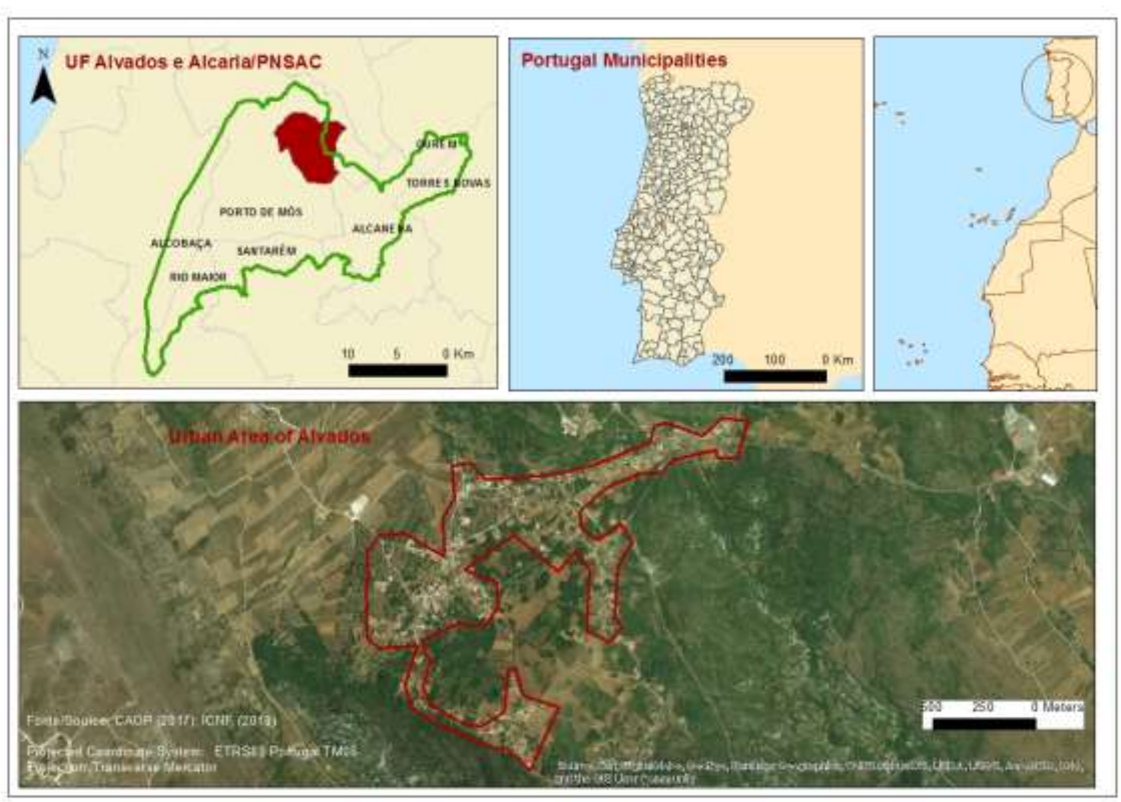

Figure 2. Geographical location of Serras D'Aire and Candeeeiros, the Natural Park (PNSAC) and the Alvados Village.

3. Case study 2: Portugal – Serras D'Aire e Candeeiros – Alvados

Serras Aire and Candeeiros are a mountainous limestone massif located in the centre of Portugal (Figure 2) separating both the North from the South and forming a mountainous barrier orientated SW – NE that separates the littoral from the interior. The Nature Park of Serras D'Aire and Candeeiros (PNSAC) occupies 38.900 ha, with a characteristic bushy sparse vegetation (garrigue) and red fertile soils (Terra Rossa). The most important limestone deposits found in Portugal holds unique Karst characteristics such as Dolinas, caves, cliffs and rocky outcrops, the richest bat diversity and unique cases of speciation. The Natural Park was classified by Governmental Decree - nº 118/79, 4th of May 1979.

The noticeable presence of the rock extraction industry that along with the textile industry, tanneries and livestock helped to establish a population that could not be justified by the inhospitable terrain (ICNF, 2018).

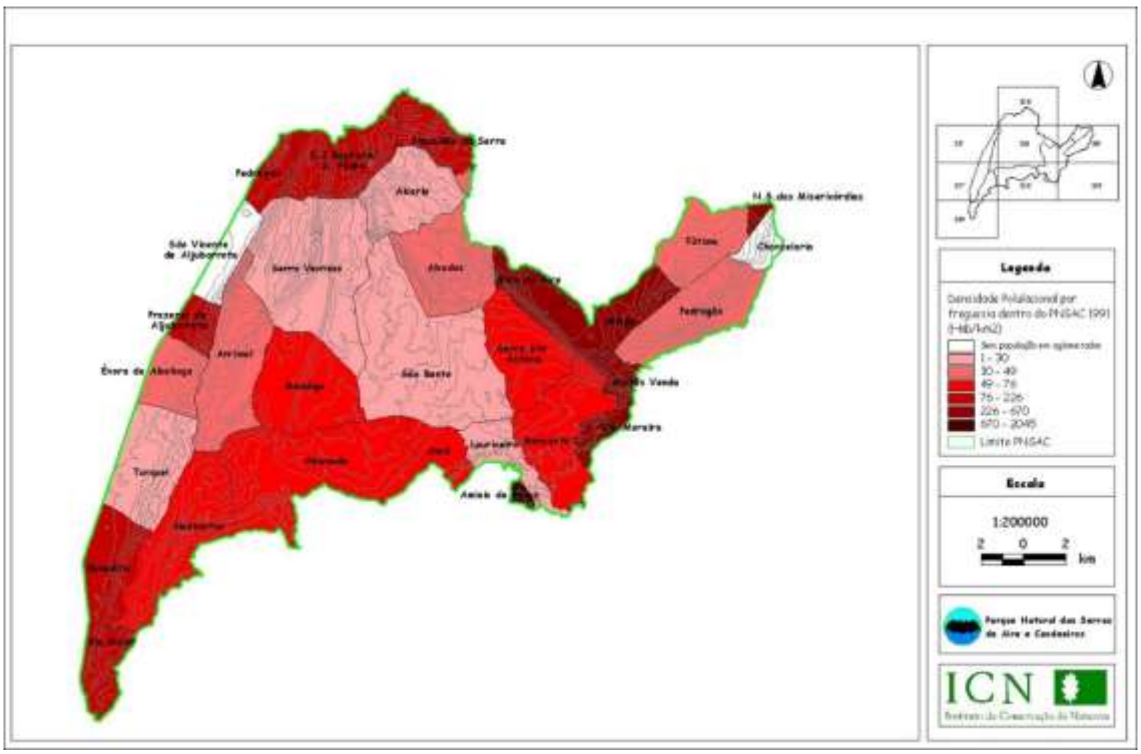

Figure 3. Population density for the areas within the Nature Park (PNSAC) 1991.

When comparing both maps, it is clearly understood that a higher population density is observed in the boundaries of the Protected Area. This data alone does not allow us to correlate the loss of interior population, factors such as economy or even natural resources decline could easily explain such trend.

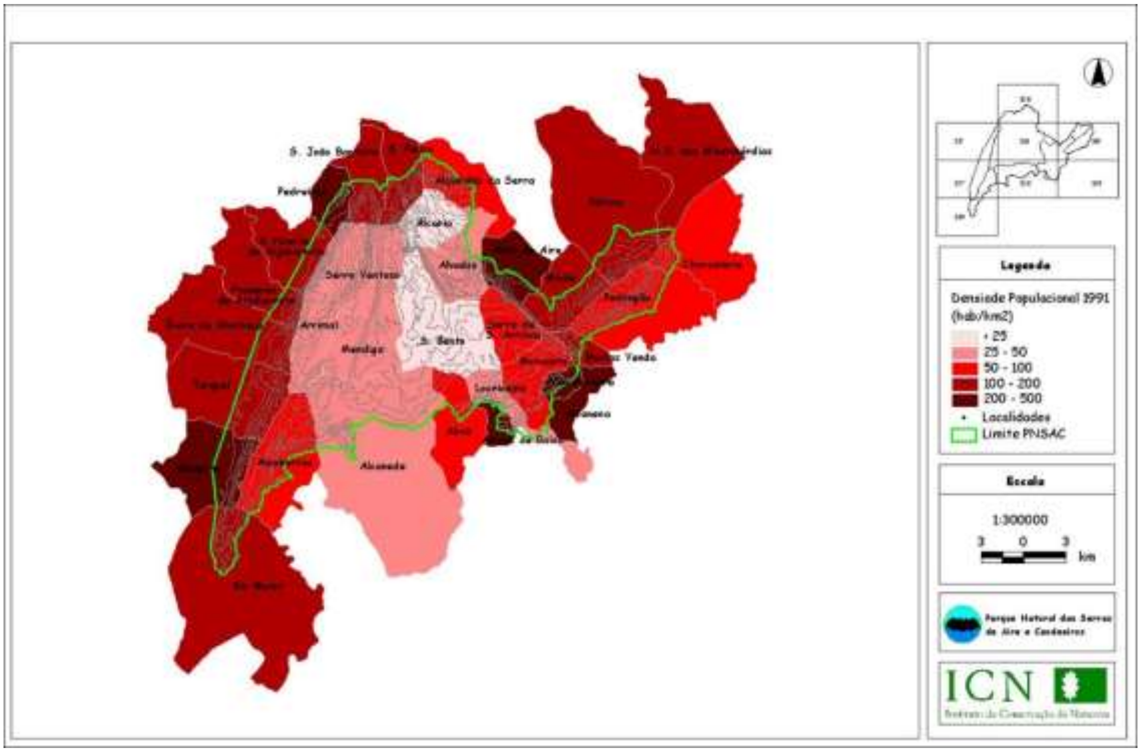

Figure 4. Population density for the municipalities in the geographical influence of the Nature Park (PNSAC) 1991.

3.1. Characterization of the Alvados Municipality

Alvados village has 400 habitants, mostly elderly population. The strong cultural traditions, still in place, invoke past livelihoods. Where once a strong economic activity base on knitted fabrics industry (currently disappearing) was, only remain the people and the stories of what was once a thriving industry. Agriculture and livestock are still the main sources of income.

3.2. Nature Park demographic analysis

As predicted by literature by 2030 in European, urban areas and residential developments will expand around most protected areas (Brambilla and Ronchi, 2016). As this is in many ways understood by the need for natural resources, we questioned whether this fact could be attributed to restrictions imposed by the protected areas management system and if this was the case for the PNSAC area. Using data from the census 1991, 12 years after the classification as a Protected Area and GIS we analysed the population density inside the protected area (Figure 3) and in the municipalities in the geographical area of influence of PNSAC (Figure 4).

Exploring data even further, the active population variation between 1981 and 1991 was analyzed (Figure 5), confirming the previous suspicion of a tendential decline of population inside the protected area, which may be attributed to restrictions in the exploration of natural resources (i.e. mining and rock extraction).

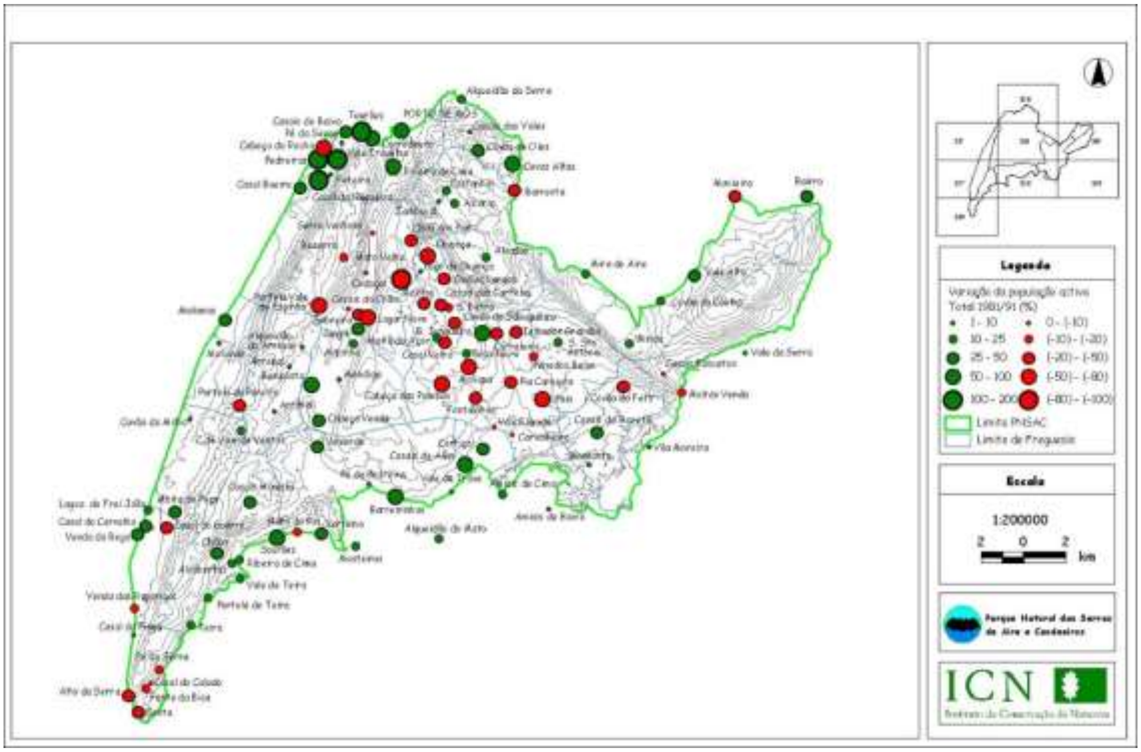

Figure 5. Active Population variation between 1981 and 1991 by percentage.

Any typology of protected area will have a management framework, for the PNSAC the management is Public (managed by the state), which will forcefully implement a rigid set of restrictions.

3.3. The Alvados example

The state declares places where people live, farm, hunt, gather, worship, and remember, to be conservation territories that must be protected from their former inhabitants. This old-fashioned form of population and territorial control creates conflicts between population and protected area managers which are mere governmental agents. The protected area status restrictions imposed on the limits of the PNSAC may have contributed to a lower population density, however with the worldwide boom of Nature Tourism, new opportunities of legal urban rehabilitation of housing towards the tourism market are a reality (Figure 6). Alvados holds today 6 privately owned tourism related business which together represent 130 beds, meaning a carrying capacity of 12.000 tourists per year, and an average occupation rate of 25%.

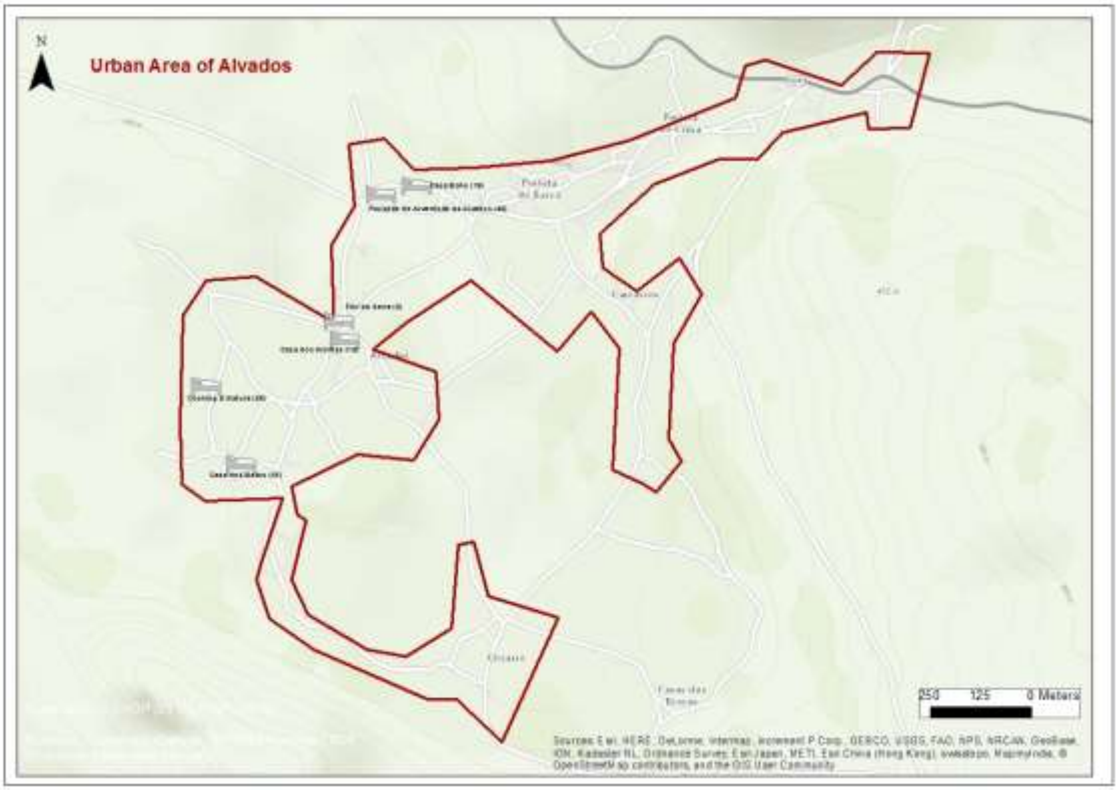

Figure 6. Urban limit for the Alvados village.

The tourism opportunities do not resume to tourism nights, in fact Non-Governmental Association (NGO) “MOVE Comunidades” aids the local economy by marketing local products in their shop, helps farmers to certify their products and promotes environmental and cultural activities. Another case is the use of Adventure as a service supplied to tourists, the Adventure – “Associação Trilho do Castelejo” offers a series of activities through the Protected area in cooperation with all the stakeholders.

4. Discussion

The case studies presented may at first glance appear to belong to worlds apart, though this was the purpose, they are in fact two different sides of the same table. Cape verde’s Monte Trigo and Alvados share a similar demographic dimension and a similar peripheral status. Alvados is the example of what could go wrong and how it can be repaired, whereas Monte Trigo is a blank canvas with the correct pastels to produce a masterpiece. This line of thinking underlies the design of a variety of methodologies, from schemes for economic valuation and commodification of resources, like carbon offsets to commodity certification or payments for ecosystem services to build a model for the sustainable implementation of Tourism in Monte Trigo, thus contributing to natural resources conservation and the development of the community, conferring a minimum impact.

One of Tourism's approaches to Protected areas is the participatory interventions, which rest on the proposal that residents and other stakeholders will be better motivated to conserve natural resources if there are economic rewards. Furthermore, residents should feel the sense of property when referring to the Protected area, for management this would represent that each inhabitant would be a Park ranger monitoring the wellbeing of the Natural Park.

Though Tourism is on the rise in some regions, others observe a decline, the ephemeral characteristics of Tourism lead us to caution. Neoliberalisation of Tourism may be an extreme, however the transformation from a fully publicly managed Park to a shared governance seems to be a natural transformation, however this transformation hinges on two elements: selective commodification and state mediation.

Monte Trigo offers an excellent opportunity to combine the creation of a protected area with the needs of the population and the local economy. For Monte Trigo community, the establishment of a park creates opportunities for the development and protection of cultural and social values, representing the most powerful tool to exploit tourism as part of an integrated development strategy.

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A Study of the Association Between Occupational Communities and 'Propensity to Quit' amongst Hotel Workers

Darren Lee-Ross, College of Business, Law and Governance, James Cook University, Smithfield Cairns, Australia

ABSTRACT

The purpose of this paper was to develop an instrument to measure Occupational Communities and the relationship between them and workers' potential to quit their jobs (PTQ). One-hundred and fifty-nine surveys were collected from staff working in three large five-star hotels in North Queensland, Australia. Using exploratory factor analysis and multiple regression the instrument and model-fit was acceptable. Most Occupational Community dimensions and their association with PTQ were significant and in the predicted direction. Hotel managers need to acknowledge the presence of OCs and their dimensions. The study of Occupational Communities as a culture in practice is an area requiring more research; this project helps to address that position. A new instrument will assist future efforts in gaining a fuller understanding of this phenomenon.

Key Words: Occupational Communities, Hotels, Labour Turnover

INTRODUCTION

High levels of labour turnover are a perennial feature of the hotel industry (see Blomme, Tromp and van Rheede, 2010; and Davidson, Timo and Wang, 2010). Some reasons advanced for this situation include the response of employers due to seasonal variation in demand (Atkinson, 1984), characteristics of employees (Wood, 1992; Ball, 1998 and Lee-Ross, 1996) and poor working conditions dominated by casual and short-term part-time employment opportunities (Timo and Davidson, 1999; and Baum, 2008). Furthermore, others report a despotic non-supportive management style typified by and autocratic 'hire and fire' approach to human resource management (McGunnigle and Jameson, 2000; and Timo and Davidson, 2005). Interestingly, several studies suggest the relationship between labour turnover and job satisfaction is counter-intuitive. That is, the association between the two variables is positive (Chitiris, 1986; and Riley, Lockwood, Powel-Perry and Baker, 1998; and Sandiford and Seymour, 2007). ‘Culture in practice’ may provide a useful perspective from which to view this conundrum.

Culture in practice often runs counter to the ‘espoused culture’ proffered by managers and enshrined in company policies and procedures; particularly where the espoused culture is ‘weak’ or fails to be communicated effectively by managers. A situation where employers are reportedly autocratic and non-supportive appears to be ripe for such a counter culture to develop and thrive. An understanding of this organizational phenomenon is provided by the Occupational Community thesis. This is whereby workers/culture are defined by their jobs (Salaman, 1971, 1974; Van Maanen and Barley, 1984; and Sandiford and Seymour, 2007) rather than national culture and ethnicity and management style (Hofstede, 2001; and Robbins and Judge, 2007). According to Gomez-Mejia (1984), much research focusing on organizational culture ignores the importance of work or occupational experiences. An individual’s occupation has an important bearing upon organizational culture-in-practice. This is particularly so where job-holders perceive themselves to be different or apart from mainstream society or where their job is considered specialized or unique in some way (Lee-Ross, 2018). The occupation perspective on organizational culture is rooted in the earlier work of (Ginzberg, Ginsburg, Axelrad and Herma, 1951; and advanced by Rosenberg, 1957; and Goldthorpe, Lockwood, Bechhofer and Platt, 1968). Here, individuals are alleged to have a number of orientations to work. The one pertinent to the present study is that of ‘social orientation’ where work is primarily considered a source of social relationships.

The present study seeks to identify the association between Occupational Communities (OCs) and employees’ potential to quit their jobs (PTQ). More specifically, the relationship of each proposed dimension of an OC with PTQ is assessed. To achieve this a new instrument is posited and the theory upon which it is based is tested. Occupational communities are defined and explained in terms of their dimensions and their appropriateness to the hotel industry outlined; hypotheses are then presented. The paper continues by discussing the results followed by conclusions and recommendations. This is an original contribution to the area and will help a further understanding of the OC thesis.

OCCUPATIONAL COMMUNITIES AND HOTEL WORKING CONDITIONS

Van Maanen and Barley (1984, p. 287) define OCs as:

‘A group of people who consider themselves to be engaged in the same sort of work, whose identity is drawn from their work; who share with one another a set of values, norms, and perspectives that apply but extend beyond work related matters, and whose social relationships meld work and leisure’.

In short, OCs have two overarching characteristics. The first is cohesiveness amongst members and a sense of pride in their work. The second is a fusing of work and non-work activities (Salaman, 1974). These factors are primary motivators in the workplace rather than the 'traditional' ones such positive feedback from supervisors, pay and other pecuniary benefits (Lee-Ross, 2018). Working conditions are poor in the hotel industry (Maxwell and MacLean, 2008) yet levels of job satisfaction are not necessarily low (Riley, Lockwood, Powel-Perry and Baker, 1998). Therefore, there must be another set of motivators to consider and the present research contends that the OC thesis may help explain this situation.

The hotel industry has several characteristics which arguably help in the formation of Occupational Communities. For example, jobs are not easy to codify but instead rely on ill-defined procedures. According to Cameron (2001) this lack of basic process and procedure helps the community to 'mystify' or specialize the job. This maintains control of members fusing them together whose motivations for working are not necessarily always shared with their employer (Lee-Ross, 2018). Motivation for undertaking work may therefore not be the job itself but the opportunity for a paid holiday (Ball, 1988). Furthermore, the provision of staff accommodation may render social aspects at least as important than job-related factors.

Table 1 Dimensions of Occupational Communities

Dimension	**Explanation from which survey questions are derived**
Job interest	The extent to which the job is interesting and a deliberate career choice
Group cohesion	The extent to which group membership is important over all else
Hedonism	The extent to which socializing with workmates is the major reason for undertaking the job
Fusion	The extent to which work and personal life overlap
Central presentation	This job requires certain skills, as such I am proud of what I do and tend to draw a sense of identity from my work
Job specialization /Marginality	The extent to which the job is special and only a certain kind of person could do it successfully

Earlier, these characteristics were deemed by Wood (1992) to attract a certain 'type' of worker. That is, those who individuals who are happy with the 'welfare' provided their employer (food, cost of accommodation outside workplace, paying rent, rates and so on). Here the 'unrealistic' living environment and limited obligations to management create a ‘bubble’ whereby workers can easily form cohesive bonds having a tendency for a hedonistic work-related outlook (Lee-Ross, 2018). Marginality is also said to be a determinant of Occupational Communities (Van Maanen and Barley, 1992). In a hotel context this may take the form of working non-traditional hours including short-term, part-time and casual shifts and having work-based friends. Thus, the work organisation is pervasive and sets norms for activities outside work such as sleeping, eating and recreation. Lee-Ross and Pryce (2010) summarize these dimensions of occupational communities in Table 1.

Thus primarily, the hotel becomes a meeting place for like-minded individuals. Occupational Communities are social frameworks that create and sustain unique perspectives of work. They have identifiable characteristics that include task rituals, standards for acceptable behavior, work codes surrounding routine practices, rituals, standards, codes and occupational self-control (Lee-Ross, 2004).

Using the OC thesis, several hypotheses are advanced regarding dimensions and PTQ and they are shown below in Table 2.

Table 2 Hypotheses

H1	Job interest has a negative association with PTQ;
H2	Group cohesion has a negative association with PTQ;
H3	Hedonism has a negative association with PTQ;
H4	Fusion has a negative association with PTQ;
H5	Central presentation has a negative association with PTQ; and
H6	Job specialization has a negative association with PTQ.

APPROACH

The philosophy behind the present study was one of pragmatic positivism. Collection of data was bound by several practical constraints. For example, interviews would not have been possible given the short time between staff shifts. An instrument taking only ten minutes to complete was more appropriate. It contained three question statements per OC dimension and for PTQ. Dimensions were derived from earlier studies of hospitality OCs (Shamir, 1975; Lee-Ross, 1996; Lee-Ross 2004; and Lee-Ross, 2008). Each was represented by three question statements asking how workers would describe their jobs. Response bias was minimized by using two questions worded positively and one negatively. A Likert-type style scale was used with a response range of 1 (very accurate) to 7 (very inaccurate). A questionnaire was the chosen approach for the present research. This was chiefly because the dimensions as markers of organizational culture is still at an early stage of theoretical development. So too is the establishment of an inventory to identify and measure their impact on PTQ (Lee-Ross 2018). A sample of statements is shown below:

- Job interest – 'I am interested in this type of work and this job is a deliberate career choice by me'.
- Cohesion – 'I feel a close bond with my group of workmates; we share similar work values and ideas'.
- Hedonism – 'I enjoy meeting people and socializing, it is the major reason I took this job'.
- Fusion – 'Many aspects of this job overlap with my leisure activities including relationships with workmates'.
- Central presentation – 'This is really 'me', as such I am proud of what I do and tend to draw a sense of identity from my work'.
- Job specialization – 'My job is special and it sets me apart from other people doing jobs in other organizations'.

Adapted from Lee-Ross (2004).

Three hotel managers were telephoned to seek permission for the study to take place. A subsequent email was sent to arrange interviews with managers where the research project was explained fully. All agreed for the data to be gathered during one week in each respective organization. The researcher used the staff canteen at different times of the day from Monday to Friday (in two-hour blocks) to ensure a wide and representative convenience sample. Forms were completed by workers and returned *via* a ballot box anonymously. Hotels were seasonal with a tourist-oriented focus and all situated in North Queensland. All had similar operating procedures, quality ratings (five star), size (150 rooms) and staff (150 – 200). One-hundred and ninety forms were returned; 159 were useable.

PROPERTIES

Prior to using a new instrument its properties must be assessed, that is, the reliability and validity of items. Reliability involves '…scrutiny of the instrument's robustness…[to see whether it will] produce the same findings over time and under different circumstances.' (Saunders, Lewis and Thornhill, p. 430). Validity concerns '…the ability of a questionnaire to measure what it intends to measure' (p. 429). An exploratory factor analysis with Cronbach's *alpha* was used for this purpose after the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was returned as an acceptable 0.754 and Bartlett's Test of Sphericity shown to be significant (p<0.001). The initial analysis of scale reliability and validity is shown in Table 3.

Table 3 Exploratory factor analysis with Cronbach's *alphas*

	Factor						
	Job interest	Hedonism	PTQ	Job spec.	Fusion	Group coh.	Central presentation
Jobint 1	.949						
Jobint 3	.909						
Jobint 2	.908						
Hedonsim 2		.943					
Hedonism 1		.940					
Hedonism 3		.912					
PTQ 2			.911				
PTQ 1			.885				
PTQ 3			.841				
Jobspec 3				.907			
Jobspec 1				.902			
Jobspec 2				.879			
Fusion 2					.923		
Fusion 3					.843		
Fusion 1					.812		
Cohesion 2						.864	
Cohesion 1						.808	
Cohesion 3						.732	
Centpres 3							.821
Centpres 2							.811
Centpres 1							.751
Alpha	.960	.943	.942	.917	.865	.764	.782

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 7 iterations. Loadings below 0.5 not shown.

Principal components analysis was used to identify scores for the factors underlying the proposed instrument. analysis revealed seven factors, one of which had an Eigen value of 0.98. However, the derived scree plot implied a seven-factor solution. Cumulative total variance explained was 84.3%. These results suggest that the instrument is acceptable for further statistical analysis. Nunnally (1978) recommends a value of 0.70 or higher before accepting scale reliability. All *alphas* in Table 3 exceed this threshold.

RESULTS

Multiple regression was used to assess the predictive power of the hypothesized model proposed for hotel workers and their PTQ. A significant regression equation was found ($F(6, 113) = 10.635$, $p < 0.000$), with an R^2 of 0.327. The summary is shown in Table 4.

Table 4 Model summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.601[a]	.361	.327	1.10630	1.906
a. Predictors: (Constant), Job Interest, Fusion, Job Specialization, Cohesion, Hedonism, Central Presentation					
b. Dependent Variable: PTQ					

The complete model accounts for 33 *percent* of the variance in PTQ. In other words, 67 *percent* of the variance is unexplained or due to other factors not accounted for in the model. The associated ANOVA has an F value of 10.64 which is significant at $p < 0.001$. Scatterplots revealed relationships between predictor variables and entrepreneurial intent to be largely linear.

Table 5 shows associated coefficients and reveals the unremarkable Tolerance and VIF statistics suggesting no significant level of collinearity. For example, Central presentation returned the lowest statistic of 0.75; Job interest returned one of 0.90 which is acceptable (MSSPSS, 2012).

Table 5 Coefficients

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.180	1.228		6.660	.000		
	JSp	-.169	.082	-.172	-2.067	.041	.821	1.218
	Hed	-.026	.069	-.031	-.381	.704	.866	1.155
	CPres	-.369	.179	-.179	-2.059	.042	.749	1.336
	Fusion	.189	.122	.131	1.548	.124	.789	1.268
	Coh	-.256	.153	-.136	-1.668	.048	.854	1.171
	JInt	-.361	.063	-.452	-5.683	.000	.896	1.116
a. Dependent Variable: PTQ								

Respondents predicted PTQ is equal to 8.180 – 0.169 (JSp) – 0.026 (Hed) – 0.369 (CPres) + 0.189 (Fusion) – 0.256 (Cohesion) – 0.361 (Jint), where all variables are measured on a scale of 1 – 7. Propensity to Quit decreased by 0.169 for each scale measurement of JSP, 0.026 (Hed), 0.369 (CPres), 0.256 (Cohesion), 0.361 (Jint) respectively and increased 0.189 for Fusion. All OC dimensions were significant predictors of PTQ with the exceptions of Hedonism, which remained in the expected direction and Fusion.

DISCUSSION AND CONCLUSION

Many studies have found that job satisfaction and employee turnover have a counter-intuitive relationship, that is, job satisfaction is not necessarily an accurate predictor of turnover. The hotel industry has a poor record in terms of working conditions, rates of pay and management styles, yet levels of job satisfaction do not reflect this. Gomez-Mejia (1984) seeks to explain this by positing the OC thesis. In short, this is where employees form cohesive informal groups and maintenance of this structure becomes more important than the organization's espoused culture. Groups are formed on the basis of a blending of work and leisure/social activities. Lee-Ross and Pryce (2010) argue that the hotel industry creates and maintains an environment where conditions for OCs seems inevitable. The six hypotheses of the present study were based on this notion.

The aim of the present study was twofold. First, the instrument need to be validated in terms of the measurement of OCs existence in hotels. Second, the accuracy of the proposed model needed to be assessed. The initial analysis showed the instrument to be robust and the second evaluation found the model to be acceptable. However, the relationship between two OC dimensions and PTQ were not as hypothesized.

Hedonism is based on the idea that hotel work attracts a certain 'type' who choose this lifestyle as it affords then a paid holiday. This idea is augmented by the opportunity to 'live-in'. That is, where the hotel offers staff accommodation and where workers have ample opportunities to bond and share work and life experiences. No hotels included in the present study offered this facility. This may help explain the present result for hedonism as an OC dimension.

The fusion of work and social activities hypothesis was not supported nor in the predicted direction (although the result was insignificant). Notwithstanding this, the outcome has resonance with earlier work in the field. For example, it is an acknowledged phenomenon that when an employee quits their job, others closely bonded colleagues follow due to the strength of their work relationships and social activities and interactions. In the present context it is also important to note the 'familial' relationship between OC members. If the relationship between one or more members of the OC becomes untenable, the only practical resolution is to quit their job.

This situation is not as complex as it appears so long as hotel managers understand the motivational aspirations of their workers. In a practical sense it matters not whether employers and employees share the same work ethic. The key here is to ensure managers understand why individuals are attracted to the hotel industry and plan their operations accordingly. The informality of work cultures must be acknowledged and planned for by employers. An OC lens allows employers a greater insight into their employees by considering work and non-work inclinations. Moreover, this would go some way in clarifying the 'psychological contract' between employee and employer.

Clearly, there needs to be more work undertaken using the OC construct to understand the relationship between employees and PTQ. Moreover, Hedonism and Fusion need to be further explored because of the nuanced relationship they have with PTQ. For example, hotels offering staff accommodation must be included in future studies. Additionally, whilst job satisfaction was acknowledged in the current study, it was not explicit in the proposed model. Therefore, job satisfaction must be included in future work as a mediating variable to gain a more comprehensive understanding of OCs and PTQ.

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Protection of Cultural Heritage and Tourism

Carla Rego, Techn&Art-IPT|Archeology, Conservation and Restoration and Heritage Department, Polytechnic Institute of Tomar, Portugal

Lígia Mateus, Techn&Art - Technology, Restauration and Arts Enhancement Centre, Polytechnic Institute of Tomar, Portugal

Eunice Ramos Lopes, Techn&Art-IPT|Social Sciences Department, Polytechnic Institute of Tomar, Portugal

ABSTRACT

The protection of works of art in religious spaces has different values – religious and patrimonial, serving different audiences. In fact, the conservation and restoration intervention constitutes, for most of the works of art, a privileged moment to respond to the needs of preservation. This paper will focus on the project carried out since 2013 by the Laboratory of Conservation and Restoration (LCR) of the Polytechnic Institute of Tomar, in collaboration with the Foundation Maria Dias Ferreira, based in Ferreira do Zêzere. This project, named *Project Restore,* is part of one of the Foundation's missions, which is based on the protection of the municipality's cultural heritage.

As is well known, the Church, as an institution, and churches, places of worship, hold a vast artistic, historical and cultural heritage that must be taken care of in the same way as the heritage of museums. The awareness of the need to preserve this heritage doesn't always exist, and the fact that churches are places of worship sometimes becomes an obstacle, different from the ones experienced in museums. However, since the Foundation has other missions, including the support to the local community, it is also relevant that it has an interest in safeguarding the testimonies of its identity, such as its cultural heritage.

The intervention and protection of the churches' heritage in the municipality of Ferreira do Zêzere so far has focused on sculptural and pictorial works, which have been shown to be at risk due to their poor conservation. The main objective for the LCR is to return these assets to the community in conditions of cultic and tourist fulfillment. In this context, the adopted research strategy privileged contacts with key players who manage this type of heritage, exploring the collections of local churches, in the cultic but also in the cultural perspective.

Key Words: Heritage, Conservation, Restoration, Tourism

1. INTRODUCTION

The Laboratory of Conservation and Restoration of the Polytechnic Institute of Tomar, in its several fields (Painting, Sculpture, Graphic Documents, Carving, Furniture, Stone and Ceramic Materials), collaborates with different institutions through protocols, including, museums, autarchies and foundations. This collaboration becomes essential, either for the academic training of undergraduate students and Masters in Conservation and Restoration, as well as institutions with cultural heritage. On the one hand, students need to work on real works of art to reinforce their formative process, namely in the field of research, or also in the intervention of conservation and restoration. On the other hand, the institution benefits from this collaboration, since its assets are studied and intervened, contributing to the valuation and preservation of its heritage. Most of the works studied and treated in the LCR have never been studied before and therefore their entry into the laboratory is considered a privileged moment to know and recognize with rigor the materiality and sometimes even the authenticity of these assets.

The conservation and restoration contributes to the valuation of the heritage through the rigorous study and diagnosis of the works and the specialized intervention carried out, respecting the principles established by the Restoration Theories of Brandi (2005), Salvador Muños Viñas (2004), and European Confederation of Conservator -Restorers Organizations (ECCO) (Brussels, 2003). The code of ethics inherent to the conservation and restoration activity also presents as main recommendations: the respect for authenticity; the minimum intervention; the use of materials and techniques differentiated from the original, so that they can distinguish, without doubt, those used in the intervention and the originals ones; the reversibility, as far as possible, of the techniques applied in the intervention and the materials used in the interventions; and respect for the different values and functions of works of art, including artistic, historical, functional, cultural and cultic works of art, responding to different audiences – tourists, researchers, believers, among others.

Different and global audiences in the search for tourism destinations represent an increased challenge for the conservation and restoration activity, where the presence of testimonies and inheritance of local communities encourages not only their "authentic appropriation" (Lopes, 2015), but also a cohesive link between heritage and cultural tourism. In this way, the valuation of the heritage presents itself as a strategic option relevant to the understanding, diversity and qualification of the territories, increasing its attractiveness and reinforcing its interpretation and patrimonial identity. Supported by the valuation of the heritage, it is possible to contribute to the improvement of the quality of the brand image of the places by reinforcing their authenticity together with the importance of the conservation and restoration of heritage works. In this line of thought, we can deduce that the tourist activity acquires important significance for the promotion of the place, presenting itself as a strategic bet for ensuring, in the long term, the maintenance and preservation of the communities, their values, their heritage and their identity (Lopes & Rego, 2017).

2. THE CHURCH AND ITS PATRIMONY

The Church, as an institution, has always held a vast artistic, historical and cultural heritage and represents one of the greatest promoters of national and international artistic creation. However, throughout the years, the Church has not always allowed artistic and cultural assets to be taken care of in the best way. In Portugal, there were some episodes that contributed to the dispersion and disappearance of many of these assets from their places of origin. However, today there is a concern of the Church and other local institutions to preserve this heritage, which belongs to all.

Considering that these assets hold a cultic function, sometimes it becomes an obstacle to its preservation, different from what happens in museums. To this end, it is necessary to establish a commitment, on a case-by-case basis, between cultic function and preservation. Starting from the concept of collection proposed by Luis Fernandez (1999), which states that *it is a set of analogous things or the same class reunited to constitute a concrete objective, that is, the set of works that constitute the funds of a museum*, may interpret that each church holds at least one collection. Each one possesses a legacy that can be considered of the same class, being the collection of a certain temple and being characteristic of that space. However, within this legacy, collections can also be found defined by the typology of assets, and are also found within a class, in this case a typological class. Within the typologies that can be found in a church it is possible to point out: liturgical implements; canonicals vestments; painting; sculpture; graphic documents (books and archival documents), among others.

The established Law of Portuguese Museums (2004) refers to the collection that can be visited, in article 4 of the diploma, which is the set of cultural objects preserved by a natural person or by a public person, public or private, publicly exposed in specially adapted facilities to this end, but which does not have the means to allow the full performance of the other museological functions that the present law establishes for the museum. Church collections could be included in this definition because they're publicly exhibited without being housed in a museum. However, it is understood that the space of a temple, built for prayer, can't be considered an exhibition space suitable for this purpose in a lightly way, since its main function is the religious celebration.

3. PROTECTION OF LOCAL HERITAGE: THE CASE OF THE MARIA DIAS FERREIRA FOUNDATION

The Maria Dias Ferreira Foundation is a non-profit institution, dedicated to the promotion of social and cultural activities in the municipality of Ferreira do Zêzere, created by the descendants of D. Maria Dias Ferreira and inspired by its meritorious model, of actions in favor of the local community. As an entity, it includes several projects to support the population and to safeguard their heritage. Its main objectives are the well-being and development of the population of Ferreira do Zêzere and, in particular, young people, promoted by initiatives aimed at education and civic education, the exchange of experiences, customs and cultures, the coexistence of generations and occupation of free time, as well as, the concern with the study, preservation and disclosure of their patrimonial assets.

The municipality of Ferreira do Zêzere is located in the central region of Portugal and the sub-region of Médio Tejo, in the province of Ribatejo, district of Santarém. It is subdivided into seven parishes: Águas Belas, Areias e Pias, Beco, Chãos, Ferreira do Zêzere, Igreja Nova do Sobral and Nossa Senhora do Pranto. The municipality is limited to the north by Figueiró dos Vinhos, to the northeast by Sertã, to the east by Vila de Rei, to the south by Tomar, to the west by Ourém and to the northwest by Alvaiázere, all attractive centers for tourism, not only by the natural landscape, but above all by its historical nature and its cultural and artistic heritage. The main tourist attractions of this region are, above all, the churches with its architectural heritage and collection, museums and the various initiatives organized by the autarchy or the Foundation. Also, new trends of "tourist-cultural consumption" point to a tourism that is more motivated for experimentation and emotions, for feelings and "appreciation of authenticity" (Lopes, 2012). In this context, we can highlight that a destination is important in tourism because it can respond to a need for personal development leading to a "unique atmosphere" and a privileged link between the culture of the host populations and visitors.

As a municipality, Ferreira do Zêzere stood out for the connection of some of the most important names in Portuguese culture, such as Ivone Silva, actress and director, and António Baião, historian and pedagogue, both born in this location, and Alfredo Keil, poet, painter, archaeologist, art collector and composer of "A Portuguesa" (Portuguese national anthem). This context brings us to the attractiveness of the places and their importance for tourist attraction sustained in the appreciation of culture and heritage. The local specificities and the uniqueness of this region represent an opportunity for territorial differentiation, especially when the territory has unique patrimonial resources. However, these remarkable resources require prompt safeguard measures in order to enable its exhibition to tourists.

The *Project Restore,* developed in collaboration with the Polytechnic Institute of Tomar, is one of the cases of good practices, which we can refer to. The project aims the recovery of several movable assets coming from churches and chapels of the municipality, such as polychrome sculpture and easel paintings, which are at risk, placing first the safeguard of its patrimony. This project started in 2013 and is being developed to this day. The main objective of the LCR is to return these assets to the community in conditions of cultic and tourist enjoyment. The foundation's works of art were intervened, both in the classroom context and in the context of a professional internship by Tomar's Employment and Vocational Training Center.

The study and intervention of conservation and restoration were carried out in sculptural and pictorial works of art of some of the parishes of the municipality of Ferreira do Zêzere, such as: the sculptures of Our Lady of the Conception (Figures 1 and 2), Our Lady of the Rosary (Figures 3 and 4), Santa Ana teaching Our Lady to read and S. José / S. Joaquim, of the Mother Church of Águas Belas; the sculpture of Our Lady and the Child (Figures 5 and 6), five paintings on canvas representing the steps of the Via Sacra (Figures 7 and 8), and a painting on wood with the representation of the Baptism of Christ (Figures 9 and 10), of the Mother Church of Areias; the sculpture of Saint Anthony with the Child (Figures 11 and 12), of the Mother Church of Igreja Nova do Sobral; and the sculpture of Our Lady of Bom Sucesso (Figures 13 and 14), from the Chapel of Our Lady of Purification, from Frazoeira, parish of Dornes. The carried out interventions allowed us to understand the materiality of the works of art and the techniques associated with their production, to stabilize them and to contribute to a better aesthetic and artistic reading, as well as for a better tourist-cultural interpretation, allowing the observer to enjoy their values clearly and objectively.

Figure 1: Our Lady of the Conception, before intervention.

Figure 2: Our Lady of the Conception, after intervention.

Figure 3: Our Lady of the Rosary, before intervention.

Figure 4: Our Lady of the Rosary, after intervention.

Figure 5: Our Lady of the Child, before intervention.

Figure 6: Our Lady of the Child, after intervention.

Figure 7: One of the five paintings on canvas representing the steps of the Via Sacra before intervention.

Figure 8: One of the five paintings on canvas representing the steps of the Via Sacra after intervention.

Figure 9: The Baptism of Christ before intervention.

Figure 10: The Baptism of Christ after intervention.

Figure 11: Saint Anthony with the Child before intervention.

Figure 12: Saint Anthony with the Child after intervention.

Figure 13: Our Lady of Bom Sucesso before intervention.

Figure 14: Our Lady of Bom Sucesso after intervention.

In this sense, the tourism activity acquires an important significance for the safeguarding of the heritage, for the promotion of the place, presenting itself as a strategic bet for ensuring in the long term the maintenance and preservation of the communities, their values and their identity.

4. DISSEMINATION FOR THE VALUATION OF THE CULTURAL HERITAGE

The conservation and restoration interventions carried out at the IPT under the *Project Restore* have been disseminated by the M. Dias Ferreira Foundation in two ways, in a magazine with annual edition (Figure 15) and in digital format, through the website (Figure 17) and Facebook platform of the Foundation (Figure 16). In the magazine, a generic description of the performed interventions are followed by the photographic records from before and after intervention. On the official website, the Foundation also reveals the technical reports provided by the LCR, where we can find the intervention methodology adopted and its photographic documentation. On Facebook they reveal the photographs of the works under study and activities provided by the institution.

Figure 15: *Iniciativas 2017* magazine.

Figure 16: Foundation *Facebook*.

Figure 17: Foundation website.

The dissemination of these types of projects is important in the creation of strategies for safeguarding, preserving and valuing cultic, cultural and artistic assets through the awareness of the local population, who are often unaware of their own heritage and the community that visits and expresses interest.

Through the intervention of conservation and restoration it will be possible to enjoy the tourist product, making it fundamental to identify the interaction between the cultural space and the tourist space. In a plural society, the management of tourism diversity and enjoyment reflects an integrated and participatory access to tourist services that can be seen in the dynamism between conservation and tourism.

5. CONCLUSION

The protection, enhancement and dissemination of cultural heritage is a duty of societies and citizens, since everyone has the right to the enjoyment of values and patrimonial assets. The safeguard of the heritage contributes to the improvement of local economic and social development, as is the case of the region that we present in this paper.

The importance of a more multidisciplinary knowledge of existing assets and their intervention will represent a better knowledge and understanding of these same territorial resources. The construction of memories and identities constitute an opportunity for the integration of heritage and its enjoyment in the sphere of tourism activity and enhancement of the attractiveness of the territory. In this regard, Kotler points out that the main element for the success of destinations is the way people implement strategies, plan and coordinate actions for the competitiveness of the place (Kotler, 2006).

In this sense, the creation of territorial identity brands and tourism products based on endogenous resources show a greater attractiveness of places. The perspective of tourism enjoyment based on the safeguarding of the cultural heritage, through the valuation of cultural and tourist activities, constitute an essential support for the renewal of the territories. The reference that we have made in this paper to concrete cases, constitute new opportunities to safeguard, value and enjoy the heritage in a connection to the tourist activity as a stimulus for a better interpretation and understanding of the endogenous resources.

In the context of the development of this work, we note that the wealth of resources and the cultural diversity present in works of art of great cultural importance are elements that may differentiate and qualify the territories as unique, enhancing tourism. The conservation of patrimonial assets for cult and tourist fruition guided the objectives of this paper, as more and more tourists want different experiences by the way they position themselves before the works of art in the dynamics of interpretation, consumption and cultural reproduction. Conservation and restoration contributes to tourism through interventions that highlight specific knowledge about certain works of cultural expression integrated in the planning of actions for the valorization of territories and the creation of cultural products designed for tourist consumption. The idea of developing and promoting services and products that strengthen the cultural roots, is a major challenge today.

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Multi Channel Strategy: An Empirical and Theoretical Analysis of Online Distribution Channels in the Hospitality Industry

Steinhauser, Carolin, Professor of International Hospitality Management at Campus Dresden, SRH Hochschule Berlin - The International Management University, Dresden, GERMANY
Bohne, Hartwig, Professor of International Hospitality Management at Campus Dresden, SRH Hochschule Berlin - The International Management University, Dresden, GERMANY

ABSTRACT

The term multi-channel management is already widely used in the tourism industry and essentially means that the tourist offer is sold to guests via more than one distribution channel. The guest of today searches in different places, at different times and via different media, to satisfy his or her need for inspiration and information (Beritelli/Schegg 2016). Distribution policy ("place") was initially a rather neglected instrumental area in the classic marketing mix (Freyer 2011).

However, as the mostly digital development of services as well as information and communication technologies progresses, differentiated considerations are necessary for a distribution policy. The distribution policy in the hotel industry is extremely fast-moving and it is hardly possible for the private hotel industry in particular, to maintain an overview of current developments, the necessary know-how for implementation, as well as time and financial resources and the training of relevant employees for these challenges. (Steinhauser/Theiner 2016).

The aim of this paper is to analyse the development of different distribution channels on the market. Therefore, online aspects of distribution, specifically OTAs (Online Travel Agencies) (Schegg 2014) and meta-search engines with new business models (Kästner 2015, Steinhauser

2015) are investigated. The second part is an empirical survey of the significance and success of the individual sales measures (Steinhauser 2018). For this, we collected data on 137 hotels in Germany between November 13th and December 31st 2017 with an online survey, and asked 20 questions about the importance of the different distribution channels and how the hotel industry is positioned in the online field. Thirdly, four hypotheses were formulated and tested via SPSS, according to cost per click budgets, expense for sales, commission fees for OTAs.

As a result, we are able to publish interesting considerations on the online affinity of the hotel landscape we investigated. We will show which are the most important distribution channels and how interfaces to portals such as trivago or tripadvisor are already being used in the market. On the basis of this research, hoteliers can develop a long-term, effective and efficient multi channel strategy for their hotels on an individual basis. More knowledge helps to obtain a better estimate of individual measures and budgets and enables a sophisticated benchmarking according to competitors.

Key Words: Distribution channels, OTAs, commission fee, new business models, pay-per-click model

INTRODUCTION

Multi-channel management is an important instrument of the hospitality industry, used to widen the number of distribution channels for the successful sales of rooms. As guests of today are used to searching and to comparing in different places with a greater flexibility and less loyalty, they are looking permanently for new sources of information for their optimized strategies of efficient booking processes. Therefore, individual hotels as well as standardized hotel chains have to adapt their marketing tools and concepts in order to encounter potential guests at the right moment and in the right place, in order to convince them with the best offer.

Additionally, the fast development of digital sales platforms and meta search engines, as well as the growing demand of customers for transparency and quick response rates, lead the hotels and chains to evaluate their sales structures and market entry strategies regularly. Consequently, they have to consider the cost structure as well as the relevant target groups, in order to invest in the profitable sales measures.

This analysis offers significant data about the contemporary distribution channels and their influence on hoteliers' decision processes, as well as for sales and buying activities.

Research Design and Hypothesis

In our empirical study, we collected data from 137 hotels in Germany from November 13th to December 31st 2017 with an online survey and asked 20 questions about the importance of the different distribution channels and how the hotel industry is positioned.

The aim of this paper is to analyse the development of online distribution channels and in particular to look at cost-per-click models (used by meta searcher) and commission fees of OTAs. This study is based on a deductive approach, which means that we start with a compelling social theory, test its implications, and collect data. That is, we move from a more general level to a more specific one. Looking at the literature, 3 hypotheses (h_1, h_2, h_3) emerge to investigate:

> *Hypothesis 1 (h1): Individual hotels (incl. cooperations) pay higher commission rates to OTAs[35] than brand/chain/franchise hotels*

> *Hypothesis 2 (h2): The larger the hotel, the more budget is available for cost-per-click models per month.*

> *Hypothesis 3 (h3): Hotels with higher turnover spend more money on cost-per-click models*

Our objectives are to describe how and why online distribution channels (especially OTAs) develop in this direction and to provide answers to our above-mentioned hypotheses.

Empirical and theoretical analysis

Naturally, one of the main aims of the sales department is to sell the product (= hotel room) and thus to ensure the highest possible capacity utilization or turnover. Nevertheless, the objective of the distribution policy must be further defined. The distribution policy covers all decisions about the way your hotel is offered to your guest (Meffert/Bruhn 2006, p. 592) and these ways can be very varied. The German Hotel Association (IHA) and the Institute for Tourism of the university Westschweiz Wallis conducted an online survey of hotels from January to April 2014.

The aim of this survey was to determine the development trends of the most important sales channels and market shares. This survey updates the survey conducted in 2011 by the German Hotel Association (IHA), the Austrian Hotel Association (ÖHV) and hotelleriesuisse. 1.193 individual and chain hotels took part in the online survey 2014 in Germany. The survey shows that the telephone, i.e. the contact via one's own hotel staff, is still the most important channel. More

[35] OTA= Online Travel Agency

than 26% of overnight stays in German hotels are booked by telephone. This means that the importance of the telephone in Germany has even increased slightly, compared to 2011. (Hotelverband Deutschland (IHA) (2015) In practice, it was found that it is often the case that many guests look at the hotel online to inform themselves, and then make a call because they still have questions, cannot use the online booking function or do not want to transmit their payment data online. For this reason, great attention should be paid to the training and qualification of the employees who advise guests on the telephone or on-site.

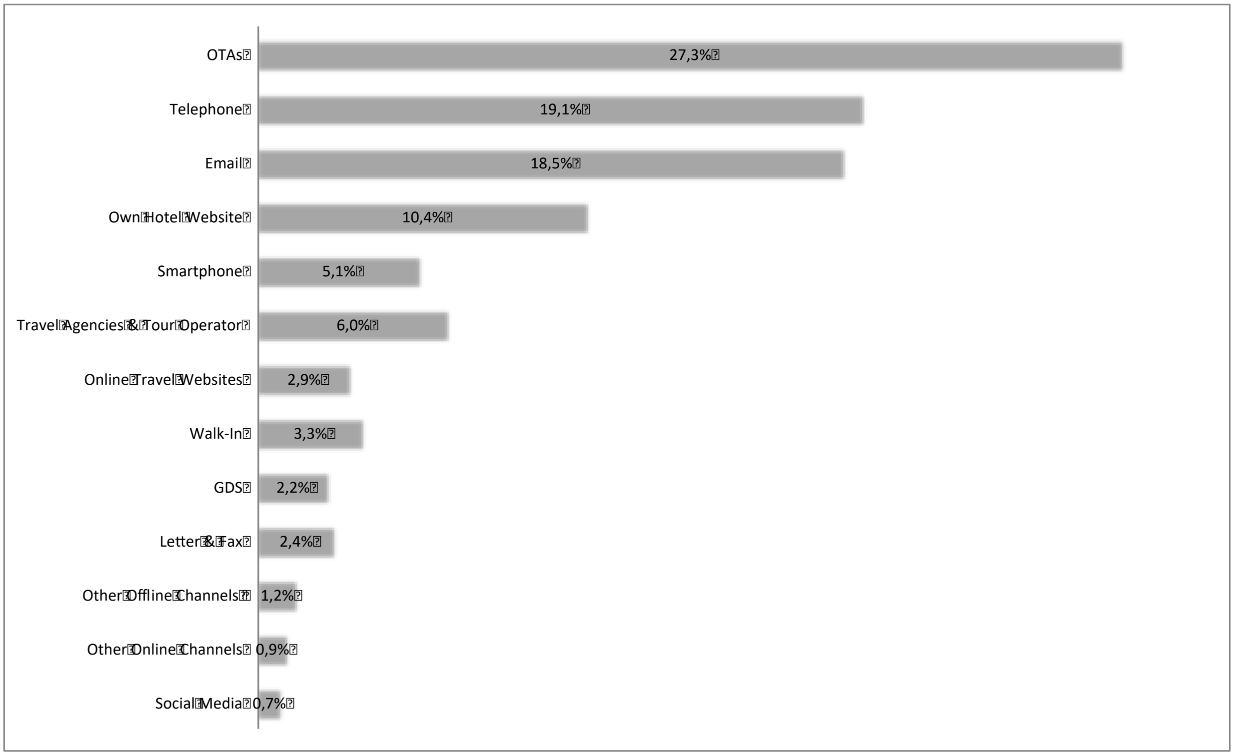
1. Table 1: Distribution channels of hotels in Germany from 2011 to 2013 (according to Hotelverband Deutschland (IHA) 2015, S. 241)

Position	Distribution channel	Share 2013	Share 2011
1	Telephone	26,2%	25,0%
2	Online Booking Portal (IDS)	20,9%	19,5%
3	Email	15,5%	17,1%
4	Real-Time-Booking via their own Website	8,1%	5,9%
5	Reservation Form (own Website)	5,5%	6,2%
6	Travel Business / Travel Agency / Wholesaler	5,5%	5,9%
7	Event & Conference Organiser	4,8%	1,9%
8	Walk in (without Reservation)	4,3%	5,3%
9	Letter / Fax	4,1%	4,9%
10	Global Distribution Systems (GDS)	2,6%	2,7%
11	Tourism Organisations	1,2%	2,8%
12	Hotel Chains - & Cooperation with CRS	0,4%	1,8%
13	Social Media	0,2%	0,2%
14	Other Channels	0,7%	0,8%
Total		100,0%	100,0%

The manifold channels of distribution policy show that sales in a hotel should be explicitly planned and not simply implemented without strategic considerations. A broad-based sales network can be used to strengthen the company's market position. By increasing the degree of distribution and the associated increased presence and better accessibility, the probability of being found by the guest is simply higher (Beritelli/Schegg 2014). In these times of Internet transparency, this can mean a decisive competitive advantage (Gardini 2010).

Looking at our own research, (N=133) we got similar results, but in our study OTAs (=IDS) are the most important distribution channels (27,3%), followed by telephone (19,1%) and email (18,5%) (N=133). Social media does not play a major role in distribution, it is more a communication channel than a distribution channel.

Table 2: Percentage share of online distribution channels (Steinhauser 2018)



The graphic shows the dominance of online travel agencies in the market. It is therefore necessary to go into more detail and look at the OTA players in the market and the commission structures to decide which partner is the right one for each hotel, and to develop a useful multi-channel strategy.

Online Travel Agencies

Online Travel Agencies, or OTAs for short, have had a massive impact on sales in the hotel industry in recent years. OTAs collect hotel offers from all over the world and give users or potential guests a better overview as well as saving them time, due to the diverse and sophisticated selection options. Often the guest profits - incomprehensibly - even today from the fact that the OTAs offer them better prices and conditions than direct bookings through the hotel websites. (Thakran/Verma 2013) This gives OTAs a major competitive advantage in direct comparison. Depending on guests preferences, offers can be filtered according to location, hotel category, hotel brand, room equipment, ratings, price or payment options. The user has learned that the systematic and standardized filtering of the content facilitates the final selection.

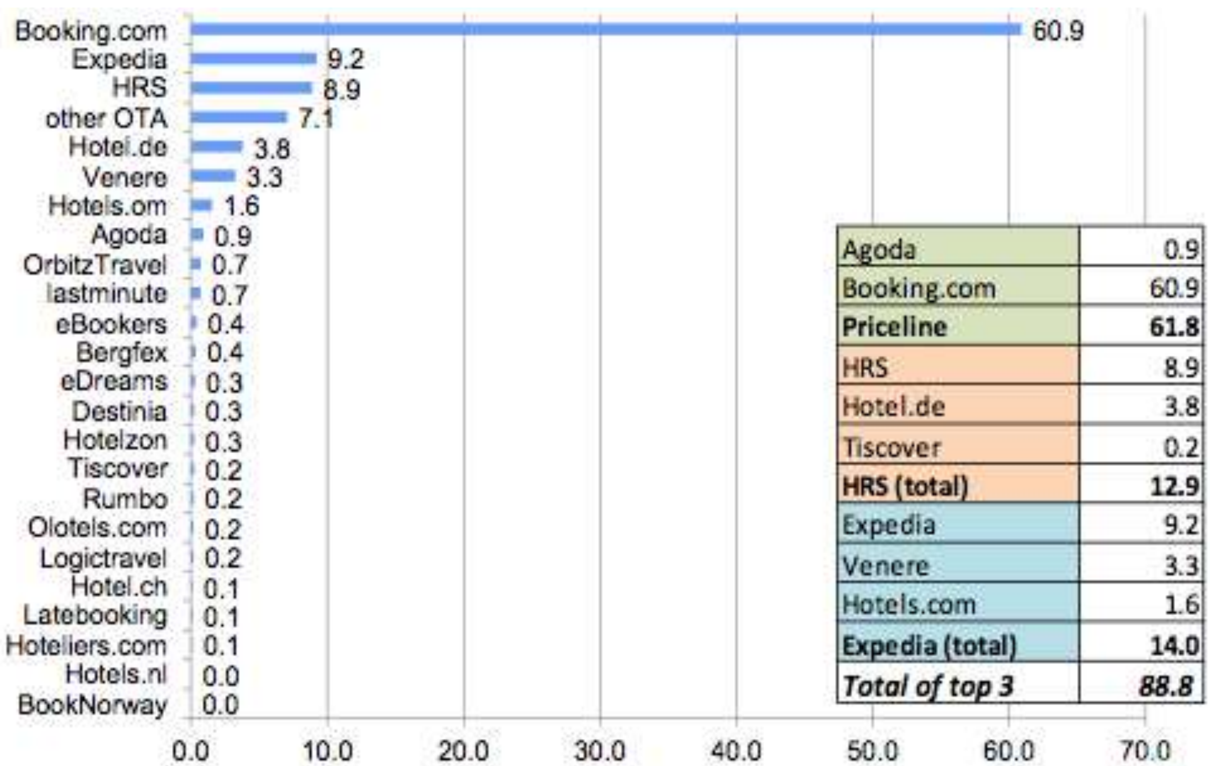
Table 3: Weighted market share of OTAs in Europa (According to Schegg 2014)

	Austria	Belgium	Czech Republic	Denmark	Finland	Germany	Greece	Hungary	Italy	Norway	Spain	Switzerland	overall sample	Weighted European average
observations (n)	*49*	*56*	*55*	*50*	*42*	*1067*	*163*	*68*	*88*	*41*	*127*	*247*	*1736*	1736
Agoda	0.2	0.0	0.3	0.0	0.0	0.2	0.5	2.1	1.2	0.2	1.4	0.4	0.5	0.9
Booking.com	66.8	70.2	65.0	58.1	64.6	41.6	73.3	55.7	63.0	72.7	66.2	69.7	59.5	60.9
Priceline	**67.0**	**70.2**	**65.2**	**58.2**	**64.6**	**41.8**	**73.8**	**57.8**	**64.2**	**72.9**	**67.6**	**70.1**	**60.0**	**61.8**
HRS	7.9	3.6	8.6	4.7	1.9	31.1	0.5	6.1	3.7	2.3	2.0	6.7	11.9	8.9
Hotel.de	4.0	1.1	5.0	1.7	0.6	10.4	0.7	2.5	1.8	1.4	1.5	3.0	4.6	3.8
Tiscover	3.4	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.1	0.2	0.2
HRS (total)	**15.3**	**4.7**	**13.5**	**6.4**	**2.5**	**41.6**	**1.2**	**8.6**	**5.5**	**3.7**	**3.5**	**9.8**	**16.6**	**12.9**
Expedia	5.5	6.6	8.3	8.9	2.5	5.8	8.8	8.3	15.0	8.5	10.9	6.3	7.5	9.2
Venere	2.1	1.6	3.5	1.6	0.5	1.1	3.7	1.6	6.3	0.4	3.9	2.6	2.4	3.3
Hotels.com	0.3	0.6	1.5	9.1	2.2	1.0	2.8	1.1	1.8	5.7	1.1	1.0	1.8	1.6
Expedia (total)	**7.9**	**8.9**	**13.2**	**19.7**	**5.2**	**7.9**	**15.2**	**11.0**	**23.2**	**14.5**	**16.0**	**9.9**	**11.8**	**14.0**
Total of top 3	***90.2***	***83.7***	***91.9***	***84.2***	***72.3***	***91.4***	***90.2***	***77.3***	***92.8***	***91.1***	***87.1***	***89.8***	***88.3***	***88.8***

More comprehensive information can often be found in the descriptive text passages and in the symbols provided indicating particular services rather than on the individual hotel websites. This "information asymmetry" has to be rectified by the hotel providers and similar data including the prices, in quality and quantity, have to be presented on their own website as well. The share of bookings made via online systems in the private hotel sector is around one third, while up to 70% of Hotel Group's business already comes from these sources. (Goerlich / Spalteholz 2014) Especially in times of weak demand, the OTAs are an important sales channel which help hotels to avoid vacancies (Anderson 2011). An overview from 2011 shows the most important OTAs in Germany, are HRS.de/Hotel.de and booking.com. Following the takeover of hotel.de by HRS in September 2013, these two companies in particular hold the largest share in the business. The strongest competitor of HRS in the defined hotel portal market in Germany is booking.com (Zöttl 2014).

The portal "booking.com" dominates the online hotel landscape to a large extent. Through the strategy pursued in recent years to also reach the "tail-end" of the hotel business, i.e. to integrate small hotels, not located in cities, as providers into the portal, booking.com, has not only gained attention, but has also mediated a lot of business to medium-sized hotels. If one follows the current feedback from the field, then booking.com is currently the most important OTA channel with many hotels in their portfolio.

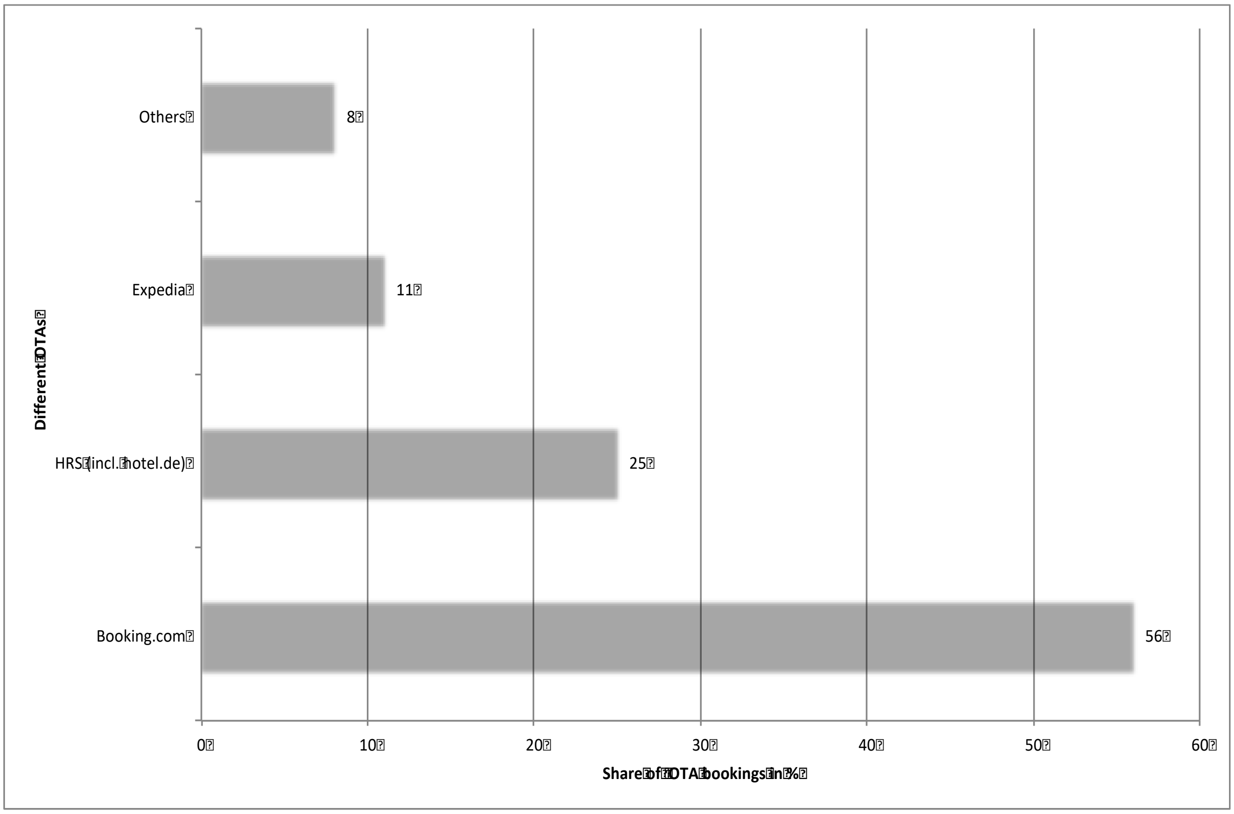
Table 4: Weighted market share of the 3 top OTAs in selected countries (according to Schegg 2014)



There are also country-specific differences in the distribution of individual OTAs. While HRS is very strongly represented in Germany, Priceline is dominant in Switzerland and Expedia in Italy. Table 4 clearly shows which individual platforms belong to the 3 major OTA representatives on the market. The hotel market is increasingly consolidating into the 3 dominant providers: Priceline, HRS Group and Expedia.

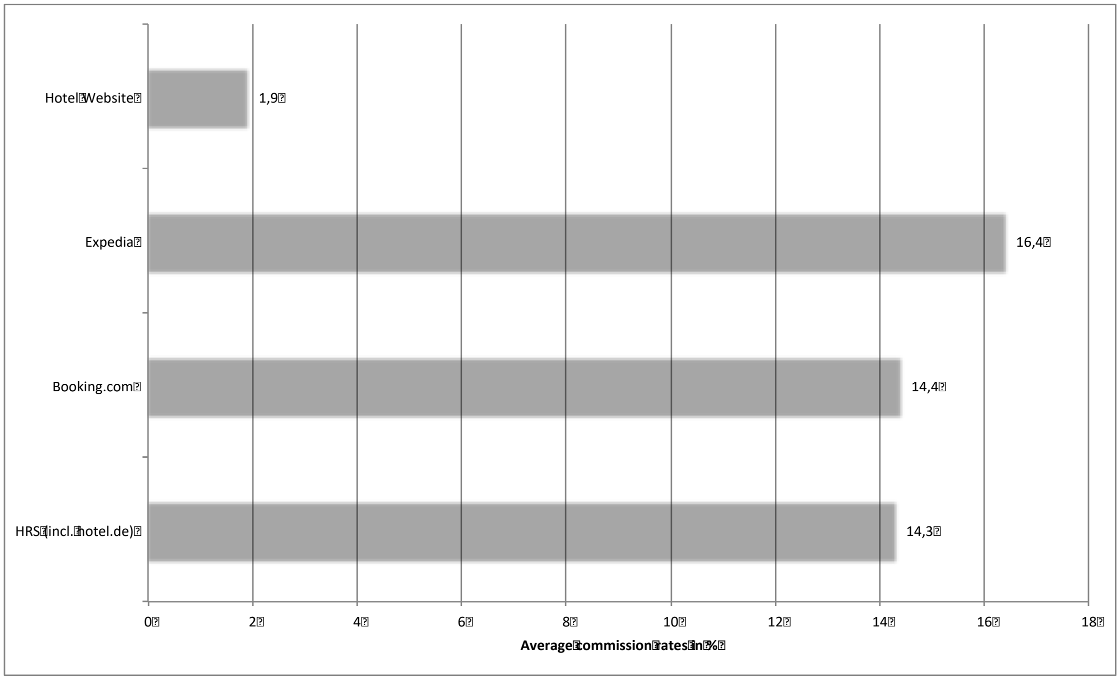
Many small and medium-sized enterprises are strongly challenged by the large number and variety of portals (Toh et al. 2011). The current challenge in sales is not to run multiple channels in parallel, but rather to provide them with useful information and data and to network them with each other. In our own study, the hoteliers were asked about the percentage distribution of their total OTA bookings. Again, booking.com was the strongest OTA channel with over 56%, followed by HRS (incl. hotel.de).

Table 5: Share of OTA bookings in percentage (Steinhauser 2018)



In a second step, it is important for the planning of the distribution strategy, to ascertain which commission rates are to be paid to the respective portals, in order to work as cost-efficiently as possible. It is striking that HRS and booking.com charge approximately the same average commission rates (14%). However, Expedia is a much more expensive sales channel for the hoteliers (note: it is absolutely understandable that the hotel's own website is by far the most favourable channel).

Table 6: Average commission rates for OTAs and hotel website in percent (Steinhauser 2018)



If you examine the actual practice, the question for the hotel industry is whether the commissions for all hotels are similar and therefore the average values are meaningful, or whether there are big differences. It would seem obvious that chains and large brand hotels in particular would receive significantly better commission rates than private or individual hotels. From this assumption, the following hypothesis can be formulated:

> *Hypothesis 1 (h1): Individual hotels (incl. cooperations) pay higher commission rates to OTAs than brand/chain/franchise hotels*

For this purpose, the responding hotels were divided into 2 groups: On the one hand were the private and cooperation hotels and on the other hand, the hotels belonging to a brand/chain/franchise. At first glance, differences seem to exist in descriptive analysis, but the question now is whether these differences play a significant role?

This hypothesis was examined with the help of SPSS and tested for its significance with regards to the different portals.

Table 7: Average commission rates for OTAs and hotel website in percent according to types of hotels (Steinhauser 2018)

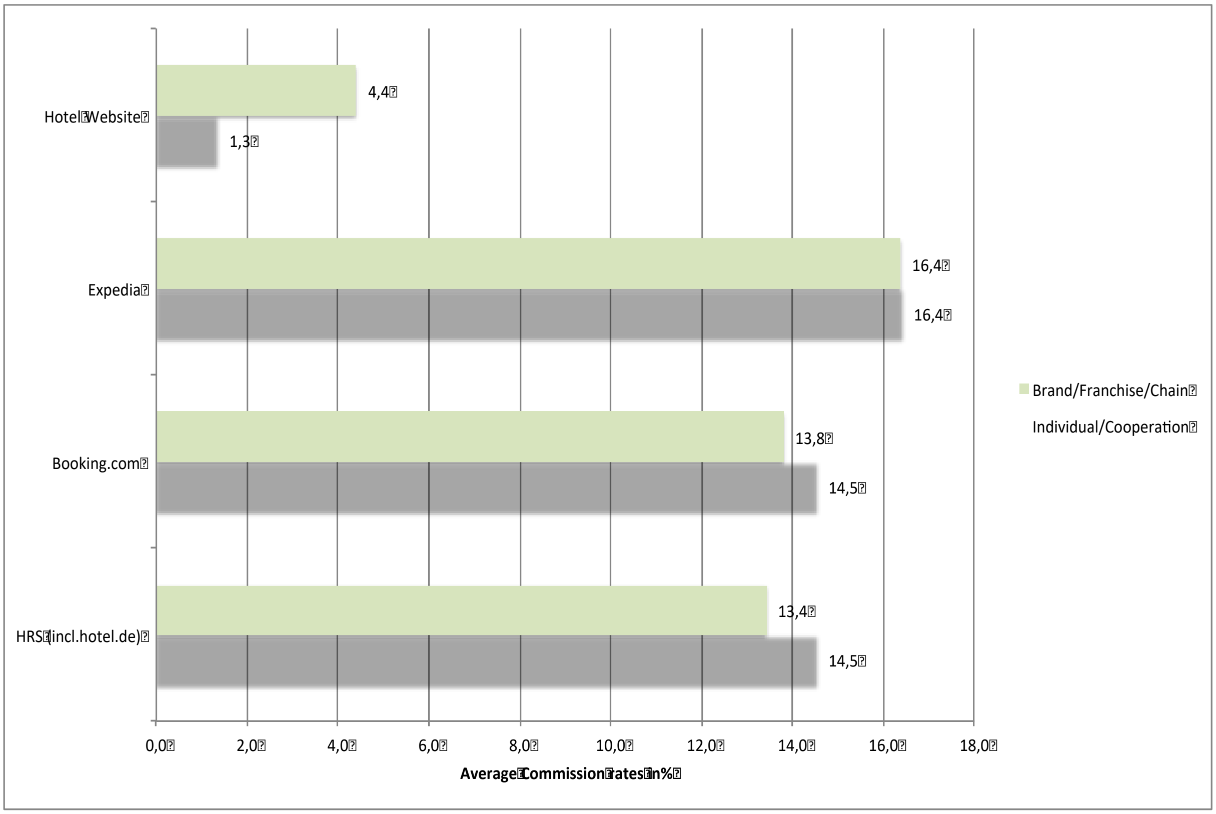


Table 8: Average commission rates for OTAs in percent via SPSS (Steinhauser 2018)

	What are the commissions in the following distribution channels (numbers in percent) 8: HRS.de (incl. hotel.de)	8: Booking.com	8: Expedia.de	8: own Website
Mann-Whitney-U	594,000	791,000	574,000	337,500
Wilcoxon-W	784,000	1001,000	764,000	3740,500
Z	-2,193	-1,001	-,385	-4,036
Asymptotic significance (two-sided)	,028	,317	,700	,000
Proper significance (two-sided)	,028	,319	,704	,000
Proper significance (one-sided)	,016	,159	,353	,000
Dot-probability	,000	,000	,002	,000

a. Group variable: To which operation category does your hotel count?

In the case of HRS, there is a significant difference between Individual, Cooperation (mean rank = 56.17) and Brand/Franchise/Chain (mean rank = 41.26) -> U = 594.00, p = 0,028. The commission rates of HRS are higher for Individual/Cooperation than for Brand/Franchise/Chain. There is a highly significant difference in the commission rates for your own website between cooperation, individual (mean ranking = 45.62) and Brand/Franchise/Chain (mean ranking = 72.75) ->U = 337.50, p =. 000. In summary, it should be noted that there is a significant difference for HRS between private/cooperation and Brand/Franchise/Chain. This cannot be uniquely attested for the booking. com (p=0.319). The significant difference (p=0,000) with the own hotel website is also well understandable, because private hotels usually only pay very low commission fees (or even nothing) to the Internet Booking Engine agency of their website. In contrast all chain hotels usually pay a higher commission at their parent company for a reservation over the own brand website.

The commissions of the OTAs mentioned above are paid according to the pay-per-order system, which means that a fixed commission rate is payable when a booking is made. However, pay-per-click models are often used nowadays as well, which are explained in more detail below.

New Business Models

While traditional business models focus on a large vertical span of activities, new models are distinguished by large horizontal business portfolios, with a smaller vertical range typical of manufacturing (Bieger/Rüegge-Stürm 2002). As a meaningful example, business models in the online distribution sector are changing dramatically at the moment. Traditional online business models are based on fixed fees, according to received revenues, with commissions between 15% and 30% of booking value (the so called cost-per-order or cost-per-acquisition models). With the cost-per-order business model the hotel has no risk, provides the OTA with prices and availabilities and guests book and pay directly via the booking portal (e.g. HRS). Until arrival, guests are in contact with the OTA and not with the hotel. Today, there are even newer “pay-per-click models”, which are more challenging and with a higher risk on the hotel’s side. Pay-per-click suppliers are independent from booking revenues since these companies receive money for each click, even if there is no realized booking. Hotels have to collaborate with licensed interface providers and have to define a cost-per-click (CPC) budget. These new pay-per-click models are already established in a similar way at trivago, holidaycheck, tripadvisor, weg.de and google adwords (Kastner, 2013). This direct interface to meta search engines such as trivago enables the hotel to obtain direct bookings, generated by its own booking engine. These bookings are not commission-free due to the cost-per-click procedure, but they do not run through an OTA or another tour operator. However, monetary and time investments are needed to establish these interfaces. In addition, it is important to monitor the bookings made via these interfaces in order to assess the success. To do this, the conversion must be kept under control. As you can see in our study, 66% (n=90) of the hotels do not have an interface to metasearch portals like trivago, tripadvisor or google adwords. 34% (n=46) have an interface and spend on average EUR 5740 (Median: 1000) for these interfaces per month. Apparently, there are some hotels which condone very high dues per month and thus invest several thousand euros per month on interfaces while the average is EUR 5740. There is no hotel with more than 99 rooms that has no interface. It is striking that especially larger hotels are well connected and this has now become a “must have” in the industry.

For the cost-per-click models, a budget has to be provided by the hotel. The question which arises is whether large hotels provide more money than small hotels. This leads to the following hypothesis:

Hypothesis 2 (h2): The larger the hotel, the more budget is available for cost-per-click models per month.

The hoteliers surveyed were able to classify the size of their hotel into 5 categories, and the median and sample size are shown in the following table (N=37). These hotels have indicated that they provide a budget for pay per click models.

2. Table 9: Sample Size for hypothesis 2 (Steinhauser 2018)

Number of rooms in your hotel	Median	N
0 - 19	100	4
20 - 49	158,5	6
50 - 99	1000	11
100 - 199	1250	12
More than 200	3250	4
Total	5758,5	37

3.

4.

5.

6.

7. Table 10: Budget for cost-per-click models (Steinhauser 2018)

Correlation

			Which budget is available for the Cost-per-Click model per month (incl. Google AdWords)? Please indicate in euro. Case budget: [01]	Number of rooms in your hotel:
Spearman-Rho	Which budget is available for the Cost-per-Click model per month (incl. Google AdWords)? Please indicate in euro. Case budget: [01	Correlation coefficient	1,000	,507**
		Sig. (two-sided)	.	,001
		N	37	37
	Number of rooms in your hotel:	Correlation coefficient	,507**	1,000
		Sig. (two-sided)	,001	.
		N	37	137

**. The correlation is significant on the 0,01 level (two-sided).

Our study shows that budget increases with the increasing number of rooms. It can be seen that there is a highly significant correlation between the budget and the number of rooms with $r = .51$, $p = .001$. The effect of the correlation is very strong with $r = .51$. If the size of a hotel determines the expenditure for pay per click models, the question arises whether this also applies to hotels with high turnover, i.e. whether there is a correlation between the turnover of a hotel and the budget for cost-per-click models?

Hypothesis 3 (h3): Hotels with higher turnover, spend more money on cost-per-click models

8. Table 11: Budget for cost-per-click models (Steinhauser 2018)

Position

	Sales category of your hotel	N	Mean rank
Which budget is available for the Cost-per-Click model per month (incl. Google AdWords)? Please indicate in Euro. Case budget: [01]	0 – 199.999 Euro	3	4,17
	200.000 – 499.999 Euro	4	8,00
	500.000 – less than 1 Mio. Euro	2	6,00
	1 Mio. - 2 Mio.	5	9,70
	Total	14	

Statistics for the test a,b

	Which budget is available for the Cost-per-Click model per month (incl. Google AdWords)? Please indicate in euro. Case budget: [01]
Chi-square	3,716
df	3
Asymptotic significance	,294
Proper significance	,325
Dot-probability	.000

a. Kruskal-Wallis-Test

b. Group variable: Sales category of your hotel

There are no significant group differences with respect to the budget Chi-square (3) = 3,716, p =. 325. Thus it can be stated that the turnover of a hotel has no influence on how much the hotels spend on cost-per-click models per month and the hypothesis 3 cannot be proven.

4. CONCLUSION

Sales and distribution in the hotel industry have changed considerably in recent years. Some big players in the OTA market strongly influence the distribution situation of the tourism industry. As a result, this paper is able to publish interesting considerations with regard to the online affinity of the investigated hotel landscape. Although the phone is still a very important sales channel, our empirical study found that more than 27% of all hotel bookings are realized via OTAs. Therefore, OTAs are the most important sales channel in the hotel industry. booking.com is the portal with the largest market share in Germany, followed by HRS and Expedia. The commission structures of booking.com and HRS are very similar, with approx. 14% on average (approx. 16.4% for Expedia).

However, there are significant differences between the commission fees for private/ cooperation hotels and Brand/Franchise/Chain hotels on the portal HRS. Brand/Franchise/Chain hotels benefit from lower commission fees than individual hotels. While a pay-per-order models are used by the OTAs mentioned above, there are more and more pay-per-click models on the market. These models need to be deeply observed, because the conversion rate indicates how successful these models are. Large hotels spend significantly more money on pay per click models than small hotels with few rooms. However, this correlation cannot be proven for hotels with a high turnover. Therefore, there is no significant correlation between the turnover of a hotel and the expenditure on pay-per-click models.

Due to the high importance of OTAs in the hotel industry, it is especially essential to track them well and keep an eye on the commission rates. Only then is it possible to develop a meaningful multi-channel strategy and work as cost-efficiently as possible.

On the basis of this information, hoteliers can develop a long-term effective and efficient multi channel strategy for their hotels individually. This data can help to obtain a better estimate of individual measures and budgets and enables a sophisticated benchmarking according to competitors.

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Exploring briefly Microeconomics in Tourism

Maria Karagianni, Scotiabank, Main and Danforth, Toronto, Canada.

Antonios Vasilatos, Economist, Durham University Business School

Abstract

The motivation for this paper is based on a purely academic interest and attempts to map Microeconomics in a small scale focusing on the tourism industry. The following is an outline of the course that could offer multiple concerns to our country's policy makers. Some questions certainly arise; in fact, through the analysis of Microeconomics, people involved in tourism could trace the determinants of the viability of the country's tourism businesses. That is why the starting point was the scientific investigation of tourism demand and supply as well as the equilibrium point and the Veblen demand curve. All these issues, of course, are the thematic orientations of tourism enterprises in relation to the current tourist demand in practice, based on the tough tourist competition.

Keywords: tourism, macroeconomics, demand, supply

Supply and Demand

There is a general perception that *economic activities* are performed within the framework defined by the "*law of supply and demand*".

In economic terms, the law of demand states that there is an inversely proportional relationship between the price of a commodity or service and the quantity (of the commodity or service) demanded by the buyers, whereas regarding the rest of the parameters, prices remain stable. The logic of this "law" is: If the price of a commodity or service increases –while the prices *of other commodities remain stable– then consumers will substitute this commodity or service for another cheaper commodity or a cheaper service.*

The graphic representation of the law of demand, as the known "*demand curve*", is given in the figure below, showing the total number of rooms demanded for a hotel, required in a specific area at various prices:

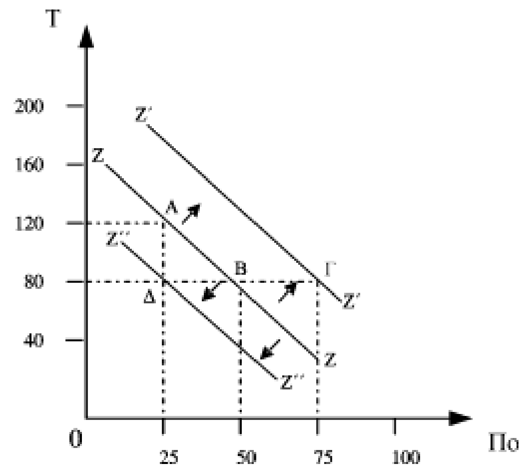

Figure 1: Demand Curve, (Exarchos, 2008)

On the vertical T axis, the room prices are given in euros, and on the horizontal Πο axis, the number of rooms demanded is given. In this example, point A indicates that an average price of 120 euros per room will result in the occupancy of 250 rooms. Point B indicates that an average price of euros 80 per room will result in the occupancy of 500 rooms. That is, a change in the price level also results in a change in the quantity demanded, while the remaining elements remain stable.

There are other parameters that affect the demand for the number of rooms in a particular tourist area. Room prices in other areas affect demand, as does the amount of income available to travellers–tourists. Certainly, there are many other factors-parameters, such as the popularity of a region as a destination for conferences or tourist resort, as well as the confidence of the population about future developments that have an impact on price levels or on determining demand.

A change in one of the other variables will bring about a change in demand and cause a shift of the *demand curve* ZZ either to the right or to the left.

If, in a neighboring area, the prices of rented rooms increase by 20%, while in the original area of our example the same price level is kept, then this event will cause an immediate shift of the demand curve to the right (Z΄Z΄), and in that area, there will be an occupancy of 750 rooms (point

Γ), instead of 50 rooms that were previously occupied (point B), for the same average price per room at 80 euros.

From the previous example, it is concluded that there is a direct change in demand for a service that was caused because of the rise in the price of another –substitute– service.

If the demand curve shifts to the left (Z´´Z´´), then this may mean that it was caused by an increase in air fares, resulting in fewer people traveling to that destination and an occupancy of only 250 rooms (point Δ) for the same average price per room at 80 euros. (See Figure 4).

The demand for a commodity or service may be affected by a change in the consumer's *disposable income*. An increase in the consumer's income may lead to an increase in demand for one *simple commodity* or service, which is not the case with an inferior commodity or an inferior service, because such an inferior commodity or service has lower demand when there is an increase in the consumer's disposable income. Thus, in our example, if the price of the hotel rooms was half, 40 euros per room, the following would happen: If there were a reduction in the consumer's disposable income, inferior services would appear with increased demand, which means that *simple services* would suffer, because there would be a decreasing demand for them.

Demand is deliberately analyzed so that the business is aware of its capacities that can change it. One should also acknowledge and consider those demand-determining forces to be able to make predictions about the course of its sales. (Kiochos, P. (1989) *In economic terms, the law of supply states that there is a direct relationship between the price of a commodity or service and the quantity of the commodity or service offered, while for the rest of the commodities, prices remain stable. The logic of this "law" is that: If the price of a commodity or service increases – while the prices of the other commodities remain stable– then the producers will produce a larger quantity of that commodity or service.*

The graphic representation of the *law of supply*, as the known "*supply curve*", is given in the figure below, showing the total number of rooms supplied in a hotel, required at various prices:

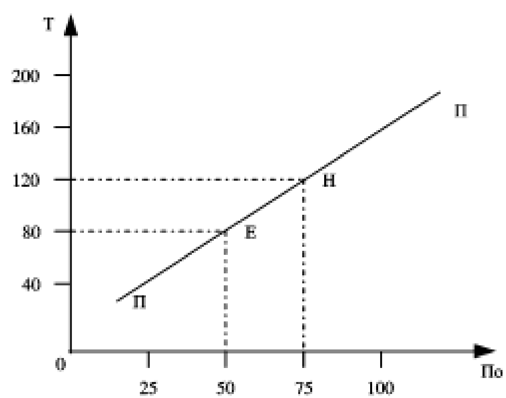

Figure 2: Supply Curve, (Exarchos G. , 2008)

On the vertical T axis, room prices are given in euros, and on the horizontal Πο axis, the number of rooms supplied is given. In this example, point E indicates that an average price of 80 euros per room means a supply of 500 rooms. Point H indicates that an average price of 120 euros per room would mean a supply of 750 rooms. That is, a change in the price of a room also results in a change in the number of rooms, while the rest of the elements remain stable.

As in the law of demand, other parameters-variables, other than the price, can determine the quantity of a commodity or service provided or supplied; thus, e.g. if the state wishes to encourage the construction of new hotels, it reduces the taxes of their owners, so they supply their hotel rooms at reduced prices. This will cause changes in the supply curve, and as a result, this will result in an *increasing supply*.

The *price* of the demanded quantity (number of rooms) *equal to* the *quantity supplied* is called *equilibrium point*, and it is the price at which the plans of buyers and sellers match each other. This relationship is shown in the figure below, where, atn *equilibrium point Θ*, the quantity and quantity demanded are 500 hotel rooms, with an average price of 80 euros per room:

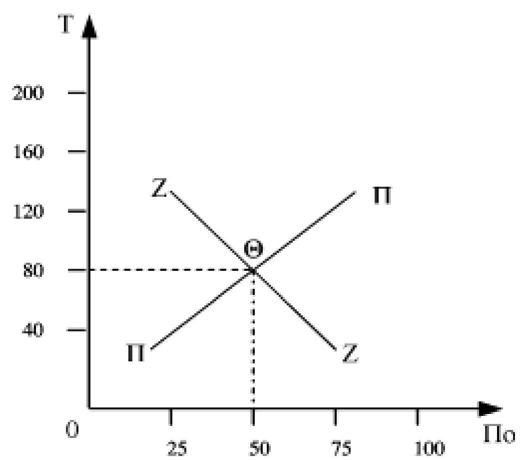

Figure 3: Equilibrium point, (Karagiannis, S., & Exarchos, G. (2006). In *Tourism: Economy, Development, Politics*)

The supply and demand equilibrium point is stable, meaning that when we reach the price of the equilibrium point, the price remains the same as long as the supply and demand does not change. If there are no changes in supply and demand, then it means there are no other market prices that affect the equilibrium price to change it.

- If the price is below the equilibrium point, the quantity demanded exceeds the quantity supplied, buyers offer higher prices, sellers demand higher prices, and, therefore, the price is increased.

- If the price is above the equilibrium point, the quantity supplied exceeds the quantity demanded, buyers offer lower prices, sellers demand lower prices, and, therefore, the price is reduced.

The tourism market in any country is a mix of domestic and international demand, while the international component may be relatively more important than international trade with most commodities in relation to the domestic markets of the economy. This complicates supply in relation to any other production area (demand) and demand in relation to any other tourist area (Supply). (Bull, 2002)

Supply and Demand of Tourist Products

The *law of supply and demand* suggests that the relationship between supply and demand is unchanged. Any change in either variable means also a change in the other. This is undeniably true only in some cases, because it is known that, *other forces,* such as advertising, marketing and human motivation –with all their complicated aspects and their consequences– exert enormous influence and impact on what people *"supply"* and *"demand"*. Travel destinations come and go depending on how they are perceived in a market.

The *law of supply and demand* starts from the principle that things must remain the same and stable for this law to work, whereas in the reality of the business world, things are not the same and stable. External influences on the supplied-provided quantities and the demanded quantities of a produced service or commodity are almost always present. The factors that have a catalytic effect on making a decision as to whether *we will go on vacation,* conceal or include organized marketing campaigns to spread by word of mouth how *great destination* a specific-given location is, so that friends and families that spent their holidays in this location talk about it.

A fact that the *tourist economy* is avoiding to take into account is the *"obvious conclusion"*, a phrase introduced by the eminent American sociologist and economist Thorstein Veblen (1857-1929), who pointed out that *the conclusion is obvious* about what goods and services one is going to buy when deciding "Every year we will go to the X Ski Area" or when saying "I went for a week to the Y country or region". It is a number of hotels–resorts, luxury cruises, attractive first class flights and so on, which are part of the so-called *Veblen's influence*.

Therefore, instead of the supply and demand determining the cost of production, *Veblen's influence* creates new demand curves, that rely on the exclusivity of the choice of the place of destination and on the reputation of the provision of certain services in the traveller-tourist's mind. The higher the cost of an experience or a product, the more desirable it can be – at least up to a point.

Veblen's Demand Curve, given by Professor Floyd Harmson, is as follows:

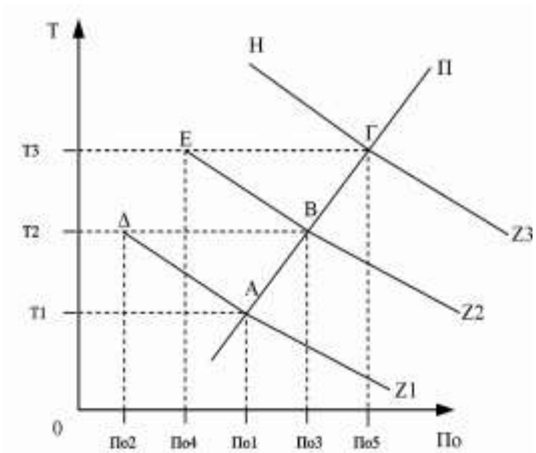

Figure 4: Veblen's Demand Curve, (Karagiannis, S. & Exarchos, G. (2016). *Tourist Development-Social responsibility and Reflections)*

The previous figure shows the following:

1. If there is a charge in the rooms at price T1, then there will be a "purchase" of Πο1 number of rooms.
2. If there is a charge in the rooms at an increased price T2, according to the Z1 demand curve, the "purchase" of the number of rooms should be reduced to Πο2. However, based on *Veblen's Curve,* this is not the case, because buyers give new meaning to the commodity-service produced, and in fact they do "purchase" a higher number of Πο3 rooms.
3. The result of the new increased price is the increase in the quality of the service or experience provided-offered. Thus, the demand curve, instead of shifting to the left and downwards, shifts to the right and upwards, converted to Z2, due to *Veblen's influence*.
4. The price drop causes only a slight increase in the amount of "purchases", since the shift-change will take place in the new Z2 demand curve.
5. The increase in the price beyond T3 means a new change in the demand curve and its shifting to the right and upwards is converted to Z3, instead of showing a decline in demand to Πο5.

Economists like to classify commodities and services into a *preferable* and *non-preferable* consumer scale. *Travelling* and *tourism* are considered “superior preferable services” because they promise a lot and can be purchased by people as soon as their income grows. Income growth, for residents of all countries, increases the demand for travelling-tourism experiences, and sometimes, the increase in travelling experiences can be made more rapidly because of income growth.

Elasticity of Tourism Demand

When a *demand for tourism- travel* is *elastic* (change-sensitive) and when it is *non-elastic* or *inelastic,* it is partly dependent on *the traveller-tourist’s welfare level* and partly on the *reason or reasons for traveling*. However, most travels are carried out for more than one reason, which underlines the complexity of studying *tourist demand*.

From an economic point of view, elasticity in prices plays an important role for the suppliers of tourist products, since it can have a strong effect on their total revenues, because:

$$\Sigma E = T \bullet \Pi o$$

Where: ΣE: *total revenues of sellers in the market*

T: *price of the commodity or service being sold*

Πo: *amount of sale of the commodity or service.*

Demand elasticity (Ez) expresses the *percentage change in the demanded quantity* in relation to the *percentage change in the price* and always has a negative sign. The mathematical representation of demand elasticity is as follows:

$$Ez = \frac{\Delta \Pi o}{\Pi o} : \frac{\Delta T}{T} \text{ or } Ez = \frac{\Delta \Pi o}{\Delta T} \cdot \frac{T}{\Pi o}$$

Where: Ez: *elasticity of demand for a commodity or service*

Δπo: *change in the demanded quantity of the commodity or service*

Πo: *initial quantity of the commodity or service*

ΔT: *change in the price of the demanded commodity or service*

Tα: *initial price of the commodity or service.*

- When Ez > 1 (elastic), then it means that Total Revenues (ΣE) increase when there is a price (T) drop. This is because there is a percentage (%) price drop, resulting in an increase in the quantities (Πο) demanded.

- When Ez < 1 (inelastic, non-elastic), it means that Total Revenues (ΣE) decrease to the specific price (T). This is because the percentage (%) increase in the quantity (Πο) is less than the percentage (%) reduction in the price (T).

On the basis of the above, it can be concluded that when the elasticity of a produced tourist product or service is known, the supplier of this tourist product may increase the total revenues (ΣE) by making appropriate adjustments to the price of the product produced. This, in practice, is not so easy to achieve, because elasticity in prices varies considerably and changes over time. Price elasticity is affected by multiple factors, making it difficult to draw a specific model for them. Price elasticity presupposes –above all– the existence of:

- a possibility of presence of equal substitute commodities
- a relative importance of the commodity-service in the cost budget
- the time required for changes in prices to take place
- a production level that imposes luxury services as a social necessity.

The *demand for tourism* or a *tourist product* is also affected by the *consumer's income level*, because an increase in the income certainly leads to an increase in the demand for *regular products*, which varies, however, according to the *income elasticity of the demand* for each product. This is expressed by the ratio of the percentage change in quantity to the percentage change in income.

That is:

$$\text{Income Ez for a product A} = \frac{\text{\% change in the quantity of A}}{\text{\% change in income}}$$

OR:

$$EEz = \frac{\Delta\Pi o}{\Pi o} : \frac{\Delta E}{E} \qquad \text{or} \qquad EEz = \frac{\Delta\Pi o}{\Delta E} \cdot \frac{E}{\Pi o}$$

Where: ΔΠο: *change in the demanded quantity of commodity A*

Πο: *initial quantity of commodity A*

ΔΕ: *change in income*

Ε: *income prior to its change*.

- When % ΔΠο > % ΔΕ, then the demand for the product is characterized as elastic in terms of income changes.
- When % ΔΠο < % ΔΕ, then demand is considered inelastic.
- When EEz < 0, then the product is rated as inferior.
- When EEz > 1, then demand is elastic in terms of income changes.
- When EEz = 0–1, then demand is inelastic in terms of income changes.

When EEz is elastic, then the quantity of demand increases as income increases, and in fact, the quantity of demand increases faster than income. This means that the average increase in income may be around 3% annually, while demand for travelling abroad may rise by 9%. It is undisputed that the *key factors* that affect *demand for international tourism* of citizens belonging to the developed countries of the Western world are:

- *disposable income*
- *the total tourist cost*

the latter meaning “travel and subsistence costs in combination with the destination”.

The higher the income, the less one regards travel as a luxury, unlike low or middle income earners who regard travel as luxury and take *total tourist costs* very seriously.

Tourism Demand in Greece for the 2004-2017 period

From 2004 to 2017, the total number of arrivals of foreigners (or non-residents) in Greece shows an upward trend with some significant fluctuations over the five-year period of 2008-2013.

Year	Arrivals	Change (%)
2004	11735556	-
2005	12902048	9,94%
2006	13993371	8,46%
2007	15229598	8,83%
2008	15938805	4,66%
2009	14914534	-6,43%
2010	15007490	0,62%
2011	16427247	9,46%
2012	15517622	-5,54%
2013	17919581	15,48%
2014	22038463	22,98%
2015	23599455	7,08%
2016	24799000	5,08%
2017	27194000	9,65%

Table 1: Arrivals in Greece, (INSETE, 2018)

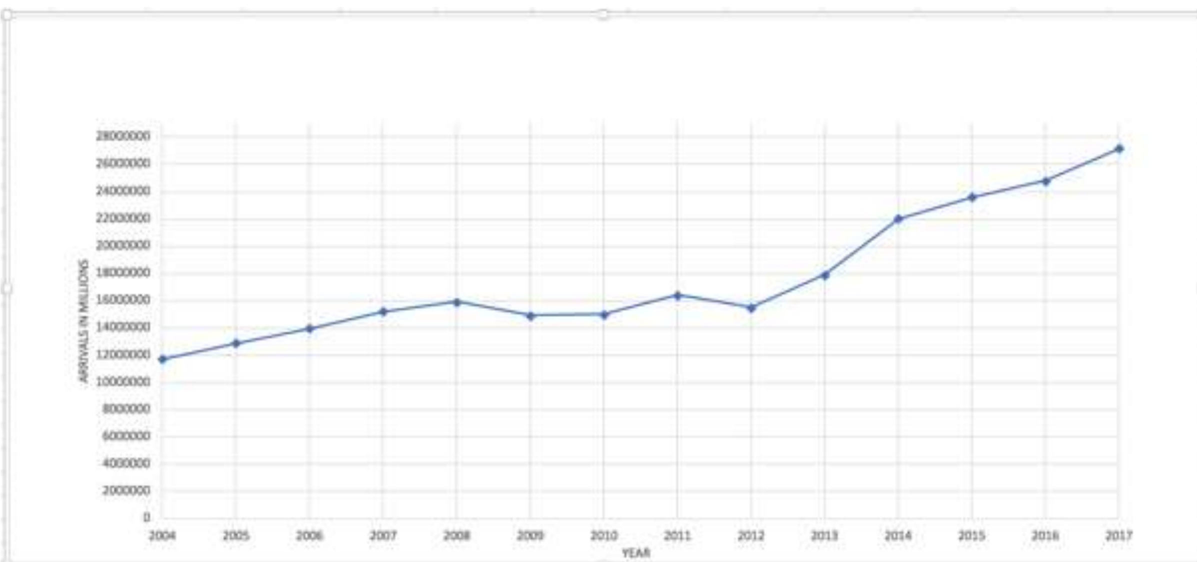

Figure 5: Evolution of Tourism Demand in Greece, drafted by the same

From the table and chart analysis, we see that from 2004 to 2007 there is a gradual increase of around 8.5% per year. In 2005, the annual growth was +9.94%, in 2006 +8.46% and in 2007, it reached +8.83%. The declining trend of arrivals began to be recorded as early as 2008, when a decrease of -6.43% was recorded for the whole year compared to 2009. Data on arrivals from 2010 to 2012 show that Greek tourism, despite positive indications from arrivals from some source countries, had not yet managed to come out of the recession phase since 2008. From 2013 until 2017, there is an increase in arrivals. A record year is presented in 2017 with approximately 27,000,000 arrivals and a percentage change of +9.65% in relation to 2012.

Although in each year, there is a new record for tourist arrivals in Greece over the past five years, the average daily tourist expense for the same period of time is fluctuating and does not follow the upward trend of arrivals. In particular, from 2015 onwards, it is constantly decreasing up to 2017, that has not shown a significant recovery.

Year	Expenditure in Euro
2010	68.6
2011	69.6
2012	71.1
2013	731
2014	70.4
2015	73.9
2016	66.4
2017	67.7

Table 2: Average Daily Tourist Expenditure in Greece, (Bank of Greece, 2018)

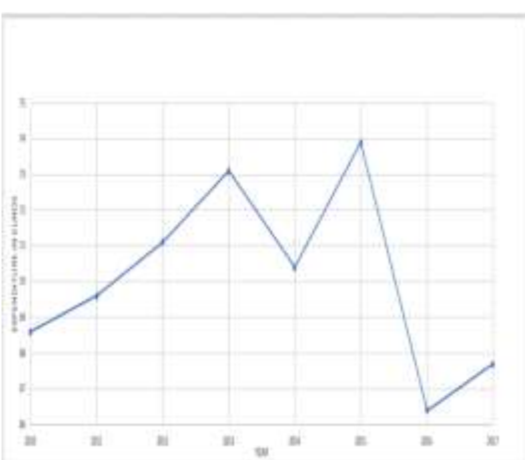

Figure 6: Evolution of the Average Daily Tourist Expenditure in Greece 2010-2017, drafted by the same

Methodology

In economics, we use theoretical and econometric models. There is no “simple” way of approaching a scientific issue. A variety of methodologies should be used, combining theories, econometric models and empirical data. In this paper, such a methodology was followed, combining the theory of microeconomics in tourism and an analysis of empirical data (arrivals of tourists, etc.) using a spreadsheet.

Conclusion

The phenomenon of “tourism” can be approached from many different angles, and as it is well known, it is the activity of people who commit themselves to travel away from home and their work. Moreover, it is also a huge business offering commodities and services to tourists-travelers and includes any expense incurred by the tourists during their travel and stay. We have come to the conclusion that, with the improvement of tourism demand, everything can change in a tourist area, demonstrating in essence its immense importance. However, apart from the improvement of tourism demand, the increase in the average daily tourist expense must also be pursued. The problem of low tourist expense, as the issue was diagrammatically observed, is multi-faced and causes concerns. For example, many historical and archaeological sites have been neglected by the Greek State, and because of this, there is a lack of state aid with financial resources (Karagianni, 2017). Thus, the average per capita tourist expense made by friends of culture is reduced as well as the lack of the necessary logistics infrastructure. The non-existence of the "biological" element in tourist areas, for example, becomes indeed another stumbling block for the strengthening of tourist expense by people with ecological consciousness. (Vassilatos, A. &. al. (2018).

However, the most serious factor, in our view, for the reduction of tourist expense is rather the lack of quality of service supply, and this is due to the unsustainable tax system in our country for the tourist enterprises.

For the record:

- there is an increase in VAT on accommodation from 6.5% to 13%
- there is an increase in VAT on catering services from 13% to 24%
- there is an increase in the tax rate for businesses from 26% to 29%,
- an increase in the Unified Real Estate Tax (ENFIA) on hotels and rooms to let,
- the imposition of a special night's fee valid from 1/1/2018 for hotels and rooms to let.
- In our country, VAT on accommodation is at 13%, while in Spain, France and Italy it is at 10%, in Cyprus at 9%, and in Portugal at 6%.
- In our country, VAT on catering services is at 24%, while in Portugal is at 13%, in Spain, France and Italy at 10%, and in Cyprus at 9%.

- In our country, VAT on transport is at 24%, while in Cyprus it is at 19%, in France, Italy and Spain at 10% and in Portugal at 8%.

Therefore, it is obvious that under such conditions, the provision of quality service is not feasible. In view of the importance of tourism in the national economy, measures should be taken by the state to improve the regulations that prohibit the increase in tourism and the provision of quality tourist products. In an era of financial crisis, this issue becomes more important, and solutions should be found to ameliorate and enhance tourism to the benefit of the national economy and incoming tourists.

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Importance of Historical Recreations in Military Tourism: Lusitanos Resistance to the Roman Invasion in Serra da Estrela

Elsa Ramos, Department of Tourism and Hospitality, Polytechnic Institute of Guarda (IPG/UDI), Seia, Portugal

Manuel Salgado, University of Aveiro (UA - GOVCOPP), Aveiro, Portugal

Rita Saraiva, Espaço Museológico da Santa Casa da Misericórdia, Largo da Misericórdia, 6270-492 Seia, Portugal

Ilídio Ramos, Polytechnic Institute of Guarda, Rua Dr. José António Fernandes Camelo, Arrifana, 6270-372 Seia, Portugal

ABSTRACT

Portugal celebrates 836 years of nationality and several notable historical epochs. However, does not exclusively restrict its cultural heritage, since Iberia has previously other civilizations whose identity is necessary to study and perpetuate in collective knowledge and identity.

In this context, the preservation of cultural heritage involves interpreting and promoting the identity of each society, especially for their role in the historical evolution of a territory. The recognition of the potential use of cultural resources by tourist activity can be assumed as a differentiating strategy based on the importance of personalities of historical epochs, being able to develop new attractions in destinations to promote the valorisation of its historical-cultural heritage. We intend to highlight the Lusitanian people at a cultural level.

The research focuses on the literature that highlights the nobility, simplicity and warlike capacity of these people, aiming a broad perspective of their interest for the promotion of the territory of ancient Lusitania, and projects in former *castros* could be promoted to highlight important elements of this civilization. The maximum involvement of the visitor, through moments of recreation and storytelling, will develop a timely product of military tourism to Portugal. In this sense, the field work in Serra da Estrela will be deepened to promote the knowledge of the *castros*, in which a model of tourism of experiences is assumed to promote the patrimonial education and, consequently, the conservation of this patrimony.

In the first phase, it is important to contextualize the visitor in order to allow to interpret the structure and social organization of this civilization. The purpose is to portray daily life at the historical time, as faithfully as possible, in a sociological and anthropological perspective, fostering a visitor immersion to experience community life in the Lusitanian villages. This project also intends to celebrate important figures of the military structure, like the commander Viriato, whose figure granted prestige and recognition to this warrior people, who will have had in the Hermínios hills their last refuge. In several bloody battles he combats heroically the Roman legions, allowing him to be known throughout the Roman Empire.

Key Words: Military tourism, cultural heritage, Lusitanos, Viriato.

INTRODUCTION

This paper pretends to be an interdisciplinary approach to the identification and preservation of cultural heritage, which could be crossed by the historic sciences and tourism sciences. We will interpret the historical evolution and people occupation of the Alva valley in the Serra da Estrela region and, in consequence, interpret the model of tourism development to this destination, based in their endogenous resources. The recognition of the importance to promote the cultural resources by tourist activity should be assumed in the model of development achieved. In our case will be the historical epoch of Lusitanian people and we pretend to highlight their cultural characteristics, in particular their competence of resistance to the Roman Empire occupation.

The objectives pretend to contextualize the visitor to interpret the structure and social organization of this civilization of *Lusitanos*. The purpose is to portray daily life at this historical time, as faithfully as possible, in a sociological and anthropological perspective, fostering a visitor immersion to experience community life in the Lusitanian villages. At the same time, it will be necessary to understand the economic viability for tourism development as a main activity for this destination area. This project is supported by the storytelling strategy and cultural interpretation that also intends to celebrate important figures of the military structure, like the commander Viriato, whose figure granted prestige and recognition to this warrior people.

The research focuses on the literature review that highlights the state of the art about the importance of Lusitanian historic and cultural heritage to promote military tourism as a niche of cultural tourism that is concerned with special storytelling, to apply to an interesting historic momentum of the actual territory of Portugal and Spain. The case study points to the region of Alva valley, where we can find trace elements of Lusitanian *castros*, in the oriental part of the Serra da Estrela Mountain. Several current bibliographical works, referring to the Serra da Estrela region, describe their evolution from the historical perspective, namely Brito (2015), Queirós et al (2008), Loução (2013), Tavares (2012), making some descriptive passages from the time when the *Montes Hermínios* region was populated by several tribes of the Lusitanian peoples in various *castros*, hence the interest of interpreting this reality of our identity as a cultural matrix for tourism development in this region.

The paper structure discusses the main characteristics of this civilization and their historic and cultural heritage (section 2), that could help to develop the tourist attractiveness of this Alva river territory. Then we need to characterise the destination area in the Seia municipality, that includes the main Lusitanian constructions named *castros*. These Lusitanian villages permit to develop several approaches, namely the storytelling and the interpretation of heritage. This warrior people made an historic and heroic resistance to the roman invasion in Serra da Estrela, that helps to maintain the special image of courage of their chiefs like Viriato, which was eternised by the history.

Lusitanian people and historic and cultural heritage

Historical and military resources can constitute strategic instruments for the preservation and dissemination of cultural heritage and, at the same time, interpret and promote the identity of a society. The recognition of the potential of the use of these resources by the tourist activity can be assumed as a differentiating strategy based on the value of personalities of certain historical eras, being able to develop new attractions in tourist destinations to promote the valorisation of its historical-cultural heritage. At the cultural level we found that the Lusitanian people followed a polytheistic religion, which later came to be complemented by the Roman religion, just as it was influenced by the Lusitanian religion.

The Roman province of Lusitania was an area occupied by several *populi* that formed the sociological group designated by *Lusitanos*. The abundant material and toponymical testimonies attest the importance of the region during the historical periods of Proto-history and Romanization (Saraiva, 2013). Correlation of social themes, such as the movement of people and goods through the road network and the geographic factors regarding to more constructive places to the population establishment due to his cultural and natural characteristics, allows a geographic analysis and answer to some questions like: "where they lived?" and "how did they live?".

The territory morphology in "V form" of Alva Valley and the analysis of the location of the agglomerates helps to understand the occupation and human dynamics on the territory where they were established. Also, analysing the ancient settlement of an area, involves a reflection from the sociological point of view. If the cluster was implanted in a certain area, the populations would have a purpose, which is intrinsically related to the *modus vivendi and modus operandi* that they developed in a fixation territory.

The arrival of the various *populi* is due to the historic period of the Final Bronze, information provided by the language and material existent in the region, as same inscriptions found on intact archaeological levels of the so-called "Lusitanian" language in some villages and shrines. The data materialize the ethno-cultural nature of these warriors' communities. In fact, the history of the *Lusitanos* is related mainly to the military campaigns developed by Viriato in the *Montes Herminios* (Serra da Estrela).

Some findings in the North, statues of Calais warriors, such as the materialization of the figure of the warrior, with armour and spear. The campaigns developed with purpose of territorial and civilizational conquests promoted a network of occupation and defensive construction that fix in the territory a set and places of surveillance and control of people and goods, often taking advantage of the granite ridges and the half-hillside of the "V" form of valleys.

Sarmento (1883) through his experience with the archaeological evidence of the *Castros* and *Citânias* of the North of Portugal and Galicia, during his scientific expedition to the *Serra da Estrela* range develops an important work of exploration and analysis of the territory, where he finds villages and compare them with those of the Northeast part of Iberian Peninsula.

The Celtic people that lived in the steep hills of *Serra da Estrela* range, with a wide visual range up to the *Caramulo* and *Açor* mountains ranges, through different social revolutions or territorial conquests, already designated territory of *Lusitania*, did not change the character of the populations.

In a reconstruction of the most remote part of the Alva high territory, we understand the human dynamics, the dispersion and the implantation of the agglomerates of the IIIth to the Ist millennium a.C. (Late and Medium Bronze Age), for a local scale analysis of the first hierarchical societies of "power". The emergence of central sites, these with a notable defensive deployment and distributed regularly by the space and complemented by secondary sites, appears in the area under study in the Late Bronze Age (Senna-Martinez, 1996: 119).

The main places are *Cabeço do Castro de São Romão*, *Cabeças* and *Monte do Castro*, situated in the municipality of Seia in typical "mountain sites", considering the great visibility conditions in short, medium and long distances, making possible to control people and good flows next to *Portelas* and old ways.

Architectural and material evidences from archaeological excavation and exploration identify defensive and habitat structures that contribute to the analysis of habitat dispersal and activities carried out in a community or household environment.

The consideration that can be given from these societies, at the level of their social and military behaviour, translates into the need for constant protection and vigilance, in a territory that is constantly changing. The structure of the wall or its alignment of stony overcast is, in most cases, the important and most significant vestige in the existence of the settlements, which reveals its importance and eternity in territorial settlement and defence.

The guard activity and the objects for the campaigns of conquest resulted in materials and traces of the development of actions of manufacture and transformation of endogenous natural resources of the territory of implantation. Metallurgy is an example of the design of objects with a military, social or utilitarian typology.

The theoretical contextualization of the importance of cultural heritage for tourism development allows a better understanding of the context of the main theme of this work – that is Lusitanian people. It is necessary to take a small approach to what would be the territorial division of the Iberian Peninsula that, between 16 and 13 a.C., would be divided into three provinces: *Bética, Hispânia Citerior* or *Tarraconense* and *Lusitânia* (figure 1). To understand the Portuguese territory in this geographical order, it would be to the Douro covered by the province Tarraconense and the Douro to the south of the Country by *Lusitânia*. In the century Ist d.C., this province was divided in smaller territorial zones denominated of *Conventus*. These territorial areas, before being just physical spaces, had legal and administrative functions, because each year the provincial governor met in different cities with the representatives of the different local communities, to minister justice, to exercise their arbitration role, to hear complaints and to transmit to these new representatives the new directives of the Roman administration "(Fabião, 1992).

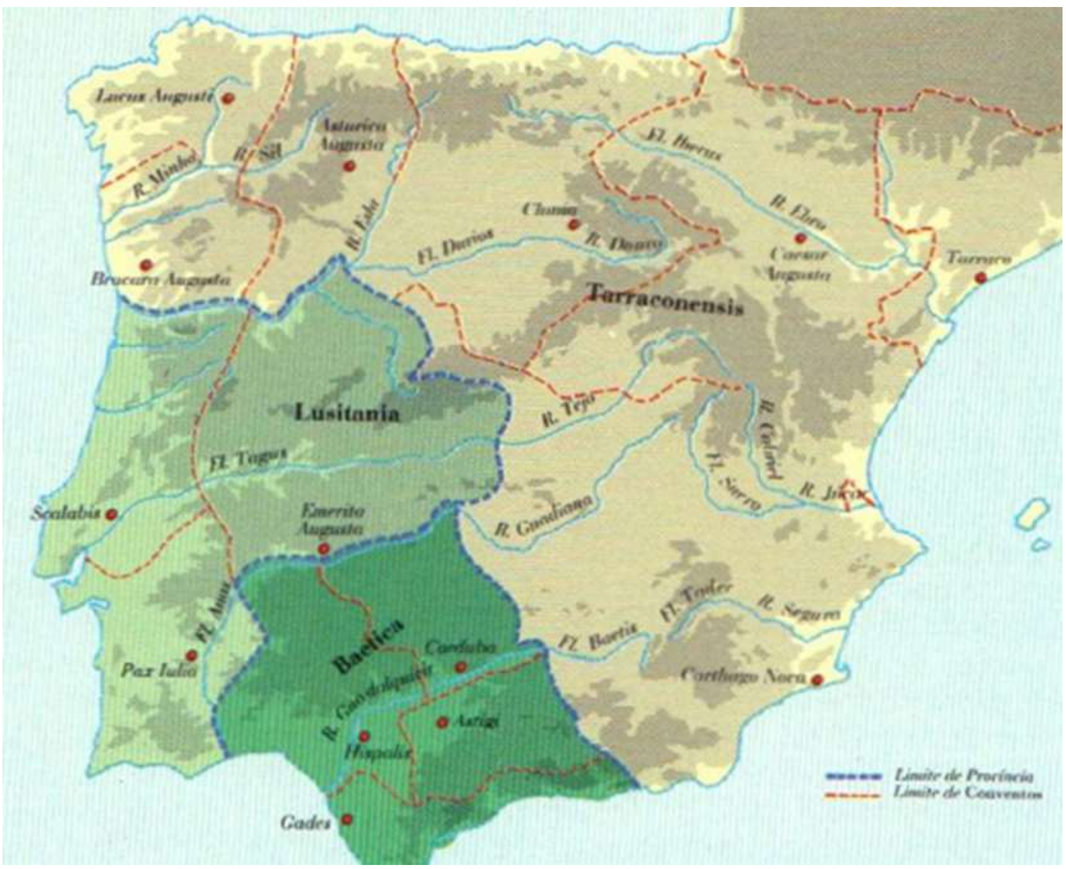

Figure 1 Hispânia Provinces (Fabião, 1992)

Geographic characterization

This study intends to inquire about a suitable model of responsible and sustainable management for natural and cultural resources in the Serra da Estrela region, particularly in the Alva valley in the Seia municipality. In this context, we pretend to contribute to the preservation of the natural features and the appreciation of the cultural identity of places and its occupation thought time by antique populations.

At this point, the work is essentially descriptive and aims to understand how planning of this region could work to ensure a sustainable development, supported in strategic tourist activity, and according to the institutional framework of the regional development, essential to develop and promote nature and cultural tourism. This will allow to understand how heritage from ancient times could be important and complementary to the nature characteristics of the Serra da Estrela Natural Park (SENP) territory.

In the central region of Portugal, Alva valley has a huge potential to become a relevant national tourist destination, especially by the attraction factors of this territory characterised by remarkable diversity and richness inherent resources, as well as the geographical location; the centrality and the good accessibility; the hospitality of the residents; competitive prices and safety. It is situated between the municipality of Seia, in the SENP, and the county of Penacova, where the river Alva converges in the Mondego River.

A brief description of the region of Alva valley is now made. Queirós, Veloso & Ferreira (2008:107-126) describe the Alva valley in the *Roteiro da Serra da Estrela*, a script, and present a remarkable tourist circuit entitled *Entre o Alva e o Mondego* but, in fact, it mainly corresponds to the territory of Alva valley. Also the work entitled *Rotas e Percursos da Serra da Estrela* (Routes and Pathways of the Serra da Estrela) (Tavares, 2012) proposes a set of walking trails which lead the visitor to observe the diversity of landscapes and habitats of the higher areas of the Serra da Estrela. This book proposes a set of trekking trails which lead the visitor to observe the diversity of landscapes and habitats of the higher areas of the Serra da Estrela mountain, of which we highlight the circular trail of Cabeço dos Corvos with an extension of 5785 metres and low degree of difficulty. This route called Alto Alva (Tavares, 2012:60-64) includes "a set of small paths which aim to promote the landscape, geology, flora and fauna of the Mata do Desterro, forested area that lies under the management of the municipality of Seia". This natural area includes one of the more important *castros* in the Alva valley that we will explore.

The brand Mountain Villages is the common thread for the tourism development of the Serra da Estrela in all its natural, heritage and social aspects. Several of this villages in the municipality of Seia have *castros*, namely Alvoco da Serra, Loriga e Valezim, and promote this historic heritage. In fact, Saraiva (2013) indicates that in the south slope of Seia, in the most rugged part of the county, where some of the Mountain Villages are implanted, whose terrain morphology forced to a harmonized implantation, there are places favourable for the implantation of villages of altitude, in ridges above 800m. This territory of rocky morphology, irrigated by the river Alva, is a positive place to the implantation of places of permanent settlement, mainly in ridges located to the south of the county of Seia, in the zone of Alto Alva.

The Mountain Villages network creates a new tourism paradigm, one which overcomes seasonality and the exclusive offer of the region in the cold periods. It cannot be forgotten that the village of Sabugueiro, the spring of the river Alva, is one of the villages in the network. The Serra da Estrela is a mountain that has several attractions which are worth a visit all year round, from its many green valleys, water springs and its natural light. Most of the prime locations are accessible on foot, and the available footpaths are best way to visit this territory.

In fact, the protected areas have various objectives, ranging from the preservation of animal and plant species, in particular endangered species, to scientific research, to environmental studies and the preservation of rare or unique landscapes that have high natural and cultural value. The Alva valley and its attributes deserve to be studied and best known to contribute to regional development, including the development of the SENP, as an interesting touristic destination in terms of the two strategic products: nature tourism and cultural tourism.

The Alva valley is a territory of low population density, with small and peripheral villages, characterized for being economically depressed. For these reasons, development must be encouraged on the basis of the protection and conservation of their aesthetic, cultural, historical, among other inherent characteristics. Besides, it is necessary that people are involved in management, sharing responsibilities with public entities.

In this sense, it can be assumed that the landscape is the best raw material of this region, because it mirrors the level of culture of a people. It is also an economic and tourist value and can help build the image of a destination, namely in geographical spaces of natural monumentality as the Alva valley. The landscape is also an essential reference to the identity of rural communities and the framing of spaces and activities is increasingly valued by the urban populations. The contemplation of a landscape may be the biggest attraction a place has to offer. For all this, the concept of landscape, whether natural or human, is inserted in the definition of tourist heritage and may represent a powerful potential for the attractiveness of a destination.

Tourism can become a means of valuing landscapes that have lost traditional functions and initiatives such as rural tourism, with the recovery and use of the ancient rural houses for tourists. This diversity of factors and activities is of utmost importance for the competitiveness of this destination, in that it has the ability to assert itself as an attractive destination, able to stand out and stand on the market. This competitiveness is also related to segmentation, to customizing services, to the uniqueness and identities of the destination, and the revaluation of these same factors.

Storytelling and the interpretation of lusitanos resistance to the roman invasion in serra da estrela

Storytelling could have a great effect on people because the brain is normally more engaged when the narratives are more memorable. In a relaxed and leisurely environment, the stories trigger emotional responses (Huang, 2018). For the consumer to be immersed in the story and to have an extraordinary experience, two preconditions are proposed which relate to the type of service and the setting: one is the need for the experience to take place in a hedonic service consumption setting and the other is a service scape that allows the consumer to step away from everyday reality. It is also proposed that involvement and co-creation, as well as a guide, can be used to facilitate a tourist's immersion in a story and a service scape (Mossberg, 2008).

With the description of the territory made earlier, we can imagine idyllic sites with fascinating historical episodes that tell scenes of Viriato’s day life. Through these stories we can try to reproduce and narrate some military tactics used by both the Lusitanian’s and the Roman’s in a staged way. The historical representation aims to teach the tourist the *modus vivendi* of these peoples of that corresponding remarkable time, namely about how they lived, how they structured the family nucleus, their society structure and community organization, how the different settlements related to each other, how they dressed, type as they were structured at the level of the defence of the villages, the existing military techniques, etc. So, by what method the scene is presented should make known, to the tourist, the time in which these people lived, their way of being, dressing, fighting and socializing. Entertain, educate and inform are three keywords to describe storytelling.

The route of the *Castros dos Montes Hermínios* begins in the *Castro* de São Romão (figure 2), located in the place named Senhora do Desterro, with a brief historical review of the Lusitanos people and the explanation why they have settled there. When arriving at *Castro de* São Romão, the village is presented, identifying the different existing structures, houses, walls, etc., where a staging will be carried out describing the life of the Lusitanian people, their professions (pottery, weaving and casting, pastoralism, agriculture), his nomad way of life, focusing specially on the figure of Viriato as shepherd until his transformation into a strong and strategic warrior. From this Castro we can see the *Castros of* Valezim, Vila Cova à Coelheira and the Castro of Torroselo, that are beneath in the Alva Valley.

Continuing this route of *Castros dos Montes Hermínios*, we will go to the Valezim *castro*, taking advantage of this natural area to tell some episodes of the life of Viriato and also to give information about this territory in the Serra da Estrela Natural Park, passing through the *Cornos do Diabo* that, according to the legends, would be the place of passage through the river and that the Devil's Horns should be designated by the Horns of the Ox, visiting the *Buraco da* Moura, the *Cascata da Caniça* and the fluvial beach of Lapa dos Dinheiros, whose current route presents a slab whose features will hardly be Roman, although we can consider the route of the old road, towards the *Monte de Castro* located in Valezim.

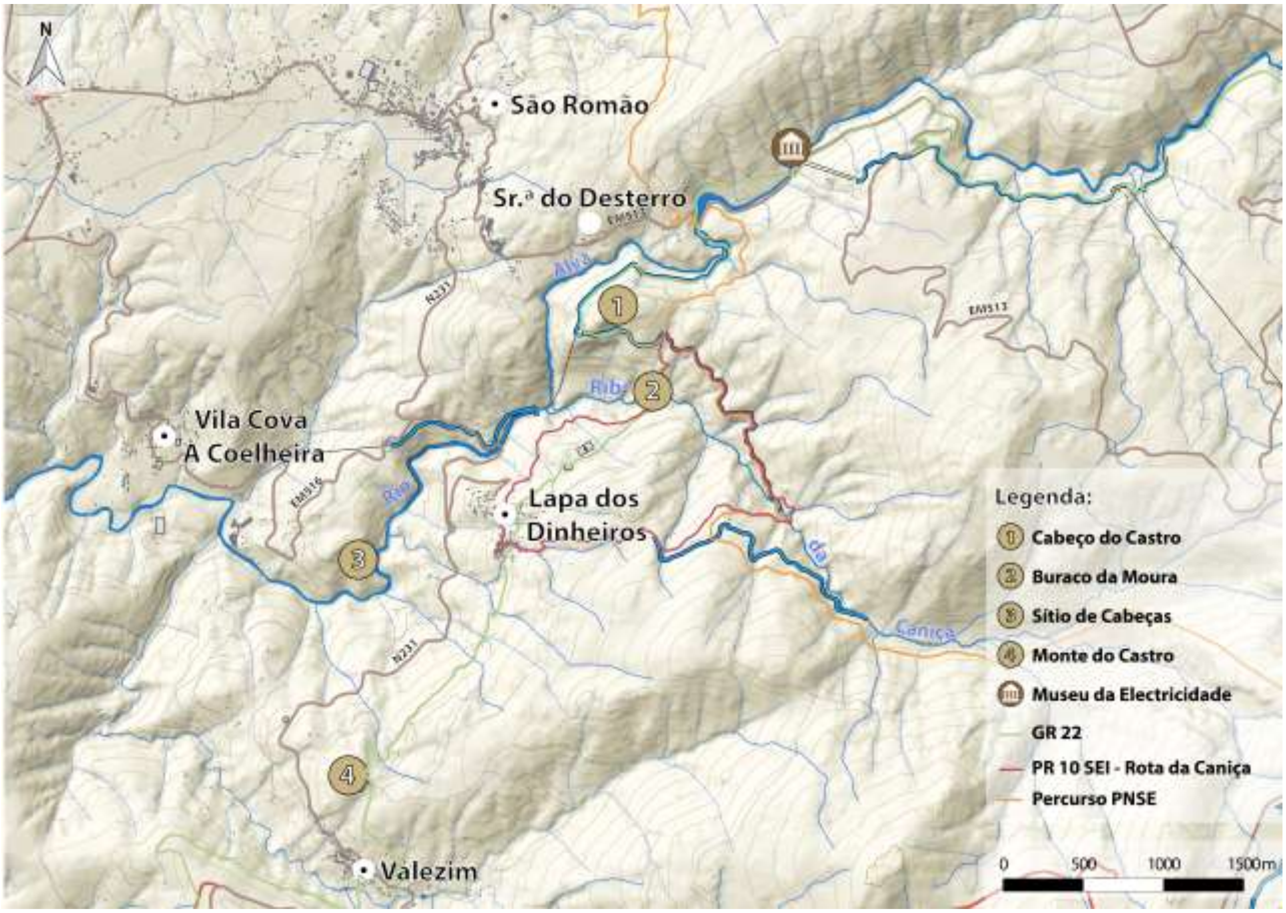

Figure 2 Route of the *Castros dos Montes Hermínios*

This tourism project could also include other subarea, that we will experience in a field trip with students from the Tourism and Leisure Degree. So, after arriving at Monte de Castro, we pretend that tourists will observe military techniques while watching a battle between Lusitanian territorial army and Roman legions emphasizing the differences of the robes and the techniques used. The route will continue by bus to Loriga village, where tourists are presented with a typical meal of the *Lusitanos* people. Walking towards the Portela de Arão, we find the site of the Loriga *Castro*, located at 900 metres of altitude in a fairly rugged relief area, whose environment is surrounded by steep hills of granite rocks at 1500 metres of altitude, irrigated by the *Ribeira de* Loriga. In this place will be represented the episode of the betrayal and death of Viriato.

To end this day dedicated to Viriato, the shepherd who became military chief, we returned by bus to the top of Valezim and, by foot, we will pass by the village of Furtado, enjoying the breath taking scenery of the Alva River ending in the magnificent fluvial beach of Sandomil, bathed by the Alva river. Along this riverside route, we can glimpse small dams that served to water one and another to supply water powered mills, and can visit one still in activity. After refreshed by the clear and fresh waters of the Alva river, we climbed the mountain and on the top, next to Torroselo, we can observe a view to the Torroselo *castro* and from this termination point we can visit what remains of the *castro* of Vila Cova à Coelheira, near the Alva river.

Conclusions

There is a growing importance of tourism for natural, rural and mountain regions, characterized by low population density. Tourism is a structural phenomenon at spatial and socio-economic levels, supported on wealth and variety of natural, cultural and human resources. Territorial features are essential to tourism products, which can help make policy choices and trace sectoral strategies.

A strategy to encourage the identification and knowledge of the cultural heritage surrounding the Alva river region, could promote a more sustainable and competitive development, also throughout tourism and leisure activities. The reflection regarding the concept of sustainability in tourism made it possible to highlight the need for integration of the interests of local people, tourists and the tourist industry itself, as well as the need for conservation of natural and cultural heritage in the development of the Alva valley.

In this paper we discuss and propose the tourism co-creation experience in cultural territories, supposing the tourist's immersion in a story like the *Lusitanos* people and their chief Viriato. In this context, the storytelling strategy could have a great effect on people engagement and, consequently, in tourist experience satisfaction, with the creation of memorable and delight moments. In a relaxed environment, the consumer can immerse in the story and have an extraordinary experience, getting away from everyday stressful reality.

The knowledge of the main characteristics of this civilization and their historic and cultural heritage could help to develop the tourist attractiveness of this Alva river territory. Then we characterise the destination area in the Seia municipality, that includes the main Lusitanian constructions named *castros*. These Lusitanian villages permits to develop several approaches, namely the storytelling and the interpretation of heritage. This warrior people made an historic and heroic resistance to the roman invasion in Serra da Estrela, that helps to maintain the special image of courage of their chiefs like Viriato, that was eternised by the history.

The route project named *Castros dos Montes Hermínios* begins in the *Castro* de São Romão and purposes an enjoyable trip to this beautiful region of Alva valley with a brief historical review of the Lusitanos people that lived in the several *castros*. The identification of the different existing structures, houses, walls, etc., where a staging will be carried out describing the life of the Lusitanian people, their professions (pottery, weaving and casting, pastoralism, agriculture), his nomad way of life, focusing specially on the figure of Viriato as the last warrior commandant.

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Nostos within the tourism context: Perspectives from young adults

Prokopis Christou, Department of Hotel and Tourism Management, Cyprus University of Technology, Limassol, Cyprus

Elias Hadjielias, Department of Hotel and Tourism Management, Cyprus University of Technology, Cyprus

Konstantinos Melas, School of Business& Management, University of Central Lancashire, Cyprus

ABSTRACT

Nostos derives from the ancient Greek *νόστος*, essentially describing the desire for a return journey. Since archaic eras, humans have been faced with a disgruntled yearning to relive the past, often leaving them with a sense of ache (*algos*). In current days, the tourism industry and organizations within often stimulate nostalgia, in an endeavor to augment visitor experiences. Even so, there is so far no evidence to suggest that objects and displays offered as nostalgic triggers address a wide spectrum of visitors, particularly the young population. Findings derived from informal interviews with young adults at a specific cruise ship setting with a contemporary yet vintage ambiance address this gap in the literature. In doing so, the study adds to the body of knowledge of this rather unexplored phenomenon, while discussing certain theoretical and organizational implications.

Key Words: nostos, nostalgia, tourist experience, cruise ship

1 INTRODUCTION

A type of song known as *nostoi* (plural of nostos) referred to the returns of Troy's warriors to their homeland. The term has been closely associated with the emotion of nostalgia, although the latter contains *algos*, which describes the pain linked with the longing for a return journey. Particularly, Holbrook (1993, p. 245) referred to nostalgia as "a longing for the past, a yearning for yesterday." There is plenty of evidence to suggest that nostalgia may be triggered by more than an individual's retrieval of past experiences and feelings of loneliness. Examples include food, sounds, scents, pictures, and objects (Chen et al., 2014; Zhou et al., 2008). Even so, there is no evidence to suggest that such stimuli trigger nostalgia in people who might not have encountered such specific elements in the past. That is, whether or not people feel nostalgic after coming across a specific object not linked to their early years, such as their childhood, may be argued. For instance, because nostalgia requires a cognitive appraisal, such as memory retrieval, conceivably one would expect that young people do not feel nostalgic over certain stimuli. Chou and Lien (2010) proved that positive nostalgic feelings are created upon hearing previously heard old songs. Hence, the primary aim of this study is to explore whether or not vintage elements and old objects trigger nostalgia in a specific cluster of people – the young adult population. A particular tourism setting is used for this reason. It is well acknowledged that tourism acts as a panacea for nostalgia seekers, such as in the case of nostalgic British consumers who visit Kolkata to bask in the glory of the Raj (Bandyopadhyay, 2012). In current days, the tourism industry makes use of nostalgic stimulators, given that the past is not the remedy for nostalgia, and this is why the past is reanimated (Bazin, 2013), such as through specific elements and objects on display. The study used an exploratory approach, like similar studies (e.g., Christou, 2018), to reveal further insights into this rather unexplored notion. In doing so, the study attempted to illuminate existing knowledge on an under-researched concept, while simultaneously addressing the above-mentioned gap. Furthermore, it provides practical implications for tourism stakeholders and establishes a future research agenda on the notion and its relationship with organizations. First, though, the paper discusses nostalgia within an emotional and experiential conceptual framework. The methodological approach then follows, while a discussion of findings precedes practical and theoretical implications.

A SHIFT FROM MELANCHOLIA TO POSITIVISM: AN EMOTIONAL AND EXPERIENTIAL VIEW

The notion of nostalgia has been labelled as an emotion (Cheung et al., 2013), yet certain researchers (e.g., Holak & Havlena, 1998) reveal the complexity of emotions elicited in a nostalgic experience, such as sadness being linked with warmth, joy, and affection. Nostalgic posts in social media were found in Davalos et al.'s (2015) study to include both negative and positive emotions, consistent with the bittersweet character of nostalgia. Nevertheless, in the past, it was characterized as a cerebral disease of essentially demonic cause (Hofer, 1934/1688), of carrying a negative affect and *melancholia* (McCann, 1941). This rather depressive state was associated with severe psychological disorders (Rauchs, 1999). Currently it is interpreted as a maladaptive sentiment that individuals experience once trapped in their past while failing to measure up to present demands. This entails remembering an event from someone's past and a longing to return to it. Hence, a person may feel sentimental such as happy but with a tinge of longing (Stephan et al., 2015). Jarratt and Gammon (2016, p. 131) determined that "respondents became emotional when recounting memories of family holidays…." Despite this idiosyncratic, bittersweet emotional amalgam, nostalgia has nonetheless been regarded as predominately a commonly felt positive emotion (Cheung et al., 2013). A parallel stream of research draws on social psychology to investigate the collective properties of nostalgia. In more detail, Sedikides et al. (2008) make reference to nostalgia's collective association by referring to it as a social emotion serving key psychological functions. Additionally, Smeekes (2015) demonstrates how group-based nostalgia is likely to be related to a positive in-group orientation.

Nostalgia can be triggered by an individual's past experience through memory retrieval, betraying hence its cognitive dimension. According to Stephan et al. (2012), nostalgia refers to memories (i.e., meaningful) that are preserved, if not idealized, across time. Even so, an increasing number of recent studies support the fact that various stimuli act as nostalgia triggers (Sedikides et al., 2015; Chen et al., 2014). Resting on the beneficial properties of nostalgia, organizations use such stimuli to evoke nostalgic feelings in their consumers. In fact, the notion shifted into something more positive (Specht & Kreiger, 2016), with organizations' acknowledgement of its importance, purposefully using stimuli to trigger nostalgia. This is particularly the case in the general tourism field, such as in restaurants, hotels, cruise ships, and museums. In more detail, the constructed setting put on by organizations, such as displaying old pictures and offering traditional food, appears to trigger nostalgia. For instance, Leong et al. (2015) mention various mechanisms that may evoke nostalgia and help an individual to remember a specific place at a specific time period, such as a sound, a scent, or a picture. Moreover, the Imperial War Museum in the UK sells a "nostalgic cultural image" (Brown, 2013, p. 277). All the same, human interactions in the form of conversations about former days also seem to trigger nostalgia. Besides, humans are reflective and social, discuss the past with others, and eventually become nostalgic (Davalos et al., 2015). Based on Synnes (2015), stories of nostalgia are vital aspects of maintaining the continuity of the self when much in life is characterized by discontinuity and uncertainty. Hence, the notion acquires significant status in current times, resting assured that it is prevalent and universal (Sedikides et al., 2015). Even so, the notion remains largely unexplored, with the majority of the literature focusing on its positive or negative effects on individuals. The tourism academic community has not contributed much in its further comprehension. This, despite the fact that it is widely used as a mode to augment the overall tourist experience, hence where this study now turns.

STUDY METHODS

The aim of this study is to further investigate the concept of nostalgia; particularly it seeks to reveal whether nostalgia is experienced by young people who might have not (due to their young of age), been exposed to specific experiences, objects, and cues of the past. For this reason, an exploratory research approach was employed, like studies of similar nature (e.g. Christou, 2018). A day trip was organized in March, on a cruise ship in the port of Limassol (Cyprus), in which university students participated, during the specific time of the year the particular ship was not touring in international waters, easing access to the particular cluster. The setting was chosen because it met certain criteria relevant to the scope of this study. Firstly, it provided a useful context due to its spatial limits. Secondly, it served as an ideal setting because it could not be easily associated with previous experiences, unlike a museum. Thirdly, it combined a contemporary layout inclusive of elements such as objects that could act as nostalgia triggers, such as old photos and vintage globes (**view image 1**). Following a tour of the ship's areas, which lasted approximately one hour, students were approached by the researcher. Those who agreed to participate in the study were interviewed either at the particular setting, or as soon as possible after the experience took place (Nawijn et al., 2012), such as in a commonly agreed-upon venue (e.g., university cafeteria). Informal interviews were chosen because they are acknowledged to put people at ease and allow concepts to emerge naturally. Questions were general in their frame of reference, allowing some latitude to ask further questions (Bryman, 2004). Such questions included: "*Did you experience any emotions during the trip*?" "*Did you feel nostalgia at any point during the trip, such as the desire to return to your formal years, or a place in the past*?" and "*Why do you believe you felt nostalgia*?" Achieving rigor in data collection, such as ethical clearance, reliability, and relevance of outcomes was emphasized (Kitto et al., 2008). Interviews were conducted in English, and each lasted approximately 20–30 minutes (view table 1: Interviewees' details). The study came to an end once some degree of saturation was reached, while a total number of 40 interviews were retained in the study. Informants were equally distributed amongst the two genders, they were between 18–24 years old (average 21 years old), and they had a heterogeneous yet mainly European background.

Table 1: Profile of interviewees

Gender	
Males	18
Females	22
Total	***40***
Age (Average: 21 years old)	
18	1
19	4
20	12

21	5
22	9
23	6
24	3
Total	***40***
Felt nostalgic in the setting	
Males	9 out of 18
Females	15 out of 22

Nationality (of interviewees)	
Cypriot (Greek& Turkish Cypriots)	20
Russian	6
English	4
Chinese	2
Canadian	1
Bulgarian	1
Greek	1
Italian	1
Kazakhstani	1
Lebanese	1
Libyan	1
Spaniard	1
Total	***40***

Topics that emerged were grouped into interrelated themes, following coding scheme and frame analysis directions (Hennink et al., 2011), while guiding questions assisted in this process. On the topic of limitations, due to the place in which this research took place, certain informants from particular cultural backgrounds were more represented in the study. In fact, this study was not able to pinpoint cultural differences. Furthermore, another limitation of the study is the fact that it took place within a specific context, that of a ship, challenging generalization of outcomes.

FINDINGS AND DISCUSSION

When informants were asked if they felt any particular emotions while touring the ship, one third of them replied in the negative. The majority, though gave a positive reply, such as I20:

> *It* [trip] *brought back some nice memories, when I was a child… When I was around nine I went for a cruise with my family. I think it was in the Mediterranean Sea. I can't remember much about it, but I remember that it was a great experience… I really enjoyed that holiday! Those were the best days of my life! This trip made me want to go for a cruise again…* [referring to what triggered nostalgic feelings:] *… generally the whole scenery, the sea and the ship ambiance!* [smiling]

Those who gave a positive reply in the aforementioned question were asked to pinpoint which precise emotions they felt. This resulted in the following answers: "excitement," "nostalgia," "happiness," "amusement," "desire," "impression," "joy," "boredom," and "claustrophobia," (e.g.): "*I felt the desire… to go for a holiday!*" (I17), and: "*… It* [referring to the tour] *has caused me excitement, about future prospects of working in the tourism industry*" (I34). Of note is that only a few respondents (five) mentioned "nostalgia." Even so, when respondents were asked directly whether they felt "nostalgia" during the tour, more than half gave a positive reply. One such interviewee, who initially did not make reference to nostalgia, said*:*

> *yes to some extent… It reminded me of various movies which I used to watch when I was little, with cruise ships… It was this particular moment in the ship, actually in the lobby area when I saw a picture and automatically I remembered a past situation of mine… when I was little and I was sitting on the couch watching afternoon films. It was a nice time, no stress, no exams, no worries…* (I8).

Nevertheless, the majority of female respondents (fifteen out of twenty-two) gave a positive reply, compared to the males, half of whom gave a positive reply, about the question of nostalgia. Of note is that certain interviewees made reference to positive memories, while expressing positive states. That is, their comments betrayed a *nostos* (Liddell & Scott, 1940), to return to pleasant experiences of their childhood, with some answers underpinning a sense of *algos* (pain), for growing up and not being able to have (e.g.) a stress-free life. This supports previous findings of people becoming emotional when recounting memories (Jarratt & Gammon, 2016) and that nostalgia is a commonly felt emotion (Cheung et al. 2013; Wildschut et al., 2006). When asked what precisely it was that triggered the feeling of nostalgia, various reasons were mentioned, such as different stimuli, supporting the findings of previous studies (Leong et al., 2015; Sedikides et al. 2015; Chen et al., 2014). Interestingly, the "sea" acted as a nostalgia stimulator. Even so, stimuli mentioned could be grouped as: the natural surroundings and more specifically the "sea," the venue itself (ship) and public areas within, and décor/objects **(view table 2)**. Finally, a particular interviewee (I40) made reference to the conversations he had with the cruise staff. His comments betray an antithetical form of nostalgia, which refers to the anticipation of and yearning to live something that is yet to come (i.e., a future experience).

> *while 1 was talking to him* [particular employee] *I got really excited and started wondering how it would feel and be like, if I work in the cruise ship industry in the future. He told me about the places he's been and I really got the feeling that I wanted to finish my studies as soon as possible and get a similar job… The whole experience was amazing!* (I40).

Table 2: Nostalgic triggers at the particular setting

Nostalgic Triggers	**Number of people who referred to these triggers**
The Sea	14
Décor and Old Objects	12
Rooms and areas of the ship	10
The ship, ship ambiance and feeling of being on-board	9
Port Area	3
Aroma/Smell of the Ship	2
Conversations with staff	1

Note: People may have referred to more than one trigger.

CONCLUSIONS

As a result of this study, three clusters of respondents have been identified: The first consists of those who felt (and expressed that they felt) nostalgia. The second consists of those who initially did not mention that they felt nostalgia, yet when asked if they felt nostalgia, they gave a positive reply. The third cluster consists of those who did not feel nostalgia, even when asked whether they felt nostalgia. This outcome yields some important theoretical and practical implications, which can extend beyond the travel and tourism industry. Destinations, such as via event organizers, and tourism organizations, such as museums, if aiming to trigger nostalgia amongst their visitors, must not rest assured that a vintage ambiance will be sufficient. That is, vintage and old objects may not necessarily stimulate nostalgia amongst guests. In more detail, this study supports that young adults (in their 20s) may not experience nostalgia, even if exposed to certain stimuli. Lack of abundant past memories, absenteeism from past groups to which connecting feelings may be revived, and absence of cognitive associations with specific old objects, may possibly deprive the nostalgic feeling from a young person. Nonetheless, future researchers are called to identify which specific elements trigger nostalgia for specific (e.g., young) people, and the extent to which these must be used by practitioners. The proneness of females to experience nostalgia also calls for further research to appreciate the deeper question of *why* this occurs. Nonetheless, the natural element, such as the sea, was highlighted in this study as a stimulator of nostalgia. Thus, it is suggested that tourism stakeholders take an even more active role in preserving the natural environment, given its beneficial role as a nostalgia stimulator. A specific cluster of respondents mentioned that they felt nostalgic only when the word “nostalgia” was brought to their attention. Hence, the actual word “nostalgia” is an important trigger in and of itself and must be actually and actively used by entrepreneurs – that is, if they wish to trigger nostalgia.

Furthermore, considering the constructive effects of nostalgia, organizations are called to examine ways that they can use it for their advantage, not necessarily restricted to targeting their customers but also to target their employees, too. In more detail, a number of studies stress the beneficial social role of nostalgia, such as the fact that it promotes social behavior, increases social connectedness, and stimulates feelings of optimism for the future, inclusion, and belongingness (Cheung et al., 2016; Sedikides et al., 2015; Stephan et al., 2015). Conceivably, such positive effects could be used by organizations to foster a healthy and collective-cooperative workplace, while at the same time augmenting the consumer experience, benefiting hence, in a dual way, the organization. A healthy workforce, based on Hansen et al. (2014), translates into a productive organization. In this regard, Gardner and Pierce (2013) urge managers to attempt to draw employees’ attention to self-esteem-bolstering aspects of their jobs. Organizations can benefit by having members with positive wellbeing, because this can contribute to positive employee outcomes in the workplace. According to Kyei-Poku (2014), satisfying employees’ need for belonging is an important aspect of organizational life and useful in promoting helping behaviors amongst coworkers. A small business owner, for instance, can be effective in transforming an ordinary activity to an experiential event through product and aesthetics, constructing an idealized home that emphasizes belonging and sharing (Hamilton & Wagner, 2014). Whether or not, and the extent to which, the notion of nostalgia is adopted, however, remains to be explored by those organizations that envision a prosperous future for their organizations by reflecting on the past. The academic research community is called to assist in this process, of investigating the notion further from a managerial perspective. Nostalgia may be used as a positive organizational emotion that can set the tone for employee engagement and wellbeing at work, through the psychosocietal comforting dynamics it holds. Besides, as previously discussed, there are clear linkages between sensual triggers as well as cognitive intricacies such as memory retrieval, with the emotional state of the individual. That is, certain external elements function as stimuli towards a nostalgic emotional experience. This in turn promotes certain affirmative effects, such as boosting the self-esteem of a person, his/her safety, inspiration, and the need to socialize and belong. Collectively, this fosters a positive organizational outcome, such as employee engagement and commitment. This sets the basis for future research on nostalgia as an organizational tool. That is, future empirical investigations can help in measuring the properties and dynamics associated with the emergence and development of nostalgia as an organizational tool, in fostering both visitors' and employees' overall experience.

APPENDICES

Image 1: Retro globes on display

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The Importance of the Tourism "Multiplier" and its Effect on Economic Development

Karagiannis Georgios, University of the Aegean: Department of Statistics and Actuarial - Financial Mathematics, Greece

Dimitrios Kovos, Mechanical Engineer Design and Drafting, Sheridan College, Brampton, Ontario, Canada.

Abstract

The present paper is an attempt to map the area of tourism, and outline the course and use of the "multiplier". Its purpose is to locate the multiplier's positive effects on both the national and the local level, and identify the interdisciplinary nature of the multiplier's applications. In areas where there is incoming tourism, people know that their income, which is affected by tourist consumption according to the multiplier theory, is re-invested in order to further improve the tourist product offered. The main source of this knowledge, which is set out in the present paper, is both the literature on this subject, but also the responsible views of experts in the economics of tourism. Therefore, the secondary sources of information as well as the responsible viewpoints validate the present paper so that we can prove that each euro invested by tourists results in greater profit for the local economy.

Keywords: tourism, multiplier, demand, economics

1. Introduction

At a time when many of the country's economic indicators have significantly decreased due to a general financial crisis and the lack of a meaningful supportive economic policy, we decided to work on the subject of the multiplier, particularly the tourism multiplier. First, we shall present the form of the multiplier (Prof. Erwin Dichtl Otmar Issing 2004), which is the ratio of the change in income (increase) to the change in investment (increase) which causes the change in income (increase).

Therefore, if we express the multiplier as Π, the change in income as ΔY, and the change in investment as ΔI, then we get:

$\Pi = \Delta Y / \Delta I$ and $\Delta Y = \Pi . \Delta I$

Assuming that the change in income (increase) is 100.000 euros, and the change in investment is 20.000 euros, the result is:

$\Pi = \Delta Y/\Delta I = 100/20 = 5$

Ultimately, we will have a multiplying process where an initial increase of 20.000 euros (for example) in an investment in public works will lead to an increase of about 100.000 euros in total income. (Samartzis, G. 1992).

While the comparative-statistical analysis of the investment multiplier and the consumption multiplier are represented solely by the sum of the changes in the national income, there are many who present the progress of the national income as gradual, via the change of an independent variable with the help of a time lag. Here, as an example once again, we shall use the net investment as the independent variable, and the result shall be used to present an additional multiplier, the “consumption multiplier”. This multiplier emerges when the equation for the market balance of goods is set with regard to autonomous consumption**: dY/dC=1/1-c,** and the consumption multiplier correlates to the amount of the investment multiplier. For instance, an autonomous change in consumption may occur when the future expectations of economic units are positive, resulting in an increase in consumption despite the income remaining fixed. (Sakka, Andriana 2012).

Since the majority of multipliers created (expenditures, transactions, investments, etc.) are used in the process of their calculation, we can observe that the said process is almost the same for everyone, so we will delve into the case of the tourism multiplier. (Lamprinidis, M. 1996). It should be noted that the advocates for tourism often refer to its benefits, stating that the positive effects of the tourism multiplier on the national economy are clearly evident. Essentially, it concerns the effects of tourist expenditure within a year with doubled economic effects.

2. The Invention of the Tourism Multiplier

The tourism multiplier was invented many years ago, and it was mostly based on the Keynesian Keynes, (John Maynard 1982) & (Kromphardt, Clever, Clippert 1980) principles of recirculation of part of the income by its recipients in the form of consumption expenditure which then creates more income and activity. The basis for calculating a simple multiplier is the direct cash influx in an economy, e.g. via tourist expenditure, which naturally implies higher income for the providers of tourist services; eventually, this will be distributed in the form of wages, salaries, rents, interests, profits, and a percentage of it even as indirect income to the providers of goods and services, who contribute to the organization and operation of tourist businesses. (Laloumis D., Roupas, B. 1998).

It should be noted that the indirect income, which is distributed to providers of food and drinks, public interest services (electricity and phone services), fuel stations, printers, etc., is identified in the form of payments to providers. Eventually, any entrepreneur in the aforementioned fields with increased income can spend or save these increases. If he chooses to spend them on the production of goods and services, then the trade cycle creates increased *income* for the providers of a secondary activity, who in turn have more money available to spend. The original function of the multiplier in practice is outlined in the figure below.

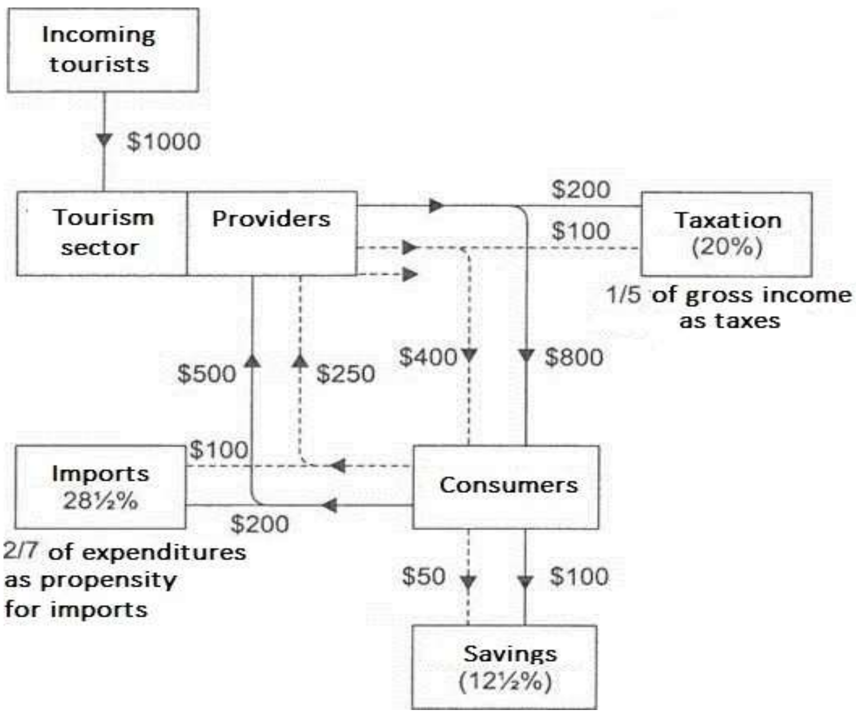

Figure 1. The original function of the multiplier

Therefore, the value of the multiplier demonstrates the total sum of the income or the amount of any variable calculated in relation to the initial influx or tourist expenditure. In the example presented in the following Picture, the initial expenditure is 1.000 euros, 500 of which are re-spent in the economy; an amount of 250 euros of this sum enters into circulation again, and so on. Thus, the total value of income created within a specific time period is the sum of the following geometric progression: 1.000 euros + 500 euros + 250 euros + 125 euros = 2.000 euros. Since the total value of the income of 2.000 euros is double than the initial expenditure of 1.000 euros, then the value of the multiplier in this specific case equals 2. The value of 2 is directly associated with the recipients' income habit of re-spending the specific sum. Therefore, in each round, they re-spend half of the additional income, which is defined as *marginal propensity to consume*. (Bull, Adrian 2002).

3. Working Hypothesis

In order to determine the multiplier, we simply need to report that the amount of 1.000 € in tourist expenditure affects the economy as an income of 2.000 €, (e.g.) in a community of incoming tourism, in which tourist expenditure is calculated in a time frame of one year. (Exarchos, G. 2008). It is evident that tourist production and tourist consumption generate a series of direct effects, at both an immediate and a later stage. The immediate effects correspond to the distribution of the added value. As regards the consumption of goods and services, it creates a new final demand, which generates new added value, and new intermediate consumption. The income growth rate is called “income multiplier”. (Erbes, R. 1975).

From the aforementioned facts, we can conclude that the resulting added value constitutes an early indicator of the contribution of the tourism sector to the national income of a country. (Varvaresos, Stelios 2000).

4. A Practical Example

The advocates of tourism often point to the beneficial effects that a multiplier has on the national economy which is the effect of tourist expenditure within a year, and where said *effect* is “spent”, considering that its level cannot be calculated (Mueller, Heinz 1978) although we do know that the economy is impacted in each cycle of tourist expenditure, with the positive effects being doubled. Below we present a table examining the tourism multiplier. (Karagiannis, S., Exarchos, G. 2015).

Tourism Multiplier

*Working hypothesis of a **“Tourist Expenditure”** of 1.000 euros*	
1.000,00	---------------
500,00	$(1/2)$ x 1.000
250,00	$(1/2)^2$ x 1.000
125,00	$(1/2)^3$ x 1.000
62,50	$(1/2)^4$ x 1.000
31,25	$(1/2)^5$ x 1.000
15,63	$(1/2)^6$ x 1.000
7,81	$(1/2)^7$ x 1.000
The 1.000 € had an effect of 2.000 € on the economy.	

The tourism multiplier shows how the initial 1.000 € of tourist expenditure spent within a year in a community of incoming tourism becomes an income of 2.000 €. The multiplier formula is:

$$\Pi = \frac{1}{1-\frac{1}{2}} \times 1.000 = \frac{1/1}{1/2} \times 1.000 = \frac{1}{1} \cdot \frac{2}{1} \times 1.000 = 2 \times 1.000 = 2.000$$

The *multiplier theory* was propounded – as early as 1939 – by the renowned American professor and Nobel Prize winning economist Paul A. Samuelson, and operates in relation to tourism based on the following formula:

$$\Pi = \frac{1}{1-\frac{\Delta C}{\Delta Y}}$$

In which: ΔC □ change in the level of consumption

ΔY □ change in the level of income

$\frac{\Delta C}{\Delta Y}$□ MPC: Marginal Propensity to Consume

Tourist expenditure in a country depends on the tourists' change in income and their consumer behavior. This percentage, known as the MPC, reflects the potential for consumption of an economy, neither the desire or need to consume.

Example: If ΔY: 3.272 € and ΔC: 2.272 €

then the *multiplier*: $\Pi = \frac{1}{1-\frac{2.272}{3.272}} = 3{,}267$

and MPC $= \frac{\Delta C}{\Delta Y} = \frac{2.272}{3.272} = 69,4$

Based on the data in our *example*, when the total tourist expenditure is multiplied by 3,267, it results in a minimum level of activity as an effect of tourist expenditure within a year. This means that this multiplication (*Tourist Expenditure* x *Multiplier*) gives us the amount of income generated by tourism.

If we wish to evaluate the aforementioned case in further detail, by examining every tourist expenditure in every hospitality business, it appears that every 1 € spent/consumed by a tourist during his stay results in a consumption of at least 2 € in that particular economy. This demonstrates that countries with incoming tourism should carry out vigorous marketing – management strategies (Karagianni, St. Maria 2017). and make efforts to promote the tourist product that yields positive results. Thus, such efforts ought to be organized and planned so that they have the support of the local community and lead to the advancement of the overall growth of tourism. Finally, it should also be pointed out that the contribution of *tourist expenditure* to the *tax revenue of the country of destination*, can be calculated based on the following formula – if, for instance, the income tax is 10%:

$$\text{Total Annual Expenditure} \times 3{,}267 \times \frac{10}{100}$$

Therefore, tourist expenditure contributes to the development of a positive economic correlation between cost and profit, meaning that the correlation is positive when for every euro invested in tourism growth the result is a profit of at least five euros.

Conclusion

In conclusion, we can assert that the *tourism multiplier* shows that an initial sum of 1.000 € of tourist expenditure turns into an income of 2.000 € in the community in which they are spent within a year. Therefore, tourist expenditure contributes to a *positive cost-profit economic correlation*, meaning that for every euro invested in tourism growth, the result is a profit of at least five euros. *When it comes to countries which are relatively developed and have successful tourist programs in place, this correlation may be* 1 € to 30 € and up to 1 € to 50 €, while for industrialized countries which are less economically dependent on tourism, the correlation may start at the level of 1 € to 50 € and surpass 1 € to 100 €. Thus, from the moment a tourist pays the hotelier, the restaurateur, the travel agent, etc., this money is added to the income of business people involved, and then to the national income of the country or the place of the incoming tourism. Finally, it should be noted that the economy does not immediately consume or react to this money flowing in.

In view of the above, the contribution of tourism to the economic development of any country should be stressed, and efforts should always be exercised for its advancement. Tourism is an element of success in any society, and people should realize its importance. A proper tourism policy which offers a correct tourist product will attract visitors from all over the world, and will generate income for the current generation and the generations to come.

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Acceptance Of Mobile Payment Technologies By The Travelers Visiting North Cyprus

Ali Öztüren, Faculty of Tourism, Eastern Mediterranean University, Famagusta, North Cyprus

ABSTRACT

The mobile payment (m-payment) is one of the new means towards a cashless payment alternative. Moreover, Near Field Communication (NFC) technology is considered as the payment solution of the future. In this context, the smartphone has been perceived as one of the most suitable carriers of the m-payment and the NFC technology due to its high use by consumers and the important role it has taken in their daily activities. This study focuses on determining the effective factors for accepting mobile payment technologies by the travelers visiting North Cyprus.

This study on mobile payment technology was based on the Technology Acceptance Model (TAM) with the core set of elements perceived usefulness (PU), perceived ease of use (PEOU), and behavioral intentions (BI). The element of Actual System Use (ASU) was not being researched in this study. The sample of the 226 respondents was contacted with the convenience sampling method.

Results on the hypotheses of the TAM model deliver strong and significant values for the effects of PEOU on PU and PU on BI. On the other hand, PEOU does not play a statistically significant role in the respondents' acceptance of mobile payment technology. In order to increase the perceived usefulness of the mobile payment, providers need to concentrate on strengthening positive trust perceptions of consumers. The perceived trust will facilitate their customers' acceptance of the contactless m-payment technology. The satisfactory level of information should be provided on the security features of the payment device. The security precautions have to be discussed on various channels to enrich the element of trust and gain wider acceptance. One of the primary efforts can be building awareness about the mobile payment technology. There is a high influence of the awareness of consumers to their acceptance of mobile payment technology. Their awareness will bring the understanding of usefulness. The increasing speed and resulting convenience for the customer can be communicated in the awareness efforts.

Key Words: Mobile payment, Technology acceptance model (TAM), E-tourism, Trust

INTRODUCTION

The most important advantage of shopping with credit cards is the ability to make payments faster and more practically (Smartcard Alliance, 2016). The mobile payment system is also increasing its popularity among cashless payment methods. The smartphones that consumers carry them everywhere are creating opportunities for the extensive use of the mobile payment method.

The researches about expectations, perceptions, attitudes, and applications about mobile payment method is increasing day by day (Liébana-Cabanillas, Muñoz-Leiva, & Sánchez-Fernández, 2018; Ozturk, Bilgihan, Salehi-Esfahani, 2017; Wu, Liu, & Huang, L. 2017). The trendy key terms that were mentioned in these studies are mobile wallets, biometric payments, SMS payments, QR codes, mobile banking, and Near Field Communication (NFC). Among these, Near Field Communication technology seems to be taking place among the basic technologies of the present and future.

In a recent study, it is predicted that the 53% of worldwide Point of Sale purchases will be contactless until 2022 (Juniper Research, 2017). By 2020, 23 billion transport and event tickets will be bought with mobile devices (Juniper Research, 2016). In Europe, various examples of mobile payments technologies are existing in the market. Since 2014, Vodafone's SmartPass mobile payment technology, which is their introduction to mWallet, is very popular in Spain, Germany, UK, and Netherlands. Orange Money and Visa have made mobile contactless payment technology available in France. Telecom Italia will prompt propel of innovative mobile payment solutions crosswise over the Italy (European Payments Council, 2014).

According to the results of a research, mobile transactions in European destinations will be tripled until 2021 (Forrester Research, 2017). The aggregate number of check exchanges as an payment technique confronted a decay in the years of 2010 and 2015 in Europe. The mobile payment applications are recommended by European banks (Statista, 2018). According to the results of a research (ING, 2015), consumers prefer mobile payment technology because of its speed, easy usage, extensive access from different locations. On the other hand, the most important reasons that stop consumers to use the technology is lack of trust and experience (ING, 2015).

The aim of this study is to examine influencing factors for the acceptance of mobile payment technologies by the Turkish Cypriot travelers in their holidays.

LITERATURE REVIEW

The Technology Acceptance Model (TAM) enables researchers to make statements about possible acceptance or rejection of a new technology (Venkatesh and Davis, 1996; Venkatesh and Davis, 2000).

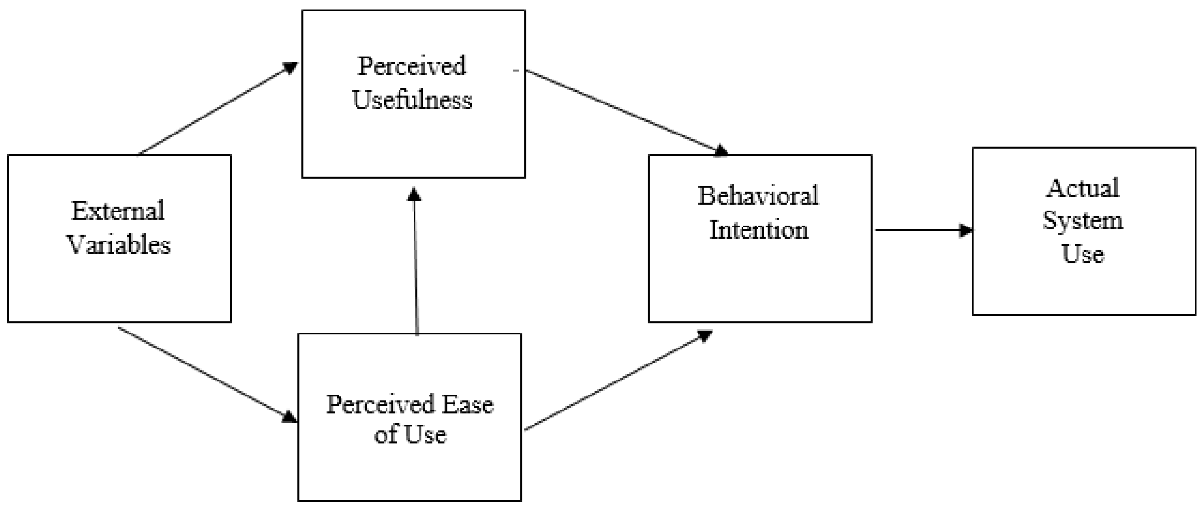

Figure 1: Technology Acceptance Model (TAM)

Source: Venkatesh and Davis, 1996, p. 453

Perceived Usefulness (PU) is defined as "the degree to which a person believes that using a particular system would enhance his or her performance" (Davis, 1989, p. 320). Perceived usefulness describes consumers' expectations that using m-payment will enhance the payment process. Perceived Ease of Use (PEOU) is defined as "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989, p. 320). The 'Perceived Usefulness' (PU) and the 'Perceived Ease of Use' (PEOU) lead to the 'Behavioral Intention to Use' (BI) and then the Actual Use of the Technology.

Research Hypotheses

By considering the constructs within the Technology Acceptance Model, the following research hypotheses have been developed. Accepting mobile payment technology on behalf of the PU is related to a positive ratio of individual benefit and participation. Acceptance on behalf of the PEOU is related to a simple process with low subjective involvement that results in a favourable benefit-participation ratio.

The consideration to choose a mobile payment instrument is expected to be influenced by both elements, PEOU and PU. It is anticipated that the ease of handling also influences the usefulness of mobile payment technology. Customers might enhance the usefulness of the technology, once the simplicity in its handling becomes the dominant factor.

The level of usefulness is an important factor for considerations of a customer whether to use or refuse a technology. The higher the level of perceived usefulness, the higher might be the intention to utilize a technology.

Furthermore, in case of a payment instrument, the technology has to be simple and quick in the handling process, to get a user to accept the technology. The easier a technology is to be handled, the more likely will users accept it. An interesting factor is the importance of the relation between the PU and BI in contrast to the importance of PEOU on BI.

H1: PEOU positively affects the PU.

H2: PU positively affects the BI.

H3: PEOU positively affects the BI.

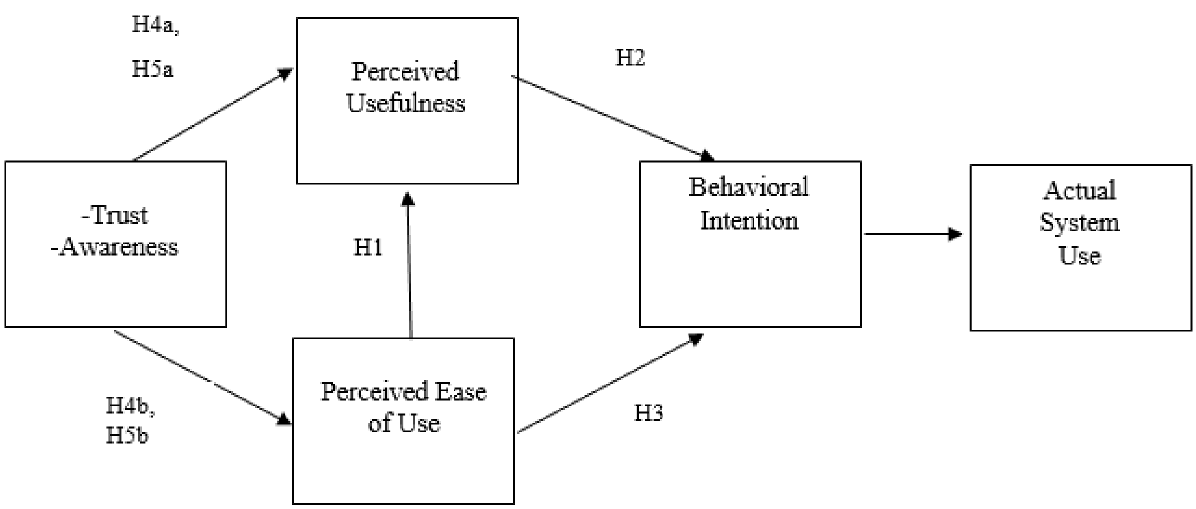

Figure 2: The Research Model and Hypotheses

Perceived Trust towards mobile payment technologies and awareness about mobile payment technologies have been selected as "external variables" affecting the perceived usefulness and perceived ease of use.

Trust in general is a significant antecedent of participation in commerce. Trust correlates significantly with the perceived usefulness (Aghdaie, Fathi, and Piraman, 2011). According to the above mentioned factors in the market researched (for example ING, 2015), trust has been perceived as one of the most important variable influencing perceived usefulness and ease of use of the technology. In the light of these perceptions, the following hypotheses have been constructed.

H4a: The perceived trust towards m-payment technology positively affects the perceived usefulness of the technology.

H4b: The perceived trust towards m-payment technology positively affects the perceived ease of use of the technology.

The awareness about the technology influences the acceptance of the technology in general (Lee, 2009). A consumer, who has already gathered information on a mobile payment, by either possessing a mobile payment-enabled smartphone or reading about it, might have a different PU/PEOU than a customer without awareness.

H5a: Awareness about m-payment technology positively affects the perceived usefulness of the technology.

H5b: Awareness about m-payment technology positively affects the perceived ease of use of the technology.

RESEARCH METHODOLOGY

This study on mobile payment technology is based on Venkatesh & Davis's (1996) core set with the elements of PU, PEOU, and BI. The element of Actual System Use (ASU) is not being researched in this study. ASU cannot be measured in the context of mobile payment technology by now, as the technology is currently only available to a few customers; furthermore, there are no/limited numbers of card terminals at retailers.

Research Instrument

Items of the constructs were adapted from previously validated instruments (Davis, 1989; Nambisan et al., 1999; Vankatesh, 2000; Luarn and Lin, 2005; Parasuraman et al.; 2005; Shin, 2009) in the context of the technology acceptance model.

Table 1 Constructs and Items of the Research Instrument

Constructs of the Model	Items
Perceived Usefulness (PU)	Using mobile payment technology will be very useful to my life in my holiday. Using mobile payment technology will helpful to improve my performance in my holiday. Using mobile payment technology will helpful to enhance effectiveness of my life in my holiday. Using mobile payment technology in my holiday will provide very useful service to me.
Perceived Ease of Use (PEOU)	I find mobile payment technology clear and understandable. I find it easy to get mobile payment technology to do what I want them to do. I find mobile payment technology do not require a lot of mental effort. I find mobile payment technology easy to use.
Behavioral Intentions (BI)	I intend to transact with mobile payment technology in my holiday. I intend to use mobile payment technology as much as possible in my holiday. I recommend others to use mobile payment technology in their holidays.
Perceived Trust	The risk of an unauthorized third party overseeing the mobile payment process is low. The risk of abuse of usage information (e.g., names of business partners, payment amount) is low when using mobile payment technology. The risk of abuse of billing information (e.g., credit card number, bank account data) is low when using mobile payment technology. I would trust mobile payment technology in conducting my payment transactions.
Awareness about the Technology	I am aware of the functions and capabilities of mobile payment technologies.

The 226 respondents were contacted with the convenience sampling method. The face-to-face survey took place at the Ercan Airport, North Cyprus.

FINDINGS AND DISCUSSION

Table 2 Demographic Profile of the Respondents

Measure	Frequency	Percentage
Age (years)		
18–27	23	10.2
28–37	72	31.9
38–47	46	20.4
48–57	44	19.5
58–67	28	12.4
Higher than 67	11	4.9
Missing	2	0.9
Gender		
Male	137	60.6
Female	89	39.4
Education		
Primary	18	8.0
Secondary	104	46.0
Bachelor	81	35.8
Master	19	8.4
PhD	4	1.8

Internal Consistency

In order to examine the internal consistency of each set of indicators, Cronbach's Alphas were calculated for PU, PEOU, BI, Perceived Trust, and Awareness about the technology (Cronbach, 1951). All five constructs exceeded the critical level for acceptance of .70 (Nunnally, 1978; Nunnally & Bernstein, 1994; Cohen, Cohen, West, & Aiken, 2003; Hair et al., 2006).

Table 3 Cronbach's Alpha Results for the Constructs

Constructs	**Alpha**
Perceived Usefulness (PU)	0.78
Perceived Ease of Use (PEOU)	0.83
Behavioral Intentions (BI)	0.71
Perceived Trust (Trust)	0.87
Awareness about the Technology (Awareness)	0.74

Hypothesis H1 was confirmed by the survey; PEOU strongly influences PU positively ($\beta = 0.62$, $p<0.01$). The communication of advantages addressing the simplicity of the new technology is of high importance for an increasing PU of customers.

Hypothesis H2 has been confirmed by the survey results. A high regression weight ($\beta = 0.74$, $p<0.01$) in the model indicates that the usefulness is of major importance to customers' behaviours. Therefore, a communication of the individual benefits of the technology is essential to address customers and increase the numbers of consumers for accepting the technology. The element of usefulness should furthermore be addressed by enriching the experience with extra benefits and incentives, such as the additional checkout line, self-service desks or other personal benefits offered to m-payers. Customers need to understand their advantages of utilizing the new technology. In simple words, "no customer will use mobile payment technology if she/he cannot see a personal benefit from this technology."

The regression weight (.161) for the hypothesis is positive, but not statistically significant ($p = .272$) in the model. The effect of perceived trust on the perceived usefulness of m-payment has been found as significant ($\beta = 0.63$, $p<0.01$). On the other hand, according to the results of the regression analysis perceived trust does not affect the respondents' perceived ease of use of the m-payment technology. In the light of these results, H4a has been accepted, but H4b has been rejected.

According to the results of the study, awareness about mobile payment technology is a significant determinant for both PU ($\beta = 0.64$, $p<0.01$) and PEOU ($\beta = 0.44$, $p<0.05$). M-payment was perceived as useful and easy to use for the consumers who are aware of the technology. Therefore, companies need to recognize implications of distributing relevant information on the technology; first, they need to orient their marketing efforts on informing the consumers about the technology.

Conclusion

The results of the hypotheses of the TAM model deliver strong and significant values for the influence of PEOU on PU and PU on BI. On the other hand, PEOU does not play a statistically significant role in the respondents' acceptance of mobile payment technology.

In order to increase the perceived usefulness of the m-payment, providers need to focus on strengthening positive trust perceptions of consumers. The perceived trust will facilitate their customers' acceptance of the contactless m-payment technology. More detailed information should be provided on the security features of the payment device. Security precautions have to be discussed on various channels to enrich the element of trust and gain wider acceptance.

One of the primary efforts can be building awareness about mobile payment technology. There is a high influence of the awareness of consumers to their acceptance of mobile payment technology. The awareness will bring the understanding of usefulness. The increasing speed and resulting convenience for the customer can be communicated to the awareness efforts.

The generalization of the study findings is limited due to the use of convenience sampling. Future studies, which target probability-sampling method based samples in Cyprus and in other destinations, may provide further insights on the subject. The existing research model should also be extended by the addition of other variables and integration with other constructs. Despite these limitations, the present empirical study can be helpful for academics, industrial applications, and instructors in the area of mobile payment technologies and for the tourism and hospitality management education programs.

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The Internet as Place Branding strategy in tourist destinations management: a proposal for practical application

Raimia Lima, Master Student, Polytechnic Institute of Tomar, Portugal

Oliva Martins, Business Sciences Department, Polytechnic Institute of Tomar, Portugal

Célio Gonçalo Marques, Techn&Art-IPT|Information and Communication Technologies Department, Polytechnic Institute of Tomar, Portugal

Eunice Ramos Lopes, Techn&Art-IPT|Social Sciences Department, Polytechnic Institute of Tomar, Portugal

1 ABSTRACT

The Place Branding emerged from the need to differentiate cities by the tourist as a unique destination and brings together a series of strategies aimed at attracting visitors and investors, generating a positive movement in the local economy mainly to residents. With the changes in tourist behavior in the 21st century, tourism marketing strategies are undergoing adaptations. In the current scenario, the Internet acts as the main intermediary between the tourist and the destination, which today has the possibility of planning the entire trip, being a fundamental step in the tourist decision-making process. This paper developed a proposal of digital marketing tools for cities as a Place Branding Strategy. It is suggested that the destination could use the digital marketing as a branding strategy to promote the unique destination. The digital marketing tools can integrate all the marketing communication process around the world.

Keywords: Place Branding Strategy, Digital Marketing Tools; Tourism.

2 INTRODUCTION

According to Buhalis in 2000, *"A tourist destination can be considered as a combination of products, goods and services, and experiences provided by the place"* (Manobanda, G. P., 2017).

Following the changes in tourist behavior in the 21st century, Tourism Marketing strategies have also been adapted. Before, there was talk of aspects such as product, price and place in Tourism Marketing strategy, currently, are added new important aspects as experience and emotion.

The concept of Tourism only as a way of seeing monuments was left behind, which leaves the iconic landscapes of a place in the background, putting in the foreground intangible aspects like the culture of the place and the integration with the local population (Simón Rúa, 2017). Gracia (2015) mentioned that the postmodern tourist wants to speak, feel, touch and refers social networks as useful tools in this new process of transmitting values and making the tourist participate in the experience.

Due to the need to differentiate destinations from competition, the literature cites the extension of Marketing to the management of territories, cities and countries, not having an exclusive focus on business strategies as usually. In this context, there are terms such as City Marketing and Place Branding, which we will comment on later.

Branding, according to Kotler (2005), is the concept that relates a set of activities designed to give products and services the power of a brand, adding value and differentiation to competitors.

Petrea, Petrea, Olau and Filimon (2013) cited Gotham said in 2007 that Branding strategies should define a city's local attractions, differentiate it from competitors in the minds of visitors, and create a promise that fits the destination experience for the visitors.

With the advancement of the Internet, there has been a revolution in the way that people make their travel decisions. Thus, the Internet has an important role in the context of tourist destinations. Manobanda (2017) mentioned that according to the *Nova Scotian Tourism Agency* in 2013, should be taken into account that *"the fast evolution of digital communications and marketing platforms only increases our need to be agile and flexible in all aspects of commercialization and delivery to tourism experience."*

In this context, the objective of this paper was to study the concepts and trends related to tourist destinations as a brand and, from that, to propose digital tools for the Place Branding Strategy.

3 THEORETICAL FRAMEWORK

Prilenska (2012) mentioned Lorentzen who in 2009 approached that the city and its experiences become object of consumption, being able to have a mark and to be shared, like any other product.

Ashworth and Voogd (2000) have described the concept of place marketing as *"specific planning actions designed to improve the relative market position of cities with regard to particular activities"*. Pereira (2013) cited Ashworth and Kavaratzis, in 2010, identified the following trends related to this concept: Branding of Nations, Branding of Tourist Destinations, Cultural Branding and Integrated Place Branding.

Although cities are not products, Prilenska (2012) cited Chatterton and Hollands, in 2002, and Karavatzis and Ashworth, in 2004, that argued the Place Branding has an important role in the context of "competition" between them.

However, the Place Branding Strategy can not be summarized simply by creating a brand, logo and slogan for the destination. It is a process that aims to develop a broader and longer-term strategy.

This strategy can be the basis for the development of the city's economy, attracting more tourists, investors and residents, and also generating a positive impact for current residents to identify with their city, for a more complete and effective strategy (Kavaratzis, 2014; Martins, Costa and Silva, 2013).

A good example is the city of Hamburg, Germany. According to Kausch (2017), in 2004 the city left behind the traditional Marketing of tourist destinations to invest in a strategy of City Branding, transforming the city into a brand.

This happened after observing that the city was communicated through several channels and, as this process was done from time to time and a little at a time, often even passed on messages that did not communicate with each other, which left the image Hamburg's rather vague.

In return for the brand work carried out, since 2005 there has been a more than 100% increase in the number of overnight guests, growth rates have been above average, besides registering the presence of corporations such as *Google, Facebook, Dropbox* and *Siemens Renewable Energies,* and growth in the numbers of new residents.

Neves in 2007 was cited by Sousa (2014), pointed to the Internet as being the tool that most influences consumer decision-making. In this context, also the *European Travel Commission* (2013) stated that "*The internet has revolutionized the way consumers make their travel decisions."* And the *World Tourism Organization* (2003) discussed the importance of the Internet in the context of tourist destinations, taking into account that with the help of this tool, tourists can have a wide range of information about the place during their decision-making process, even before they go to the place.

Therefore, the Internet has been taking the place of intermediary, which was occupied by travel agencies. This is explained by the fact that the Internet provides tourists with the possibility of finding out and buying products or services without the help of companies specialized in this activity, according Buhalis and Law, in 2008, cited by Manobanda (2017).

Castro (2015) in a study about the usefulness of the Internet (Digital Marketing) in the promotion of the destination Porto (Portugal), concluded that SEO techniques (directly related to organic research), paid search and advertising were the most relevant in Digital Marketing.

The author also concluded that the most relevant preferential means for the strategy of the city of Porto (Portugal) in terms of display advertising (paid) were the websites related to tourism, from online booking pages for hotels and flights to pages of social networks about tourism and the official site visitportugal.com, being the sites visitporto.travel (city) and portal visitportandnorth.travel (region) essential in the strategy of the city.

The importance of using social networks to work the experience of tourists in the destination, cause *“real stories are highly influential"*, was mentioned by the author. He also talk about customization, saying that the tourist wants to design their experience to their measure, being important the tourist portals provide an intuitive and easy site, where they can quickly find what fits best with their profile or interest, adding complementary tools such as newsletter and blog to boost the information space, creating a relationship that inspires to visit the destination.

Yejas (2016) in his study designed Digital Marketing Strategies aimed at promoting the city brand, which he divided and ranked in: 1. Digital Marketing Strategies; 2. Creation and use of Digital Applications; 3. Inventory of Contents.

Among the Digital Marketing Strategies the author cited are: 1. The construction of digital identity; 2. Work on the *"ley de enfoque"*, arguing that one of the most powerful principles of marketing is putting a word in the minds of customers; 3. Positioning in the search engines, being easily found by the target audience, be it by Inbound marketing strategies, which involves SEO, Content Marketing and Social Networks, or by strategies of Outbound Marketing, which are strategies paid for a return on conversion that includes tools like Google Adwords and Ads on Facebook, Twitter or Youtube.

Content Marketing, a concept mentioned by the author above, refers to any way of marketing that involves creating and sharing content to attract and win the target audience of the brand. The content can be delivered in the form of text, news, video, photo, e-books or guides, through platforms that can be social networks, landing page, blog or email marketing, for example. The main purpose of this type of Marketing is to create a relationship with the target.

4 PROPOSAL: DIGITAL MARKETING TOOLS FOR THE PLACE BRANDING STRATEGY

Digital Marketing planning begins with an analysis of the internal and external environment of the brand, followed by the definition of the target audience and communication objectives. Next, the message and digital identity of the brand is created, that is, how it will communicate on all platforms. Once this is done, a plan of action is constructed, including the channels that will be used, what will be done, who will be responsible, the budget and the date when it will be done. In addition, the indicators that will be used to measure the results are defined.

After all the planned actions are carried out, the results are analyzed based on the indicators established in the plan, as we have shown in the Figure 1.

Figure 1: Structure of a Digital Marketing plan

Source: Authors

In this context, the main contribution of this proposal is to present some of the Digital Marketing tools that can be used in the action plan to develop a branding of cities, after the creation of a Digital Marketing plan with a defined message as well as identity. We split the tools into: Inbound Marketing Tools (Figure 2) and Outbound Marketing Tools (Figure 3).

Figure 2: Inbound Marketing tools framework used in a Digital Marketing action plan

Source: Authors

Figure 3: Outbound Marketing tools framework used in a Digital Marketing action plan

Source: Authors

Among the strategies of Inbound Marketing, we mention the presence of a website of the brand city, with functional and intuitive design, which communicates to tourists, residents and investors. Added to this, a sub-page only directed to tourists, being this the first step to attract them to the differentiated experience that they will have in the city. We also quote SEO strategies, aiming a relevant positioning in search engines.

Still about this part, we suggest sharing e-books with personalized content, requesting the email to upload the file and can later receive more information about the city through programmed emails by the automated tool of Email Marketing. Added to this, a blog with frequently updated content and newsletter to keep a relationship and make the city brand remembered by people who have interest in the city.

The presence of a redirection from the website for all other platforms in which the brand is present is important. As a reference, we mention the site of Peru country brand[36].

Regarding social network management, it is important to be present in as many networks as possible (*e.g* Facebook, Instagram, Twitter, Youtube and social networks about tourism), generating relevant content that is in accordance with the message defined in the planning, creating a relationship with the stakeholders of the city.

Another tool we mentioned in the Inbound Marketing strategy is storytelling, namely what we call a *manifesto*, used successfully by major brands of products as Coca-Cola and Nike, and can also be directed to the context of place branding, since it is a video immersive, with direct interactions in which the camera seems to be "the eyes of the beholder", working first the experience of the place and in the background the monuments. Reference is made to a video also made by Peru brand[37].

With regard to strategies of Outbound Marketing we cite the paid strategies like Google Adwords and Ads in Facebook, Instagram, Twitter and Youtube, that aim a greater reach of people. It is noteworthy that these strategies involve a thorough audience segmentation work, important in achieving satisfactory results.

5 CONCLUSIONS

At the end of this study, we conclude that the brand of a city, as well as the brand of a product, follows the idea that the one that will be chosen by the customer is the one that is considered relevant, that is, that people have in mind positively. Therefore, it is necessary that the construction of a brand around the city be made through well-planned and integrated strategies that communicate with each other. This is the work of place branding, and not just the isolated actions of propaganda. A successful brand can turn a city into a place where people want to live, would like to work or pretend to visit, generating a positive movement in the economy.

[36] www.peru.info/es-pe/marca- peru
[37] www.facebook.com/524042817717056/videos/1626763780778282/

Another relevant aspect of the study revolves around the change of tourist behavior in recent times, which has sought out more than just monuments: the tourist seeks to get experiences and emotions.

This new tourist wants to see, feel, touch, value the local culture and interact with the local community. Along with this new era also came the advancement of the Internet, making travelers who once used only travel agencies as intermediaries, now can plan to travel alone and according to their personal needs. Therefore, the Internet is a great opportunity to create relationships, attracting, enchanting and making the city brand interact with these people, before even visiting the destination, and can be a strong influencing element in the decision making process. positive results for the city.

According to the study, it was observed that there are cities that already work the brand strategically and are developing an integrated planning. However, it should be noted that there are few destinations that have underlined the importance of developing a branding strategy using the Internet as an opportunity and accessing all the tools available in this context.

Therefore, defining the appropriate tools for the development of a digital strategy for the city's brand is essential for the achievement of positive results.

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The Current Status of Congress Tourism in Athens: The Views of The Local Congress Industry

Papageorgiou Athina, University of West Attice, Athens, Greece
Sergopoulos Konstantinos, University of West Attice, Athens, Greece
Laloumis Dimitrios, University of West Attice, Athens, Greece
Lazoura Julia, University of West Attice, Athens, Greece

ABSTRACT

Athens is a historical city with an outstanding cultural heritage, excellent climate, natural beauty and good congress infrastructure: however it fails to attract major international congresses. We investigated the possible reasons for this, seeking answers from professional congress organizers, destination manager companies, conference centers, hotels with conference infrastructure and various professionals of the local congress industry, using a structured questionnaire.

The conference product of Athens appears to be quite satisfactory, as conference centers, hotels and PCOs were highly evaluated: responders however appear to be poorly satisfied by State support to conference tourism, while lack of long term strategic planning, common action of the public and the private sector and the absence of a Metropolitan conference center are recorded as the major inhibitors for the further development of the conference tourism in Athens. From this study it is apparent that the main actions that should be taken by the state include the organized conference product promotion, strategic planning for further development of Athens as a major congress destination, the establishment of a national congress tourism bureau and the legislation of a framework for the collaboration between the state and the private sector.

Keywords: Athens, conference tourism, congress, convention, destination, management.

INTRODUCTION

Congress tourism represents an important alternative form of tourism for a destination as it prolongs tourism season and attracts delegates who spend more than the average tourist, while congress participants become great ambassadors of the destination and often return as visitors (Papageorgiou, 2017, WTTC, 2017).

The conference infrastructure of Athens and the well known attractions of the city helped it to become one of the 25 most significant destinations of the international conference market for 2017. Athens ranked in the 47th position in 2011-2012, when the consequences of the 2010 financial crisis emerged, recovering ever since and aiming to increase its share in the international conference market (ICCA 2013-2017).

AIM

The aim of the present study was to investigate the views of local enterprises that participate in the congress industry on

- The overall evaluation of the Athens conference product.
- The assessment of the reliability and capability of the various sectors of Athens' conference product (conference centers, hotels with congress facilities, audio-visual companies, PCOs, DMCs).
- The identification of the most important elements for Athens to become a major congress destination and the actions needed to be taken by the State
- The level of satisfaction of the congress businesses on the support given by the State and in particular by the ACVB

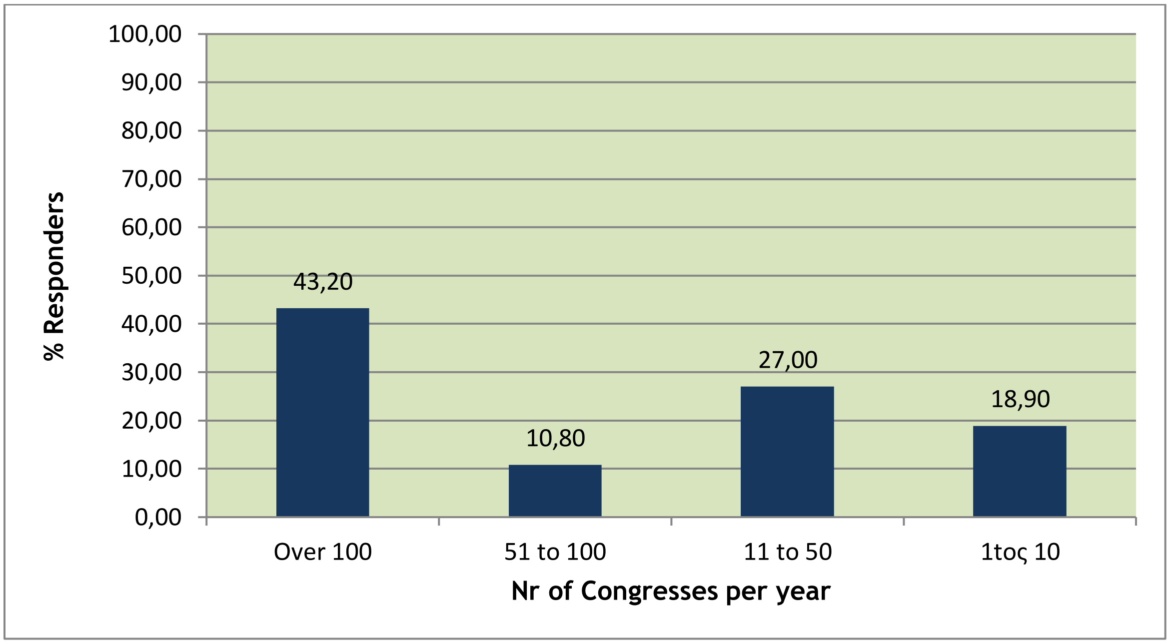
MATERIAL AND METHOD

To meet the aim of this study, representatives of professional congress organizers, destination manager companies, conference centers, hotels with conference infrastructure and various professionals of the field of congress organizing (merely audio visual companies, translators, public relation companies and catering companies), were asked to fill a well structured questionnaire.

Overall, 37 questionnaires were obtained: 15 PCOs (40.5%), 12 Hotels (32.5%), 4 Conference centers (10.8%), 4 “other professionals” (10.8%), 2 DMCs (5.4%). Results were analyzed using the SPSS package.

RESULTS

Most participants (43.2%) stated that they were involved in more than 100 congresses per year during the last 5 years (Table 1), meaning that their professional opinion is valid.



9. **Table 1**. Number of congresses per year for each responder

Responders were then asked to state their view on the importance of various factors affecting the congress delegates' decision to participate to a certain event in Athens. These answers state the importance of each factor and not the level at which each factor is developed. The results are shown in Table 2.

Factor	**1**	**2**	**3**	**4**	**5**
Access to Athens	2.7%	0%	2.7%	32.4%	62.2%
Congress infrastructure	2.7%	0%	2.7%	35.1%	59.5%
Athens Brand Name	0%	5.4%	21.6%	37.8%	35.1%
Sightseeing	2.7%	0%	29.7%	40.5%	27.0%
Amusement and Recreation	0%	2.7%	37.8%	46.0%	13.5%
Climate	2.7%	0%	27.0%	43.2%	27.0%
Social and Political Stability	2,7%	0%	18.8%	37.8%	48.6%
Cost of living	2.7%	0%	0%	45.9%	51.4%

Table 2. Factors affecting participation decision

1: Not important, 5: Extremely important

Responders were then asked to state their view on the most suitable congress size for Athens under its current infrastructure. Responders expressed the view that the most suitable size is between 500 and 1500 delegates, probably affected by their establishment's capacity. The results are shown in Table 3.

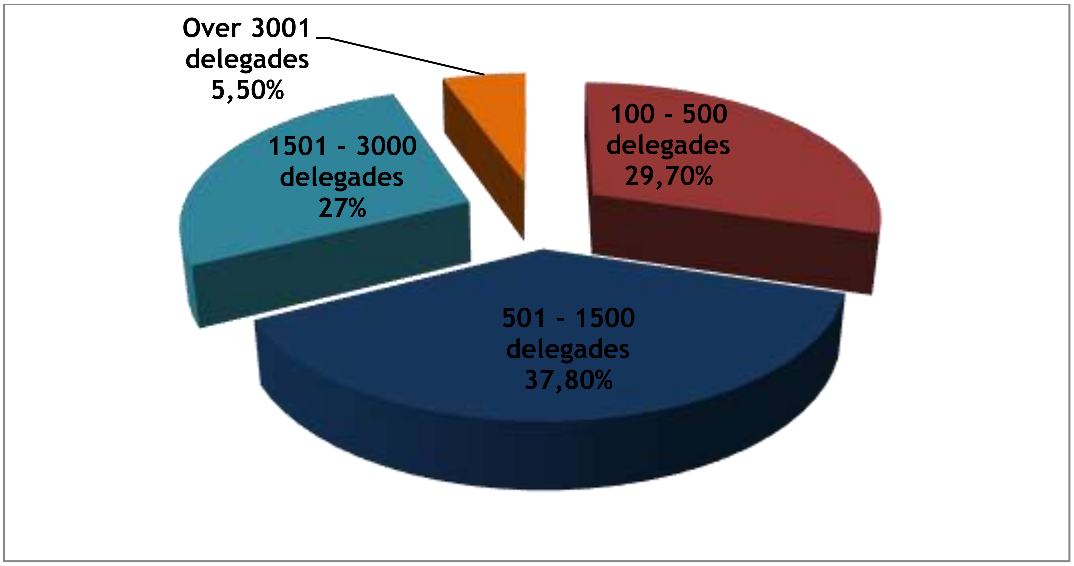


Table 3. Level of satisfaction from the State's support

The next question was on the level of satisfaction from the support that the state provides to the congress industry. None stated that he was extremely satisfied, while most were poorly satisfied (poor or fair, 86.4%). Results are shown in Table 4.

Factor	**1**	**2**	**3**	**4**	**5**
Level of satisfaction from the State's support	10.8%	40.5%	45.9%	2.7%	0%

Table 4. The responders view on the level of satisfaction from the State's support to the local congress industry

1: Not satisfactory, 5: Extremely satisfactory

The next question was on acts that need to be taken by the state for further support and development of congress tourism in Athens. Answers show exactly what needs to be done on the subject. Results are shown in Table 5.

Act	1	2	3	4	5
Long Term Strategic Plan	2.7%	0%	2.7%	32.4%	62.2%
State and Private sector collaboration	2.7%	0%	2.7%	35.1%	59.5%
Athens promotion	0%	5.4%	21.6%	37.8%	35.1%
Use of Archaeological sites	2.7%	0%	29.7%	40.5%	27%
National Congress Tourism Bureau	0%	2.7%	37.8%	46%	13.5%

Table 5. Acts need to be taken by the state.

1: Not Important, 5: Extremely important

Responders were then asked to state the importance of certain omissions that block further congress development in Athens. Results are shown in Table 6.

Omission	1	2	3	4	5
Metropolitan Congress Center	0%	5.4%	5.4%	32.4%	56.8%
Congress National Registry	2.7%	2.7%	8.1%	29.7%	56.8%
State Financial Support*	0%	8.1%	5.4%	16.2%	70.3%
Thematic Parks	0%	5.6%	35.1%	32.4%	27%
National Congress Tourism Bureau	2.6%	5.6%	16.2%	37.8%	37.8%

Table 6. Omissions in congress tourism development

1: Not important, 5: Extremely important. * See Discussion for details

The next question was on the Athens Congress and Visitors Bureau's activities. The importance of five parameters was investigated and the results are shown in Table 7. It is evident that the ACVB is not able to tackle an important crisis by itself and the need of a national congress tourism bureau is evident.

Parameter of ACVB Action	1	2	3	4	5
Information on Athens Congress Product	2.7%	0%	2.7%	32.4%	62.2%
Athens Congress Product Marketing	2.7%	0%	2.7%	35.1%	59.5%
Participation in Iinternational competitions	0%	5.4%	21.6%	37.8%	35.1%
Connecting Congress Organizers to local Authorities	2.7%	0%	29.7%	40.5%	27%
Co-financing Congresses with the Organizers	0%	2.7%	37.8%	46%	13.5%
ACVB actions during the onset of the crisis period (2010-12)	2.8%	5.6%	63.8%	22.2%	5.6%

Table 7. Importance of parameters of ACVB actions

1: Not important, 5: Extremely important

Table 8 shows the responders view on the influence of certain characteristics of the hotels with congress facilities of Athens on congress organizing in the city. The local congress industry seems to be quite satisfied by the operation and facilities provided by Athens hotels.

Athens Hotels influential Characteristics	1	2	3	4	5
Five star hotels with congress facilities	0%	5.6%	16.7%	66.7%	11%
Quality of service	0%	2.9%	13.9%	72.2%	11%
Trained Staff	0%	5.6%	36.1%	52.7%	5.6%
Technological facilities	0%	8.9%	33.3%	41.7%	16.7%
Cost (value for money)	2.8%	13.9%	27.8%	47.2%	8.3%
Auxiliary services	0%	11%	30.6%	55.6%	2.8%

Table 8. Hotel characteristics that influence congress organizing in Athens

1: Not influencing, 5: Extremely influencing

Next question was on the responders' evaluation on certain characteristics and facilities provided by Athens conference centers. It appears that, apart from their size, congress centers provide very good services. Results are shown in Table 9.

Athens Conference centers Characteristics and Facilities	**1**	**2**	**3**	**4**	**5**
Size variety and adjustment	2.7%	10.8%	40.6%	43.2%	2.7%
Quality of the premises	0%	10.8%	29.8%	48.6%	10.8%
Easy Access to the conference center	2.7%	8.1%	16.2%	59.5%	13.5%
Cost (value for money)	2.7%	5.4%	35.1%	51.4%	5.4%

Table 9. Evaluation of certain characteristics and facilities of conference centers

1: Bad, 5: Excellent

The application of high-tech solutions currently in use in congresses was then evaluated. Overall, the status is satisfactory. Results are shown in Table 10.

Technology solutions	**1**	**2**	**3**	**4**	**5**
Presentation tools	0%	2.7%	24.3%	51.4%	21.6%
Real-time online internet tools	0%	16.2%	27.1%	35.1%	21.6%
Recording tools	0%	10.8%	27.0%	43.2%	18.9%
Translation	0%	8.1%	18.9%	51.4%	21.6%
Interactive participation of audience	2.7%	10.8%	32.5%	37.8%	16.2%

Table 10. Technology solutions used in conferences

1: Bad, 5: Excellent

Responders were then asked to evaluate local PCOs in various aspects of their professional activities. Their answers reveal their satisfaction for the PCO's overall performance. Results are shown in Table 11.

PCO evaluation	**1**	**2**	**3**	**4**	**5**
Quality of service	2.7%	0%	21.6%	70.2%	5.5%
Experience and practice	0%	2.7%	29.7%	56.8%	10.8%
Flexibility and crisis management	2.7%	0%	27.0%	62.2%	8.1%
Commitment on congress tourism development	0%	13.5%	40.5%	40.5%	5.5%
Cost	2.7%	5.5%	37.8%	43.2%	10.8%

Table 11. Local PCO evaluation

1: Poor performance, 5: Excellent performance

The final, open question, was used to identify the responders' views on the most important disadvantage of Athens as a congress destination. Results are shown in Table 12.

		Frequency	**Percent**	**Valid Percent**
Valid	No metropolitan conference center	11	29,7	37,9
	No congress tourism development strategic plan - No state support	6	16,2	20,7
	Political instability	4	10,8	13,8
	Clean city	2	5,4	6,9
	High cost of air transportation	1	2,7	3,4
	Downgrading of the city center- insecurity and fear	1	2,7	3,4
	Strikes, protests, traffic jam	2	5,4	6,9
	Insufficient training of congress tourism staff	1	2,7	3,4

	Limited working hours of museums and archaeological sites	1	2,7	3,4
	Total	29	78,4	100,0
Missing	System	8	21,6	
Total		37	100,0	

Table 12. The most important disadvantage of Athens as a congress destination

DISCUSSION

At least half of responders think that Athens overall provides a very good congress product. The destination strength lies on the climate, sightseeing and entertainment, followed by access, the city brand name and congress tourism infrastructure. The cost of life is rather high, although the congress tourism value for money is good, while social and political stability and the downgrading of the city center (not being tourist and transportation friendly) are the main weaknesses of the destination.

Responders state that one of the main disadvantages of Athens is the lack of a major conference center, despite the fact that Athens hosts congresses with less than 500 participants in 75% of cases (ICCA, 2017) and the international trend is towards smaller congresses (ICCA, 2013). This means that, for the time being, better promotion and conjoint efforts should be taken, focusing on medium-size international congresses that will be the majority of cases in the years to come: moreover, this is the size that Athens congress facilities can efficiently serve.

Another major disadvantage seems to be the insufficient support that the state provides to the local congress tourism industry, both financial and functional-promotional. Free bus tickets, free entrance to archaeological sites and low rent on state buildings are considered the main forms of financial support, as well as the co-use of the official state stand in certain international exhibitions and also state warranty in certain cases of bidding.

Main actions that should be taken by the state include the organized promotion, strategic planning for further development of Athens as a major congress destination, the establishment of a national congress tourism bureau and the legislation of a framework for the collaboration between the state and private sector.

The Athens Congress and Visitors Bureau is the only public sector enterprise that supports congress tourism in the city and responders think that its overall function is very satisfactory. ACVB actions include (www.athensconventionbureau.gr):

- Participation to International Tourism Exhibitions, business-to-business events, road shows and fam trips,
- Participation to international award events, i.e. the European Best Destination Awards,
- Advertisement in the major congress tourism magazines and the media in general,
- social media use,
- participation to international associations of the congress industry, such as the ICCA and the ECM,
- running ambassador's programs,
- conducting research studies on the national congress product and
- producing and distributing brochures and videos.

Athens hotels appear to provide a very good level of services in various aspects of their function in combination with reasonable cost. The same is true for congress centers (with the main disadvantage being their size) and modern technology tools used. Finally, local PCOs appear sufficient in organizing international congresses, although responders do not think that they are committed to the common goal of the development of Athens as a major congress destination. This can only be attributed to the lack of collaboration culture, as most companies expect everything from the state efforts.

The results of our study need to be supplemented by further research on the views of congress participants and local stakeholders, providing a clear view on the actions that should be taken in order to further develop the local conference industry.

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Routes to Fátima: Tourism and Security issues (a case study)

Débora Fino, Natural Hazards Research Center (NHRC.ipt), Polytechnic Institute of Tomar, Portugal

Cristina Andrade. CITAB, University of Trás-os-Montes and Alto Douro, Quinta dos Prados, Apart. 1013, 5000-801 Vila Real, Portugal

ABSTRACT

The city of Fátima is located in the center region of Portugal in the Santarém district, municipality of Ourém and has become a popular pilgrimage destination since 1917, when Our Lady of Fátima (*Nossa Senhora de Fátima*) made an appearance in Cova da Iria to the three little shepherds. During this period Fátima was visited six times by Popes: in 1967 by Pope Paul VI, by John Paul II in 1982, 1991 and 2000, in 2010 by Benedict XVI and, finally, in 2017 by Pope Francis.

The growing number of visitors during the so-called major pilgrimages (namely, on May 13th, August 13th, and October 13th) triggered the need to improve security. During the commemoration of the centennial of the apparitions of *Nossa Senhora de Fátima* (2017), Fátima received approximately 9 million visitors. However, security issues are relevant not only during religious events but also in the pedestrian routes used by pilgrims, *Caminhos de Fátima*. Although there are several major known tracks that cross the country, such as *Caminhos do Norte, do Sul, do Sudeste, do Sudoeste, do Poente and Nascente* there are still numerous secondary uncharted routes used by these pilgrims.

The aim of this study is to identify secondary routes and to research security conditions of the pedestrian routes used for the Fátima pilgrimage. In this case study, three main secondary itineraries with departures from Tomar, Entroncamento, and Caxarias were identified and security conditions were investigated. These alternative routes are located on roads with less traffic or mountain tracks, thus offering the pilgrim several challenges. Inquires made to several organizations allowed us to conclude that security conditions can be improved, namely the ones

related to better signage, lighting and pilgrims’ support points. It is also necessary to improve the awareness of the institutions that organize pilgrimages regarding their planning.

Although the main focus of this study was primarily linked to security conditions, it is also worth notice that, it allowed us to conclude that these pilgrimage routes can be appealing to a new segment of pilgrimage tourism or ecotourism, meaning the Fatima pilgrim that spends more days in the municipality of Ourém to get to know its culture, history, nature, and customs.

Key Words: Fátima, Pilgrimage, Security, Religious Tourism

INTRODUCTION

Since the dawn of mankind, Religious Tourism is one of the earliest forms of tourism. The pilgrimage to religious centers or holy sites had become not only part of the cultural landscape but also highly relevant to the economy of those sites (Clayton and Radcliffe, 1996; Wagner, 1997; Sunstein, 2002; Coleman and Elsner, 2003; Andriotis, 2009; Tribe, 2012; Antunes et al., 2016). Travelers face several challenges from risk to safety issues during their pilgrimage. The mass gatherings, terrorism, crime, and security are specific problems and challenges in risk assessment in religious sites (Sunstein, 2002; Sackett and Botterill, 2006; Clayton et al., 2014; Tarlow, 2014).

Besides terrorism, pilgrimage sites and destinations, like Lourdes (France), Jerusálem (Israel), Fátima (Portugal), Santiago de Compostela (Spain) face challenges linked to sustainability (Sunstein, 2002; Sackett and Botterill, 2006; González and Lopez, 2012; Lopez, 2013). Indeed, sustainability entails taking steps to equip and maintain, providing a good environment to pilgrims using access ways and traffic corridors in order to prevent congestion and not exceed load capacities. In case of large religious events and mass gatherings, these challenges include flows management and access to ensure that travelers are received and accommodated under proper hygienic and public-health conditions (Tarlow, 2014). Therefore, pilgrimage routes and religious itineraries require well-coordinated partnerships and collaboration among the involved territorial authorities.

Fátima is a Marian sanctuary, located in the center region of Portugal in the Santarém district, municipality of Ourém (Figure 7) and has become a popular pilgrimage destination since 1917 (Prazeres and Carvalho, 2015). In this year Our Lady of Fátima (*Nossa Senhora de Fátima*) made an appearance in Cova da Iria to the three little shepherds (Figure 8). The growing number of visitors during the so-called major pilgrimages (namely, on May 13th, August 13th, and October 13th) triggered the need to improve security. As aforementioned, these travelers face several challenges, in particular, Fatima pilgrimage is characterized by a considerable number of pedestrian pilgrims.

The assessment of these pilgrims traveling conditions is going to be, the main focus of this study.

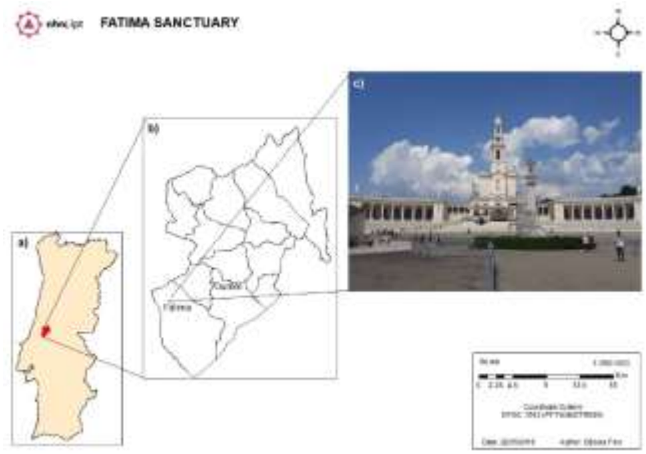

Figure 7: Fatima sanctuary location a) location of Ourém municipality in Portugal, b) Ourém municipality and parishes division, c) Basilica (*Nossa Senhora do Rosário de Fátima*) in Fatima Sanctuary

The Fatima pedestrian pilgrims, whether traveling alone or in a group, give rise to other relevant security and risk assessment issues. During the pilgrimage, these travelers can follow Pedestrian routes, like the well-known Routes to Santiago de Compostela (González R. and Lopez, 2012; Lopez, 2013), here, known as Routes to Fatima (*Caminhos de Fátima*). Although there are several major known tracks that cross the country, such as *Caminhos do Norte, do Sul, do Sudeste, do Sudoeste, do Poente and Nascente* (Section 2.2.). There are still numerous secondary uncharted routes used by these pilgrims. The identification and security conditions of several routes in the vicinity of Ourém municipality are going to be assessed and presented herein.

Figure 8: Three little shepherds (Saints Lúcia, Francisco and Jacinta)

ROUTES OF FATIMA

Fatima Sanctuary

The city of Fatima (Figure 7) is commonly referred as the "Altar of the World". In 1568, this city was founded as a parish due to the disaggregation of Ourém's collegiate. Fatima was a small unknown town until 1917 year of the apparitions of Our Lady of Fatima to three young shepherds (Figure 8). Fatima's Basilica (*Basílica de Nossa Senhora do Rosário de Fátima*) was built in 1928 in the Cova da Iria, which led to the fixation of more population. With the increasing number of visitors, local commerce, restoration, and accommodation facilities also increased to meet the needs of pilgrims and tourists. In 1977 Fatima was elevated to a village and became a city in 1997. This is the second major city in the municipality of Ourém.

Fatima Sanctuary (http://www.fatima.pt/pt/) hosts annually thousands of pilgrimages and tourists from several religions and from all over the world. In 2016, the sanctuary authorities announced having registered 1,686 and 2,615 national and international organized pilgrimages, respectively (Figure 9). During this year the Sanctuary received about 568,319 national pilgrims and 125,583 foreign travelers. However, these numbers[38] are only an estimate since there are many organized and non-organized pilgrimages that do not report its presence to the Sanctuary authorities. The Fatima pilgrimages of May 13th and October 13th are the major events and hence the number of pedestrian pilgrims is also higher, which raises additional safety concerns. Besides the security issues, the potential for domestic and international pilgrimage tourism has grown substantially during the last few years (Reader, 2007). Realising the importance of pilgrimage tourism should lead to initiatives to improve or create infrastructures and gear to encourage private sector investment and promoting partnerships.

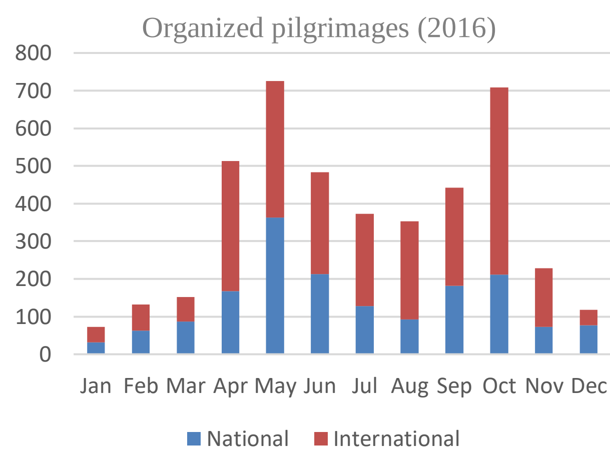

Figure 9: Number of organized pilgrimages in Fatima (2016). (Source: Santuário de Fátima[1])

[38] http://www.fatima.santuario-fatima.pt/files/upload/2016n/Estatisticas2016%281%29%20%281%29.pdf

Fátima is an increasingly relevant religious site, receiving millions of visitors every year. For example, in 2017 it reached up to 9 (nine) millions due to the pilgrimage of Pope Francis that coincided with the celebration of the centennial of Our Lady of Fatima apparitions.

Routes of Fatima: identification and security issues

Risk usually implies a situation of potential danger, which is partly socially defined. Indeed, since it is linked with events that have not happened yet, it is a possible future condition. Risks are also the combination of the chance that a particular event will happen, and the number of times that one is exposed to it (Clayton et al., 2014; Tarlow, 2014). Risks are usually expressed as percentages. An extremely low risk has a probability close to zero (impossible), whilst an extremely high is close to one, or 100% (certain). The perception of risk is, therefore, not necessarily the same as a statistical risk. Within this case study, this means that the majority of the pilgrims is more concerned with the traveling security conditions that with the overall experience (safety) in the sanctuary.

One of the major apprehensions regarding the pedestrian pilgrimage to Fatima is related to the traveling conditions. During the major pilgrimages devote travelers cross the country by foot towards Fatima sanctuary, in groups more or less organized (Figure 10).

Figure 10: Pilgrimage to Fatima (Source: https://www.noticiasaominuto.com/pais/785261/vai-em-peregrinacao-a-pe-para-fatima-siga-estas-recomendacoes)

As aforesaid, there are several charted pedestrian Routes of Fatima (Figure 11) such as the Northern route (*Caminhos do Norte*), Southern route (*do Sul)*, Southwestern route (*do Sudeste*), South-eastern route (*do Sudoeste*), Western route (*do Poente*) and Eastern route (*Nascente*) that crosses the country. During recent years several attempts were made in order to recommend pilgrims to avoid routes that are superimposed to roads with an intense traffic flow, or that imply their crossing. Information is promoted by the authorities and media with advice on how to prevent hazardous situations. However, unfortunately, every year there are casualties due to road traffic.

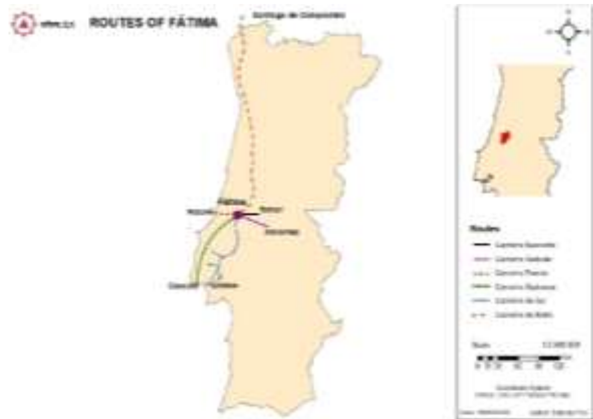

Figure 11: Main pedestrian routes of Fatima.

The signaling in the aforementioned routes is another major problem. The identification of these routes has also been discussed, however, there is not a global consensus regarding this issue (Figure 12). There is no clear understanding of who was responsible for its implementation, manutention or design. The signaling is not clear and in most of the paths is non-existent.

Figure 12: Signaling that identifies the paths of the Fatima routes.

During their several days' journey, it is necessary to ensure that travelers are received and accommodated during the night under proper hygienic and public-health conditions in several support points. These include accommodation, security and health points. Usually, these pilgrims are followed by support vehicles along with their journey, therefore parking conditions are also pertinent. Due to their relevance in the safety conditions assessment, support points near Ourém were thus identified; however, they are not going to be present in this paper.

For this case study, a survey method by means of interviews was used. The collected data was used to gather information about several security issues experienced by pedestrian pilgrims when traveling to Fatima. The interviews were conducted in three locations: Tomar, Entroncamento, and Caxarias. These locations were chosen due to their proximity to Ourém municipality. Due to the short distances, these groups travel mainly during the night, therefore security issues reflect the challenges brought by the absence of light. Also, the paths used do not follow the known pedestrian Routes of Fatima (Figure 11). Interviews were conducted with the main organization entities in these locations, the main goals of this case study were to:

- Identify their pilgrimage routes;
- Identify their difficulties during the journey (partially shown);
- Characterize these groups (not shown).

These inquiries allowed to identify three main secondary itineraries with departures from Tomar, Entroncamento, and Caxarias (Figure 13) the preliminary results are going to be presented herein.

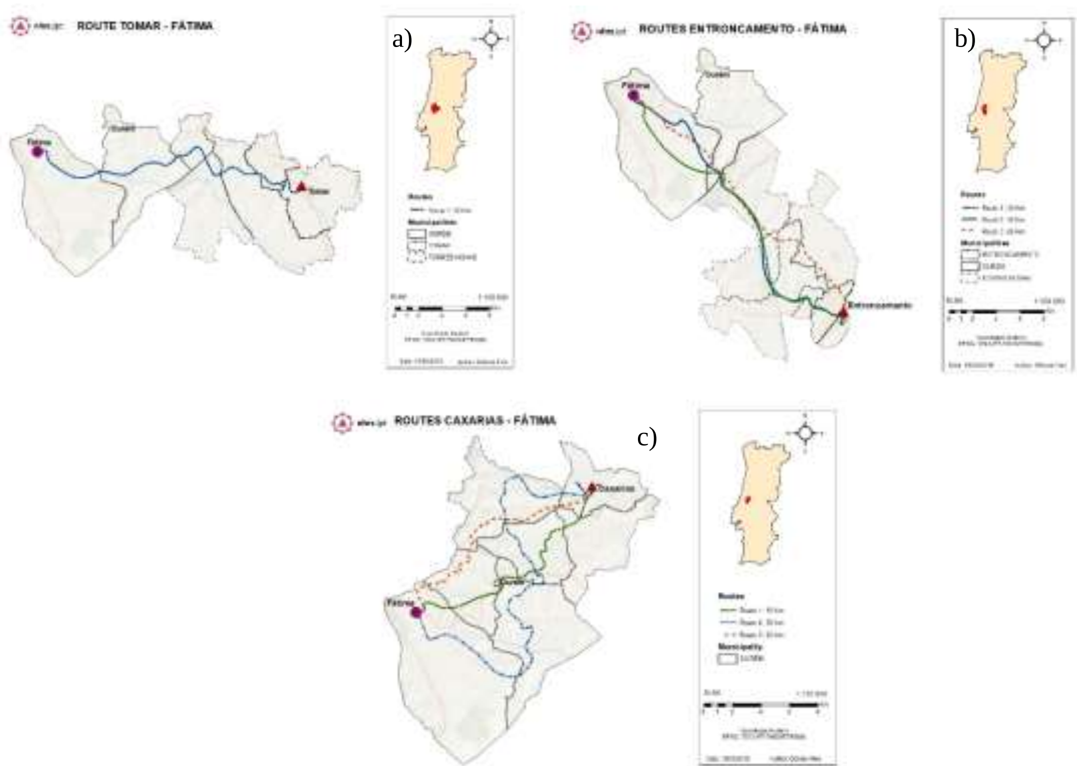

Figure 13: Secondary pedestrian pilgrimage routes with departures from a) Tomar b) Entroncamento c) Caxarias.

The route with departure from Tomar has about 30km long, and the number of pilgrims round 300 to 400 participants (Figure 13 a). During their itinerary, these groups cross the municipalities of Tomar and Ourém and a major road IC9 (Complementary itinerary 9). This fact along with the absence of clean road verges and traffic speed is the main safety concerns. They are usually accompanied by police forces. Between Entroncamento and Fatima, three secondary pedestrian routes were identified (Figure 13 b). They are about 26 to 35km long and crosses the municipalities of Entroncamento and Ourém. Groups are smaller, about 120 participants with ages from 17 to 70 years old. These groups are not accompanied by police forces and the absence of signaling and light, road traffic, and support points are the main security issues pointed out. Finally, from Caxarias three secondary pedestrian routes were also identified (Figure 13 c). These tracks are about 19 to 36 km long. These groups are not accompanied by police forces and the absence of clean road verges and healthcare support are the main concerns.

Overall, these alternative routes are located on roads with less traffic or mountain tracks, thus offering the pilgrim several challenges. Traveling by night also presents other risks. Road traffic and pavement conditions lead to accidents linked to poor light conditions often lead to hazardous situations. Risk assessment serves the dual purpose of evaluating the risks and dangers associated with pilgrimages, particularly in this case study, risks associated with these secondary routes. Therefore, risk assessment to these pilgrims involves the evaluation of the dangers/hazards, risks, possible consequences and the prevention measures that should be taken into consideration before and during pilgrimages. Results of this evaluation are found in Table 2.

Table 2: Risk assessment

Hazards	**Risks**	**Consequences**	**Prevention**
Road walk Signage Pavement conditions Road traffic Travelers without proper signage Long tracks Lighting	Accidents Falls Environmental risks Physical and psychological fatigue	Musculoskeletal injuries Death Temporary or permanent incapacity Pollution Fires Anxiety Decreased energy	Alternative routes Maintenance of roads verges Correct signaling People and pilgrim's awareness Better lighting conditions
Weather conditions	Solar or rain exposition	Solar burns Flu or colds tension breaks or fainting	Sunscreens and raincoats Proper hydration Proper shoes
Wild animals or abandoned animals	Attacks Falls	Physical or psychological injuries Temporary or permanent incapacity	Public awareness

The preliminary analysis of these inquiries allowed us to conclude that security conditions might be improved, namely the ones related to better signage, lighting and pilgrims' support points (not shown). Physical and psychological fatigue along with weather conditions exposition were also reported as major safety concerns. It is also necessary to improve the awareness of the institutions that organize pilgrimages regarding their planning.

Final remarks

Tourism security officials and local authorities are increasingly aware of the level of professionalism exhibited by those who would seek advantage of the tourist and namely the religious tourism. Despite the developments outlined in this study, a recognition that security and safety concerns in religious pilgrimages like Fatima are a relevant problem. Indeed, protection requires partnerships. These partnerships include all aspects of the security and safety, government, police forces, hotel managers, tourism agencies, and offices. Furthermore, efficient risk management plans have to address both the real risk and also the public perception of the risk (Table 2).

For this case study, a survey method by means of interviews was used. The collected data was used to gather information about the identification of alternative routes and several security issues experienced by pedestrian pilgrims when traveling to Fatima. The results showed that individuals' perceptions regarding directional signage, lighting, safety and security, and further support points are several features to improve. Although the Sanctuary (http://www.fatima.pt/pt/pages/organizar-uma-peregrinacao) territorial authorities, like the Portuguese Civil Protection Authority (ANPC) (for example, Infraestruturas de Portugal: http://www.infraestruturasdeportugal.pt/centro-de-imprensa/peregrinacao-fatima-2017; ANPC: www.protecaocivilfatima.pt) and associations (for example, Associação Caminhos de Fátima: http://caminho.com.pt/mapas.html; http://www.cnc.pt/artigos/28), have in their websites information on how to organize a pilgrimage, the best practices, the charted routes, among other relevant information there is still a long way to go.

Although the main focus of this study was primarily linked to security conditions, it is also worth notice that, it allowed us to conclude that these pilgrimage routes can be appealing to a new segment of pilgrimage tourism or ecotourism, meaning the Fatima pilgrim that spends more days in the municipality of Ourém to get to know its culture, history, nature, and customs.

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The Impact of Tourism Security on the Image Of The Destination - The Case of Portugal

Cátia Santos, Polytechnic Institute of Tomar, Portugal

Daniel Silva, Polytechnic Institute of Tomar, Portugal

Ericka Amorim Polytechnic Institute of Tomar| Researcher, CiTUR (Leiria) and GOVCOOP (Aveiro University)

ABSTRACT

Perfect travels presuppose no security and safety issues. Once tourists are out of their normal environment (unknown place and culture) combined with the fact that during vacation time they usually change their behaviours and are more relaxed, they are more likely to be exposed to security issues. For terrorism, since the tourist industry promotes economic and social benefits as well as attracts tourists from different nationalities, it has become an interesting target to "delivery" their political, religious or philosophic messages. For chronic criminality issues, tourists' pockets and vulnerability are reason enough to justify criminal actions. In times of threat against the tourist industry, security has become more and more a decisive factor of decision for choosing a tourist destination. The phenomenon of globalization and the evolution of ICT allows for a greater knowledge of the world to the most different levels, which allows tourists a detailed collection of information at the time of destination selection. Moreover, the media have a great power of influence on the perceived image of tourist destinations. With this in mind, the aim of this paper is to understand how Portugal is viewed externally in security matters and how this perception can be used as a marketing strategy. The methodology is based on quantitative information, using questionnaires as a method of collecting data, available on an online platform for non-Portuguese respondents.

Key Words: Security; Tourism; Image of the Tourist Destination

INTRODUCTION

Security is becoming more and more an important factor when choosing a tourist destination. Tourism is a very attractive industry for both terrorism and local crime, although both have different objectives. Terrorism acts in the name of a cause (religious, political, philosophical, among others) and seeks to act in a way that captures world attention and therefore tends to seek more victims and preferably different nationalities to cause impact. Crime is aimed at economic benefit and tourists are usually the most vulnerable targets.

The phenomenon of globalization and the evolution of ICTs allows for greater knowledge of the world on different levels, thus granting tourists with the prior knowledge regarding security matters when selecting their destination.

The objective of this article is to understand, from the perspective of the international tourist, how Portugal is viewed in terms of safety and what importance these tourists give to this issue during the decision process of their travel destination. In addition, it also seeks to understand the impact that safety has on the image of destinations for these potential tourists.

A survey was conducted using the questionnaire as a data collection tool, which was made available through the online platform. 204 questionnaires were applied to non-Portuguese subjects.

Tourism Security and Safety

Safety and Security are factors that can be decisive in choosing a destination as well as a competitive advantage of great relevance in the context of uncertainty and instability experienced in the world today. Usually it's not a primary factor for travel decision. However, it may determine that a tourist chooses one destination over another, or as an alternative consider the destination that poses less risks.

Tourists increasingly reflect before making a decision so that their leisure time matches and, if possible, exceeds their expectations. «Safety and security have always been an indispensable condition for travel and tourism. But it is an incontestable fact that safety and security issues gained a much bigger importance in the last two decades in tourism. Changes in the World during the last two decades were enormous. » (Kôvári & Zimányi, 2011: 59).

Pizam (2006) argues that Security Situation may be associated to crime-related incidents, terrorism, war, and civil / political unrest, and may be motivated by political, religious, economic, social, tourist hostility, publicity or destruction of an economic area. The author also points out that the main targets can be (declared or not): tourists on the way to and from their travel destinations; tourists vacationing in a given travel destination; tourism and hospitality installations and facilities; strategic and non-strategic transportation facilities serving tourists; and public and private services and businesses also serving tourists.

On the other hand, the concept of safety is associated with the well-being of the individual. However, there is a complexity in establishing a precise definition since well-being instils a holistic view of the tourist (Wilks & Page, 2003).

Due to globalization the increase of accessibility and evolution of transportation, the possibility of having holidays and subsidies for this purpose, travel has become an important option in the life of human beings. Tourism is no longer just the industry for people with great financial capacity nor is it just to visit the more developed countries. Tourism is an economic sector that contributes to local, regional, national and international development and to the continuous improvement of the quality of life. Tourism can, and should also, be an engine of tolerance, peace and cooperation (Kôvári & Zimányi, 2011).

Currently, in Tourism, many of the concerns are related to security, through mass tourism coupled with cargo capacity, resulting in loss of identity itself leading to false authenticity. In this way, security is a mirror resulting from the harmony, or lack thereof, between the internal factors previously mentioned and also from other factors external to the focused universe.

Another important variable that directly affects the tourists' perspective on destination is the concept of risk. Moraes & Tretin (2015: 78) define risk as "the likelihood of harmful consequences, or expected damages (death, personal injury, economic loss, etc.) resulting from the interaction between natural or human-induced hazards and vulnerability ". The risk is therefore associated to Safety and Security and both, the real risk and the risk perceived by the tourist, influence the decision process of the travel destination.

Hall (2003: 2) points out that "tourist behavior and, consequently, destinations are deeply affected by perceptions of security and management of safety, security and risk" and emphasizes that "tourism industry is highly vulnerable to changes in the global security environment".

In Table 1, Korstanje (2015) presents the different types of risks associated with safety, security and the frequency they occur. It also covers who are the main affected as well as the main impacts considering society and the media. It is interesting to see how unknown diseases or viruses, natural disasters generated by man and political instabilities are considered high impact risks. On the other hand, terrorist attacks, food in poor condition, accidents and robberies and crimes do not make much of a social impact.

The author explains that according to the model presented, when the whole community is subject to a danger that cannot be controlled, and the frequency is low the degree of impact becomes high. From another perspective, when the same event affects only a few civilians whose social status is expendable the impact becomes low. Both the possibility of repetition and the XX of the victims allow society to know the hypothesis to control the risks, in case they are low the impact and the terror begin to take possession of the population (Korstanje, 2015: 144-145).

Table 1. Types of risks and their impacts on society and the media

Subtype	Control Horizon	Frequency	Affected	Results
Unknown Diseases or Viruses	Low	Low	Children and Women	Hight Impact
Terrorist attacks	Hight	Hight	Civils	Low Impact
Food in Poor Condition	High	High	Civils	Low Impact
Accidents	High	High	Passengers and tourists	Low Impact
Natural disasters	Low	Low	The whole Community	Hight Impact
Theft and crimes	High	High	Tourists	Low Impact
Political instability	Low	Low	The whole community	Hight Impact

Source: Korstanje (2015:145)

MARKETING AND THE RELATIONSHIP WITH THE IMAGE OF TOURIST DESTINATION

Directing the concept of Marketing to the viewpoint of tourism and the city as a cultural and heritage element, it can be said that it aims to design the tourist destination in order to meet the needs of the target audiences.

With the realization that the principles of Marketing have remained unchanged since its inception in the 60s, 70s and 80s, it is well known that, today, tourist destinations are organic sites and need to be more flexible, responding in an almost personalized way to each case (Kotler & Armstrong, 1998). In this way, marketing is shaped according to the characteristics of Tourism, having four peculiarities:

- Intangibility, in the sense that tourism works with emotions;
- Simultaneity, all services occur simultaneously and together;
- Perishability, is consumed at the moment and is not storable;
- Heterogeneity, diversity and constant variation of supply and demand.

Taking into account such peculiarities, it is possible to develop a tourism marketing strategy in order to respond to the needs of the target audiences as well as those of the companies and residents involved with tourism in order to guarantee the sustainable development of the tourist activity.

The Image of Destination is closely linked to Tourist Marketing as this is a crucial process for each location. It is that differentiates it from others and influences consumer behaviour, in particular in the process of choosing to visit, to repeat (or not) the visit and to recommend the destination to others. (Cerdeiro, 2014). Besides this aspect, the Image of Destination also has an important role in the economic and sustainable development of the destination.

The destination image is recognized as the main factor responsible for choosing a destination (Chagas, 2009). This is why the relationship of Marketing with the Image of Destination is so important. In this sense, the proper training of each employee, the quality of services and communication, correct and conscious management, efficiency and hospitality are some of the aspects that should be considered.

SAFETY ALLIed TO MARKETING IN THE IMAGE OF TOURIST DESTINATION

In a current general plan, where security is somewhat dubious, and being difficult to ensure, this can and should function as an element of promotion of the destination and as a marketing tool in case the tourist destination is characterized as safe.

Security has always had an impact on the decision, regardless of the area in question. Maslow (1943) refers to safety as the second tier of the triangular base that underpins his theory, stressing the importance of risk control and physical integrity, although these needs are influenced externally by the environment and the conditions it provides.

When combining the security factor with the marketing of the image of the destination, the result will lead to the increase in tourism demand, as well as to economic and social development, the fidelity of the tourists which provokes the promotion of destiny via "word of mouth" with the friends and family, among others.

If tourist destinations suffer terrorist attacks, these reveal an immediate concern for the safety factor in tourism, using the tourist promotion sites, to reassure and transmit stability. For example, there is the case of Paris, where you can find in the official Tourism Board website various forms and measures that the tourist can and should take into account in order to make their trip as desirable and as safe as possible. There is also a safety manual entitled *Guide Paris en toute Sécurité* (Office du Tourisme et des Congrès de Paris, 2015). According to Chevrier (2005), it is necessary to start thinking about the management of communications regarding the aspect of security, since periods of restlessness are becoming more normal.

Portugal is considered a safe destination by various authors and influencers of the media. In 2017 it was awarded by the *World Travel Awards* the destination prize of excellence for its quality, hospitality and tourism offer (*Jornal de Notícias*, 2017). Not being implicit, without the safety factor certified within its limitations such an award would have been impossible to win. Therefore, it is understood that security is the agglutination of all other factors of success in the case of Portugal.

The absence of acts of terrorism in Portugal has reinforced an image of a safe tourist destination, so this has brought benefits to tourism and its practice in the country. This is a factor that European tourists are increasingly beginning to favour as a consequence of the increase in terrorist attacks in certain European sites and at a world level (Almeida, 2017).

Portugal has affirmed itself as a competitive country, assuming an important role in tourism worldwide. One of the ingredients of this importance is the image of a safe tourist destination and it currently occupies the 11th place in the safest destinations in the World list according to the report *The Travel & Tourism Competitiveness Report 2017* (World Economic Forum, 2017).

METHODOLOGY AND DATA ANALYSIS

In order to understand the importance of the Safety and Security factors, a questionnaire was applied in order to understand the influence of these factors in the choice of the tourist destination. As the focus of the survey is the case study Portugal, it is also sought to understand how this is seen externally in terms of Safety and Security. The questionnaire was made available on an online platform where 204 responses were obtained from a universe of individuals of non-Portuguese nationality.

The respondents were mostly female (63.2%), compared to 36.8% male. In the age group, 20.6% are under 20 years of age, 57% are between 21-40 years, 20.1% between 41-65 years and 2% above 65 years

Of the total number of individuals, 67.6% has visited Portugal, while 32.4% still do not know the country. Those who have visited Portugal have a more realistic perspective, due to their lived experience, while the individuals who have manifested their opinion but do not know the country base their ideas on the reality perceived and influenced by personal and internal factors as well as external factors (such as information obtained by the media and / or family and friends).

The issue related to travel motivation offers a set of multiple response options. Of the respondents who visited Portugal, 47.3% were motivated by cultural issues, 31.5% visited friends and acquaintances, 32.9% were "Sun-and-Sea Destination", while 48.6% presented fragmented reasons relating to their visit.

Asked if safety is a decisive factor in choosing the tourist destination, the clear majority (72.1%) agreed that safety influences the destination selection process. In response to is Portugal a safe country 87.8% agree or fully agree, indicating that it has a good external image regarding the safety factor. Regarding the factors that make a destination safe, 59.8% responded to the absence of terrorist attacks, 63.2% to low crime rates; 40.7% urban policing, while 14.2% classified the efficiency of the Armed Forces as a relevant factor.

Although the focus was Portugal, there was a concern to question the individuals about what other European destinations they consider safe, referring only five. Based on *The Travel & Tourism Competitiveness Report 2017* (World Economic Forum, 2017) and in comparison, with the survey carried out, it is possible to conclude that the top 5 of the most voted countries (Portugal, Switzerland, Finland, Sweden and Norway) coincide with the European top 9 of the referred article. Portugal was considered the safest in 26%, followed by Switzerland in 20.6%, Finland with 16.7%, Sweden with 15.7% and Norway with 15.2%.

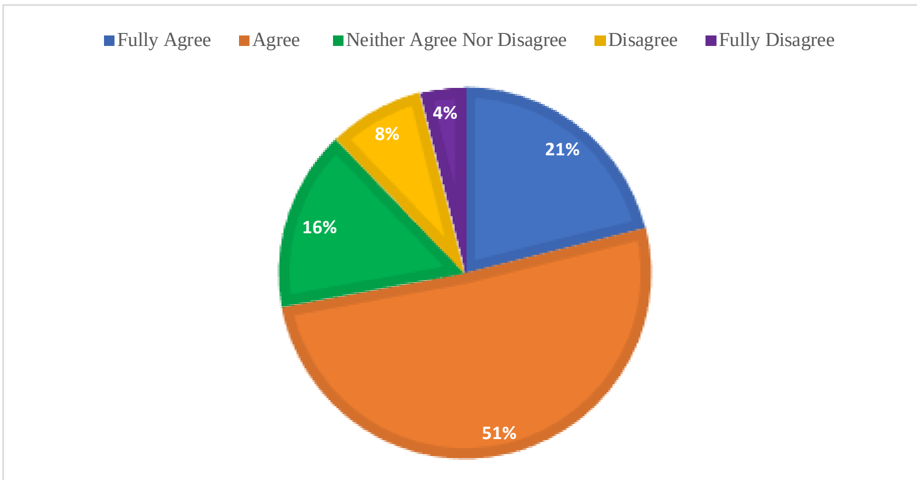

Figure 14: Do you consider safety and security decisive factors on choosing of the tourist destination?

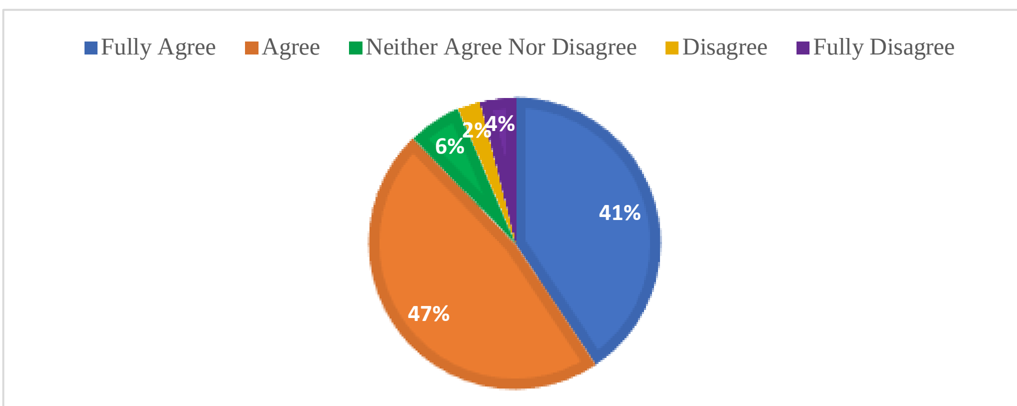

Figure 15: Do you consider Portugal a secure tourist destination?

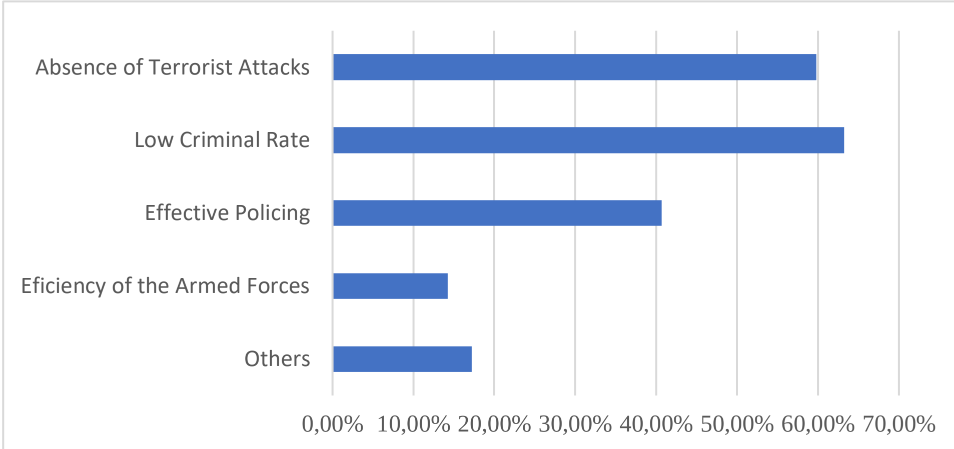

Figure 16: What makes a tourist destination a secure place?

Conclusions

When an individual has the desire to visit a destination, s/he considers a set of factors which include the variable security. As discussed earlier, Safety and Security, although they are not travel motivations, are considered limiting factors, since in case tourists sees some risk associated with their trip they will consider whether it is worth keeping this option or going someplace else.

In this perspective, in the tourism industry Safety and Security are attributes that confer a competitive advantage to the destination. In today's world context, to be seen as a safe and effective destination along with other elements that contribute to the motivation of the trip, can determine the success of tourism in that same destination.

The empirical research carried out amongst the non-Portuguese nationality interviewees allowed them to get know the perspective of others as far as Portugal is concerned regarding security as a tourist destination. Individuals also considered that security issues are decisive for the choice of destination, which may represent a great advantage for Portugal in the face of competition.

Portugal is an effectively safe country with low crime rates and no terrorist attack episodes so far. The country has benefited from the image of a safe tourist destination, thus contributing to the growth of tourist flow in recent years.

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Demand for Money, a Determinant of its Correlation with Macroeconomic Behavior

Antonios Vasilatos, Economist, Durham University Business School
Maria Karagianni, Scotiabank, Main and Danforth, Toronto, Canada.

Abstract

The paper attempts to explore the parameters that influence the demand for money through bibliographic review, data collection and analysis. It answers queries based on statistics, scoreboards and comments on results. It compares the Eurozone (due to its importance to Greece) with the USA and draws conclusions following the empirical investigation of the particular data. At the same time, it detects the demand for money which is a key element in the investigation of the economies of all countries (European and non-European), since its course and its determinants shape the monetary policy and the economic system of a society which affects even the tourism industry.

Keywords: demand, macroeconomics, correlation, tourism

Literature Research

Since the late 1970s, when economists in the US and other advanced countries were unable to explain the real growth of the sum of money through the money demand function, they have dealt with extensive studies of the demand for money. For example, in the money demand for trade facilitation, people and enterprises have retained and still retain a certain part of the income in the form of money for trade, since the proceeds do not necessarily coincide in time with their payments **(**Petraki Kotti, A. & Kottis, G., 1988). However, in general, the economic concept of demand refers to the quantities of a commodity that consumers are willing and able to purchase at different prices over a given period of time. (Wilson & Clark, 1999). Observing the general context, in our opinion, the causes and the solutions of the volatility of money demand deepen the overall perception of the demand for money, and then the emergence of new methods for econometric analysis is reinforced.

Historical data show that there is a strong correlation between changes in the stock of money per output unit and price changes in the same direction. Friedman noted that this association “does not say anything about the influence direction”. However, the variety of monetary regulations, e.g. the gold standard, flexible exchange rates, regimes with and without a central bank, changes in the structure of the Federal System of Central Banks, commercial banking, and also changes in Fed's management, supports the fact that “substantial changes in the monetary reserve are a necessary and sufficient condition for substantial changes in the general price level” (Hall, et al., 2012).

In a survey conducted by Sosunov in Russia, the findings showed that an increase in income leads to an increase in demand of 10.9%, while an increase in the nominal interest rate leads to decrease in demand of 4%. Moreover, the findings indicated that demand for money can be affected and stabilized by the introduction of foreign currency cash and the relative interest rate. For the purpose of clarification, it should be mentioned that if foreign cash is included, there can be a coincidence between actual disposable GDP and the opportunity cost of holding money, calculated by the difference in deposit interest rates on time deposits and sight deposits (Sosunov, 2012).

Monetary Aggregates

It is difficult to measure precisely the amount of circulating money, as there is no correct or wrong way of measuring. In theory, the quantity theory of money is the sum of the monetary units of any kind held by individuals, enterprises and public organizations for a period of time (Lianos, et al., 2012). Thus, the US Federal Reserve Bank has created two monetary aggregates, M1 and M2.

Monetary aggregates	
M1=	Banknotes
+	Traveller’s cheques
+	Demand deposit
+	Other current deposits
M2=	M1
+	Term deposits of small value
+	Deposit savings and money market deposits
+	Shares of retail mutual funds

Table 1: Definition of M1, M2 (Cecchetti & Schoenholtz, 2016)

M1, which is the narrowest definition of money, contains only currencies and various deposit accounts on which people can issue checks. These are the most liquid assets in the financial system (Cecchetti & Schoenholtz, 2016). M2 is equal to M1 plus assets used directly as payment instruments and difficult to convert quickly into currency (Cecchetti & Schoenholtz, 2016).

Money Supply Comparison: Eurozone vs USA

With regard to money supply in the Eurozone compared to the US, the charts below illustrate the situation in these two large federations. In particular, as shown in the chart below, money supply (M1 in million Euro) for the Eurozone has been constantly rising over the years due, of course, to the intervention of the European Central Bank in the countries that still suffer from the financial crisis. The curve shows a straightforward growth, demonstrating an effective monetary policy of the Eurozone system with a peak in 2017 (more than 7 trillion euro) and the minimum in 2007 (about 3.9 trillion euro).

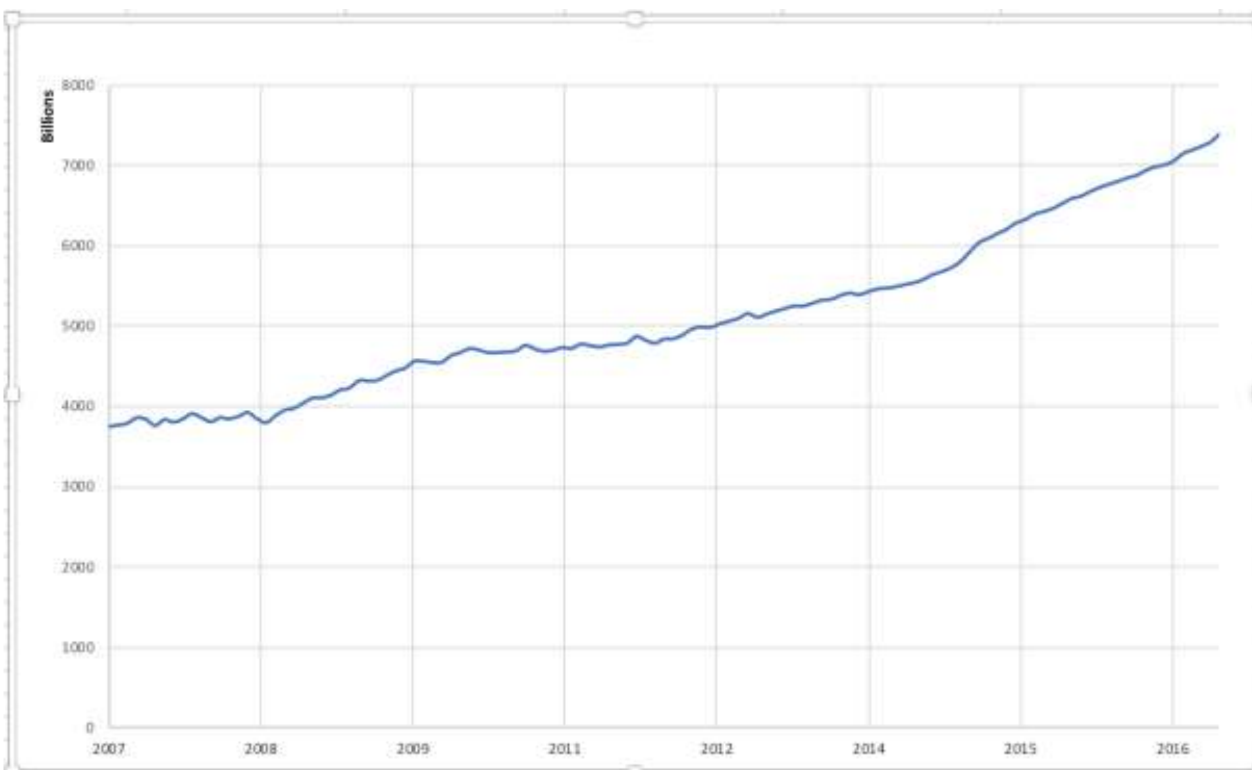

Figure 1: Money Supply M1 for the Eurozone 2007-2017 (Federal Reserve Bank of St Louis, 2018)

By reference to the results of the Eurozone, there is a constant upward trend in the money supply in the US (M1 in trillion dollars), but with more ups and downs than the Eurozone.

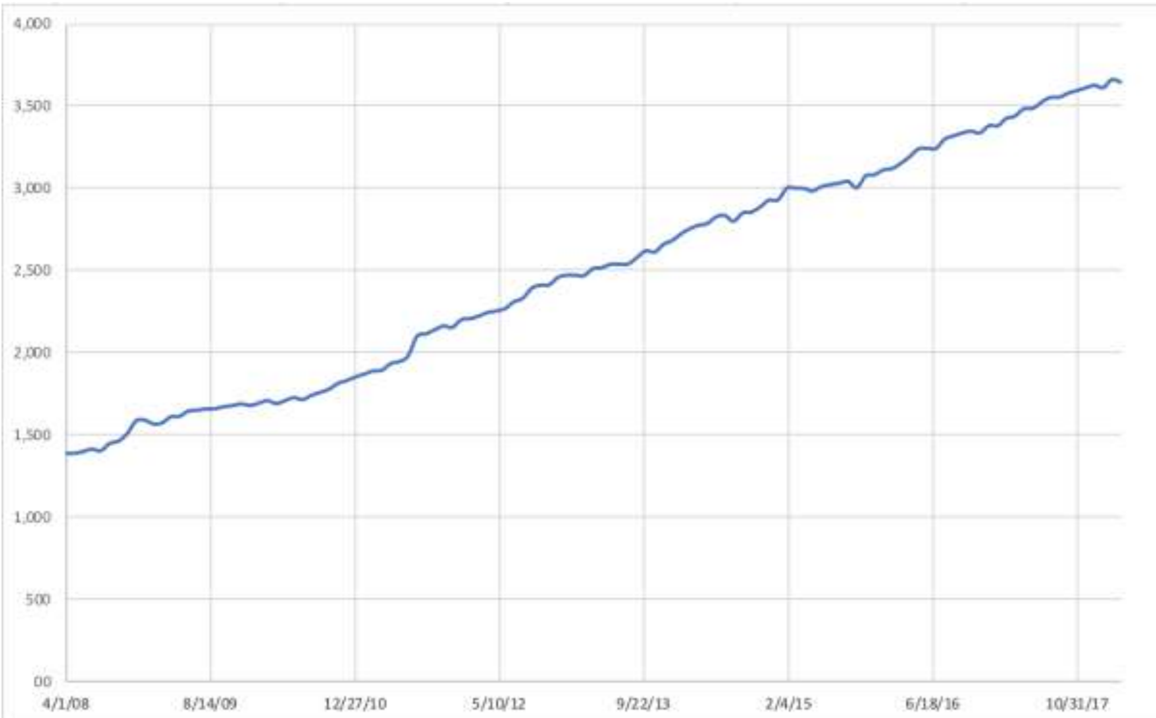

Figure 2: Money Supply M1 for the USA (Federal Reserve Bank of St Louis, 2018)

Regarding the inflation rate in the Eurozone and the US, as shown in the chart below and compared to the results of figures 1 and 2, it affects the demand for money especially in the years 2008 to 2012. In year 2008, when the economic crisis started, the inflation rate shows wide variations and differences (negative inflation). Central bank interventions and a prudent monetary policy in the years 2012-2014 resulted in stability and the normalization of disruptions.

A question arises as to whether inflation actually affects the demand for money. According to the quantitative theory of money, the following relation applies:

$$M * V = P * T$$

The right part of the quantitative equation refers to transactions. T represents the total number of transactions over a certain period of time, for example, in one year. In other words, T is a number that shows how many times commodities and services are exchanged for money over a period of one year. P is the price of a typical transaction, e.g. the number of dollars exchanged, the product of the price of a transaction multiplied by the number of transactions. Finally, P*T is equal to the number of dollars exchanged in one year.

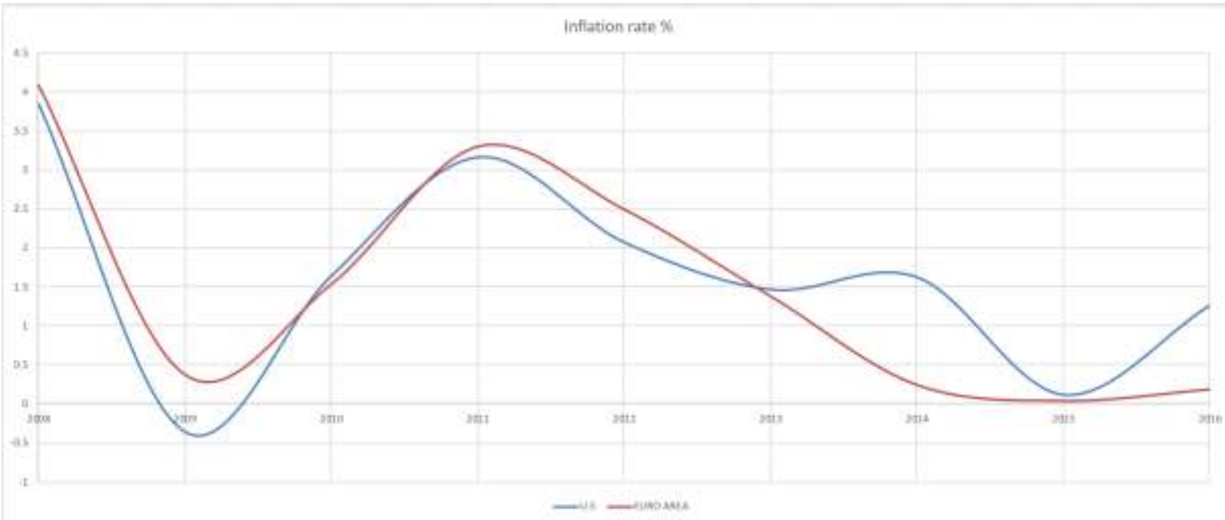

Figure 3: Inflation Rate in the Eurozone and the USA (World Bank, 2018)

The left part of the quantitative equation refers to the money used for trading purposes. M is the amount of money; V is the transactions velocity of money and measures the rate at which money circulates in the economy. In other words, the transactions velocity of money indicates how many times a dollar "changes hands" over a certain period (Mankiw, 2002). In the short run, factors V and T are fixed, and therefore P depends directly on M. Therefore, the larger the money supply, the higher the price level and vice versa.

However, this relation does not always work, and we should not believe that we can control inflation in an economy with money supply. What is wrong with the relation M*V=P*T is the following:

- The velocity of money and total production are assumed to be stable over a short period of time, thus, we end up in the relation between prices and money supply. Neither one nor the other is stable either over a short or a long period of time.
- During an upward trend of the business cycle, M and V are increased, while during a recession, they are both decreased; thus, they do not automatically have an inverse relation. A deliberate monetary policy can cause M to drop when V grows very quickly, but only in the short term. In the long term, V would also decline if monetary tightening leads to recessionary trends.
- With regard to T, it is growing more rapidly in the developing countries. (Sabade, 2014).

The Money Supply Situation in Greece

Figure 4: Money Supply M1 for Greece (tradingeconomics, 2018)

It is observed that M1 money supply in Greece has fluctuated over the last decade, and the curve is not the same as that of the Eurozone or the US. Specifically, it is noted that, at the end of 2009, there was a peak of about 13 billion Euro, while the lowest point is seen at the end of 2012 when M1 was reported at about 8.5 billion Euro. It is worth noting that the fluctuations observed are not accidental. 2010 is the year in which Greece resorted to the support mechanism of the European Union (EU) and the International Monetary Fund (IMF). Year 2012, during which there was a recovery after two years of a downward trend, was the year of double elections. In 2015, M1 in Greece dropped again in 6 months, due to the elections, referendums and restrictions imposed on capital movements. In view of the above, it can be concluded that in times of elections and economic uncertainty, money supply M1 shows strong fluctuations.

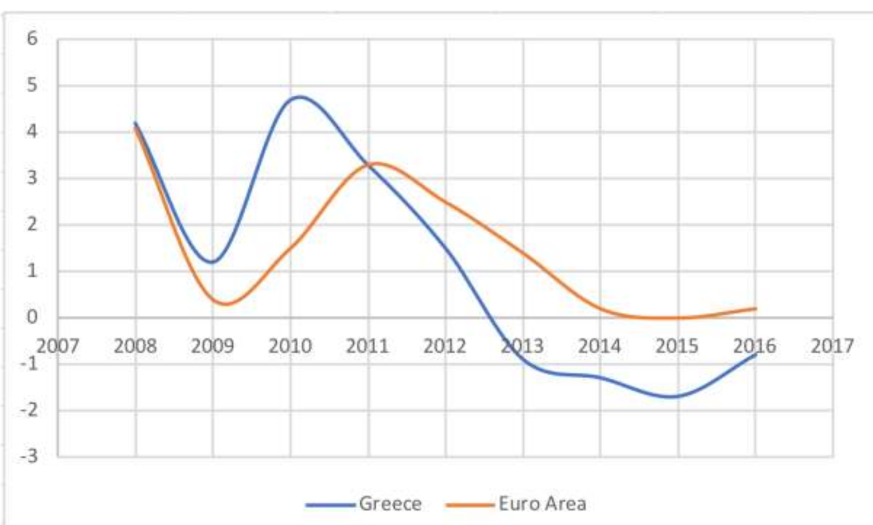

Figure 5: Inflation Rate in Greece and the Eurozone (World Bank, 2018)

As far as inflation in Greece is concerned, it should be noted that it affects the money supply, especially from year 2010 onwards. It is worth mentioning that, since mid-2012, there is a negative rate of inflation, which, in conjunction with Greece's debt, it is not considered financially a good combination and a positive indication of the course of the economy.

Conclusion

Demand for money is a key element in exploring the economies of all countries (European and non-European), since its course and its determinants shape the monetary policy and economic system of a society. The stability of the demand curve, either referring to M1, M2 or M3 values, as well as the factors affecting it, varies depending on the country but also on the timing in that particular country.

The economic variables mostly affecting money demand are price levels, real income and interest rates. The rise in prices or incomes creates greater liquidity needs, resulting in an increased demand for money. Interest rates affect demand for money through expected return: the higher the money's interest rate, the greater the demand for money. In addition, the higher the interest rate on alternative assets, the more individuals will turn to them.

Finally, it should be pointed out that after comparing the Eurozone with the US, monetary circulation (M1) for the Eurozone in recent years has been at the same level as that of the US, where money demand curves follow a constant upward trend, largely affected by the interventions of central banks, both in the supply of money and interventions in interest rates, but to a lesser extent in the inflation rate.

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The motivation of the tourists who visited Balneário Camboriú SC Brazil in the Summer Season 2017-2018

Ericka Amorim, Polytechnic Institute of Tomar|Researcher, CiTUR (Leiria) and GOVCOOP (Aveiro University)

Edna Melo de Liz, Univali, Brazil

Miguel Angel Verdinelli, Univali, Brazil

ABSTRACT

In the State of Santa Catarina, in the Southern Region of Brazil, tourist activity represents approximately 13% of the Gross Domestic Product, while this percentage drops to 3.2% when considering the country as a whole. As part of the public policies for the sector, the Ministry of Tourism has identified 65 tourist-inducing districts that move the economy in and of themselves. The city of Balneário Camboriú, which is the object of this research, is one of the three identified inductors and has an excellent index of evaluation in the country, compared to other States Capital inductors. This study aims to identify the tourist´s motivation and satisfaction while visiting the city during 2017/2018 Summer season. Peak season occurs in the months of December, January and February, and therefore, during these months, 144 questionnaires were applied to tourists coming from Brazil and from other countries. The data was analyzed quantitatively with descriptive and multivariate methods. 95.6% of respondents indicated that the motivation of the trip was vacation and leisure, 83.8% had already visited the city, characterizing it as a destination to which they would return. Approximately 50% of the tourists had visited the city at least 7 times, and 12.5% declared coming back every year which shows excellent rates of return. The results obtained led to the conclusion that Balneário Camboriú is a highly valued destination in the summer season.

Key Words: Balneário Camboriú, Demand, Motivation

Introduction

The motivation of the human being that drives people to develop different habits and consumption behaviors encompasses biological, emotional and social aspects. The study of these aspects in the tourist activity is of fundamental importance for the destinations to be successful.

Tourists have different motivations to travel, the destination must have adequate infrastructure to meet the needs and desires of its demand. The product offer and services should cater to different groups and audiences.

There is a broad list of tourists´different interests within the same locality, and this may relate to whoever accompanies them. There are those who travel alone, in a group, in a family or in tour groups. As well as there are those who seek rest while others seek restlessness. There are also those who choose leisure, gastronomy or culture, among the various options. This work aims to identify the motivation of the tourists who visited the city of Balneário Camboriú Santa Catarina during last summer season.

Types of Tourists

The profiles and motivations of the tourists are differen, and to identify them is essential so that the tourist destinations have a supply of products and services according to the demand. The following are models that classify the tourist.

Plog (1973) developed a cognitive-normative model that contemplates three types of tourists, alocentric, mesocentric and psychocentric. The first are exploring tourists, adventurers, in search of new places. When the destination starts receiving a greater number of tourists they seek other places.

The messocentric, or mediocentric, are those who travel without companions, they travel alone. They choose fashion destinations, where most are traveling to. The relationship with the local community is strictly commercial. Finally, the psychocentric who travel to familiar destinations, using tour packages. They are socially influenced, hoping to find the same offer of products and services that they have in their cities of origin. They travel only in groups and are gregarious.

In 1972, the Israeli sociologist Erik Cohen proposed an international classification model for the perspective of tourist typologies. In his view, the tourists can not be considered generic, his motivations and behaviors need to be analyzed, as well as his socioeconomic and psycho-sociological profile. In his model, Cohen differentiates non-institutionalized tourists from the institutionalized ones.

One of the first authors to include those he calls nomads, who are characterized by searching for different and exotic environments, and explorers, who organize their own journeys. However, the institutionalized include individual mass tourists who travel with the assistance of travel agencies to known destinations, and organized mass tourists, who travel with the family to places that provide them with security, as if it were an "environmental bubble".

In Cohen's normative cognitive model (1972), two types of tourists are described, the first is the modern pilgrim, and he describes three profiles: the existential: who seeks to leave the routine to a destination which brings him spiritual peace; the experimental who seeks alternative lifestyles; and the experiential who wants to find the meaning of the lives of others and the authentic form of local culture.

The second type of tourist is the pleasure seeker, who typifies with two profiles: the diversionary, who escapes from routine and boredom, seeking recreation and recreation in an organized way, and recreational, who seeks entertainment and relaxation to restore the psychic and mental energies.

Smith (1977) proposed an interactional model, in which he classifies seven different types of profiles: 1) the explorer, who is in search of discoveries and spends time with residents of destiny; 2) the elite tourist, who goes to rare destinations, but which have already been discovered by other tourists, but must have infrastructure; 3) the *off-beat*, who moves away from the crowds; 4) the unusual, who goes to isolated areas, seeking dangerous activities; 5) the tourist of incipient mass, who travels alone or in small group, looking for authenticity in recreational equipment; 6) mass tourist who is in the middle class, traveling within the "tourist bubble", a safety net and where his financial income allows; and, 7) the charter, who travels in small groups, seeks quiet places that offer relaxation, with family characteristics, but different from his routine.

Based on Plog's cognitive-normative model, the authors Mc Intosh and Grupta (1989) made an adaptation defining five profiles: 1) the alocentric, who travels anonymously and has educational, cultural, political or gambling motivation ; 2) the almost alocentric, whose motivation is sporting, religious, professional and cultural; 3) the mediocentric, who seeks rest, breaking the routine, gastronomic and sexual adventure, enjoys taking pictures to show friends and family; 4) the almost psychocentric, who seeks social status; and, 5) the psychocentric, who is motivated by the marketing of the destination.

The different classifications find links between themselves, the alocentric ones from the Plog model, correlate themselves with explorers of Cohen and Smith. Knowing and identifying the different types of tourists broadens the capacity to comprehend the planning of the tourist destination, as well as to have a better understanding on how the offer of products and services are interrelated with the elements that make up the tourist system.

Methodology

The objective of this study was the city of Balneário Camboriú, located 80 km from Florianópolis, the capital of the State of Santa Catarina, which receives from December to March, approximately 1.5 million tourists (SANTUR, 2017). It ranks fourth in the national HDI ranking, reaching a value of 0.845, just under Santa Catarina from the HDI of the State Capital that is 0.847. The life expectancy of its residents at birth is 78.62 years old and the per capita income per month is R$ 1,625.59, with GDP per capita of R$ 35,688.42. 93% of children ages five to six are in school. The municipality has an area of 46.24 square km and 131.727 permanent residents, which gives a population density of 2,848.52 inhabitants per square km. It is a municipality with excellent urban infrastructure, and considered the fourth best city in Brazil to live (IBGE, 2017).

The survey was applied to tourists from Brazil, Argentina, Paraguay, Chile and Uruguay who visited the city in December 2017, January and February 2018. The total number of respondents was 495, and the sample analyzed in this study of 144 respondents, due to the fact that the information raised was still being incorporated into the database.

Data analysis was performed using STATISTICA Software, version 12. Descriptive statistics and multivariate statistics were used. The multidimensional technique used was the simple correspondence analysis, which makes it possible to evaluate the associations between the cross data of two variables. This technique, according to Hair, Anderson, Tatham and Black (2005), facilitates the classification of the object in a set of attributes and their mapping.

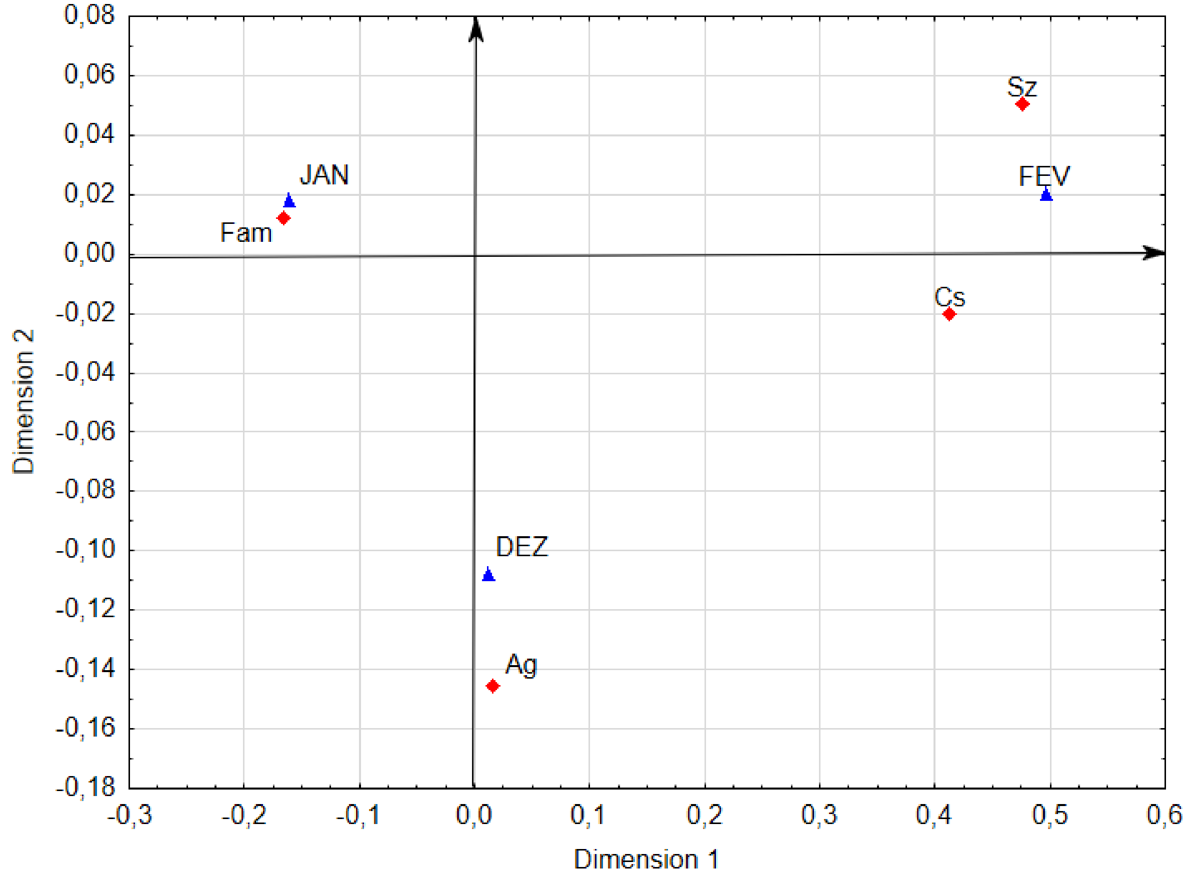
The technique was chosen due to the possibility of working from the frequencies in which a particular category appears. For instance, the reason for the trip is mentioned by the respondent in the different months in which the data was raised. In such a way, the crossings between these two variables can be generated with their frequencies in the different categories allowing the interpretation of their relationships by the proximity with which they can be observed in the generated graphs.

Results

The sample researched in this study allowed us to identify profiles and typologies that are characterized by figures delineating the descriptive statistics and the multivariate analysis used.

In Figure 01, using the factorial analysis of simple correspondences, the ways in which tourists travel are related to the month the data was collected.

Figure 01 - Simple correspondeny analysys between months and travel modality



Source: survey data

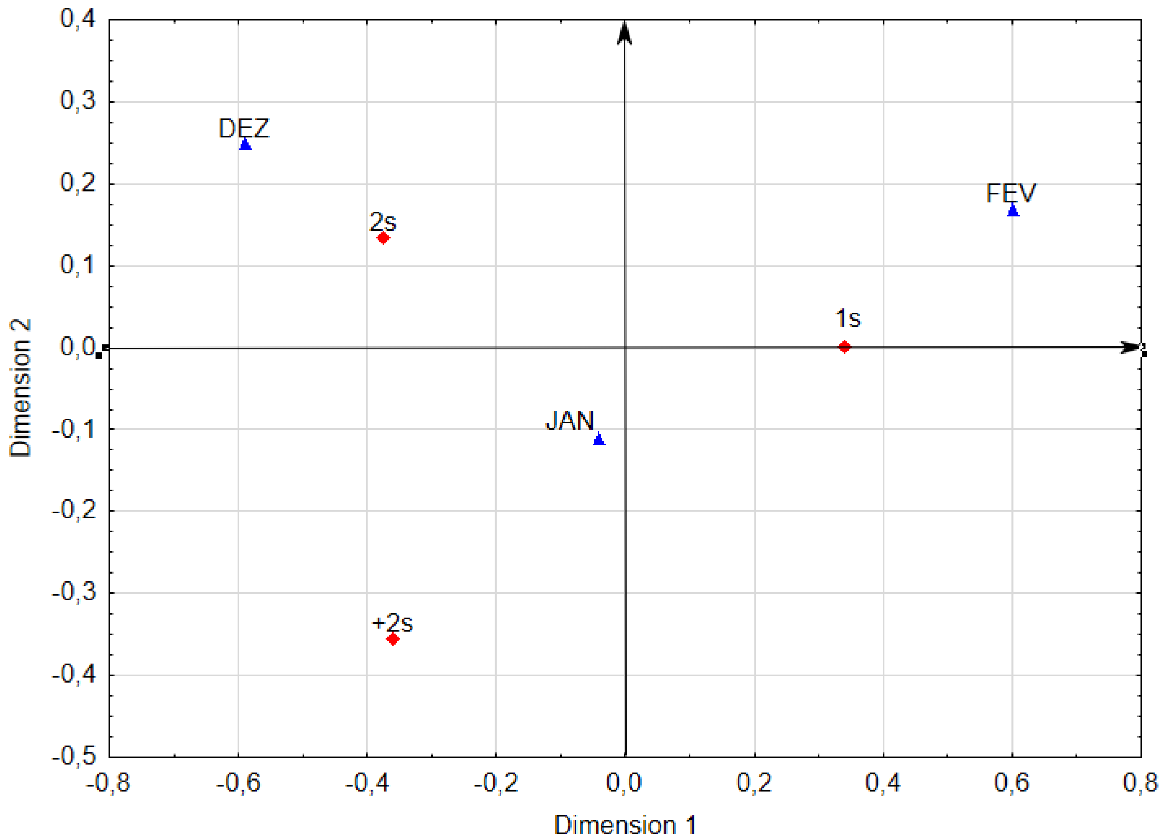
In December, the biggest demand in travel was from friends. While January's was families and February, couples and singles. The profile of the interviewed shows that in December, particularly associated with the end of the year festivities, friends appear with greater intensity. In January, the Brazilian school holidays allow for family trips, and this can be seen in Figure 01. In February, which includes Carnival's festivities, singles and couples visited the destination in a more prominent way.

In Figure 2, the relationship between tourists´ lengh of stay at Balneário Camboriú categorized as one week (1S), two weeks (2S) and more than two weeks (+ 2S) in correspondence with the sampling months are shown.

Consistent with the prevailing profiles in the Summer months, tourists who visited the destination in December stayed for a two week average, but in January they extended their stay to more than two weeks and in February decreased once again to just one week.

In January tourism is mainly related to family trips, as shown in Figure 01, which allows the family groups to travel to the destination during the Brazilian school holidays.

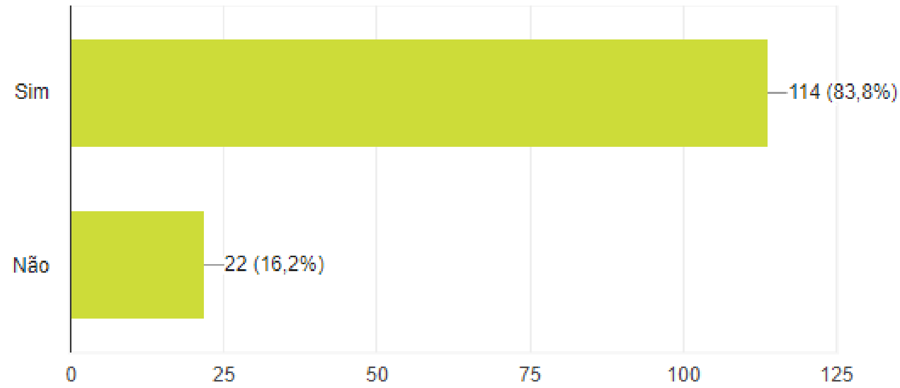
Figure 02 - Simple correspondent analysis between months and lenght of stay.



Source: survey data

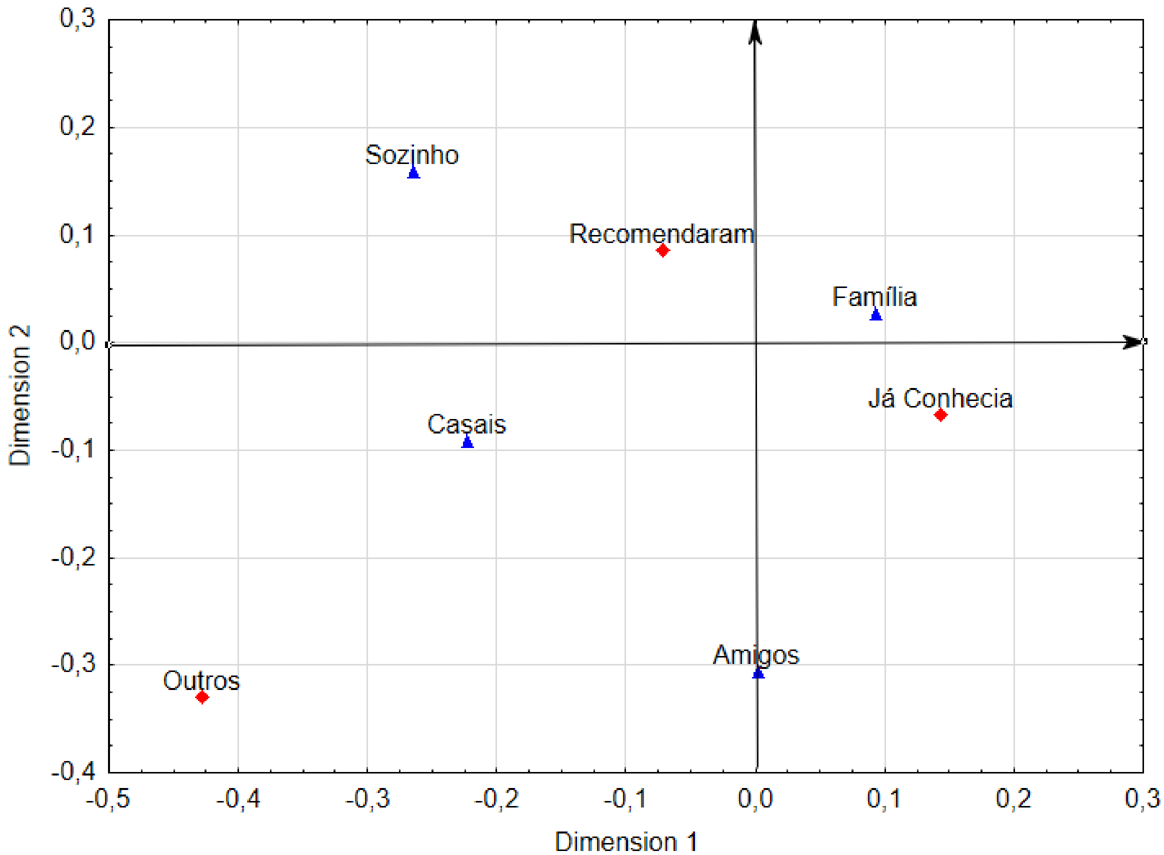
The frequency which tourists return to Balneário Camboriú is shown in Figure 03, exibiting the number and percentage of tourists returning to the destination.

Figure 03 - Tourist's return frequency to Balneário Camboriú



Source: survey data

Figure 04 - Simple correspondent analysis between travel modes and how they chose the destination



Source: survey data

When questioned whether or not they had come to the destination, 136 of the 144 respondents, answered that they had already been in the city, which corresponds to 83.8% of the respondents. It is thus confirmed that these tourists can be considered psychocentric (PLOG, 1973), that is, those who prefer to visit family destinations.

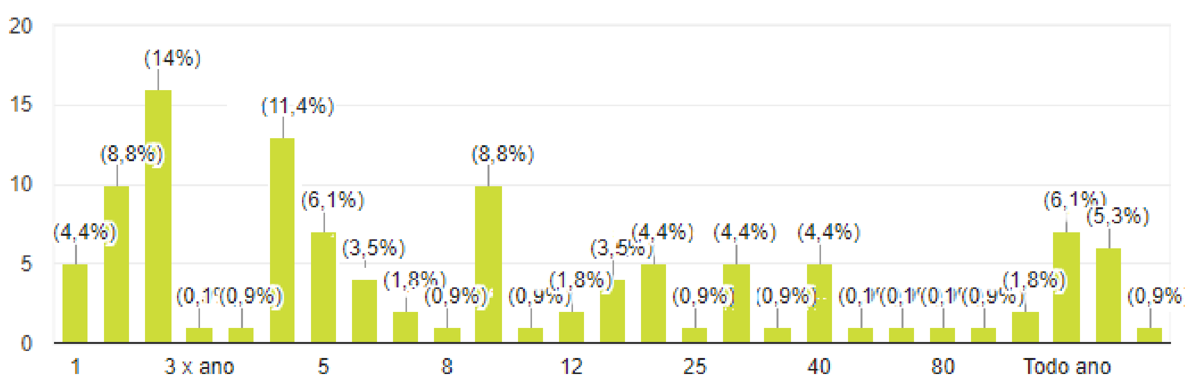
Figure 4 shows the associations that exist between the way in which the tourists usually travel and how they decided to travel to the destination researched.

On figure 04 the category "other" includes the destination choice using internet information, travel agencies, holiday destination presentations or television advertisements. Observing the arrangement of the points in the space of representation it can be associated with family travel almost in a equivalently way between those who came by friend's recommendation or relatives and those who already knew the destination.

Likewise, those who travel with friends also stand between these two conditions. For their part, those who travel alone or as couples are linked with the recommendation and to some extent with other ways to get to know Balneário Camboriú as a tourist place.

Figure 05 depicts the percentages by which tourists visiting Balneário Camboriú travel to their destinations. The chart shows that most return after getting to know the city and surrounding counties. For this, the available infrastructure to meet demand is important.

Figure 05 - Bars diagram indicating the frequency about the tourists return on the destination



Source: survey data

Almost 50% have been in the city at least 7 times, and 12.5% have declared to come every year, constituting excellent return index, described as explorers because they live with the residents (SMITH, 1977).

Final Considerations

Balneário Camboriú has distinct typologies and profiles of tourists, among them are the messocentric (PLOG, 1973), who are the ones who travel alone. Also, the psychocentric (PLOG, 1973) that travel with the family and correspond with the institutionalized ones, in the Cohen model (1972), which indicates that these family trips are made to destinations where there is security. If Smith's (1977) interactive model is considered, those who visit Balneário Camboriú, mass tourists or incipients traveling alone or in a small group, including the family, can be identified.

A significant portion of the demand already knows the city and has a very high rate of return. This is particularly valued during high season summer holidays. which can be correlated with the profile of the psychocentric (PLOG, 1973).

The majority of the sample analyzed is linked to a family destination, characterized by a high rate of return, what, in Smith's view (1997), is associated with the typology of explorers, since they coexist with the locality. According to this author are the explorers who have coexistence with the resident. This researched public seeks to return several times a year.

This destination contemplates the main typologies and profiles of tourists that are related in the theoretical framework employed. Therefore, it can be considered that the city is a multipurpose destination that operates as a true inductor.

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A Poisoned Gift: digital platforms that promote new models of shared economy in tourism

Paula Almeida, Department of Social Sciences, Polytechnic Institute of Tomar, Quinta do Contador, Portugal,

Célio Gonçalo Marques, Techn&Art-IPT|Information and Communication Technologies Department, Polytechnic Institute of Tomar, Portugal

Eunice Ramos Lopes, Techn&Art-IPT|Social Sciences Department, Polytechnic Institute of Tomar, Portugal

ABSTRACT

This paper seeks to approach the legal and social implications of digital platforms promoting new models of collaborative economy, focusing on those with low cost to the visitor, exchanging lodging and food for work hours dedicated to the host.

We proceed with an analysis of the diploma that regulates volunteering, trying to understand the way in which the type of work performed by these tourists fits into the legal constraints of the concept, as well as what kinds of work relationships underlie the context of work exchange platforms. Likewise, we look at the online perceptions of these platforms, attempting to understand what might an individual find in searching for them, and what kinds of promises are made *viz* the reviews and descriptions of visits.

We will in that sense attempt to open several lines of inquiry into these forms of touristic and professional relationships: can these platforms – such as Helpaway, Hopineo, Worldpackers, Diverbo, Workaway and Helpstay – be understood as mere mediators, or do they function as temporary work companies? Does this judicial figure of "voluntary work" not bear potential risk in terms of the extremely low cost, few obligations (such as insurance), and no protection asides from user ratings? What motivates individuals to want to participate in these relationships? We conclude with some remarks on these questions, pointing to the need of more research and a need to evaluate regulatory costs *viz* dynamical evolution of a lack of regulation.

Keywords: Sharing-economy, hospitality, cultural exchange, volunteer.

INTRODUCTION

The Law nº71/98 of November, the Portuguese legal regime on volunteer work establishes that volunteering implies the development of some social and community tasks, in an altruistic way, which means that there will be no trade regarding the work done.

Is this the kind of work that the digital platforms promote by trying to organise homestays and cultural exchange? Or, is there a chance of promoting new kinds of shared economy but working theses platforms as agencies to recruit workers that will not have the salary and the assurance required by a labour contract?

This study seeks to analyse the kind of offer made by the platforms and the results of the reports made, when it turned into a bad or good experience as they are attracted to a place where they will be given much more hours of work per day and forced to do them as they want to assure lodging and food.

The analysis of the platforms, and the reports made can give us the feed-back of theses platforms and decide if they are a great way to embrace a new experience and travel with a low budget or the beginning of a disaster and very bad memory.

The sharing economy has had a positive impact on tourism as well as a negative one. Its advocates think that it provides easy acess to a wide range of services that are often of higher quality and more affordable than those provided by traditional business counterparts. Critics, on the other hand, claim that the sharing economy provides unfair competition, reduces job security, avoids taxes and poses a threat to safety, health and disability compliance standards.

Objectives

General goals

To demonstrate that the promotions made by some digital platforms engaged in finding "volunteers" to work in hotels, hostels, farms and other kind of establishments, trading some hours of work into lodging and food and without any legal protection can be a very poisoned gift to the people sicking to travel and see the world as they may find a new way of recruitment of very low price hand work, leading to situations of real slavery.

Specific goals

The specific objectives of this research are:

- To analyse the legal evolution regarding the volunteering work;
- To analyse the suggested or apparent impact produced by this new supply of work, with the visible positive and negative outcomes;
- To analyse the digital platforms to understand their offer and the dangers hidden, like the absence of protection to the volunteer.

Methodology

The Methodology includes:

- Comparative analysis of diplomas which regulate the legal figure of Volunteer work;
- Analysis of current data on the registration of volunteers in the digital platforms;
- Analysis of a study elaborated by European Parliamentary Research Service;
- Analysis of data from the Platforms Workaway, Helpstay, Hopineo;

Analysis

Our work focus on the analysis of the legal frame of volunteering work and to understand how digital platforms can increase the sharing economy applied to tourism and if their offer really leads into a volunteer work or, otherwise, establishes a working bound, with much more responsibility and without security to the "volunteers".

Tourism services have traditionally been provided by business such as hotels, taxis and tour operators. Recently, a growing number of individuals are proposing to share temporarily with tourists what they own. This type of sharing is referred to as the "sharing economy".

The sharing economy is a relatively new phenomenon and much of the information on its impact on tourism comes from the platforms themselves.

With this said, we can see that those platforms are international hospitality services that allow members to contact one another to organise homestays and cultural exchange. But volunteers are expected to contribute a pre-agreed amount of time per day in exchange for lodging and food, which is provided by the host.

Their philosophy is simple: a few hours of honest help per day in exchange for food and accommodation and opportunity to learn about the local lifestyle and community, with friendly hosts in varying situations and surrondings.

Their aims are:

-To promote cultural understanding between different peoples and lands throughout the world;

- To enable people travelling on a limited budget to fully appreciate living and working in a foreign environment;

- To promote the exchange between people from different nationalities and give a chance for volunteers to contribute to a cause;

- To enable language learners to experience different countries and immerse themselves in their target language whilst living abroad;

- To give opportunity to projects around the world to receive support from skilled volunteers and have a real and immediate impact on their projects.

Tourism in the EU as well as in other regions is evolving in response to changes in tourist behaviour as many tourists use digital technology and social media plan and review travel experiences. Also, people are increasingly open to the idea of sharing resources and to new flexible work opportunities. All these factors have favoured the development of the sharing economy.

The sharing economy is developing against a background of rapid growth in international tourist arrivals in the world, as well as in the European Union. Compared with 331 million arrivals in 2000, the 28 EU member states hosted 478 million international tourists in 2015 and this number kept on growing.

The sharing economy is changing the tourism marketplace, giving people new options for where to stay, what to do and how to get around. In the sharing economy, anyone can start a tourism business. Online platforms provide easy acess to a wide range of services, some of them of higher quality and more affordable than their traditional business equivalents.

The whole phenomenon of tourism has been changing because the idea of knowing other cultures, other way of living is now opened to more people as travelling has become much easier and cheaper with low cost flights and not reduced to very rich people.

This has a significant impact on sociological development, creating new approaches to life and new meanings to personal achievement as people enjoy the cultural exchange and try to understand how others live.

To promote this mobility the firms have to adjust to the market demands and have to adjust their offer, either by lowering the prices or by improving the quality of their services. Either ways, the customer will be satisfied.

Corporate travellers are also increasing using sharing economy platforms and platforms are adapting what they offer to cater for their specific needs. In some instances, incumbent companies cooperate with sharing economy companies.

Anyway, advocates of the sharing economy claim that this type allows more flexibility. Some tourists appreciate these platforms for their personal approach, authenticity and contacts with local citizens. The most popular platform to provide accommodation is Airbnb and gives us the chance to stay in the most popular regions and to contact, directly, with citizens and their way of living.

Critics see a number of aspects in which the sharing economy can impact negatively on tourism. Some believe that it is increasing the number of part-time workers in the tourism sector.

This new model also identify possible threats to safety, health and disability compliance has it can attract workers without giving them conditions such as payment and assurance, to make sure that things will be covered if any accident happens**.**

So, let us analyse the content of the mentioned platforms such as Workaway, Helpstay, Hopineo and see the offer they provide: hosts register and are expected to provide information about themselves. The type of volunteering “help” they require to be performed, the accommodation they offer and the sort of person they are expecting. Volunteers create an online profile, including personal details and any specific skills they might have and then contact the hosts to discuss a possible exchange.

Of course it is very important to create this new economic models and in recent years the collaborative economy.

But it is important to control this phenomenon and the Commission encourages member states to take a balanced approach “to ensure that consumers enjoy a high level of protection in particular from unfair commercial practices.

Finally, the Commission provides some clarification on how to define a “worker” and facilitate tax collection, for instance by using the possibilities offered by the collaborative platforms.

The main issue is to understand if the offer made by digital platforms is really volunteer work in the sense defined by our legal frame or is another kind of trade which implies working without security system and no money paid.

When we talk about volunteer work we assume that the person will be dedicated to some cause or use his skills to help someone in an altruistic manner, that is, without wanting anything in return. That is what is defined in the Portuguese law and we have to find out if the work provided in the mentioned platforms fit into this legal concept.

In our system, we classify any kind of manual or intellectual work as submitted to a working contract when the worker fulfils the needs demanded by the employer and have some schedule to fill in, a place pointed out and expect some payback, either is money or accommodation and food. These things provided to the “helper” are some way of paying the work done and are not executed with no expectation and just to feel helpful.

Of course, the analysis of platforms as Workaway seem to point out to a great change of spending some time abroad, travelling, have a cultural exchange with a very low budget but there are many risks we have to be aware of, such as having no security system and no accident protection, which is not provided by the platforms, neither by the hosts.

So, how can we classify the relation between the host and the worker? Can we point out to a labour contract or just an "agreement" without any payment expected?

This new economic model of sharing economy has its dangers as it may facilitate the owners of tourism establishments to recruit "volunteers" to do most of the tasks and be able to save many money, as well as avoid taxes and other legal demands, like medical approval to work.

As we review those mentioned digital platforms we can look up to reports made by people who have experienced that exchange and we can find wonderful accounts, as well as reports of very bad experiences, such as, very bad accommodation, too much work to be done, very bad food.

The use of these digital platforms to promote tourism has been very successful and the Homeaway reported over 1.2 million listings in January 2017, in 190 countries, which means more than 3.9 million dollars and growing.

If we can identify the dangers hidden in those platforms, how come people use them so often and pay just to be registered and to have a list of hosts, knowing that there is no responsibility assumed and there is a possible and very probable chance of arriving to the place and change of terms and increasing the hours to "help" out or giving no free time?

We think that people are more and more willing to try an exchange, assuming the risks because life itself is a risk and the will to see some new things and experience other cultures is bigger than the fear of having a bad experience.

Of course, these wonderful and attractive opportunities can turn into a real nightmare if people go to very exotic places, with very different cultures and they demand an 8 hours working journey or have no day to rest but the "helpers" should learn more about the destination to make sure they are aware of the problems they might have to face.

To control the increase of problems in EU countries, the European Parliament has touched upon the issue of the sharing economy in various resolutions. In its October 2015 resolution on new challenges and concepts for the promotion of tourism in Europe, the Parliament emphasised that current legislation was not suited to the sharing economy. According to the Parliament, "any action on the part of public authorities needs to be proportional and flexible in order to enable a regulatory framework that secures a level playing field for companies, and in particular a supportive positive environment and for innovation in the industry".

In its January 2016 resolution, towards a digital single market act, Parliament welcomed the increased competition and consumer choice arising from the sharing economy, as well as opportunities for the job creation, economic growth, competitiveness, a more inclusive job market and a more circular EU economy.

After these kind of advises, what has really happened to control the content of those platforms and to protect the volunteers that embrace that adventure? It is not easy to control the contents as we know that in digital world is very difficult to establish any kind of responsibility and to make people aware of the dangers.

As we analyse the promotion made in platforms as Helpstay or Worldpackers or even Workaway is will be difficult to find any gaps because the offers are really attractive but the use of volunteering work is not inappropriate as they carry out some tasks to pay for food and accommodation? We really think that either it is volunteer work and they have to do it without any payment and just to support some cause, or they will be working for accommodation and food but with a real work bound.

In our legal system, whenever we have someone carrying out some tasks for an economic and lucrative purpose, with the fulfilment of timetable and obeying orders or guidelines delivered we talk about a "working contract". But we have a distortion of this concept as it has no protection and no assurance behind, leading to some dangerous situations.

These volunteering work offered to owners of hotels, restaurants and playing parks let them have well prepared workers without any expenses, which make their deal very profitable and taking no tax charges.

Conclusions

By analyzing the mentioned digital platforms that offer accommodation and food in exchange for a few hours help per day, we come to the conclusion that this kind of sharing economy has its dangers to inexperienced tourists that are about to embrace an adventure but may stumble into a nightmare.

The world growth of tourism may lead to sick some ways of travelling with very low budgets, like those provided from the platforms we have studied. People are attracted to an exchange that will assure his basic needs like accommodation and food but with no assurance and protection if an accident happen.

We have concluded that this phenomenon will lead to a public intervention, imposing the respect of some rules in order to avoid entrepreneurs to recruit people to really work, much more hours than those established in the agreement made using the platform and without any social assure and accident protection.

Most of the experiences related to the platforms explain a real working contract which leads to classify those platforms like real working agencies but without the fulfillment of legal impositions.

There is a need to control the content of digital platforms because they may promote collaborative economy but also provide unpaid work to some less conscious people who will take advantage of those who have less possibilities of having other kind of travelling experiences as accommodation and food are very expensive in some destinations.

Our purpose is to keep on monitoring the contents on platforms that promote cultural exchange and tourism experiences to understand if they really report all kind of experiences and to alert young people to dangers of going to places very far from home, with no safety or health plans defined.

In a very competitive world with an enormous growth of tourism sector, the existence of greedy and unscrupulous persons, together with the lack of legal regime, may lead to a poisoned gift to those who embrace the adventure.

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Field study on the “National Marine Park” of Alonissos, Greece

Dimitrios Kovos, Mechanical Engineer Design and Drafting, Sheridan College, Brampton, Ontario, Canada.

Karagiannis Georgios, University of the Aegean: Department of Statistics and Actuarial - Financial Mathematics, Greece

Abstract

Our seasonal work experience in the service sector, as well as our student experience in accounting, statistics, mathematics, and economics, led us to study a subject, combining many of the aforementioned aspects, which is a field study on the marine park of Alonissos, Greece, based mainly on the knowledge we have gained from our University studies. We have structured our material in a way that it is more scientific and more understandable to anyone who chooses to work on the same subject in the future. Our goal is to showcase the attitudes and predispositions of the local people towards the marine park.

Keywords: Alonissos, tourism, theme park, marine

1. Introduction – Getting to know Alonissos

The population of Alonissos is about 2.750 people, according to the 2011 census. The residents’ main occupations are agriculture and livestock farming. The landscape mostly constitutes of steep cliffs which end to the sea as well as caves which form the main habitat of the Mediterranean monk seal (Monachus monachus). The climate is Mediterranean with rainy winters and dry summers. The average annual temperature is 17° C, while the average annual rainfall is 515 millimeters. The topology, morphology, and excellent condition of the natural environment make the “Marine Park” an ideal habitat for many endangered species of the local land and for marine flora and fauna. The area is home to a great variety of bird fauna, reaching approximately 58 species. Regarding its flora, there are Mediterranean conifers in the area, such as the rare Amelanchier chelmea tree, and other interesting native plants, such as the Campanula reiseri, Campanula rechingeri, Linum gyaricum, Areanaria phitosiana, etc.

The main ecosystem in Alonissos is that of the “National Marine Park”, where ¼ of the world population of the Mediterranean monk seal is found. The presence of seals and dolphins in the region is often the reason why people visit Alonissos. However, it should be noted that people are prohibited to approach the areas where seals live i.e. the islands of Alonissos, Peristera, Kyra Panagia, Psathoura, Piperi, Skatzoura, and Gioura. In general, this region constitutes the largest protected area in Europe. It is clear that tourism to the marine park should be considered of “special interest”, and it is this special interest which determines why the visitors choose this destination, as well as the activities in which they will engage and the restrictions with which they will comply, as enforced by the Park. (Sotiriadis M.,Farsari, I. 2009).

2. The Institutional Framework of the National Marine Park of Alonissos

The National Marine Park of Alonissos is the largest marine park in Europe, and the first marine park in Greece. The first attempts to render it legally protected took place in the early 1970s. The first decision for the protection of the Mediterranean monk seal (Monachus monachus) was signed on 31/8/1986, followed by the first Common Ministerial Decision for the protection of the Mediterranean monk seal in 1988, which was renewed in 1990 and established by the Government Gazette 519/92. The Zone A of the park occupies 1587 km², and is classified as a strict protection zone, while Zone B occupies 678 km² and is classified as a protected area. In May 1992, a Presidential Decree was issued, and the area was declared a “National Marine Park”. In June 2003, by joint decision of the competent Ministries, a Managing Body was appointed, which is responsible for the application of the relevant Management Plans. Protection, research, and awareness programs have been put into effect since 2007, in accordance with the first Management Plan. It should be noted that the National Marine Park of Alonissos is a member of the MedPAN -Network of Marine Protected Areas in the Mediterranean. (Hellenic Society for the Protection of the Environment and Cultural Heritage 2015).

3.The Goals of the National Marine Park of Alonissos

The main purpose of the National Marine Park of Alonissos is to preserve the population of the Mediterranean monk seal, an endangered animal species due to tourism, over-fishing, and pollution, factors which reduce its food sources and destroy its habitats. (Krippendorf, Jost 1988).

The establishment of the marine park is a significant step on the local and international level to protect the “Monachus monachus” seal, as well as other rare and endangered species, in relation with the plan to protect, preserve, and manage wildlife, the natural environment, cultural heritage (Karagianni, Maria 2017), and natural resources. [Hellenic Society for the Protection of the Environment and Cultural Heritage (2015).

4.Legislation – Park Regulations

The National Marine Park does not constitute a restricted area in its entirety, but there are restrictions as to where visitors can circulate who must comply with the regulations established to protect this unique ecosystem, and in particular, the Mediterranean monk seal (Monachus monachus). www.agnanti.gr

The legislation governing the park includes the regulatory measures and the general management framework of the region such as the Common Ministerial Decision No. 621/23537/2003. The basic feature of the organization of the park is its division into two main protection zones (A and B), as can be seen in the picture below**.**

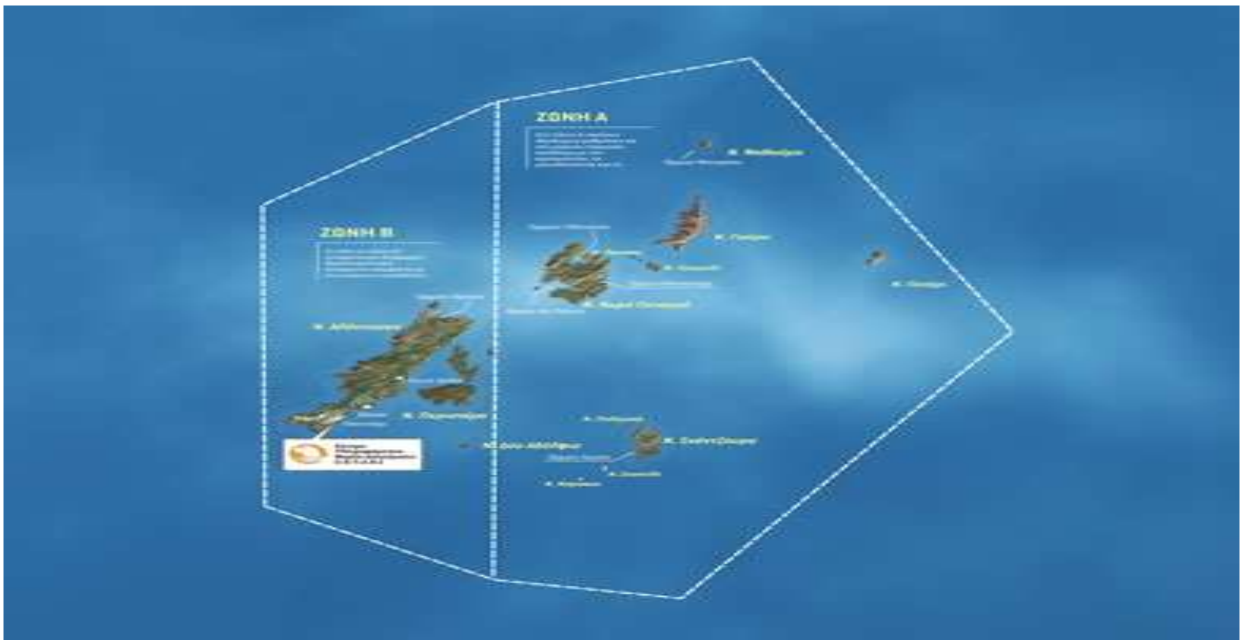


Figure 1. Alonissos marine park map

4.1. Zone A is a strict protection zone, and the regulations governing its individual areas vary depending on how critical the condition of the area is, i.e. its uniqueness and its naturalness. In order to enter this zone, you must be granted a special permit by the Management Body. Hunting is forbidden, and there are special regulations in place regarding professional fishing (both coastal and distance). Recreational fishing is also regulated, while the use of fire, free camping, and speargun fishing are forbidden throughout the park. Zone A includes the islets Peristera, Kyra Panagia, Gioura, Skantzoura, Psathoura, and Piperi, as well as 22 unnamed rocky islets and reefs.

4.2. There are no particular regulations in place for visitors in Zone B, except for free camping and the use of fire in certain areas, which are forbidden as it was aforementioned. Regarding the speed of boats, there are special regulations on recreational and professional fishing which are independent from those of the national legislation

4.3. The Islets of the National Marine Park of Alonissos

Peristera: An uninhabited islet, yet visitors still ought to show the appropriate respect and carefulness and act appropriately, especially in the area of the shipwrecks (mooring). (Athanasiou, Lakis 2007).

Kyra Panagia: An islet with two deep coves which form safe natural shelters.

Gioura: An islet of exceptional beauty, where the mythical “Cave of the Cyclops” can be found. It is home to a great variety of bird fauna, including a few pairs of birds of prey, and it has been declared a protected area for the protection of the Mediterranean monk seal and for scientific research. (Sampson Adamantios 1992).

Psathoura: There are certain species of flora found on this islet that are unique in the whole marine park, including the sea daffodil (Pancratium maritimum) and the yellowhead or yellow fleabane (Inula viscosa).

Piperi: It lies at the heart of the marine park and constitutes an area of strict protection. It is forbidden for any boat to approach the area unless they have a special permit. The purpose of these restrictions is to protect the habitat of the Mediterranean monk seal, as well as the birds of prey which live in the inaccessible rocks of the islet. There are up to 33 species of bird fauna in Piperi, and it is estimated that the islet is home to a significant number (350-400 pairs) of the Eleonora’s falcon (Falco Eleonorae).

Skantzoura: This islet constitutes a habitat for the Auduin’s gull (Ichthyaetus audouinii), which is among the endangered bird species. This bird lives exclusively in the Mediterranean, and its global population is approximately 2.000 pairs.

There are daily trips for those islands in Zone A which are open to the public. (Mylonopoulos Dimitrios N. 2005).

5. Sea Tours

Sea tours with recreational boats (Exarchos G., Karagiannis St. 2004). contribute to tourism related to recreational activities such as fishing, diving, daily trips, etc. (Laloumis D., Roupas V. 1998). The diving market is constantly growing and attracting tourism organizations, since over four million people around the world have attended official diving programs and have become certified divers. It has been estimated that the average diver spends around 10.000-20.000 dollars on equipment, travels, meals, and other activities. (Ghuck, Gee & Makens, James & Choy, Dexter 2001). Thus, underwater tourism is mostly linked to marine parks.

Many marine parks are internationally established and exist under legal protection, as their objective is to protect and preserve marine ecosystems. Controlled tourism is a modern form of tourism, characterized by pleasure derived by visiting special interest destinations of certain standards and under certain conditions; (Bonarou, Ch. 2012) this form of activity creates an important psychological value along with the characteristics of being a tourist/visitor. (Page, Stephen J. 2006). Furthermore, our wish is to highlight some of the environmental problems resulting from this form of tourism, such as unclear liability in cases of accidents that lead to water pollution, pollution of the underground aquifers, and how addressing these problems is related to the distinction between public and private goods, bringing the role the state plays and the rights and responsibilities of the citizens to the fore. (Kokkosis, Ch., Tsartas P. 2010).

6. The Instance of an Outing of a "*Monachus monachus* " seal called Nepheli

Nepheli, a "*Monachus monachus*" seal, went out for the day! She sent messages/signs even from inside the caves – although signals from the transmitter are prevented from reaching the recording base in there. According to the message Nepheli sent on 10/3, she spend her morning (00:00 – 06:00) fishing at the east side of the islet of Piperi, diving to 109 m. At 06:00, she went and rested in one of the islet caves, and she resurfaced once again at 12:00 to move around and dive, this time to 102 m. She then swam at the north side of the islet Kyra Panagia. Her course is recorded above.

7. The Identity of the Field Study

Sample: 100 individuals (65 men and 35 women)

Location: Alonissos, Greece

Sampling: Random

Time/Duration: 1/3/2018 – 25/4/2018

8. Findings – Conclusions

Looking into the answers to the anonymous questionnaire, we can see that men were more willing to cooperate than women. Furthermore, the respondents between the ages of 30 and 40 were more cooperative, and also those who had a university level of education, approximately ¼ of the respondents. We also found out that ¼ of the locals did not know the conditions under which the park had been created, and claimed that it is worldwide known that the “Monachus monachus” seal is an endangered animal species, although we should not forget that the purpose of the park is also the protection of other rare and endangered species of the flora and fauna of the island.

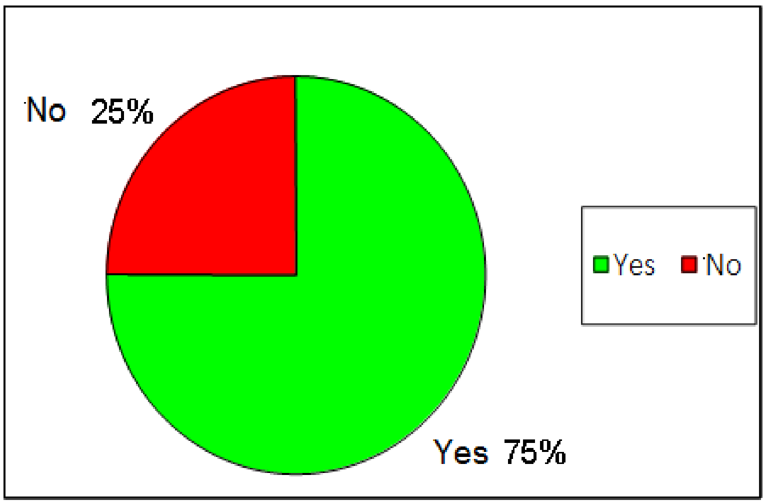
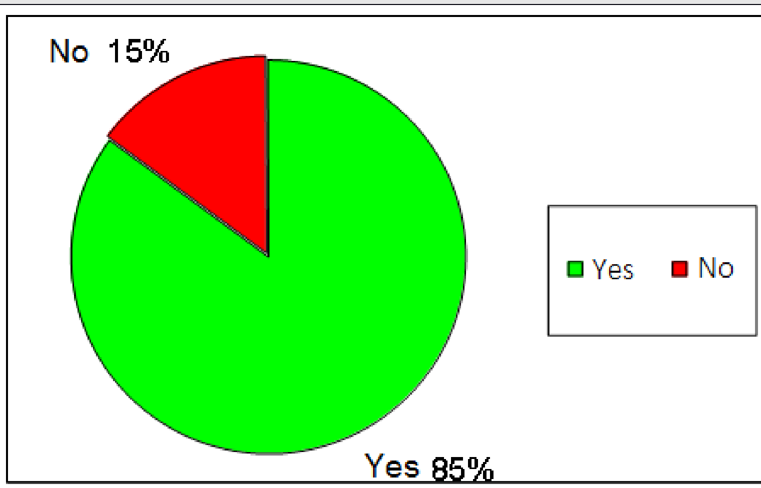
The development of the area should take place with the right use of the natural resources. The park is not a closed area; it is an extensive, protected area of approximately 2.200 km^2 in size. The philosophy of the Park is to protect the ecosystem, as well as help the development of Alonissos, which is the only inhabited island of the Park, without any violent interventions. (Vlaikos, Giannis 2010). When asked if they support the presence and operation of the park, 15% of the local people said they do not, while an equivalent percentage said that the presence of the park has not positively affected their everyday activities. On the contrary, 90% of the locals believed that the presence of the park has increased the tourist activity in the area.

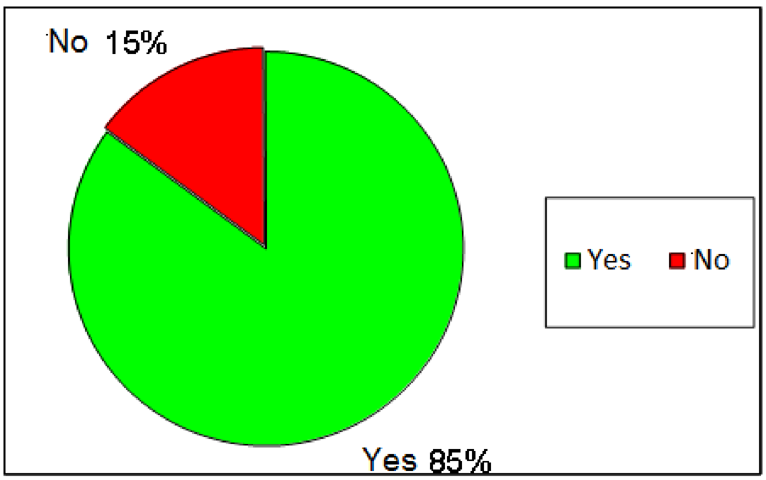
When asked if the regulatory measures regarding the protection zones of the park are observed, 20% of the respondents said that they are not, although we definitely know that the particular regulations and restrictions imposed in every such area do not exist in theory only, nor do they constitute “good will exercises”, but they are tactics applied that are decisive for the preservation of the ecosystem. The following question was whether the establishment of the park has helped to preserve the rich marine diversity of the area, to which 90% of the respondents answered that it has.

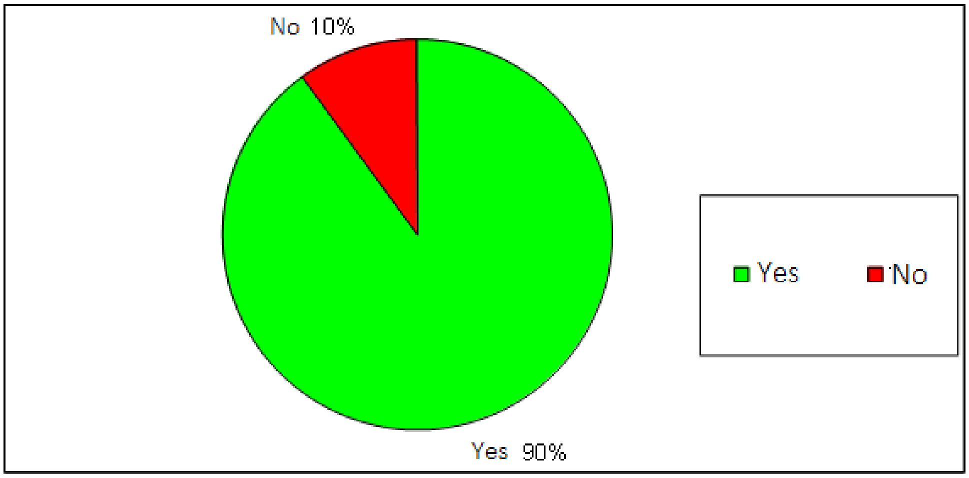
To the final question: Do you believe in the institution of the Management Body of the park? ¼ said they did not, although it has been widely accepted that the participation of the Management Body has contributed to the financial growth of the area, at least according to the general principles and goals of the Management Body. The Management Body is responsible for the management and daily operation of the marine park, therefore, its successful protection forms part of the Body’s mission. Furthermore, it should be noted that the daily operating schedule of the park directs the field actions necessary for its successful management. In addition, the daily operating schedule is formulated by the scientific and technical staff of the Management Body, in collaboration with non-governmental organizations, Universities, public institutions, professional organizations, and the local community. Therefore, the park is more than a delimited geographic area; it is a dynamic system, acting and being acted upon. Words are insufficient to describe the results. It is a complex situation, protecting the nature, the ecosystems, and the vulnerable habitats of the area in question.

We believe that the active involvement of the local community in the care and preservation of the marine park, in accordance with its rules of operation, will be positive for the collaborating entities, the academic community, non-governmental organizations, and other active citizens. The Marine Park, as an ecosystem that encompasses various rare fauna and flora, should be protected to the extent possible, and everyone must understand its importance. In particular, local people should be convinced to show the required ecological behavior and awareness. Coordinated efforts of all parties involved will result in the preservation of the Marine Park to the benefit of the environment and nature in general.

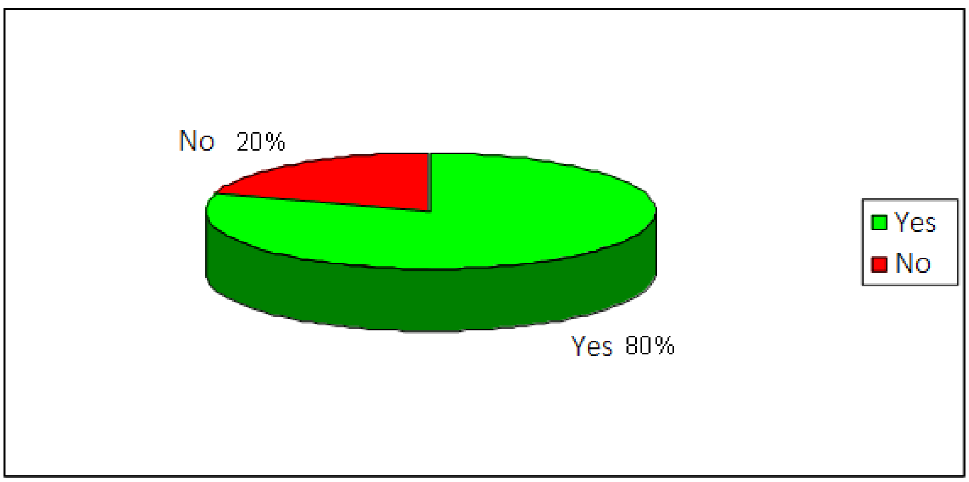
QUESTIONNAIRE

National Marine Park of Alonissos		
Do you know under what conditions the park was created?	Yes ☐	No ☐
	75%	25%
Do you support its operation?	Yes ☐	No ☐
	85%	15%

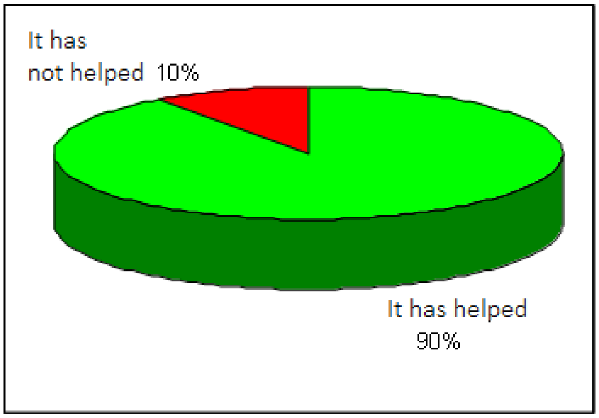
Has the presence of the park affected your everyday activities?	Yes □	No □
	85%	15%
Positive or Negative impact?	Positive □	Negative □
	85%	15%
Do you believe that its creation has increased tourist activity in the area?	Yes □	No □
	90%	10%



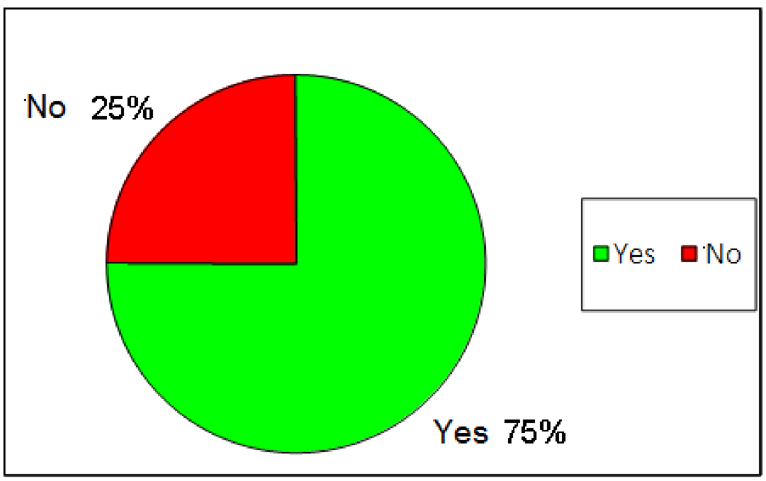
In your opinion, are the regulatory measures observed in the protection zones of the park?	Yes □	No □
	80%	20%



Has the establishment of the park helped preserve the rich marine diversity of the area?	Yes □	No □
	90%	10%



Do you believe in the institution of the Management Body of the park?	Yes □	No □
	75%	25%



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Perceptions of Tourism Impacts and Sustainability Concept: Insights from Kyrgyzstan

Jyldyz Djakypbay Kyzy, Faculty of Tourism, Eastern Mediterranean University, North Cyprus
Ali Öztüre, Faculty of Tourism, Eastern Mediterranean University, North Cyprus

ABSTRACT

The subject of sustainability has taken attention of many researchers recent years, but these investigations were taken comprehensively in some developed countries rather than developing countries. This study explores the perceptions of environmental, socio-cultural and economic impacts of tourism development by representatives of government officials, academicians and private sectors in Kyrgyzstan. It is known that tourism development is principally dependent upon socio-cultural, economic and environmental factors. Thus, to create a successful and quality destination all three dimensions (economic, socio-cultural and environmental) need to be identified whether it has negative impacts such as cost of living, environmental degradation, pollution or imitation of foreign behaviours and culture or the positive impacts such as job creation, increased willingness to understand the different cultures and protection of nature and wildlife. Thus, if it is not planned, managed or monitored competently the outcome could bring fundamental consequences and it will not only hinder the further development of tourism but also might damage the residents' lifestyle.

A qualitative approach was used to achieve the aims and objectives by applying a semi-structured interview. The research has revealed that current tourism development in Kyrgyzstan has negative and positive impacts on economy, culture, and environment. Furthermore, after the data collection, the main tourism development stimulators were identified such as the promotion of cultural identity and pride, enhancement of environmental quality and new perspectives to improve the quality of life.

In addition, the study attempts to explore the awareness of sustainability concept of the experts and practitioners in Kyrgyzstan. The results showed that there is a lack of understanding of the concept particularly among the government officials and the private sector. Moreover, the sustainability concept seems to remain invisible in practice despite the fact that respondents had some awareness of the subject.

Key Words: Economic Impacts, Socio-cultural Impacts, Environmental Impacts, Sustainable Tourism, Tourism Development, Kyrgyzstan

INTRODUCTION

Tourism is extensively perceived with the potential economic contribution, providing components of the better life and improved quality of life known as job vacancies, tax, economic opportunities, carnivals, eating-places, natural and traditional attractions, and outdoor activity opportunities (Ap and Crompton, 1993; McCool & Martin, 1994 cited in Andereck et al., 2005).

However, there are worries that tourism can have negative effects on quality of life. These effects can emerge as traffic jams, parking space difficulties, increasing amount of law breaking, cost of living, and changes in residents' daily life.

Global growth of tourism activities has encouraged, inspired and increased the interest among academicians, policy-makers, experts and other stakeholders in the tourism industry. These concerns must show how to shape and operate the tourism industry in the next coming decades. All destinations need not only emphasizing the issues on impacts of tourism but what actions need to be used in order to overcome all the negative aspects as well as the most importantly how to develop sustainably in order to preserve our valuable resources for the current and future generations.

Kyrgyzstan is one of the Central Asian countries with picturesque landscapes attracting and hosting more and more tourists every year. As this country opening its doors to the guests, it needs to be aware of the concept of sustainable development of tourism and economic, environmental, socio-cultural negative and positive impacts. The lack of related knowledge approaches, sustainable principles and short-time oriented tourism development may lead to a fundamental loss of biodiversity, environmental degradation and socio-cultural misbalances.

The purpose of the study is to explore perceptions of economic, socio-cultural and environmental impacts of tourism development by tourism experts and practitioners in Kyrgyzstan. Furthermore, this study attempts to explore the awareness of sustainability concept from government officials, academicians, and the private sector.

The interests of tourists are growing in visiting countries of Central Asia or the countries laid on the Silk Road. As Taleb Rifai, the former General Secretary of UNWTO emphasized on the Silk Road Action Plan (2016-2017) that Silk Road is an important channel for a new, vibrant and cultural-historical way of tourism, attracting and opening its doors with advanced facilitation and agreements. The main mission of the Action Plan is to work together to deliver new marketing framework and raise the competence, increasing the view of Silk Road tourism and leading the development that is sustainable, reliable, and competitive worldwide (UNWTO, Silk Road Action Plan, 2016). Among them, Kyrgyzstan lies on Silk Road Route and offers its beautiful and pure nature, enriched with the ancient traditions, and culture.

The main principles, themes, and approaches play a fundamental role in developing the tourism industry. If not implemented accurately or concerned enough it could damage the whole tourism system colossally leaving behind a chaotic scenario. Therefore, this study would be very beneficial in terms of providing in-depth information about the negative and positive aspects of three dimensions of sustainable tourism. The provided information could be implemented by academicians, government officials, private sectors, local community, and non-governmental organizations.

Research methodology

The qualitative method utilized for this research by applying semi-structured interviews with experts and practitioners in the tourism industry. Qualitative research's major distinctive attribute is that the concentration on real issues, conventional situations with the strong, rich information, holistic approach (Amaratunga et al., 2002). Non-probability convenience sampling was used for the selection of the interviewees. The main advantage of the non-probability sampling techniques is that samples are chosen according to subjective judgment than a random selection. In order to complete this research, non-probability convenience sampling method was implemented. This method is known for being a most practical way to collect primary data (Altinay et al., 2005).

In a qualitative research, a small sample size can be questioned, however, Patton (2002) points out that, sampling has to be considered according to the purpose and the background of the study. Nevertheless, according to Bertaux (1981, p.35), fifteen is the smallest acceptable sample size.

In this research, the data saturation was observed after the twenty interviews that consist five interviews with academicians, five interviews with governmental officials, and ten interviews with private sector representatives. Participants were Executive Director of Community Based Tourism Department in Kyrgyzstan, Primary Partner in a Swiss Association for International Cooperation, Director and Deputy Directors of Tourism Department, Executive Director of Kyrgyz Association of Tour Operators, Coordinator of Environmental Management and Sustainable Development Program, Academicians, specializing in tourism industry and tourism marketing, Experts of Tour Branding, Directors and Chairman of Travel agencies and Chairman of Tourism Committee. Respondents were contacted personally and meetings were arranged by phone and email letters, mostly at the respondents' workplaces. Interviews lasted from one hour up to two and a half hours. Conversations were recorded with permission of the interviewees.

Interview questions were generated based on the knowledge from the literature review (Altinay et al., 2007). The interview questions organized by the division of two sections. The first section includes the negative and positive impacts of tourism. The second section covers the perception of sustainability concept. The questions were open-ended and some questions had sub-questions in order to gather more probes and opinions.

The researchers used an investigative instrument such as taking self-notes, short memos during the interview procedure and while recording and articulating the findings (Saunders et al., as cited Altinay et al., 2007). Hence, it gave a benefit for the researcher to document reflections and additional information in the categories followed in the primary research and analysis. Interviews were taken during the period of July up to September 2016. The gathered information was transcribed, and similarities of the answers between the respondents appeared by listening to the records for several times, continually comparing them among participants, and putting them under the coding method. The qualitative results characterized by themes, specifically capturing the negative and positive outcomes of the economic, socio-cultural, and environmental impacts of tourism, and perception of sustainability concept.

Findings

Based on the interviews with academic staff, government officials, and the practitioners, main themes are identified on the tourism development in Kyrgyzstan. Interviewed respondents had high job positions of general managers, chief executives, directors, deputy directors, professors, and coordinators of the tourism development program in the country. Largely participants' work experience in the tourism industry was from 10-20 years and over.

In the interviews, the meaning of sustainability was asked to determine the level of knowledge and awareness of the respondents. Those respondents from the academic environment are informed far well about the concept more than private sector or the government officials. The understanding and the knowledge of sustainability concept given by academicians were much broader. Academicians' pointed out that the economic, socio-cultural, and environmental issues are concerning the participation of all stakeholders in tourism development. Community involvement identified as one of the important principles. However, private sector respondents seem to be not aware much about the concept and the sustainability approach viewed as the fashionable word.

Government representatives demonstrated awareness of the importance of the concept, however, have not been able to articulate their opinion and mostly relating the meaning to have a balance between economic growth and environmental resources. The respondents' demonstrated reluctance and indicated that the strategies change constantly with the changes of the top government officials. Political instability, weak governmental institution coordination, and cooperation entail uncertainty and present disinterest of the concept. According to academicians many types of research has been done and strategies generated, however, most of them could be on the shelves gathering dust, the ideas were not heard, suggestions refused or not applied fully.

Some respondents are not concerned about sustainability concept, as Kyrgyzstan is a very new destination and they do not host a big amount of tourists; however, it could be beneficial for future generations. Private sector respondents emphasized that tourism should take a holistic and comprehensive approach in order to achieve sustainability which exists as a big gap in the system.

Findings on Economic Impacts of Tourism

Generally, the respondents' perception of the economic impacts of tourism were positive. Tourism development generates employment opportunities and it is the source of considerable income for government treasury. Moreover, economic growth facilitates tourism infrastructure, building new hotels, restaurants, cafes, attractions, and entertaining zones.

Hence, quality and standard of living increases without a doubt, at the same time the cost of living raises. Seasonality of the tourism industry is seen as a negative side that generates low wage paid job opportunities and long working hours. Furthermore, the respondents point it out that seasonality of the tourism industry entails to the increase of the costs especially at the peak time of the season.

Findings on Socio-Cultural Impacts of Tourism

The interest of learning foreign languages increased by the development of tourism among the host community as well the geography, culture, cuisine, and traditions of the tourists. In some rural areas, young residents started to take courses for being a tour guide, as they know the local area better than others do. Therefore, they can take part in the generation of tour packages for travel agencies and contribute to the local economy and society. Moreover, hospitality is known as the main advantage in Kyrgyzstan, it is very much a tradition and culture. Therefore, community's recognition of culture, uniqueness, identity and pride escalates promptly. Consequently, some of the forgotten traditions, customs or ethnic games revitalize entailing the enrichment of the traditions and attracting more travellers. Reborn of historical heritage sites and restoration of some other sightseeing sites such historical and natural museums, monuments demonstrates that tourism development has a significant positive influence. Moreover, the demand for handcrafting souvenirs, jewellery or traditional outfits increases, not only because of the visiting tourists but also among the host community and nationwide. Traditional values and identification of the culture enhance along with tourism development. One of the respondents shared that one of the communities in one of the regions of Kyrgyzstan that makes only handcrafted Yurts (traditional dwelling houses. Firstly, it differentiates them from other communities, secondly gives them community identification, thirdly, it attracts more tourists and fourthly, it contributes to the economy of the community. Consequently, the quality of life improves, tourism infrastructure improves, especially in the rural areas as well as the desire to learn more about other countries, traditions and culture and willingness to visit which broaden the perception and understanding of tourism service. The majority of the respondents were the least worried about the negative socio-cultural impacts on tourism in the case of Kyrgyzstan, by explaining that the country does not host the amount of tourist that would damage socio-cultural values of the community. However, they expressed concerns in some cases when young residents try to imitate the behaviour of the tourists, change the appearance style or try to speak the visitor's language. The same situation observed in the cases of crime, drugs, and prostitution.

Findings on Environmental Impacts of Tourism

According to the respondents, positive environmental impacts can be identified by improved recreational or beautification of the community infrastructures such as local parks, playgrounds and improving the landscape design. The majority of respondents emphasized that some communities learn more about the behaviour of the caring environment from the tourists, especially littering is the main concern. Visitors are more responsible, respectful, and simply educated in environmental issues. Therefore, it promotes of being more respectful towards nature and activates some campaigns from the government institutions and private sectors. Moving forward, tourism development stimulates to protect wildlife, landscape, and environment. One of the respondents mentioned "The Snow Leopard Trust". Kyrgyzstan is the member of this international organization. The aim of it which to protect from the distinction of the wild habitat, from illegal hunting and trust cooperates under the community-based projects providing information and understanding the importance of the wildlife. Participants were well informed about the negative environmental impacts such as air pollution, noise, traffic and parking congestions, water pollution, littering and wastewater recycling. However, in the case of Kyrgyzstan, it is not at the stage of concerning environmental degradation which caused by the tourism development. Yet, littering was a concern of respondents but rather done by the local people and lack of education or poor upbringing was the explanation. Nevertheless, water pollution was associated with the development of tourism, especially in the area of where beach tourism which is developing in Issyk-Kul Lake, as wastes from the restaurants, hotels and harmful oil leakages from some water sport activates can significantly damage the quality of the water, surface.

Tourism Development as a Stimulator: Three Clusters

After an in-depth study of the findings, the three common themes were identified from the respondents' views, concerns, and perceptions on tourism development in the country (see Figure 1). Tourism development provides job opportunities and economic growth as it discussed at literature review and consequently enhances the quality of life.

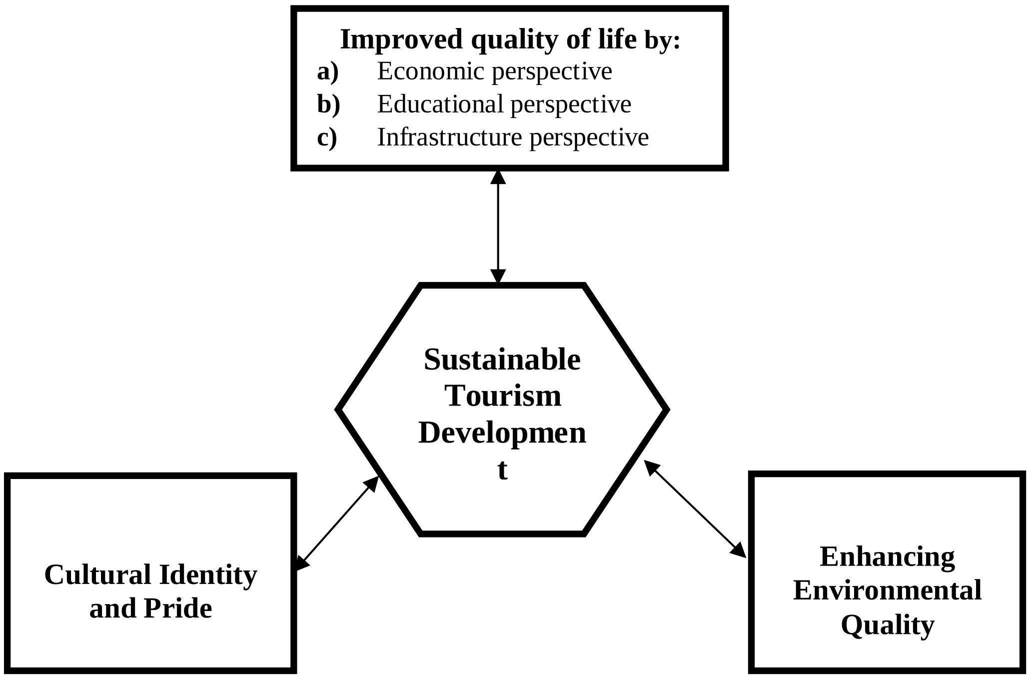

Figure 1: Tourism Development as a Stimulator: Three Clusters

Tourism industry needs to be comprehended as one of the main economic contributors of the country. Identifying tourism as a profitable industry, it will attract local entrepreneurs to invest or even attract foreign investors. By providing information and training, the host communities, with relevant sources, broaden their mind and can contribute and be part of the development more. By the progress of tourism development, the residents are expected to gain the education in different fields, for instance, becoming tour guides, learning the historical facts, surrounding nature, different foreign languages, etiquette, and providing a good service quality. Tourism developments initiate to explain more about the importance of the education in human resources, and growing young generation are participating in such seminars, training where it can be taught and explained. Additionally to education perspectives, interest in environmental science and policy subjects have grown, which is fascinating and fundamentally important part of the tourism industry. Lastly, it has been observed that tourism infrastructure improved in Kyrgyzstan over the past years. However, it still needs massive progress in this area. Abovementioned perspectives are dominated by the development of the tourism; it facilitates to understand that new perspective that tourism offering enhances the quality of life and happier, satisfied society.

Tourism development can enhance the identity of the culture and preserves the traditions that ancestors left behind. According to the respondents, tourism development stimulates the cultural identity, glory, and pride in Kyrgyzstan. The manufacturing of traditional outfits or using the traditional ornaments, patterns on the products, become an identity and a national brand. Unforgotten traditions from the past can be revitalized with tourism development. The World Ethno sports Confederation established in Kyrgyzstan to developing this idea of revitalizing traditional games and promoting them in the international level of competition games. Country identity is what needs to be differentiating the tourism product or destination from others.

Tourism industry can enhance the protection of natural resources. Tourism development in Kyrgyzstan enhances the knowledge of caring for nature and learning the importance of ecosystem among the host residents and the nation. One of the nations' negative challenges to overcome has been observed as littering behavior. Earlier studies have discovered tourist' environmentally responsible behavior from the perceptions of single commitment, attraction, and participation (Cheng and Wu, 2015). Thus, visiting tourists have a better environmental knowledge than the residents that can be observed by the behavior. Hence, enhancing the environmental quality through tourism development is not enough; even it played a role in stimulating and adopting such behavior. However, it needs to take attention to bigger audience and in such case arrangements from governmental level or non-governmental organizations could provide a holistic approach.

Conclusion and Recommendations

The tourism industry is becoming as one of the fastest growing industries in the world and the main category in export earnings after fuel, chemicals, and food production. The local voice from the representatives should be included and considered in the decision-making process for the tourism development. This study has explored the perceptions of tourism experts and practitioners in Kyrgyzstan regarding the economic, socio-cultural and environmental impacts of tourism and sustainability concept. According to the results, tourism has a positive impact on the economy by generating job opportunities, being a fundamental contributor to economic growth, improving the living standard and support for tourism infrastructure. However, the cost of living increases together with prices. Seasonality of the destination was considered as a negative impact.

In relation to socio-cultural impacts, there is an increased demand for exploring and understanding different cultures, learning foreign languages and geography. The respondents perceived tourism as a source for improving their quality of life, but they have concerns for traffic, gambling, and prostitution. Tourism has a fundamental socio-cultural impact on demand for local arts, handcrafting, and revitalising some of the diminishing traditions or ethnic sport. As an example, World Nomad Games, which is hosted in Kyrgyzstan, is an event attracting participants from more than sixty-two countries. This event united and introduced not only the national games that exist in Kyrgyzstan but also the cultural values, traditions, hospitality, and pure nature. In the global world, this kind of events assisting to preserve the identity and strengthen the pride not only the host country as well the countries that have participated.

In terms of environmental dimension, it was perceived that tourism industry seems to be the less damaging to natural resources in Kyrgyzstan. On the other hand, basic things such as littering needs be regulated by rules and regulations. The littering impact observed among the natives rather than tourists. One more respondent points out that it is residents' necessity to conserve the environment and conserve natural resources, as it is essential for today and the future generations. Tourism development contributes protecting the environment, landscape, and wildlife. Although, without good planning and sustainable approach it could destroy the beauty of the landscape. Traffic congestion, noise, lack of parking space, water pollution, and wastewater can be observed particularly in the summer season in Issyk–Kul region.

According to the research, sustainability concept was described as fashionable word, stability, and balance between all the principles that trigger from economic, socio-cultural or environmental factors. Some private sector representatives assumed that sustainability is related to a stable growth in international tourist arrivals and the host country can provide the appropriate service in accommodation, transport facilities, and overall satisfaction with the stay. The results demonstrated that private sector representatives have a narrow understanding of sustainability concept. On the other hand, the academicians and government officials emphasized that the principles of community involvement, long-term planning, policy, effective strategies and clear vision can make tourism development closer to the sustainability. Sustainability needs to be evolved through effective planning, instrumental tools that guide and educate.

Sustainable tourism needs to be considered as a fundamental framework for a destination; all stakeholders should agree with and adopt principles of sustainability (Dodds, 2007). In Kyrgyzstan, some respondents mentioned that tourism industry is in the evolutionary, transaction stages, and developing chaotically. Thus, unsystematic approach directs to uncertainty, lack of motivation, lack of long-term approaches and a shortage of all stakeholders' participation.

Sustainable tourism development is achievable, however, the stakeholders need to be well informed and provided with information. Moreover, the information and knowledge about sustainability need to be provided to all relevant stakeholders in order to gain awareness about tourism impacts and sustainable tourism development. As Byrd (2007) points out that residents need to be educated and have a knowledge and awareness of the issues, hence at the decision-making process new ideas, solutions, agreements, and disagreements can be discussed and make space for new strategies or approaches.

Tosun (2001) emphasizes that sustainable tourism should be environmentally responsible, socially well suited, in cultural terms to be proper, relevant, governmentally fair, technologically reassuring and lastly economically feasible for the host public. In Kyrgyzstan, the tourism industry is facilitating under the Ministry of Culture and Technology and named as the Department of Tourism. Department of Tourism should become Ministry of Tourism.

Several limitations occurred during the research. One of them is that data collection was taken from the experts and practitioners only in Bishkek, the capital city of Kyrgyzstan. It is likely that some of the respondents have not been confident enough to deliver adequate information and lack of information about the concept itself that have hindered interaction between respondent and interviewer. Additionally, there is a limited literature on sustainability in developing countries it is mostly oriented in testing developed countries (Altinay et al., 2007).

Further research is recommended for Issyk-Kul region, as it is known for the most visited destination in Kyrgyzstan and this study can utilize in quantitative methodology. Residents are an essential part of tourism development and according to Choi and Sarikaya (2005), one of the elements of alternative tourism development is the support and collaboration of local people. Further studies can frame the appropriate ways of local community's involvement in planning and implementation phase. Last but not the least, further researches can be very beneficial to determine context and instruction terms of the educational and training programs.

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Greek Hotel Owners vs General Managers

Lazoura Julia, University of West Attice, Athens, Greece
Laloumis Dimitrios, University of West Attice, Athens, Greece
Papageorgiou Athina, University of West Attice, Athens, Greece
Sergopoulos Konstantinos, University of West Attice, Athens, Greece

Abstract

Hotel owner is the entrepreneur that concentrates the productive factors of the hotel, combines and provides them, by payment while he undertakes the responsibility of the monetary transactions. The combination of the productive factors deals with the concentration of the capitals, choice of the facilities, employment of the necessary human resources, as well as products that the hotel is selling. The fee of the productive factors concerns all the expenses and the costs of the entrepreneurship.

Key words: Hotel, General manager, Hotel owner, relationships

Introduction

If the hotel entrepreneurship is a company, the hotel owner can be more than one person. Hotels that their legal form is capital companies, there is a board of directors to administrate the entrepreneurship. We will use the word hotel owner as the final component power of the partial forces acting, meaning that we take as hotel owner the one and only owner of a small hotel or the main representative of the board of directors that decides for the procedures of a big hotel or even a chain.

Initially, the theorists of administration influenced by the economic sciences, assumed that profit should be the main incentive for the businessman. Later a larger scheme of incentives was identified as responsible for leading the person to business activity. The hotel businessman can anticipate a number of benefits for the business, such as social recognition, power, security for his children etc. By no means does he ignore the profit that eventually it is necessary to succeed in everything else.

In some hotel businesses, the targets are realized, recorded, analysed and performed as ways of action. In personal or family entrepreneurships confusion appears as far as the targets are concerned. Non profitable behaviours are monitored that commonly act as personal goals of social status achievements. For example there is a number of family and friends as guests contrary to the profit of the hotel.

Profit has two dimensions. Direct one, that comes as means of money and the indirect one that comes with the increasing demand, fame and the perspective of future customers.

Globally it has been proved that hotels fail to succeed easy money. In Greece as well as in other countries, the vast majority of the hotels succumb to the debts created from unlimited ineffectiveness. Hotels on the other hand can result in substantial profits experienced within a pleasant lifestyle when administrating in a professional way from experienced people.

General manager is the person responsible for the administration and therefore the effectiveness of his moves. He is an expert in administrating hotels and has an educational background that supports it as law obliges.

The general manager has training, expertise, public relations[39] knows how to handle and sell that hotel and has experience from other ones in many regions.

The administrative role of the manager is the role of the leader. This role puts him on an undoubtful place as far as his commands are concerned. This role is rather difficult to last. For this reason the general manager has to deposit his prestige into this role on a daily basis. The manager-leader, is a role that hides two others in it. The manager with the good judgement and the manager-father. The manager with the good judgement gives realistic orders, focus on productivity and the personnel faces these orders as the only solution. The manager-father cares for his personnel, giving his orders a protective cover to his staff's rights.

The general manager has to be familiar with what is happening in and out of the entrepreneurship. This makes him the best informed person of the entrepreneurship.

The role of the general manager is often a role of an energetic person who will give the initiative, organise and plan, taking for granted that he suffers the consequences.

The general manager has also the responsibility to transfer to other parties the image of the entrepreneurship helping creating the image that others want to have of it.

It is really important for the manager to support the image of a person who has the contacts, and the relationships that last in the market of tourist operators and agencies. The ability to secure the highest fullness rates of the hotel's capacity gives him an extra advantage through the market of general managers as well as in the hotel he runs.

Research Methodology

Aims and targets of the research

The present research was executed in Greece. Its aim is the study of the administrative relation between hotel owners and the general managers.

The research' aims are:

[39] Management as a subject is really complex and vast, specially through our time that technological, economic and social changes are rapid and constantly changing the administration owes to show a strong character. This means that business has to have a perfect information system to and fro the market so as to update and adapt its policy.

- the definition of hotel owners' profile
- the definition of hotel managers' profile
- the definition of the problems of the between relationship
- treatment between the hotel owner and the manager and vice versa
- differences between ways of dealing through procedures

Methodology

According to the aims and targets of the research the quantitative method has been selected. The targets of the research show two different levels of research. The hotel owner and the general manager. For this reason two different researches have taken place, having both a common field of action, they seek for the same data and aim to accomplish parallel analysis so that comparison between the two researches can offer useful conclusions . These two researches are based on questionnaires.

Structured Questionnaires

Both questionnaires were composed and structured (Hague, 1993) with close type questions(Chisnal, 1986) in three categories (Christou, 1999). Specifically the questions are simple, alternatives, multiple choices and of differential importance. The sequence of the questions serves the aim of the research. The questionnaires due to their structure has been of important help in presentation procedure of the two different researches.

Sampling

Trying to succeed in realistic results, the scientific team has been led to drastic decrease of potential population. Theoretically the population should have been composed from every hospitality entrepreneurship in Greece. However, an important part of these entrepreneurships such as renting rooms and small hotels are run by a system which the hotel owner is the manager as well. This parameter makes them inappropriate to collect data for this research. One or two-stars hotels(some exceptions included) don't meet the organisational, functional and administrating standards required so as to be included in the population.

In Greece there are 9.111 active hospitality units with 693.252 beds. 43% of these are family size ones (1-20beds), 37% small size ones (1-50beds), 13% medium size(51-100beds) and a 7% big ones more than 100 beds. The research was orientated to a 5,000 city hotels sample, three, four, and five star resorts. Both researches include an answer to exceptions.

The sampling has been done under the circumstances that all the selected categories have to be included to the collected data. For this reason a levelled sample has been selected (Yates, 1953) conducted from three categories that include two types of hotels, (city hotel and resort). The sample was divided to three sections each for a different category. The approach of the hotel in each section has been done randomly. Given the fact that the sample field is common certain variations has been observed (Barnet, 1991) which show different facts at first glance. The hotels included in the sample has been given two questionnaires. The one for the manager and the other for the owner. In some cases we received both answers but in others we received just one. This fact makes a small differentiation to the number of received answers.

As far as the population is concerned according to the theoretical abilities that a researcher has and the general opinions for what a representative sample is like (Spiegel, 1975) a demanded response of a sample has been concluded to be up to 2-4% of the total population. Given the fact that the sample is about 5000 hotels accepted that the average representative sample should be 3%, 150 units is a satisfying number of a sample. The questionnaires were sent to every hotel at random order.

Research procedure

A pilot research in two sections, was conducted so as to confirm the internal consistency of the questionnaire. At the first one the questionnaires were send to a limited number of entrepreneurships that weren't included in the sample. A majority returned the questionnaires answered. These results gathered and grouped. At the second section questionnaires were send to the same majority with the questions in different order and some rephrasing of the questions. The questionnaires answered were analysed, grouped and the answers were compared to the first section ones. The comparison showed no major differences with the first section ones. Thus, the questionnaire became valid and reliable in its final form for application to the basic study sample.

The distribution of the questionnaires took place to the corresponding entrepreneurships via e-mail. Two questionnaires were send to every unit-entrepreneurship that was included in the study. One for the manager and the other for the hotel owner. The response rate was really encouraging. The questionnaires answered reached 146 of hotel owners and 163 of the managers.

Data analysis

Analysis of the gathered data used the software Microsoft Excel 2010. The findings from the research were gathered, developed in percentages and presented with descriptive statistics tables. The final form of the gathered data was such that the comparison between the two researches was made possible. The researching team has given a special notice to the easiest approach from the analysis to reaching results.

Conclusions

Specifically to the research

The hotel owners support (in 92%) that the manager of the hotel is a useful partner and not a compulsory expense (8%). This point becomes clear from the fact that the majority of collaborations (54%) between them lasts more than 5 years. This point becomes clearer from the answers of the managers that 45% of them work more than 6 years at the same entrepreneurship.

According to the hotel owners the major targets for the managers should be the securing of quality of the product (61%) and the increase of the profit (61%) undertaking functional responsibilities (56%) and dealing with personnel (45%).

While administrating personnel is considered one of the major duties of the manager (45%), hotel owners (96%) lead themselves the personnel matters, while in 33% persons from the family or close relation to the hotel owner, get involved in administrating the personnel. It becomes obvious that then we come into the phenomenon of the **informal hierarchy[40].**

The employers problems as for the managers, are identified mostly to high salaries(35%). The majority of the managers (33%) considers that the low payment is the third in priority problem of their relationship with the employer. This can lead us to the conclusion that the hotel manager occupation is satisfiably paid but the hotel owners are worried for the value for money of this occupation' salary. The arbitrariness of the managers (19%) is a second importance problem and no other important problems are met between them and the managers. The efficiency of the managers isn't conceived as an important cause of problems between them and the hotel owners.

However, hotel owners consider that managers show inefficiency in managing skills (31%), organizing skills (22%) and knowledge (22%). Given this thought we are not able to accept that hotel owners are satisfied with the results of their managers. Only a few hotel owners present truancy of their managers (11%) as problem. The result coming from this consideration is that managers want to but find it impossible to make it happen. So the reward of the managers is thought to be high according to the hotel owners. On the other hand they are thought to be useful partners who support actively income increase, quality of products and services, undertaking the management of different sections and the personnel with the respect at the manager coming at first priority(68%) having the managers agree at 91%.

More or less hotel owners and managers agree that cost control is a responsibility of the manager, payments a responsibility of the hotel owner, while personnel policy and policy of the market approach as well as price policy are planned commonly.

Hotel owners (39%) consider that relations with the tourist operators is work only for the manager while 43% is in collaboration with the hotel owner and the manager. This is secured from the fact that 42% of the contracts between tour operators are signed by the manager. The opinion of the managers is partially different though, as they support that 65% of the relations with the tourist operators are handled by the managers while the contracts are signed by them at 62%. The role of the hotel owners while contacting tourist operators according to the managers is significantly lower.

At this subject, it is known that mobility of the managerial occupation in hotel section broadens the professional acquaintances and relations with the tour operators and the specific features and particularities of the occupation that increase the tension of the relations involved. In many circumstances managers are basic factors of customer gain from tour operators.

[40] The informal hierarchy has been a major problem through entrepreneurships. Often the schedule is violated in such a degree that has no reason to exist anymore. When an employee is given orders from more than one person it is unavoidable to receive opposite ones. Then confusion is happening or truancy due to lack of managerial control.

Other times the informal coordination comes from personal relations, likes, friendships or preferences or common interests of employees' group. These groups(cliques) are taking action usually for the benefit of the group and not the business.

In a hotel entrepreneurship, the highest steps plan the hotel action needed and give orders and instructions to guide the employees' act. Only when there isn't any informal hierarchy these orders and instructions get to the point without any mistakes or delays. Then we face united management that shows a healthy entrepreneurship.

According to the research of employer a confusion becomes obvious among the requirements of the manager. This is the main reason of dismay 19%. The managers believe that the major problems of to their relationship with the hotel owners is the ignorance of orthologistic way of hotel management from the hotel owner aspect(44%), the difficulty of defining the responsibilities of the manager(36%) the lack of respect in the manager's work(32%). The mix up of the hotel owner is of minor importance (34%) and his family (36%) while operating the hotel management, given the inability of defining goals (35%).

At this point there is a major misunderstanding. The hotel owner involved as he is, he considers that he is covering his business while completing any weaknesses of the manager, while the manager considers that the administrating control has been taking over with consequences he is not responsible for.

It is obvious that unless the exact responsibilities of the manager has been clearly stated the relation with the employer would be problematic. The 37% of the hotel owners support that it should be a differentiation between the responsibilities of the both. If this do not occur, complex situation may arise that make the work of each difficult. In many circumstances this troubled situation lead in loss of mutual appreciation. At this point the hotel owners state that the best corrective movement would be the mutual respect.

Correspondingly the managers respond that the between relation would be better when the definition of responsibilities take place (52%), and 42% when a secured level of respect is a fact to each role.

Generalising the results

Generally, hotel owners and managers agree to a large amount of subjects, like the work that each side has to deal with. The payments are on the hotel owners, the cost control and the transactions with the tour operators is on the manager but the policy management and planning is on both.

At the same time hotel owner do not consider the manager as rude, incapable, truant and ineffective. This leads to a situation of respect to the place of the manager from the employer.

The managers from the other hand, state a satisfactory level of reward and locating problems to the ignorance of specifications of the occupation from the hotel owners. We should take into consideration that the major cause of dismiss is the contact loss with the employer. At this point it is necessary to refer that the hotel owners are not ignorant with the occupation since 43% has received touristic knowledge.

The occupation of the hotel manager is not only an occupation requiring knowledge but rather an occupation based on experience with great mobility. The hotel managers constantly change hotels through their career, work in different areas and experience the differences between hotel entrepreneurships and touristic markets. This occupation has its own rules, codes and specialties. It is a difficult occupation that manages difficult entrepreneurships.

On the other hand, the manager is paid by month while the business danger lies on the hotel owner. Given the fact of the insecurity that Greece is facing and the serious negative economic specialties of the hotels (high risk environment, sensitivity on external factors, low rate of profit, seasonality) it is more than common sense that the hotel owner feels the need to check and control his entrepreneurship.

The second problem that managers are facing is the interference of the hotel owner and his family in guiding the personnel. As the hotel owners accept the phenomenon takes a high percentage of 96% from them and 33% from their family.

The conclusion comes without question that the two major problems requiring solution is the defining responsibilities and the mutual respect to each other role.

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Greek architectural heritage: Old practices in new procedures for tourism development

Georgiadou Zoe, Department of Interior Architecture, Design and Interior Architecture Laboratory – Faculty of Applied Arts and Culture, University of West Attica, Athens, Greece

ABSTRACT

The carrying capacity[41] of places during periods with ever-increasing numbers of visitors represents an aspect that in recent years has become an indicator to evaluate sustainable development. Areas where the inhabitants now refuse to receive extremely large number of tourists have been transformed, due to over-capacity of the places, into touristic villages where the cultural environment is degraded, the natural resources are wasted and tourist satisfaction is frustrated or becomes an established stereotype. The tourist model of opulence and luxury imposes a wide use of accommodations with specific design characteristics.

The built environment, which is connected to the material heritage of the place, is one of the most important aspects to contribute to the construction of the cultural experience and the authenticity of this experience. Under this point of view, built space is the most vulnerable part in this procedure, and many critical reviews have been verbalized, concerning its ability to retain its authentic local characteristics during a tourist development procedure. In Greece where the landscape is so rich in history, cultural continuity has become a dynamic emblem for cultural tourism development, which was incorporated in the state's economic policies, shyly during the pre-war period and as a national goal during the post war period.

This paper focuses on the study of cases based on practices used in Greece during the past decades, and that could contribute with new perspectives in the improvement of the tourist cultural experience. The study refers to the attempt of Greek National Tourism Organization (GNTO) between 1975-1992 at exploiting traditional Greek settlements, as a vital part of residential areas, which were meant to play a significant role in the touristic exploitation and the economic development of the country. Since 1975 the pilot application of the programme and the experienced results were drastically differentiated in settlements, such as Oia on the island of Santorini, where the carrying capacity of the settlement is exceeded and Mesta in Chios island where new practices provided support to the island's culture and nature. The research methodology is based on a critical comparison of the tourism development procedure and its evolution in the two settlements, pointing out the similarities and the differences concerning their built environment evolution and carrying capacity.

[41] The term is used to describe the ability to contain or accommodate according to O' Reilly, A., M., (1986). "Tourism Carrying Capacity: Concept and Issues". *Tourism Management* (7) December 1986, Butterworth & Co Publishers Ltd, pp. 254-258.

Key Words: Tourism development, traditional settlements, cultural heritage, carrying capacity, Oia Santorini, Mesta Chios, GNTO programme.

1 INTRODUCTION

Greece, with its landscape so rich in history, has seen its cultural continuity become a dynamic emblem for cultural tourism development, which was incorporated in the state's economic policies[1], shyly during the pre-war period, and as a national goal during the post war period[2]. Many districts both on the mainland and the islands, which were characterized by their vernacular architectural heritage, were suggested as settlements for tourism development. Through the programme "Preservation and Development of Traditional Settlements in Greece" (1975-1995) the Greek National Tourism Organization (GNTO) succeeded in restoring many local houses for tourist accommodation. During the first period of this programme, six traditional settlements were included: Vathia (Mani –Peloponnese), Byzitsa (Pelion- Thessaly), Mesta (Chios Island), Oia (Santorini island), Papigko (Zagorochoria Epiros) and Fiskardo (Kefalonia Island). These settlements were selected for the quality of their architectural heritage 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-inhabited buildings, and their potential for development. Until 1991, 16 settlements and 119 buildings were preserved and turned into tourist accommodation. The GNTO received, for this programme, international recognition and prizes: Europa Nostra 1980 for Oia, 1989 for Papigko, 1986 Biennale Prize for Oia, an Award of the International Association of Tourism Journalists for Pelion.

The preservation of the local houses and the architectural configurations followed the vernacular architectural characteristics of the buildings, and used the same local materials, with the least possible interventions. The GNTO programme was appreciated by the local communities where it was applied, for it created the ideal tourist accommodations, improved the life quality of the inhabitants with the installation of modern infrastructures, offered several work positions and supported the economic development. At the residential level, small units for tourist accommodation were established, restraining negative implications on the natural and cultural supply, while quality standards relating to architectural preservation were introduced to the locals.

[1]Tourism Bureau was established in 1914. The Greek National Tourism Organization in its 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 it became part of the Ministry for Tourism Development, and from 2010 onwards, part of the Ministry of Culture and Tourism. Two large projects were developed by the GNTO. The first one, known as the "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.

[2]For a long period, tourism evolution was limited by the insufficiency of the transportation's network and of quality host facilities for the accommodation of high economic status visitors at sites of great archaeological interest. Georgiadou, Z., Fragkou, D., & Chatzopoulos, P., (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, Z., Fragkou, D., & Marnellos, D., (2015). Xenia Hotels in Greece: Modern Cultural Heritage, A Holistic Approach. *Journal of Civil Engeenering 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.

Today, these first six settlements and their preserved buildings have evolved very differently. Some, such as Vathia have been abandoned. Others have kept their style and original dynamic, such as Mesta, Vyzitsa and Papigo, while Sandorini and Fiskardo have developed to their fullest capacity as tourist destinations. It would be useful, at this point, to mention that the greatest part of the over developed settlements are situated on islands.

2. THE SETTLEMENTS

2.1. Oia in Santorini island

The Cycladic island Santorini[3] 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 19th century, through viticulture and transit shipping. The traditional architecture of Oia gained its specific characteristics based on social hierarchy: the lower classes continued to live in cave constructions with features of "picturesque" and "organic" configuration, as these are defined by Filippidis (2010)[4], while the upper classes lived in monumental buildings that carried neoclassical elements. In 1956 a large earthquake changed the island's prospects of development: the state aimed at rebuilding the destroyed settlements (1958-63) but the natives seemed to reject the pre-existing traditional forms. This fact changed the development 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".*[5] During this procedure the sight of the Caldera surpassed the cave houses, to acquire the primary tourist value, something reflected in the contemporary environment.

[3] Santorini is in the south of the Cycladic complex, located 130 miles from Piraeus and 70 miles from Crete, with total polulation 19.000 people. 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.

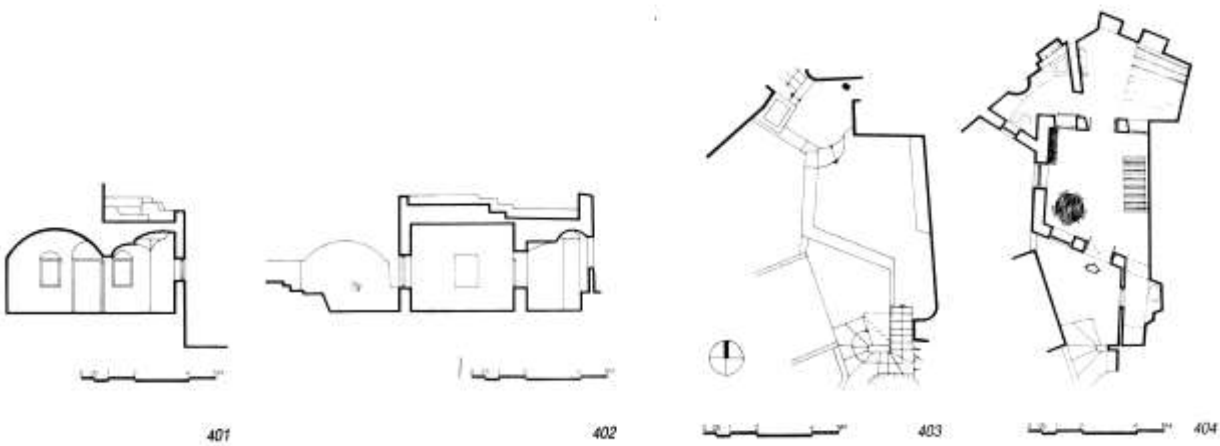
[4] Rapoport, A., & Filippidis, D., (2010). *House Form and Culture.* Athens: Melissa Publications. Pp 218-235.

[5] Rapoport, A, & Filippidis, D., (2010). Ibid p. 232.

Pictures 1, 2, 3, 4: 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, pp. 145 & 147 (up) and 144 & 145.

The traditional cave house of Oia was based on a primitive construction of the 19th 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, while the captains lived bigger houses in the inner part of the settlement, which were protected by the winds. The houses hanging in the Caldera were based on space economy in order to serve basic human needs. They were characterized by 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 cave functions as a 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 the bedroom is, 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, Varveris (1981)[6] 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 "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 gave locals only the very basics. Everything else was curved in the volcanic rock, fixed and integrated in the plasticity of the structure.

[6] Varveris, G., (1954-55). Houses of Santorini, in Michelis, P., A., (edit.) (1981). *The Greek Folk House: Student projects.* Athens: NTUA Publications. P.p. 41-60.



Picture 5: Oia Santorini, preserved house 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. 145.

The configuration of the settlement of Oia is based on the aesthetic content of “picturesque” with irregular and incomplete forms, open to intervention, and that have evolved as part of their 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.

2.2. Mesta in Chios island

Chios[7] is one of the islands of the Northeastern Aegean, with many traditional, well-preserved settlements. We can distinguish three main architectural types among them, based on the economical and social situation of the locals: the wealthy, large houses of Kampos and the capital Chora, the medieval, southern villages with their peculiar urban planning and fortification, and the poor, northern villages with their characteristic, vernacular architecture[8]. Mesta is a traditional medieval village situated in the Southern part of Chios’ island. It is one of the fortified settlements of Chios, which was constructed inland for protection against pirates’ attacks, and to safeguard the economic exploitation of the mastic, which is an exclusively local product. The village of Mesta, although provided by with a safe port, was built at a distance from it in order not to be assailed by sudden attacks.. The defensive wall of the fortress was formed by the exterior walls of the houses, without a single opening, whilst at its corners were small, round towers for control and observation.

[7] Chios is located 121 miles from Piraeus and 216 miles from Crete. It has 66 settlements with total polulation 52.700 people.

[8]Bouras, Ch., (1982). *Chios* in Philippidis, D.,(edit.), *Greek Vernacular Architecture: East Aegean, Sporades, Eptanisa*, Vol.1. Athens: Melissa publications, pp 141-182, p.143.

Pictures 6, 7: Mesta Chios, 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, pp. 115, 114.

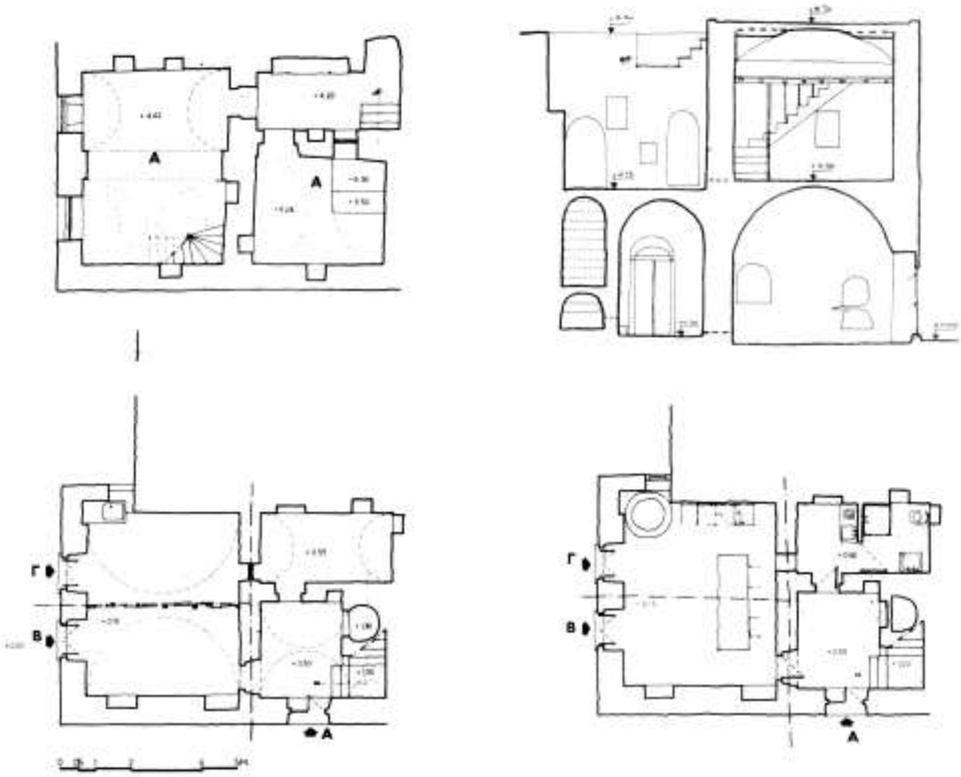
The roads and communal public spaces were limited and irregular, without trees[9]. The settlement was densely constructed with morphological homogeneity, which was reflected in the size and style of the buildings, and in many occasions their interiors were extended over the narrow roads with a vaulted stone construction. The houses' configuration was affected by the little available space, with neither courtyards nor outdoor staircases[10]. The access to the upper level was by stone, interior staircases. At the ground floor were the auxiliary spaces: stables, storage rooms, kitchen and spaces for the agricultural production. On the first floor were the main rooms of the house, and sometimes the kitchen with a central atrium (agerto or pounti), which gave access to the roof in order to escape in case of attacks. So the houses' roofs were all built consecutively, at the same level, forming a sort of mega-construction[11] of the settlement. The house's flooring on the ground level was made of stones, and on the first level was covered with a strong hydraulic plaster. In many houses, the façades were decorated with scratched, geometrical patterns in horizontal rows, called "xisto"[12]. Besides xisto the façades in Mesta have many decorative elements, such as free standing arches in rows, columns, ornamental double doors with decorated door-heads, skylights with plaster framework and pieces of glass in decorative patterns.

[9]Michelis, P.,A., (1981). *Student Projects A: The Greek Vernacular House*. Athens: NTUA publications, p.p.5-40, p.10.

[10]Smith, A., C., (1962).*The Architecture of Chios*. London: Alec Tiranti, p.62

[11]Bouras, Ch., (1982). Ibid, pp. 172-174.

[12]Smith, A., C., (1962). Ibid, pp. 63, 70.



Pictures 8, 9: Mesta Chios, preserved guest house of Kasternoudi. Source: Collective, (1984). *GNTO Programme 1975-1985.* Athens: GNTO publications, pp. 120, 121.

When Mesta was included in the GNTO's programme, 7 houses were preserved as guesthouses for tourists, as well as a tourist bureau (1977-79), while a coffee shop and restaurant, the main village square and 15 more houses were preserved during the next period (1981-85). The programme included 27 guesthouses and 9 commercial buildings (except the above mentioned launderette, shop for hand woven textiles, communal WC, water and sewerage systems). The interventions on the local buildings "*were made with respect for the exterior façades of the buildings and minimum possible interventions on their interiors, without altering the simplicity of the architectural style of the spaces. After the ruined and/ or demolished spaces were restored where necessary, their interior spaces were transformed into establishments for hygienic spaces and small communal kitchens, preserving and repairing all the individual constructive elements (ovens, wooden attics), while the eventual, newer extensions were demolished. The external façades without plaster were kept untouched. Fanlights were added based on the local characteristic standards. New wooden windows and doors were used, designed in the local simple style, and cement tiles were placed on the floors. The newly designed furnishing consisted of simple wooden forms. Traditional woven fabrics made in Oia's workshop were used*»[13].

[13]Collective, (1984). *Preservation and Development of Traditional Settlements in Greece -GNTO programme* (1975-1992). Athens: GNTO Publication, pp.109-110.


Pictures 10, 11: Mesta Chios, preserved guest house of Kasternoudi. Source: Collective, (1984). *GNTO Programme 1975-1985.* Athens: GNTO publications, pp. 120, 121.

3. THE CARRYING CAPACITY OF THE PLACE

The carrying capacity of space is an important issue that has been connected with environmental sustainability and tourism development of a place since the 1970s and 1980s. Researchers on tourism management and environmental sciences have produced voluminous literature, introducing the term TCC (Tourism Carrying Capacity) and defining the different aspects connected to it, in qualitative and quantitative terms depending on the special characteristics of the spaces. In a brief review, we can follow the evolution of the concept concerning tourism development and environmental impacts in the works of Schneider (1978)[14], Washburne(1982)[15], Stankey and Mc Cool (1984)[16], O' Reilly (1986)[17], Coccosis and Parpairis (1992)[18] Stewart[19], Simpson (1993)[20], Glasson and al.,[21] (1995), Champerlain[22] , Lindberg and al.[23] (1997), Cooper and

[14]Schneider, D., (1978*). Carrying Capacity as a Planning Tool.* Chicago: American Planning Association.

[15]Washburne, R.,F., (1982). "Wilderness Recreation Carrying Capacity: Are Numbers Necessary?" *Journal of Forestry,* No. 80, November 1982. Pp. 726-728.

[16]Stankey, G., H., Mc Cool, S., F., (1984). "Carrying Capacity in Recreational Settings, Evolution, Appraisal and Application". *Leisure Studies*, 6 (4), pp. 453-473.

[17]O' Reilly, A., M., (1986). Ibid.

[18] Coccosis, H., N., and Parpairis, A., (1992)."Tourism and the environment: Some observations on the concept of tourism capacity". In Briassoulis, H., Van Der Straaten, J., (eds), *Tourism and the environment, Environment & Assesment,* Vol. 6, Springer, Dordrecht, pp. 99-105.

[19] Stewart, C., J., (1993). "Recreation and Developmental Carrying Capacities of Coastal Environments: A Review of Relevant Literature and Research". *Report prepared for Atria Engineering Hydraulics, Inc.*, November 30.

[20]Simpson, K., (1993). *How much is too much? A review of Literature Concerning the Management of Visitors to National Parks and Protected Areas*. A presentation to "Taking Tourism to the Limits", Waikato University, Hamilton, N. Zealand, 8-11 December 1993.

[21]Glasson, J., Godfrey, K., Goodey, B., Absalom, H., & Van Der Borg, J. (1995). *Towards Visitor Impact Management: Visitor Impacts, Carrying Capacity and Management Responses in Europe's Historic Towns and Cities*. Aldershot: Avebury.

[22]Champerlain, K., (1997). "Carrying Capacity". *UNEP Industry and Environment* 8. Paris: UNEP.

[23]Lindberg, K., Mc Cool, S., F., and Stankey, G., (1997). "Rethinking Carrying Capacity". *Annals of Tourism Research*, 24, pp. 461-65.

al.,[24] Middleton and Hawkins (1998)[25], McCool and Lime (2001)[26], University of the Aegean (2002)[27], Coccosis and Mexa (2004)[28], and many others.

A general conclusion could be that the carrying capacity of a place connected with tourism development is neither defined nor calculated under the same criteria, since it represents *"a fluid and dynamic concept, according to the evolution of the environmental and socioeconomic conditions of the destination*"[29]. In many works (as in Middleton and Hawkins, Coccosis and Parpairis, Champerlain, and others) carrying capacity is connected with quantitative aspects, such as the scale of infrastructures, numerical estimations and the ability of a certain place to contain or accommodate a certain number of visitors, without degrading the natural resources, or causing negative impacts due to overuse. Others (like O Reilly) distinguish two qualitative concepts in evaluating carrying capacity: one that has the host community impacts as a priority, and the other that argues for the tourists' satisfaction, which may decline as a destination becomes commercialized and looses its charm and authentic qualities. The World Tourism Organization (UNWTO)[30] gave, in 1981, the following definition of tourism carrying capacity: the maximum number of tourists that may visit a destination at the same time without causing destruction of the physical, economical, social and cultural environment and an unacceptable decrease in the quality of visitors' satisfaction. In 1989, Pearce[31] introduced two more issues concerning the carrying capacity concept: an environmental, perceptual or psychological point of view, and defined the term as the maximum acceptable situation of tourism development. In this manner, carrying capacity was developed either in measurable practical indexes that relied in a variety of assumptions, or as a qualitative perception. We can see, through these theories, that depending on the circumstances in each region, carrying capacity is mainly empirical based on evaluation and comparison between similar cases. According to this point of view, several researchers argue that carrying capacity can be quantified since many of these issues are subjective and mutable (McCool and Lime), producing theories that are impossible to apply in real circumstances (Sandoro 2012)[32]. As Pederson (2002[33]) notices, Unesco warns that the practical application of the concept of tourism capacity can give the wrong signal, pointing out that that the whole site may be below the carrying capacity, while a part of it may be crowded. Consequently, there are places that cannot be studied under the same conditions of carrying capacities. Yang, and al. (1998)[34] notice that "*if the demand of tourism is growing and the carrying capacity of tourist resorts are ignored, small scale development as well as large scale development will equally lead to deterioration, despite that small scale development might be more socially and culturally friendly to local host communities".*

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[24]Cooper, C., Fletcher, J., Gilbert, D., Shepherd, R., and Wanhill, S., (1998). *Tourism Principles and Practice*, (2[nd]ed). Harlow: Longman.

[25]Middleton, V.,C., and Hawkins, R.,(1998). *Sustainable Tourism: A Marketing Perspective*. Oxford: Butterworth-Heinemann.

[26]McCool, S.,F., and Lime, D.,W.,(2001). "Tourism Carrying Capacity: Tempting Fantasy or Useful Reality?".*Journal of Sustainable Tourism*, Vol. 9, No. 5.

[27]University of the Aegean– Department of Environmental Studies, Laboratory of Environmental Planning (2002). *Defining, Measuring and Evaluating Carrying Capacity in European Tourism Destinations.Material for a Document.* Commissioned by the European Commission, Directorate-General for Environment, Nuclear Safety and Civil Protection. Athens.

[28]Coccosis, H., Mexa, A.,(2004). *The Challenge of Tourism Carrying Capacity Assessment. Theory and Practice*. Aldershot: Ashgate Publishing Limited.

[29] Maggi, E., Fredella, F., L., (2011). "The Carrying Capacity of a Tourist Destination. The case of Coastal Italian City". In ERSA conference papers, ersa10p.576, *European Regional Science Association*.

[30]UNWTO is a United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.http://mkt.unwto.org/publication/unwto-tourism-highlights, 20-2-2018.

[31]Pearce D., G., (1989). *Tourist development*. London: Longman Scientific & Technical.

[32]Massiani, J., and Sandoro, G., (2012). "Notion of Capacity in Tourism", *Rivista Italiana di Economia, Demografia e Statistica*, Vol. LXVI (2), April Gugnio 2012, pp 141-157.

[33]Pederson, A., (2002). *Managing Tourism at World Heritage Sites*. Paris: UNESCO.

[34]Yang, S., Pennington –Gray, L., and Holececk, D., F., (1998). *Scale Issues in tourism Development.*https://www.researchgate.net/publication/255614402_Scale_issues_in_tourism_development.

Concerning the calculation of the carrying capacity of spaces within cultural tradition, and taking in consideration their main characteristics, site and size, as well as economical, cultural and psychological aspects within the goal of tourism development, and without commercialization of the cultural resources, Serraos (2013)[35] refers to the quantitative ratio between tourist and inhabitants in preserved historical and traditional settlements. He defines this ratio from 1 to 2 up to 1 to 4, depending on the size, and for very small settlements, he increases this ratio to 1 to 1. Additionally he defines the ratio of tourist beds for each inhabitant between 2 to 4 per 100 inhabitants.

4. THE RESEARCH: COMPARATIVE STUDY OF THE SETTLEMENTS OF OIA AND MESTA

When Mesta (with a population of 400 inhabitants) was included in the GNTO's programme "Preservation and Development of Traditional Settlements in Greece" 7 houses were preserved as guesthouses and 1 as a tourist bureau, during the first phase (1977-79), whilst a café-restaurant and the central square of the village, as well as 15 more houses were restored during the next period (1981-85). Upon completion of the programme, 27 guesthouses and 9 commercial buildings were in operation (except for the previously mentioned laundries, weaving workshop, public WC as well as water supply and sewerage systems), offering a total of 110 beds. In Oia (with a population of 306 inhabitants) the programme started in 1976, and by 1977 10 guesthouses operated, as well as the weaving workshop and the marine museum, which was established in a monumental building. In 1980, 15 more guesthouses and a restaurant were added to these buildings, while in 1991 (by which time the population was of 450 inhabitants) at the completion of the programme, 40 more houses were attributed and usufruct extension contracts were approved for the buildings that had previously been preserved, offering a total of 200 beds.

For both traditional settlements, tourism development was achieved through the preserved traditional houses, under the supervision of the GNTO[36]. In this first period 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, 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 tanks, sewerage systems). During this procedure the public and the private space continued to operate as a unified entity, preserving the local identity of the settlements that first served its inhabitants, and second its visitors, who could experience a genuine, temporal inhabitation. The 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 entrancement, the whitewashed geometry of the Cycladic islands or the medieval fortress configuration and characteristic scratched plasterwork of Mesta, represented the main asset of tourist development of these small islands, without putting them apart from everyday qualities and their authentic expression.

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 archival material. The image of these guesthouses is completed by a series of

[35]Serraos, C., (2013). *Design Approaches in Greece*. Notes for the lesson of the IMSc (2013-14), Department of Architects- Engineers, NTUA.

[36]Architects Paraskevi Bozeniki- Didoni and Nikos Agriantonnis (Oia) and Maria Xyda (Mesta).

wooden furniture items designed with the simplicity of traditional Greek pieces as iron or wooden beds, stools and chairs. These wooden elements stand humbly, besides traditional structural elements such as the whitewashed or stone walls and domes, semicircular window arches, alcoves, armoires, semi-enclosed transitive open spaces, etc. The evident interventions concern confined electricity and lighting installations. The sense of "authentic reproduction" and its "authentication"[37] 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[38].

The two settlements although different, have many architectural similarities concerning scale, form and density of the buildings, irregular roads and limited public spaces, constructions with features of "picturesque" and "organic" configuration. Both islands have a rich cultural environment with voluminous building infrastructures, which support the attraction of their natural environment. Concerning the local agricultural production, both islands have a long history that dates back to ancient years in the production of well-known products such as: Vinsanto wine, mastic, etc. In both villages the GNTO programme planned to promote tourism development and to motivate the settlement's re-habitation with its authentic life. Today, after about 40 years, the two settlements seem to have followed a different path concerning the number of inhabitants and of tourists, the number of beds for tourist accommodation and their orientation in local production. The main difference appears to be that Oia has focused on a mono-cultivated tourism evolution, while Mesta appears to have kept a balance between its traditional production and a mild tourism development, which is often connected with eco-tourism activities. Looking at statistics, we can deduct that today, in Mesta, 9 tourist settlements are functioning (4 hotels, 3 guest rooms and 2 furnished houses) with a total number of 115 beds. In Oia, 389 tourist settlements are functioning (39 hotels, 147 guest rooms and 211 furnished houses and mansions) with a total number of 3.996 beds[39]. The population census of 2011[40]gives the village of Mesta 337 people, and the settlement of Oia 665 people. Concerning the carrying capacity, and more specifically according to Serraos references, the quantitative ratio between tourist and inhabitants in preserved historical and traditional settlements is for Oia 6 tourists for every single inhabitant, and for Mesta it 1 tourist for 3 inhabitants. Additionally the ratio for the number of tourist beds for per 100 inhabitants is 601 beds per 100 inhabitants in Oia, and 34 beds per 100 inhabitants in Mesta.

Pictures 12, 13: Mesta Chios, preserved guest house Lida Mary Hotel (left) and Oia Santorini Anemi Lovers House. Source: http://www.lidamary.gr/en/ ,https://www.anemivillas.com/el/villas-and-houses/63-anemi-lovers-house.

[37]Bruner, E., M., (1994). Ibid.

[38]Nara Document on Authenticity, (1994). Ibid.

[39]The numbers of tourist accommodations and beds were kindly provided by Thanasis Siganos member of GNTO (2018).

[40]Published in 2014, FEK 698 (20-3-2014), issue 2.

However carrying capacity is also connected with quantitative aspects, such as the ability of a certain place to contain or accommodate certain number of visitors without degrading the natural resources, or causing negative impacts due to overuse. And this also affects the qualitative architectural characteristics of the settlement and their authentic form[41]. Mesta, possibly because of its productive orientation (as a mastic village) and because it has not become a prominent tourist destination, hosts a low to middle tourist development "which should further be supported compatibly to the agricultural production and the local way of life and cultural assets. This type of tourism should be adapted to the local space characteristics of the island"[42].The Guardian[43] referring to Santorini island and the estimations that about 2.000.000 tourists will be visiting the island during the peak season of 2018, asks if tourism threatens the inhabitants of the place. The reason is that, today, there are more than 1.000 beds per 1km^2 and 700 hundreds restaurants, cafes, bakeries and bars, situated into an area of 70 km^2. The infrastructures cannot support the constantly increasing numbers of tourists, and natural sources as water are wasted. Although Santorini and the Caldera are favorable destinations and hotel accommodation is satisfied by 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 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.

5. CONCLUSION

Tourism has been, for many years now, a huge global industry, which can offer enormous economic benefits. But at the same time it can have enormous environmental, social and psychological consequences onto the local communities. According to ICOMOS[44], 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 programmes should protect and enhance natural and cultural heritage characteristics*"[45]. Authenticity is a key element for the application of these principles and the designation of local identities. 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, to become the preponderant option of Greece's economical

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[41]Georgiadou, Z., (2017). "The Motion of Greek Picturesque of Interior Spaces in Tourism Facilities: Stereotype or Authentic Image?" *Journal of Tourism Research,* ISSN 2241-7931.Vol. 17/2017. Pp. 324-338.

[42]GNTO, Theorima Development Consultants, (2002).*Study for Tourism Development of the North Aegean Sea Islands,* p.63.

[43] The Guardian (28-08-2017).Santorini's Popularity soars, but the locals say it has hit saturation point. http://the Guardian.com/world/2017/Aug/28/santorini-popularity-soars-but-locals-say-it-has-hit-saturation-point, accessed 30-04-2018.

[44]International Council on Monuments and Sites.

[45]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.

policies, that however seems to navigate to a sort of underdevelopment or to a "tourist paradox" as aptly noticed by Nikolakakis (2015)[46].

Looking at the two reference cases of Oia and Mesta, the intensive tourism development of Sandorini and the mild development of Chios have led to different situations concerning tourists and host communities. Spatial planning and the reuse of buildings as proposed by the GNTO programme, in connection with tourism, re-habitation and local farming productions represented a progressive ambitious plan to be led under public auspice. A constructive critique of this plan for the selected traditional settlements in Greece, is that although the materialization of the programme was done under the supervision of the organization, it's further development lacked the care that should have focused not only on the preserved buildings, even after their were returned to their owners, but also on the local settlements, something that could have contributed towards avoiding touristic over-exploitation. The pressure that Oia, on the island of Santorini, endured, resulted in a change of land uses and redirected the local community to a dominant tourist sector, allowing for arbitrary interventions and the deterioration of the authentic architectural environment. On the contrary, Mesta in Chios, remained within the limits of its spatial capacity, protected its natural and cultural environmental assets and products, giving it the possibility to enhance its attractiveness as a tourist destination in the future.

To conclude, we could make the point for a model of tourist development based on the exploitation of the natural and cultural Greek environment. In many cases, famous tourist destinations exclude the local way of life, aiming for bare economic profits. Thus the fragmental and blurry tourist policy following the GNTO's Grant Plans, led to susceptible conditions, which could affect disastrously preferred chosen destinations. Whilst the architectural space plays a crucial role in tourist satisfaction (in tourism destinations), it becomes the most vulnerable vehicle for portraying an inauthentic identity, creating visual stereotypes. What we could keep from the GNTO's programme is its aim to support tourism development while keeping it connected with the local way of life and the authentic spatial characteristics of the traditional settlements though their preservation. Also these were scheduled through a general holistic plan of tourism development, which it was not only supervised but also materialized by public bodies. Perhaps the vision for tourism could be a return to the idea of Xenios Zeus's "ethical model of compensating hospitality"[47].

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[46] Nikolakakis, M., (2015). "The tourist paradox: On the history of Tourism in Greece, from 1950 to the Present Day" in Aesopos, Y., (edit.), (2nd edit.). *Tourism Landscapes, Remaking Greece.* Athens: Domes editions. Pp. 38-51.

[47] The term is suggested by Panagiotis Ilias. According to Greek Mythology, Xenios Zeus was as the god protector of the laws, also protector of the visitors asking for hospitality. This institution has been continued through the Greek tradition. A premise for this is the mutual respect between the host and the visitor. This term is connected with a tourism model that is based on equal respect and economical benefits for both sides, and not in the low side of money earning. Georgiadou, Z., Fragkou, D., & Marnellos, D., (2015). Ibid p. 138.

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