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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

Analysis On The Recovery Strategy Of High-end Resort Hotels Under The Influence Of The Covid-19

Cao Ning
Shaanxi University of Technology, 202105

Abstract: Since the outbreak of the COVID-19 at the end of 2019, the tourism industry has entered a "cold winter", and the hotel industry has been deeply affected. After stritprevention and control, the hotel industry began to show signs of recovery in March 2020, returning to 70% before the epidemic in the summer vacation. In particular, high-end resort hotels are recovering strongly, far exceeding the overall level of mainland of China. This article analyzes the recovery of the hotel industry after COVID-19 and the response strategies of major hotels during the epidemic to understand the reasons for the strong recovery, and put forward countermeasures on how domestic resort hotels can increase the stickiness of domestic demand and achieve sustainable development after global tourism activities are normal.
Keywords: epidemic; high-end resort hotels; recovery strategy; domestic demand stickiness

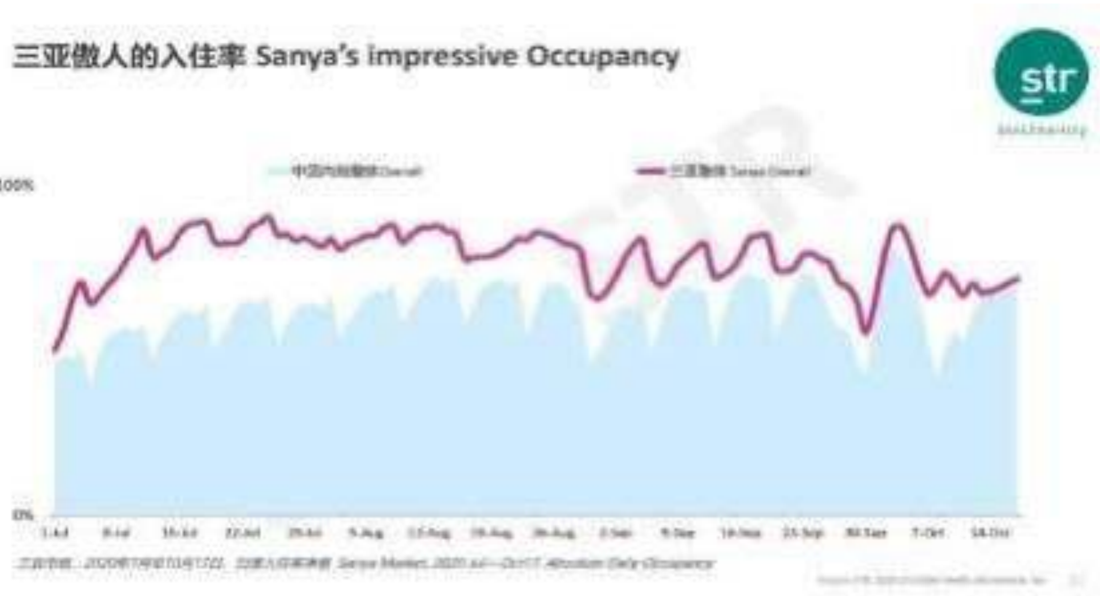
1. Background

In December 2019, the new type of COVID-19 broke out in Wuhan, and then spread across the country. The country urgently halted the operation of tourism products, and various operating data faced a cliff-like decline. Up to now, although various industries in China have resumed their daily operations under the normalization of epidemic prevention and control, the epidemic has still not been completely controlled. There are still sporadic cases that appear from time to time, and the overseas epidemic has not improved. According to Worldometer's real-time statistics, there are still more than 700,000 new cases of the global epidemic in a single day. The epidemic in India is particularly prominent. The mutant virus has spread to more than 40 countries, and the recovery of global tourism activities is still far away.

2. The recovery of domestic resort hotels

2020 is a "cold winter" for China's tourism industry. Nearly 150,000 accommodation units in the industry closed down or closed their doors, the number of hotel rooms decreased by 2.294 million, the occupancy rate dropped by 25.4% year-on-year, and the average room rate dropped by 15.2% year-on-year.[1] ,Began to gradually recover in late March, and returned to 70% before the epidemic in July. According to data from Str: in the recovery of various hotel markets, Sanya has become one of the few markets where occupancy rates and average room prices have increased year-on-year. The annual revenue per available house has also exceeded 2019, far exceeding the overall level of mainland China. [2] See Table 2.1.

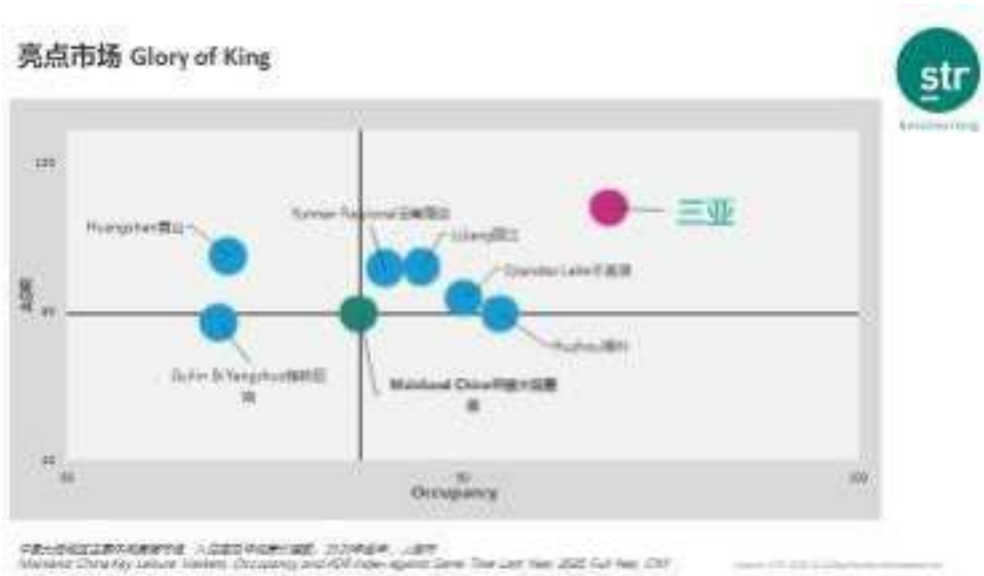
Table 2.1 Sanya hotel market recovery after the epidemic



(Note: The data comes from STR Consulting Company)

The recovery of the hotel market after the epidemic reached its peak in July, and reached new highs in August and September, which has exceeded 11% of the same period before the epidemic. During the National Day, compared with the same period in 2019, the revenue of each available house in Sanya increased by 54% year-on-year, and the occupancy rate also contributed 5% year-on-year growth on the basis of the ultra-high net worth in 2019. [3] Sanya is a tourism island in mainland China with tourism as its main industry. It is also one of the few cities with beautiful coastal scenery and a major leisure and vacation tourist destination in the mainland. Inspired by the recovery of hotels in Sanya, a study of the hotel market in popular domestic resort destinations found that in an environment where the domestic epidemic prevention and control is relatively stable, the return of outbound tourists has stronger demand and consumption in the domestic resort market. Popular domestic holiday destinations are the first to recover and the recovery is relatively optimistic, higher than the overall domestic level, as shown in Table 2.2.

Table 2.2 Restoration of hotels in major leisure and holiday markets



(Note: The data comes from STR Consulting Company)

As the foreign epidemic situation cannot be controlled at this stage, the restrictions on outbound travel have caused some tourists' overseas travel consumption needs to shift to the domestic market, looking for alternative products at the same level, and characteristic mid-to-high-end holiday destinations have become alternatives. Sanya became

As an alternative to overseas coastal resort destinations, Yunnan has become an alternative in the Southeast Asian tourism market; the high transportation expenses originally used for overseas travel have been transformed into upgrades to accommodation conditions and tourism services, so high-end resort hotels in leisure tourism destinations have become the first choice. Ranked first in the hotel market with a recovery rate of 76%. High-end resort hotels represented by Atlantis Sanya and Banyan Tree Hotel Group have recovered strongly. During the National Day in 2020, the net room price of Atlantis Sanya will increase by 35% year-on-year, and the total revenue of the resort will increase by 34% year-on-year. %; [3] In an interview with the management of Banyan Tree Hotel Group, I found that: Banyan Tree Hotel Group’s performance in 2020 is its best year since entering the Chinese market, occupancy rate, average room rate and each room available for rent The overall real estate income has increased substantially; the occupancy rate of Club Med's five resorts in China is nearly 90%, a year-on-year increase of 6%. According to data from Ctrip during the May 1st holiday in 2021, hotel bookings per day have increased by 70% compared to the same period in 2019, with high-star hotels accounting for 40%.[4] The characteristics of quality vacations are outstanding. According to the Meadin Brand Index (MBI), Meadin Research Institute analyzes the influence of brands on the Internet from the four index dimensions of search, public opinion, operation, and media, and summarizes the top ten top resort hotel brands in 2020, as shown in Table 2.3 Show.

Table 2.3 Top (MBITOP10) Resort Hotel Brands

Brand name	Product features	Customer positioning
Banyan Tree	Banyan Tree Spa、 Full Pool Villa	Middle Class Affluent Class
Club Med	GO 、 child care service	parent-child family
Atlantis	Water World and Aquarium Family	parent-child family
Narada Resort Hotel Leisure	socialization, localization, entertainment	middle class
Chimelong Special theme room	relying on Chimelong Tourist Resort	parent-child family
Hanbi Tower	Deep Sea Hot Springs	Cutting-edge Consumer Group
Kaiyuan Resort Meeting,	Meeting, banquet, leisure and vacation integration	High-end leisure vacation individual guest
Huajiantang Petty	B&Bs, Resorts	Bourgeoisie Group
Aman	hermit culture	cutting-edge niche crowd
Kaiyuan Country Hotel	Wooden house, thatched cottage, tent creative experience	parent-child family

(Note: The data comes from Maidian Research Institute)

In the post-epidemic era, travelers pay more attention to travel public safety, and pay more attention to surrounding travel and rural leisure travel. While the academic circles are immersed in research on how rural tourism can develop better in the post-epidemic era, the strong recovery of the resort hotel market has made us realize that compared to crowded city tourism, we should choose a high-quality resort hotel based on the slow pace of leisure tourism. Way, relax as the purpose, spend enough time to feel, stay and live longer, and relax the body and mind as a "compensation" for the body and spirit. [5] From the past, staying in a hotel for vacation is moving towards " "Living in a hotel and going on vacation" changes, hotels are no longer facilities in tourist destinations, and become new tourist destinations that provide accommodation and leisure activities. According to the "Mid-Autumn National Day Holiday Tourism Big Data Report" released by Ctrip in 2020, during the National Day Golden Week, the total turnover of pre-sale hotels increased by more than 100% month-on-month, and high-quality hotels became the most popular gathering place. [6] Judging from the current situation of the epidemic recovery, outbound travel is still unclear in the short term, and the domestic holiday market is more attractive. High-quality resort hotels are the mainstream choice for high-net-worth tourism consumption. Integrated resort hotels are also attracting a large number of family parents and children. Tourists traveling with friends.

3. Recovery strategy of high-end resort hotels

The return to optimism in the performance of high-end resort hotels is the result of hotel managers implementing appropriate strategies due to the times and circumstances. Actively responding to the changes brought about by the epidemic after the outbreak, taking advantage of the trend is the main reason for the rapid recovery.

·Strict hygiene and safety measures under the normalization of epidemic prevention and control

The success of domestic epidemic prevention and control is the fundamental driving force for the recovery of the tourism industry. Since the outbreak of the epidemic, the state has adopted a series of scientific, effective and time-sensitive decisions and measures to control the spread and deterioration of the epidemic. The people across the country actively cooperate with the needs of prevention and control, do not go out or gather, suspend work and production, and isolate the infection. With the efforts of all parties It has realized the current stable and normal state, and has provided a good environment for the recovery of the tourism industry. After the resumption of work and production, under the active call of the government, tourism companies have also actively taken corresponding measures to prevent and control the epidemic.

The hotel industry implements the "Relaxed Living" plan, explores to create a "Resident Living" model, provides "epidemic prevention and peace of mind services", and guarantees a safe living environment. Post check-in instructions on the official website or reservation page before check-in to inform the epidemic prevention and control requirements; wearing a mask, scanning the code registration information, verifying the health code, and measuring body temperature are mandatory conditions for check-in. The specific prevention and control measures in the hotel are meticulous and thoughtful: the waiting area is set at a safe distance of one meter, the public area provides disinfection alcohol and masks, the non-contact service is implemented during the stay, the check-out destination and transportation are registered, and the whole process is dynamically monitored. In the daily management of the hotel, the housekeeping department conducts multiple eliminations every day in the hotel’s public areas and cross-contact objects and areas to prevent cross-infection, and implement "one customer one replacement" for high-frequency contact objects of guests; the catering department staff strictly Control their gathering in densely populated places, and urge them to do their personal protection work; carry out key disinfection of kitchens and restaurants, and eliminate party food during the epidemic; implement elevators and diversion of entrances and exits during the stay, and implement the separation of dining spaces and meal sharing systems. In addition, a certification system has been established for linen washing plants and other suppliers of key products to block the spread of "contact" germs. Some high-end liquor stores have upgraded the internal network speed of the hotel to ensure the needs of remote video conferences, phone calls, and live streaming.

·Increase room premium and stabilize brand image

When the hotel becomes a pure vacation destination, and is no longer a subsidiary product of a vacation destination, a single accommodation can no longer meet the needs of mass consumption. Affected by the epidemic, the major high-end resort hotels did not compete for low-priced products due to the epidemic, but through flexible means of increasing product added value, upgrading services, and expanding marketing channels, they maintained a stable brand image while acquiring new products. market share.

Under the influence of the epidemic, the demand for surrounding travel has been released, and family parent-child, relatives and friends have become the driving force for the recovery of resort hotels. The first-line spending power valued the second-line resources and environment, and began to move closer to the surrounding high-quality holiday products. High-end resort hotels on behalf of the Banyan Tree Hotel Group are deeply engaged in product content, and continuously improve the quality of SPA services in the health and wellness series. Based on aromatic massage and beauty skin care, they can meet the diverse needs of tourists for leisure and relaxation. [7], Banyan Tree Health & Beauty SPA It has become the added value of the brand; Atlantis Sanya continues to enrich the integrated system of food, accommodation, performance, travel, shopping, and entertainment to meet the needs of guests for one-stop vacations and increase efforts in parent-child experience activities. The rich activity forms cater to the demands of family outings after the epidemic; Kaiyuan Fangcao has created a camp accommodation experience, allowing guests to get a holiday experience close to nature, and guaranteeing the high-quality hotel services they can enjoy, which unexpectedly wins the favor of the market. Although the major hotels differ in their business models, they are all very distinctive, increasing the price premium ability of house prices. They have not lowered their prices and sold products cheaply because of the impact of the epidemic on the tourism industry.

·Make good use of new media marketing to "plant grass" and use head anchors to help consumers "pull the grass"

The epidemic has changed consumption patterns, and new media and live broadcast platforms are gradually replacing the traditional functions of OTA. After the outbreak of the epidemic, the country's closed management has allowed residents to stay at home, and the online purchase channel for daily necessities has become the only choice. With the needs of epidemic prevention and control, gradually familiarize with the various functions of mobile phone online purchase and payment. , Consumption habits have generated new patterns, and the scope of consumption has gradually expanded to all aspects of purchase [8], coupled with a large amount of free time being closed, providing an opportunity for watching live broadcasts, online consumption has become the new normal, "cloud marketing The popularity of "home economy" and the "pre-sale product" marketing model have played a role in boosting the recovery of the hotel industry to a certain extent.

The fixed cost of hotel operation is high, and the lack of guest occupancy has a great impact on the hotel's cash flow and daily management and operation. High-end resort hotels adopt the form of product portfolio packaging, using new media such as Douyin and various live broadcast platforms for live broadcast pre-sales, and cash in at any allowable time in the future. Chen Miaolin, founder of Kaiyuan Hotel Group, believes that resort hotels are most suitable for live broadcast. Users experience virtual tours around hotels and destinations through wonderful live broadcast content, and purchase guest room vacation packages, SPA and other products online to "stock up" for future travel. . Ctrip Live has brought more than 2 million high-star hotels in the Asia-Pacific region. The average price of pre-sale products is more than 1,200 yuan, and the pre-sale product verification rate has reached 50%. Ctrip CEO Liang Jianzhang won 10 million, 20 million and 27 million transactions in three live broadcasts at Atlantis Sanya, Qianhu Miao Village in Xijiang, Guizhou, and Huzhou, Zhejiang. The domestic head live broadcast Wei Ya held in Hangzhou Cultural Tourism In the live broadcast, 8,000 products were sold out in 30 seconds, which contributed to the "net celebrity road" of high-end resort hotels. In the first live broadcast of Chen Miaolin, Kaiyuan Hotel Group, 1 order was sold every second, and the pool villa priced at 6,898 was also immediately available.

Different from fast-moving consumer goods such as beauty and cosmetics, tourism and vacation products are subject to high unit prices, time, budget, traffic, distance, user location, and many other factors, which lead to a long order decision time and a low transaction rate. Therefore, live transaction of vacation products is also affected by the attractiveness of the product itself to consumers. How to "seed" the product in the hearts of consumers during the closed period of the epidemic and arouse their desire to buy requires the use of various Internet platforms to allow consumers to "plant grass".

"Planting grass" refers to the growth of possessiveness for a certain object or a certain experience. High-end resort hotels have long been "grass" to most consumers. Although the environment and services are desirable, the unbelievable prices have discouraged some tourists. During the live broadcast during the epidemic, reasonable discounts are given through product packaging combinations, and the pre-sale model is not limited by time. Consumers can buy at low prices first, then plan any time, and redeem the product when all future conditions permit, plus with the leading role of travel KOL (Key Opinion Leader) and head live broadcast, it is logical to "pull the grass".

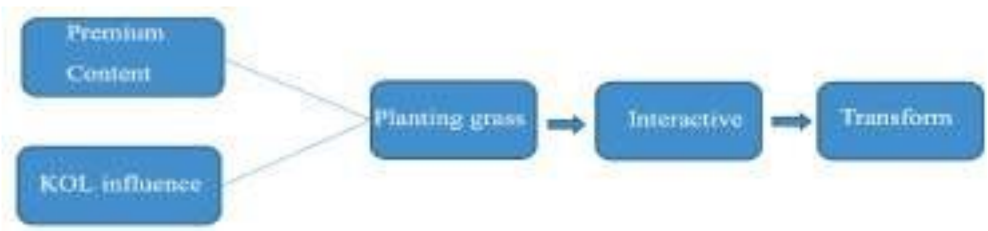


Figure 3.1 "Planting Grass" Marketing on Internet Platform

As shown in Figure 3.1, the "grass" for consumers requires the product itself to have high-quality content, and at the same time give play to the influence of tourism KOL, stimulate the understanding of the product and the desire to buy, and then through some interactive behaviors, including live broadcast, VLOG Short video display and communication between users, such as comments, likes, and reposts, affect consumers' purchasing decisions, so as to realize the realization of "weeding" and convert them into benefits.

4. Break through after the epidemic and increase the stickiness of domestic demand

In the case of restricted overseas travel, external demand for tourism has turned to domestic demand. The current situation is relatively optimistic, and the internal circulation of high-end vacation tourism has been realized. However, after the epidemic is completely over, overseas tourism will inevitably face a blowout development. There is no return of external demand to help domestic high-end hotels retain High-net-worth domestic demand, strengthening the stickiness of domestic demand, and competing with the overseas holiday market are the next steps that should be considered.

·Deeply cultivate content to create high-quality resort hotels

Tourism is a comprehensive activity of ears, nose, eyes, tongue, body, and mind. As a holiday destination, it is necessary to extend the stay time of tourists at the destination as much as possible and experience more tourism activities. High-end resort hotels should aim at new consumer needs, create in-depth experience products, focus on the combination of theme features and outdoor environments, comprehensive health care, be a real resort hotel, develop "accommodation + X" products, and enhance the added value of the hotel. Meet all the leisure activities of tourists during their stay. After experiencing the epidemic, people pay more attention to health, safety and hygiene, and start from choosing a city or scenic spot to travel to choosing a hotel for vacation. After the inbound and outbound tourism is fully opened, the resort hotel still needs to rely on the superior natural environment as the background, highlight the original ecological beauty and pure natural environment of the resort hotel, and use the unrepeatable natural environment to give consumers physical relaxation and leisure. For example, before the outbreak of the epidemic, yoga enthusiasts usually take overseas yoga health trips, find a quiet and clean beach on a holiday island, or perform group yoga activities in some resorts with beautiful natural scenery and excellent air quality. Therefore, resort hotels should combine health The recuperation activities provide an environment and venue suitable for recuperation and relaxation, equipped with fitness equipment and equipment; the design and construction of the outdoor space should meet the needs of guests for walking or meditation to relax. In addition, family and parent-child have become the themes and norms of travel after the epidemic. Creating a parent-child holiday theme is not simply arranging a parent-child theme room with some cartoon-element decorations and daily necessities, but combining the hotel's characteristic resources to develop parent-child interactions. Experience activities to create a unique experience scene.

· Targeting customer source groups and precision marketing

Even in resort hotels, different age groups have different needs. The post-60s and 70s have high-end consumption strength, but the consumption concept is relatively conservative; the post-80s and post-90s have gradually entered the stage of parent-child vacation consumption, focusing on hygiene, privacy and interaction; post-00s call for fresh stimulation and diversification. After the epidemic is over, the 80s, 90s and millennials have become the main consumers of consumption. In addition to cultivating product content and creating products that consumers want according to the needs of different consumer groups, resort hotels must also fit the preferences of consumer groups and obtain information Channels for precision marketing.

According to data compiled by the Huajing Industry Research Institute: my country's Internet users have reached nearly 1 billion in 2020, accounting for about one-fifth of the global Internet users. Ctrip survey data in 2019 found that my country's online hotel booking users are becoming younger. The post-90s and post-00s young users have rapidly increased, accounting for 46%. At the same time, post-90s accounted for the first time in the post-80s. The user growth of post-00s should not be underestimated. The trend of online consumption is becoming increasingly apparent, and new mobile media has become the frequency of consumer use. The highest, most dependent, and most convenient medium for obtaining information. [9] In order to achieve precision marketing, hotels must actively seek effective KOLs for publicity and drive, help KOLs improve their professionalism in the field, ensure the authenticity of information provided, and gain the trust of consumers. On the other hand, we must combine creative UGC (User Generated Content) for joint marketing. For consumers, the content that the original real users share spontaneously is more influential and persuasive to them. UGC has the characteristics of high participation and interaction. After UGC produces content, it will spontaneously attract secondary dissemination, attract attention, discussion and even follow, so that it can play the role of fission marketing of the Internet. Fliggy’s "Playing Tour" plays the role of both KOL and UGC. The content produced in the "Playing Tour" is evaluated and analyzed based on actual experience accumulation and the perspective of tourists, and provides a user comment platform for communication and interaction. To achieve secondary or even multiple dissemination, and sometimes even attach a purchase window, from "planting grass" to "weeding", shortening the cycle of consumption decision-making, and effectively realizing the conversion of value.

According to data from iiMedia Research, the number of online live broadcast users in China has reached 526 million in 2020, and my country's online live broadcast users are showing a rapid growth trend. The application and development of online live broadcasts have lowered the barriers to Internet users' information acquisition and real-time interactivity. The dissemination makes live broadcast more efficient and convenient. [10] For holiday destinations, based on their own interesting and interactive products, the live broadcast platform is used to promote virtual experiences, so as to realize “rough grass planting” for consumers and use the pre-sale marketing model. , To stimulate consumer demand.

·Pay attention to low-density tourism demand and enhance tourist care

The epidemic will strengthen consumers’ awareness of health management, with particular attention to health and safety in public areas. Even if the epidemic is over, the panic caused by infectious diseases and the long-term awareness of vigilance that consumers will be more concerned about low population density, especially hotels and tourist resorts, high-frequency cross-contact will aggravate tourists' worries. When the country's gates are fully opened, even if the current strict epidemic prevention and control measures are no longer implemented, the high standards of health and safety can still be implemented. Diversion, meal sharing, appointments, leaving more space for tourists, creating more freedom and more comfortable environment. In addition, when global tourism activities recover, some domestic demand will inevitably be lost, but there is no doubt that inbound tourists will be welcomed. Due to the current uncontrollable situation of foreign epidemics, when the demand for foreign tourists is released when the country is opened, Dispel the worries of domestic tourists staying in hotels, and truly "live in peace" is an inevitable problem for hotels. In addition to paying attention to and paying attention to low-density demand, it is still necessary to have an awareness of epidemic prevention and control and an emergency response mechanism to improve the response. The care of tourists.

Conclusion

Although the current situation of domestic epidemic prevention and control is good, major resort hotels are recovering strongly, and their performance is excellent, the epidemic is not stable. There are occasional cases imported from abroad. The hotel still cannot relax the normalized prevention and control work in daily management, but it is more important This is how to make the prosperity of the resort hotel last, rather than the temporary dividend brought by the epidemic. It is a great opportunity for hotel operators to optimize their products in accordance with the characteristics of the times.

Impact of Tourism Activities on Glacial Changes Based on the Tourism Heat Footprint (THF) Method

Shuxin Wang[a,b*], Jiankuo Du[c], Shuang Li[c], Hong He[c], Wei Xu[a]

[a] *Institute of Territorial Economics, Shaanxi University of Technology, China*

[b] *Institute of Mountain Hazards and Environment, Chinese Academy of Sciences, China*

[c] *School of Historical Culture and Tourism Management, Shaanxi University of Technology, China*

Abstract: Nature-based tourism directly and indirectly affects the flora, fauna and environment, thereby reducing the sustainability of tourism destinations. However, the impact of tourism activities on glaciers at glacial tourism sites remains unexplored. Using two typical glacial tourism sites in China as examples, this paper uses the tourism heat footprint (THF) method to examine the impact of large-scale tourism activities on glaciers via local average temperatures. The THF method measures anthropogenic heat release (AHR) from energy consumption and human metabolism per unit area and time divided into seven components of tourism activities: transportation, accommodation, sightseeing, catering, entertainment, shopping and waste disposal. The main results show that the THF values of the Yulong and Hailuogou tourism zones are exhibiting a rapid growth trend, increasing from 8.7×10^{-3} and 4.0×10^{-4} Wm^{-2} in 1990 to 3.6 and 3.0×10^{-1} Wm^{-2} in 2017, respectively. These THFs are exerting a significant cumulative effect on the retreat of glaciers by increasing local average temperatures in conjunction with global climate change. These results show that the sustainability of glacial tourism and destinations is threatened by large-scale tourism activities. This study fills a current research gap, enriches the understanding of the impact of tourism activities on glacial resources and expands the analytical perspective of sustainable tourism research. Moreover, this study provides decision support for managing glacial scenic destinations and for the sustainable development of glacial tourism.

Keywords: AHR; THF; glacial retreat; cumulative effect

Abbreviations

AAW: average amount of waste; AHR: anthropogenic heat release; ALS: average length of stay; NST: number of shopping trips; INT: integral nonsleep time; IST: integral sleep time; TAI: total area of integration; THF: tourism heat footprint; TTA: total tourist arrivals; TTI: total time of integration

1. Introduction

Tourism, as one of the world's largest and fastest growing industries, contributes 10.2% of the world gross domestic product, reaching US$7.6 trillion (WTTC, 2017). Increasing numbers of researchers, governments and organizations have analyzed the influence of large-scale tourism activities on the environment (Wang et al., 2017). Large-scale tourism activities have created a series of environmental issues, causing some problems in terms of environmental sustainability (Ozturk et al., 2016). Tourism activities influence climate change at the global scale. UNWTO and UNEP (2008) show that the contribution of CO_2 produced by energy consumption associated with tourism activities to climate warming is between 4.6% and 7.8%. Tourism also causes water shortages on the regional (Gössling et al., 2012) and local scales (Cole, 2014) and ecological deficits at some tourism destinations (Castellani and Sala, 2012).

Nature-based tourism, in particular, strongly depends on tourism resources in natural areas (Priskin, 2001). Tourism activities within and close to natural areas may have negative impacts on tourism resources, such as decreases in biodiversity, plant coverage, soil, and water (Canteiro et al., 2018). These activities are considered one of the major threats to wilderness ecosystems and a frequent threat to threatened species (Ballantyne and Pickering, 2013). Existing research on the impact of nature-based tourism on natural tourism resources has primarily concentrated on three aspects. The first aspect is the impact of tourism activities on flora. The majority of studies agree that tourism activities have caused negative changes in flora, such as decreases in richness and diversity (Andres-Abellan et al., 2005) and in the stratification of plant species (Wu and Chen, 2016) at some tourism destinations. Tourism activities have also threatened the diversity of vascular plants around the world (Rankin et al., 2015), especially in Arctic (Tolvanen and Kangas, 2016) and alpine (Willard et al., 2007) areas. Tourism activities indirectly decrease the amount of green space and views of natural landscapes through the building of tourism facilities (Tyrväinen et al., 2014). The second aspect explored in existing research is the impact of tourism activities on fauna. Nature-based tourism can directly influence the majority of wildlife by, for example, affecting animals' habitats (Sánchez-Caballero and Borges-Souza, 2018) and behavior (Geffroy et al., 2015). However, small-scale tourism activities have not brought substantial harmful changes to fauna such as forest bird communities (Huhta and Sulkava, 2014). Due to effective management, monitoring, and enforcement, tourism activities are likely to support apex predator conservation and/or recovery (Macdonald et al., 2017). The third aspect is the impact of tourism activities on the environment. The majority of research in this area has concentrated on greenhouse gas emissions due to tourism activities at the national level, such as Australia (Dwyer et al., 2010), Malaysia, Singapore, Thailand (Azam et al., 2018), and Turkey (Katircioglu, 2014); at the regional level, such as Poole (Filimonau et al., 2011) and Wales (Max et al., 2013); and at the local level, such as Penghu Island (Kuo and Chen, 2009) and Huangshan National Park (Li et al., 2012). Tourism activities also result in water pollution (Ning and He, 2007), changes in air and water temperatures (Šebela and Turk, 2014), increases in the amount of water pollution in show caves (Lang et al., 2017) and hydrocarbon pollution in sinkholes (León-Borges and Lizardi-Jiménez, 2017), and decrease air quality (Saenz-de-Miera and Rosselló, 2014).

From the perspective of research methods, a number of methods have been used in recent years to evaluate the impact of tourism activities on tourism resources and on the natural environment. Among them, the tourism footprint family represents a very important group of methods; this family of methods includes the tourism ecological footprint method (Castellani and Sala, 2012), the tourism carbon footprint method (Pereira et al., 2017), the tourism water footprint method (Gössling, 2015), and the THF method (Wang et al., 2018). A quantitative statistical model method (Saenz-de-Miera and Rosselló, 2014), remote sensing and GIS methods (Geneletti and Dawa, 2009), and an experimental observation method (Šebela and Turk, 2014) have also been used to quantify the impact of tourism activities on tourism resources and the natural environment. These methods have played an important role in scientifically and quantitatively assessing the environmental impact of tourism activities in different fields.

However, the effect of tourism on many natural resources that are closely linked to tourism activities, such as glaciers, remains unexplored. Glaciers are unique and magnificent features of the natural landscape and represent important tourist attractions. The Aletsch Glacier in Switzerland, the Malaspina Glacier in the United States and Canada, the Athabasca Glacier in Canada, the Perito Moreno Glacier in Argentina, the Pindari Glacier in India (Wang et al., 2010), Baishui Glacier No. 1 in Yulong Snow Mountain and the Hailuogou Glacier in China have become well-known glacial tourism destinations, and the scale of glacial tourism activities continues to grow rapidly. Numerous studies have analyzed the impact of changes in glaciers, ice and snow on tourism activities (Mcdowell et al., 2014) and adaptation strategies (Morrison and Pickering, 2013). However, research on the impact of tourism activities on glacial changes is lacking (Xu et al., 2009). Large-scale glacial tourism activities may accelerate the retreat of glaciers at tourism destinations, threatening the sustainability of glacial tourism. This issue deserves immediate attention.

Given this background, our main research questions are as follows. (1) How do large-scale tourism activities at glacial tourism destinations influence glacial changes? (2) Under the conditions of climate change, have large-scale tourism activities accelerated the retreat of glaciers?

Taking two typical glacial tourism destinations in China as examples, this study evaluates the impact of tourism activities on changes in glaciers. This work could narrow the current research gap by enriching our understanding of the impact of tourism activities on glacial resources and expanding the analytical perspective of sustainable tourism research. This work also offers practical value by providing decision support for managing scenic glacial spots and for the sustainable development of glacial tourism.

This paper is divided into 5 sections. The first section explains the relevance and the importance of the study. The next section explains the study areas and research methods. In section 3, we present the results and scientifically interpret the impact of large-scale tourism activities on glacial changes in the tourism zones. The discussion is presented in section 4, and the conclusion is given in the final section.

2. Study areas and research methods

2.1. Study areas

In China, glacial tourism emerged in the 1990s. Since then, the number of glacial tourist attractions has increased to more than 20, spread across Yunnan, Sichuan, Tibet, Qinghai, Gansu and Xinjiang Provinces in western China. Among these scenic locations, the Yulong Snow Mountain Glacier Park and the Hailuogou Glacier Forest Park are typical examples, with low elevations, easy access, complex and diverse glacial landforms, and beautiful natural scenery (Wang et al., 2010). The glaciers offer numerous tourism activities and attract many tourists.

Yulong Snow Mountain (27°10′~27°40′N, 100°09′~100°20′E) is located at the southeastern edge of the Qinghai-Tibet Plateau and south of Hengduan Mountain. The main peak is 5,596 m above sea level, and the mountain features marine glaciers, which are the closest to the equator in Eurasia. Currently, the mountain harbors 15 glaciers (Wang et al., 2010). Glacial tourism activities are concentrated at the Yulong Snow Mountain National Glacier Park, specifically, Baishui Glacier No. 1. The park has developed into a representative glacial tourist attraction and was categorized as a class 5A tourism attraction by the National Tourism Administration of China in 2007. To view the glacier, visitors ride a cable car to an observation station at the foot of the glacier. According to the Lijiang Tourism Development Committee, the number of tourists visiting Yulong Snow Mountain National Glacier Park has increased rapidly since the 1990s, from 7.0×10^3 in 1990 to approximately 4.2×10^6 in 2017, with an average annual growth rate of 26.7%. Considering the geographical proximity of Yulong Snow Mountain National Glacier Park to the urban area of Lijiang (approximately 15 km away) and the main catering, accommodation, entertainment and shopping for glacial tourists in Lijiang, this paper calculates the THF values based on data from the Yulong tourism zone (including the Yulong Snow Mountain National Glacier Park and the urban area of Lijiang). The main area of this zone is demarcated according to the characteristics of various tourism activities and major tourist routes (see Fig. 1) and has an area of 2.8×10^8 m^2, as estimated with ArcGIS software. According to the Lijiang Tourism Development Committee, the number of tourists visiting the Yulong tourism zone increased from 6.9×10^4 in 1990 to 2.9×10^7 in 2017, with an average annual growth rate of 25.1%. The retreat of Baishui Glacier No. 1 in Yulong Snow Mountain increased by 8.8 m/a during 1982-1999. During 1999-2011, the retreat accelerated to 13.8 m/a (Du et al., 2013).

Gongga Mountain (29°29′~29°39′N, 101°52′~102°10′E) is located on the southeastern edge of the Qinghai-Tibet Plateau. The main peak is 7,514 m above sea level, and the mountain currently features 74 glaciers (Zhang et al., 2015a). The center of glacial tourism activities is the Hailuogou Glacier Forest Park. As a representative glacial tourism site, the Hailuogou Glacier is characterized by low elevations and strong glacial activity. The ice tongue extends below the line of the Emei fir forest, forming a unique landscape involving a glacier and forests. In 2017, the Hailuogou Glacier Forest Park was upgraded from a class 4A to a class 5A tourism attraction by the National Tourism Administration of China. In Fig. 1, the primary tourism activity area of the Hailuogou tourism zone, with an area of 1.5×10^8 m^2 as measured with ArcGIS software, is defined according to the activity characteristics and main tourist routes. According to the Hailuogou Scenic Spot Administration, the number of Hailuogou tourists has increased tremendously since the 1990s, from 2.7×10^3 in 1990 to 1.8×10^6 in 2017, with an average annual growth rate of 27.2%. The rate of retreat of the Hailuogou Glacier was 0.9 m/a during the period 1967-1989 and accelerated to 2.4 m/a during the period 1990-2006 (Li et al., 2010).

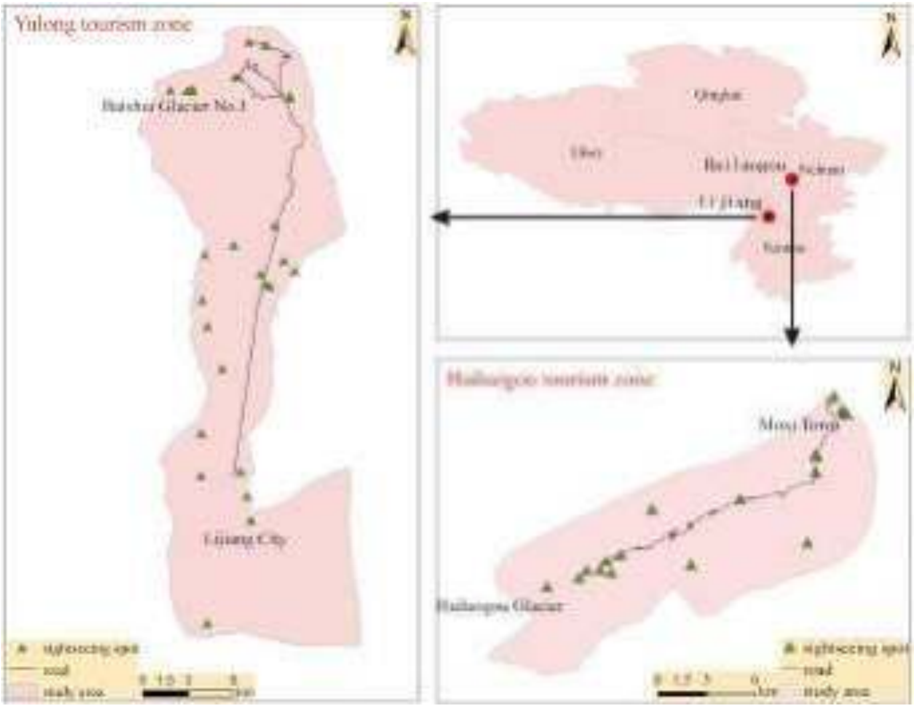


Fig. 1. Locations of the Yulong tourism zone and the Hailuogou tourism zone

2.2. Research method

With ongoing development of the Yulong and Hailuogou tourism zones, the scale of glacial tourism activities has been constantly increasing, resulting in massive AHR to the environment from energy consumption and human metabolism. Because glaciers are uniquely sensitive to the thermal environment, even a slight temperature fluctuation can cause major changes in a glacier (He et al., 2003a). This dynamic indicates that glacial tourism activities may influence the glaciers via changes in the average temperatures. Hence, confirming that a specific method can be used effectively to evaluate the impact of AHR from tourism activities on the glaciers is necessary.

The abovementioned methods for evaluating the impact of tourism activities on tourism resources and the natural environment have advantages in different fields. They can be used to achieve different research goals. The tourism ecological footprint method mainly measures the actual consumption of natural resources and generation of waste by tourists in terms of the appropriated area of land and water in the relevant ecosystem and evaluates the impact of tourism activities on ecological balance relative to a certain area (Hunter, 2002). The tourism carbon footprint method mainly concentrates on measuring the quantity of greenhouse gases, such as CO_2, generated by tourism activities. These methods cannot be used to evaluate the impact on temperature at the microscale (Wang et al., 2017). The tourism water footprint method mainly focuses on the effects of tourism-related water consumption on water resources. Quantitative statistical models can be used to effectively estimate the relationship between tourism activities and the environment, and remote sensing GIS and experimental observation methods can be used to effectively analyze the changes in natural resources and the environment at tourism destinations; however, these methods are not effective at explaining how tourism activities influence natural resources and the environment. Generally, these methods are limited in their ability to capture the impact of tourism activities on glacial changes. In contrast to these methods, the THF method can effectively measure AHR due to tourism activities (Wang et al., 2018) and explain how tourism activities influence glaciers via changes in the average temperatures.

Based on these considerations, the THF method was used to analyze the impact of tourism activities on changes in glaciers via changes in the average temperatures. According to the definition of the THF method, AHR is composed of two parts: energy consumption from tourism activities and human metabolism. The THF represents the total AHR per unit area and time due to tourism activities (Wang et al., 2018) and can be calculated using formula (1).

$$THF = \sum(AHR_{energy} + AHR_{human}) / (TTI \times TAI) \quad (1)$$

where AHR_{energy} is the heat release resulting from tourism-related energy consumption (J), AHR_{human} is the heat release resulting from the metabolism of the human body related to glacial tourists (J), TTI is the total time of integration (s), and TAI is the total area of integration (m^2).

With reference to Wang et al. (2017), the sources of the heat released by tourism-related energy consumption can be divided into seven categories: transportation, accommodation, sightseeing, catering, entertainment, shopping, and waste disposal. This analytical framework is more complete than earlier frameworks. For example, the analytical framework for empirical analysis proposed by Kuo and Chen (2009) defines only three tourism-related categories: transportation, accommodation, and recreational activities. A four-part analytical framework including local transport, accommodation and restaurant services, retail goods, and recreation and leisure services was proposed by Sharp et al. (2016). The formulas for calculating the heat consumption of these respective segments are shown in equations (2) to (8), as follows:

$$AHR_{transportation} = \sum_{i=1}^{n} \alpha_i \times (TTA \times \beta_i) \quad (2)$$

where $AHR_{transportation}$ refers to the heat release from transportation, α_i is the AHR coefficient for the i^{th} type of vehicle (including two types of vehicles, small and large), TTA represents the total tourist arrivals, and β_i is the proportion of tourists who use the i^{th} type of vehicle.

$$AHR_{accommodation} = \sum_{i=1}^{n} \gamma_i \times ALS \times TTA \times \delta_i \tag{3}$$

In equation (3), $AHR_{accommodation}$ is the heat release from tourism accommodations, γ_i is the AHR coefficient per night per bed for the i^{th} type of tourism accommodation facility (including seven types of facilities: five-star, four-star, three-star, two-star, one-star, and express hotels and special residential houses), *ALS* is the tourists' average length of stay in the Yulong and Hailuogou tourism zones, and δ_i is the proportion of tourists who stay at the i^{th} type of tourism accommodation facility.

$$AHR_{sightseeing} = \sum_{i=1}^{n} \varepsilon_i \times (TTA \times \varsigma_i) \tag{4}$$

In equation (4), $AHR_{sightseeing}$ is the heat release from sightseeing, ε_i is the AHR coefficient for the i^{th} type of tour (including the glacier tour and the ancient city tour in the Yulong tourism zone and the glacial tour in the Hailuogou tourism zone), and ζ_i represents the proportion of tourists going on the i^{th} type of tour.

$$AHR_{catering} = \eta \times TTA \times ALS \tag{5}$$

In equation (5), $AHR_{catering}$ refers to the heat release from catering, and η is the AHR coefficient for catering.

$$AHR_{entertainment} = \sum_{i=1}^{n} \theta_i \times (TTA \times \iota_i) \tag{6}$$

In equation (6), $AHR_{entertainment}$ is the heat release from tourism entertainment, ϑ_i is the AHR coefficient of the i^{th} type of entertainment activity (including hotel entertainment, karaoke, bars, shows, and campfire parties), and ι_i is the proportion of tourist arrivals who participate in the i^{th} type of entertainment activity.

$$AHR_{shopping} = \kappa \times NST \tag{7}$$

In equation (7), $AHR_{shopping}$ is the heat release from tourism shopping, κ is the AHR coefficient of tourist shopping, and *NST* represents the number of shopping trips.

$$AHR_{waste} = \lambda \times AAW \times ALS \tag{8}$$

In equation (8), AHR_{waste} is the heat release from tourism waste disposal, λ is the AHR coefficient for tourism waste disposal, and *AAW* is the average amount of waste generated per tourist per day.

The heat release generated by the metabolism of the human body is based on the formula devised by Sailor and Lu (2004):

$$AHR_{human} = (IST \times \mu_1 + INT \times \mu_2) \times TTA \tag{9}$$

where *IST* is the integral sleep time, *INT* represents the integral nonsleep time, μ_1 refers to the average metabolic rate of the human body during sleep, and μ_2 refers to the average metabolic rate of the human body while awake. We assume that tourists sleep 8 hours per day and use the remaining time for tourism and other activities. Based on Fanger (1972) and Fulton (1984), μ_1 and μ_2 are set to 75 W and 175 W, respectively.

2.3. Survey data

The questionnaires, which were given to glacial tourists and tourism firms in the Yulong and Hailuogou tourism zones, were structured according to seven themes: (1) transportation, including the energy consumption of small and large vehicles per tourist and the proportions of tourists taking small and large vehicles; (2) accommodation, including the energy consumption of various hotel types per night per bed, the proportions of tourists staying at various hotel types, and tourists' average lengths of stay; (3) sightseeing, including the energy consumption of the glacial and ancient city tours per tourist and the proportion of tourists visiting the glacier and the ancient city; (4) catering, including the energy consumption of tourist catering per tourist; (5) entertainment, including the energy consumption of tourists enjoying hotel entertainment, karaoke, bars, shows, and campfire parties per tourist; (6) shopping, including the energy consumption of tourist shopping per tourist and the number of shopping trips; and (7) waste disposal, including the average amount of waste generated per tourist per day and the energy consumption from tourism waste disposal per kg. Based on the energy consumption data (mainly including coal, gasoline, diesel fuel, electricity, and liquefied petroleum gas) of tourism activities and the conversion coefficients of energy consumption types (see Table 1), we calculated the heat release coefficients of tourism activities.

Table 1
Conversion coefficients of energy consumption types (The People's Republic of China, 2008)

Energy Type	Unit	Heat Release (MJ)
Coal	kg	20.9
Gasoline	kg	43.1
Diesel fuel	kg	42.7
Electricity	kWh	3.6
Liquefied petroleum gas	m^3	50.2

Energy consumption data and the proportions of tourists and tourism firms were primarily obtained through field surveys conducted by the authors during 2016-2017. Survey questionnaires related to transportation, accommodation, sightseeing, catering, entertainment, shopping, and waste disposal were distributed to tourists (n=1,200) and tourism firms (n=400) in the Yulong and Hailuogou tourism zones. Of these, 1,113 and 329 valid questionnaires were recovered for the two sites, corresponding to recovery rates of 92.8% and 82.3%, respectively. Specifically, 680 and 220 survey questionnaires were distributed to tourists and tourism firms, respectively, in the Yulong tourism zone, and 631 and 182 valid questionnaires were recovered, resulting in respective recovery rates of 92.8%

and 82.7%, respectively. In the Hailuogou tourism zone, 520 and 180 survey questionnaires were distributed to tourists and tourism firms, respectively, and 482 and 147 valid questionnaires were recovered, yielding recovery rates of 92.7% and 81.7%, respectively. In addition, based on the results of field surveys, we calculated the proportions and other coefficients in the Yulong and Hailuogou tourism zones (see Table 2).

Table 2

AHR coefficients and proportions of tourism activities in the Yulong and Hailuogou tourism zones

Coefficient	Type	Yulong tourism zone	Hailuogou tourism zone
α_i	AHR of small vehicles per tourist	248.6 MJ	123.4 MJ
	AHR of large vehicles per tourist	122.1 MJ	72.1 MJ
β_i	Proportion of tourists taking small vehicles	24.7%	54.2%
	Proportion of tourists taking large vehicles	75.3%	45.8%
γ_i	AHR of five-star hotels per night per bed	173.8 MJ	170.9 MJ
	AHR of four-star hotels per night per bed	148.4 MJ	150.3 MJ
	AHR of three-star hotels per night per bed	137.9 MJ	137.2 MJ
	AHR of two-star hotels per night per bed	119.9 MJ	116.1 MJ
	AHR of one-star hotels per night per bed	84.2 MJ	76.5 MJ
	AHR of express hotels per night per bed	79.6 MJ	75.7 MJ
	AHR of special residential houses per night per bed	61.2 MJ	63.7 MJ
δ_i	Proportion of tourists staying at five-star hotels	15.4%	5.6%
	Proportion of tourists staying at four-star hotels	10.9%	15.9%
	Proportion of tourists staying at three-star hotels	10.1%	13.6%
	Proportion of tourists staying at two-star hotels	2.7%	6.5%
	Proportion of tourists staying at one-star hotels	0.7%	1.3%
	Proportion of tourists staying at express hotels	10.3%	21.8%
	Proportion of tourists staying at special residential houses	49.9%	35.3%

ALS	Tourists' average length of stay	4.3 days	2.9 days
ε_i	AHR of the glacier tour per tourist	30.6 MJ	32.3 MJ
	AHR of the ancient city tour per tourist	6.5 MJ	—
ζ_i	Proportion of tourists visiting the glacier	58.6%	85.1%
	Proportion of tourists visiting the ancient city	100%	—
η	AHR of tourist catering per tourist	95.3 MJ	86.6 MJ
ϑ_i	AHR of tourists enjoying hotel entertainment per tourist	16.7 MJ	13.5 MJ
	AHR of tourists enjoying karaoke per tourist	15.9 MJ	15.3 MJ
	AHR of tourists visiting bars per tourist	14.2 MJ	12.1 MJ
	AHR of tourists attending shows per tourist	13.2 MJ	13.3 MJ
	AHR of tourists attending campfire parties per tourist	50.1 MJ	50.4 MJ
ι_i	Proportion of tourists enjoying hotel entertainment	7.0%	13.0%
	Proportion of tourists enjoying karaoke	5.2%	2.3%
	Proportion of tourists visiting bars	18.9%	9.0%
	Proportion of tourists attending shows	46.9%	18.5%
	Proportion of tourists attending campfire parties	14.1%	20.0%
κ	AHR of tourist shopping per tourist	4.2 MJ	3.2 MJ
NST	Tourists' number of shopping trips	3.8 times	2.5 times
AAW	Average amount of waste generated per tourist per day	3.1 kg	2.9 kg
λ	AHR of tourism waste disposal per kg	0.6 MJ	0.6 MJ

Tourist arrival data were obtained from the Lijiang Tourism Development Committee and the Hailuogou Scenic Spot Administration. Meteorological data and glacial change data (glacier mass balance, an important indicator reflecting glacial changes) were obtained from the Yulong Snow Mountain Glacier and Environmental Observation Station, the Gongga Mountain Alpine Ecosystem Observation and Experiment Station of the Chinese Academy of Sciences, and the Weixi Meteorological Station, where routine observations regarding meteorological changes and glacial changes in the Yulong and Hailuogou tourism zones were made. Based on the meteorological data, we calculated the average temperature of the Yulong and Hailuogou tourism zones and that of Weixi County.

3. Results

3.1. Patterns of change in the THF

Fig. 2 shows that the THF values in the Yulong and Hailuogou tourism zones have exhibited a rapid growth trend. The THF of the former increased from 8.7×10^{-3} Wm^{-2} in 1990 to 3.6 Wm^{-2} in 2017, with an average annual growth rate of 25.0%. The THF of the latter increased from 4×10^{-4} Wm^{-2} in 1990 to 3×10^{-1} Wm^{-2} in 2017, with an average annual growth rate of 27.8%. Compared with the 2005 result of 2.2 $\times10^{-1}$ Wm^{-2} obtained by Flanner (2009) and the 2008 result of 2.8 $\times10^{-1}$ Wm^{-2} reported by Chen et al. (2011) for heat release in China, the THF values for the Yulong tourism zone (3.6×10^{-1} Wm^{-2} in 2005 and 5.5×10^{-1} Wm^{-2} in 2008) are obviously higher, whereas the THF values for the Hailuogou tourism zone (3.5×10^{-2} Wm^{-2} in 2005 and 3.3×10^{-2} Wm^{-2} in 2008) are lower. The rapid increase in tourist arrivals has become a major driver of the change in the THF, as shown by the close correlation between the two variables. Tourist arrivals in the Yulong tourism zone increased from 6.9×10^{4} in 1990 to 2.8×10^{7} in 2017. Tourist arrivals in the Hailuogou tourism zone increased from 2.7×10^{3} in 1990 to 1.9×10^{6} in 2017. In addition, 60% of yearly tourist arrivals at the Yulong and Hailuogou tourism zones occurred during the high tourism season, coinciding with the Chinese May Day Holidays, Chinese National Day Holidays and summer holidays. However, the duration of the reception time was only approximately 65 days, resulting in a significant increase in the THF during the peak season. For example, in the 2017 peak season, the THFs of the Yulong and Hailuogou tourism zones reached 12.1 Wm^{-2} and 1.0 Wm^{-2}, respectively. Overall, the THF during the peak season was approximately four times the annual average at both destinations.

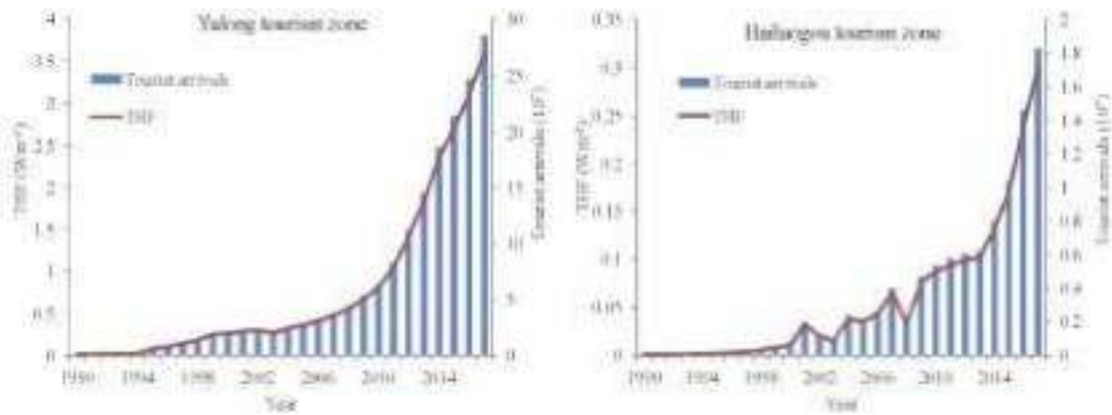


Fig. 2. Changes in the THF and tourist arrivals for the Yulong and Hailuogou tourism zones

3.2. Structural characteristics of the THF

An analysis of the THF structure (see Fig. 3) shows that the THFs in the Yulong and Hailuogou tourism zones are consistent, with the highest proportion of the THF deriving from tourism accommodations. This proportion accounts for 39.1% and 38.5% of the THFs in the Yulong and Hailuogou tourism zones, respectively. The second highest proportion, constituting 36.2% and 35.5% of the total in the Yulong and Hailuogou tourism zones, respectively, corresponds to tourism catering, and the proportion of tourism transportation ranks third, representing 13.9% and 13.1%, respectively. Overall, for the Yulong and Hailuogou tourism zones, accommodation, catering, and transportation are the main components, together accounting for approximately 90% of the total THF. This is consistent with the results of Hanandeh (2013), who found that transportation, catering, and accommodations are the main components of the Hajj's tourism carbon footprint and that they account for 91% of the total. The metabolism of the human body, sightseeing, entertainment, shopping, and waste disposal together constitute a smaller proportion of the total THF, approximately 10%. Viewed from another perspective, the contribution to the THF of energy consumption due to accommodation, catering, transportation, sightseeing, entertainment, shopping, and waste disposal in the Yulong and Hailuogou tourism zones is 95.2% and 95.3%, respectively. The contribution of the metabolism of the human body to the THF in those zones is 4.8% and 4.7%, respectively.

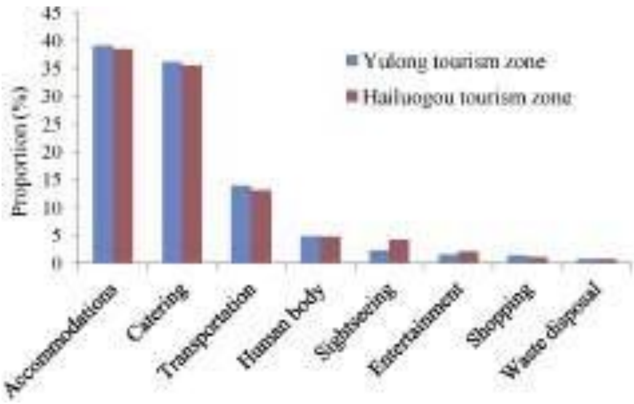


Fig. 3. Structure of the THF in the Yulong and Hailuogou tourism zones

3.3. Impact of the THF on changes in temperatures and glaciers

Fig. 4 shows the relationship between the THFs in the Yulong and Hailuogou tourism zones and the average temperature. The least squares method was used to create a curve fitting the THFs in the two zones (the explanatory variable *x*) and the average temperatures (the response variable *y*). The *F*-statistics of the fitting equations are 27.8 and 13.3, respectively, both significant at the 1% level. These outcomes indicate that the THFs and the average temperatures of the two zones exhibit a significant logarithmic correlation. The THF exerted a significant temperature-increasing forcing effect on the local temperature.

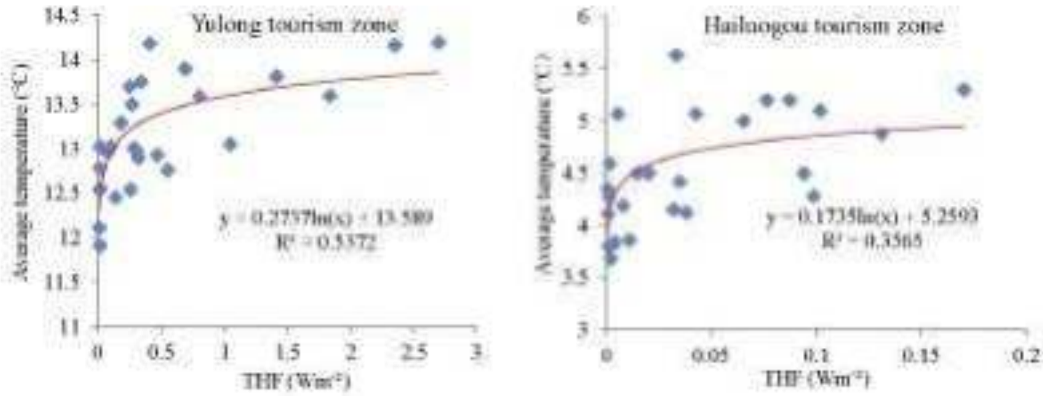


Fig. 4. Relationship between the THFs and the average temperature in the Yulong and Hailuogou tourism zones

The regression coefficient for the THF in the Yulong tourism zone is 0.2737 (significant at the 1% level) and is higher than that of the Hailuogou tourism zone (0.1735, also significant at the 1% level). These outcomes indicate that the temperature-increasing radiation associated with the THF in the Yulong tourism zone is stronger than that in the Hailuogou tourism zone. This difference may be related to the greater scale of tourism and the more intense THF in the Yulong tourism zone, which is one order of magnitude higher than that of the Hailuogou tourism zone. Thus, the THFs generated by tourism at different scales differ in their temperature-increasing effects on the local temperature. If all other conditions are constant, the temperature-increasing effect created by the THF is stronger when the scale of tourism is larger. The coefficients of determination for the curves fitting the THF and the temperature change for the Yulong and Hailuogou tourism zones are R^2*=0.5372* and R^2*=0.3565*, respectively. These outcomes indicate that the THFs of the Yulong tourism zone and the Hailuogou tourism zone have explanatory power with respect to changes in local temperature. Furthermore, the explanatory power is much stronger in the case of the Yulong tourism zone. In addition to the THF, other factors play important roles in the local temperature change process. In particular, when the THF is low, substantial changes in the temperature of the glacial tourism zones may be more closely related to global climate change.

Fig. 5 shows that the average temperatures and changes in the glacial mass balance in the Yulong and Hailuogou tourism zones exhibit significant inverse relationships. With the significant increase in the average temperatures of both zones, the losses in glacial mass balance have accelerated. This analysis indicates that in the context of global climate change, the THFs generated by large-scale tourism activities within the Yulong and Hailuogou tourism zones have significant local temperature-increasing effect. And these temperature increases have had a cumulative effect on glacial changes. This effect is contrary to the sustainability of glacial tourism and destinations.

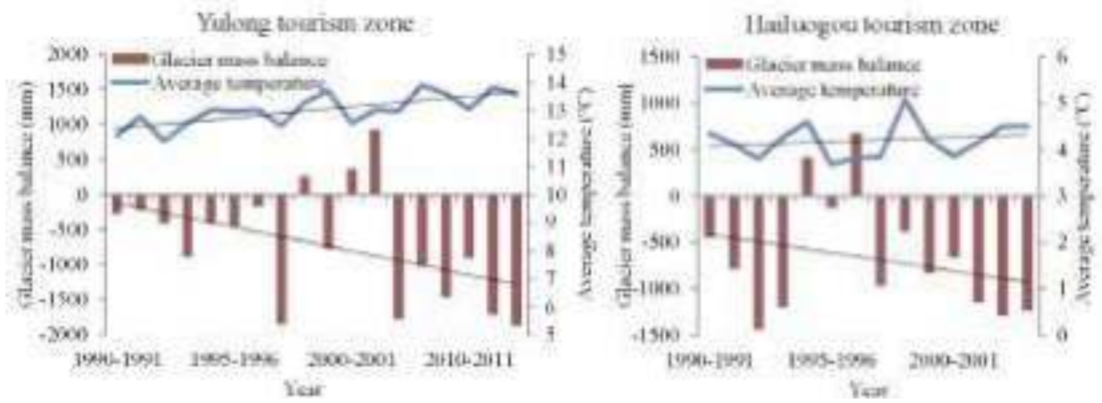


Fig. 5. Average temperatures and changes in the glacial mass balance in the Yulong and Hailuogou tourism zones

4. Discussion

In contrast to recent studies on glacial changes in which natural factors such as climate change and changes in precipitation were examined (Zhang et al., 2015a), this study used the THF method to investigate the effect of the heat released by energy consumption and human metabolism on local temperatures and glacial changes. The results show that the THF method can be used to evaluate the impact of tourism activities on glaciers. The THF method compensates for the limitations of other methods, for example, the tourism carbon footprint method mainly concentrates on measuring greenhouse gas emissions related to tourism activities and cannot assess the impact of tourism activities on natural tourism resources. The new analytical dimension enriches the perspective of current research on the environmental impact of tourism activities.

Existing studies support the conclusion that the THF has significantly increased the local temperatures in the Yulong and Hailuogou tourism zones. The AHR caused by the concentration of energy consumption and human body metabolism in local areas can heat the ground and the troposphere, creating radiative forcing in the atmosphere that may cause local climate change (Koralegedara et al., 2016). The AHR of energy consumption in typical urban areas makes an approximately linear contribution to the increase in local temperature. When the AHR is stronger, the contribution is also stronger (Niu et al., 2012). In particular, large-scale population aggregation and outflow significantly affect the temperature in urban areas and lead to the heat island effect (Zhang et al., 2015b). This phenomenon has also been observed in tourist cities. The increase in the tourist population during the Spring Festival caused warming in the city of Sanya and intensified the heat island effect there (Zhang and Wu, 2015).

Other facts support the finding that a THF temperature-increasing effect on glacial tourism zones is generated by large-scale tourism activities. Considering their similar natural backgrounds and their geographical proximity, a comparison between temperature changes in the Yulong tourism zone and Weixi County is revealing. The latter features fewer tourism activities and is 50 km from the Yulong tourism zone. The comparison (see Fig. 6) shows that the increasing temperature trends at the two locations were not significant prior to 1990. The temperature trend rates were 3.6×10^{-2} °C/10a and 4.2×10^{-2} °C/10a in the Yulong tourism zone and Weixi County, respectively. The difference between the two rates was only 6×10^{-3} °C/10a, and Weixi County exhibited a greater warming trend. After 1990, which marked the beginning of a period of rapid development in the Yulong tourism zone, both the Yulong tourism zone and Weixi County displayed significant warming trends; however, the trend was more pronounced in the former. The temperature trend rates in the two areas were 5.6×10^{-1} °C/10a and 3.6×10^{-1} °C/10a, respectively. The difference between the two areas increased to 2.0×10^{-1} °C/10a. The slope of the temperature trend in the Yulong tourism zone was 1.6 times that in Weixi County. Hence, the THF generated by large-scale tourism activities may be an important reason for the higher warming rate in the Yulong tourism zone.

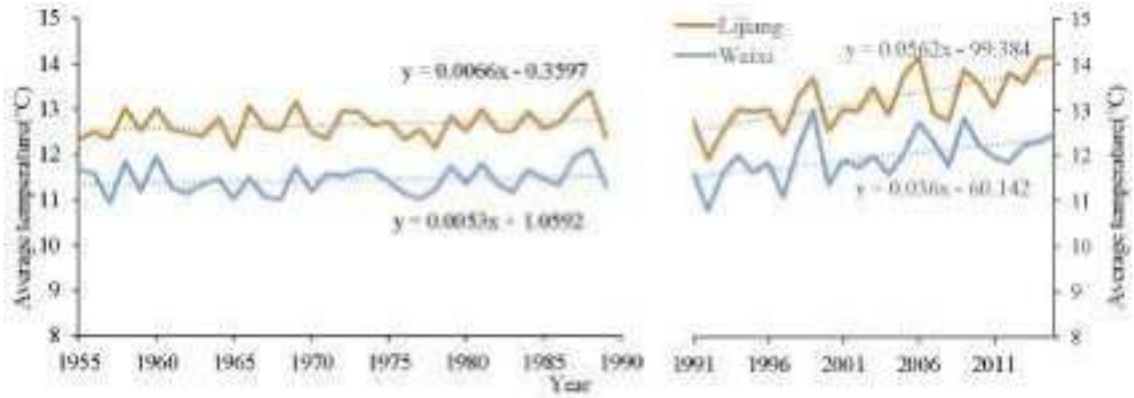


Fig. 6. Average temperature difference between the Yulong tourism zone and Weixi County, 1955-2015

Coupled with climate change, the temperature-increasing effect has significantly increased the temperature of glacial tourism zones and has accelerated glacial melting. This finding is consistent with observations made in previous related studies. Climate change is the dominant factor in accelerated glacial retreat (Vaughan et al., 2013), particularly in the case of temperate glaciers, such as Baishui Glacier No. 1 and the Hailuogou Glacier, which are more sensitive to climate change (Zhang et al., 2015a) than to other factors. The increase in temperature has become a major cause of the accelerated retreat of the Yulong (Du et al., 2013) and Hailuogou (Zhang et al., 2015a) glaciers. Black carbon and other aerosol materials emitted during energy use can form brown clouds that locally heat the upper atmosphere and act directly on high-elevation glaciers, contributing to glacial melting (Xu et al., 2009). Hence, the temperature change in glacial tourism zones is closely correlated to both global climate change and large-scale tourism development.

Currently, China is in an era of comprehensive mass tourism development. The rapid development exhibited by the Yulong and Hailuogou tourism zones since 1990 is representative of this overall trend. In the near term, both zones are forecasted to continue developing rapidly. If tourist arrivals are calculated based on the average annual growth rates of 25.1% and 27.2% that occurred during the period 1990-2017, tourist arrivals in the two zones will reach 5.6×10^7 and 3.7×10^6, respectively, by 2020. The THFs will increase to 7.0 Wm^{-2} and 0.6 Wm^{-2} in the Yulong and Hailuogou tourism zones, respectively, resulting in increases of 95.3% and 106.0% over 2017. If tourist arrivals are conservatively estimated using the national average of 10% (The People's Republic of China, 2015), by 2020, tourist arrivals in the Yulong and Hailuogou tourism zones will reach 3.8×10^7 and 2.4×10^6, respectively. The THFs of the tourism zones will increase to 4.8 Wm^{-2} and 0.4 Wm^{-2}, respectively, an overall increase of 33.3% over 2017. These projections indicate that the effect of the THF from large-scale tourism activities will continuously increase, accelerating glacial melting.

Notably, transportation is not the main component of the THF. This finding differs from previous conclusions that "transportation is the main component of tourism ecological footprint (Patterson et al., 2007) and tourism carbon footprint (Sun, 2014)". The main reason for this difference lies in the fact that our study primarily examined the THF of transportation in the tourism zone only, thereby excluding transportation from the generating region to the destination. This measurement ensures the consistency of the THF and the measurement scope of the tourism zone. In contrast, calculation of the tourism ecological footprint and the tourism carbon footprint often takes into account both transportation within tourism destinations and transportation from the generating region to the destination (Patterson et al., 2007), resulting in a large contribution of transportation to the tourism ecological and carbon footprints.

Researchers believe that the amount of heat released by human bodies (glacial tourists) is insignificant (He et al., 2003b). Yuan et al. (2008) quantitatively measured the heat released by human metabolism during glacial tourists' activities and the amount of solar radiation that impacted glaciers. The results showed that the amount of heat released by human metabolism was far less than the amount of heat produced by solar radiation. Therefore, the impact of human metabolism on glacial changes is limited. However, the heat released by tourists constitutes only a small portion of the heat generated by tourism activities. The analysis presented in this paper shows that the heat footprint of human metabolism in the Yulong and Hailuogou tourism zones accounts for less than 5% of the total THF. Compared with the heat released by human bodies, the amount of heat released by energy consumption associated with providing support to tourists during tourism activities (including catering, accommodation, transportation, sightseeing, shopping, entertainment, and waste disposal) is larger, exceeding 95% of the total THF. Therefore, to comprehensively assess the impact of tourism activities on glacial changes, the THF measurement must be analyzed both in terms of the metabolism of the human body and in terms of the energy consumed in such activities.

Due to data limitations, our THF measurement in the Yulong and Hailuogou tourism zones only included the direct heat generated by seven components: transportation, accommodation, sightseeing, catering, entertainment, shopping and waste disposal. The analysis did not include indirect heat generation. Therefore, the THF measurement resulted in a value that is lower than the actual value. Previous studies of the tourism carbon footprint have shown that the indirect footprint is one of its important components. Tourism's indirect carbon footprint is approximately 30% to 110% of the direct carbon footprint (Filimonau et al., 2013). If calculated based on the average value, the magnitude of the THF generated by indirect services for tourism activities in the Yulong and Hailuogou tourism zones is approximately 70% that of the direct footprint. The combined THF (i.e., the direct and indirect heat footprints) will continue to increase, thereby further increasing the impacts on glacial changes. Because of the absence of survey data for energy consumption during tourism activities in the Yulong and Hailuogou tourism zones prior to 2016, this study used survey data obtained during 2016-2017 as a standard to calculate the energy consumption and heat footprint proportions of seven components from 1990 to 2017. The statistical approach used here does not entirely account for the dynamically changing characteristics of the energy consumption and proportion structure during tourism activities. To compensate for this drawback, future research should construct a THF monitoring network based on typical glacial tourism destinations in order to create an annual survey data system. Such a network would contribute to the accurate analysis of the year-to-year dynamic changes in the direct THF and permit examination of the impact of specific factors on the THF. An indirect THF monitoring network should also be established. Such a network would facilitate the investigation of the indirect THF generated by indirect tourism services, such as primary, secondary, and tertiary industries, tourism material production, manufacturing and sales and tourism management agency operations. In this way, a comprehensive assessment of the THF generated by tourism activities and its impact on glacial changes could be performed.

5. Conclusion

Tourism development and the influx of large numbers of tourists into tourism destinations may directly and indirectly affect natural resources and the environment of tourism sites. Assessing this impact is an important aspect of sustainable tourism research that remains unexplored. Using two typical glacial tourism sites (the Yulong and Hailuogou tourism zones) in China as examples, this paper used the THF method to examine the effect of large-scale tourism activities on accelerating glacial retreat. The results highlight three main insights. (1) The THFs generated by regional tourism development in the Yulong and Hailuogou tourism zones have increased rapidly since 1990, increasing from 8.7×10^{-3} and 4.0×10^{-4} Wm^{-2} in 1990 to 3.6 and 3.0×10^{-1} Wm^{-2} in 2017, respectively, with average annual growth rates of 25.0% and 27.8%, respectively. Furthermore, because China is presently in an era of comprehensive mass tourism development, the two tourism zones will continue to exhibit rapid development, and the THFs will increase in the future. (2) The largest proportion of the THFs in the Yulong and Hailuogou tourism zones derives from tourism accommodation; in the two zones, tourism accommodations account for 39.1% and 38.5%, respectively, of the total THF. The second largest proportion of the THF corresponds to tourism catering, and tourism transportation ranks third. These three tourism activities, i.e., tourism accommodation, catering, and transportation, are the main sources of the THF, together representing approximately 90% of the total THF. (3) In the context of global climate change, the THFs generated by large-scale tourism activities within the Yulong and Hailuogou tourism zones have significant local temperature-increasing effect. And these temperature increases have had a cumulative effect on glacial changes. This effect is contrary to the sustainability of glacial tourism and destinations.

This study fills an existing research gap by evaluating the impact of tourism activities on glaciers at tourism destinations using the THF method. The THF method compensates for the limitations of other methods. This method expands the analytical perspective of sustainable tourism research and enriches the existing understanding of tourism's impact on natural resources. However, this study also has some limitations. Due to data limitations, our analysis did not include indirect energy consumption due to tourism activities, resulting in a THF value that was smaller than the actual value in the Yulong and Hailuogou tourism zones. And due to the absence of survey data for energy consumption prior to 2016, this study used the survey data for 2016-2017 as a standard for calculating the THF from 1990 to 2017. The THF values calculated for this period are likely somewhat different from the actual values due to the dynamically changing characteristics of energy consumption in these areas. A THF monitoring network must be constructed and used to form an annual survey data system at glacial tourism destinations. This would make it possible to conduct an accurate and comprehensive assessment of the THF generated by tourism activities and its impact on glacial changes. The THF monitoring network could easily be replicated at other glacial tourism destinations. This would provide decision support for managing glacial tourism destinations and for the sustainable development of glacial tourism. Furthermore, the THF method could be expanded and used to analyze the temperature-increasing effect of tourism activities on local, regional, national, and even global temperatures and on natural resources that are sensitive to temperature changes.

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Factors Influencing Consumers' Choices of Retail Brand Names in Vietnam

Nguyen Manh Thang
Department of Business Planning, Korea - Vietnam Incubator Park, Vietnam

ABSTRACT
The study focused on studying and testing the factors influencing the behaviour of the consumer choice of retail brands and studied in Vietnam. For secondary data, the author reviews the behavioural and shop choice behaviour in the world and Vietnam to determine the factors that make up the branding behaviour of retail stores, models and research methods. Primary data collection method for primary data, the study conducted in-depth interviews and tabulated interviews with consumers. The study used SPSS software to analyze the customer survey on retailer brand behaviour for typical chain stores in Vietnam for detailed questionnaire data. Use exploratory factor analysis to validate variables and the Cronbach Alpha reliability analysis to evaluate the scale's reliability. The study has synthesized and constructed a model with eight factors influencing the behaviour of brand name selection of retail stores, including layout-store image, merchandise-store image, service-store image, price consciousness, risk perception, brand attitudes, brand awareness, and brand familiarity. The study has improved the image store, the price consciousness and the behaviour of selecting the retail stores' brand names in the context of reality in Vietnam. Suppose this topic is continued in the following study. In that case, the author will broaden the scope of research into other research areas and fields to create a more comprehensive picture of the brand name's impact on the store chain to the purchase's destination selection behaviour.

Key Words: Retail brand names, store chain, consumer behaviour

INTRODUCTION

Vietnam's retail market is one of the most promising and appealing in the world today. With the opening of the retail market on January 1, 2009, and the official opening in January 2015, retail companies are allowed to establish their companies in Vietnam with completely 100% foreign capital, implying that there will be competition among companies to attract customers to their side. Foreign retail brands can offer the pricing policy more consistently and better when they get this opportunity. For Vietnamese companies, this is an enormous pressure forcing them to be more active and professional and raise competitive capacity with foreign companies. According to the General Department of Statistics (2020) data, the average personal consumption growth was 10.5 per cent per year. From then on, the total level of retail goods and consumer services revenues of Vietnam also increased steadily over the years, and the average growth rate was 15.5 per cent per year. From that fact, customers' behaviour in choosing retail brands and the factors affecting that behaviour has been a topic concerned by many scientists and management. Scientists chose various background research to determine the cause of promoting and hindering customers' retail brand selection behaviour. It also suggested administrations for the solutions to attract and entice customers to choose the store system.

There is a lot of research on customers' behaviour when choosing retail brands. Selecting the retail store is one of the research areas mainly in marketing (Aaker & Jones, 1971; Solgaard & Hansen, 2003; Morschett, Swoboda & Foscht, 2005). Choosing retail stores includes two levels: (1) choosing the location (retail-outlet type), (2) choosing the brand store-brand of the outlet (Lantos, 2015). At this level, researchers in this field have focused primarily on the store's properties to analyze and explain the behaviour of choice. There are four more notable properties: price, classification level, distance/location, and product quality. Most researchers have recognized that the four properties significantly impact consumers' decision to select goods (Solgaard & Hansen, 2003). An array of research relevant to the issues is the behaviour of the brand choice. The majority of this research is studied through the probabilistic model to examine the impact of the marketing mix-considered by the Predictor; the variables related to situational factors, the personality of the consumers, the social benefits, emotion, the quality, the prestige brand, product properties and so on. So, until now, the world has plenty of research about the retail store. However, most research has focused on the behavioural choice of retail stores, brand choice behaviour, and buying habits related to the first phase of choice, which is selecting the type of retail store. Still, there hasn't been much research on retail store branding and how to influence customer choice of stores. In Vietnam, there have been a number of studies on the behaviour of the place of choice, but there is still a lack of scientific evidence regarding the choice of brand retail stores.

LITERATURE REVIEW

Retail and retail store

Retail is a type of trading business in which goods and services are directly sold to customers for their use to satisfy a particular need (material or spiritual), not a company (retail goods, services). Building a brand in the retail field, according to conventional wisdom, is linked with the brand of the retailer's products (Fernie, Burt, & Davies, 2010), which helps the retail business to create benefits in activities to increase profitability, scale, segment the market, and make a difference. Products and services are provided to determine the score difference between retail brands. Ailawadi and Keller's (2004, p. 332) second opinion suggests retail documentation determines the retail brand such as goods and services of retailers and helps distinguish them from competitors.

Classification of the type of retail business

Nowadays, the types of retail businesses in Vietnam and all over the world are diverse. We can be grouped by some criteria as follows: (1) Basing on communication characteristics and sales position: type of sale through the store or not (direct marketing, direct selling, sell by machine); (2) According to the characteristics of business items: mixed shops (convenience stores), business matching facilities (specialized large business), specialized types (specialized narrow business), convenient stores, supermarkets; (3) Level of service: self-serviced stores, retail stores have limited service, retail stores serve the whole; (4) Basing on the type of retail ownership: independent retailers, retail network (retail chain), exclusive agency and other forms of ownership; (5) Price: high cost stores, low cost stores, discount stores; (6) Classified by sales method: stores with conventional selling methods, stores with modern selling methods. Within the framework of this study, the authors selected retail chain stores. Retail chains are systems that operate and manage the business activities of a chain's retail stores. Members and the functional operations in the system are specialized, standardized, and linked closely.

Consumer behaviour

Retail marketing is classified into three types: (1) branding for manufacturing and selling products at retail stores, (2) branding for the retailer and advertising the manufacturer's product at retail stores, and (3) branding for the retailer and advertising your stores and chain stores stores. Brand selection behaviour can take place before selecting a store or also occur at the same time.

Shop selection includes two decisive levels: (1) choose where to sell (discount stores, convenience stores, general stores or supermarket), (2) brand selection of the store (Vinmart, Fivimart, BigC or Metro). In this research, the author focuses on the second level of decision making that is the store's branding and specifically applies to the chain of retail stores for the consumer goods industry.

* Behaviour where to sell: choosing the type of store where consumers want to buy the product they need to satisfy their expectations.

* Retail brand selection behaviour is the selective choice of consumers about the store's brand after selecting the type of store.

Overview of the research on retail store behaviour

There is a lot of research work related to consumers' behaviour in the world. Most of the research focused on the first level of research is selecting the type of retail store.

Feelings of risk, store image, price, distance, and location are all factors that influence store choice behaviour (Yavas & Tuncalp, 1984; Netopil, Antošová & Turčínková, 2014; Kanyi, 2015; Zulqarnain, Zafar, & Shahzad, 2015). Summarizing previous studies on brand choice behaviors, it can be seen that factors influencing brand choice behaviours can be divided into groups: demographic characteristics, characteristics of psychology and consumer attitudes. In this research, the author focuses on finding out the psychological characteristics and consumer attitudes. Mentioned as: brand awareness, feeling risk, brand attitudes, brand familiarity, trust, perceived quality, brand loyalty, price perception, perceived emotional value (Askarova, 2002; Sandor Czellar, 2003; Ballantyne, Warren & Nobbs, 2006; Wu, Yeh, & Hsiao, 2010; Yu, 2014; Srivastava & Dey, 2016).

Research models and hypothesis in the research model

Based on Ajzen's (1991) planned behavioural theory and previous studies of store behaviour, branding behaviour in general, the authors decide on the behaviour of choice in the second level of branding, which is the branding of the retailer –brand of the outlet (emphasizing the branding factor associated with the type of retail chain). Thus, the author will remove all elements such as places, convenient space.

Deriving from the above reasons, combining with the context of research in Vietnam Nam, the author proposed some of the factors that influence the choice behaviour of the retailer's brand in Picture 1: (1) store image, (2) price consciousness, (3) risk perception, (4) brand attitude, (5) Brand awareness, (6) brand familiarity.

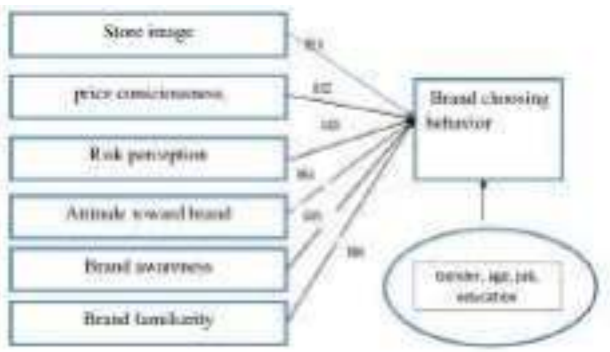

Figure 1: The research model

* Store image

The store image is a meaningful collection of the relationship of the service elements that the store provides for buyers (Aron 1960) and researches three elements that make up the store's image of goods, goods and services. The author uses Diallo's story image scale (2012), which is developed and based on the original scale of Semeijn, Van Riel and Ambrosini (2004). This scale has been used by Diallo to measure shop images in BigC and Fivimart supermarkets in Vietnam in 2015. Thus, the author used this scale for his research.

* Price consciousness

Understanding prices is seen as the degree to which consumers focus on lower prices (Lichtenstein, Ridgway & Netemeyer, 1993). The measure of understanding scale is inherited and developed by Prasad and Aryassi (2010). This scale has been used by Prasad and Aryassi to measure the effect of prices on retail store behaviour in India. This is a developing Asian country with many similarities to the retail market in Vietnam, so the authors hope to develop a prices understanding of the two authors that measure Vietnamese consumers' retail brand behaviour.

* Risk perception

Risk perception is defined as a personal subjective belief about the potential positive consequences of your purchase decision, and the behaviour can not be predicted certainly (Diallo, 2012). The risk perception scale is inherited and developed from Erdem and Swait (1998) scale. This scale has been used by Diallo to measure the risk of consumers in the selection process of private brands in two supermarket chains, BigC and Fivimart of Vietnam, in 2015. Thus, the author also hopes that this scale is suitable for his thesis.

* Attitude to the brand

Attitude to the brand as a long-term relative assessment of the brand leading to employer behaviour (Spear and Singh, 2014) and brand attitudes scale is cited from the study of Yu (2014).

* Brand awareness

Brand awareness is defined as the ability of consumers to recognize and recall a brand in different situations (Aaker, 1996) and the scale of Low and Lamb (2000), Yoo and partner (2001).

* The similarity of the brand

Brand similarity is understood as the experience associated with the accumulation of consumers available with a brand (Tam, 2008). The measure of brand familiarity is derived from the study by Yu (2014).

* Dependent variable

The dependent variable in the research model is the branding behaviour of the retailer. There are a number of ways to measure retail store brand behaviour. However, the topic of inheritance and use of Tsui's retail brand selection scales Shih (2010) in the first step to measure consumers' brand choice behaviour, and then they decide to choose the type of store to shop and determine the store's brand of the store type. Selected behavioural scales are developed from the Shih (2010) brand selection scales.

* Demographic variable

The dissertation presents a number of demographic variables based on the conclusions from models of consumer buying behaviour and selection of employers in previous theories and research as follows: (1) Age is a continuous variable, measured in years from the employer; (2) Consumer income is measured by average monthly income (from all sources) of the employer; (3) The education level of the consumers is shown below:

lower high school, high school graduation, college/university graduation; (4) Sex: Both male and female.

METHODOLOGY

Qualitative research

Methods of conducting in-depth interviews: (1) Investigators (in-depth interview): Interviews are conducted with 100 objects in Vietnam using the non-probable method; (2) Interview content: Basically, the interview focused on the brand choice of the retail chain and the factors that influence the choice; (3) Data collection and processing: data is directly collected interviews. Then, data is compared and collated to form the most common view of the research problems.

Official research model and draft scale

Through the results of in-depth interviews of qualitative research, six factors are predicted to be related to the brand selection behaviour of retailers. Therefore, the model and theoretical hypothesis of the study are shown:
Hypothesis 1 (H1): The retail store's image will have a positive impact on consumers' choice of the retail chain brand.
Hypothesis 2 (H2): The price consciousness will positively impact consumers' choice of the brand name.
Hypothesis 3 (H3): Risk perception has a negative impact on consumers' choice of retail chain brand.
Hypothesis 4 (H4): Attitude towards the retailer brand will positively affect the choice of the retail chain brand.
Hypothesis 5 (H5): Brand awareness positively influences consumers' choice of the retail chai brand.
Hypothesis 6 (H6): Brand familiarity will positively impact the choice of retail chain brand.

Quantitative research

Preliminary quantitative study
Beyond introducing yourself, the main content of the questionnaire included questions about the brand image of the store, the price of the brand, the brand awareness of the store, the familiarity of the brand, the brand awareness, the brand’s intention to shop, demographic information (age, sex, income, education level) and some general questions are built by the author. The sample size for the preliminary quantitative study is n=70. The method used by the author to evaluate the scale used in the study is the Cronbach’s alpha coefficient method. Results of the preliminary evaluation of the scale: Eliminate the CNG5

observation variable. The remaining scale ensures dependability when used in formal quantitative research.

Formal quantitative study

The sample size is 700 consumers. Select stratified sample according to geography criteria. In Vietnam, data is collected at retail chains and grocery stores. To analyze data, the study employs EFA factors analysis, Cronbach's Alpha, and regression analysis.

RESULTS AND DISCUSSION

Sample descriptive statistics

To reach the desired sample size as described, the author conducted 700 questionnaires. After the investigation, the number of answer sheets (the inappropriate answer sheets have been eliminated) was 661 votes, reaching 94%. During the consumer investigation process, the author also conducted the questionnaire survey. The sample is based on gender, age, income and education level.

* By gender

Of the 661 respondents, 248 were male, accounting for 37.5%, 413 were female, accounting for 62.5%. Based on this, we find that the characteristic of the sample is that the proportion of males is lower than that of females. This is reasonable with the demographic characteristics of Vietnamese consumers, as women are always the ones taking the primary responsibility for purchasing family goods. Men are also involved in this purchasing process, but the rate is less than that of women.

* By age

The number of consumers aged from 18 to 25 years old is 335 people, equivalent to 50.7%. From 26 to 35 years old, 160 people account for 24.2%, nearly half of the total number of respondents. The number of people aged from 36 to 54 years old is 119 people, accounting for 18%, and only 47 people are over 55 years old, accounting for 7.1%.

* By income

According to statistical results, 178 interviewees earn less than 5 million VND/month, accounting for 26.9%. Most of them are students or retirees. 41.3% of surveyed consumers earn from 5-10 million VND/month, 22.4% earn from 10-15 million VND/month, and only 2.1% of consumers asked to earn over 20 million VND/month.

* By education level

According to the survey, 430 graduates from colleges and universities accounted for 65.1%; 158 high school graduates accounted for 23.9%; 58 graduates from post-graduate degrees accounted for 8.8%, and there were only 15 lower secondary graduates accounting for 2.3%. Statistics describing the elements in the model: The mean value of the display variable and merchandise variable (store image variables) has the largest value, 3.8366 and 3.8593, respectively. The risk perception variable has a relatively low average value compared to other variables, only reaching 2.3485 points. Thus, the shop's image, brand familiarity, and price perception of consumers in Vietnam are relatively high. The attitude and brand awareness variables are average value, and the risk perception variable is relatively low.

Results of official scale evaluation

Results of the distribution scale evaluation: The scale has Min and Max values in the range from 1 to 5. To find out whether a variable has a symmetric distribution, look at the Skewness and Kurtosis values. If these two values have absolute values within the range of <1, then the values of the variables are considered to be relatively normal distributions, neither left nor right. The values of the variables are distributed quite normal, not too far left or right. Therefore, the scales which the author synthesized from previous studies have normal distributions, which are sufficient to ensure that the tests are performed in the next steps.

Evaluation of the official scale's value: KMO value = 0.864 > 0.5 so analyse suitable factors for research data. Barlett's test result is 8455.542 with significance level sig = 0.000 < 0.05 (rejecting the hypothesis H0: the observed variables are not correlated in the overall), so the theory of factor model is inconsistent and will be eliminated, which indicates that the data used for factor analysis is perfectly appropriate, the observed variables are interrelated in the overall. The value of the total variance deviation = 62,104% > 50% is satisfactory, so it can be said that 62,104% of the variance of the data was explained by eight new factors. Eigenvalues of factor 1.211 > 1. The loading factor of the observed variables is greater than 0.5. Thirty-three observed variables could be divided into eight factorial groups.

Assess the reliability of the official scale

Table 1: Analysis results of Cronbach's Alpha

No	Element	The number of observation variables	Cronbach's Alpha
1	Display of goods	3	0.738
2	Goods	3	0.683
3	Service	4	0.769
4	price consciousness	4	0.748
5	Risk perception	3	0.748
6	Attitude towards the brand	7	0.888
7	Brand awareness	6	0.820
8	The familiarity of the brand	3	0.788
9	Choosing intention	4	0.588

Through analysis, the above scale all have satisfactory reliability. Thus, the use of these scales to calculate the next steps is reasonable. All scales meet the requirements, and no scale is excluded. This can also be explained by qualitative research. The author also interviewed consumers about the appropriateness of these scales. The qualitative research met the author's requirements, and the comments of the interviewed consumers were quite suitable to the common trend of choosing brand store chain business.

Research hypothesis are adjusted:

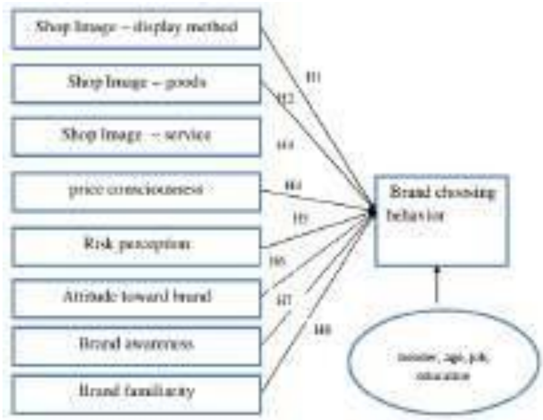

Figure 2: Adjustment study model

Hypothesis 1.1 (H1.1): Shop image-display method will positively affect customers' intention to choose the retail chain brand.
Hypothesis 1.2 (H1.2): Shop image-goods will positively affect customers' intention of choosing the retail chain brand.
Hypothesis 1.3 (H1.3): Shop image-service will positively affect customers' intention of choosing the retail chain brand.
Hypothesis 2 (H2): The price consciousness will positively affect customers' intention of choosing the retail chain brand.
Hypothesis 3 (H3): Risk perception will negatively affect customers' intention of choosing the retail chain brand.
Hypothesis 4 (H4): Attitude towards the retail brand will have an influence (positive or negative) on the customers' intention to choose the retail chain brand.
Hypothesis 5 (H5): Awareness of the brand will positively affect customers' intention of choosing the retail chain brand.
Hypothesis 6 (H6): Familiarity with the brand will positively affect customers' intention of choosing the retail chain brand.

Retail brand choosing behaviour of consumers in Vietnam

According to statistics, up to 453 respondents chose all types of retail stores, accounting for 68.6%. The number of people choosing the remaining questions is relatively the same. The number of people choosing to buy only in the chain stores is 75 people, accounting for 11.3%; The number of people choosing any retail store was 64, accounting for 9.7% of the total, and 64 people chose to often buy at any retail store, accounting for 10.4%. The sample chosen to answer the questionnaire is quite secure because the number of consumers who are usually purchased at traditional retail stores is only a small amount of

10.4%. The number of respondents who reported that they have experience in retail chains is 526, accounting for 79.6%. Only 74 respondents said they have no shopping experience in retail chain stores, accounting for 20.4%.

Influences the elements in the model to the intention of selecting the store chain brand test

Correlation coefficient test: The analysis results show correlations between the mean values of observed variables and dependent variables. The results of the correlation analysis in Table 4.11 show that all variables have a correlation coefficient of 0.01 corresponding to a significance level of 99%. Correlation coefficients between mean values of independent and dependent variables ranged from 20.5% to 49.7%. Thus, the author may temporarily conclude that these independent variables are suitable for inclusion in the model to explain the intention to choose a store brand for chain stores.

Table 2: Summary of regression models

Model	R	R^2	R^2adjustment	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.670ª	.449	.442	.38957	.449	66.439	8	652	.000

a. Predictors: (Constant), TB_QT, TB_HA3, TB_HA1, TB_CNG, TB_HA2, TB_NT, TB_CRR, TB_TD

Table 2 shows that when independent variables are introduced into the model and not included in the model, the R2 adjusts is 0.442. This shows that the independent variables introduced into the model are quite compatible. R2 of the model included independent variables considered as control variables of 44.2%. Hence, eight independent variables with significant control variables accounted for 44.2% Movement for intention to choose retail store chain and particularly the grocery stores chain. This shows that the compatibility of the model with the control variable is reasonable.

Table 3: Analysis of Anova

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	80.664	8	10.083	66.439	.000ª
	Residual	98.949	652	.152		
	Total	179.613	660			

a. Predictors: (Constant), TB_QT, TB_HA3, TB_HA1, TB_CNG, TB_HA2, TB_NT, TB_CRR, TB_TD
b. Dependent Variable: TB_QD

The test F got F = 66.439 and the sig value = 0.000 in the model when the independent variables were introduced. It can be seen that the relationship between independent variables and dependent variables ensures reliability with a tolerable level of 0.05. Consequently, it can be concluded that independent variables influence the intention to select the retail chain brand and, in particular, the chain stores for grocery goods, and the retrieval linear regression model is consistent with the data that the author used.

Table 4: Results of regression analysis of factors affecting the intention to choose

Model		Unrecovered Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.203	.244		5.359	.000		
	TB_HA1	.078	.029	.089	2.703	.007	.774	1.293
	TB_HA2	.81	.027	.099	3.018	.003	.789	1.267
	TB_HA3	.078	.024	.095	3.198	.001	.957	1.045
	TB_CNG	.268	.028	.310	9.752	.000	.834	1.199
	TB_CRR	-60	.028	-93	-5.615	.000	.716	1.396
	TB_TD	.116	.032	.132	3.592	.000	.626	1.599
	TB_NT	.097	.080	.111	3.214	.001	.707	1.415
	TB_QT	.050	.028	.058	1.786	.075	.810	1.235

a. Dependent Variable: TB_QD

For normal data, there will be no hyperbolic multiplication when the VIF coefficient is less than 2. Thus, looking at the table of independent variables in the model is <2, there is no hyperbolic multiplication. The relationship between independent variables and dependent variables is shown by the following linear regression equation:

QD = 1.203+ 0.089 HA1 + 0.099 HA2 + 0.095 HA3 + 0.31 CNG - 0.193 CRR + 0.132 TD + 0.111 NT + 0.058 QT

Results of regression analysis on hypothesis testing:

- Goods displaying factor has the value of sig. = 0.007 <0.05. Therefore, it is acceptable to accept H1.1.
- Commodity factor has the value sig = 0.003 <0.05. Accept the hypothesis H1.2.
- Service factor has the value sig = 0.001 <0.05. Accept Hypothesis H1.3.
- Price consciousness factor has value sig = 0.000 <0.05: Accept the hypothesis H2.
- Risk-sensitive factor sig = 0.000 <0.05: Accept hypothesis H3.
- The attitude for the brand factor has sig = 0.000 <0.05: Accept the hypothesis H4.
- Familiarity with the brand factor has sig = 0.001 <0.05. Accept the hypothesis H5.
- The cognitive factor for the brand has sig = 0.075> 0.05: reject the hypothesis H6.

From the regression equation, the impact of independent variables on the intention to choose the retail brand stores chain. The display of goods, goods, services, understanding of price, brand awareness, and attitudes toward the brand directly influence brand selection behaviour; only the perceived risk has the opposite effect on store brand behaviour. Thus, if there is an increase in a unit of goods display elements, goods; service; understanding of price; attitudes towards brand and brand awareness, the intention to choose the retail chain brand will increase by: 0.089; 0.099; 0.095; 0.31; 0.132; 0.11 units. Conversely, if the perceived risk factor increases to one unit, the intention to select the retail brand will decrease by 0.193 units.

DISCUSSION AND RECOMMENDATIONS

This study was conducted to assist administrators in identifying some of the factors that influence Vietnamese consumers' retailer selection behaviour. Through this study, it is possible to know the degree of influence and the direction of impact on each factor. It can help to promote the retail brand selection of consumers. At the same time, theoretically, the author also contributed a number of new findings while studying the behaviour of choosing a retailer's brand in the business context and specific conditions in the Vietnam market.

Based on previous studies related to the topic in the world and Vietnam, the author decided to use research methods qualitative (in-depth interview) and quantitative (through two preliminary and official rounds) to conduct research. The research has shown that (1) there are six factors built from the original theoretical model. After the KMO test and the rotary matrix, the separation of factors appeared. Shop image is separated into three factors: the display of goods, goods and service. Reliability and correlation analysis results also show all seven factors are affecting the choice of retail store chain brand (can be positive or negative); (2) The initial hypotheses are accepted; (3) The impact of the six factors of the store image-display goods, store images - goods, store images-services, price perception, attitude towards the brand, brand perception has positive β coefficients. The risk factor is $\beta = -0.193$ is less than 0. When this factor increases, it will make the behaviour of choosing the brand decrease.

After examining this hypothesis, the result is that the correlation of this variable with consumers' brand choice behaviour, significant. ≤ 0.05 and coefficient β adjusted = 0.089 > 0. Thus, we can accept the given hypothesis. Thus, like other studies, the store image factor - the display of goods has a positive influence on the intention to choose the brand (retail store brand). However, the results of this study show that the effect of this factor is quite small. When a unit of brand choosing behaviour increases, the display of goods contributes only 0.089 units. Testing the correlation of this factor with the retail brand choosing behaviour variable indicates that this factor positively influences brand choice behaviour with β adjusted = 0.099. This shows that the influence of this factor is weak. The results of this study are perfectly suited to the development of chain stores in Vietnam today. Modern shops in general and branded chain stores in particular in Vietnam almost have the same product category, and most of the products are nationally branded. Only a small number of them have differences in their product categories. Most of these chain stores use the supply of branded products of their country to make a difference. For example, Korean chain stores make a difference to their product items by selling Korean-made products, similar to Thai-branded chains supplied by the system of many Thai-originated items. Despite this difference, it has not affected the choice of consumers as they can find alternatives at other chain stores that have no common source.

The test results accept the hypothesis and the correlation between the store image - service for store brand choosing behaviour. However, this correlation is quite weak with Sig significance. = <0.05 and have coefficients β adjusted = 0.095 > 0. Thus, it can be seen that for chain stores (especially convenience stores), customers do not pay much attention to the service factor. Through in-depth interviews, customers who choose these retail stores (especially convenience stores) are often young customers who have a good understanding of the store's brand and product brand. Their search process is also easier because they have taken the initiative in choosing the product to buy during the selection process at the store. Therefore, they do not need too much help from the staff at the stores.

By testing, hypotheses were accepted. This factor correlated with shop brand choosing behaviour and was statistically significant with sig significance level. = < 0.05 and coefficient β adjusted = $0.31 > 0$. Therefore, it is possible to see that the respondents are most interested in the price factor, which influences brand choosing behaviour quite much. Although modern chain stores sell their national brands, prices are relatively homogeneous. However, different brands have different price policies for consumers. Secondly, current retail brand chains have begun to pay more attention to developing their own branded products to compete with national brands. For example, household appliances are branded by Metro, BigC, Fivimart, Vinmart, or the Vinmart + chain promotes organic vegetables with the Vin brand. This has also created price competition among different retail brands and created the difference in this factor for consumers to choose. Moreover, emphasis on price perception has also been mentioned in reports on other emerging countries (Beneke et al., 2013; D'Andrea et al., 2006). It is also easy to see that Vietnamese consumers often search for promotions during the purchase process. According to Nielsen (2011b), Vietnamese consumers are focusing on popular promotional products with the highest percentage in Asia, with 87% of consumers willing to buy through discounts, while the average in the region is 68%. According to Erdem & Swait (1998), a reputable brand will increase the brand choice behaviour of consumers. Increasing brand credibility will reduce consumers' risk perception so that it can entice consumers to increase their brand choice. Studies by Bhat & Reddy (2001); Lau & Phau (2007) also pointed out that by reducing the perception of risk, consumers' intention to choose this brand also increased. To minimize the risk perception of consumers, these authors have proven that it is necessary to increase the brand's prestige, making it a more prestigious brand. This can also easily be explained: store brands often provide very similar product items, so the product category often expresses features and functions of the product, while consumers are more likely to be influenced by the brand's reputation rather than the brand itself, providing the cognitive benefits of the store's orientation (Kim, Morris & Swait, 2008). The reason for the above results is partly related to the cultural values of the Vietnamese. Vietnam's traditional and cultural values are largely shaped by Buddhism and Confucianism (Monkhouse, Barnes & Hanh Pham, 2013). The author argued that the balance between life and consumption is important. Thus, focusing on the values that are practically perceived in the store brand can help the consumer avoid wasting money and still suitable to traditional culture. Attitude toward the brand has a positive influence on the behaviour of retail brand selection of Vietnamese consumers, but it has a smaller impact than other emerging Asian countries such as China or Korea (Jin and Suh, 2005).

The results of the analysis show that brand awareness has a positive influence on brand selection behaviour. Brand awareness has a positive impact on the brand selection behaviour of retail stores by consumers. In other words, if consumers are not aware of a certain retail store when they search for the store to choose, it will be very difficult for them to choose retail brand stores. As a result, brand awareness primarily affects the cognitive component and brand value created to be recognized. In other words, the higher awareness is, the higher the brand selection behaviour will be, which is consistent with the findings of Hsin Kuang Chi et al. (2009). Research also shows that the moment consumers can identify a particular brand name when they want to choose a retailer to shop for, it means that the retailer keeps a higher brand awareness. When a retailer has a known and recognized brand name, it can win consumers' preference and increase their selection behaviour. Therefore, retailers need to build the brand name and brand awareness through sales promotion, advertisement and other marketing activities. When brand recognition is high, consumers' brand loyalty will also increase. As a result, if brand awareness increases, the selection and repeat behaviour of consumers will increase.

Hypothesis H6: Brand familiarity will have a positive impact on the choice of the retail brand. This study shows that brand familiarity does not impact the choice of the retail brand stores chain, but this is not a critical factor in choosing this factor. If any, there is a weak influence on the intention to choose (β adjusted = 0.075). If the reliability is reduced to 90%, the relationship between this variable and the consumer's brand choice will be found. Through the survey, the authors found that in large-scale chains, the impact level is slightly stronger than that of smaller chains. However, the overall interaction of this factor with the intention of choice is still unchanged. However, during the in-depth interview, the author also noticed the influence of this factor on the consumer's brand awareness about retail brand stores chain.

It is suggested they concentrate on communication strategy about the supply chain brand's price aspects and minimize risk perception for customers. Besides, the study proposes a campaign to help consumers loyal to the brand or create brand awareness and build the relationship positively for your store and the products or services. They concentrate on measures to improve consumer attitudes towards store brands and reorganize store image development policies by strong localization through local architectural design in their stores. Develop trade activities of marketing in the POP for the manufacturer FCMG.

CONCLUSION

The study has synthesized and constructed a model with eight factors influencing the behaviour of brand name selection of retail stores, including layout-store image, merchandise-store image, service-store image, price consciousness, risk perception, brand attitudes, brand awareness, and brand familiarity. The study improved the store's image, price consciousness, and behaviour in selecting retail store brand names in the context of reality in Vietnam.

The study has determined the level of impact of the factors, in which seven factors affect the direction of the image: store-display, store-goods, services, price consciousness, brand attitudes, brand awareness, brand familiarity, and negative impact factor: risk perception of chain brand behaviour of retailing in Vietnam. Understanding price has the strongest influence; Factors such as store image and shop brand familiarity do not exert too much influence on buyer behaviour. The study's author proposed solutions for retailers: providing sufficient information to improve consumer price understanding; minimizing risk perception when selecting a brand by developing customer service; and developing a store image associated with traditional ethnicity. Suppose this topic is continued in the following study. In that case, the author will broaden the scope of research into other research areas and fields to create a more comprehensive picture of the impact of the brand name on the store chain on the destination selection behaviour of the purchase.

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The Role of Contemporary Universal Museums in Establishing a Dialogue Between Different Cultures: Louvre - Abu Dhabi Museum as an Example in the Arab World

Rehab Sharaf Eldean

Tour Guiding Department, Higher Institute of Tourism and Hotels-King Mariot, Alexandria, Egypt.

ABSTRACT

Museums as cultural and heritage institutions play a vital role in cultural and heritage exchange among countries and nations of the world. Museums reflect a society's culture, identity and the valued inherited past. Some newly built museums in the Middle East are attracting a considerable number of visitors from all over the world such as new museums in the Gulf region. A good example in the United Arab Emirates is the Louvre Abu Dhabi museum. In 2017, Louvre Abu Dhabi was unveiled to the world as a 21st-century universal museum, welcoming thousands of visitors from different parts of the world to explore the exceptional architecture and masterpieces from different civilizations and cultures. The new Louvre connects world civilizations together in one place and represents a unique cultural dialogue between different nations.

The objective of the paper is to represent the positive role that universal museums play in cultural exchange and in opening cultural dialogues between different civilizations through giving new meanings to the displayed objects. Focusing on Louvre Abu Dhabi Museum as an example, the study shows how Louvre Abu Dhabi museum have succeeded as a cultural institution and the first universal museum in the Arab World in establishing a unique cultural dialogue between different nations. The descriptive analytical approach has been employed in reviewing the most useful theoretical writings to identify museums as cultural institutions displaying tangible and intangible heritage, as well as, to identify the concept of the universal museum and the debate over its role. The analytical approach was employed in this study to represent that although the global debate over the universal museums around the world and their role, building the Louvre Abu Dhabi museum on a land containing multicultural populations gives a significant importance to the museum. In addition, the objects of the new Louvre museum and the shared information about them create a connection between different cultures and civilizations around the world. The study concludes that regardless the concept of the cultural property, some universal museums

play a positive role in establishing a unique cultural dialogue between different world`s civilizations.

Key Words: Universal Museum, Cultural Dialogue, Louvre Abu Dhabi, Cultural Cooperation.

1 INTRODUCTION

In the past, the archaeological objects and the great number of discoveries in Greece were kept for security reasons till 1863, within public spaces, such as ancient temples, churches, schools and town halls. In 1864, the Acropolis Museum, the first organized museum in Greece, was built on the east side of the Acropolis. Then, the developments in Museology regarding exhibition, protection, restoration, rapprochement and their role led to the foundation of the New Acropolis Museum in 2004 (Knell, 2011).

The main aim of the first museums in Greece was to safeguard cultural heritage, preserve history, and to enhance national consciousness. The National Archaeological Museum in Athens was opened in 1894. According to a royal decree of 1893 it aimed to study and protect antiquates from all over Greece. In fact, it is one of the most important museums in the world dedicated to ancient Greek art. (Mavromichali, 2012).

Today museums have progressed from being places to just display art, archaeology and civilization to being an educational institutions and tools for cultural communication. Museums now have libraries, art arteries, facilities and display rooms with developed presentation techniques (Çalikoğlu, 2009).

In 1955 International Council of museums defined museums as "permanent organizations in the service of society and its development, open to public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage for the purpose of education, study and enjoyment" (Atik, 2009: 120). Each museum normally houses collection of important selected objects in its field such as archaeology museums specialize in the display of archaeological artefacts and art museum is a space for exhibition of art, usually in the form of art objects from the visual arts, handicrafts, paintings, and sculpture (MacGregor, 2001). Museums are cultural institutions (Bureaw, 1975), and visiting museums is among the major reasons for visiting a certain tourism destination (Graburn, 1998).

The Last few years have witnessed an expansion of cultural projects and museums in the Gulf Region. Several Gulf countries have invested heavily in cultural projects including the building of ambitious museums (UNESCO, 2010). The United Arab Emirates has also been witnessing an expansion in significant museum projects, such as the Louvre Abu Dhabi and Guggenheim Abu Dhabi on Al Saadiyat Island; the cultural island in Abu Dhabi Emirate (Ouroussoff, 2010; Shadid, 2012). The new Louvre museum is a result of a cultural cooperation between France and the UAE and the first universal museum in the Middle East.

One of the objectives of such great projects in the Gulf Region is to transform these countries into cultural hubs and make them able to rival other major art cities such as Paris, New York and London. Countries in the Gulf Region also want to create a bridge between the western and Arabic civilizations. The desire of representing and preserving the history, culture and heritage of the Gulf Region also is also considered a vital driving motive behind the building of such massive museums in the region. Building these cultural centres also reshapes the image of the Arab world generally and the Gulf particularly (Ajana, 2015).

This study discusses museums as cultural institutes and their important role in cultural exchange. It sheds the light on the concept of the universal museum and the global debate over this type of museums. It shows Louver Abu Dhabi museums as a successful example of universal museums which highlights cultures that differ from each other in one place in the Gulf Region.

2 MUSEUMS AND THE POLITICAL AND SOCIAL REFLECTION

Museums have always mirrored political background such as wars or diplomatic relationships between countries. The Arabic world is going through significant political events and changes that definitely reflect on museums and their collections. The balance between political expectations and scientific interpretation should be taken in consideration when museums are established. Therefore, museum professionals face an extremely challenge regarding this context as it must be taken in account that museums are not political institutions but should be a way to promote for peace and tolerance among different nations, as well as, different cultures around the world (Antos, 2014). Museums always give a space of dialogue between people of different points of views regarding certain previous political contexts. Displaying collections of different cultures and nations can explore the idea that cultural differences and forms of representation are natural. It also paves the way towards building greater understanding and tolerance between people and different cultures (Gibson, 2014).

Some scholars have discussed the importance of the social reflections on museum's collections. They consider it necessary to redefine the concept and meaning of objects, because the value is not in the items themselves, but in their physical manifestation and social relationships. If we focus on the social relationship surrounding a particular item, restitution of the item to place of its origin becomes very important as some objects represent symbols of identity to some communities. The issue of restitution is a matter of debate over scholars and researches around the world and closely related to the concept of the Universal Museum; according to some, restitution of museum items makes sense only when the respective heritage or tradition is implemented in daily practices, which is important to concerned communities (Bell, 2008).

Today, a challenge for museums is how to start developing space for dialogue between social communities and their audience (Antos, 2014). In the Middle East, Louvre Abu Dhabi museum is considered an idea to enhance cultural diplomacy and positive international cultural relations between France and United Arab Emirates (Herlory, 2008). This museum is a huge project to create an intercultural dialogue between different cultures and civilizations around the world.

3 MUSEUMS AND CULTURAL HERITAGE

The UNESCO Universal Declaration on Cultural Diversity in 2001 stressed on the following;

- Importance of intercultural dialogue.
- Preservation of cultural diversity.
- Culture and heritage is not unchanging, but a creative and adaptive process.
- Such processes are universal, where cultures flourish that come into contact with one another (UNESCO, 2001).

In 2016, the UNESCO presented the various principal categories of heritage such as cultural heritage, natural heritage and military heritage. The UNESCO classified the cultural heritage into two types; Tangible cultural heritage which includes paintings, sculpture, coins, archaeological sites, ancient monuments and underwater monuments and Intangible cultural heritage which includes oral traditions, rituals and performing arts (Sari and Nazli, 2018).

The International Council of Museums (ICOM) defined a museums as "a non-profit permanent institution in the service of societies and its development, open to public, which acquires, conserves, researches and displays both the tangible and intangible heritage of humanity and its environment for the purpose of education and enjoyment" (ICOM, 2008).

Therefore, museums play a vital role in display and represent the cultural heritage in any country. Moreover, museums educate their visitors about the history, culture and heritage of a community or a country. That is, museums display what is valuable for a community which is usually related to the past, share it with the public and preserve it to the coming generations. That is, museums play an essential role in understanding the sustainability of cultural heritage as they display the heritage and preserve it to the next generations (Sari and Nazli, 2018; Perera, 2013).

3.1 The Role of Museums in Protecting Diversity of Cultural Expression

Museums play an important role in preserving heritage and culture as a museum is an important element in delivering information about the local cultures and other cultures as well (Herreman, 1998).

Presently, most of processes that are taking in culture stem are emerging from two tendencies; globalizations and diversification of cultures. The concept of Cultural globalization is based on the unification of different cultures and the development of global brands. On the other hand, the cultural diversification is all about searching for each culture`s identity. In fact, cultural diversity has become more and more relevant.

Since the early 2000s, UNESCO has adopted some declarations on Cultural Diversity; the 2001 Universal Declaration on Cultural Diversity, the 2003 Convention for Safeguarding the Intangible Heritage, and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expression (Kochelyaeva, 2015). In these declarations the UNESCO affirms the importance of cultural relations and its role in advancing the objective of international peace (UNESCO, 2001; UNESCO, 2005).

In the Convention of 2005, the UNESCO defines some new goals to protect and promote the diversity of cultural expression, to reinforce cultural dialogue among different nations in order to develop the cultural exchanges in the world, to develop the cultural interaction among different communities, to promote respect for cultural diversity and develop awareness of the value of cultural exchange at both levels local and international. The convention also defines the goals to reaffirm the importance of creating links between cultures and countries and their roles in developing countries and supporting actions taken nationally and internationally to support and promote the idea of recognition of the important and value of these links. The Convention of 2005, also represented the objectives to emphasize and strengthen international cooperation and partnership between countries to develop countries by promoting the diversity of cultural expressions (Kochelyaeva, 2015).

International cultural relations enable people to share their cultures and discover other cultures. Cultures meet, mingle and morph via enhancing the international cultural relations and developing international cultural policies between countries around the world. That is, the implementation of international cultural policies benefits the cultural diversity in all over the world (Lombard, 2003).

Museums play an essential role in promoting and presenting new cultural communities. Under the emerging of the importance of enhancing and increasing cultural diversity, museums have the role of presenting different cultures and finding different new ways for promoting the cultural diversity concept through their collections (Kochelyaeva, 2015). Displaying works of other nations or races helps in accepting differences among various peoples we are dealing with everyday. In museums peoples learn how to respect other civilizations, cultures, believes and personalities too (Finley, 1946).

Therefore, there are some museums scattered around the world contain collections reflect world cultural heritage and different world civilizations. In this sense, a cultural dialogue about civilizations and different cultures are opened through expanding knowledge about cultures nationally and internationally (Antos, 2014). One of the best examples of these cultural projects in the Gulf Region is Louvre Abu Dhabi museum which is built to retell the histories and stories of different cultures around the world in order to create a link between the western and Arabic art (Ajana, 2015).

3.2 Museums and Tourism

Museums impact economies as heritage and tourism are interconnected together. Museums are institutions of culture, education and entertainment for both locals and tourists alike. Therefore, the type of tourism which has evolved around heritage is called "Heritage or Cultural Tourism" (Perera, 2013). In fact, heritage tourism is said to be one of the oldest forms of travel (Timothy & Boyd, 2006). Nowadays, tourists have become more interested in explore and understand cultures and civilizations of different nations more than before and this interest in culture has become a key element in choosing a tourism destination. Therefore, museums have become the most visited places by tourists to understand and learn about heritage, culture and history. Moreover, Museums with their exhibitions have become the cornerstones in tourism development plans of tourism destinations as they play a vital role in increasing a city`s culture reputation (Van Aalst & Boogaarts, 2002).

Generally, Museums are different from other heritage attractions; as they have the ability to educate visitors about the culture of a certain community and preserve collections as witnesses of history and cultures (MacClancy, 1997). According to the studies of the American Association of Museums which had been undertaken in 1990`s, tourists who visit museums during their stay in tourism destinations spend nearly twice than tourists who are not interested in visiting museums during their trip. That is, cultural tourism and especially visiting museums has a positive economic impact on tourism destinations. Therefore, Museums are considered a potential tourism attraction (Genoways & Ireland, 2003).

The positive impact of cultural tourism and museums as cultural institutions make the whole world turns the attention to museums and the importance of their growth and construction. In regards to the instance of the paper, Louvre Abu Dhabi museum is built to attract tourists to visit Abu Dhabi city in order to improve its international image and regenerate its local economy (Plaza, 2000).

4 UNIVERSAL MUSEUMS AND THEIR MISSION

Universal museum is a new category of museums established from the 16th and 17th centuries. Objects that are preserved in any universal museum should be linked together for better understanding of the objects and everything related to them such as cultures, civilizations, history and religion (Miniotis, 2014).

Universal museums had started as natural museum and then had developed into archaeological and art museums. Their main objective from the beginning was to represent the world`s diversity and to provide an access for everyone to see and understand different cultures around the world (Cuno, 2010). Thus, universal museum represents heritage, art and antiquity as owned by everyone. Therefore, education is the main role of this type of museums and representing different civilizations and understanding their cultures is a right to everyone (Miniotis, 2014).

In the 21st century, universal museums focused on heritage and cultures of different nations. They provide valuable contexts for displayed collections that are displaced from their original places in order to make them available and accessible to an international public. That is, the main concept of universal museums is to display objects from different cultures and different civilizations side by side in one place to make them available for everyone (Miniotis, 2014).

There is a debate over the concept of the universal museum as some scholars considered this type of museums as immunity for a group of large museums due to their fears that objects held in their collections will face the recent repatriation claims by their original sources (Abungu, 2004).

Some researchers called for the necessity of establishing a cultural property art market and setting restrict policies with legal standards to control the looting of archaeological sites. In fact, they encourage the free trade in cultural property and the existence of the international art markets to protect the objects from looting (Cuno, 2001).

On the other hand, a group of scholars called the “Nationalists” are against the creation of the art market and disagree on adding monetary value to cultural property (Coggins, 1998).

Although this debate, the mission of the universal museums is to spread a positive outlook of different cultures around the world and make galleries held the global collections accessible for everyone. These institutions embrace the concept that understanding global cultures and different civilizations is a right for everyone, regardless their place of origin (Miniotis, 2014). However, the universal museums should respect the national cultural property and the protection of archaeological sites. Objects should be moved from their original place according to legal and ethical terms. Therefore, in 1970, the United Nation Educational, Scientific, and Cultural Organization Convention on the Means of Prohibiting the Illicit Import and Transfer of Ownership of Cultural Property was held by the UNESCO. This convention was the reason for entering into cultural property agreements by many countries. Thus, museum’s collections when they are moved from their archaeological to other countries should be exported according to legal terms (Cuno, 2001).

In fact, the universal museums are considered a good idea for the objects that are stored in storerooms in their original places and do not get catalogued or published and just remained stored without displaying (Barken, 1998). However, acquiring antiquities must be run through a legal and ethical process in order to be exhibited in a universal museum (Cuno, 2001).

5 MUSEUMS PROJECTS IN THE GULF REGION

Museums have started to appear and spread in the Gulf Region between 1960 and 1970. That is, establishing museums was much slower in Gulf countries than in Europe, Africa, and parts of Asia because these countries were also slower in accepting museum culture (Lathan and Simons, 2014). In the last few years, the Gulf countries have begun to develop the non-energy sectors of the economy such as tourism and culture (Ephraim, 2019). Gulf countries such as Qatar, Bahrain, Kuwait, Oman and United Arab Emirates realized the importance of building museums and their roles in representing and developing tourism, educational and cultural sectors (Bouchenaki, 2013). Therefore, Museums in the Gulf Region have gone through significant development and progress over the last few years.

Most of the traditional museums in the Gulf Region in general and the UAE especially are reflecting the heritage of the community because heritage has always been the main tourism attraction and it is the major resource for tourism development (Ashowrth & Tunbridge, 2011). However, some recent museums have been built to represent the connection between different cultures and civilizations such as the Louvre Abu Dhabi Museum which is a huge universal museum (El Amrousi et al, 2018). In this paper, Louvre Abu Dhabi is discussed as an example of the Gulf`s museums and their roles in connecting cultures and civilizations of the world.

5.1 Louvre Abu Dhabi as the First Universal Museum in the Middle East

As it is mentioned above museums have been built in the Gulf since the 1960s, and since 2000 there has been a proliferation of governmental great projects, many of them are still under construction (Anjana, 2015).

The United Arab Emirates has a great focus on tourism and culture especially in the last few years. The hard work and the government`s efforts are shown clearly in its Cultural Mandate which is a document represents the country`s cultural vision in the next thirty years. This Mandate represents Abu Dhabi vision 2030 master plan developed by the Ministry of Culture and Tourism of the UAE. The vision includes plans and projects to promote the country`s culture and heritage through building new museums and cultural institutions in different parts of the country (Ephraim, 2019). The United Arab Emirates has a multicultural population as more than 180 different nationalities are living peacefully on its land. Therefore, the government had started initiatives to foster peace and to create cultural harmony among its diverse population.

UAE`s government also quickly realized the importance of reinforce this harmony by starting cultural plans representing the acceptance of change and the increasing of awareness of cultural globalization. The cultural plans focus on the idea of the importance of exchange between national and international cultures (Ephraim, 2019).

Generally, Most of the museums of the Emirate of Abu Dhabi are traditional museums reflect the initial Bedouin culture from the pre-petroleum period. These museums display traditional handicrafts made by Emirati women, fishing and pearling industries, etc. While the modern museums of Abu Dhabi has been changed in its concept and architectural context as well (El Amrousi et al. 2018). Therefore, contrast to the traditional museums some other contemporary museums have been established on the land of Abu Dhabi such as Guggenheim Abu Dhabi and Louvre Abu Dhabi. These museums are international cultural centres built to attract more tourists and art lovers. These new museums have been described as “visibility museums” different than traditional heritage museums. The main purpose for establishing such new types of museums is to enhance the international portfolio of the UAE and to foster the cultural globalization which represents the unification of different cultures and the development of global brands (Ephraim, 2019). Building such museums also develops tourism industry and increase the number of tourists in the city of Abu Dhabi every year (Pieterse, 2009).

The government’s strategic plan of UAE aims to develop Abu Dhabi into a global city by investing in tourism industry. In 2004, the Abu Dhabi Tourism Authority announced plans to develop one of its islands called Al Saadiyat Island; a 27 square km zone situated 500 m off the coast of Abu Dhabi’s urban centre (one of the natural islands in Abu Dhabi) into a tourist and cultural destination. Plans for the Cultural District include the Louvre Abu Dhabi museum, the Guggenheim Abu Dhabi, the Zayed National Museum, the Maritime Museum and the Performing Arts Centre. The Maritime Museum will be the only museum set apart in the Saadiyat Marina District (Wakefield, 2015; Universes in Universe, 2007). Buildings of these museums are designed by some of the famous architects; Norman Foster, Frank Gehry, Tadao Ando, Zaha Hadid and Jean Nouvel, the architect of Louvre Abu Dhabi museum. The Tourism Development and Investment Company (TDIC), which is responsible for overseeing the development of the Saadiyat projects, describes the island as the only place in the world to house projects designed by five Pritzker prize winners, which will attract the whole world to Abu Dhabi (Ajana, 2015). On the other hand, Abu Dhabi also provided these architects with a great opportunity to take their imagination to greater heights and lead some of the most important early 21st century architecture (McClellan, 2012).

The Abu Dhabi government wanted to convert Al Saadiyat Island into a museum district or a museum quarter in order to give this district the ability to attract general population, tourists and students to the area. Moreover, the construction of such cultural icons with their remarkable architecture on the island will raise the value of this area (Santaga, 2002).

When it comes to France as the land of the magnificent Louvre museum, the leaders of the French Revolution (1789-1799) acknowledged the importance of art as apolitical and social tool for reform and reconstruction. The Louvre museum would play an important role in the formation and growth of the new society, would symbolize the new order of things, would follow the rhythms of all people and would eventually evolve into a museum of the world. They believed that the Louvre would create links with all the nations, would surpass the limits of the material world and would evolve into a research centre for the entire world and the capital of the arts. The Louvre Museum was opened officially in 1793 to be one of the largest museums in all over the world (Mavromichali, 2012, p.98). That is, in regards to the to the Branding Concept it can be said that the establishment of the Louvre museum in Abu Dhabi is considered an investment in brand identity of the UAE by generate the cultural capital needed to increase its international reputation (Ajana, 2015).

The Louvre Abu Dhabi museum is the first universal museum in the Arab world which represents the art in a new global perspective. On March 2007, France and UAE signed an agreement about the building of this museum on the land of Abu Dhabi city. On 11 November 2017, Louvre Abu Dhabi unveiled to the world a 21st-century universal museum, welcoming thousands of visitors from different parts of the world to explore the exceptional architecture and the masterpieces displayed throughout its galleries. The Art Newspaper reported that Louvre Abu Dhabi was the most significant museum opening of 2017 (Ajana, 2015; DCT, 2017).

That is, the UAE is the first country in the Arab world decides to start such a great project and build the new Louvre in Abu Dhabi which is considered the first of its kind in the world (Herlory, 2008).

More than the half of Louvre Abu Dhabi staff is Emirati, with the remaining staff coming from different nationalities. As part of the intergovernmental agreement, UAE nationals have been offered an excellent training opportunities, including on-the-job training from experts in the field and opportunities to be placed in important French museums (Wakefield, 2015; DCT, 2017).

In fact, by building such a huge project Emirati leaders wanted to take advantage of French expertise and attract visitors from all over the world to come and visit the city of Abu Dhabi (Napoléon, 2014). On the other hand, building such a museum shares in the process of France brand image and promoting France as tourism destination as well. The French Government realized the importance of the development of its international cultural relationships which has a vital role in making the world more peaceful (Herlory, 2008). It should be mentioned that the UAE and France have a strong relationship in political, economic, educational and cultural fields. The cultural and educational relationship between France and UAE has been represented in the building of a branch of Paris Sorbonne University in Abu Dhabi city and in hosting the international art fair Art Paris- Abu Dhabi and Louvre Abu Dhabi museum in the city of Abu Dhabi (Herlory, 2008).

5.2 Louvre Abu Dhabi and its Unique Cultural Dialogue

For more than two decades, the UAE has been on a mission to represent and enrich its culture through building several museums scattered in all the emirates of this country. Louvre Abu Dhabi museum is one of the most important projects has been done by the United Arab Emirates to boost the cultural dialogue among different nations. The museum illustrates global cultures and intercultural concept for better understanding of tolerance and acceptance on the land of the UAE. The museum celebrates different global cultures alongside with the UAE`s culture (Ephraim, 2019). Louvre Abu Dhabi Museum is a universal museum on the land at the crossroads of civilizations (Napoléon, 2014). The museum is entirely different from the other museums in not only the United Arab Emirates but also the entire Gulf Region. It contains large collections reflecting world cultural heritage and different world civilizations. Items displayed in this museum were found in different places of the world. Thus, the museum represents civilizations, cultures and communities different than the culture of the natives of the UAE (Antos, 2014).

The Louvre Abu Dhabi displays artefacts from different cultures of the entire world, not arranged in a chronological or ethnographic order rather they are displayed basing on their artistic value and set against various architectural backdrops. Most of the objects of the museum came from the louver museum of Paris, however most of them were found in different places around the world. In this sense, a dialogue about civilizations and civilization rights might be opened. This civilization dialogue reflects one of the most important roles of Louver Abu Dhabi museum in sharing information about different civilizations and history of different countries around the globe on a land entirely different than civilizations represented in this museum (Antos, 2014). Louvre Abu Dhabi museum built a bridge connecting several world cultures with the land the United Arab Emirates.

Abu Dhabi is now positioning itself as a global centre by constructing a cosmopolitan identity through museum architecture and collections that are transnational in scope (Wakefield, 2015). Inspired by the ancient Falaj irrigation system of Arab engineering, a water channel runs through the museum, giving the impression that the space is like an oasis that encourages strolling along the water (Napoléon, 2014).

Representing tolerance on the land of the United Arab Emirates also was one of the reasons behind the establishment of this huge museum. In other words, building such a universal huge museum on the land of Abu Dhabi enables the visitors of the museum to understand the multicultural nature of the community which enables and facilitates expanding knowledge and information about different world cultures and civilizations (Antoz, 2014). The new museum of Louver Abu Dhabi succeeded in giving new meanings to its collections in the context of its multicultural community. That is, the Louvre Abu Dhabi is built under the umbrella of the concept of "Multiculturalism". It is entirely different than the Louvre Museum in Paris as it enhances and promotes the concept of cultural understanding and tolerance. It is a universal museum on the land of the UAE connects the whole world through art and archaeology. By hosting collections from different world civilizations from prehistoric to modern era, the museum represents connections between different cultures and civilizations around the world in a peaceful way (Ephraim, 2019).

On 9 November 2017, the museum hosted a day of lectures called Louvre Abu Dhabi Encounters, which drew more than 300 specialists from all over world to boost the cultural dialogue concept. Louvre Abu Dhabi was proclaimed the most significant museum unveiling of 2017 by The Art Newspaper (DCT, 2017).

In brief, Louvre Abu Dhabi museum was built for enhancing cultural dialogue between different civilizations and fostering international cultural cooperation.

5.3 Architecture of the Louvre Abu Dhabi

Museum`s building architectural style draws people`s attention to the museum and make an impression on them. Therefore, the architecture of a museum is considered a very important factor in making the experience for the visitors of the museum. The architecture of the museum and its edifice has a great impact on people`s mind as the outstanding architecture of a museum sticks in visitor`s mind and makes it easy for them to remember the museum (Herlory, 2008).

Therefore, the government of Abu Dhabi took the decision to build an iconic building for the Louvre Abu Dhabi museum. The museum has been designed by the most famous French architect called Jean Nouvel. He designed the museum as a 'museum city' in the sea, with a contrasting series of fifty-five white buildings inspired low-lying Arab architecture. These buildings, ponds and landscaping are designed in a similar way to the designs of an ancient city. It has an iconic large dome, comprised of 7,850 unique metal stars set in a unique complex geometric pattern, creates magnificent moving light. The design of the geometric lace dome is inspired by the interlaced palm fronds which were used as roofing material in old houses in the UAE to permit light to filter into the museum (Wakefield, 2015). The interlaced pattern of the dome is represented in Arabesque Islamic designs interplay with light creating shade and shadow in a unique and magnificent way and permits light to penetrate and gather beneath it (El Amrousi et al. 2018). Islamic Arabesque art consists of a series of repeating geometric forms; Muslim artisans also perfected the technique of creating decorative motifs of flowers, vines, and other graphics in precise geometric patterns. These "arabesque" motifs usually covered walls, pottery, and other decorative Islamic objects with geometric and mathematical principles (Snigh, 2017). The origins of the arabesque most probably dating back to the 9th century under the 'Abbâsids (749-1258 AD), and becoming more fully developed in the 11th century (Kuhnel, 2016) (Fig.1).

The interlacing screens of the dome give reference to the ornately carved wooden screens known as mashrabiyya, or jail screens that were used to veil private spaces during Islamic periods. These perforated devices used geometries, swirling foliage and arabesques to position the viewer to look out at the external world while retaining the discretion of space.

The spaces of gathering created under the iconic dome represent the pluralistic cultural understanding of spaces in the living city (Al Amrousi et al. 2018).

White cubical structures create a collage of forms several pathways that end in vistas of Abu Dhabi's waterfront. Jean Nouvel's design offer new interpretations of culture through a regeneration of Islamic ornaments that juxtapose a contrast between artefacts, the interplay with light, shade and shadow created by the iconic dome and water that constantly interacts with art and architecture (Al Amrousi et al. 2018).

Figure 1: Interlacing Screens of the Dome of the Museum – Louvre Abu Dhabi

5.4 Collection of Louvre Abu Dhabi

The collections of Louvre Abu Dhabi museum is the most important element of its brand value. It has a great collection of different civilizations which increased the museum`s reputation. It contains a big exhibition from Louvre of Paris and some other famous museums around the world (Herlory, 2008).

During the building of this project, an Acquisitions Committee had been formed. The pieces of the museum have been chosen according to strict ethical considerations. Their origin should be accurately scrutinized as well. Each acquisition must be endorsed (Napoléon, 2014). According to the agreement between UAE and France, the Agence France-Museum provides the museum with four temporary exhibitions every year for 15 years (Balkany, 2007).

Currently, the collection of Louvre Abu Dhabi reflects a focal point of dialogue between civilizations and cultures of different eras around the globe (Fige.2). It shows an intercultural dialogue between nations. It is at a crossroad of civilizations as it is located in a spot of the land about one hour and a half from India but in the heart of the Middle East. Therefore, the collection of Louvre Abu Dhabi is targeting visitors from all over the world. The collection of the museum shows how different civilizations influence and impact each other through the pieces displayed in the galleries of the museum (Napoléon, 2014).

The permanent collection of the museum is displayed in thematic order rather than chronological or geographic order like most of the other universal museums in the world. That is, the new Louvre chooses a new concept for displaying its collection which is a concept based on equal recognition of all peoples and their creativity (Excell, 2016). The collection of the museum focuses on representing the connections between different cultures and civilizations rather than showing their differences. The objects from different civilizations are displayed side by side in one place as if in a cultural dialogue (Figs.2,3).

Figure 2: Statuettes of Different Ancient Civilizations are Displayed Side by Side - Louvre Abu Dhabi. **Left:** Asian Statuette (1700-2300 BCE), Central Asia, Bactria. **Middle:** Monumental Statue with Two Heads (6500 BCE), Jordan, Ain Ghazal. **Right:** Isis Nursing Horus (800-400 BCE), Egypt.

Figure 3: Statuettes from different eras of Different Civilizations Side by Side in the Museum - Louvre Abu Dhabi. **Left:** Virgin and the Child (1330-1320), France**. Middle:** Phemba, Maternity Figure (1900-1800), Congo. **Right:** Guardian Statuette of a reliquary (1900-1800), Gabon.

The museum represents pieces from Prehistoric, ancient Egyptian and Greco-Roman art to Islamic and grand Asian art (Figs. 4,5). It also includes masterpieces of the work of Bellini, Murillo, Manet and Mondrian (Figs. 6,7). Thus, pieces displayed in this museum also represent modern art and the European Renaissance. All pieces are represented in their cultural context (Des Cars, 2013).

Figure 4: Roman Art - Louvre Abu Dhabi. **Left & Middle:** Mosaic Panels.

Figure 5: Roman Statues (100-200 CE) - Louvre Abu Dhabi

Figure 6: Left: Dancing Shiva, Hindu Divinity (950-1000), From India. **Right**: Buddha Head (100-300 CE) From Gandhara- Asian Art- Louvre Abu Dhabi

Louvre Abu Dhabi is not a copy of the French Louvre in Paris, but it has its own identity and reflects the heritage, culture and tradition of the host country. Building such a universal with this new concept encourages people to understand the new role that can museums play in the 21^{st} century. It also encourages cultural dialogue and exchange on an international basis. It shares commonalities rather than differences throughout displaying the art of different civilizations around the world. Pieces are also displayed in the museum from the most ancient to the most modern (Hall, 2014).

Figure 7:18th.-19th. Centuries Art . **Left:** The British Jurist Charles Joseph Crowle (1761-1762), Italy**. Right:** Napoleon Bonaparte (1800), From France. Louvre Abu Dhabi.

One the other hand, the collection of the museum as it has been mention before is arranged by the Agence France Museums that represents and highlights the French collections in a cultural dialogue with the Louvre Abu Dhabi own collection which is a challenging task.

The collections of the museum focus on the cultural dialogue between different world civilizations on the land of Arabian Peninsula which has a long history as a land of trade, travel and exchange. Therefore, it also ensures and reinforces the long history the Arabian Peninsula in the region through artistic and aesthetic context (Hall, 2014).

6 CONCLUSION

Today, cultural planning development has become very important for all communities worldwide. Therefore, many countries have turned their attention to create successful cultural plans. Culture now is considered the main element that makes a city more attractive for professional workers and for tourists as well (Hall, 2000). Building new museums has become among the most important initiatives included in cultural planning policies. Museums as cultural institutions improve local communities, educate them and attract private investment and tourists to the city. Thus, museums have positive impacts on both economics and communities and quality of local life.

The new Louvre Abu Dhabi museum is considered a successful initiative for representing an international cultural dialogue. The museum is built on Saadiyat in Abu Dhabi Island and converted it into an international cultural spotlight. By building this universal museum the UAE emphasises its keenness to communicate with other cultures and to open to different civilizations around the world. Moreover, the museum focuses on representing connections and similarities of different civilization around the globe. It contains pieces from different cultures and eras displayed side by side without representing the differences among them. Thus, the museum gives a better understanding of cultures and civilizations around the world apart from their differences and shows a unique cultural dialogue of civilizations between the east and the west.

Furthermore, the agreement of the government of France in building a branch of Louvre museum in Abu Dhabi city at the Gulf Region reflects the desire of France in strengthening its cultural presence in different parts of the world. France aimed to expand its cultural image in the Gulf Region and develop its international cultural cooperation. Louvre Abu Dhabi project increases the French Louver`s authority internationally. On the other hand, building the Louvre museum on the land of Abu Dhabi plays a vital role in branding the identity of United Arab Emirates and increases its international reputation. This project provides Abu Dhabi with the ability to present its image internationally by representing connections of different civilizations across the world.

It is decided to call this museum Louvre Abu Dhabi although only a part of its collection are from the Louvre of Paris because the UAE wanted to use the Louvre brand to benefit the UAE in terms of image, tourism and economy. On other hand, it plays an important role for encouraging more tourists to visit France by giving a glimpse of the quality of French museums especially the Louvre museum of Paris. That is, France benefits from the building of the Louvre museum on the land of the United Arab Emirates by boosting its international soft power (Evans, 2003).

The objectives of the building of Louvre Abu Dhabi project are; the creating of an international cultural district in order to form a special national identity, the using of cultural tool in political and economic developments and making museums the most powerful cultural institutions in the world. Therefore, The Louvre Abu Dhabi museum is considered a major tool to generate the positive international image for the Emirate of Abu Dhabi. However, the Louvre Abu Dhabi is a brand-new universal museum with international appeal built to represent mainly the different civilizations within a cultural dialogue context.

Although the global debate over cultural property, the objects of Louvre Abu Dhabi represent different cultures and civilizations together in one place which create a unique cosmopolitan atmosphere. This cosmopolitan atmosphere which is matching with the nature of the UAE`s community makes attracts makes people appreciate the museum and its collection. Apart from the claims of some scholars that building the new Louvre is a project to foster the political and economic relations between the UAE and France this museum is playing a vital role as an educational institute. It provides the locals, residents and tourists with clear idea about different cultures, civilizations and eras. Therefore, the museum in general has a great value as it provides a full understanding of history and cultures across the world.

In a conclusion, the United Arab Emirate chose culture as a soft power to have an international reputation as culture is considered a very powerful tool that can gives the UAE the required global expansion. The Louvre Abu Dhabi represents the world heritage and presents a cultural dialogue by housing objects of different cultures and represents the Emirati culture within the context of other cultures around the world.

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Tanis (San El-Hagar): The Lost Golden City During the Ages (Archaeological and Historical Studies)

Sabry A. El Azazy
Lecturer of Tourist Guidance and Ancient Egyptian Civilization, Tourist Guidance Department,
Egyptian Higher Institute for Tourism and Hotel Management
Ministry of Higher Education, Egypt

Abstract:

Tanis (San El-Hagar) considers one of the most important archeological sites in Egypt. It is located in Sharkia Governorate, on the North-Eastern side of the Nile Delta. The site played an important role during ancient times as the Eastern Gateway of Egypt, used as a strategic location for the commercial exchanges and a defensive station on the Eastern border of Egypt. The city was the capital of Egypt during the 21st-22nd Dynasties. One of the most important discoveries at Tanis is the grand temple and the royal tombs that dated back to the kings of the 21st-22nd Dynasties. The archaeological site included monumental remains, numerous significant statues, and other monumental objects. The temple is located in the center of the monumental area; the temple's main entrance is located on the north side, and the front pylon could be accessed by the northern gateway. The location was looking over the Tanitic Branch of the Nile that is now dried. Tanis was called "Thebes of the North" due to its fantastic monuments and significant constructions. The site needs many scientific studies and more further excavations to be developed. This study threw the light on the region to be placed on Egypt's Tourism Map and included in the Local and International Tourism Programs. Additionally, we invite people from all over the world to visit the city and see Egypt's ancient history and great Civilization.

Keywords: Egypt, Tanis, History, Civilization

I. Introduction:

Tanis, the current (San El Hagar), is located to the southeast of Cairo, to the North of Port Said, to the east of Ismailia, and the west of Qaluibia. The city had a strategic location during the historical ages, and the site was close to the ancient place of Avaris (Tell El Dabaa) and Tell Basta. Its unique location enabled it to become a flourishing city during ancient times, but the site had later abandoned due to drying the river and overcoming the silted plains on the site. Additionally, the political changes led disappeared the location, and the city had been lost (Lost City of Tanis, 2021). The place was still a mystery until 1939 when the archeologist P. Montet discovered the location of the royal cemetery; he found the untouched tomb of king Psusennes I that no less important than the tomb of King Tutankhamun in Luxor. The treasures of Tanis did not take their international fame due to starting the Second World War (Treasures of Tanis, 2021).

The city was the capital of the 19th Lower Egyptian Nome. The area was the capital of Egypt during the 21-22 Dynasties. The location had situated on the Tanite Branch of The Nile (Rowe, 1941). Tanis became the political capital located in the North of Egypt, while Thebes was the religious capital situated in the South of Egypt. The site played an essential part during ancient times as a strategic geographic location on the north-eastern border of Egypt. The site needs more further excavation to reveal the incredible secrets about the golden lost city. The place had identified by the French scientific expedition who came with Napoleon to Egypt in 1798. They conducted an introductory study about the site, and they recorded the topographical plan and the site layout in the book the Description of Egypt (MFFT, 1991).

The archaeological site of Tanis had ruined due to the earthquake that occurred during the Byzantine period. The archaeological remains, fallen statues, broken obelisks of Ramesses II, and other monumental blocks are scattered on the location's surface (Obelisks in Tanis, 2021). The ruined temple is located in the central monumental area. It was surrounded by a mud-bricks enclosure wall that had disappeared. The temple's main entrance is situated on the north side; the temple fronted by the front pylon of Sheshonq III, and the northern gateway could enter it. Additionally, two water wells had discovered in the temple; they were used as Nilometers, and they were one of the main resources in the location. The Sacred Lake was located on the northern side of the main temple, while the small temples of Mut and Khonsu situated on the southeastern corner of the temple of Amun (Tanis-San El Hagar, 2021).

II. Methodology:

The researcher depended on the Site Tours, Interviews, Observations, References, Internet Websites, Publications, and Recent studies related to the research subject. The researcher worked as a Tourism Researcher and Lecturer of Tourist Guidance and ancient Egyptian Civilization; therefore, had the opportunity to attend a vast number of meetings, conferences, and events that focused on the research subject. Additionally, by being an employee of the organization, the researcher had the privilege to communicate with archeologists, professionals, executives, and specialists working in the same field. The main reason for choosing these methods was that the researcher was an employee in the State of Sharkia; then had the opportunity to visit all archaeological sites and cultural-historic locations. This research is throwing light on the importance of Sharkia region's cultural heritage and historical locations, archeological sites that consider one of the most important resources supporting the National Income and Local Society. The main purpose of the research was gaining information in order to develop theoretical research on how to effectively benefit out of those historical sights both economically and culturally. The researcher is looking forward to presenting further studies in a field related to archaeological and historical studies using previous experience. This study provides the ability to achieve the main goals and objectives successfully.

III. The Historical importance of Tanis during the Ages:

Tanis considers one of the most important archaeological sites in the Eastern Delta. The city was the capital of the 19th Lower Egyptian Province. The site was the capital of Egypt during the 21-22 Dynasties. King Smendes was the 1st king of the 21st Dynasty, and he founded his royal residence at the site located on the Tanite Branch of The River Nile. The site had been dated to different historical ages from the Old Kingdom until the end of the Greaco-Roman period. It was found remains in the location dated back to the reign of King Pepi I from the Old Kingdom (2282-2117 BC). The Asian tribes came later to the Eastern Nile Delta during the Middle Kingdom (1985-1650 BC), and they lived in it. The Egyptians later success in expelling them out of the borders of Egypt (Rowe, 1941).

Numerous monuments had been found at the site bearing the names of the kings Amenemhat I, Amenemhat II, Sesostris I. The city's walls had been built by Senosurt I, from stone blocks inscribed by his name. During that period, Hyksos settled in the Eastern Nile Delta, where the site was called Avaris (het-wârt) or the house of the thigh. It was believed that the thigh of Osiris had been buried in it. The Hyksos (1650-1550 BC) used that area as a protection station on the eastern border of Egypt, and they also used it as an exile for the rebels away from the capital Memphis. The great king Ahmose success in defeating the Hyksos and expelling them out of Egypt; he founded the New Kingdom, and he became the 1st king of the 18th Dynasty. Ramsess II came later to the site (1295-1186 BC), and he founded his northern royal residence at Avaris close to the location of Tanis. The king's monuments were discovered at Tanis (Rowe, 1941). However, Ramesses II set up his residence city (Pi-Ramesses) close to the city of Tanis, which was an important city during the reign of Ramesses II. Ramesses II's father Seti I visited the city in 1330 BC, and his grandfather (Ramesses I) also visited the city when he was one of the military Generals in the Army of Hourmoheb (Egypt Travel Experts, 2021).

After that period, Egypt had witnessed political conflicts making the Egyptian Authority unable to control the vast land of Egypt. Therefore, the foreign governors came to Egypt, and they settled in the Eastern Delta. Egypt later had witnessed coming the rulers from Libya, Ethiopia, Assyria, and Persia during the 3rd Intermediate Period (1069-664 BC). Egypt divided into two authorities; the political authority in the North governed by the foreign rulers, and the religious authority in the South governed by the priests. Tanis was flourished city during the period of the 21-22 Dynasties (Taylor, 2000).

The Libyan rulers settled on the western border of Egypt from the New Kingdom; many military campaigns had been done against them by the Egyptian kings. During the 20th

Dynasty, the Libyans had been used as mercenaries; they came in huge numbers, and they settled in Eastern Delta. After the death of Rameses XI, they succeeded in managing the authority, and they held the throne of Egypt. Smendes declared himself as the king of Egypt (1069-1043 BC); he founded the 21st Dynasty, and his capital was Tanis. He was followed by king Posusennes I, his tomb was discovered at the site, and his unique monuments moved to the Egyptian Museum in Cairo. Additionally, Tanis was still the capital of Egypt during the 22nd Dynasty that had founded by Sheshonk I (945-924 BC). According to the inscriptions of Karnak, he was interested in external relations and foreign policy with the other countries, as well as he led his campaign to Palestine. Tanis later had been left, and the capital moved to Tell Basta during the 23-24 Dynasties. After that the king Taharka came to the site; he built in it, and he left his monuments there. Then Tanis lost its importance as the capital of Egypt, and it became just a protection station and trade center (Abd-Elfattah, ed).

The royal tombs had constructed between the period (1039-991 BC), one of which belonged to Amenemope, who ruled Egypt from 993 to 984 BC. Moreover, some valuable sarcophaguses found in these tombs, such as; the coffin of Shoshenq III, who ruled Egypt from 825 to 733 BC, and the coffin of Taklot II, who ruled Egypt from 850 to 825 BC (Egypt Travel Experts, 2021). It was found at the site some monumental blocks dated to the 25th Dynasty indicating that king Tahatqa stayed at Tanis, and he made it his northern residence. Some of these stone blocks were reused in building the Sacred Lake. During the 26th Dynasty, Psamtik built his building at Tanis, but this building was later destroyed, and its remains had been used in building the other constructions at the site (Tanis-San El Hagar, 2021). Tanis regained its position during the reign of Ptolemy III. A copy of the Canopus Decree has been found indicating the site of Tanis. The city had been neglected and abandoned due to the political changes, flooding, and environmental conditions during the later periods (Budge, 2011).

IV. The Ancient Name of the City and its Geographical Location:

Tanis (San El-Hagar) considers one of the most important archeological sites in Sharkia Governorate. Its ancient Egyptian name was "Djanet", its Greek name was Tanis, and it is now called San El-Hagar (Harcourt, 2019). The city is also called (Suan – the biblical city of Zoan) and San El Hagar by the Arabs taking its modern name (Smith, 1854). Its ancient name as Djanet related to catch the fish, indicating to the site was an important fishing center (Rowe, 1941). The Modern name is San El Hagar because it included many blocks and stones, meaning in Arabic (Hagar), and then it is called San El Hagar (Egypt Travel Experts, 2021).

Tanis is located in the North-Eastern corner of the Nile Delta. The city was looking over the Tanitic Branch of the Nile that is now dried, but there is now a small branch known as "Bahr Saft" ending at the Lake of Manzalla (Thames & Hudson. 2014). Auguste Mariette came to the site; he wrongly believed that Tanis was Avaris (the capital of Hyksos), and the location of the residence city of Ramesses II (Pi-Ramesses) instead of Tell El-Dabaa next to the site. The city was replaced by Pi-Ramesses (Modern Qantir) as the royal residence during the 21st-22nd Dynasties (Bard, Kathryn A., 1999).

The location played an essential role during ancient times as a strategic geographic location on the north-eastern border of Egypt. The city was abandoned after the 6th century due to the inundation of Manzala Lake and the area covered by water and swamps. The archaeological site covered by soil and various remains; part of the location became agricultural land, and the other was used for the modern buildings on it. (MFFT, 1991). Tanis is located on the North-eastern Delta of the Great River Nile. The city was looking over the Tanitic Branch of the Nile that is now dried. However, the city was the capital of Egypt during the 21st-22nd Dynasties; it later became a small city. The city's harbor had been abandoned, and the site was just a small location on the North-eastern border of Egypt (Tanis-San El Hagar, 2021).

Fig. 1 The Location of Tanis (San El Hagar) on the Eastern Nile Delta and the ancient branches of the River Nile. https://doi.org/10.1371/journal.pone.0180770.g00

V. The History of the Excavation Work at the Site:

Napoleon Bonaparte came to Egypt in (1798-1801); he accompanied many archaeologists and scientists. They surveyed the site, and they presented a scientific study about the area. They collected statues and other monuments, sending them to different museums around the world (Tanis-San El Hagar, 2021). The site was excavated by J.Rifaud in 1825. He discovered the four giant sphinxes and other monumental artifacts that moved to various places in the world. (Verner, 2013). Auguste Mariette had excavated in the site between (1860- 1864). He excavated in the central area, including the great temple of Amun. He discovered many significant monuments and unique royal statues. He wrongly believed that Tanis was the city of Ramsess II that it is located close to the site. He said that

Tanis was the capital of Hyksos, and the place was the proper location of the residence city of Ramesses II (Pi-Ramesses) instead of the site of Tell El-Dabaa. He discovered the historical importance of the region, and he believed un-correctly that site was the location of the ancient city "Avaris" (Verner, 2013).

Fig. 2 Map showing the location of Tanis, Eastern Delta, 1798. (Draw by: Napoleon's expedition,scholar P.Jacotin,from exhibition " Galeries Nationales d'Exposition du Grand Palais",1987).

Additionally, Mariette discovered the "Famous Stela of the Four Hundred Years", as well as numerous significant statues. Flinders Petrie was later excavated in the site between (1883-1886). He made the layout plan of the temple. He also discovered a significant papyrus dated back to the Roman period in the British Museum in London (Tanis-San El Hagar, 2021). Pierre Montet came to the site in 1929. After ten years, Montet discovered the royal tombs in 1939. The cemetery dated back to the 21st-22nd Dynasties. A golden amulet and canopic jars found belonged to Osorkon in the area, and then he found the first royal tomb (NRT-I) next to the southwestern corner of the temple. He entered the tomb of Osorkon II from the roof, but he found that this tomb looted (San El Hagar- Tanis, 2021).

However, Pierre Montet excavated in the site between (1921-1951). He discovered the area of the royal tombs in 1939 that dated back to the 21st-22nd Dynasties. These tombs dedicated to Psusennes I (1039-991 BC), Amenemope (993-984 BC), Osorkon II (874-850 BC), and Sheshinq III (825-733 BC). The owners of the other two tombs remain unknown til now. He discovered the royal sarcophagus of Sheshonq III and other valuable monumental objects

(Shaw, 2003). The discovery of the royal cemetery at Tanis equaled the great discovery of Tutankhamun at Thebes; it included gold and silver pieces, golden masks, silver coffins, wooden sarcophagi inlaid with gold and precious stones. Additionally, many valuable bracelets, necklaces, amulets, pectorals, pendants, and other various accessories. The excavation work started again after the 2nd World War between 1947-1951 (MFFT, 1991).

However, the site had excavated by Auguste Mariette between (1883-1886); the site was excavated by Pierre Montet between (1929-1939). The site was later excavated by many different missions. The scientific missions started the excavations with the cooperation of the French Missions between (1965-1985) under the supervision of Jean Yoyotte, who was followed by P.H. Brissaud (San El Hagar- Tanis, 2021). J. Yoyotte excavated in the site between (1965-1985). He worked in the location of Scared Lake and the temple of Khonsu. He also organized the scientific archives prepared by P. Montet (SFFT, ed). Additionally, the French Society of Excavation at Tanis started the excavation work from 1985 to 2013 (SFFT, 2013).

VI. The main Temple of Tanis:

One of the most important discoveries at Tanis is the great temple. It dedicated to Amun (the main deity of the region), and other temples were found at the site related to Mut (Amun's wife), and his child Khonsu. They formed the Triad of Tanis, exactly the same as the Triad of Thebes. Therefore, Tanis was called Thebes of the North due to its great monuments and significant ancient constructions. A large mud-bricks enclosure wall surrounded the temple dated back to the reign of Psusennes; Smedes's successor during the 21st Dynasty. It was built from blocks that had been brought from the buildings of Pi-Ramesses next to it. The enclosure wall surrounding the temple where it was built in a depression area about eight meters above the flood plain. The wall was about 430 m long, 370 m wide, 10 m high, and 15 m in thickness. It was discovered essential inscriptions in the temple related to Psusennes I and Pinudjem I showing the relationships between Tanis in the North and Thebes in the South during that period. The temple dated back to the 21st-22nd Dynasties; however, the scared lake was later constructed by Nectanebo I (380-362 BC), who used some stone blocks related to the buildings of Sheshonq and Psamtek. (Bossone, Andrew, 2009).

The main temple had been built from blocks brought from the ancient city of (Pi-Ramesses) and the other nearby archaeological sites. It was expected that there was a processional way surrounded by many obelisks related to Ramesses II, leading to a large enclosure wall built by Nectanebo II and Ptolemy II. However, Psusennes I had initially started to build the earlier mud-brick wall, and he also began to construct the temple of Amun in the site. Multiple buildings had been built in the temple by many successive kings such as; Siamun and Osorkon III. They added new pylons and courts to the temple. Shoshenq III made a large granite gateway by reusing the monumental blocks from the other buildings.

Additionally, It was discovered columns taking the form of a palm tree; they about 11 m high, and other columns taking the form of papyrus. It was discovered two colossal sphinxes of Amenemhet II and other great monuments in the court behind the second pylon. Beyond the temple's façade, a pillared hall was discovered surrounded by granite papyrus columns dated back to the Middle Kingdom, as well as a small chapel was found at the rear of the temple included ten columns taking the form of palm tree dated back to the Old Kingdom. Many different blocks scattered on the site had a colossal statue of Rameses II and other monuments dated back to the Ramesside Period. Nectanebo I constructed the temple of Khonsu-Neferhotep on the northern side of the temple and the sacred lake close to it by using some blocks that belonged to Shoshenq V and Psamtik. Osorkon II built a small temple on the east side. Nectanebo II and Ptolemy II built the temple of Horus in the southeastern corner of the temple (San el-Hagar- Tanis, 2021).

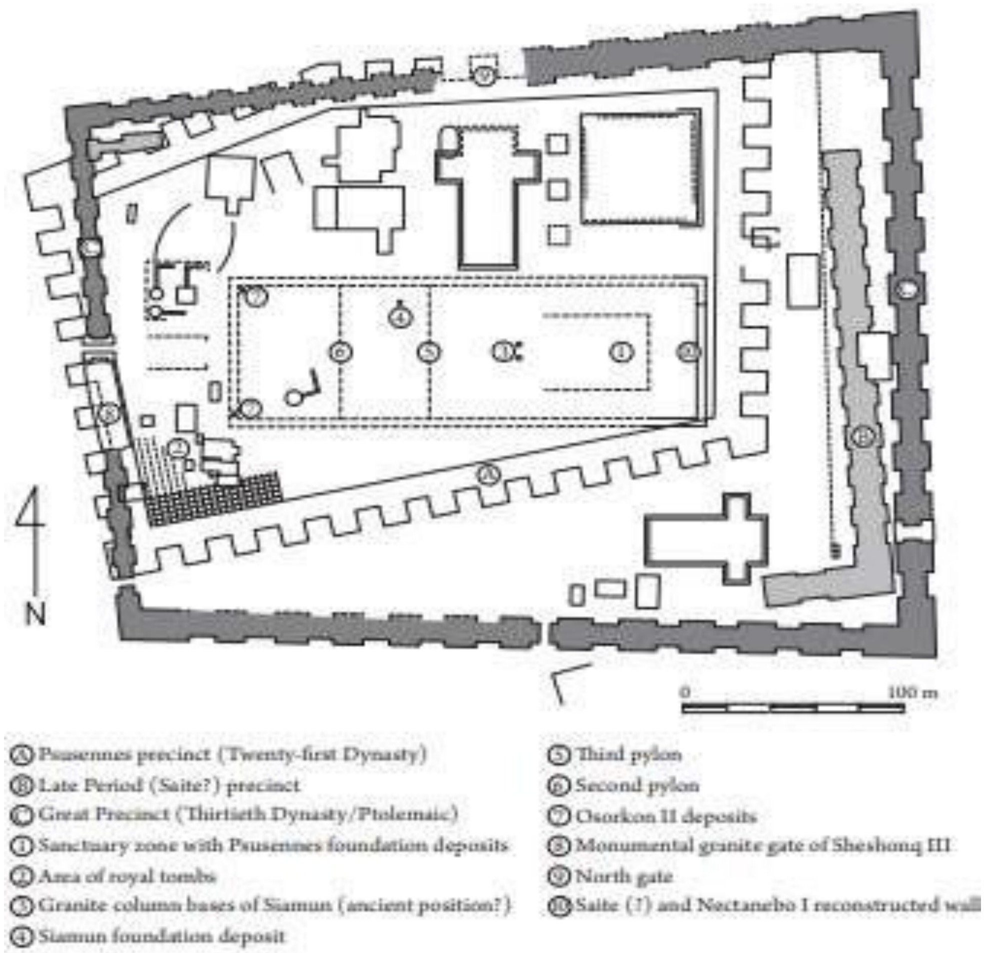

Fig. 3 The Layout Plan of the Amun Temple at Tanis. Marsha Hill, Later Life of Middle Kingdom Monuments Interrogating Tanis. The Metropolitan Museum of Art, New York Distributed by Yale University Press, New Haven and London.

However, smaller temples dedicated to Mut and Khonsu discovered in the southwestern corner of the main temple; a small temple was also constructed by Siamun

(984-965 BC) dedicated to worshiping the Asiatic Goddess (Astarte). Osorkon II also used many of Amun temple's blocks to set up his eastern temple. Sheshonq III constructed the main gate that is fronted by a colossal statue of Ramesses II. During the 30th Dynasty, Necktanebo I built a huge mud-bricks wall surrounding the temple, and he also founded the temple of Khonsu on the northern side of Amun temple next to the main gate. However, the temple of Horus had constructed in the 30th Dynasty, Ptolemy II built a small chapel built from the mud-bricks, and Ptolemy IV also made a small temple in the southwestern corner of Amun temple. The temple was surrounded by a huge enclosure wall built from the mud-bricks and he main entrance located in the north side. It was discovered two water wells in the center of the temple; had been used as Nilometers, and they were one of the main resources of the water in the temple. The Sacred Lake was located on the northernside of the main temple. (Tanis-San El Hagar, 2021).

VII. The Royal Cemetery of Tanis:

Tanis was the royal governmental residence during the beginning of the Late Period. The royal cemetery of Tanis was discovered at the southern-eastern part of the temple that it dated back to the 21st-22nd Dynasties. However, the tombs had been discovered by Montet in 1939, some other tombs still unknown until now such as; the tombs of Smendes, Amenemnisu, Shoshenq I, and Osorkon I. The tomb of Osorkon II (NRT-I) was initially discovered at the site. Osorkon II was buried in a great granite sarcophagus, while the lid carved from a monumental block dated back to the Ramesside period. The tomb was looted except for some remains of the hawk-headed coffin and canopic jars related to this king. The king's young son (Harnakht) who was the high priest of Amun at Tanis, had died before his father, and he buried in the tombs of Osorkon II. Takelot I was buried in a significant sarcophagus dated back to the middle kingdom in a small chamber in this tomb, with a few burials remains related to Osorkon I, as well as a small chamber included burial remains dedicated for Shoshenq III. Another room was found might be set up for Shoshenq V; it was found some of his canopic remains in this tomb (Tanis-San El Hagar, 2021).

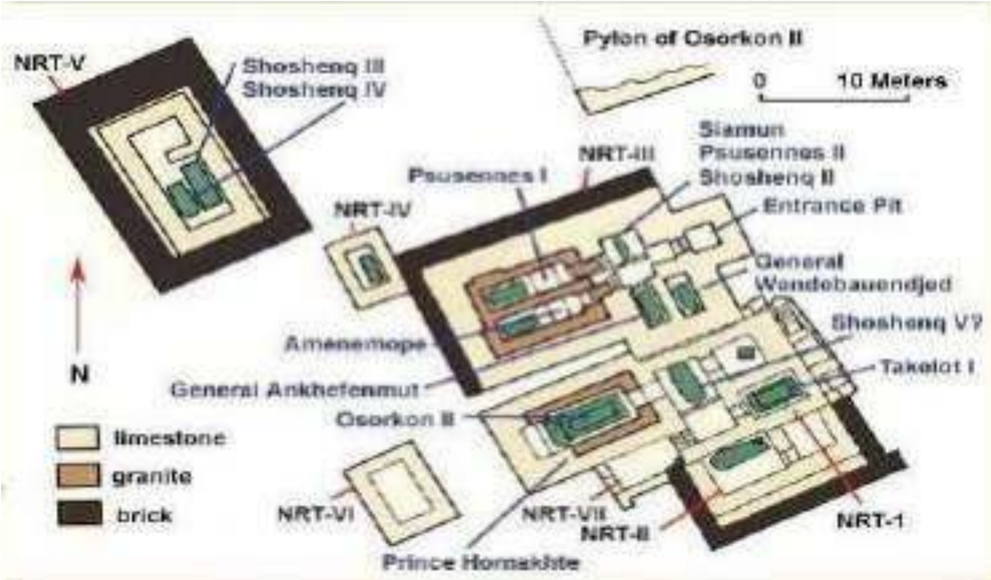

Fig. 4 Plan of the Royal Tombs at Tanis
http://www.touregypt.net/featurestories/tanistombs.htm

The tomb NRT-I belonged to Osorkon II; he probably took it from Smendes for himself and his father Takelot I. The tomb NRT-II was built beside the tomb of Osorkon II. This tomb was un-identified by Montet, but it thought that the tomb related to king Pimay (22nd Dynasty), and this king was identified by his canopic remains. The Tomb NRT-III was discovered by Montet in 1939. This tomb dedicated to king Psusennes I (21st Dynasty). The tomb consists of five rooms included the silver coffin of falcon-headed related to Shoshenq II, and reburied mummies belonged to the kings Siamun and Psusennes II. The burial chamber of Psusennes I was un-touchy discovered behind a decorated wall. In the burial chamber, it was found the king's canopic jars, shabtis, and other monumental funeral objects. The tomb NRT-IV was originally dedicated to king Amenemope which included a significant sarcophagus recorded with the king's name. This sarcophagus was found empty, but the king's body and his funerary stuff transported to the tomb NRT-III. The tomb NRT-V was built for king Shoshenq III; this tomb might be built during his reign, and the king's funerary collections covered with a mud-brick mastaba. There are two unidentified tombs (San el-Hagar- Tanis, 2021).

The tombs of NRT-I and NRT-III are distinguished among the other tombs of the cemetery of Tanis. These tombs might be modified; both of these tombs included granite burial chambers with main limestone buildings, while the other tombs were simply built in both layout plan and design. Therefore, the tomb NRT-I may be built for Smendes, due to one of his canopic jars found close to this tomb. There are no decorations related to this king in the tomb NRT-I, and the tombs NRT-II, IV, VI, and VII, had been left without any decorations. Osorkon II added various decorations to his tomb, he modified the eastern side of the burial chamber, and he made two sarcophaguses, one for him and the other for his father Takelot I, in this tomb. Moreover, he dismantled the west wall of the burial chamber, and he also made a new sarcophagus for his son (Shoshenq V). However, king Amenemnisu had no tomb in the cemetery of Tanis; he may be buried in the tomb NRT-VI where it found his title in his cartouche called him as the "Ruler of Thebes", or he might be buried at Thebes in Upper Egypt. Psusennes I and Amenemope have tombs at Tanis, and the mummy of Amenemope was placed in the tomb NRT-III. The tomb of Psusennes I included 5 chambers, and the silver falcon-headed coffin of Shoshenq II was found in it. It was discovered the remains of two mummies and small funerary statues concerning Siamun and Psusennes II in this tomb. The burial chamber of Psusennes I discovered untouched behind a decorated wall. He was buried in a granite sarcophagus that belonged to Merenptah; the son of Ramesses II (19th Dynasty). In this sarcophagus was found a silver coffin, a gold mummy-board, and golden mask covering the king's face Psusennes I (Tanis-San El Hagar, 2021).

Additionally, it was discovered some of the king's canopic jars, small funerary statues, and other monumental objects around the sarcophagus. Beside the king's chamber, Psusennes I set up another chamber for his mother queen Mutnodjmet, but her sarcophagus was taken by the king Amenemope. Two rooms were discovered; one of them included an empty coffin made for General Ankhefenmut, and the other for General Wendjebauendjed. However, Amenemope was buried in the tomb of Psusennes I; he prepared his own tomb NRT-IV provided with a significant sarcophagus. Shoshenq III built his tomb NRT-V, and he was buried in a great sarcophagus related to the 13th Dynasty. The sarcophagus of Shoshenq IV was found beside that of his predecessor in the tomb NRT-V. The other two tombs NRT-VI and NRT-VII had been simply designed. There is no exactly confirmed information that the first kings of the 21st Dynasty, such as; Shoshenq I, and Osorkon I had been here buried, due to the canopic chest of Shoshenq I is now in Berlin, and these tombs very simply do not rise to be prepared for such those great kings. The coffin of Shoshenq II was found in the antechamber related to the tomb of Psusennes I. He was buried in a silver coffin moved to this place. It was found a green plant growing on the mummy; this showing that the king's mummy affected by the under-water, regarding the tomb NRT-III located in dry place, and then it transported to this tomb. The mummy might be initially buried in a different tomb away out of Tanis, and it was later transported to one of the royal tombs at Tanis. The great discovery of the royal tombs at Tanis gave essential information about the ancient burial traditions and the political relationships between Tanis and Thebes. During the 21st-22nd Dynasties, the kings of Tanis used to reuse the older sarcophaguses and take the valuable pieces related to the other kings. However, the tombs of Tanis appeared un-rich in comparison with the tombs of Thebes during the New Kingdom. The royal tombs at Tanis had been provided with significant vessels, precious pieces, funerary figurines, canopic jars, and other monumental objects (Tanis-San El Hagar, 2021).

VIII. The Significant Discoveries found at Tanis:

The ancient Egyptian Stela of Year 400 dated back to the 13th Century BC. It was discovered in the temple of Tanis during the excavation work that had been done by Mariette. The Stela was showing the 400th anniversary related to the Seth Deity. Mariette discovered the stela; he copied it, but he reburied it on the site. Pierre Montet had later discovered it in 1933, and he transferred it to the Egyptian Museum in Cairo (Gardiner 1961). This Stela had been made in the reign of king Ramsess II. The king depicted presenting the wine jars to Seth (Breasted & Henry, 1906). According to the inscriptions, the Stelae of the 400 years had erected in the 34 years of Ramesses II, and it was showing the king worshiping Seth one of the principal deities of the region (Budge, 1902). However, king Ramesses II worshiping the deity Seth; he wanted to document and commemorate this anniversary by making this significant stela. It dated to the Year 400, 4th day of the 4th month of the flooding season (Breasted & Henry, 1906). This important event of the 400th anniversary might be indicated to the constriction's operation of a temple dedicated to Seth at the site (Grimal, Nicolas, 1992).

Fig 5. A drawing of the famous "Stele of Four Hundred Years", or "400 Year stele". The stele was erected in the Year 34 of Ramesses II for the worship of the god Seth of Avaris, here cited as a king (*Opehtiset Nubti*, row 7) lived 400 years earlier. Other kings are cited, too (Ramesses II: top, and rows 1, 3, 4; Seti I: row 6). Found in Tanis.

E. A. Wallis Budge (1857-1934) - *A History of Egypt, vol III* (1902), available not-in-copyright here, p. 157.

Additionally, the Decree of Canopus. It was discovered by Karl Richard Lepsius in 1866. This important monument had been recorded with Hieroglyphic, Demotic, and Greek writings (Bard, 1999). Multiple valuable papyri were written with hieroglyphics showing places' names, festivals' calendars, some local worshiping, and cults (Nicholson, 2006). One of the most important treasures discovered at Tanis is the golden mask of the king Psusennes I the 21st Dynasty, the golden mask of Sheshonq II the 22nd Dynasty, and the golden mask of General Wendjebauendjed. The great funerary piece found at Tanis, and it moved to the Museum of the Fine Arts in France. Additionally, the sphinx statue of king Merenptah; the statue is represented in the form of the human head and the lion body. The statue had made from the stone of rose granite. This sphinx might be brought to Tanis from Tell El Dabaa next to the site to be placed in front of the grand temple (AFAA. 1978).

Fig. 6 The golden mask of Psusennes I of 21st Dynasty (Left), the golden mask of Sheshonq II of 22nd Dynasty (Middle), and the golden mask of General Wendjebauendjed (Right). The funerary mask of king Psusennes, Museum of Fine Arts of Valenciennes. 2007 (After. http://flickr.com/photos/laraz/2037806147/)

Fig 7. Sphinx statue found at Tanis (Left), Museum of Louvre, Paris.1978 (after. AFAA, Tanis: L'or des pharaons, p.187). Lion sphinx of Amenemhat III (Right). Granodiorite, Twelfth Dynasty, reign of Amenemhat III (ca. 1859– 1813 b.c.). Tanis, found 1863. Egyptian Museum, Cairo (JE 15210 = CG 394)

The Sphinx statue had been discovered by the French expedition in 1798, and they sent it to the Louvre museum at Paris. Additionally, a lion statue of Amenemhat III found at Tanis in 1863, and it is now in the Egyptian Museum in Cairo. The treasures of Tanis and its valuable monuments moved to the Egyptian Museum in Cairo between 1890-1904 (MFFT, 1991). Large quantities of gold pieces, silver artifacts, and other monumental objects had been found at Tanis. The gold funerary pieces, silver sarcophagi, canopic jars, and other various valuable artifacts; some of these monuments are now exhibited in different museums around the world, and the others are displayed in the room called "the Treasures of Tanis" in the Egyptian Museum in Cairo (Bongioanni, 2003).

Additionally, the great bracelets made from gold are inlaid with precious stones. The pieces are decorated with the Horus's protective eyes. They found in the burial chamber on the mummy of king Sheshonq II, but the inscriptions indicated that they had made for king Sheshonq I, who was mentioned in the Bible (Treasures of Tanis, 2021).

Fig. 8 Treasures of Tanis, 2021. Archive.archaeology.org. *Treasures of Tanis - Archaeology Magazine Archive*. [online] Available at: <https://archive.archaeology.org/0505/abstracts/tanis.html>

IX. Results:

- The site needs more attention, multiple scientific studies, and more further excavations to be developed and reopened to visitors. This study threw the light on this great location to be placed on Egypt's Tourism Map and included in the International Tourism Programs.
- The site needs to be developed and provided with infrastructure services and all facilities. Additionally, the archaeological site needs to be secured by setting up a surrounding wall around the monumental area.
- The monumental area needs to be prepared as an open-air museum; the monuments have to be labeled and serialized. Additionally, the location has to be provided with the guidance signs and promoting the region on social media, newspapers, TV news, international cultural communications, and mass media.
- The security system and the site management must be supported. The region is supposed to be provided with a Geographical Information System and modern technologies.
- Local and International cooperation in completing the excavation works for revealing the whole area. As well as encourage the students from the schools and institutes,

and invite the archaeologists, researchers, teachers, officials, and executives to visit the location.

- In order to place the region on the tourism map and reopen to the visitors, the area must be provided with accommodation & hospitality services, parking areas, shopping centers, resting places, and other facilities around the monumental area. Additionally, the region has to be included in Local and International Tourism Programs.
- The local community must participate in cultural programs and tourism activities. Tourism generally depends on cultural heritage, historical landmarks, and archaeological sites.
- Tourism development of the region will provide the local people with many different job opportunities, and it supports the national economy. We invite the people who lived beside the archeological area to share in the tourism programs and the other activities.
- The region has many tourist attractions such as; the region's cultural heritage, historical locations, archaeological sites, lakes & rivers, natural landscape, good weather, and others. Therefore, we invite people from all over the world to visit the area, enjoy fine weather, see Egypt's ancient history and our great Civilization.
- Set up 3 or 4 stars hotel in San El Hagar close to the faculty of Archaeology and the monumental area, constructing a new museum provided with all modern technology, a traditional cultural resort on the Lake of Anan or El Seed Club, Equestrian Club, fishing & hunting center, location for watching the different kinds of birds and natural life.
- Set up a highway to connect the region with the Suez Canal area and big cities such as; Ismailia, Port Said, Cairo, Qantara, El Arish, and Mansoura. The tourists who stayed in these cities can to make one day tour to visit the region.

X. Conclusion:

According to the history of the region, the site of Tanis had witnessed the historical events of the different periods from the Old Kingdom until the end of the Greaco-Roman period. The region reached the highest of its glory during the 21^{st}-22^{nd} Dynasties. The city became the capital of Egypt during that period. The site played an essential role during the New Kingdom, and it became an important location during the reign of King Ramesses II. Moreover, king Seti I (Ramesses II's father) visited the city when he was one of the generals in the Army of Hourmoheb. The location is the great temple dedicated to Amun and other smaller temples concerned to Mut and Khonsu. The temple included various pylons and courts. It also included many statues, numerous obelisks, the sacred lake, and water wells that had been used for different daily purposes. Additionally, the royal cemetery of Tanis included the tombs of the great kings, queens, some princes, and military Generals who belonged to the 21^{st}-22^{nd} Dynasty. The city was later abandoned, and it was destroyed by either the storm earthquake or the successive attack on the city as it was a protection point on the eastern border of Egypt during the different historical times.

Ramesses II had various obelisks; they were originally erected in the temple of Tanis; some of which were transported to Cairo to decorate the capital Egypt, and the others moved to decorate the capital cities around the world. Additionally, many monumental objects had been taken from Tanis, and they are now displayed in the different museums in the world. However, the site was initially excavated by Auguste Mariette, Petrie was later excavated in the location during the 19th century AD. He could to point out the whole site of Tanis and conduct the layout plan of the temple. Pierre Montet discovered the area of the royal tombs that dated back to the 21st-22nd Dynasties, and he proved that Tanis was never the city of Ramesses II during the New Kingdom next to the site. The ancient city of Tanis is now ruined; the main temple was fully destroyed, and the fortified enclosure wall had been disappeared. The site is now full of the scattered monumental blocks dated back to the different historical periods from the Old Kingdom to the end of the Greco-Roman period. Additionally, the valuable golden pieces and unique monumental objects are now displayed in the room of the Treasures of Tanis in the Egyptian Museum in Cairo.

Two water wells were discovered in the temple, they had been used a Nilometer to measure the highest level of water in the Nile in the season of flooding, and it was also used for other daily life purposes. Additionally, the sacred lake in the site was considered the second-largest sacred lake in Egypt after the sacred lake of the Karnak Temple at Luxor. The lake had been used by the priests for various ritual activities. However, the most important monuments found in the site related to Ramesses II, some other monuments belonged to the previous period of the Old and Middle Kingdoms also discovered in the location. As a matter of fact, the monuments of Ramesses II had been later brought from his residence city (Pi-Ramesses) after the decline of Avaris, appearing the new capital city of Tanis. Additionally, the city had an important location, strategic point, commercial center, and defensive station on the eastern border of Egypt during the ancient historical periods

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Strategic Team Alignment: The Luxury Hotel Managers' Perspective During the Covid-19 Pandemic

Charalampos Giousmpasoglou[1], Marina Brook[2]

Department of People & Organisations, Bournemouth University, Dorset House, Talbot Campus, Poole, BH12 5BB, UK

ABSTRACT

This study explores strategic team alignment during the COVID-19 pandemic, through the views and experiences of luxury hotel senior managers in the UK. The alignment of team members has always been crucial to the success of any organisation; however, during the COVID-19 pandemic the hospitality industry was one of the worst affected, experiencing large scale staff reductions, temporary or permanent. During this time the luxury hotel managers played a key role for staff motivation, support, and the maintenance of the hotel unit's operational capacity.

The aim of the study was to identify how senior managers implemented alignment strategies and managed the COVID-19 pandemic, whilst keeping their team members engaged and motivated. A qualitative study was conducted in winter 2021, through in-depth semi-structured interviews via zoom, with 12 luxury hotel senior managers (GMs and department managers) from London and Berkshire. Access was secured by the author's personal network and by using the snowballing technique. All the interviews were voice recorded and professionally transcribed; content analysis was employed for the collected data.

Three key themes emerged from data analysis namely: the strategic alignment creation process; transparency and engagement to manage the pandemic impact on team members; and managing change.

The practical implications of this study suggest that during crisis and unprecedented times, strategic alignment is essential to keeping teams engaged. During the crisis it is imperative that the senior managers demonstrate strong leadership and provide support to staff in individual and team level. In addition, the luxury hotel units' senior managers are acting as change agents who help the organisation to survive during the crisis and ultimately lead to full recovery.

This study contributes to the existing research and theoretical frameworks on strategic team alignment during contingencies and crises. The findings of this study enhance our knowledge

in this emerging and under researched field, through the views of the key actors (luxury hotel managers).
The study limitations include a small sample in a single region/country from the senior managers' perspective. Future studies should include other key stakeholders (i.e. staff and customers) in different countries / cultural contexts.

Keywords: Strategic team alignment, Luxury Hospitality, Senior Managers, COVID-19

1. INTRODUCTION

The Coronavirus disease, also known as the COVID-19 pandemic, has resulted in severe consequences caused by its rapid spread worldwide, with the hospitality industry being one of the hardest-hit (UNWTO, 2020). The world had to react to the unprecedented global health, social and economic emergency with an urgent need to contain the virus. As an immediate result of the pandemic impact, the world experienced strict quarantines, travel restrictions and meticulous hygiene protocols. The hospitality industry was hit hard, with a dramatic drop in occupancy and average room rates, not only due to the new rules but also due to a considerable reduction in guests' confidence (Le & Phi, 2020). In practical terms, the hospitality industry suddenly did not have guests occupying the hotel rooms. Business survival became the key focus for both independent operators and chains; in addition, hoteliers also focused on getting prepared for the guests' return, as well as taking care of their staff health and wellbeing (Giousmpasoglou et al., 2021). This oppressive situation has created anxiety amongst team members, mainly due to the threat of redundancies and general insecurity regarding their employment future (Wong et al., 2021). During times of uncertainty, it is imperative to ensure that teams remain aligned and focused to the achievement of their strategic goals.

The strategic alignment of team members within an organisation, influenced by strategic leadership, is crucial to success (Khadem, 2008). It can be suggested that strategic alignment cannot be achieved in teams where team members are unmotivated, uninterested, and unhappy. Leaders must therefore motivate and inspire their team members in order to achieve complete alignment. It is also argued that the external business environment will remain unpredictable and volatile for the foreseeable future; it is therefore vital to have teams in place, who all understand the goal and can react quickly and efficiently to the ongoing situation (Mayo, 2020). During the pandemic, the employees' personal and professional lives have been affected severely; as a result, team members' cohesion and alignment has been a fundamental function for hospitality leaders. Aligning team members towards one goal allows focus and the aim to collectively achieve this goal (Middleton & Harper, 2007). The goal in this case was successful business recovery and return to pre-COVID19 occupancy levels.

This study aims to gain deep and meaningful insights through the experiences and recommendations of senior managers within the luxury hotel industry who have actively led and steered their team members through the COVID19 crisis. There is limited research on team members' strategic alignment in luxury hotels during a crisis, especially during the current situation, due to the industry never experiencing anything like it before. Additionally, only a few studies have focused on hospitality leaders as change agents and investigated how to manage contingencies and crises (Blyney & Blotnicky, 2010; Giousmpasoglou et al., 2021; Marinakou, 2014). Hospitality leaders are also the key individuals who monitor, control and coordinate crisis management plans within hotel units; for this reason, they are considered as valuable strategic assets for any hotel (Giousmpasoglou, 2019). In addition, there is limited research regarding the employment of strategic teams' alignment as a tool for business recovery after crisis. It is expected that the findings presented in this study will contribute on the existing literature, and also provide meaningful managerial recommendations for practitioners.

2. LITERATURE REVIEW

2.1. Strategic alignment

Strategic alignment is a critical function in organisational and departmental level; it can be defined as "*the degrees to which each employee's interests and actions support the organisation's key goals*" (Robinson & Stern, 1997, p.104). Khadem (2008) states that alignment is crucial to an organisation's success, adding to Labovitz (2004) original statement that aligned organisations will remain more competitive than those who are not. Khadem (2008) suggests that an effective business strategy will encompass team member alignment, so everyone within the organisation will know and understand the strategy/goal and seek to contribute to it. On the other hand, when multiple individuals move in the same direction but without partnership or towards the same goal, they are misaligned. Kaplan & Norton (2006) state that the correct alignment usage will create positive benefits for an organisation, together they produced a perspective framework on how an organisations unit should be balanced. This describes how the unit will produce shareholder value through enhanced guest relationships driven by superiority in internal practices. These practices will then be improved by aligning people, culture, and strategy.

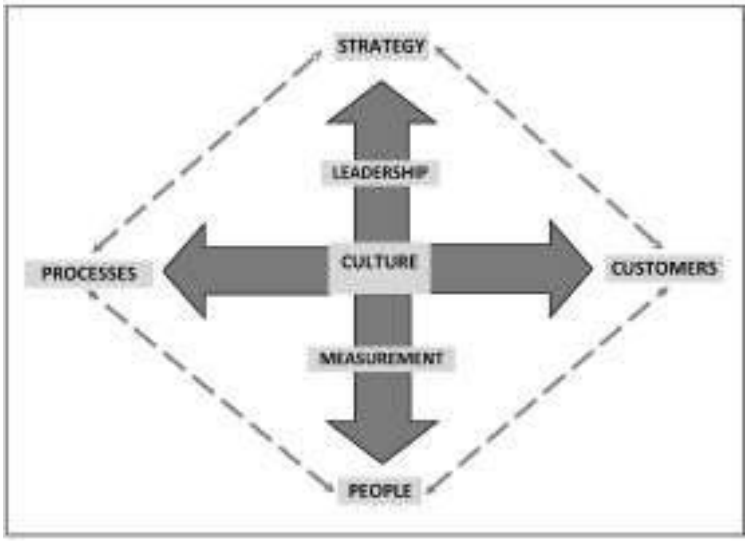

Figure 1: Labovitz and Rosansky's alignment model
Source: adapted from Labovitz & Rosansky (1997), p.44

Culture plays an important role in creating team member alignment, when implementing their strategy, values and vision (Serfontein, 2009). In this case organisational culture functions in different levels: it presents a frame of reference for new and existing strategies, adopts uniform communication patterns, creates networks, and informs strategic decisions. There is the assumption that certain types of organisational culture can lead to increased organisational performance, however, this is reliant on the culture being shared and communicated throughout the entire organisation (Serfontein, 2009). Bipath (2007) states that an organisation with a strong culture will exceed those with uncertain cultures, if an organisation does not implement the correct cultural development, then it will be unable to produce positive performance and a sustainable competitive advantage. Therefore, senior managers, leaders and change agents should drive a culture transformation and create team member alignment throughout the organisation.

2.2. Strategic alignment in hospitality context

Strategic alignment is vital to any hospitality organisation's performance as it allows the business to respond effectively to the external environment. It has been noted that organisations can still work when they are misaligned (Pongatichat & Johnston, 2008); there are often conflicts between employees' personal goals and the organisations. However, an aligned organisation will ultimately create a more efficient organisation that can react quickly to external environment changes (Khadem, 2008). Kaplan & Norton (2006) state that it produces dramatic benefits for organisations and is therefore critical for organisations to achieve alignment throughout their business. If the organisation is aligned, it has the potential to innovate and reach higher and sustainable performance levels. An aligned hospitality organisation will benefit from greater employee and customer satisfaction producing greater returns. Greater employee satisfaction is especially important within the hospitality industry due to it being purely customer-service driven, therefore the organisations team members are their sole ambassadors, emphasising the importance of engaged and motivated employees to be successful (Chi & Gursoy, 2009).

Through alignment, hospitality organisations can improve their effectiveness, especially in people management. Labovitz (2004) suggest that hospitality managers at all levels, can utilise strategic alignment practices to grow excellent people, continually advance business practices, and become guest focused. Further research indicates that, many authors support the idea that the organisation's alignment is an essential part of an organisation's success and survival (i.e. Fonville & Carr 2001; Khadem, 2008; Kim & Mauborgne 2009). The strategic alignment of hospitality organisations during the COVID-19 pandemic was crucial their survival: without maintaining total alignment of employees, organisations would experience challenges once lockdown regulations have lifted. The decline in the hospitality industries financial situation has created uncertainty regarding job security, forcing employees to either accept redundancy, early retirement or go on a government furlough scheme where that was available (Evans, 2021). Due to these unprecedented circumstances, employees demonstrated high levels of anxiety and stress, affecting significantly their performance at work (Giousmpasoglou et al., 2021). This has emphasised the need for management within hospitality organisations to keep their team members engaged and aligned to manage the rise in occupational stressors (Darvishmotevali & Ali, 2020).

2.3. Crisis management

Crisis management is a critical function to an organisation’s survival. More specifically, an organisation's knowledge and preparedness, play a key role in the prevention and successful crisis management and recovery if one should occur. Paraskevas & Quek (2019) defined a crisis as a significant event that can result in adverse effects that threaten the survival of organisations. The current COVID-19 pandemic has been classed as a crisis and resulted in the hospitality industry being sent into an unprecedented recession (WHO, 2020). Other major crisis’ that impacted the global hospitality industry in the past 20 years (i.e. natural disasters, terrorist attacks and epidemics like SARS and H1N1) were used as benchmarks in this crisis management planning. Kim et al. (2005) found that during the SARS crisis it was essential to establish efficient internal and external communication channels, to reduce the negative impacts of the crisis. The COVID-19 pandemic has caused a revenue loss to the hospitality sector greater than ever experienced before (Rodrigues & Kumar, 2020). This includes the loss due to the 9/11 terrorist attacks, the SARS epidemic and the 2008 recession. The implementation of effective crisis management plans and practices were required for any hospitality business survival in global scale (Giousmpasoglou et al., 2021).

The existing literature on crisis management within the hospitality industry is limited and does not consider that a crisis can vary in impact, scale, and duration (Speakman & Sharpley, 2012). The models tested are more tourism-focused than hospitality and do not provide practical strategies to support hospitality organisations during specific situations like the global pandemic (Ritchie & Jiang, 2019). In addition, the current research is based on the preparedness of crisis management practices, focusing on the tourism industry (Hillard et al., 2011; Novelli et al., 2018), with limited studies on the hospitality industry. Therefore, the hospitality industry is now seeking key strategies for how to cope in response to COVID-19, showing an urgent need to fill a research gap. With the pandemic being spread worldwide and the severity in each country varying at different times, the recovery has been much longer than expected, crisis management strategies being continuously adapted, with past research on crisis management practices focusing on a specific time frame and the organisation as a whole, rather than the people within it (Israeli et al., 2011).

It is argued however, since the outbreak of the COVID-19 a number of studies investigated crisis management in hospitality context from different perspectives. Baum et al. (2020) question whether the situations faced by hospitality workers as a result of the pandemic, are seed-change different from the precarious lives they normally lead, or just an amplification of the “normal”. Giousmpasoglou et al. (2021) investigate the role of luxury hotel general managers (GMs) during the pandemic in 45 countries. The GMs’ role as change agents, is viewed as the stepstone to business recovery in hotel units. Jones and Comfort (2020) provide a reflective review of changes in the relationships between sustainability and the hospitality industry following the onset of COVID-19. Breier et al. (2021) suggest that the business model innovation (BMI) might be a solution to recover from and successfully cope with the COVID-19 crisis. Filimonau et al. (2020) found that the levels of organisational resilience and the extent of Corporate Social Responsibility (CSR) practices reinforce perceived job security of managers which, in turn, determines their organisational commitment. The above, are just a few examples of the recent interest on crisis management related studies, conducted in hospitality context. This study focuses on strategic team alignment in luxury hotels during the COVID-19 pandemic. The following section discusses the methodology approach, research tools and data analysis employed for this study.

3. METHODOLOGY

A qualitative research approach was followed on this study. This approach produces data on thoughts and experiences i.e. using interviews and focus groups (Flick, 2018; Campbell, 2014). The research area is based on personal opinions making it subjective, meaning qualitative research is required over quantitative to produce rich and in-depth results. Qualitative research allows description, interpretation, and in-depth insight into the specific concepts being researched (Carlsen & Glenton, 2011); it also allows the exploration of emerging and common themes and trends (Saunders et al., 2009). These qualitative views and recommendations produced first-hand rich information on strategic employee alignment within luxury hotels during a crisis.

3.1. Research tools and sampling

Semi-structured interviews have been selected as the data collection method due to their ability to obtain detailed thoughts and feelings on an individual level (Qu & Dumay, 2011). The use of semi-structured interviews allowed some form of structure and the guarantee that all participants were asked the same questions, however if the researcher had any questions, the semi-structured approach allowed probing to query any points made (Altinay et al., 2015). The interview questions were formulated based on the existing literature, and the themes and gaps that emerged in the literature review. The interview questions focused on the managers' views and suggestions for successful team member alignment during a crisis; a secondary area of enquiry was the managers' recommendations for university graduates and young leaders.

The interviews were conducted online with selected luxury hotel managers employed in 5* hotels in London and Berkshire. The respondents were selected through non-probability sampling, based on the researcher's existing network (Vehovar et al., 2016). Participants were approached via LinkedIn and email, with a tailored message that included a summary of this study, and the interview questions. In addition, a consent form and information regarding the study's compliance with Bournemouth University research ethics standards, was provided to all participants. In total, 12 out of 15 candidates that were contacted agreed to take part in this study; the managers were chosen based on their position within the chosen luxury hotels and their willingness to participate and share knowledge. The senior managers who took part, work for luxury hotel companies, operating in a global environment with multiple hotels worldwide. They converse with international customers, global acquisition and hugely diversified workforces, all essential parts of their operations. The purpose of the interviews was to obtain insight into how luxury hospitality managers align their team members towards success during the pandemic.

3.2. Data Analysis

A thematic analysis was employed to analyse the collected data from the interviews. Thematic analysis is a method of identifying, describing and reporting themes found in a data set (Braun & Clarke, 2006). Originally branded as a poor research analysis tool, it has now been argued by multiple researchers to produce trustworthy and insightful findings (King, 2004; Thorne, 2000). Emerging themes were noted and analysed throughout the interviews conducted in this study, by using colour coding and thematic analysis.

The data collected from the interviews were anonymised and then, the researcher transcribed the 12 interviews. Based on the notes taken, the literature and the objectives of this study, sub-themes were created. When analysing the data produced from the study, two types of analysis were used: thematic and comparative. Comparative analysis allows data collected through respondents and themes to be compared (Harding and Whitehead, 2020). Through thematic analysis, the common themes were identified, and through comparative analysis, the themes that emerged from the different luxury hospitality managers were compared. The themes were reviewed based on their relevance to the study, and three sub-themes emerged namely: strategic alignment creation; transparency and engagement with team members; and, managers encouraging pro-active change.

4. FINDINGS AND DISCUSSION

4.1. Participants' profile

The 12 participant managers have more than 10 years' experience in luxury hospitality, with 41% having between 20-30 years' experience and two of the twelve luxury managers having over 45 years of luxury experience. The low number of female participants (33%) included in the study attributed to the management within luxury hospitality still being very male dominated (Marinakou, 2014). The participant list was made up of an equal split of general managers, operations managers, and human resource managers. To simplify the process of coding for the anonymized data analysis, each manager was given a designation from LM1 to LM12. The manager profiles are shown below in Table 2.

Table 2: Participant managers' profiles

Coding	Job Title	Gender	Years of Service	Hotel Location
LM1	General Manager	Female	40-50	Berkshire
LM2	General Manager	Male	20-30	London
LM3	General Manager	Male	20- 30	London
LM4	General Manager	Male	50+	London
LM5	Operations Manager	Male	10-20	Berkshire
LM6	Operations Manager	Male	20-30	Berkshire
LM7	Operations Manager	Male	10-20	London

LM8	Operations Manager	Male	10-20	Berkshire
LM9	HR Manager	Female	20-30	Berkshire
LM10	HR Manager	Female	10-20	London
LM11	HR Manager	Male	20-30	London
LM12	HR Manager	Female	10-20	London

4.2. Theme 1: Strategic alignment creation

When discussing the strategic alignment of team members with the managers, two key trends emerged: culture and communication. LM9 suggests that "*Culture is the heart of it all, it's the glue that has kept us together through this and will continue to into the future*". All 12 managers stated that culture and communication are essential when aligning team members towards success within an organisation. LM 1-12 unanimously highlighted the significance of culture when aligning team members towards one goal. In this vein, they also emphasised the importance of having a good organisational culture and team members around you who are passionate about what they do *"…willing to live and breathe your culture*" (LM5). Khadem (2008) stated that culture and vision were vital for employees to be aligned and follow the goal set by the organisation. It has been argued that great service in hospitality is often rare due to its complicated nature, it requires the true alignment of team members which is driven through service tradition, culture and focused strategies (Schneider et al., 2003). Four of the managers stated that even though it was evident that a positive organisational culture leads to success, it is often where most organisations fail: *"…I had to create a whole new culture as the hotel did not work as one, I changed everything in order for everyone to be aligned to one goal*" (LM2). This supports the idea that implementing culture isn't always as simple as it seems, when LM2 became GM in a luxury hotel in London, the culture in place was ineffective and employees were misaligned. It's a challenge that many luxury hotels face, which ultimately causes conflict when aligning team members.

Communication was also a key element in the mangers journey during the COVID-19 pandemic: each of them referred to communication as being vital for any organisation to run, however the past year making it more important than ever. According to LM1 "*you can have an amazing leader, but without communication throughout the rest of the organisation it won't work*". If an organisation lacks communication, then any strategies or managerial processes implemented will not be successful (Jackson & Schuler, 1995); on the other hand, in an organisation with effective communication the team members within it are more likely to be strategically aligned acting in coordination to achieve the set goals (Jorfi et al., 2014).

4.3. Theme 2: Transparency and engagement

When the participants were asked how they managed the crisis amongst their team members, alongside communication and culture, "*Transparency*" and "*Engagement*" were the most frequently used words used, with all 12 managers saying these two areas were essential to manage the impacts of the current crisis on their teams. When there was a rapid increase in cases, and the Pandemic became apparent, most hospitality organisations were forced to implement the emergency phase. This usually includes reducing staff hours, redundancies, and unpaid leave (Kim et al., 2005). Transparency with team members played a vital role in keeping them engaged and informed about their organisations: "*Keeping team members engaged and mentally stimulated is essential, the mental wellbeing issue is on the rise, and that's why I think it's so important to stay in touch. We need to use this time to motivate, inspire and coach our teams*" (LM2).

Through frequent contact and transparency, the managers were able to ease team members anxieties and change team members attitudes and actions into more aligned actions, that in the long term will improve the efficiency and effectiveness of the business (Zaccaro & Kilmoski, 2002; Yukl, 2012). LM9 says: "*We tried to put everyone at ease and make sure they felt comfortable, that was fundamental, once they felt safe, they were ready to hear the action plan and be a part of the road to recovery*".

LM 1,3, 6, 7, 8 and 10 noted that this time allowed creativity and innovation, the managers would set tasks in order to keep their team members engaged, however: "*It was key that the tasks were relevant and substantial enough to keep their minds working…*" (LM5). Many of the leaders found that through setting these tasks each week and the team members having the time to really think about them, they remained engaged and creative. A growing number of research studies focuses on what leaders can do to foster creativity and innovation within their teams (i.e. Hughes et al., 2013; Lee et al., 2019; Rosing et al., 2011). However, the research on this topic area is still rather broad and limited (Brem et al., 2016; Hughes et al., 2018). Therefore, gaining insight into how these managers adapted and thought outside of the box during "*the new normal*" produces rich and valuable data. Zoom calls, quizzes, cooking classes and work-related tasks/presentations were amongst the most common activities set by the senior managers. LM5 commented that: "*This approach worked so well that I will continue with it even when we go back to normal, I know we will have less time, however I will find the time as it has been such an important part of the past year, something the team have enjoyed and something I now feel is essential to keep us all creative, engaged and aligned*". In addition, according to Rosenbusch et al. (2011), encouraging team creativity and innovation is essential and very effective to sustain competitive advantage.

The team members in luxury hotels normally spend much time together, sometimes more that with their families; nevertheless, during the COVID-19 pandemic they found themselves being home alone at most of the times, with negative impact on their health and well-being. LM9 suggests that "*it's all about staying connected, making sure the whole team* *is nurtured… by doing that we create a family, that's all aligned to one goal*". This '*family*' theme that emerged throughout the interviews is typical of the luxury hotel sector (Bharwani & Jauhari, 2013; Giousmpasoglou, 2019). It was evident that the managers key priority in this difficult time was their team members' wellbeing: "*I am responsible for every single team member, they are part of our big family, it was so hard to see any of them struggle and not be able to comfort them face-to-face*" (LM2). LM1, 3,4, 6, 10 and 11 also referred to their team members as being part of a family: "*Without a happy and healthy team when we return, there will be no return, so they are my key priority at the moment, we will only overcome this situation if we are all in it together*" (LM10).

4.4. Managers encouraging proactive change

During the COVID-19 pandemic, managers in luxury hotels had to step up and react quicker than usual. It was essential they demonstrated alignment whilst reacting to the huge change occurring within their luxury hotels: "*I think every luxury hotel has big binders labelled crisis management, but I don't think any binder could have prepared us for this situation… the right leaders within your hotel and a strategically aligned team pre-pandemic all striving for one goal, then you can conquer any situation*" (LM2).

Only a small number of studies have focused on luxury hospitality leaders when tackling a crisis, the current literature is very sparse, but is likely to become a lot more common after the current situation (Speakman & Sharply, 2012). It is essential that hotel managers are pro-active and develop a defence mechanism for when a crisis should occur (Paraskevas & Altinay, 2013). This study aims to gain some insight into the biggest challenges during the COVID-19 pandemic and how the luxury managers overcame them. LM5 opened-up and expressed his feelings regarding his challenging role: "*I am the leader for my team, and I always will do the best I can for them, but the hardest thing was needing to appear strong at all times, when sometimes I was just as confused as they were*".

However, LM5 then went on to comment that through the communication of his own leaders, he realised that communication was so vital, and it was ok to feel this way, that everyone would have experienced it at some point. LM7 spoke about the importance of team members' support: "*They are not alone, everyone is struggling at this time and I think this is one of the biggest things I try to instil in my meetings…I felt the best way to do this was to let them in on what I was worried about and how I overcame it*". However, in the face of the uncertain situation, many of the managers seemed confident and determined to tackle the challenges of the pandemic to the best of their ability. They saw this situation as a chance to seize opportunity and make this difficult year worth something. LM2 convinced the owners that "*it was the best time to invest and make a noise, we must take advantage of this terrible situation, be creative and forward thinking*". All the participants mentioned similar experiences, they saw it as a chance to be creative and get their team members involved in making the "*new normal*" within the hotel run efficiently: "*I need my team to be* *behind the new practices…if they are not involved then they will not be passionate about what they are doing*." (LM7).

Ten out of twelve participants mentioned getting their teams involved with reopening plans to keep them stimulated and motivated, as well as still feeling part of the hotel operations. This feeds into the idea that through getting team members involved and excited about something (Labovitz, 2004), they are more aligned and determined to reach the goal set out. Kaplan & Norton (2006) found that strategic employee alignment allows organisations to respond effectively to its external environments. The leaders also had to be willing to change to adapt to the current situation "*You are not being a leader, if you are not willing to change, why would your team change if you are hostile towards it*" (LM4). Teams benefit from leaders who can coordinate and change team members' attitudes and actions into aligned action, improving the business's efficiency and effectiveness (Yukl, 2012). The specific roles of team members within an organisation in making it '*come alive*' is vital, and this will be more important than ever, once travel slowly resumes. The positive experiences that team members can leave on guests, can have greater impact than a well-planned marketing strategy.

Most of the participants stated that their organisations were strategically aligned pre-pandemic, and that this is the reason that they have made it through the current situation so successfully: "*you can't go through something like we did last year, and then come back and react like we did over the summer, without everyone being aligned to one goal – it wouldn't have worked if we weren't*" (LM1). However, they also added that due to their existing alignment and the way managers handled the current situation, have aligned their teams in ways they did not think it was possible: *"…we worked together as one team, rather than individual departments*" (LM9). Other managers mentioned similar scenarios, showing the practices they had put in place during the first lockdown had been successful and enabled the hotel to work efficiently and effectively, once rules lifted for the summer. However, LM1 and LM2 noted that due to the consecutive three lockdowns, team members may not return as aligned as they did last time.

Table 2 below provides a summary of this study's findings organised by themes.

Table 2: Summary of findings

Theme 1: Creating Strategic Alignment	**Communication:** All 12 managers emphasised the key to tackling this difficult year and keeping staff aligned, being clear and effective communication. **Culture:** The theme of a strong culture pre-pandemic emerged in 8/10 interviews being another reason that managers were able to foster team alignment throughout the pandemic. **Strong leadership:** Four luxury GM's discussed in detail about their strong senior management teams and their trust in them when

	keeping their own departmental teams aligned throughout the past year.
Theme 2: Managing the Crisis	**Keeping teams engaged:** Team members have spent the majority of the past year away from work, and isolated at home. All 12 managers discussed the activities put in place e.g., cooking classes, quizzes and fitness sessions in order to create. **Encouraging creativity and innovation:** Projects were set, and team members were given specific responsibilities, to foster creativity and innovation within teams. This allowed them to be a part of something, as well as preparing them for when the hotels reopened. **Frequent contact:** All managers discussed weekly zoom meeting to keep their teams updated with what is going on with their hotels, the word transparency was used frequently, and managers felt it important that their teams were informed at every step. **Maintaining mental health:** Mental health has been on the rise in the past year due to employee anxieties, through fear for the future. The managers placed emphasis on the above findings as well as welfare calls and paying attention to spot team members that may not seem themselves. **"family" theme: 7/12** of the managers referred to their teams as family and discussed a positive of this time allowing them to get to know their teams better, which they believe will create even stronger team alignment in the future. Two managers even commented that this was already evident when teams returned in the summer after the first lockdown.
Theme 3: Managers encouraging proactive change	**Having the correct leaders in place:** The past year required managers who were proactive and willing to change, therefore inspiring and encouraging their teams to do the same. **Managers staying strong:** A few of the managers commented on finding it difficult to stay strong for their teams at times, however being open in order to connect further with their teams. **Managerial confidence:** The managers within the study have showed great resilience in the past year, majority of them showing confidence and using this as an opportunity to better themselves and their hotels.

	Opportunities: The majority of managers decided to take this time as an opportunity, rather than focusing on the negatives. They carried out training and development of their teams, helped the community and encouraged staff to participate and getting the hotel ready for re-opening.

5. CONCLUSION

The key findings of this study (Table 2) are in agreement with the existing literature (i.e. Khadem 2008; Jackson & Schuler, 1995; Yukl, 2012) and emphasise on the importance of team member alignment for organisations to be successful. More specifically, it was found that organisational culture, communication and leadership are key factors that contribute towards the creation of team alignment during a crisis. In addition, this study considered the above areas from the perspective of luxury hotel managers and focused on how their teams were supported during the crisis; based on the existing literature this is a topic area that has not been studied before.

This study allowed the exploration of luxury hotel managers' efforts to create alignment between their team members and the hotel unit during the COVID-19 pandemic, as a means to successful recovery. The managerial implications of this study suggest that, through the alignment of team members, organisations can create preparedness for future crises as well as staff loyalty and resilience. The role of the senior management (especially the establishment's General Manager), is pivotal in these efforts. The achievement of teams' alignment can also result to great levels of customer satisfaction and increased revenue for the business when travel resumes. This study also provide evidence on the various challenges faced during the crisis, and the required course of action on behalf of the management teams, in order to achieve teams' alignment with the organisational goals.

As with any other study, there are limitations in terms of sample size, geographical location, and duration of this study. Future studies can investigate this topic area in the wider hospitality industry (i.e. restaurants, cruise ships, casinos, etc.) in different countries and cultural contexts.

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Nautical Tourism: Contribution to Sustainable Tourism Development

Eunice R. Lopes[1, 2]; Maria R. Nunes[1]; Jorge Simões[3]; Júlio Silva[4]; João T. Simões[1,5] Manuel Rosa[6]; Carla Rego[7]; Joana Santos[8]

[1]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Social Sciences, Tomar, Portugal

[2] CiTUR-IPL; CRIA-FCSH-UNL; GOVCOPP-UA; Portugal

[3]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Business Sciences, Tomar, Portugal

[4]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Information and Communication Technologies, Tomar, Portugal

[5]Ui&D-ISLA, Portugal

[6] Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Engineering Tomar, Portugal

[7]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Archeology, Conservation and Restoration and Heritage, Tomar, Portugal

[8] Intermunicipal Community of Médio Tejo, Portugal

ABSTRACT

Nautical tourism developed through the water-river resource is fundamental for the consolidation of tourism products. According to the Tourism Strategy 2027, water is considered one of the six differentiating assets of the destination Portugal, emerging as a priority element of intervention and of extreme relevance to the territory, given that water constitutes the support of unique assets located in the great majority of the interior of the country and with tourist potential (Portugal, 2017). This strategy also favors, among other elements, energy efficiency, environmental certification, and the adoption of international quality standards. The 2030 Agenda: Sustainable Development Goals (SDGs), also reinforces actions that aim to protect and safeguard cultural and natural heritage. Consequently, nautical tourism emerges as a relevant product that dynamizes the territory, in which the river is crucial for the valorization of the tourist practice and for the sustainable management of the territory.

This article aims to highlight nautical tourism, in its relationship with territorial tourist practices, and to understand the ways of implementing sustainability dynamics in the context of cultural and environmental impacts. Based on an exploratory approach, it was designed to analyze the information contained in official tourism sites limited to the territory of the Médio Tejo. Through the identification and interpretation of the relationship between the potential and the valorization of the patrimonial and water resources, the results of this study, allowed to perceive the practice of a tourism based on the precepts of sustainability, above all, in the cultural and environmental dimensions. This fact demonstrates a favorable territory for the nautical tourism segment.

Key Words: Nautical Tourism, Sustainable Development, Cultural and Natural Heritage

1 INTRODUCTION

Nautical tourism is one of the segments of tourism activity recognized by the Tourism of Portugal as the enjoyment of water-related travel, and all types of nautical activities can be practiced, whether in leisure or competition. Nautical tourism includes all types of water-related activities, with sport and leisure practices also included (Figueiredo & Almeida,2017). According to the Directorate General for Sea Policy, boating is divided into recreational and sport, and is directly linked to recreational boats. Although it is common to associate water sports and tourism with any model of boat, it is possible to verify the existence of various activities, such as diving, underwater hunting or coasteering. These activities can also be framed in the type of boating that does not directly require the use of boats to carry it out.

Nautical tourism is related to the act of navigating in an aquatic environment and can be classified as: fluvial; maritime, dams, lakes (Silveira, 2016). The existence of a relationship between nautical tourism and water sports is evident in the fact that maritime tourism includes recreational activities that involve travel away from home and focus on the marine environment (Orams, 1999). Considering in this dynamic, also the companies that work in the same scope (construction sites, resorts on the coast, among others).

Recreational boating enthusiasts will find in Portugal sea and river suitable for sailing. Portugal has places considered as some of the best regatta fields in the world, leading to the recurrent organization of events and championships. Portugal has been affirming itself as a tourist destination of excellence due to its culture, geographical location, climate, and the safety that it conveys to tourists. With these characteristics, Portugal has won two awards related to nautical tourism, being the main cruise destination in Europe 2020 (Lisbon) and the leading Cruise Port in Europe in 2020 (Lisbon Cruise Port).

According to recent data, Portugal recorded an increase of 7.9% compared to 2018, i.e., the number of arrivals to Portugal of non-resident tourists is estimated to have been 24.6 million, causing GDP to have increased by 2.2% (Instituto Nacional de Statistic, 2020).

Nautical tourism achieved prominence through cruise tourism, which recorded a decrease of 3.3% compared to the previous year, with the entry of 862 cruise ships in the main ports of the country (Instituto Nacional de Statistic, 2020).

The Strategic Plan 2027 (Portugal), refers to water as differentiating strategic assets, contextualizing them as rivers, lakes, reservoirs, and thermal waters of recognized environmental quality. Also, the existence of several river beaches throughout the country (overall: 115), supports the implementation of infrastructures that contribute to the growing demand for nautical tourism.

In Portugal, the Tourism Strategy 2027 developed lines of action focused on nautical tourism highlighting its importance for the enhancement of the territory and communities, to affirm tourism in the economy of the sea. These lines of action include a) strengthening Portugal's position as a destination for nautical, sporting and leisure activities associated with the sea, along the entire coast and as an international surfing destination of reference; b) enhancing the infrastructure, equipment and support services for nautical tourism (ports, marinas and nautical centers); c) integrating products into the sustainability of nautical culture; d) boosting "experience routes" and tourist offers around the sea and nautical activities; e) requalifying the coastlines and enhancing beaches. Another highlight is the development and improvement of navigation systems, for safer river navigation, improving quays and creating mooring platforms for recreational boats or support infrastructures (Portugal, 2017).

In this context, environmental issues have also achieved a relevant role in society, and the tourism sector has been pressured to analyze the environmental, cultural, social, and economic indicators in the logic of sustainability of tourist destinations. Here is integrated tourism planning as fundamental, as a manager of supply and demand elements, satisfying tourists, but at the same time promoting "a responsible or alternative tourism" (Martins, 2012). Tourists have been changing their motivations when enjoying the tourist destinations, tending to have more ecologically conscious behaviors, basing their search for quality and existing natural, cultural, and traditional resources.

Nautical tourism presents itself as a favorable segment for society in terms of the development of natural and cultural resources. To practice this type of tourism, it is necessary for the marine and riverine environment and structures to have accessibility conditions conducive to its development.

This factor contributes to the supply of tourist activities linked to nautical tourism practices and the consequent increase in the quality of tourist destinations, which must be anchored in sustainable tourism development.

2 NAUTICAL TOURISM - CHARACTERIZATION OF THE MÉDIO TEJO REGION

When we talk about nautical tourism in central Portugal, the anchor resource that inevitably comes to mind is the Castelo do Bode reservoir (Portugal). This reservoir was built following the completion of the Castelo do Bode dam in 1951 and is one of the oldest and most important infrastructures in Portugal, not only because of its hydroelectric function, which, among other things, supplies the capital (Lisbon), but also because of its imposing concrete wall, which gives rise to one of the largest artificial lakes in the country.

The immensity and imposing size of the lake, associated with the undeniable scenic beauty of its natural surroundings and its orographic location itself, which divides the region in half, make it one of the most important elements of identity for the Médio Tejo region, as well as being one of the iconographies most associated with the image that many people have of the central interior of the country. It is an attraction, partially worked and adapted to host some seasonal activities such as “wakeboarding, windsurfing, sailing, rowing, jet skiing, motor boating and sport fishing (trout, achigã, eels, red crayfish)” (Turismo Centro de Portugal, 2021), and others that take place on land, in the proximity of the water, such as hiking and mountain biking on approved routes (such as the GR33 of Zêzere) or on natural trails and local paths. It should be noted that Albufeira has some motorized leisure boating associated with river dynamics, such as the tourist boat “São Cristóvão”, and other leisure boats, which through the existing nautical centers and wharfs, allow you to get to know the emblematic corners of Albufeira through tranquil cruising.

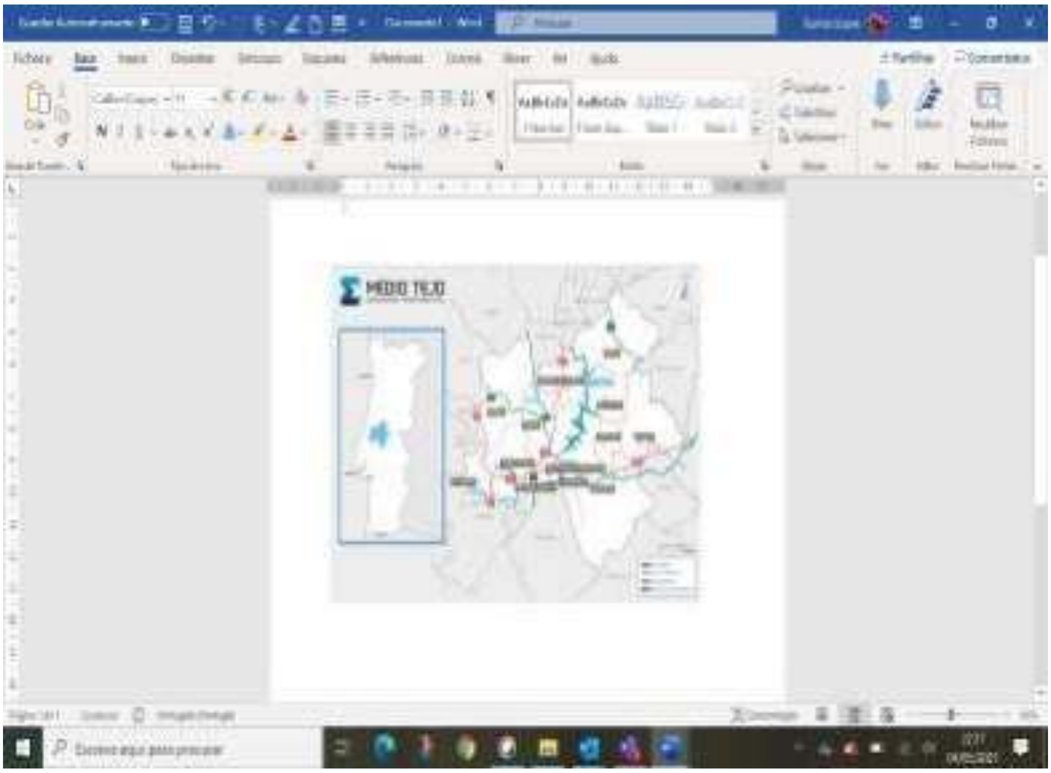
Due to its important architectural and engineering work, a visit to the inside of the dam is also another recommended educational experience. Although it still presents an enormous potential for the creation of new projects in the field of tourism. Mainly because, with an area of about 33 km2, and covering a considerable part of the hydrographic basin of the Zêzere River, which has a length of 60 km (30% of the total length of the Zêzere River), it integrates seven municipalities: Figueiró dos Vinhos, in the Leiria Region, at the northern limit; and six municipalities integrating the Médio Tejo Region: Sertã, Vila de Rei, Ferreira do Zêzere, Sardoal, and also Abrantes and Tomar at the southern limit (Figure 1) and, therefore, it should be noted that its area of natural, environmental and economic influence of the reservoir goes beyond the dam itself and the seven identified municipalities: the bed of the Zêzere River, the hydroelectric exploitation (and the respective discharges carried out), as well as the support services, and also the existing accessibility network, which determine that its influence extends even along the last 12 kms of the Zêzere River before it flows into the Tagus River, also involving in this path the municipalities of Vila Nova da Barquinha and Constância.

The reservoir, which is part of NUT III – Médio Tejo, was classified as protected by Regulatory Decree no. 2/88, of 20th January. Thus, the reservoir and its direct influence territory are covered by the Plano de Ordenamento da Albufeira de Castelo do Bode (Plano de Ordenamento da Albufeira de Castelo do Bode - POACB), whose revision was approved by the Resolution of the Council of Ministers no. 69/2003, and which covers the water plane and its protection zone with a maximum width of 500 m, covering an area of 14 273ha. The maximum storage capacity of the reservoir is 1 100 hm3 and its floodable area at full storage extends to 3 300ha.

Protected by its own management plan, its management includes rules and standards of good sustainable practices regarding the use of the water plane and the area around the lake, to safeguard the quality of natural resources, especially water.

In this sense, with a view to boosting nautical tourism in the Médio Tejo region, the Médio Tejo Intermunicipal Community (CIMT) has played an important role in the environmental and tourism valorization of this lake. One of the best examples of the new dynamics that the Albufeira de Castelo do Bode has seen is based on the wakeboarding activity and the investment led by the CIMT in *cable park* equipment installed in five places in the Albufeira, which allow its practice in a more controlled and accessible way to all practitioner profiles (from beginners to professionals), thus responding to the environmental preservation challenges imposed by the POACB, and generating new tourism development opportunities (Médio Tejo, 2021). The creation of the world's first wakeboarding resort, generating its own infrastructures in five river beaches of Castelo do Bode, in a partnership involving, among other entities, the municipalities of Abrantes (Aldeia do Mato), Tomar (Montes), Ferreira do Zêzere (Lago Azul), Sertã (Trízio) and Vila de Rei (Fernandaires), was one of the goals achieved.

Figure 1 Geographic location of the Médio Tejo.



Source: General Directorate of the Territory (DGT) / Inter-municipal Community of the Médio Tejo (CIMT); Topographic Base MNT of SCN10K; National Statistics Institute (INE) - Censuses 2011.

In an area of 30 km, the five beaches are equipped with *cable parks*, consisting of a cable connecting the two banks and which will allow the practice of wakeboarding without the help of a boat and, therefore, without the environmental impact associated with the use of motorboats. Equally aware of the importance of sustainable tourism, one of the main priorities of the Intermunicipal Community of the Médio Tejo (CIMT), also involves the creation of the Castelo do Bode Nautical Station (ENCB), with a view to the environmental and tourist valorization of this reservoir, based on a strategy of integrated tourist promotion.

The Castelo do Bode Nautical Station (ENCB) project began as part of a national process aimed at the development, promotion, and certification of Nautical Stations in Portugal, which was implemented by Fórum Oceano, member and representative of

Portugal, with FEDETON (Management entity of the International Network of Nautical Stations). In this sense, the Intermunicipal Community of Médio Tejo (CIMT), presented in June 2018, an application with a view to the creation and certification of the Castelo do Bode Nautical Station. The Castelo do Bode Nautical Station (ENCB), focused on the nautical tourism offer that the Castelo do Bode Lagoon allows to offer, involves the following municipalities: Abrantes, Ferreira do Zêzere, Sertã, Tomar and Vila de Rei, which are articulated on the ground with three Local Action Groups (LAGs): Association for the Integrated Development of Ribatejo Norte (ADIRN), whose action extends in the territory from Alcanena to Ferreira do Zêzere, Ourém, Tomar, Torres Novas and Vila Nova da Barquinha; Association For The Integrated Development of Ribatejo Interior (TAGUS), involving Abrantes, Constância and Sardoal and the Development Association of Pinhal Interior Sul (Pinhal Maior), integrating Mação, Oleiros, Proença-a-Nova, Sertã and Vila de Rei.

Recognizing the potential that the Middle Tagus region has in the area of nautical tourism, the future of this tourism product involves the creation of a quality tourism supply network, structured on the basis of the valorization of the nautical resources present in the area, as well as the complementary supply (accommodation, catering, nautical activities and other relevant services and initiatives to attract tourists and other users), adding value and creating diversified and integrated experiences.

Thus, the aim of this Nautical Station is to help establish a nautical hub of excellence centered on the Castelo do Bode lagoon and nautical activities, benefiting and integrating the regional landscape and cultural surroundings, cooperating to create a brand linked to the lagoon, differentiating the region, and promoting the economic, social, and sustainable development of the Médio Tejo region.

3 TOURIST PLANNING: IMPACTS OF ENVIRONMENTAL AND CULTURAL TOURISM

According to Santana (2009) and Jordão (2019), tourism impacts are referred to as "the trail left by both the tourist and the associated infrastructure in the environment transformed into a tourist destination. Associated with the development of tourism is a diverse and complex set of impacts. Tourism activity can generate various benefits and damages for a given region, and these impacts can occur mainly at the economic, social, cultural, and environmental levels (Eusébio & Carneiro, 2012¸ Jordão, 2019). Therefore, the impacts, mentioned above, can affect the receiving communities, as well as the ones that send tourism, but the intensity, suffered, is greater in the resident communities in tourist destinations (Eusébio & Carneiro, 2012; Jordão, 2019). Aiming at better planning and better management of the activity, one should try to understand and analyze, in a careful way, the impacts of tourism, both negative and positive, to develop plans and actions aimed at minimizing their costs and, at the same time, maximize their benefits (Marins, Mayer & Fratucci (2015); Jordão, 2019).

Thus, according to the authors mentioned, considering the size of the tourism phenomenon and its intrinsic characteristics, all dimensions should be considered, in terms of impacts generated, in its various aspects, positive and negative, seeking to contribute to a reduction in social cost, as well as the enhancement of the various socio-cultural and economic benefits of tourism. In this sense, it will be essential to carry out regular and careful analyses of its various developments, which could bring unwanted consequences if not properly managed. The characteristics of tourism activity, as well as the singularities of each receiving region, should be considered for a better tourism management and planning (Jordão, 2019).

In this context, also according to Cooper et al. (2008) and Jordan (2019), the environment, whether natural or artificial, will be the most crucial element of the tourism product. However, according to the same authors, when a tourism activity is developed, the environment will be, inevitably, altered or modified. It is understood by this, the close relationship that occurs between tourism and the environment, since all tourism activity depends on an environment for this same activity to develop. As a result, a set of factors/impacts will arise, which this same environment will suffer, depending on the tourism activity developed.

In this regard, a set of negative environmental impacts have been identified over time in relation to tourism development (Table 1).

Table 1 Tourism development: negative impacts.

Water pollution (rivers, lakes, oceans)
Air and noise pollution
The excessive increase in the production of rubbish and waste at destination
The impact on and destruction of wildlife
Alteration/destruction of vegetation and soil
Damage to geological formations
Destruction of marine ecosystems
The degradation of landscapes
Loss of natural landscapes (and unspoiled nature) for tourism development
The use of historical heritage sites for tourism structures

Source: Own elaboration. Adapted from Andereck et al. (2005); Cooper et al. (2008); Eusebio & Carneiro (2012) and Jordão (2019).

Tourism, when well-planned and managed, may promote exactly the opposite, i.e., more specifically, the revaluation and preservation of natural areas, through the creation of entities and conservation units and also through the awareness of residents and visitors, as well as develop improvements, at structural level, that help preserve the environment, giving as examples sewage networks and leisure spaces that do not harm nature; as well as promoting the preservation and rehabilitation of cultural heritage (Davidson & Maitland (1997); Lage & Milone (2001); Cooper et al. (2008) and Jordão (2019).

Regarding socio-cultural impacts, according to Hall (2004), these began to hold greater relevance to the development of tourism activity, since, at the time, it was understood that although it is difficult to quantify the social impacts of tourism, these may be the most relevant indicator of tourism development. Following on from this, social impacts are considered essential, not only from the ethical point of view of the need for community involvement in decision-making processes, but also because without them, tourism growth and development may become increasingly difficult to monitor.

There are socio-cultural impacts considered to be more positive in tourism (Table 2). However, in opposition, residents also identify several negative socio-cultural effects of tourism (Table 3).

Table 2 Positives.

The enhancement of cultural heritage
The enhancement and promotion of traditions
The promotion of diversity and cultural exchange
The rejuvenation of traditional arts and crafts
Conservation of the built heritage
Increasing the offer of cultural events
Improving the quality of life

Table 3 Negatives.

At the level of moral conduct
Housing-related problems
Negative changes in values and customs
The commercialisation of local cultural arts and rituals
Loss of authenticity of local culture
Changes in the configuration and aesthetics of traditional areas
At the level of moral conduct

Source: Own elaboration. Adapted from Andereck et al. (2005); Cooper et al. (2008); Eusebio & Carneiro (2012) and Jordão (2019).

Thus, the various impacts must be analyzed, in an integral and participatory manner, with a view to giving visibility to all those involved, whether affected or representative, with a view to a correct understanding and, consequently, correct planning of sustainable tourism development in destinations.

3.1. ENVIRONMENTAL IMPACTS

Recreation and leisure are one of the tourism sectors. This sector includes the nautical tourism segment. As in other segments of the tourism sectors, on the one hand, there is consumption of resources, including: electricity, gas, fuel, lubricants, water, food, plastic, glass, and cardboard packaging of various products such as drinks or cleaning products. On the other hand, activities arising from the maintenance of services and the use of leisure facilities or associated equipment such as restaurants, gyms, and swimming pools, produce solid waste, organic waste from catering, wastewater, water contaminated with fuel and lubricating oils, aerosols, batteries, light bulbs, printer cartridges and wastepaper, plastic and glass packaging.

If hotel units are associated with nautical tourism, water, chemical products and energy consumption for air conditioning, lighting and ventilation increase exponentially, especially about water consumption for bathing, cleaning, laundry and maintenance of gardens and other green areas. The strong per capita water consumption is known and studied whenever, associated with tourism, there are hotel units, when compared to the typical consumption of the surrounding rural areas (Gössling, 2002; Johnson et al, 2012; Graci & Kuehnel, 2021). The impact associated with these activities is important from the point of view of natural resource consumption and may even cause water stress in the water catchment. The extent of the resource flows and the products resulting from the consumption and use of these resources largely define the extent of the environmental impacts associated with nautical tourism activities.

Regarding nautical tourism in particular, the effect of the environmental impacts caused by the activities developed can be drastically reduced if some of the aspects linked to the consumption and products of this practice are properly managed. The fact that tourism activities are located near large dimensions of water means that, with investment in equipment, water from a dam, a lake, a river or even sea water can be captured and treated to replace the use of water from the public network or from underground catchment. This water can be used for irrigating green spaces, filling swimming pools, washing and laundry. Main's water can eventually be used only for cooking and bathing, but if the quality of purification of the local catchment is sufficient, this water can totally replace external water supplies. In addition to the collection and treatment of adjacent water, there should be careful management of expenditure, using timed taps and showers, maintaining taps to avoid leakage, building underground tanks to collect rainwater and bath water, which can be used for irrigation, and adapting irrigation times to the daily weather and off-peak hours.

Regarding the problem of wastewater, it is not possible to license projects that do not contemplate the collection of the waters accumulated in septic tanks or their local treatment so that the quality indicators respect the values published in the legislation before being looped in the reception basin. The energy issue is quite important, especially regarding lighting. Energy sources should tend to be alternative, namely solar and wind. This strategy improves the efficiency of the use of natural resources. In the case of consumption, lighting is a type of consumption that can be reduced using timed lamps that turn on when movements are detected. It is a very rewarding strategy during the night periods when there is little movement in the support facilities or even inside the hotel unit. The most important energy consumption is associated with air conditioning and therefore this aspect of energy consumption should have a centralized management that is adapted to the climatic and meteorological conditions.

The reduction of waste impacts should be mainly analyzed from the perspective of organic waste from the kitchen and restaurant and from the perspective of packaging waste. In consumption, it is important to reduce the volume of paper, plastic, and glass packaging. In the case of plastics, it is advisable to buy larger containers rather than small containers with the capacity of those used in households. If cleaning products are purchased in larger reusable containers, and cleaning products are distributed to cleaning staff in small reusable containers, in addition to optimizing costs, the amount of waste from plastic containers is reduced. From the point of view of the waste generated and its impacts, it is very important that there are Eco points and undifferentiated waste containers in public areas where visitors and services can place undifferentiated waste and all packaging waste for recycling. Regarding undifferentiated waste, if organic waste is carefully separated, it can be composted to produce fertilizer for the green areas of the facilities.

There is clear conformity in what should be the key elements for low-impact sustainable tourism facilities. The various models and guidelines outlined highlight that, above all, development, on any scale, should be framed within and respectful of the natural and cultural environment in which it is situated (Beyer et al, 2005).

In the case of accommodation, ecotourism and eco-lodges represent realities in which enormous attention is paid to the premises of sustainable tourism. Tourism developments set in the heart of nature and on riverbanks should seek to optimize the management of waste produced and the resources associated with cultural and environmental heritage and populations (Osland & Mackoy, 2004).

In this sense, the practice of nautical tourism and all associated services require tourism planning so that environmental issues and their impacts prevent the sustainability of the territory.

3.2. CULTURAL AND HERITAGE IMPACTS

The planning of nautical tourism should consider the cultural and heritage sector. Although there may be fewer positive impacts, as mentioned above through the research carried out by Andereck et al. (2005); Cooper et al. (2008); Eusebio & Carneiro (2012) and Jordão (2019), it is considered that if there is sustainable planning, tourism can promote the dissemination, safeguard and even conservation of tangible or intangible heritage resources.

Nautical destinations, specifically those that are distant from urban centers or villages, even if sometimes they are not integrated in places with built heritage, are not alien to it. The visitors to these tourist destinations also have other interests, such as gastronomy and participation in cultural events where the heritage identity of the territory is present. Each water sports center is part of a region that has its own values and identity which distinguishes it from other regions, and heritage values are of great importance for the perception and understanding of this territory.

The cultural heritage of the region covered by the five river beaches of the Médio Tejo is vast, and in this context, not only the heritage that is closest to it, but also that which is found within the same municipality (Table 4)

Table 4 Classified cultural heritage.

Aldeia do Mato (Abrantes)	- Nossa Senhora da Esperança Church and Convent - Classified as Property of Public Interest since 1977. - São Vicente Church - Classified as National Monument since 1926. - Palacete dos Albuquerques - Classified as Municipal Value in 1977. - Santa Maria do Castelo Church/Museum of D. Lopo de Almeida - Classified as National Monument since 1910. - Abrantes Fortress - Classified as a Public Interest Site since 1957. - São João Baptista Church - Classified as National Monument since 1948. - Misericórdia Church and Hospital in Abrantes - Classified as Property of Public Interest since 1977. - Set of Pillars or Moors - Classified as Property of Public Interest since 1970. - Ethnographic Museum of Martinchel. - In the parish of Aldeia do Mato, where the river beach is located, you can also find the Parish Church of Santa Maria Madalena, the Church of Sagrado Coração de Maria and the Fountains of São João and São José.
Fernandaires (Vila de Rei)	- Misericórdia Church. - Nossa Senhora da Conceição Church (Matriz)São João Baptista Church. - Chapel of Christ the King - Manor House. - Parochial Museum. - Roman bridge of Isna. - Roman bridge in Vale da Urra. - Municipal Museum of Vila de Rei. - Geodesy Museum - Geodesic Centre of Portugal. - Fire and Resin Museum. - Village Museum. - Museum of Adventure and Travel - trout. - Windmills.
	- Nossa Senhora da Graça Church (Areias) - Classified as Property of Public Interest since 1934. - Pias Pillory - Classified as Property of Public Interest since 1933. - Águas Belas Pillory - Classified as Property of Public Interest since 1933. - Saint Michael Church - Parish Church of Ferreira do Zêzere.

Lago Azul (Ferreira do Zêzere)	- Saint Peter of Castro Chapel (Pombeira), in the hill near the river - Classified as Property of Public Interest since 1940. - Nossa Senhora do Pranto Church, located in Dornes, municipality of Ferreira do Zêzere, classified as Property of Public Interest since 1943. Its foundation is attributed to the queen Saint Isabel, in 1285, having later been rebuilt in 1453. - Dornes Tower, located next to the church in the same town, classified as Property of Public Interest since 1940.
Praia dos Montes (Tomar)	- Convent of Christ of Tomar - Classified as World Heritage by UNESCO since 1983. - Santa Maria dos Olivais Church - Classified as National Monument since 1910. - Church of São João Baptista - Classified as National Monument since 1910. - Nossa Senhora da Conceição Church - Classified as National Monument since 1910. - São Lourenço Chapel/Patron of D. João I - Classified as National Monument since 1910. - São Lourenço Fountain - Classified as a Public Interest Monument since 1959. - Pillory of Tomar - Classified as Property of Public Interest since 1933. - São Gregório Chapel - Classified as Property of Public Interest since 1948. - Padrão de São Sebastião - Classified as Property of Public Interest since 1959. - São Francisco Church and Convent - Classified as Property of Public Interest since 1959. - Matches Museum. - Contemporary Art Nucleus. - Lagares del Rei. - Sete Montes National Forest, on the castle slope. - In the parish of Olalhas, where the river beach is located, one can also find the Igreja Matriz de Nossa Senhora da Conceição, Capela de Santa Sofia, vestiges of a fortification (the Olalhas castle), water mills and several fountains of interest: Fonte das Lameiras, 1952; Fonte do Vimieiro; Fonte dos Sombreiros; Fonte da Ribeira.
Trízio (Sertã)	- São Pedro Church - Classified as Property of Public Interest since 1974. - Misericórdia Church - Classified as Property of Public Interest since 2003. - Pillory of Sertã - Classified as Property of Public Interest since 1933. - Castle of Sertã/ Church of Saint John the Baptist. - Coat of arms houses. - Roman bridges. - Cave paintings. - Water mills and windmills.

	- Church and Convent of Santo António/Municipal Library-Museum. - In the parish of Palhais, where the fluvial beach is located, one can also find the Chapel of Our Lady of Nazaré.

Source: Own preparation (2021).

There is no doubt that cultural heritage is an important resource for territorial development. The increasingly noticeable concern of the new generations towards the environment and its preservation, raises the care that planning and sustainable development have deserved in recent years regarding the practices of a responsible tourism (Lopes & Simões, 2019: 213). The development and planning instruments that should be a priority in the reaffirmation of the territory, are the spatial planning plans because they consubstantiate specific strategies on the territory grounded on the cultural heritage.

In this sense, heritage resources combined with tourism have promoted a strong component of development in the territories, allowing to draw more consistent guidelines in economic, social, cultural, and environmental aspects, providing experiences to visitors and local people who interact in the cultural dynamics of the territories (Lopes, et al, 2020: 11).

The existing classified cultural heritage in the region where nautical tourism is recognized reinforces the importance of spatial planning as a tool for enhancing heritage identity and promoting sustainable territorial development.

4 PROMOTION OF NAUTICAL TOURISM DESTINATIONS

Tourism destinations can be distinguished by the image that both tourists and residents have about them as tourism spaces (Baloglu & Mangaloglu, 2001). The image affects the destination choice behavior and the tourist experience (Lee & Lee, 2009). Some destinations have specific characteristics that have a strong influence in the formation of its image (Figure 2), as is the case of the river resource, the possibility to practice nautical tourism.

In fact, tourism is a consumer industry based on images (Buck, 1993). Therefore, the perceptions of tourists and of residents can constitute a real guide for the development of destinations (Andriotis, 2005). It means that the resident population contributes to the formation of the image of destinations (Leisen, 2001).

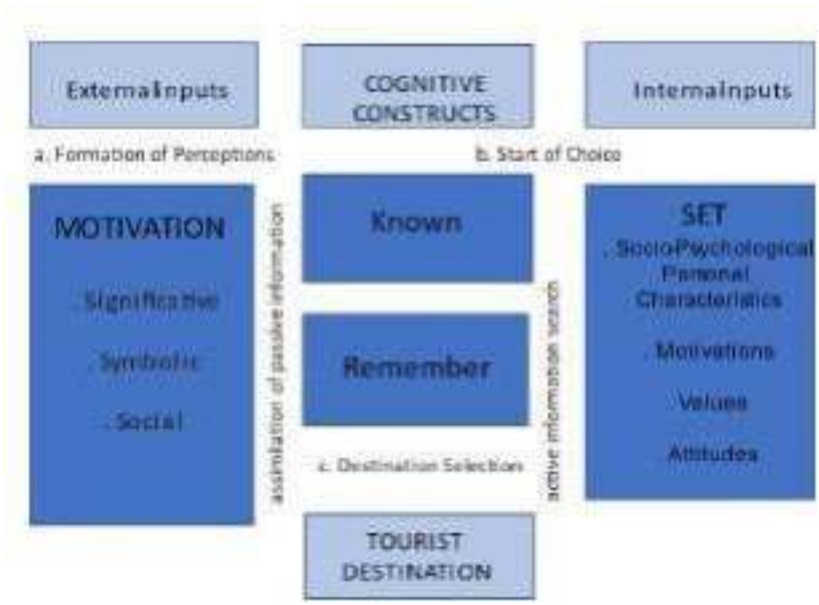
Nowadays, interest in the enjoyment of tourism products has increased, becoming decisive for the success of tourist destinations and the local communities themselves (Crouch et al, 2004).

There is an increasing demand for remote and natural destinations (Urry, 1995), with a tendency to search for new tourism products and destinations that provide intense experiences (Stamboulis & Skayannis, 2003).

The existing relationship between attractions of the places and tourists form the image of destinations and this representation, by its promotion, attracts tourists and visitors, producing the tourist space (Framke, 2002). It is in this sense, that tourist destinations are spaces produced by social practices of tourists that differentiate them from other places (Edensor, 1998). There is no doubt that tourist destinations are places to which people choose to travel to enjoy their specific characteristics (Leiper, 1995), as in the case of the river resource, favorable to the practice of nautical tourism.

The projected images (Figure 3) can include commercial sources (*e.g.* travel publications and advertising) and organic sources (*e.g.* popular culture, media, literature and education), (Gunn, 1972).

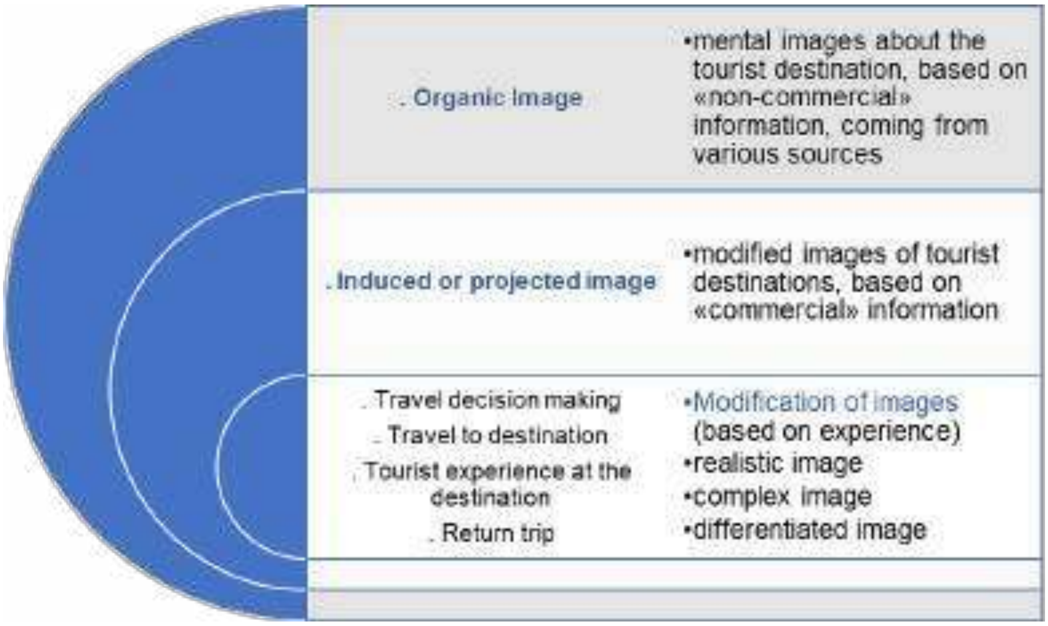
Figure 2 Travel model and choice of tourist destinations.



Source: Own elaboration. Adapted from Um & Crompton (1990).

Understanding the different images that visitors and tourists have of destinations is fundamental to understand the attributes granted to the promotion of the tourist destination. Centro de Portugal has eight Nautical Stations (Table 4).

Figure 3 Projected images of tourist destinations.



Source: Own elaboration. Adapted from Gunn, 1972.

Table 4 Nautical Stations in the Centro de Portugal.

Nautical Station of Aveiro	It is made up of local and regional partners that enhance nature sports, active tourism, and the identity of the territory, in a logic of communication and global dynamism of the spaces and nautical activities of Aveiro.
Nautical Station of Castelo do Bode	Is a quality nautical tourist supply network, organized based on the integrated valorisation of nautical resources present in a territory (includes the offer of accommodation, restaurants, nautical activities and other activities and services), to attract tourists and create diversified experiences and integrated.
Nautical Station of Estarreja	It is a territory markedly linked to water. It is part of the Ria de Aveiro Special Protection Zone (Natura 2000 Network), and the community has one of its identity references in this natural element. In the shipyards of the parish of Pardilhó, traditional wooden boats are created by the hands of the master carpenters.
Nautical Station of Ílhavo	It has natural conditions of excellence for the sport and leisure of nautical. There are several sailing schools and other water sports, associated with yacht clubs and maritime-tour operators.
Nautical Station of Murtosa	It is a station that has more than two dozen partners, between companies and institutions, with the objective of promoting and enhancing Murtosa, the

	geographical and affective heart of the Ria de Aveiro as a nautical tourist destination of reference, through the provision of quality integrated products.
Nautical Station of West	It is a nautical touristic offer network that aims to attract more tourists to the practice of nautical tourism.
Nautical Station of Ovar	It is a nautical tourist supply network, centred on three main natural resources: Barrinha de Esmoriz, Mar and Ria de Aveiro. The enhancement of the existing network and resources is complemented by the integration of accommodation offer, nautical activities and other services that are relevant for attracting tourists.
Nautical Station of Vagos	It is a station that intends to develop a transversal strategy, starting from nautical, to increase the tourist attractiveness of the Municipality and to enhance the natural and landscape heritage.

Source: Own elaboration. Adapted from Nautical Portugal (Centro de Portugal).

The way images of the tourist destination are projected to the tourist(s), has been changed over time, the brochure, the catalogue, the tourism fairs with promotional videos, and the emergence and use of the internet, which is currently the common platform in communication and marketing mechanisms. The paradigm shift from Web 1.0 to Web 2.0, allowed to move from an internet of individual use (creation and publication) to a type of collaborative use, of constant updating. The change of this paradigm also allowed the creation of platforms, applications based on this type of concept, as well as Web 2.0 and the emergence of social networks (Kaplan & Haenlain, 2010: 60-61). Its use as a vehicle of communication and the technologies that have been growing and spreading its use, has allowed new methodologies of dissemination and promotion of tourist destinations.

The new platform allows reaching different types of audiences. The use of social networks, such as Facebook, Instagram, and YouTube, makes it possible to reach diversified audiences.

Multimedia has been the basis of these types of platforms, the use of video and audio photographs has been the mainstay of these social media platforms. Instagram, a photo sharing platform, has evolved into a platform with video sharing and live videos. Which has been adopted by users who are looking for, more the concept of image and video and less words. The same has garnered users, tending to younger audiences, with the concept of hashtags #, which allows referencing places, people, brands, themes, sports, allowing more direct access to information when searched by hashtag (Miles, 2014: 27). Also, YouTube has more than a billion users and is used as a search engine, being the second most used after Google. One minute of video has the same impact as 1.8 million words (Freseach, 2021).

The use of digital platforms as a means of promoting destinations is fundamental in the current landscape of user demand and search, especially if they are enhanced with multimedia content such as videos. Platforms/websites that contain video, have 64% more views compared to others that do not have video. About 65% of potential customers, visit the sales site after viewing a video and 70% of marketers say that video convinces the customer, better than any other medium (https://tourismmarketing.agency).

In tourism and the development of tourism activities, YouTube is the most used website for watching travel videos. About 79% of people looking for travel options use Google's *online* platform, with about 66% of potential travelers turning to video when researching tourist destinations. Also, about 65% of travelers turn to video when choosing a destination to visit. 54% view video when they are choosing accommodation and 63% of travelers watch video when looking for activities to do in their chosen destinations (Google2014).

According to Cisco, the forecast for the current year 2021 is that 85% of internet traffic will be driven by video consumption (Cisco, 2018). Given the data presented, the multimedia content for the promotion of nautical tourist destinations involves leveraging multimedia content on the platforms presented and enhancing their use/sharing by users and tourists. The creation of audiovisual content is currently based on new concepts, developed with new technologies such as drones or action cameras, which allow content to be properly prepared to convey the experience, emotion, and feelings of the destination to be shown.

In the specific case of the Nautical Resorts and wakeboarding, there is also the promotion of the locations, through Broadcast (television or Live Streaming transmission of major sporting events, such as stages of the wakeboarding world championship and with promotional activities such as those carried out in the city of Tomar on the river Nabão (Portugal). Thus, the promotion of nautical tourism destinations associated with major organizations and brands boosts the destination through the practice of the sport and develops the territory where nautical tourism is sought after for the practice of tourist and cultural activities. The use of multimedia platforms based on web and mobile platforms enables the dissemination of content and the promotion of the territory(ies) where nautical activities are carried out, thereby differentiating nautical tourism destinations.

5 CONCLUSIONS

This article has shown that in the Médio Tejo region, natural amenities such as rivers, reservoirs, and lakes, as well as the nautical activities that are promoted, especially nautical tourism, boost the local tourism offer. Furthermore, nautical tourism and all the tourist and cultural offerings related to this booming practice, broaden the possibilities for tourists to stay, improve the image of the destination and diversify the possibilities for increasing the positive impacts of the activity, especially on the economy.

Beyond the promotion of a tourist typology that provokes well-being with the practice of water sports, nautical tourism in the Médio Tejo represents the promotion of sustainability and responsible management of the resource.

Among the various ways of promoting tourist destinations, those that use marine and river water resources as territorial environmental assets must have as a premise the sustainable use of these heritage assets. In this work it is observed that the studied territory presents this concern and presented a nautical tourism proposal that not only values the water, heritage, and environmental resources, but that consciously, provides positive impacts for the population and for the resource itself about its enhancement and conservation.

The 2030 Agenda for Sustainable Development has elected among the 17 goals a special focus on water. Goals 6 and 14 have, in addition to their scope, the possibility of promoting awareness and consciousness-raising for the protection of river water resources. This way, water presents itself, besides being an important development indicator, a tourist resource that should be planned in a conscious and responsible way. Thus, among the many types that tourism and its practice currently present, nautical tourism proves to be a great ally in achieving these objectives.

The data presented in this paper, show that the performance of the Intermunicipal Community of Médio Tejo (CIMT) by providing the infrastructure, with the creation of cable parks and in the near future the Castelo do Bode Nautical Station, in the Albufeira do Castelo do Bode, is of paramount importance to ensure that a resource so essential to human life is managed, used and is able to provide welfare not only for tourists, but for the entire community, with responsibility and environmental concern.

Furthermore, the existing Water Stations in the Centre region, the wakeboarding modality and all its online broadcasting is an important differentiator of the destination's offer and a great tool in the insertion of the destination in the new digital trends.

Nautical tourism in the Médio Tejo region is thus making a major contribution to the promotion of sustainable, responsible, and creative tourism. The multiplier effect of nautical tourism found at Albufeira do Bode can be a reference in the practice of sport, in the sustainable management of the river water resource and in the management of the tourist destination.

Consequently, research that understands the multiplier effect on the economy, the protection of the environment, the awareness of the use of the water resource through the practice of water sports and the importance of this activity for the region becomes necessary in future studies.

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Insignia – A Monitoring and Enhancement Model for Portuguese Historical Military Heritage

Lígia Mateus[1] , Célio Gonçalo Marques[2], Cláudia Pires da Silva[3], Marta Dionísio[4], Carla Rego[5], João Pinto Coelho[6]

[1] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal; Portuguese Military Tourism Association, Tomar, Portugal

[2] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[3] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[4] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[5] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[6] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal; Tourism and Culture Division of the Tomar Municipality, Tomar, Portugal

ABSTRACT

The INSIGNIA project aims to develop an enhancement model for Portuguese historical military heritage, applied to the Military Tourism Route (RTM) – a tourism product developed by the Portuguese Military Tourism Association (ATMPT), in partnership with Portuguese municipalities and several public and private entities. The RTM is composed of a set of thematic routes associated to events in Portugal's military history and aggregates a set of resources, services, and a digital repository platform of existing historical and military heritage in Portugal, equipped with dynamic programming in constant updating.

The purpose of INSIGNIA is to safeguard, promote, and enhance national historical and military heritage, contributing to the affirmation of military tourism in Portugal and promoting the qualification of its agents, facilities, and the territories themselves. Therefore,

an action-research methodology will be used, based on document analysis, inquiry, and observation as techniques for collecting information. The methodological plan includes the implementation of five actions aimed at monitoring and optimising the product in the territory. So far, the preliminary results of the literature review tell us about the existing projects and the launch of the RTM digital platform tells us the number of entries and preferences among the routes presented. INSIGNIA began in 2021 and will continue until 2023.
Keywords: monitoring, safeguard, promotion, historical military heritage.

1 INTRODUCTION

INSIGNIA, which has started in 2021 and will continue until 2023, financed by the Foundation for Science and Technology, results from a partnership between Techn&Art - Centre for Technology, Restoration and Art Enhancement and the Portuguese Military Tourism Association (ATMPT – *Associação de Turismo Militar Português*), aiming to develop a model for the monitoring and enhancement of the Portuguese historical and military heritage, applied to the Military Tourism Route (RTM – Roteiro de Turismo Militar), a tourism product authored by the ATMPT.

The RTM consists of a set of thematic routes associated with events and periods in the history of Portugal, which aim to promote and disseminate tourism and cultural resources, facilities, and services, which can integrate the offer of military tourism in Portugal, directly or complementarily. The RTM started in the last quarter of 2020 and, in April 2021, the digital platform was presented, with the launch, in a first phase of two thematic routes: The Peninsular War Route and the Mondego Castle and Walls Route.

This Portuguese project of national scope, is growing and under construction, and is endowed with a dynamic program of personalized contents, materialized and updated in partnership with the Portuguese municipalities counting with the support of several public and private entities in the sectors of Culture and Tourism, namely the Directorate General for Cultural Heritage (DGPC – *Direção Geral do Património Cultural*), the Regional Tourism Entities of the Centre, Region of Lisbon, Alentejo and Ribatejo, Algarve and Madeira, *património.pt*, Portuguese Association of Congress Companies, Tourism Entertainment and Events (APECATE - *Associação Portuguesa de Empresas de Congressos*) , the Association of Poor Knights of the Temple of Jerusalem (*Associação Ordem dos Pobres Cavaleiros do Templo de Jerusalém)* and the Mondego Castle and Town Wall Network *(Rede de Castelos e Muralhas do Mondego*).

The integration in one of the routes, gives the municipalities a set of services, directed specifically to the promotion and dissemination of the historical and military heritage of their region, with direct entry into a national military tourism network. The aim is to publicize all points of interest and attraction of the territory, whether they are historical, cultural, or natural resources, capable of integrating the existing routes.

The RTM was created to fill an existing gap regarding the structuring of the existing offer in Portuguese territory and, consequently, regarding the development of military tourism products. In Portugal, the relationship between tourism and heritage associated with national military history has taken on an important role in creating an identity and brand for a national tourism destination (Moreno-Lobato *et. al*, 2020). In fact, in a 900-year-old country, national and military history naturally tend to converge (Marques *et. al*, 2021).

Over the past few years, there has been a consolidation of military tourism in Portugal, from its incorporation in the National Strategic Plan of Tourism (PENT – *Plano Estratégico Nacional para o Turismo*) in 2013 to the most recent inclusion in the 2027 Tourism Strategy. This strategy is based on the existence of a vast and diversified military heritage in the national territory and on the recognition of the relevance of tourism for the growth of the country's GDP, especially in the interior with low population density (Mogollón *et. al,* 2019). Another reasoning behind PENT is the assumption that military history has the potential to trigger tourism and cultural experiences, using narratives and storytelling as differentiating attraction factors (Coelho *et. al*, 2014).

Taking advantage of the synergies already created, the generic objectives of INSIGNIA are to preserve, promote and enhance the national historical and military heritage, to contribute to the affirmation of military tourism in Portugal and to promote the qualification of agents, facilities, and the territories themselves and their communities.

From the point of view of specific aims, the present project seeks to optimize the resources and services available in the RTM and in the existing platform, through the monitoring and evaluation of the heritage enhancement process, always in a perspective of sustainable development, allowing a continuous product analysis from the perspective of the implementation of such a model; to provide the tools for the improvement of the product based on the obtained results; establish specific goals, expectations and objectives, through the definition of a set of reference indicators. These indicators allow to generate information, evaluate the process, and optimize this knowledge, dialoguing and correcting tools already created, such as the inventory matrix of heritage resources on which the platform designed for the RTM is based; and establish evaluation parameters, selected according to the established objectives.

We begin by presenting the theoretical framework of the project, identifying several projects in terms of safeguarding Portuguese heritage, and consolidating military tourism in Portugal. Next, we describe the methodological plan of the research and enumerate the preliminary results of the same. We finish with the final remarks.

2 BACKGROUND

An analysis of the theoretical framework reveals the inexistence of a model specifically dedicated to the enhancement of the historical and military heritage that involves monitoring and evaluating a tourism and cultural product. The specificity of this heritage culminates in a gap that has long been identified at various levels (Eade & Katić, 2017). If, on the one hand, we are witnessing, step by step, to the structuring of the existing offer in terms of the quantity and diversity of existing resources of historical and military nature, on the other hand, we observe the absence of monitoring and evaluation indicators regarding their tourism activation in the territory. This situation is reflected in Portugal and in the world (Coelho *et. al*, 2014).

Despite this, in recent years, there have been some works in Portugal dedicated to the study of monitoring, inventorying, preventive conservation and rehabilitation of cultural heritage.

In 2016, HeritageCare was launched, a cross-border project between Portugal, Spain, and France, which aims to develop a joint strategy for the preventive conservation of the natural and cultural heritage, applied to the Southwest European Space, involving the stakeholders of the heritage. This project aims to implement a new heritage management model in partner countries, promoting sustainability and the involvement of civil society in the protection of heritage (Ramos *et. al*, 2017).

In the context of the inventory there are several information systems dedicated to cultural, immovable, movable and intangible heritage, under the supervision of the DGPC. These systems are not prepared to monitor and evaluate the different processes associated to heritage and its tourist activation, dedicating themselves exclusively to the function of digital collection, as is the case of the Information System for Architectural Heritage (SIPA - *Sistema de Informação para o Património Arquitetónico*) or the National Inventory of Intangible Cultural Heritage (*MatrizPCI - Inventário Nacional do Património Cultural Imaterial*). However, they are an important support for entities that work with cultural heritage in Portugal and the starting point for new models.

As for the entities that oversee most of the resources of historical and military heritage, namely the Municipalities and the Ministry of National Defense, there has been a growing concern regarding their preservation and promotion. In turn, ATMPT has developed, over the six years of its existence, several projects in the field of tourism activation and preservation, and promotion of the Portuguese military and historical heritage, which culminate in the launch in 2020, by the RTM, at the level of structuring of the existing offer in the national territory.

From the specific perspective of tourism, some studies have emerged aimed at analysing and monitoring the tourism performance of the destination in the areas of economic, social, and environmental sustainability (Ward-Perkins *et. al*, 2020). In 2011, appeared a study for the construction of an Observatory for Sustainable Tourism (OST – *Observatório para a Sustentabilidade Turística*) with the objective of monitoring and predicting tourism development in a given territory (Brito, 2012). This model intends to transmit the necessary information to the various stakeholders so that they can react in advance to the sustainability of the tourism development process. It implies the use of an information system based on a set of economic, social, cultural, and environmental indicators and benchmarks, integrating a base of good practices to improve tourism development (Brito, 2012). Since then, Portugal already has three observatories in the international network of sustainability observatories of the World Tourism Organization (WTO), in the regions of Alentejo, Algarve and Azores.

These examples of monitoring projects can serve as starting points for the development of a monitoring model applied to the concrete reality and the operational logic of enhancement of the Portuguese military and historical heritage.

3 METHODOLOGY

The model for monitoring and enhancing the national historical and military heritage, applied to the RTM, integrates different aspects related to the implementation and monitoring of the product in the territory.

We are dealing with a research-action study, which will privilege document analysis, inquiry, and observation as data collection techniques, and which will use field notes, structured grids, interviews and questionnaires as data collection instruments. The instruments will be created by the researchers and validated by specialists in the field.

To guarantee the viability and success of this model, it is essential to proceed with the collection, treatment, and analysis of information from different areas, namely on the product that is being executed and on possible similar models applied to cultural heritage. From the point of view of the RTM, it is necessary to analyse the available services and the existing platform. From the point of view of product monitoring and evaluation, observe which evaluation parameters and reference indicators are normally used.

From the analysis and interpretation of the data obtained, it will be possible to optimize the product efficiently, contributing to the management and enhancement of the national historical and military heritage and, consequently, to the development of military tourism in Portugal. For this, five actions were defined that we will now describe.

The first action is to survey the existing literature in documentary sources, both national and international, concerning systems for monitoring and evaluating tourism products, in a perspective of sustainable development and enhancement of cultural heritage.

The second action focuses on the collection of information on the product being executed, regarding the implementation phase it is in, the data on the participating municipalities, the available services, and the information platform.

The third action consists of creating a product monitoring and evaluation system. The starting point for this action is the identification of goals, objectives and expectations for the monitoring and evaluation of the product, to select a set of reference indicators at the level of the different research areas, which allow to monitor and evaluate the RTM, from the user's perspective, the participating entities, and the organization. These indicators may cover areas such as tourism and tourism management, economy, safeguarding of cultural heritage, social sciences, and information technologies. Thus, through a product evaluation (product test), composed by the referred indicators, it will be developed a study on the impact of RTM in one of the municipalities participating in the project. This study will consist of surveys made to RTM users/visitors of a given monument and interviews with entities responsible for the local tourism and cultural management and monitoring of the RTM. Following this process, it is possible to optimize the inventory matrix and, consequently, the existing platform, by indicating the improvements necessary to obtain the desired quality, and making the correspondent corrections, as well as to comply with the sustainable, intelligent, and inclusive principles that mark the present project proposal.

The fourth action comprises the dissemination of results in national and international terms, within the scope of the different scientific areas and domains of the research team.

The fifth and final action involves the organization of activities and events in the scope of product dissemination, for the presentation and evaluation of the obtained results. The promotion and dissemination of the works developed within the scope of the RTM also intends to contribute to the demystification of the concept of military tourism, to the awareness of the importance of this segment in tourism in Portugal and to the appearance of new business opportunities.

Since military tourism is a segment capable of promoting tourism flows to the inland regions, contrary to the trend of mass tourism and seasonality, to aggregate differentiating experiences and to attract new audiences, and to cross, in a complementary way, with other segments, it must be seen as an expanding area with great growth potential at the service of citizens and their communities.

4 DISCUSSION

The challenges we face today, in terms of uncertainty in the tourism sector and the unpredictability of markets, because of the Covid-19 pandemic, force us to rethink strategies and "adjust" expectations. If there are restrictions on accessibility and mobility, the tourism activity is constrained and, therefore, the expected results of this project are dependent on the current limitations. However, the digital platform of the RTM opens a virtual window of access to the heritage and inspires the participatory dynamics of the tourist in the planning of the visit adjusted to their interests, needs and conditions (Ioannides *et. al*, 2018).

Thus, after the launch of this platform, on April 30th, 2021, there were 721 visits, 521 distinct visitors (who returned to the platform) and 2797 impressions (number of views referring to all pages) during the first 15 days. With the presentation, in a first phase of two thematic routes: The Peninsular War Route and the Mondego Castle and Walls Route, there were 384 and 134 visits in each of the routes, respectively.

The present project is in the first action of the methodological plan, that is, in the documentary analysis to make the parallelism with monitoring and evaluation systems of tourism products applied in a determined country or region, even if directed to another typology of patrimony. At the same time, the second action regarding the collection of data from the RTM began - which will be followed for 19 months – in the follow-up of the launch of the digital platform and the first issue of the magazine *Viagem na História - Turismo Militar*, a communication brand of the RTM with disclosure in early June.

Regarding the rest of the planning, the third action, starting in September 2021, which aims to create the product monitoring and evaluation system, provides, in a generic way, the accomplishment of five activities: identification, selection, testing, treatment/analysis and optimization. The fourth and fifth actions, scheduled every six months starting in November 2021, presuppose the dissemination of the knowledge produced, through the presentation of the results to the scientific community, in national and international communications and publications, as well as, through the organization of events and concrete training and awareness actions aimed at the community in general, local agents and the school public.

The expected results of this project, in addition to the optimization and dissemination of the product, point to the tourism activation of the historical-military heritage and its direct impact on the national territory. The creation of a heritage enhancement model, of a historical and military nature, based on the monitoring, evaluation and, consequently, optimization of the existing product, fits directly into the areas of enhancing cultural heritage and sustainable development, becoming a pedagogical tool to support the training and dissemination of knowledge at the service of researchers.

The expected societal results converge with the challenges defined by the European Union regarding inclusive, innovative, and reflective societies. The involvement of citizens in matters of culture and access to heritage promotes the sense of belonging of communities towards their history and identity (Lima *et. al*, 2018), while investing in research and innovation, contributes not only to the dissemination of knowledge but also to the intellectual empowerment of a constantly changing society.

5 CONCLUSIONS

The work developed by several public and private institutions, being them academic, associative, governmental, military or business, has been reflected in the development of military tourism in Portugal, especially through the ATMPT. The promotion of projects such as RTM in Portuguese territory contributes positively to the consolidation of this brand and to the projection of Portugal as a differentiated destination.

A research-action study such as INSIGNIA has cemented this type of project on the national scene, with the creation of a model for the enhancement of the military and historical heritage.

The project started in May 2021 and is in the initial phase of surveying the existing literature in the documentary sources and collecting data on the tourism product that is being executed. The preliminary results obtained relate to the launch of the RTM digital platform. According to the methodology adopted, the project foresees a total of five actions that will go hand in hand with the creation of a system for monitoring and evaluating the tourism product aiming to optimize and improve the product. The results obtained will be presented in stages during the 24 months of the project.

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Tourism and Seasonality in Hospitality

Patrícia Nunes[1], Eunice R. Lopes[2] & Rúben Loureiro[3]

[1]Master student, Polytechnic Institute of Tomar, Quinta do Contador, Estrada da Serra, 2300-313; TECHN&ART-IPT, Tomar, Portugal
[2]Social Sciences Department, Polytechnic Institute of Tomar, Quinta do Contador, Estrada da Serra, 2300-313; TECHN&ART-IPT Tomar, Portugal; CITUR-IPL; CRIA-FCSH-UNL; GOVCOPP-UA; Portugal
[3]Business Sciences Department, Polytechnic Institute of Tomar, Quinta do Contador, Estrada da Serra, 2300-313 Tomar, Portugal

ABSTRACT

Seasonality is a factor that affects the tourism and hospitality sector in all regions of the country, however, there are some with a higher seasonality index than others, namely the central region and the interior regions of the country.

Seasonality is understood to mean all situations or phenomena that normally occur at the same time of the year, always with similar characteristics. It is, therefore, possible to foresee it, since it is directly linked to the climate and the seasons.

Seasonality causes the tourism sector to suffer a decrease of around 50% in the low season, which is generally incident in the winter months, except for snow tourism in which the low season occurs in the summer.

It is necessary to develop strategies to combat seasonality and to help activities survive the low season, which in some areas is so strict that hotel establishments close and reopen only when the mid-season begins, making many of the streets of historic centers that live off tourism are abandoned.

In this sense, the present study aims to: 1) understand the concept of seasonality; 2) to verify how seasonality affects hotels in the city of Tomar through a case study and, 3) to identify some ways of mitigating seasonality.

The data collection for this study is based on quantitative research, in the form of a semi-structured interview, conducted with the owner, employees and guests of a hotel in the city of Tomar, located in the Center of Portugal, which will serve as case study.

The present study presents relevant conclusions for the understanding of the impact of seasonality, future lines for the development of tourism, for the achievement of the objectives of the hotels in the region of Tomar.

Key Words: Seasonality, Hospitality, Hotel Strategy, Tourism

1 INTRODUCTION

The tourism and hotel sectors are the sectors that suffer the most fluctuations throughout the year, and it can be divided into three seasons - high, medium, and low. It is these patterns of variation in the number of tourists and the revenue they generate that the concept of seasonality refers to (Jang, 2004; Lee et al., 2008 apud Castro, 2013).

Tourism demand and supply, as well as the impacts generated by the development of tourism, help to understand seasonality and its effects.

Tourism can be defined through demand and through supply, thus obtaining two different definitions: on the demand side, tourism is the activity of people who travel or stay in places that are not their usual place of residence for a period never exceeding one year; on the supply side, tourism consists of all companies and organizations that are designed to serve and meet the needs of tourists.

The World Tourism Organization (WTO) adopted the definition of tourism stating that "it is the movement of people out of their usual place of residence for a period greater than 24 hours and less than 60 days, motivated by non-economic reasons (WTO, 1995: 1). Following this definition, it was later changed to a set of "activities carried out by people in the course of their travels and stays in places other than their natural environment, for a consecutive period of time never exceeding one year, with the purpose of leisure, business and other activities not related to the practice of a paid activity from the place of destination" (UNWTO, 2001: 1). Fazenda (2017) defines tourism as an "economic and strategic activity that promotes the economic and social development of the country, contributing to the increase of employment and to the growth of exports" (Fazenda, et al, 2017: 2), it also includes the behaviour of individuals that is affected by motivations, needs and restrictions; the use of existing resources; the interaction between individuals and economic, social, and environmental effects.

In this context, tourism has several characteristics, among which, intangibility, production and consumption cannot be separated, the tourist product is a set of products that are dependent on each other and are perishable, that is, they cannot be separated. put in stock and, it is seasonal (Amorim, 2018).

The Tourism Strategy (2020) defends the affirmation of tourism animation as a central axis for the qualification of the destination and creation of an action plan, within the scope of Portugal 2020, of possibilities for financing projects with a global scale that can serve as anchor and give visibility to an entire national strategy, complemented with other smaller projects. It has as a strategic plan a better adaptation, on the part of Turismo de Portugal, in the low season, in order to show a better promotion and a more efficient use of resources; better structuring of the offer and animation of the tourist entertainment offer already existing in the territory from a communicational point of view, in order to relate the creation of networks and products of scale and the dynamization with private partners with good promotional techniques. Also stimulating demand for specific target segments, especially in accessible tourism; a more efficient use of marketing, so that it reaches the various specific offers of the market and, the use of strong publicity campaigns according to its objectives and target audiences, as well as markets and means to select (Ministério da Economia, 2015). Still following this context, the Tourism Strategy 2027 (ET27), focused on assets aimed at the sustainability and competitiveness of the destination of Portugal, includes issues related to seasonality in some way.

Seasonality is the phenomenon that implies the variation in the number of tourists in a region, consequently threatening regional development. With a greater or lesser impact, seasonality extends across all tourist companies, regardless of industry, location, target audience or quality of service provided. Seasonality can be divided into three differentiating indicators: 1) the seasonality of domestic demand is more significant than that of international demand; 2) the vacation period coincides with the summer period and, as such, this creates a peak in demand, while the remaining vacation periods contrast with the normal seasonal pattern and, 3) seasonality is not as pronounced in the member states richer, such as Germany, for example (McEnnif, 1992).

Depending on several factors, seasonality cannot be seen only from the point of view of the seasons. The various factors that influence seasonality can be natural and institutional, related to the destination of the trip. Natural factors imply physical aspects (climate, hours of sunshine, outside temperature), while institutional factors have to do with individual, religious and social preferences. (Jang, 2004; Lee et al., 2008; Marcussen, 2011 apud Castro, 2013).

The natural seasonality depends mainly on the geographical location and its distance from Ecuador. That is, the greater the latitude of a destination, the more accentuated will be the natural seasonality, mainly in the countries of the Northern hemisphere, such as Portugal. Climatic variations existing in recent years have been decreasing weather predictability at different times of the year (Cannas, 2012 apud Castro, 2013).

Seasonality means that "revenues outside the high season are often reduced while facilities have fixed costs throughout the year, which indicates a lack of capital to cover costs with revenue earned during just one or two seasons." (Jang, 2004: 821), this causes many companies to close, as they are unable to earn enough revenue in the high season to overcome the low season. Hence, it may be a "tendency of tourist flows to concentrate on short periods of the year" (Allcock, 1994 apud Almeida, 2015).

Like tourism, seasonality can also be classified according to demand and supply in seasonality of demand it is necessary to apply measures to avoid large tourist flows and spread demand throughout the year. These measures may include encouraging workers to take vacations outside the summer period, by offering more attractive prices. The seasonality of the offer, that is to say of natural resources, is more difficult to get around, since it is not possible to change the climate, but it is possible to offer alternatives that do not depend on the climate to be carried out (Oliveira, 2014).

It is then possible to see that tourism and seasonality are directly linked to economic and social factors, thus contributing to a better or worse financial situation in the regions where they exist.

It is extremely important to find ways to mitigate seasonality, so that tourism can contribute beneficially to the regions full-time and not just in various periods.

2 STUDY CONTEXT AND ITS CHARACTERIZATION: THE MUNICIPALITY OF TOMAR AND THE HOUSE OF CRAFTS HOTEL

The municipality of Tomar belongs to the district of Santarém and is located in the Center of Portugal region, being included in the NUT II - Nomenclature of Territorial Units, in the Middle Tejo sub-region, this being called NUT III, being part of the old province of Ribatejo.

With the Nabão River, which is a tributary of the Zêzere River, there is the hydrographic basin of the Tagus, the largest river in the Iberian Peninsula. The municipality of Tomar is subdivided into 11 parishes (Figure 1), this subdivision having occurred after the approval of Law nº 11-A / 2013, of January 28, which implemented the Administrative Reorganization of the Territory of Parishes (RATF). Thus, the following parishes can be found: Asseiceira; Loaders; Ringworms; Paialvo; S. Pedro de Tomar; Sabacheira; Union of Parishes of Além da Ribeira and Pedreira; Union of Parishes of Casais and Alviobeira; Union of the Parishes of Madalena and Beselga; Union of Parishes of Junceira and Serra and Union of Parishes of Tomar. The municipality is limited to the north by the municipality of Ferreira do Zêzere, to the east by Abrantes, to the south by Vila Nova da Barquinha, to the west by Torres Novas and to the northwest by Ourém.

Figure 1- Map of the Parishes of Tomar.
Source: CMT (Tomar City Council).

Tomar is a city diversified in culture and heritage resources, with a whole Templar history, a synagogue and several heritage attractions, among which you can find: sundials, corner windows, fountains, chapels, patterns, pillories and cruises. The city of Tomar has, due to all these heritage resources (cultural and natural), a vast cultural heritage. Due to its location in the northern part of the Ribatejo region, the municipality of Tomar is located in one of the most fertile areas of Portugal, for the production of various crops such as olive oil, figs or vines. In fact, the heritage resources combined with tourism have promoted a strong component of development in the territories, allowing to draw more consistent conducting lines in the economic, social, cultural and environmental aspects, providing experiences to the visitors and the local population that interact in the cultural dynamics of the territories (Lopes, et al, 2020: 11).

In the context of the study under analysis, Casa dos Ofícios Hotel (Figure 2), is a hotel located in the historic area of the city of Tomar. This hotel consists of fourteen accommodation units, of which ten are double rooms, three are superior double rooms and one is a suite.

Figure 2 - Front of Casa dos Ofícios Hotel.
Source: Nunes, P. (2021).

The municipality of Tomar is increasingly referenced as a tourist destination in the Center of Portugal, progressively asserting itself in cultural tourism, namely, through its heritage resources (Lopes, et al, 2020: 11). Currently, the experience of staying in a hotel, as is the case of the Hotel Casa dos Ofícios, should not only pass through a night in a room, but priority should be given to the integration of visitors and tourists in order to integrate them into an unforgettable experience in the unit. hotel they chose. The hotel must bet on providing quality services and satisfying interaction with guests so that they can return to the tourist and cultural destination that welcomed them.

3 METHODOLOGY

This study addresses the seasonality in the Center of Portugal region (city of Tomar), more precisely at the Hotel Casa dos Oficinas and aims to understand what time of year the seasonality is most accentuated.

It is known that seasonality affects the number of customers who want to stay at the hotel during the low season, causing demand to decrease considerably, with a drop of more than 50% in demand compared to the high season.

The resolution of this problem involves the creation of a marketing strategy to encourage tourists to visit the city of Tomar more and to stay at this hotel.

For the realization of the theoretical body of this article, a bibliographic search was carried out in several databases and available articles, followed by a research and documentary analysis.

The surveys were carried out over a week during the month of December 2019, using the following keywords "seasonality", "tourism", "hospitality", "strategies". The use of these key terms led to the identification of articles directed to the theme presented in the present study.

As a methodological option, the quantitative analysis of the results obtained through an interview survey with several stakeholders (hotel owner; hotel staff and hotel guests) was taken as a methodological option.

With the completion of questionnaires, we tried to understand the causes of seasonality (with regard to the decreasing demand in the hotel industry), and what can be done to combat seasonality in the hotel.

The three surveys per interview were conducted at Hotel Casa dos Ofícios: the first questionnaire was given to the hotel owner (E1- Interviewee 1), the second questionnaire was conducted to hotel employees (E2, E3, E4 and E5- Interviewees 1, 2, 3, 4 and 5) and finally, the third questionnaire was given to hotel guests (E6- Interviewee (s) 6).

All graphs referring to the analysis that follows will be presented in the annexes, for any consultation that needs to be carried out.

The script for the semi-structured interview was defined according to the literature review and the research carried out.

4 CASA DOS OFÍCIOS HOTEL: QUALITATIVE ANALYSIS OF CASE STUDY

As previously mentioned, the Casa dos Ofícios hotel is located in Tomar in the Centro Portugal region (city of Tomar) and opened on June 15, 2019. It is a 4-star hotel, with fourteen rooms and twenty-seven beds and two cots, open all year.

This hotel is advertised in “Fairs and Events” and on the company's social networks: Web Site, Facebook and Instagram, and the public that most enjoyed the services of this hotel is the national audience and has partnerships with some entities, namely the restaurant “Brasinha” and the company “Sabores do Ribatejo”, as well as Booking, Expedia and Agoda and some tour guide companies in the city, such as Caminhos da História.

The interview questionnaire applied to the hotel's owner, which was subsequently analysed in a qualitative way, reveals that the reason for visiting the city of Tomar throughout the year, according to the owner, is mostly “Culture / Religion”. He is also the owner of the hotel who says that it is the city's monuments that make more tourists look for the hotel, as he is recommended by the tour guides who are there and says that he decided to open a hotel in Tomar because he thinks it is a business with “Some profitability”. He indicates, however, that the hotel will be affected by the seasonality factor for the reason “the city is not appealing in winter”, however, it intends to combat this seasonality with the promotion of promotions. For example: two nights for the price of one or, when purchasing a stay for two nights, offer a dinner, subject to the availability of the restaurant.

The hotel team consists of three elements of the male gender and three elements of the female gender, aged between 19 and 44 years. Four of the employees affirm that they had never worked in a hotel, however, they had already worked in activities related to tourism, the remaining two people, had previously worked in hotels.

The questionnaire applied to the hotel staff highlights that seasonality is a factor that affects hotels in Tomar, including the Casa dos Ofícios Hotel, and all state that the most favourable time of year for this factor is autumn / winter and throughout the low season, that is, from October to February.

Four of the respondents say that seasonality can be minimized with activities, however, the remaining respondents say no, because people are more influenced by climate and personal factors, such as children's work and school than by the hotel and the city itself.

The four respondents who said that seasonality could be combated with activities, suggest that some of the activities that could be carried out are: varied concerts (jazz, rock), theme nights and promotions / offers.

In the questionnaire applied to hotel guests, a total of 30 responses were obtained, 10 of which were male, 19 female, and 1 person answered as another. Regarding ages, they are between 19 and 70 years old.

It can be seen that the people who most answered the questionnaire are of Portuguese nationality with 20 responses, the remaining nationalities are: Spanish, Brazilian, German and English.

In the question “Why did you decide to visit Tomar at this time of year?”, Most of the people who answered said that they came for culture and to visit the smallest cities in the country, but also for personal reasons such as visiting family and friends.

In the question "Why did you choose not to come in the high season?", As can be concluded by the quantitative analysis, most people say they did not come to the high season in Tomar due to the tourist flow with 30% of the answers, 26.7% replied that they did not visit Tomar in the high season due to high prices, the rest gave other reasons for their choice.

In the question "Why did you choose this Hotel?", Most people stated that it was just out of curiosity, since the hotel is the most recent in the city, and due to its location, since it is located in the heart of the historic center of city of Tomar.

In the question "Do you think that the hotel's occupation (be it too little or too much) has an influence on the quality of your stay?", 2 people answered "yes", 17 answered "no" and 11 people answered "maybe".

In the next question, people who answered yes were asked to say why, and the two people who answered said that although the hotel was full and the staff were always very friendly and accessible, if the hotel had fewer guests, the staff could offer an even more personalized service.

In the question "In your opinion, do you think that hotels can do anything to combat seasonality?", 2 responses were obtained from people who answered "yes", 11 answered "no" and 17 people answered "maybe".

In the following question, guests who answered "yes" were also asked to say why and the answers obtained indicate that the hotel management could try to carry out activities to attract some more tourists and promote some type of event or tourist attraction together with the City Council, with an agreement of who would stay at the hotel, in specific.

It is important to create alternative activities to captivate tourists who stay overnight in the city, so that they intend to return. They can be cultural or nature activities, for example, the creation of routes for the city (Rota das Fontes, Route of the Sundials, Route of the Janelas de Canto, among others) or, the creation of a *peddy* paper, thus allowing visitors combine the cultural part with the physical part, promoting physical activity while discovering new information about the city of Tomar. So, or more important, that receiving visitors is knowing how to captivate them so that they want to return.

In this sense, the present study presents relevant indicators for understanding the impact of seasonality, future lines for the development of tourism, in particular for the realization of the hotel's objectives in the region of Tomar.

5 DISCUSSION OF RESULTS

As previously mentioned, the tourism and hotel sectors are the sectors that suffer the most oscillations throughout the year, which is divided into three periods (low season, mid-season and low season).

high). The present study focused on the low season, more precisely between the months of October and December, in the city of Tomar at Casa dos Oficios Hotel, where it is possible to see a high drop in reserves due to seasonality.

Thus, with the completion of this study it can be concluded that most visitors and tourists who visited the city of Tomar and stayed at the Casa dos Ofícios Hotel did so, at the suggestion of friends and family or just out of curiosity for being the hotel newest in town.

Regarding the height of the year, they chose to come to Tomar, it can be said that it was only because it "happened" at this time, with some of the visitors looking for this destination every year and not always looking for it at the same time. Still other visitors and tourists return to this tourist and cultural destination, just to visit family and friends, for example festive seasons. It is observed that many of the respondents say that being Tomar a tourist city, they chose to come at this time due to a lesser tourist flow in the streets and to obtain a more accessible price.

Thus, it is also possible to conclude that, despite the respondents claiming that Tomar is a city that is affected by seasonality, they say that hotels should perhaps carry out some activity to combat it and suggest the creation of events for this purpose.

In the view of visitors, the hotel units themselves should have the initiative to create private events or partnerships with other companies, to become a reference place for visitors who choose to stay in the city. Many of the suggestions fell on theme nights, such as Fado nights, or guided cultural visits to the city. It means that it is essential to understand what tourists and visitors need, to understand what they want, so that it is possible to provide the best possible tourist service.

6 CONCLUSIONS

The present study aimed to analyse the seasonality factor and the way it affects hotels, namely the Casa dos Ofícios Hotel.

After observing and analysing the data collected, it was possible to observe that the hotel in question has a strategic plan drawn up in the long term, however, it is necessary to start planning another one, in the short term.

One factor that has been hampering the implementation of an informal plan in the short term and, in the opinion of the hotel staff, is the lack of time dedicated to the subject, the lack of adequate training for this purpose and the high cost necessary to obtain the avant-garde hotel technology tool for this purpose.

It is necessary to implement a formal plan that works in the short and long term to bring benefits and positive changes to the space in question.

The analysis of the theoretical content presented in this study confirms that a good strategic planning can represent a competitive advantage in relation to other hotel units.

It should also be noted that the survey had some limitations, such as the low occupancy of the hotel in the low season, namely from October to December, and the low availability of guests to answer the questions asked in the interview.

Seasonality must be studied and understood, so that the adaptation process to this factor is easier, thus allowing it to be possible to mitigate its negative effects and, also allowing to take advantage of the positive seasonality that exists throughout the year to create loyalty in the hospitality at various times of the year.

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Implementation Measures of EU Strategy for Sustainable Tourism

Paula Almeida[1], Cláudia Pires da Silva[2], Marta Dionísio[3] & Célio Marques[4]

[1] Social Sciences Department, Polytechnic Institute of Tomar, Quinta do Contador, Tomar, Portugal

[2] Social Sciences Department, Polytechnic Institute of Tomar, Quinta do Contador, Tomar, Portugal

[3] Social Sciences Department, Polytechnic Institute of Tomar, Quinta do Contador, Tomar, Portugal

[4] TIC Department, Polytechnic Institute of Tomar, Quinta do Contador, Tomar, Portugal

ABSTRACT

All over Europe it became clear that tourism is a cross-cutting economic activity with a wide-ranging impact on the environment and climate and on the EU´s economy as a whole. The tourism industry directly or indirectly employs 27 million people which accounts for 11.2% of total EU employment and helps to promote a positive regional development and contribute to the conservation of biodiversity, social welfare and economic security of local communities.

As tourism and transport industries were among those most affected by Covid-19, as a result to restriction on travel, as a way to control the spreading of virus, it was clear that measures will be stronger as a part of a coordinated EU strategy.

In this study we will approach the EU legislation that has been approved to create a common frame work for essential and non-essential travel, enabling the industry to adapt and apply compliant hygiene measures and the implementation in EU member states.

Only by providing the EU and its Member States with a factual overview and data for policymakers, they will feel enable to devise informed strategies, based on collected and analysed tourism data.

Keywords: Tourism, Sustainability, Strategy, Health.

1. INTRODUCTION

The Treaty of Lisbon has shown the importance of tourism in EU development by introducing in article 195 the importance of its institutional framework of the Union.
This enshrinement enables the Union to act at European level by responding to the common challenges of the industry, providing for the establishment and adaptation of a
business environment that paves the way for the economic and social development of destinations while fully complying with and showing due regard for the principle of subsidiarity and the competence of Member States.
We became aware that tourism is a cross-cutting economic activity with a wide-ranging impact on the environment and climate and on the EU´s economy as a whole, in particular on the regions´s economic growth, employment and social and sustainable development.
The tourism value chain in one of Europe´s main industrial ecosystems identified by the Commission and whereas it is complex and made up of the four closely linked, key vectors of transport, accommodation,experience and intermediation as the success of the industry lies in the degree of influence between these four vectors.
To provide a sustainable tourism strategy we need to be aware of climate change by contributing to 8% of global CO2 emissions as well as the tourism encompasses to a great diversity of services and professions and the need to support the maintenance of small and medium sized enterprises that will promote employment and wealth regions that depend mostly on tourism services.
However, the excellent situation that we had stumbled into a hurricane with Covid 19 arrival. The tourism and transport industries were among those most affected by COVID-19 while travels almost stopped as the only way to avoid the spread of virus and contain this pandemic situation.
Recent studies reported that at least six million jobs are at risk in the EU, such as seasonal workers and those in vulnerable situations. There were many restrictions on travel which lead to continue to hit global and European tourism hard, with the latest data from the United Nations World Tourism Organizations (UNWTO) showing a 70% fall in international tourism arrivals in 2020.
This scenario has defined a deep new economic and social crisis and all European countries became aware that article 195 of The TFEU provides that the Union coordinate and complement action of the member states in tourism. It became clear that the Member States face common challenges and opportunities in the tourism sector, such as crisis prevention and management, progress towards the digital and green transaction, socioeconomic and environmental sustainability, quality job creation, professional skilling and training of workers and support to small and medium entreprises.
Experts on tourism policies stated that the development of the Trans-European Transport Network and its connections with urban, local and coastal areas that will play a crucial role in providing sustainable, alternative and flexible transport solutions for travel and tourism.

The European Year of Rail should represent an ideal framework for initiatives to enhance sustainable tourism in order to increase the attractiveness of tourism destinations.
In this study we intend to approach the measures that have been taken to recover this economic sector, so important to sustain the maintenance of small and medium companies that provide touristic services.

2. MEASURES TO BE TAKEN

The stresses that the COVID-19 outbroke paralysed the EU tourism sector, putting its ecosystem under unprecedented pressure, especially in light of the second and third wave of the pandemic.

Member States felt the need to implement, without further delay, common and coordinated criteria and safe travel, as adopted by the Council in its recommendation on a coordinated approach to the restriction of free movement, while facilitating the deployment of the EU Passanger Locator Form, digitally where possible, with full respect for data protection rules.

Of course, no rules intend to overcome and destroy the spirit established by the European Regulation on Personal Data but will have to find a way to maintain the interoperable and anonymized tracking, to set common hygiene criteria at the main transport hubs.

The only way to control the spread of this pandemic disease will have to sacrifice some data as sick persons will have to be reached and controlled in their movements to make sure there will be some control over their recover and to make restrictions to their movement as the virus tends to mutate and create new ways to survive in different continents and environment, making it more difficult to control the arise of new brads and more dangerous ones.

Member States took notice of the danger brought by intercontinental flights that were forbidden for some time, only allowed for security reasons and to deport residents that were already allowed to go back home.

One of the main measures taken was taken by The European Centre for Disease Prevention and Control to monitor and continue to publish, in a timely manner, the colour coded map of Union countries and regions, with a view to offering travellers and businesses a coordinated and efficient response. To assure this information, the press has been called to promote and disseminate the map through national Broadcasters to ensure that it also reaches citizens and prevent as much travels as possible.

One of the four Freedom Rights brought by the European Union had to be compromised, forbidding citizens to cross borders without control when it comes to EU citizens and borders were back to police control, either by road, airports, trains and ships.

Some citizens became very angry as they state that this circulation freedom should not suffer any restrictions but this scenario was impossible as thousands or millions of Europeans travel through Union countries but sometimes have travelled to other even more dangerous areas, like it is happening now in India and Brazil, with death rates arising and no control over this pandemic virus.

However, it has been adopted in EU Member States, the Commission recommendation on COVID-19 testing strategies, to establish a common and non-discriminatory EU Health Safety Protocol for testing before departure, including rapid testing technologies, PCR tests and others, and at the same time, quarantine should remain an instrument of last resort and its duration reduced to a minimum number of days, harmonized throughout the Union.

In EU Member States theses measures have been successfully implemented, with a very good coordination, as all countries asked for PCR and rapid tests before travels, a prevention on non essential travels, that low the number of passengers in airport, railway stations and other ways os transport and numbers of disease has been lower than in other regions that took fewer measures or none.

One of the best measures that has been approved as a matter of priority is the definition and implementation of a quick vaccination plan as scientific studies have been proving that the only way to control this disease is by vaccination, as well as hygienic measures like the use of mask, social distance and control of number of persons standing at the same time.

In some EU countries the vaccination has been difficult, such as Bulgaria and Latvia, not for the lack of vaccines but the trust of people in their results.

Maybe the information about the importance and sustained reduction of hospitalization and death dued to vaccination has not been cleared out to citizens very well and fear has prevailed .

One measure that has been discussed is the introduction of an EU hygiene seal or creation of Vaccination Passport, developed jointly by ECDC and the Member States to promote the economic activities as it states that those citizens have been vaccinated and the danger od spreading disease will be low.

Some countries were against this legal instrument as they state that vaccination is an not compulsory and creates a discrimination system.

The analysis of this statement is wrong, from our point of view, as it will be not forbidden for non vaccinated citizens to travel to other regions, but will have to maintain the PCR testing and the quarantine done to prevent the status quo that we are living in.

There were some obstacles but as we are approaching summer, the Commission stated that this measure, combined with other demands like the use of masks and social distance maybe adequate to promote safe holidays that have been wished by all citizens.

People all over Europe feel he need to travel aboard, to meet new countries, new food, new cultures and this period of time has had a big impact on mental health, arising depression, anxiety and fear as families remain apart, with no physical contact, that will arise the fear.

It became clear that the implementation of a preparatory action denominated as European crisis management mechanism for tourism is very important, not only to design a plan to get over this pandemic crisis but also to cope with future crises to help tourist destinations as they will have a prevention plan, contingency measures and preparedness plans and actions to stand before other pandemic crisis that may come to life.

Maybe one good measure could be the creation of a Directorate dealing specially with tourism with an adequate funding to promote the coordination with regional institutions and have the opportunity to a sustainable tourism, defining new policies and limits to avoid the problems that were arising of overcrowded places and the loss of identity of some destinations.

This measure could come up as a European Agency for Tourism that can be responsible for providing the EU and Member States with factual overview and data policymakers as it becomes clear that data and its knowledge is the only weapon we have against pandemic crisis, in order to coordinate measures that took individually will have no strength.

This agency would be responsible to interconnect good practices in order to make informed decisions and to promote Europe as a new brand, with new attractions and destinations unknow that can be able to develop certain regions with wonderful traditions and structures that still remain out of touristic guides.

Of course, this agency must respect the right of local authorities to regulate against the harmful impacts of overtourism as these local citizens and structures become aware of economic, environment and social impact of total liberalism measures that will overcrowd some destinations.

This pandemic crisis maybe a good opportunity to redesign and redefine tourism, appealing to prioritise the use of most sustainable means of transport, with a smaller carbon footprint, as countries are recalled to have modern, safe and sustainable transport infrastructure in order to facilitate travel across the EU.

Another important measure to be taken would be the establishment of a single platform for the creation of digital innovation literacy programmes for senior executives and the promotion of new skills as the globalization as shown that digital platforms are the only way to make companies survive.

This digital platform could also promote the reskilling of the existing workforce in the tourism sector, with a specific focus on digital skills and innovative technologies.

As we haven seen during this pandemic time that we are living in, only companies that were able to adapt to digital contents and offers survived, even with major difficulties. There is an urgent need to adjust and rethink our ways of living, of working and connect with others.

Some things that seemed important in our daily life have lost their importance as we came aware that our life is short, that we can be bitten by a virus and make a balance of our life time on earth and awake to our ignorance, our clusters and experiences become more important as well as memories created by travelling to different places and dealing with different cultures and ways of thinking and living, After this pandemic crisis, those who will have the means to travel and discover the world will do it, knowing that the real value of things has changed and treasuring every hour and every minute on earth.

We believe that this time will create the opportunity to develop tourism in some countries and continents, discovering new experiences and places unknow till now. So, the tourism sector must enforce digital skills, reskill workforce to deliver the best services and promote great experiences and memories, knowing that the best publicity we can have is by spreading the word from satisfied clients.

Some comments made on platforms as Trip Advisor may be very personal but reflect the experience that the persona has had and are mostly reliable.

CONCLUSIONS:

The COVID-19 pandemic and the resulting crisis have shown the urgency of doing more at European level by rethinking the strategy to rebuild a sector that is one of the main contribution to EU Member States national budget.

The Union has to build a common framework for essential and non-essential travel, with clear and transparent criteria, to provide informed choices for the identification of danger and risk areas and application of colour code to identify those more affected by the virus.

The border control has become one of the tools used to avoid the spread of disease by demanding PCR tests and rapid ones as well as the track of people in their destinations to quarantine measures.

The information of European citizens either by press or other means contributed to build a conscience of the danger of this virus, which we know so little of, either consequences or mutations and to prevent more deaths and severe illness by using masks and avoid physical contact as well as maintain distance.

The vaccination seam to be the only way out of this pandemic crisis and at this level European Member States, not at same stage, have made a effort to gather citizens and promote massive vaccination campaigns, that have been successful.

This summer, with the opening of European frontiers we will be testing the efficiency of this campaigns and hope for the best.

Planning the future of the tourism industry is an imperative for the present moment, Evaluating trends and demand dynamics, the options for consumer travellers and the transition to models that consider a cleaner economy must be the Union´s priorities for the next decade.

One priority is to create new and fresh legislation that will establish a framework more able to cope with future crises and enabling it to provide more effectively targeted solutions, achieving a balance between consumer rights and business sustainability.

It´s important to reach new balances between our daily life, the need to travel, get experiences and preserve environment, have new strategies to maintain our cultural heritage and identity which are the great appealing of some countries but, at the same time, avoid massive tourism that will destroy the singularity of places and its authenticity. This pandemic crises created a opportunity for reflection and change of attitudes and behaviour, as well as better planning and frameworks.
We believe that this chance will be taken by EU Member States and that tourism will grow better and sustainable, and that all EU institutions will work together to implement the use of article 195º of Lisbon Treaty, coordinating the European strategy and economic support that will be needed for tourism sector to survive,
The creation of a digital health passport in the Union will be crucial to recover the confidence that destinations will be safe places, occupied with citizens already protected by vaccines that are the main support to get over this pandemic crises.

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Festab - The Patrimonialization and Touristification Process of the Trays Festival in Tomar

Cláudia Pires da Silva [1], João Pinto Coelho[2], André Camponês[3], Célio Gonçalo Marques[4], Marta Dionísio[5]

[1] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[2] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal; Tourism and Culture Division of the Tomar Municipality, Tomar, Portugal

[3] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal; Tourism and Culture Division of the Tomar Municipality, Tomar, Portugal

[4] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

[5] Techn&Art – Technology, Restoration and Art Enhancement Center, Polytechnic Institute of Tomar, Tomar, Portugal

ABSTRACT

The manifestations of the Intangible Cultural Heritage are an integral part of daily life, internalized in the individuals and groups that traditionally preserve them according to their own ways of enhancing and safeguarding. According to the participatory perspective, defended by the UNESCO Convention (2003), the importance given to the temporal and evolutionary complexity of cultural manifestations considers: the dynamic dimension of the past - the historical value and the fact that the manifestation "is transmitted generationally" - while it also enhances the contemporary nature of the event, i.e the fact that the heritage "is alive". This approach, promoted with greater impact from the 1980s onwards, defends a holistic and democratic procedure in the definition of what is cultural heritage. In turn, the heritage touristification process, as a resource to these assets and manifestations by the tourism activity to transform them into consumable products and experiences, is an unquestionable and borderless reality that naturally reached the Trays Festival in Tomar.

The Trays Festival, which takes place in the city of Tomar every four years and receives about half a million visitors in a city with about 20 thousand inhabitants, presents a unique model in the framework of the so-called Festivities in Honour of the Divine Spirit. The distinctive

elements that attest to this specificity are related to the format of the offers, the Trays, which represent the payment of promises to the Divine, constituting one of its central symbolic aspects.
Assuming the historical and conceptual framework of the patrimonialization process of the Trays Festival as the main objective of the study, documentary analysis and participant observation were used for data collection. This article also aims to contribute to enhancing the role of intangible cultural heritage in society. This study results from the development of the first milestone contemplated in the project "The Trays Festival, the Cultural Heritage and the Community" (FesTab).
Keywords: safeguarding, enhancing, patrimonialization, Trays Festival, tourism

1 INTRODUCTION

FesTab is a project that aims to contribute to the study, inventory and safeguarding of the Trays Festival, considering the dynamic dimension of the past and valuing the contemporary nature of heritage. It started in April 2021 and will last for 24 months, resulting from a partnership between the Centre for Technology, Restoration and Art Enhancement (Techn&Art) and the Municipality of Tomar.

The Trays Festival, which takes place in the city of Tomar, Portugal, every four years, and receives about half a million visitors in a municipality with about 20 thousand inhabitants, presents a unique model in the framework of the so-called Festivities in Honour of the Divine Holy Spirit. The distinctive elements that attest to this specificity are related to the format of the offers, the Trays, which represent the payment of promises to the Divine, constituting one of its central symbolic aspects. To this must be added the participation of all parishes of the county and the complementary activities that are part of it – Boys Parade (*Cortejo dos Rapazes*), Butler Parade (*Cortejo do Mordomo*), Partial Parades (*Cortejos Parciais*), Ornamented Popular Streets (*Ruas Populares Ornamentadas*), and Popular Games (*Jogos Populares*). Although we can find common elements in the various festivities of the Holy Spirit, Tomar takes on a differential and unique format. The cult consists of a wide context of meticulous ritual ceremonies, both religious and festive, which started with the Crowns Parade (*Cortejo das Coroas*) on Easter Sunday, the Parade of Offerings(*Cortejo de Oferendas*) and a generalized delivery of the so called *Pêza*, a redistribution component of fundamental relevance for the understanding of these festivities. The background is a social context in which culture presents a multifaceted body of knowledge and a conceptual place that does not belong only to scholars: "The monopoly of culture is apparently diluted and has given way to a new scenario where several actors operate, academics, scholars, media, politicians, local mediators (associations or individuals), tourist agents and local populations" (Raposo, 2002, p. 2). From popular actors or participants to organizations and institutions that promote and disseminate events, to cultural mediators (ethnographers, mediators and notable locals, regional and national intellectuals and artists), to the instituted local and regional powers (ecclesiastical and civil), and also to diverse audiences (local, emigrants, tourists, academic or artistic-cultural) (Raposo, 2003), new visions and appropriations about the festival are constituted. Having gone through a process of revitalization (Boissevan, 1992), the festival reflects a concept of culture, which assumes itself as a “place” of confrontation, tension, dispute, consensus and negotiation. (Raposo, 2002). Anthropologist Paulo Raposo states that: "Invented and staged in terms of authenticity," culture "has become one of the greatest assets of the tourism industry (...)" (Raposo, 2004, p.7).

This paper aims to address the essential components of a process of patrimonialization and touristification related to a performative manifestation of popular culture - the Trays Festival of Tomar.

Assuming the historical and conceptual framework of the patrimonialization process of the Trays Festival as the main objective of the study, documentary analysis and participant observation were used for data collection. This paper also intends to contribute to enhance the role of intangible cultural heritage (ICH) in society.

Thus, we begin by presenting firstly a brief historical and cultural contextualization of the Trays Festival, continuing afterwards with the process of touristification of this heritage manifestation. The historical and conceptual framework of the patrimonialization process is then presented, taking into account the importance of social and cultural agents (notable locals, social scientists, local associations, media, parishes and municipality), who have played a central role in the new festive dynamics. Following this path , it is recognized that the domain of the “social” is no longer thought of as a totality structured in definitely hierarchical instances, but as a web of complex relationships, where each individual is inscribed in multiple ways, being all culturally constructed (Chartier, 1988, p. 83).We finish then the paper with some final considerations, alluding to the potential that intangible cultural heritage has in the media projection at different geographical scales (regional, national and international).

2 Historical and cultural context of the Trays Festival

The Trays Festival was subject to alterations and changes, oscillating between moments of suspension, revitalization and standardization. Like what happened in other historical and social contexts (Leal, 2017), the cult of the Divine in Tomar, went through processes of diversification, differentiation and transformation, being creators of new ritual solutions, such as the introduction of new ritual segments (in view of the devitalization or suppression of certain sequences), a new festive calendar and an organizational infrastructure that started to absorb the participation of the council community. These processes of cultural and social restoration of the Festival, reflect its ability to recreate itself.

The most significant changes in the festive ritual structure began in 1950, with the participation of all the parishes and their respective trays in the Main Parade, initiating a new festive cycle. The participation of parishes of the municipality would result in the creation of a new ritual sequence, the Partial Parade. In addition to this additional element in the Festival Script, other segments were progressively (re)introduced. Combining a traditionalist-style discourse with a rhetoric of authenticity, the ornamented streets (1953), the Popular Games (1964), the Butler Parade (1966), and the Boys Parade (1991) became part of the festive program.

Seeking to create adjustments to new material and social conditions, these ritual sequences have a particular aptitude to replicate festive cultural practices in the late 19th century, exploring new potentials of expressing scenography exuberance.

Another change resulting from the revitalization process which started in 1950, has to do with the schedule and extension of the festive cycle. Since then, it is easy to verify the consolidation of Sunday as the day of the Main Parade, as well as the lack of a regular periodicity for the celebration of the Festival, highlighting, however, two periods in which the three-year interval between festivals was the preferential (1950-56 and 1970-87), although for the latter, the phase of great political and social dynamics that preceded the events of April 25th, 1974, determined an exceptional interregnum of five years (1973-78). Also noteworthy are the periods from 1956-64, with three consecutive festivals spaced every four years between each one, and the one from 1964-70, in which the festival took place in each even year. From 1987 to 2019, the quadrennium has been the model for the celebration of the festival.

Regarding the festive period, there has been a substantial expansion since 1995, which essentially results from two factors: on one hand, the option to reinforce the traditional program of the Festival with a significant set of parallel cultural activities, or social and cultural animation; on the other hand, the fact that, with renewed causes and objectives, the Boys Parade was resumed in 1991, then held on a Thursday. In the following festival (1995), the Parade took place on the Sunday before the Main Parade, which has since contributed to the extension of the festive period to 10 days, a fact that has remained unchanged until the present.

Although there were some changes to the festive script, the cult of the Divine in Tomar, became an essential ritual technology to produce contexts of interaction and sociability, within the Tomar council community.

3 Cultural Heritage and Tourism

The phenomenon of patrimonialization is related to the externalization of the festival for varied circuits of consumption and leisure. In other words, the growing use of culture by tourism to transform it into a consumable product like any other. “The irreversibility of the processes of commercialization and touristification of culture are compatible with the growing importance of the cultural product, which leads us to the need to relate product, culture and tourism to the economic development” (Richards,1996, p. 265 apud Henriques, 2003, p. 26). From this point of view, cultural heritage is considered as a new form of local production, as a means through which some places become tourism destinations (Kirshenblatt-Gimblett, 1995).

During the 19th century - as it is today - the Trays Festival always brought the competition of many visitors during the festivities. In an article published in *Revista Illustrada*, Martins Velho mentions the influx of a lot of public in the city: "The rhyming city of *Nabão* [river] regurgitates spectators, posted on the sidewalks and in the squares to see the Parade pass by" (Velho, 1891, p.143-144). In the same vein, the renowned chronicler Alberto Pimentel, describes in his book *Noites de Cintra* (1908), the trip he took to Tomar at the time of the Trays: "The Picturesque small town of *Nabão* [river], with its beautiful Convent of Christ, at the top, had an extraordinary, abnormal movement, which vitalized it, (...). And outsiders swarmed in opposite directions" (Pimentel, 1908, p.132).

The power of tourism attraction of the festival recognized a period of great expansion in the first half of the 20th century. Associated with the behavioural changes of rural and urban populations, the seasonal mobility of tourism nature benefited, during this historical period, from the progress of means of transport and from a regionalizing ideological discourse. To that extent, we find several news articles in the weekly newspapers in Tomar that describe the promotion of the festivities outside the community, as illustrated by the promotion of the 1929 festival: "The claim has been wisely oriented, and today from north to south of Portugal it has already arrived the echo that here in this beautiful land everything is prepared so that the expectation of the stranger eager for emotions that dazzle, is perfectly justified. And everything leads us to believe that on these festive days, many thousands of people rush to the city of *Nabão*, which honours the people from Tomar, to get to know up close what the so-called Trays Festivals are. The most beautiful girls in this privileged region - and there are so many - with the picturesque costumes that tradition imposes, will guide the Trays with their natural grace and give this most beautiful land, the most picturesque and unprecedented note" (A Acção, 1929, p. 3).

From the second half of the twentieth century, the festival gained supralocal projection. The traditional elements progressively (re) introduced - Ornamented Popular Streets (1953), Popular Games (1964), the Butler Parade (1966), the Boys Parade (1991) - were joined by musical shows, exhibitions, gastronomic shows, sales of regional products, handicrafts, to combine a differentiated cultural offer with a heterogeneous demand.

In 1991, the Gold Medal of Tourism Merit would be awarded to the Trays Festival, at the initiative of the then president of the Templar Tourism Region, Duarte Nuno de Vasconcelos, immediately seconded by the Executive Committee, that proposed it to the Director-General of Tourism, through a document dated from February, 21st: "For this brief history of the Trays Festival that attests to its importance, it is justified that this Tourism Region proposes to Your Honour, it to be awarded the Medal of Tourism Merit, even in the year in progress and during one of the days of its accomplishment" (O Templário,1991, p.18). This proposal received the agreement of the Director-General of Tourism, João Strecht Ribeiro, who on April 15th, 1991, put it into consideration of the Secretary of State for Tourism with the following letter: "(…) the Trays Festival restored in the decade of 50, obeys to historical demands and strictness, framing itself into a replacement of full respect for religious and social traditions. The Trays Festival, which may be for those who visit it, a manifestation of folklore, remains for the People of the Region of Tomar, a matter of faith, the respect for tradition and an obvious good taste. I believe that it is necessary to recognize the versatility of this very Portuguese manifestation that serves Portuguese culture, art and tourism, so I propose to Your Honour the attribution to the Festival" (O Templário,1991, p.18).

In the last editions of the festival, especially since the turn of the century (2003, 2007, 2011, 2015 and 2019), the number of visitors during the festive cycle is over half a million. As a culturally differentiated territory, the City Council of Tomar invests in this cyclical festivity as a comparative advantage, playing a decisive role in its imagination and legibility. In this way, local culture is converted into a fundamental component of tourism offer, and is conceived as a social resource, which can act as an engine of economic dynamism (Aguilar Criado et. al, 2003). This global culture of self-promotion (Dicks, 2003) is based on a new cultural economy of visibility. (Dicks, 2003). These initiatives that result from processes of patrimonialization of these cultural assets, and above all from the culturalization of tourism (Dicks, 2003), aim to promote development, through the enhancement and revitalization of this cultural heritage.

Singularized by the format of the offers to the Divine Holy Spirit, the "Tray", presents itself in different spaces (local, regional, national and international), which corresponds to different versions of the audiences that attend the performance: the version of the community that wants to preserve local culture according to its vernacular way, the version of local powers that seek greater recognition of the uniqueness of the place in the global space, the version of tourists that stereotype local culture, the version of cosmopolitans and cultural intermediaries who place the local culture in the consumption circuit (Peralta, 2008). It is through the resonance that these "objects" - the Trays - have with the public that enter in the global sphere, where several entities negotiate their activation. Stephen Grennblatt understands resonance as the power of an exposed object to reach a wider universe beyond its formal boundaries, the power to invoke in the viewer the complex and dynamic cultural forces from which it has emerged, and from which it is, for the viewer the representative (Grennblatt, 1991).

It is relevant to emphasize that the growing tourism demand has been driving the expansion of information sources to which the potential tourist may have access to. As an example, it should be noted that during the Trays Festival of 2015 and 2019, the Municipality of Tomar, the Polytechnic Institute of Tomar, Softinsa and the security forces (Police of Public Security and Republican National Guard), created the project "Smarter Fest". This mobile application dedicated to visitors, had as its main function the improvement of conditions of access to the event, containing the festival program, location and degree of occupation of car parks and the several accesses to the city, as well as the place/street where the Main Parade was passing, interactively and in real time, facilitating not only the action of the security forces, but also that of visitors/tourists. Through an activated intelligent system, it is possible to improve the experience of tourism and the efficiency of resource management, to maximize both the competitiveness of the destination and the satisfaction of consumers, since it shows its long-term sustainability (Buhalis & Amaranggana, 2014).

4 The Patrimonialization of the Trays Festival: Agents and cultural dynamics

The exhaustive analysis of heritage as a category of thought has been recurrent in the social sciences, since in recent years it has gradually left its reductive materialist, aestheticist and historicist definition (Gómez Péllon, 1999), to adopt an anthropological vision. This vision is the result of the international legislation that contemplates heritage not only as a material and monumental object, but also to consider intangible cultural assets, and social life around the objects. Such theoretical inflection is mainly due to the virtuality's and conceptual extensions that the term has been gaining. Some authors speak of "heritage passion" (Guillaume, 1980), "reinvention of heritage" (Bourdin, 1984), "heritage madness" (Jeudy, 1990), "allegory of heritage" (Choay, 1992), or "heritagemania" (Martin-Granel, 1999), as hyperboles of this categorization. In this sense, cultural heritage appeared as an extension of this conceptual redefinition, which has generated a "collective obsession" (Gonçalves, 2007, p. 239), because of the progressive and uninterrupted inflation of this category, and by the unlimited semantic expansion expressed by the notion of intangible heritages.

From the nineties onwards, UNESCO universalizing policies on heritage followed three supporting moments: (1) one in the sense of "volatilization" of what is likely to be considered world heritage, (2) the other in the sense of eccentric European and popularization diffusion of the world heritage classifications, and (3) in the sense of enhancing pluralisms and cultural diversity, not only as a social and political practice but also as a heritage resource (Cabral, 2011). Thereby the "Convention for the Safeguarding of Intangible Cultural Heritage" emerges in 2003[1], which recognizes the following manifestations: a) oral traditions and expressions, including language as a vector of intangible cultural heritage; b) the performing arts; c) social practices, rituals and festive events; d) the knowledge and practices that concern nature and the universe, and finally, e) the know-how linked to handicrafts.

In Portugal, the creation of the Institute of Museums and Conservation (IMC), in 2007[2], attributed to itself the competences in the area of intangible heritage. However, it was with the ratification of the Convention for the Safeguarding of the Intangible Cultural Heritage of UNESCO, in 2008 (Cabral, 2011) that the manifestations of intangible culture gained great attention with the creation of a specific legal framework for the standardization and preparation of the process of patrimonialization. As a result, the legal regime for safeguarding intangible cultural heritage was established with Portuguese Decree-Law No. 139/2009. This decree recognizes the importance of intangible assets and creates an inventory system through a publicly accessible database. According to the ICH Matrix System

[1] https://ich.unesco.org/en/convention

[2] http://www.patrimoniocultural.gov.pt/static/data/conservacao_e_restauro_1jf/dl_97-2007.pdf

User Manual[3], the National Inventory of Intangible Cultural Heritage constitutes the only way of legal protection of the intangible cultural heritage that is legally valid at national level.

The institutionalization of protection mechanisms for the Trays Festival was initiated in 2020 through the application submitted by the Municipality of Tomar to the General Directorate of Cultural Heritage, with the purpose of registering this event in the National Inventory of Intangible Cultural Heritage. In this context of (re) signification and (re) enhancement of popular culture, several agents occupy a central position in the processes of heritage activation.

First, the political power that has the necessary means for the elaboration and placement of a discursive repertoire that is based on the selection of certain cultural elements, their ordering and subsequent interpretation (Peralta, 2008). As stated by Llorenç Prats: “The political power that was and presumably will be the main agent of heritage activation, the main builder of museums, of natural and archaeological parks, catalogues, monuments, identities” (Prats, 1997, p.34).

The Municipality of Tomar has devoted special attention to the Trays Festival, especially since 1950, namely in the support and collaboration with the Central Commission - formal structure responsible for the organization of the festivities -, and with the Parish Councils. This support has been given through subsidies, equipment, facilities, logistics and promotional material.

Recognizing the need of safeguarding this cultural event, the municipality of Tomar was one of the founding municipalities of the Euro-Mediterranean project, “The Festivals of the Sun, Network of Traditional Urban Festivals in the Mediterranean”, supported by the European Commission's EuroMed Heritage Programme, whose first formal meeting took place in November 1998, ending its formal work in September 2001. The aim of this project was to culturally enhance and make known to the great public the popular Euro-Mediterranean festivals as a place of affirmation of the intangible tradition: language, myths, rituals, practices, ways of life and behaviours, through the systematization of information and mutual enhancement of the same.

Following this logic, sociologist Augusto Santos Silva states that: “One of the main discoveries that, over the last twenty years, has been making most of the City Councils (which some had already understood since the seventies), was precisely the functionality of the major cultural events for visibility and supralocal projection (...), tending to retain an elite of consumers and cultural practitioners and to enrol some local agents in a global network, providing a decisive symbolic resource in the visibility and marketing of the city” (Silva, 2007, p.27).

Civil society is also part of this business process of heritage activation: “The implications of civil society in the several stages of the patrimonialization process, hitherto expressed in the spontaneous form of highly localized associations, assume therefore a new

[3] http://www.matrizpci.dgpc.pt/MatrizPCI.Web/pt-PT/Pages/Apresentacao

dimension, legitimized by international legal devices. This approach does not only involve the participation of social actors in safeguarding interventions on heritage elements already selected by external operators but also implies a radical change in perspective: the participation of civil society is seen as essential also in the phase of attributing heritage enhancement to certain elements and, therefore, central to their selection" (Bartolo, 2011, p.12).

The awareness of local communities about the economic potential of the activated cultural element is equally important, as stated by Margarida Santos: "Although the manipulation of the past is a constant in the processes of identity affirmation, the awareness of local populations that there is a "public" in the global society seduced by the argument of antiquity, applicable to its history, its movements and its traditions, is a relatively recent fact in the negotiation of the political importance of communities "(Santos, 1998, p. 55).

In the context under analysis, it is necessary to consider the vast network of agents associated with heritage discourses. On one hand, the Central Commission, which is led by a Butler, elected in the People's Assembly by the people of Tomar. The President of the City Council, together with the Provider of the Holy House of Mercy (*Provedor da Santa Casa da Misericórdia*), complete the triad of the main Butlers, assigned by inheritance of their public positions. The President of the Municipal Assembly, the General Vicar of Tomar, the Presidents of the 11 Parish Councils and the Commander of the Municipal Firefighters are also members of the Commission.

The religious representatives are an essential group for the cult of the Holy Spirit, as they are responsible for its eucharistic dimension. It is in the ministry of their functions that masses are celebrated on the days of the Crowns Parade (*Saída das Coroas*), proceeding, in the same way, to the blessing of the Trays in the Republic Square, a ceremony presided by the Bishop of Santarém.

Another group actively participating in the festive ritual structure is that of the children and young people from educational establishments in the municipality of Tomar, consisting of two public school groups - Nuno de Santa Maria School Group and Templar School Group - as well as private institutions. Children from kindergartens and 1st cycle schools participate in the segment called the Boys Parade.

The associations have the particularity of actively participating in the cultural agenda of the shows that take place in the city throughout the festive cycle, with some of them playing an active role before and after the festivities. The Holy House of Mercy of Tomar (*Santa Casa da Misericórdia de Tomar*), in addition to being a faithful depository of Banners and Crowns - cultural implements -, of the city since 1889, is the place of departure and arrival of the Crowns Parade.

The Rehabilitation and Integration Centre of Tomar (*CIRE – Centro de Integração e Reabilitação de Tomar*), the hospital and the Mental Health Association contribute through the elaboration of the flowers that decorate the streets as well as the community that organizes itself by streets and is responsible for its ornamentation.

5 FINAL CONSIDERATIONS

The Trays Festival has been adapting to the changing context, taking on formats printed by the various social, economic and political dynamics. In response to this reality, the local cultural resources present modalities of emblemizing and commodification, inverting the "obsolete", "archaic", or "bizarre" of these manifestations, in symbols that can be appropriated and re-appropriated by the communities to which they report. The issue of "collective identity"[4] is present in the tourism and heritage dimensions of these festivals. It is the substrate on which most of the strategies for revitalizing local cultures rest, based on a reworking of heritage repertoires. Paula Godinho states that: "Revitalized, the festival universalizes an image of the place that simultaneously shows and helps to build a local identity." (Godinho, 1998, p.46).

Effectively, and as Fortuna (2001) refers, the "heritage proliferation (…) reveals [to be] a universal process of heritage re-enhancement, as a symbolic resource at the service of strategies to modernize the image of places (…) in which its brand of tradition becomes a capital of innovation" (Fortuna, 1997, p.235).

Thereby, this study was aimed at addressing mainly the essential components of a phenomenon of patrimonialization and touristification related to a performative manifestation of popular culture and currently presents itself in a four-year format, the Trays Festival, in the city of Tomar, located in the centre of Portugal.

In addition to the nature and heritage importance that it owes, it is also inevitable to assume the Trays festival as one of the main national tourism events, which in an expeditious manner contributed directly to the increase of the economy of the city and the region.

With the development of this research and through its multi-disciplinarity, the aim is to create a support platform to produce pedagogical content that is essential to give visibility to the heritage of the Trays Festival and to create a Sustainable Business Model and Community Empowerment capable of proposing solutions in terms of economic, tourism development and territorial empowerment.

Thus, this study is expected to contribute to the innovation of the social, academic and cultural sectors, due to the promotion and study of the festive practice, ensuring the preservation and sustainable economic enhancement of the intangible cultural heritage and the local identity, as a strategic asset.

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[4] We understand collective identity as a feeling of belonging shared by the members of a group or by several groups, through which reality is defined and interpreted, guiding the actions of those who participate in it. The collective identity can be crystallized and objectified, but it is always subject to the possibility of change and re-elaboration (Tejerina, 2003, p. 24-25).

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The Relevance of Events in Promoting Nautical Tourism

Eunice R. Lopes[1, 2]; Jorge Simões[3]; Maria R. Nunes[1]; Júlio Silva[4]; Manuel Rosa[5]; João T. Simões[1,6]; Carla Rego[7]; Joana Santos[8]

[1]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Social Sciences, Tomar, Portugal
[2] CiTUR-IPL; CRIA-FCSH-UNL; GOVCOPP-UA; Portugal
[3]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Business Sciences, Tomar, Portugal
[4]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Information and Communication Technologies, Tomar, Portugal
[5] Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Engineering Tomar, Portugal
[6]Ui&D-ISLA, Portugal
[7]Polytechnic Institute of Tomar & Techn&Art. Departmental Unit Archaeology, Conservation and Restoration and Heritage, Tomar, Portugal
[8] Intermunicipal Community of Médio Tejo, Portugal

ABSTRACT

Events play a fundamental role in all contexts of society, in each territory. The relevance of events in the nautical tourism sector is no exception, due to the impacts it produces on tourist destinations sought by visitors and tourists who intend to take advantage of it. It appears that tourists are increasingly looking for a destination that has a wide range of goods and services, including events. In this context, it is essential for the territory (ies) to find strategies to promote events for the attractiveness of a greater wider number of visitors and tourists, being even useful as a way of subjecting these activities to environmental quality standards and minimizing the impact of tourist seasonality. This article aims to highlight the relevance of events in the promotion of nautical tourism, where events are considered as tourist attractions to promote the image of the Médio Tejo tourist destination. The methodology followed a base of analysis based on the pyramid of evaluation of tourist events (Getz, 2005), with emphasis on wakeboard, associated with nautical tourism.

The results of this study demonstrate that the events contribute to the promotion of territories through the relevance attributed to nautical tourism. The events allow strategies to diversify the tourist offer, reinforcing the interest and the flow of visitors and tourists for the enjoyment and appreciation of heritage resources associated with this tourist segment.

Key Words: Nautical Tourism, Events, Territorial Promotion, Heritage Resources

1 INTRODUCTION

Tourists are increasingly looking for a destination that has a wide variety of goods and services on offer, including events. It is essential for the territory(ies) to detect event promotion strategies to attract a greater number of visitors and tourists, and it is also beneficial to subject these activities to environmental quality standards and to minimize the impact of tourist seasonality. In this context, several studies have pointed to the importance of marine leisure events in the tourism sector. Events are an important vehicle for promoting nautical tourism. In the pyramid of tourism event evaluation (Getz, 2005), wakeboarding, associated with nautical tourism, is highlighted. Events play a fundamental role in terms of positioning and competitiveness in the tourism market. They have socio-cultural, economic, environmental, and cultural impacts on a given territory as they can attract tourists.

In the pyramid of tourist events evaluation, one can find a categorization of events: a) local events-periodic and unique; low tourist demand and low value; b) regional events-periodic and unique; medium tourist demand; c) branded periodic events-high tourist demand and high value; and d) occasional mega events-high tourist demand and high value (Getz, 2005).

There are also four categories of events: leisure (sports and recreation), cultural (cultural heritage, sacred, art), organizational (sales, politics, charity) and personal (birthdays, weddings, among others) (Shone & Parry, 2004). The organization and planning of events present themselves as tools to combat the tourism seasonality of many destinations. These events can be used as incentives to attract new markets of visitors and tourists to a destination. In this sense, events have achieved a growing importance regarding the products offered by a particular destination. Events are strategic marketing tools that not only support in attracting tourists, but also in developing a responsible awareness in destinations, positioning and promoting them (Faustino, 2015). Tourism events attract tourists and enable the creation of an image or knowledge of the destination (Jago & Shaw, 1998. Which means that events are activities planned to attract visitors and tourists to satisfy them and at the same time has the function of projecting an image of a destination with a view to its tourism development.

In this sense, tourism activity has a strong consequence on the economy, the community, employment, and quality of living standards (Santana, 1997). This perspective can also be seen from the standpoint of recreation, improvement of physical condition, contact with nature and sports infrastructures for sports practices (Carvalho & Lourenço, 2009). Nautical tourism and the importance that events represent for its promotion and for the development of the territory(ies) should be highlighted in this line of reflection.

The tourism sector and in this scope of nautical tourism there is a pressing need for the organization and sustainability of products. The link between heritage and tourism is undoubtedly important regarding the enhancement and promotion of the culture of a given territory and can even contribute to the sustainability of heritage resources (Lopes & Simoes, 2020: 109). Nautical tourism and the revenue arising from the practice of wakeboarding associated with the river resource for Portugal is a significant strategy. It will also contribute to the consolidation and attractiveness of the destination Portugal, more specifically the Middle Tagus (Portugal). Thus, there is a potential growth in demand for nautical tourism, provided that the offer is attractive, and the services are of a high quality. It is necessary to increase nautical tourism demand linked to the river experience (river resource), contributing to sustainable tourism development through the relevance of events in the promotion of nautical tourism.

2 EVENT MANAGEMENT: MODALITIES ASSOCIATED WITH NAUTICAL TOURISM

Currently, events play a crucial role in all societal contexts. Some of them may be remarkable, at any moment of human existence, and a unique event may occur because of experiences and/or circumstances (Cardoso, 2016 & Duarte, 2017).

Thus, the events, which are not considered routines and are not programmed, are usually called events. According to Getz (1991), Cardoso (2016) and Duarte (2017), an event is a leisure, social or cultural experience, which takes place outside everyday activities. In the same vein, Oliveira (2014) considers an event as a set of professional actions, developed with the aim of achieving a set of qualified and quantified results, with its target audience. Also, according to Cunha (2013), Cardoso (2016) and Duarte (2017), it can be considered a tourism event, the events organized, solely and temporally, aimed at the promotion and attraction of visitors and tourists to a tourist destination, specifically, or aimed at providing the occupation of the leisure time of those who visit. About nautical tourism, a range of activities are included, such as recreational sailing - sailing - and water sports that include light sailing, wakeboarding, windsurfing, kitesurfing, surfing, bodyboarding, rowing, canoeing, skydiving, diving, motor boating, and can be practiced on the river or at sea. One of the advantages of all these sports is the fact that they can be practiced during the "low season" and with incidence throughout the country where there is the river or sea resource. According to Duarte (2017), the promotion of nautical tourism in Portugal has been increasingly encouraged by the long coastline and the quality beaches that exist, but there are still several weaknesses in terms of infrastructure and accessibility that should be suitable for this type of tourism.

According to Turismo de Portugal (2007), the development strategy for recreational boating considers a concentration of investment in the fulfilment of a set of competitiveness factors and the enhancement of nautical tourism. Furthermore, according to Turismo de Portugal (2017) and Duarte (2017), nautical tourism has the necessary attributes to be considered the basis of the national tourism offer that can encompass endogenous, non-tradable and flow-generating characteristics. The Tourism Strategy 2027 document

(Turismo de Portugal, 2017) thus developed the lines of action for the 2017-2027 timeframe (Table 1).

Tabel 1 Territorial Guidelines for the Year 2027.

Lines of Action for 2027
Territorial Enhancement - guaranteeing tourism in the maritime economy
*To position Portugal as a surfing destination, known internationally for its nautical activities, practiced all along the Portuguese coast; *Enhance and boost the infrastructures, technical equipment and all water sports centers, ports, and marines; *Develop and make profitable the activities that allow for the sustainability of nautical culture such as sailing, diving, canoeing, fishing and the observation of species, as well as maritime tourist trips; *Create and promote a "route of experiences" with the offer of tourist activities around water sports; *To upgrade and enhance the value of the marginal and beaches along the country's coastline; *Develop health and well-being tourism projects that are related to the therapeutic contributions of the sea; *Promote sea products around the Mediterranean diet.

Source: Own elaboration. Adapted from Tourism Strategy 2027 (Turismo de Portugal, 2017).

The strategies presented in Table 1 aim to provide a greater focus, both regarding the improvement of infrastructures, the upgrading of spaces and the promotion of nautical events. However, although there have been slight improvements in this regard, it will be necessary to reinforce all these processes with a view to boosting and promoting the concept of nautical tourism, promoting the country's potential, both in coastal areas and in inland regions of the country (Cardoso, 2016 & Duarte, 2017).

Thus, when investing in nautical tourism, one must take into consideration that the river beaches, rivers, and dams that exist in the interior of the country, despite being little recognized, will be differentiating environments for this type of tourist product.

3 NAUTICAL TOURISM EVENTS: THE CASE OF WAKEBOARDING

Aware of the potential of the Castelo do Bode Lagoon and realizing the interest of world wakeboarding professionals in our country, the Intermunicipal Community of the

Middle Tagus (CIMT) decided to bet on the creation of the first wakeboarding resort in the world, with cable systems, in five river beaches of recognized quality, all with unique features. Wakeboard started by being practiced only by boat in these five cable parks located on the river beaches of Fernandaires (Vila de Rei), Lago Azul (Ferreira do Zêzere), Aldeia do Mato, (Abrantes), Trízio (Sertã) and Praia dos Montes (Tomar), making the sport more accessible, more economical, more environmentally friendly, and sustainable.

The project Wakeboard Resort in Médio Tejo is a strategic project of intermunicipal nature implemented by the Intermunicipal Community of Médio Tejo (CIMT), in partnership with its municipalities (Abrantes, Ferreira do Zêzere, Sertã, Tomar and Vila de Rei), and with the Regional Tourism Entity of the Centre and the Portuguese Wake Association. These entities are together in this innovative project that aims to position Portugal as a European cluster for this sport and promote the interior of the country as a place of excellence for the practice of this sport. The climate and scenic surroundings of the Middle Tagus make Castelo do Bode reservoir the ideal place to practice this sport and this region a destination of excellence for practitioners, visitors, and tourists, bringing together sport and tourism along the 30 kilometers of the reservoir.

The practice of wakeboarding using the installation of cable parks allows this sport to take place in a silent and ecological way, since, by dispensing with motorized boats, it no longer produces noise, as well as combustion emissions. This was one of the essential requirements for the implementation of this Resort, since the cable parks are in areas of intervention of the Castelo do Bode Reservoir Management Plan (POACB). After the infrastructures for wakeboarding were created, it was necessary to invest in the communication of the Middle Tagus as a nautical tourism destination, focusing on wakeboarding, as a dynamic, attractive, and innovative sport in Central Portugal.

Therefore, and given the growing popularity of wakeboarding worldwide and the interest that the competition has been arousing in more and more people, we wanted to strengthen the position of the Albufeira de Castelo do Bode as a compulsory stop for the most important wakeboarding events, integrated into international competitive circuits. Due to their dimension, these events naturally generate tourist flows, with very significant impacts due to the relevance and dynamics they promote in the territory and may even foster the creation and consolidation of new tourist visitation routes, which will translate into a positive socio-economic development of the region. This focus on events began in 2015 with the hosting of a world circuit event (WWA Supra Wakeboard World Championships) in Castelo de Bode, which contributed to placing the Médio Tejo region and the country on the world wakeboarding map. The impacts of this event on the territory were clear: media projection with national and international reach, more than 150 athletes of around two dozen nationalities (accompanied by their families), around 20,000 tourists and visitors and 1.5 million people impacted on the social networks. The success of this event and attraction also contributes to the goal of positioning Portugal as a destination of choice for the practice of the sport, creating the first European Wakeboard Cluster (Wakeskate, 2021).

Alongside international competitions, the Médio Tejo has hosted national cable championships, as well as, from 2018 to the present day, an agenda of free nautical tourism events for the local community, visitors and tourists has been promoted by the Intermunicipal Community of the Médio Tejo (CIMT), in partnership with the other entities already mentioned above.

It was thus created a calendar of promotional initiatives for demonstration and open trial of the sport, the "Wakeboard Open Days", in which visitors and tourists can enjoy free nautical experiences in the 5 cable parks. Wakeboarding can be tried for free throughout the summer, with the aim of creating routines for visits to the cable parks and building loyalty in the local market, making the infrastructures available to the community, in a simple and economic way to empower the local community, showing that cables are an option for leisure and sport. In addition to the Open Days, the "Welcome to Castelo Bode" events were also created with the aim of implementing a series of new events associated with nautical and nature themes, as well as boosting existing events, making them an integral part of the tourism offer. In the "Welcome to Castelo Bode" events, in addition to wakeboarding, the possibility of free trials of other water sports activities available in the Castelo do Bode lagoon is promoted, namely Canoeing, SUP - Stand Up Paddle, Waterskiing and Wake surfing, among others. Aiming to attract the world wakeboarding community to the city of Tomar and the region, in 2018 there was also a bet on the WWA Wakeboard World Cup stage in the Centre of Tomar, on the Nabão River, with a positive impact on the territory, generating visitation and economic flows, while promoting and highlighting the region on the world wakeboarding scene. Considered the toughest event of the year, attracting global media, it attracted around 4,000 people to the event, which was broadcast live on the internet and a summary of the event was broadcast in over 70 countries (Wakeskate, 2021).

In 2019 Tomar opened the new season of the Wake Park World Series, the professional cable wakeboarding world circuit of the World Wake Association. The Tomar Pro Wakeboard was the first of three rounds of the championship, which also passed through the United States and Mexico, and featured the 12 best world athletes in the sport (Bull.pt, 2019).

With these events, the intention was to continue the international promotion of the Castelo do Bode destination as a wakeboarding destination, a sport that attracts fans all over the world, with more than three (3) million practitioners in Europe. The focus on events was fundamental to consolidate the image of the destination and promote its qualification and attractiveness in the future.

Nautical tourism events are therefore a complementary offer to the nautical activities that the Médio Tejo offers, contributing to an increase in the average stay in the Médio Tejo, as they are linked to the heritage, cultural and natural resources of the region, promoting an increase in tourist visits, and economic returns for local activities (hotels, local accommodation, restaurants, tourist entertainment, themed events and commerce in general), as well as promoting endogenous resources and local products. On the other hand, the positioning of Castelo do Bode, as an area of excellence for the practice of wakeboarding activity allows to anticipate relevant gains for the territory and its economic agents, namely because 1) it is a sport in strong international growth (about 6 million in Europe and the USA); 2) it is a demand characterized by its high purchasing power; 3) having the USA, Germany and the UK as its main source markets (with high purchasing power); 4) it integrates with various activities in the value chain (tourism and others) (Wakeskate, 2021).

The development of wakeboarding in the Castelo do Bode lagoon thus promotes the valorization of an endogenous resource, in line with the demands determined by the current paradigms of sustainability, attracting to the territory a demand with high purchasing power, which can benefit the whole tourism value chain in the Middle Tagus region.

3.1 FLUVIAL BEACHES: ENVIRONMENTAL CHARACTERISATION

The conditions necessary to guarantee the safe use of waters identified as river beach bathing waters go beyond the common sense related to the existence of a lifeguard or to indications of the existence of dangerous areas of whirlpool formation, currents, or unexpected shoals. There is another fundamental dimension to this dynamic, which is water quality. The quality of bathing water in nautical tourism, besides being an important indicator of water safety from a public health point of view, is also an indicator of environmental quality and tourism development.

The environmental characterization of river beaches is based exclusively on water quality. The guarantee of bathing water quality of river beaches is evidenced in the European Union since 1976, through the old Bathing Water Directive 76/160/EEC (DAB-76). Through this Directive, reliable and clear information on water quality is now provided for beaches in coastal bathing areas, lakes, and rivers. The DAB-76 created environmental and health awareness in people's everyday lives. This DAB-76 directive consisted of a system for monitoring water by checking a range of physical, chemical, and biological parameters to see if they met the requirements for bathing.

In 2006 the Bathing Water Directive DAB-76 was replaced by a new Bathing Water Directive (DAB-06) which addresses the issue of bathing water quality from a different perspective, emphasizing not only monitoring, but also prevention and management, thus seeking to ensure bathing water quality in an integrated way. Monitoring in DAB-06 is carried out only based on two water quality indicators: Escherichia coli (E. Coli) in MPN/100mL (Most Probable Number), according to ISO 9308-3, and Intestinal Enterococci, in MPN or CFU/100mL (Colony Forming Units) according to ISO 7899-1 or ISO 7899-2. DAB-76 did not strictly specify which method should be employed, and therefore the results were not always comparable, especially in terms of accuracy and uncertainty of the values obtained. The methods of analysis that should be used are now specified in the new directive and follow ISO standards, so that results can be comparable across the EU. The new DAB-06 directive reduces the parameters monitored from 19 to just 2, focusing only on those that directly influence public health through the presence of fecal pollution in water. In this way, the testing becomes simpler, faster, and cheaper and is still in line with the WHO recommendations issued in 2001. These 2 tests focus on 2 groups of bacteria which, although not in themselves disease-causing, are good indicators of the presence of other pathogens living in the human digestive system such as bacteria, protozoa, and viruses which, when present in water in high concentrations, increase in humans the risk of contracting salmonella, giardia or ascaris diseases (OMS, 2001).

The classification of river beaches is no longer based on the data collected the previous year, but on the data collected in the previous 3 to 5 years, which has the advantage of mitigating positive and negative peaks in water quality, thus providing a classification more in line with the state of the water over a longer period. Water is now classified according to 4 categories: Excellent, Good, Acceptable and Poor. The final classification is calculated using a percentile determined from the samples according to Table 2.

Table 2 - Inland bathing water quality classification.

	Quality		
Inland water parameter	Excellent	Good	Acceptable
Escherichia coli in UFC/100 ml	95 percentiles of samples < 500	95 percentiles of samples < 1000	95 percentiles of samples < 900
Intestinal enterococci in CFU/100 ml	95 percentiles of samples < 200	95 percentiles of samples < 400	95 percentiles of samples < 330

Source: Own preparation. Adapted from Directive 2006/7/EC (DAB-06).

A more complete environmental characterization of river water can be expanded to other dimensions than water quality indicators focusing on public health. A physic-chemical characterization offers a broader view but is also necessarily more time-consuming and costly. Other indicators that can be monitored include nutrient concentrations (phosphorous and nitrogen), which are indicators of the eutrophic state of waters; dissolved oxygen and BOD (Biochemical Oxygen Demand), which are important not only as a measure of the water's ability to support marine life but also the ability to support oxygen-consuming bacteria in the process of degrading organic matter present in the water. Other parameters such as pH, temperature, turbidity, conductivity, or total solids are very important in the environmental characterization of river waters. In another dimension, the biological assessment of the distribution of macroinvertebrates serves to determine the environmental conditions and infer water quality.

If a river beach wants to be awarded a "Blue Flag", in addition to the compliance with a list of criteria related to "Environmental Information and Education", "Environmental Management Equipment" and "Safety and Services", it is necessary to comply with water quality criteria that go far beyond the environmental characterization based on the DAB-06 Directive. It is necessary to comply with criteria related to physical-chemical parameters, guarantee that eventual industrial or urban wastewater discharges into waters do not affect water quality and therefore requires compliance with the Urban Wastewater Directive 91/271/EEC (ABAE, 2021). In this context, the quality of bathing water at the river beaches in the Middle Tagus used for nautical tourism, in addition to requiring water safety from a public health point of view, also requires environmental quality contributing to sustainable tourism development.

3.2. THE IMPORTANCE OF HERITAGE RESOURCES (CULTURAL AND NATURAL) ASSOCIATED WITH THE RIVER

Heritage presents itself as a strong point of tourist attraction and in the matter of nautical tourism this factor is no exception. The heritage that is located near the river, more specifically near the river beaches of this study, consists mostly of: churches and chapels of architectural value, sometimes of a more popular nature, but also with artistic value of the assets that integrate them (liturgical implements, parameterizes, tile panels, carvings, furniture, stone sculpture, ceramics and polychrome wood, painting on canvas and board, among others); fountains, mainly from the 19th century; mills; water mills; Roman bridges with relevant historical interest; manor houses, local museums, where it is possible to observe the modus vivendi of the ancestors of these localities (their uses, customs, habits, professional and leisure activities, etc.). The villages themselves, which are only a few kilometers away from the river beaches, are important heritage resources, made up of some typical narrow streets which characterize the rural village. Finally, there is all the surroundings of the river, where nature is sublime, with its vegetation composed of pines, acacias, cork-oaks, chestnuts, olive trees, holm-oaks, and eucalyptus. In spring its flowering hills create idyllic landscapes with the river as a backdrop and the observation of flowers such as broom, flowering bushes, rosemary, dandelions, lilies, cistus, orchids, marigolds, poppies, among many other species of wild flora. The fauna in this region is abundant and diverse with many species of birds (partridges, owls, wild ducks, woodcocks, herons, crows, owls, turtle doves, nightingales, goldfinches, blackbirds, among many others. Besides birds, it is common to find other wild animals such as squirrels, foxes, wild boars, rabbits, gannets, etc. The practice of wakeboarding attracts to the region not only its own people, but also family members and spectators during training sessions and competitions. The arrival in the region of people somehow linked to this sport provides nautical tourism, but also tourism in a more leisurely way. Visitors and tourists from the region surrounding the river beaches are interested in getting to know their surroundings, whether natural, human, social or cultural.

This type of tourism, which is not limited to visits to monuments and museums, but is also interested in other types of visits, drives these visitors to seek this type of tourism out of curiosity to get to know new cultures, new landscapes, and obviously new places (Roveda, 2003). The localities, their heritage and people and nature are inevitably linked to the river, as are the wakeboarding spectators and practitioners who visit or practice their sport in the region, so it is highly recommended and desirable that they associate and establish knowledge of the culture and nature that surround them. The responsibility of planning in management is great, requiring tourism and cultural initiatives framed in a type of strategic planning, focused on the demand and supply for the development of sustainable tourism (Lopes & et al, 2018:108 apud Lopes & Simões, 2020). The interaction between tourists and the local population, getting to know their daily life and culture are of high importance for the conservation of memory and local identity, leading to the creation of incentives for heritage preservation, since its value is recognized by those who visit, but also by local people. It is essential to create several tourist and cultural routes linked to each of the regions of the fluvial beaches, with well-defined routes, as well as to place guiding and identifying signs of the elements to visit, either near the river, in the surrounding localities, or at the headquarters of the municipality where the river beach is located.

However, for there to be an effective connection between the people of the region and those who visit them, it is essential that there is an awareness of the local heritage among tourists and the people who live in these areas. This factor will contribute to the knowledge, interpretation, valorization, preservation, and preservation of heritage, in other words, the maintenance of the memory and identity of the people who live in the localities by the river.

4 DEVELOPMENT OF MULTIMEDIA TOURISM PRODUCTS APPLIED TO NAUTICAL TOURISM

Tourism destinations designated as “locally based”, group not only the resident community, but also local stakeholders. These are the main agents of the territory's development which includes tourism products such as support services and tourist attractions and resources. It has physical and administrative boundaries that define its management and images and perceptions that define its competitiveness in the market (WTO, 2005). Tourist destinations allow integrated experiences to the consumer (Table 3), since they constitute products (Buhalis, 2000).

Table 3 Integral elements of tourist destinations.

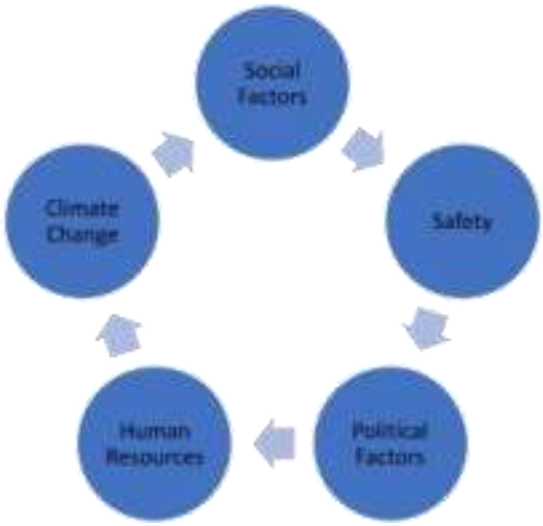
Attractions	Natural, cultural, man-made, artificial
Accessibility	Transport systems (roads, vehicles…)
Amenities	Tourist services (accommodation, catering, and trade)

Available Packages	pre-designed tour packages
Activities	all activities available in destinations enjoyed by tourists
Ancillary Services	services used by tourists (hospitals, telecommunications, post offices, banks, ...)

Source: Own elaboration. Adapted from Buhalis (2000).

The tourism sector develops according to a set of factors external to its environment (Figure 1). It is also influenced by a set of factors internal to the tourism system. All these factors influence each other in a dynamic way, as they are related to each other. This means that if there are changes in one of the factors, there will be implications in other factors.

Figure 1 Tourism: external factors.

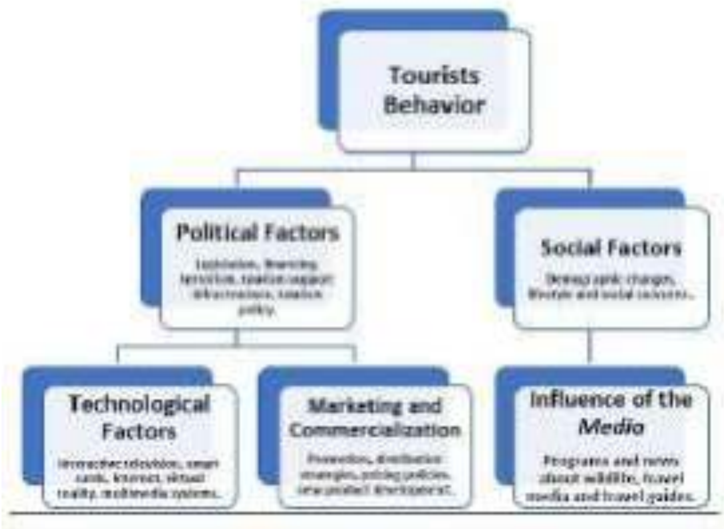


Source: Own elaboration. Adapted from Cooper et al. (2005).

This dynamic must be considered in the planning and management of the tourism sector, especially regarding the development of multimedia tourism products applied to nautical tourism. Throughout the decision-making process about travelling to a particular destination, tourists' preferences change. This is where the difficulty of analyzing tourist behavior lies. The tourism sector has been influenced by an aggregate of factors that include political, social, technological, marketing and marketing and media variables (Swarbrooke & Horner, 2007). The changes in the tourists' behavior will influence the type of products purchased, allowing the creation of new products according to the tourists' needs (Figure 3). The tourist needs to buy a trip is the beginning of the consumer decision process, which is followed by a set of other decisions related to the decision about the destination, travel time, transportation, accommodation, and other services (Hudson, 2008).

The adequacy of the product to the tourist's needs goes through the analysis of their behavior, regarding the marketing policy and the adequacy of the content to the target audience. To understand the reasons why tourists, choose a particular tourist destination, it is essential to resort to the vector of consumer behavior. Consumer behavior is one of the main factors to consider in the marketing concept. There are models that explain the phenomenon, but there has been deficit empirical research to test these models (Swarbrooke & Horner, 2007). However, there are major factors that influence tourists' behavior as consumers of a tourist destination (Figure 4). Age, gender, social and personal attributes, along with motivation, have an important effect on an individual's behaviors and decision making (Hudson, 2008: 41).

Figure 3 Tourist behaviors: influencing factors.



Source: Own elaboration. Adapted from Swarbrooke & Horner, 2007).

Figure 4 Key factors influencing consumer behavior.

Source: Own elaboration. Adapted from Hudson (2008).

Cultural factors have profound influence on people by the apprehension of basic values, perceptions, desires and behavioral patterns of family, society, and other important institutions. Other social factors such as family, reference groups, role and status of the person also affect behavior (Kotler & Arm-Strong, 2010: 161). Similarly, personal characteristics also influence consumer behavior, just as a person's individual personality, lifestyle and values are important characteristics that influence behavior (Kotler & Keller, 2016: 183).

A key determinant in consumer behavior for travel is motivation. For this reason, the choice of a tourist destination is a decision-making process with some risk, given the intangible nature of the service offering (Swarbrooke & Horner, 2007: 45). In recent years, user-generated media has become an important tool for travelers who use it to minimize risk when purchasing an intangible product (Swarbrooke & Horner, 2016:111). Studies on consumer behavior, are related to five stages of the consumer purchase decision process (Figure 5). In the purchase decision process of a particular tourist destination, the search for information continues site when tourists need, for example, to decide on the cultural and tourist activities to participate, as well as information related to the restaurant service.

Figure 5 Model of the consumer buying process.

Source: Own elaboration. Adapted from Kotler & Keller (2016).

In this context, visual practices play an important role in the decision-making process, being an integral part of tourist experiences. Through videos and photographs tourists can enjoy the sense of authenticity of the territorial referents they appropriate. Photographs and videos have a powerful influence in generating travel and engagement, capable of generating enquiries and consequent booking (Gonzalo, 2014).

In this dynamic, visual communication and visual social media platforms are fundamental in the impact of consumer purchase. Visual communication today, is integrated into almost all social media platforms and has significantly increased in tandem with the use of smartphones. Facebook currently has around 300 million photos shared per day, and around 8 billion videos are viewed per day. YouTube has about 300 hours of videos uploaded every minute, and about 5 billion videos viewed per day, Instagram has about 1 billion active users, with 95 million photos shared daily (Dustinout - Social Media Statistics, 2021).

It is noted that the main visual social media platforms include Instagram, YouTube, Pinterest, and Snapchat. Pinterest is a web and mobile app that allows users to organize and share images and videos from across the internet (Techopedia, 2017). In this context, the creation of multimedia content must adapt the narratives to the type of audience and, depending on the type of audience, the appropriate adaptation to the platform. Currently, with the Internet and mobile devices, there is a need to adapt the type of content, format, resolution, and duration. If Facebook and YouTube work with video content in 16:9 proportion, for Instagram the proportion is 1:1 or 9:16. The choice of the tourist destination is highly dependent on the capacity of the content created, in the sense of transmitting experiences, emotions and feelings of the destination or the tourist and cultural activity enhanced. The narrative created in the content is fundamental to the influence it holds in the phase in which the tourist seeks information about that same destination.

In the specific case of water sports and events, more specifically wakeboarding, if the content created does not have a more radical narrative that enhances the spectacular nature of the sport and the space where it takes place, it may not attract potential users of water sports resorts. It is therefore necessary to create another type of content that complements the information with a supplementary offer. In this way, it is possible to attract visitors/tourists who travel with those looking for water sports such as wakeboarding, through the development of multimedia/audiovisual tourism products applied to water sports tourism.

5 CONCLUSIONS

Tourist events are of great value for the dynamization of destinations. They are associated with a large flow of participants, who are interested not only by the event, but also by the destination. In this way, events are an efficient marketing tool to promote destinations and tourist activities in the regions that promote them.

In the study presented here it is possible to see that the events and infrastructures installed in the Castelo de Bode reservoir, not only provided the creation of the first Wakeboard Resort in the world, but also and mainly, enabled the creation of events that boosted the river resource in a sustainable, democratic, and accessible way.

In this way, the events promoted in the Middle Tagus region by the river, value local resources in accordance with the Sustainable Development Goals (SDGs), where concerns are expressed with the safeguarding of marine resources. In this way, in the promotion of the nautical tourism product, the practical application of visitor behaviors, who are currently more concerned with the environment and natural resources, becomes essential.

Thus, the nautical event is a complementary offer to the activities promoted in the Middle Tagus. The promotion of events is relevant for boosting the local economy, raising awareness of the importance of the aquatic-fluvial resource, understanding the need to protect the river resources, and promoting the tourist destination, as well as increasing tourist stays, organizing tourist entertainment activities and multiplying the effect of tourism on the local economy.

Finally, this study demonstrates that for endogenous development there is a need for partnerships between the public sector, the private sector, and the local community. The former, as being the one capable of creating infrastructure (resorts, ports, avenues, airports), the private sector, with the creation of undertakings linked to the leisure and entertainment sector (lodging, tourist entertainment, restaurants, etc.) and the local community with its culture, tradition, and local identity.

Together, the three local actors acted in the territory, in the case of the study, in the river, and managed, in an efficient way, not only a greater dissemination and one of the events of the Supra Wakeboard World Championships held in Albufeira do Castelo do Bode that projected nationally and internationally the tourist destination, but also and, mainly, ensured that the river water resource had a good management and was protected from actions that were not in accordance with environmental protection or little concerned with future generations.

As future research challenges, it is of great importance to understand the motivations of visitors to nautical tourism events and to understand the level of satisfaction of tourists with nautical tourism practices, particularly wakeboarding, as this is the main sporting activity promoted by the tourist and cultural destination considered here.

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Customer Behavior of Tourists in Midst Pandemic and its Administration from Human Resources Department of Hotel Entrepreneurships

Georgia Kyritsi, University of West Attica, Athens, Greece

Ioulia Lazoura, University of West Attica, Athens, Greece

Sergopoulos Konstantinos, University of West Attica, Athens, Greece

Nikolaidis Nikolaos, University of West Attica, Athens, Greece

Abstract

The pandemic revealed an opportunity for different and more authentic experiences, and it should be thought about the future of tourism and the sensitive links between tourism and the environment on achieving a sustainable tourism model.The global spread of pandemic Covid-19 has affected both the social and economic life of people and business activity internationally. It is considered one of the most difficult trials in the history of modern humanity (WEF, 2020). The pandemic has brought about dramatic changes in the way people live and the way society works in general. People's daily lives have changed radically in the way they communicate, work, behave and travel (Huen,2020). The psychological needs of tourists, their consumption and their satisfaction come in a different context with the main issue of their health safety.

Key words: pandemic, hotel, human resources, customer behavior

Introduction

The pandemic and the imposition of sanitary measures are causing a huge change in the consumer psychology and behavior of tourists. It is likely that the consumption pattern of tourists will diversify and there will be a greater demand for individual travel, health tourism and wellness travel.

Employees in tourism businesses have encountered with many difficulties from sharp declines to their income to anxiety and frustration for their own safety and health. People lost the sense of security to travel due to strong and extensive infections of covid 19 pandemic.

It is rather challenging for managers to run their businesses paying attention to the health protocols applied as well as safety on both parties, staff and customers.

Taking into consideration the psychological factor we should mention how difficult would be for individuals to think their prosperity and growth in the process of human evolution under the negative status that this pandemic has created. During the unprecedented period of this pandemic tourism companies need to focus on improving employee psychological state in accordance with the customer well being (Laloumis, 2014)

We should consider that this psychological factor would actually lead us to return to normality more quickly. The temporary nature of the situation faced should always be referred to help people involved feel that abnormalities are going to be over. Optimistic views that the tourism industry has a bright future need to be communicated to both staff and guests.

Theoretical Framework

It is a well-known fact how tourism industries are distributing welfare to society including employees, customers, local communities and authorities and how this factor influences employees' attitudes. (Flammer & Luo, 2017; Su & Swanson, 2019; Supanti & Butcher, 2019).

According to research by INSETE (INSETE, 2020) the pandemic caused a major financial crisis affecting the family financial situation in more than 60% of the general population and in some cases the percentage will exceed 90%. Consumers have greatly reduced their travel and vacation spending compared to other services and goods.

Dealing with the pandemic means giving people the necessary support to strengthen the feeling of safety.

Understanding the consumer behavior of tourists is more complex and will be shaped by new factors due to the pandemic. The psychology of tourists is burdened with insecurity and fear and the introduction of sanitary measures to prevent its spread, leads to a new model of behavior, focusing primarily on ensuring safety and avoiding crowded places.

The way of searching and buying tourist goods and services will be carried out mainly through the internet very thoroughly.

The model of mass tourism is expected to be reduced and the model of individual holidays would be strongly developed.

The individual and consumer behavior of tourists will focus on issues of hygiene, disinfection and a highly reliable health system capable of ensuring security and personal safety. (Al-Saad et al., 2019; Çelik & Dedeoğlu, 2019; Kourgiantakis et al., 2020; Wijaya et al., 2018).

Recent research conducted in China and other Asian countries shows how strongly coronavirus has affected people's psychological and travel needs. There were mixed feelings, on the one hand the fear of infection and the constant anxiety and alertness during a trip, and on the other hand the desire to escape from the constant isolation imposed on them.

The results of the research presented the need for fulfillment of basic psychological needs based on a new framework of interpretation of the wishes, needs and satisfaction of tourists.

This information with the new data could be very useful for the hospitality industry and tourism so that new models of services and goods can be designed to meet the needs of tourists.(Catherine Cheung, Miki Takashima,Hyunjung (Helen) Choi,Huijun Yang &Vincent Tung, 2021)

According to the intentions regarding the behavior of tourists during the pandemic, there is no restriction on the desire to continue to travel across borders, but a little more carefully and responsibly. They will continue to use protective equipment, such as masks, disinfectants and will avoid mass gatherings. There is a clear preference for less popular destinations and avoid crowded areas, as well as the option to travel privately rather than in groups. Destination options are for areas with natural beauty and a clean environment away from big cities. These health protocols and hygiene measures have to be provided completely by the accommodation, as well as appropriate medical coverage in case of illness.

Surveying the psychological factor of employees' status, four aspects are referred as its cover. Optimism, hope, resilience and self-efficiency (Avey et al., 2009; Luthans et al., 2004).

Optimism refers to such attribution of success that sustains this sense to present as well as the future. Hope as people's faith to stick to their goals to ensure success. Resilience the perseverance needed to overcome obstacles and difficulties. Efficiency to one's self in order to focus on personal goals achievement (Luthans et al., 2007).

In such calamitous crisis as the pandemic caring for health protocols, showing genuine interest for customers needs but also for the well being of your employees, suppliers or even peers would be a really responsible behavior. Taking the onus of the situation to your shoulders will provide the necessary safe environment for the sustainability of your business greatly improving the image of tourism industries. It is worth mentioning that initiatives are what make leadership examples. Publicizing policies and protocols related to dealing with the pandemic are more than welcome to the general public. Employees of such companies would feel the necessary support following corporate Covid-19 protocols laying a solid foundation to the business itself. Satisfaction though these corporate protocols might give employees more hope of quick recovery.

Fulfilling the mandatory protocols is what gives the signals of security. Emergency management and the immediate adaptation to the needs and interests of employees, guests or local communities are the steps that lead to successful addressing Covid-19 crisis. Although it is well acknowledged how complex and strenuous is the process to combat this crisis, behavior as men tioned above lead to increase hope and stability as the necessary basis for a greater future. Companies that operate well under such strenuous situations give the signal of regaining normal operation soon enough and ensure the quick recovery.

The commitment of the tourism business and the goal of completing work objectives via various policies and/or initiatives adopted, emphasize the trust in the company' s capability and willingness to define the necessary measures to secure the environment of labor to all parties that this it is consisted of. Enhancing employees' creativity, providing security and hope to overcome difficulties are some of the necessary factors to be considered so as to improve the environment which the pandemic hit. (Wang et al., 2014)

In addition, there is a strong preference for hotels belonging to international brands considering that the hygiene and safety protocols are more strictly observed. Also, tourists choose hotels that are privately owned rooms such as villas or suites, which provide personalized services.

Measures taken to be followed!

Educational schemes have made their appearance and counseling is available to cover the needs of the most demanding situations that tourism industry is under. Giving practical advice and proving solutions on how your employees can deal with the different daily practice that has to be followed in each department of the hospitality business are essential to be provided in the business itself.

It is of great importance to have your staff trained at the same environment that the procedures should be followed. Malpractice of the procedures are minimizing given the thought that not all your employees have the same educational background. It would be easier for those that have the necessary training on the post they cover but there are a number of factors that should be taken into consideration. The resistance to follow the new practice needed, the anxiety that the situation has induced or the necessity to feel the temporary nature of the crisis to mention just a few.

Special characteristics of labor to the hotel department

Tourism business is different from others. There is not a gap between the production and consumption. The stages are immediate so a mistake cannot often be foreseen and corrected before it would be too late. Managers have the difficult task to foresee and take the necessary measures on time as correction is not possible.

When the feelings of employees are negative is more than certain that the service offered would be of bad quality. If we add the uncertainty and fear that the pandemic has brought then we have a situation difficult to handle. In tourism industry productivity, in high quality and quantity, depends on personal achievement and effort. Terms like 'hospitality', 'service', 'clean' are subjective, every employee has a different way to interpret such terms. It is the management department to secure that everything is clear to everyone, in which way it should be done and how. Orders have to be clear and positive feelings should be aroused from the mood of the moment (Laloumis, 2014).

In midst pandemic the feelings of insecurity and uncertainty have brought another problem to be added in the many. The occupation in the field of tourism has an opening for inexperienced labor and it is more than common to have a rather often circulation of labor force to the tourism industry since it offers job vacancies for inexperienced workers. These characteristics have created the necessity for best organization and administration in the tourism business. Bearing in mind that we are examining a profession that has a continuous contact with humans we should value the multi-complex nature of it and ensure sustainability, safety for both employees and guests.

Minimizing the risk does not mean that benefit is minimizing as well. The more prepared you are the better results can be achieved. Such policy is not strange to hotel industry.

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The Observatory of Sustainable Tourism in the Northern Sporades Islands in Greece

Efstathios Velissariou[1], Thomas Poulios[2] & Christos Amoiradis[3]

[1]Department of Business Administration, University of Thessaly, GR 41500 Larissa, Greece

[2]Department of Business Administration, University of Thessaly, GR 41500 Larissa, Greece

[3]Department of Business Administration, University of Thessaly, GR 41500 Larissa, Greece

ABSTRACT

The paper presents the project and the methodology of the establishment of a sustainable tourism observatory in the islands of the Northern Sporades in Greece in 2021. The mission of the observatory (http://observatorysporades.com) will be the collection of tourist data for the measuring of indicators and the estimation of tourist trends, in order to provide evidence for a sustainable tourism development in the region. The Northern Sporades Islands are a small complex of islands in the North-west Aegean Sea, which show especially in the last 20 years intense tourist growth. At the same time, the area is distinguished by special natural features such as the National marine park, which are a nature reserve for a series of terrestrial and marine species living in the Mediterranean Sea, including the Mediterranean monk seal (Monachus monachus).

Tourism observatories are based on the effort launched by the World Tourism Organization (UNWTO) through the GOST program (Global Observatories for Sustainable Tourism) aiming to support globally tourist destinations to become more sustainable in all three dimensions: economic, social and environmental. In 2004 followed the creation of the International Network of Sustainable Tourism Observatories (INSTO), in which we aim also to include the Sporades observatory. The tourism Observatory in the Sporades Islands is methodologically based on the European Environmental Agency's (1999) DPSIR model (driving forces – pressures – state – impact – responses), which is a causal framework for describing the interactions between society and the environment. Based on the records of 32 selected indicators for the specific region of Sporades islands, the grad of the tourism development and the impact will be calculated. In addition to the 32 tourism impact indicators, the observatory also records indicators of the tourist market trend. This recording will be based on data of tourism companies and operators, airports and search engines, such as Hotel Availabilities Channel Manager, BookOnlineNow Booking Engine, etc.

Finally, it should be noted that the establishment of the observatory and the implementation are in early stages and there may be methodological changes in the future. However, the periodic and frequent recording of the indicators will provide important information for tourism planning, especially at a time when Greece intends to make a restart in tourism, after the pandemic and the observatory will be an important guide for sustainable development.

Keywords: Tourism Observatories, Sustainable Tourism indicators, Sporades Islands, Greece

1 INTRODUCTION

The relationship between tourism development and environmental protection, as well the socio-economic relations, has been a field of research and practical approach, at least since the 1970s. In this context, the monitoring of tourism development through establishments, such as the tourism observatories proposed by the World Tourism Organization, is a useful tool.

The Regional Unit of the Northern Sporades is a small complex of islands in the Northwest Aegean and very close to mainland Greece. The complex includes 3 large islands with intense tourist activity, three small islands and 47 small uninhabited islands. The characteristic of the area is that in an area of 2,200 square kilometers extends the National Marine Park of Alonnisos - Northern Sporades which is probably one of the largest protected marine area in the Mediterranean.

The decision to establish a Sustainable Tourism Observatory in the islands of the Northern Sporades islands in Greece was inspired by the efforts of the World Tourism Organization (UNWTO) with the GOST program (Global Observatories for Sustainable Tourism) and the creation in 2004 of the International Network of Sustainable Tourism Observatories (INSTO) for the supporting the continuous improvement of sustainability and resilience in the tourism sector.

The paper presents the aim and the methodology of the sustainable tourism observatory in the in the Sporades Islands, as well the presentation of the Islands in terms of their geographical and tourism characteristics. The objective of the observatory will be to record off Sustainable Tourism Indicators (STI), but also indicators concerning tourist market trends. The methodology is based on the European Environmental Agency's (1999) DPSIR model (driving forces - pressures - state - impact - responses). Based on the records, the grad of tourism development and the impact indicators and indexes will be measured.

Initially and before the presentation of the Sporades area and the methodology, a small reference is made to the sustainable observatories, but also to the use of indicators in the field of tourism and especially of the sustainable tourism.

2 OBSERVATORIES OF SUSTAINABLE TOURISM

In 2004 the UNWTO established the International Network of Sustainable Tourism Observatories (INSTO) with the main objective to support the continuous improvement of sustainability and resilience in the tourism sector through systematic, timely and regular monitoring of tourism performance and impact and to connect dedicated destinations in order to better understand destination-wide resource use and foster the responsible management of tourism (http://insto.unwto.org/). This action came to fill the lack of reliable data at the destination level continues to be one of the major challenges the sector needs to address and in order to support destination stakeholders to take focused and coherent action to accelerate the shift towards Sustainable Consumption and production patterns. The main Objectives are (http://insto.unwto.org/about/):

- ✓ Integrated Approach, to provide a framework for the systematic, timely and regular monitoring of resource-use and a better understanding of the impact of tourism.
- ✓ Evidence, to establish a strong foundation of tangible and structured data forwell-informed decision making.
- ✓ Stakeholder Empowerment to actively engage local stakeholders in the measuring of risks, costs, impacts, limits and opportunities through an inclusive and participatory approach.
- ✓ Network and Learn to exchange information for improved knowledge, collaboration, communication, and greater public accountability.
- ✓ Performance Measuring to monitor and advise on the implementation of sustainable development plans, policies, and management actions.
- ✓ Continuity to foster long-term commitment for regular monitoring.

Since the establishment in 2004, a total of 30 observatories have joined the UNWTO INSTO Network: eight in China, one in Greece, one in Mexico, one in Brazil, five in Indonesia, one in Croatia, one in the United States, one in New Zealand, one in Italy, one in Panama, one in Guatemala, one in Argentina, one in Australia, one in Canada, three in Portugal and the last to join us from Spain, bringing a total of two observatories in Spain. (http://insto.unwto.org/observatories/)

In recent years, two tourism observatories have been established in Greece. The first in collaboration with the University of the Aegean, is the Aegean Sustainable Tourism Observatory (http://tourismobservatory.ba.aegean.gr). The Observatory operates under the auspices of the World Tourism Organization and is a member of the Global Network of Sustainable Tourism Observatories. The observatory participates in the Committee for the Measuring of Sustainable Tourism of the WTO, which deals with the development of methodologies for the improvement of the way of measuring the tourist activity (https://www.unwto.org/standards/measuring-sustainability-tourism).

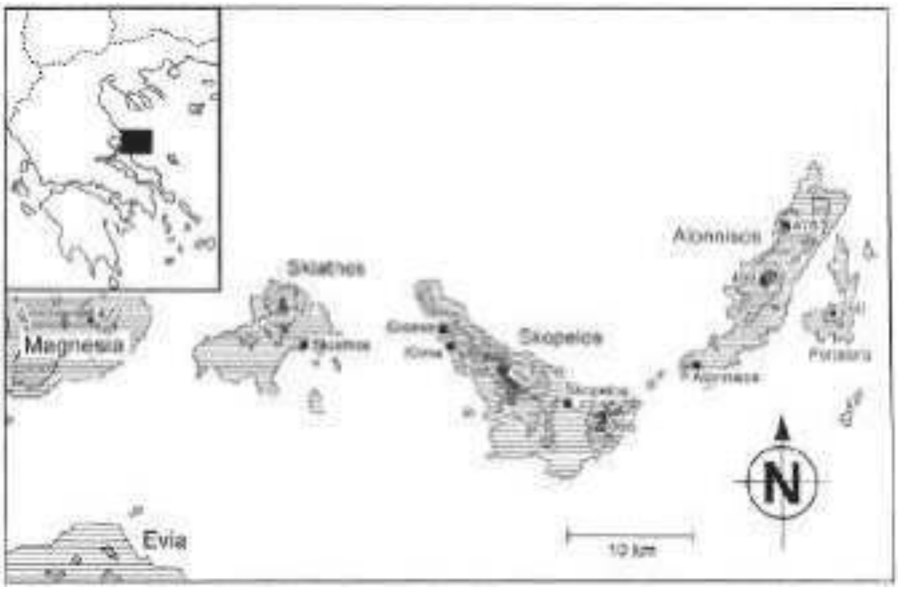
The second tourism observatory in Greece is the Tourism Observatory of Western Crete which is a cooperation of the Mediterranean Agronomic Institute of Chania (https://www.iamc.ciheam.org/en) and other institutions. The Western Crete Tourism

Observatory represents an initiative of the Hotel Association of Chania, the Economic Chamber of Western Crete and the Business Chamber of Chania.

3. GEOGRAPHY AND CHARACTERISTICS OF THE SPORADES ISLANDS

The Regional unit of the Northern Sporades is a small complex of islands in the Northwest Aegean and very close to mainland Greece. Administratively, it belongs to the Region of Thessaly and is characterized by highly developed typical Mediterranean forest vegetation, which covers 68.8% of the islands. Throughout the sea around the Sporades Islands, there is a rich fish fauna, with most of it designated as a "Marine Park" and protected by a Presidential Decree under the Ramsar Convention. The total population of the area (according to the 2011 census) amounts to 13,798 and is divided mainly into three large islands and three smaller ones, while there are another 47 small and uninhabited islands (17 islands in the Municipality of Skiathos, 6 in the Municipality of Skopelos and 24 in the Municipality Alonnisos).

Figure 1: Topographic sketch of the Northern Sporades Islands



Source: Hejl, E., Riedl, H. & Weingartner, H. (1999)

Skiathos is the closest island to mainland Greece and only 2.4 miles east of the coast. Occupies a small area of 49.9 Km2 but is the largest islands in terms of population with 6088 inhabitants according to the 2011 census. About 66.14% of the population is employed in the tertiary sector. The island has a very large percentage of vegetation. The island is covered mainly with pine (Pinus halepensis) and evergreen broadleaves at 52% of its area and olive groves at 28%. Despite the small size of the island, there are three wetlands, while the island has been characterized as a CORINE area (Doxopoulos, 2013). Skiathos records the largest tourist development mainly due to the airport which favors the development of international tourism, but also the ferry connections with mainland Greece.

Skopelos is located east of Skiathos and west of Alonnisos and is the largest island with 96.3 Km2, while the length of its coastline is 67 km and has 4,960 inhabitants. About 47.8% of the island is covered by forests and 48% of the population is employed in the tertiary sector. The northern part of the island of Skopelos belongs to the National Marine Park of the Northern Sporades, and therefore to a NATURA 2000 area. The area of the protected part of the island is about 39 square kilometers. Skopelos is a mature tourist area with a tourism development course, in which it has contributed a shift from mass tourism to a selective higher income tourism, with environmental interests.

Alonnisos is the largest island in the Northern Sporades and occupies an area of 129.6 Km2, but has the lowest population amounting 2,712 inhabitants. Three small, inhabited islands belong to the Municipality of Alonnisos. In 1992, the Alonnisos Northern Sporades National Marine Park was established, a protected area with an area of 2,200 square kilometers, probably the largest protected marine area in the Mediterranean.

The Marine Park is divided into 3 zones with different degrees of protection: Core zone: an area of 70 square kilometers, in which all kinds of human activity are prohibited, except for scientific research and management of the protected area. The Zone A is an area of 1,480 square kilometers that includes 7 uninhabited islands, several islets and the sea area around them. The regulations in force vary from island to island. The Zone B is an area of 650 square kilometers that includes Alonnisos, 4 uninhabited islands and the sea area around them. Most human activities are allowed, apart from the average fishery for which there are special arrangements (Trivoyrea et al. 2011). The aim of this Park is both the protection of ecosystems and the parallel sustainable development of Alonnisos.

4. THE TOURISM IN THE SPORADES ISLANDS

According to the study of Greek national tourism organization (GNTO, 2003), the islands of Skiathos, Skopelos and Alonnisos are classified in the mature tourist areas of the Region of Thessaly, and gather not only important hotel infrastructure, but also high tourist demand from abroad. 86 hotels are established on the three islands, offering a total capacity of 10,921 beds. About 40.3% of the capacity is classified in the category of 4 and 5 stars, about 53.3% in the category of 3 and 2 stars and the remaining 7.4% in the lowest category of 1 star (Hellenic Chamber of Hotels, 2019).

In Skiathos are established the 63.25% of the capacity of hotel beds, in Skopelos the 24.71% and Alonnisos the remaining 12.04%. In addition to hotel beds, there is many supplementary accommodations, such as rooms and apartments for rent, as well Airbnb. In Skiathos more than 300 accommodations are offered through the website of Airbnb.gr (https://www.airbnb.gr/skiathos-greece/stays), while in the whole of the Sporades the offer exceeds 10,000 beds, raising the numbers of the bed’s capacity offered in more than 20,000 beds, almost double the population of the islands.

The airport in Skiathos is the most important factor of tourism development, contributing to the arrival of tourists from Europe and the development of mass tourism (Velissariou et al. 2020). The international air arrivals at Skiathos airport in 2019 amounted to 181.9 thousand or 36 times the volume of the local population. The main passenger arrivals were from Britain (39.7%), Italy (19.4%), Germany (7.5%), Sweden (7.2%), Norway (4.5%), while from Serbia, Netherland and Denmark represents 3.5% each. In July and August, 54% of the annual arrivals by air are recorded. About 19,7% of the arrivals are recorded in June, 14.2% in September and 11.8% in May. The tourist season extends these 5 months were 99,5% of arrivals at the airport are recorded and demonstrates the seasonal character of tourism and the dependence of tourism on summer and the sea.

Apart from the airport, the main gateways to the islands are the ports and the ferry connections with mainland Greece and mainly from Volos, Thessaloniki and Kymi. The passenger ferry arrivals on the three islands in the year 2019 were a total of 418,762. More specifically, 198,707 passengers arrived in Skiathos throughout the year, 154,519 in Skopelos and 65,536 in Alonnisos. Based on these data the arrivals by air and see (without cruises passengers) in Skiathos in 2019 amounted 404.5 thousand travelers, which represent 81 times the population of the island of Skiathos.

The need to establish a tourism observatory lies in the fact that for the planning of a sustainable development there must be real data and not irreal. A typical example, that the official data are incorrect, are the recorded overnight stays on the islands, which are referred in the official studies and publications of the Region of Thessaly (2015), but also of the Greek National Tourism Organization (GNTO, 2003 p. 16). Particularly according to the official data of the statistical service (https://www.statistics.gr/el/statistics/-/publication/STO12/2019), the nights spend in the three islands of the Sporades during the period 2000 to 2019 presented a total increase of 51% reaching in 2019 of 872.9 thousand, of which 588 thousand in the island of Skiathos, 187.3 thousand in Skopelos and only 97.6 thousand in Alonnisos. It is interesting that during the same period the recorded overnight stays of Greeks decreased by 16.3% while that of foreigners increased by 81%.

If we compare the official data of the nights spend in the Sporades islands, to the data of the arrivals in the islands of the Northern Sporades, it is estimated that in a total of 600 thousand arrivals by planes and ships (excluding domestic air arrivals) correspond to only 872,886 nights, which results an average of 1.4 nights per arrival. If we assume that another 870 thousand nights are spent in supplementary accommodation, the average stay of tourists will be 2.8 nights, which is also not realistic. The small number of declared overnights is because the accommodation establishments in Greece for tax reasons do not declare the actual tourist demand and overnights.

Making a first correlation between the official tourist data, the local population and the area of the Sporades islands, the following indexes are calculated.

Table 1: Tourism in relation to the population and the area of Sporades islands.

Sporades Islands	Population (13798)	Area in Km2 (275,8)
Hotel Beds (10921)	0,79 Hotel bed/citizen	39,60 Hotel bed/Km2
Estimated Beds capacity in total (20000)	1,45 Hotel beds/citizen	72,52 Hotel beds/Km2
Arrivals Ship (418762)	30,35 Ship passengers/citizen	1518,35 Ship passengers/Km2
Arrivals Air (208487)	15,11 Air passengers/citizen	755,94 Air passengers/Km2
Total Arrivals (627249)	45,46 Travelers/citizen	2274,29 Travelers/Km2
Overnights (872886)	63,26 Overnights/citizen	3164,92 Overnights/Km2

5. SUSTAINABILITY INDICATORS AND TOURISM

Butler (1999:20) wrote that *"the greatest research need is to develop measures of sustainability and to apply these to existing and new forms of tourism development to help determine what affects sustainability and how it can be achieved".* Applying a sustainable tourism in practice is not easy, especially when it should be functional to all types of tourism making them more environmentally, socially and economically beneficial. The "Four Clusters of Criteria" for Sustainable Tourism according to Ecological Tourism in Europe (2009), are (1) Community well-being. (2) Protection of the natural and cultural environment. (3) Product quality and tourist satisfaction. (4) Management and monitoring.

A common practice is to use an indicator system for designing and implementing tourism models that focuses on the sustainability approach. Indicators are considered as useful tools that allow tourism managers to diagnose the situation of the destination, and to identify and evaluate issues that require addressing to improve the level of sustainability of the tourist activities (Lozano-Oyolaa et al., 2012). In 1995, the WTO published the guide that has probably oriented most recent indicators – "*What Tourism Managers Need to Know: A Practical Guide to the Development and Use of Indicators of Sustainable Tourism*" (WTO, 1995) – which was updated in 2004 as the Guidebook on Indicators of Sustainable Development for Tourism Destinations (WTO, 2004).

In this context, studies have been conducted in many countries and regions, applying a different number of indicators. For example, in the Balearic Island 50 indicators, in the Canary Islands 9 indicators, in the Samoan Islands 20 indicators, in the Caribbean Region 14 indicators (WTO, 2004). In the same approach, other agencies used indicators for sustainable tourism, such as the European Environmental Agency (2004) by using 11 indicators, the Office Fédérale de la Statistique in Switzerland (OFS, 2007), by using 20 indicators.

The number of indicators to assess the sustainability of tourism remained unclear (Cernat, L., 2012). According to the Guidebook of World Tourism Organization (2004) about 12 to 24 indicators are accepted to be optimal, and the Indicators must be (1) Relevance of the indicator to the selected issue. (2) Feasibility of obtaining and analyzing the needed information. (3) Credibility of the information and reliability for users of the data. (4) Clarity and understandability to users. (5) Comparability over time and across jurisdictions or regions. Other researchers such as Sors (2001) claims that 20 to 50 indicators are quite enough. However, most researchers try to cover as many aspects of the impact of tourism development on the economy, the society, and the environment as possible, thus exaggerating the number of surveyed indicators.

In 2013, the European Commission launched ETIS (EC, 2016). This system is a management tool, created for monitoring and measuring the sustainable tourism performance of destinations, by using a common comparable approach. It is based on 27 core indicators and 40 optional indicators, subdivided into four categories: (1) destination management; (2) social and cultural impact; (3) economic value and (4) environmental impact.

The use of sustainable tourism indicators (STI) raises several issues, mainly because of the multiple interpretations of the concept of sustainable development, and by extension of the concept of sustainable tourism. It is well recognized that developing a system of indicators is a difficult task. Moreover, although it is recognized that each region should have its own indicators, which are legitimized by the uniqueness of each territory, we believe that such an approach risks ignoring – in whole or in part – the basic principles of sustainable tourism for political purposes (Tanguay, Rajaonson & Therrien, 2012).

According to Lozano-Oyolaa et al. (2012) many indicator systems usually do not provide a practical guide to establish how to interpret information and how to integrate it into the decision-making. Therefore, it is very important that the indicators, based on the theoretical background, should have a practical application, considering the specifics of each region. In addition, the *"Proposals need to strike a balance between their Contextual specificity and their global relevance. Thus, the challenge in developing sustainable tourism indicators is achieving coverage not only of local impacts but also of global issues, such as climate change and the way in which the expanding sector and increased tourist mobility impact on it."* (Torres & Saarinen, 2014)

Various sets of indicators have been developed in tourism research. Indicators of sustainable development in tourism can be the Public participation, the consumption of Water and Energy, the Waste, the Accessibility, the Investments, the Promotion of ecotourism, the Economic vitality, the Employment, the Security and safety the Satisfaction, the Traffic and many others.

A compilation study also showed that the indicators of the various entities already correspond to several indicators suggested by UNWTO (2004) or the European Tourism Indicator System ETIS (EC, 2016). However, despite the existence of several indicators for each issue, or even the need to create new indicators, it is not always possible to match expectations to reality, either because of the lack of updating data over the years or due to the lack of it. (Farinha, et al. 2019).

In the study of Tanguay, Rajaonson & Therrien (2012) the most used indicators (in 16 researched case studies), was the water and energy consumption in the tourism sector, the volume of tourists, the occupancy rate of the main accommodation and restaurants, the level of tourist satisfaction, the level of satisfaction of the local population, the number of tourists per km2, the existence of a tourism plan for the community, the number of people encroaching on vulnerable sites, the ratio between tourists and local population at cultural events, the rate of new real estate developments intended for tourism, the rate of jobs in the tourism sector held by local residents, the average stay of tourists, the rate of return visits of tourists, the total number of tourist arrivals (annual average and in high season), the volume of waste recycled, the rate of revenues generated by tourism in the community, the local population working in the tourism sector, the spending by tourists and other less common.

Although the large number of indicators makes research difficult, most observatories record many parameters and measure too many indicators. One of the most recent observatories is the Observatory of Sustainability of the Algarve Region for Tourism (OBSERVE) indicators, which records a total of 64 indicators, to assure most of the relevant information (Farinha et al. 2019).

6. THE SUSTAINABLE TOURISM OBSERVATORY IN THE SPORADES ISLANDS

6.1. Methodology and indicators

According to the Guidebook for municipalities in Greece, the formulation of policies for tourism development should be based on a volume of reliable information about the tourism of the region and market trends, which can be provided by a special structure, such as the Tourism Observatory (EETAA, 2020). The Observatory in the Sporades will function as the first level of collection and analysis of information regarding tourism activity and its trends (supply and demand), its results and effects on the destination as well as the factors that influence these developments. The information gathered will be useful for the managers and planners of the destinations and which will be used for decision making at the business and destination level, as it will provide the possibility of trans-spatial and trans-temporal comparisons. The Tourism Observatory aspires to be a member of the Global Network of Sustainable Tourism Observatories.

The collection of data through the observatory will be oriented in two directions:

• First in the direction of Sustainable tourism development, by recording the impact of Tourism on Society, the Economy and the Environment
• And Secondly in the direction of recording the Tourism Trends towards the specific destination.

Regarding the indicators of sustainable tourism, methodologically the observatory was based on the DPSIR model (Drivers, Pressures, State, Impact and Response model of intervention) of the European Environment Agency, which joined the PSR and DSR systems together (Julie C., 2001). This model is based on the concept of causality, i.e. that human activities create pressures on the environment and change its quality, but also the quantity of natural resources. Society responds to these changes with appropriate policies and reduces the pressures of human activities. The DPSIR analysis framework consists of five components. Social and economic development **(Driving forces**) are the primary causes of **Pressure** in the environment. As a result, the **State** of the environment changes and so does their ability to support demand. Changes on the state of the environment can have an **Impact** on human health, ecosystems, etc. The effects lead to the necessity of taking Measures **(Response of intervention)** to deal with them, which accordingly have a direct effect on the driving forces, the pressures on the environment, as well as on the state of the environment.

This methodological approach is becoming more and more applicable in recent years. For example, the study of Torres-Delgado and Palomeque (2014) develops and applied for 20 tourism municipalities in Catalonia, a consensual indicator system adapted to the tourism sector by including 26 indicators of social, economic and environmental sustainability. According to Torres-Delgado and Palomeque (2014), the results confirmed the proposed system as an effective tool for planning and managing tourism at municipal level.

In the case of the Sporades islands, the availability of data, the possibility of finding, the peculiarities of the region but also the comparability with other similar studies were additionally considered. Making the required adjustment the following table has been drawn up of 32 indicators, of which 9 concerning the Sociocultural dimension, 13 the Economic dimension and 10 the Environmental dimension.

Table 2: Sustainable tourism indicators using by the Tourism Observatory in the Sporades Islands

	1.Sociocultural Dimension (9)	**2. Economic Dimension (13)**	**3.Environmental Dimension (10)**
A. Cause of Pressure (8)	A1.1 Tourists population A1.2 The origin of tourists	A2.1 Seasonality *A2.2 Travel organization*	A3.1 Energy consumption A3.2 Water Consumption A3.3 Volume of waste

	A.1.3 Means of transportations		
B. Pressure Indicators (5)	B1.1 Image of the region	B2.1 Accommodation capacity B2.2 Holiday residence *B2.3 Overnights*	B3.1 Potential human pressure on natural and urban spaces
C. State Indicators (7)	C1.1 Resident population C1.2 Tourism attraction and resources	C2.1 Transport access C2.2 Basic infrastructure and services C2.3 Tourist businesses *C2.4 Local Properties*	C3.1 Distribution of land uses
D. Impact Indicators (6)	D1.1 Degree of satisfaction of tourist D1.2 Degree of satisfaction of residents	D2.1 Tourist expenditure D2.2 Employment in tourism D2.3 *Prices of tourist services*	D3.1 Tourist anthropisation factor
E. Response Indicators (6)	E1.1 Accessibility to tourist services	E2.1 Public investment in tourism	E3.1 Waste management E3.2 Environmentally certified enterprises and premises E3.3 Integration of environmental criteria into tourism planning *E3.4 Participation of local stockholders in tourism planning*

A first implementation of the DPSIR model in the Sporades islands was attempted in 2013 (Doxopoulos, 2013), based only on secondary data. In this system were finally 38 indicators selected, of which 16 were social indicators (S), 6 economic indicators (Ec) and 16 environmental indicators (E).

6.2. Collecting of data for Indicators and the tourism trends

For the Sustainable Tourism Indicators, the Tourism Observatory will collect secondary and primary data. The collection of primary data will be carried out in four areas of research: (1) in accommodation facilities in reference areas, (2) in other tourism enterprises, (3) research on Destination mainly in tourism planning agencies and Destination Management

Organizations (DMO) and (4) Survey of tourists through online questionnaires. The website through which the questionnaires are available in http://observatorysporades.com/questionnaires.html

The recording of market trends indicators will be done through third-party tools and search engines. Some of them are:

• Measuring of searches for the Sporades Islands as a tourist destination, through Search Engines: recording keywords to search for destinations at different intervals.

• Search for the Islands through price comparison systems (collaboration with Lybra RMS): recording and analysis of price trends in total, through business intelligence systems.

• Measuring of searches for Skiathos and Almyros airports. With these data it will be possible to record which demand the destination has and from which countries. It can also record the change in the search (desire) for the destination.

• Reservations and Cancellations (collaboration with Hotel Availabilities Channel Manager, BookOnlineNow Booking Engine, Tour Operators, etc.)

This analysis will be done at regular intervals, so that the companies of the destination have a very good picture of the prevailing trends, the formation of demand.

7. CONCLUSIONS

The relationship between tourism development and environmental protection, but also the related socio-economic implications, has been a field of research and practical approach, at least since the 1970s. In this regard, the record of tourism growth through establishments such as the tourism observatories suggested by the World Tourism Organization, are a useful tool. The Tourism Observatory of the Northern Sporades Islands aims to provide realistic and objective measurements for the estimation of sustainable tourism indicators. The practical implications of the estimated indicators in the Socio-Cultural, Economic and Environmental dimension, will be the support of the destination stakeholders to take focused and coherent action in tourism planning for a sustainable development. Based on the measurements, the related Tourism indexes can be calculated, demonstrating the grad of the tourism development, as they are given in the following table.

Table 3. Resulted Tourism indexes for the Sporades Islands.

Socio-cultural Tourism Indexes
The Average length of stay,
The Tourist Arrivals Index (Arrivals per Population),
The Tourism Intensity Index (Overnight stays per Population).
Tourist density ration (Nights spends / Population)
The Tourism Saturation Index (Overnight stays per Season in days X Population)

The Tourism Arrival Saturation Index (Tourist arrivals per Season in days X Population) Occupancy rate Indicator, (Overnight stays per Available capacity X operating days) The Employment Index (Employees in tourism per Total employment in the area) Defert Index (Beds per Population X 100), The Tourist Penetration Index (Overnight stays per Km2)
Economic tourism Indexes The average per capita expenditure as in total or per country of origin The average employment per bed or per tourist arrival The Seasonality of operation and employment The ratio of local businesses and entrepreneurs
In the environmental dimension can be calculated: Energy consumption per overnight stay or per bed Water Consumption per overnight stay or per bed Waste generation per overnight stay or per bed The Structured surface and the free spaces towards the whole surface Environmental planning Percentage of environmentally certified tourist companies

The above results will be monitored over time and will be a measure of comparison with other tourist destinations at national and international level. At the same time, they will be tools for problem identification and will help in the planning of a sustainable tourism development in the region.

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The Importance of Education/Training in Tourism Companies

Geronikolas Harris, University of West Attica
Laloumis Athanasios, University of West Attica
Lazoura Julia, University of West Attica
Mitsopoulos Dimitrios, University of West Attica
Laloumis Dimitrios, University of West Attica

Abstract

Education/training in general is very important and for the results it has in shaping the attitudes and behaviors of people but also in improving their skills, many have written. However, the purpose of this work is not to refer to the positive points of education in general, but through the study of the bibliography, to show the importance it has for businesses. Its purpose, in other words, is to try to help understand the relationship between business human resource development and competitiveness.
In this article, an attempt will be made to highlight the importance of the role of staff training, especially in tourism companies that seek to improve their position and the importance of human resource development in their competitiveness.

Keywords: *education/training, development, tourism business, human resources*

Introduction

In the age of globalization and technological developments, the human factor and its importance for business development is of particular interest. Globalization, on the one hand, opens new markets for new products, shapes economic developments, but at the same time creates uncertainty for companies, which in turn try to become more flexible and adapt quickly to the new conditions that are created. Businesses and organizations seek improvement and renewal in order to create those conditions that will help them gain a competitive advantage over other companies.
The creation of a competitive advantage is acquired when the productive resources are combined in a way that is not copied by its competitors.
In recent years, more and more companies and organizations are paying special attention to the training and development of their employees, considering the development of human resources as a key factor in improving productivity and competitiveness.

In today 's information society, the development of knowledge, skills, creative thinking and innovation is a necessity, as businesses and organizations need staff with skills and knowledge.

The importance of training

It is true that for many, training is something unknown during the practice of their profession and they do not feel the lack of it. On the other hand, some employers consider it a significant burden and it is the first fund that is cut when times get tough. But training today is important, perhaps more than ever. It is certain that nowadays all professions evolve over time and no one can know everything that is necessary for his profession.
Some factors that contribute to this development are:
- *Technological development*
- *The change of systems and procedures*
- *Changing consumer needs*
- *New legislation and regulations*
- *Environmental changes*
- *The new materials, (hardware/software, and tools)*
- *New products and services (Peel, 1994: 9).*

Areas that improve training

The qualifications already held by employees can be improved through training. The specific areas that can be improved are the following:
- *Knowledge.* Improving the stock of observations, facts and information related to the respective job.
- *Skills.* Development and improvement of mental and interpersonal skills, in order to increase the effectiveness of the employee's action such as e.g. ability to make decisions, handle problems and communicate interpersonal.
- *Attitudes*. Modify behavior to make it more effective for employees to respond to a variety of environmental factors. Attitudes towards clients and colleagues, tolerance of cultural differences, self-confidence, desire to take responsibility are some examples of attitudes that are sought to be developed through training.
- *Competencies*. A term that is encountered in recent years and includes all the professional characteristics, knowledge, skills required for the successful execution of a job. (Papalexandri & Bourandas, 2003: 267)

Training and development

Training focuses on producing lasting cognitive and behavioral changes, as well as developing critical skills to achieve the best job performance (Salas et al., 2006). In short, training is a systematic approach that influences the knowledge, skills and attitudes of individuals, in order to improve individual, team and organizational effectiveness.

According to the bibliography, training is "the provision to employees of specific skills or assistance in order to complete their tasks and focuses exclusively on current work, as well as on the immediate needs of the company" (Terzidis and Tzortzakis, 2004). Furthermore, education is defined as "a systematically designed process that aims to explore knowledge and learn behaviors that will contribute to achieving the goals and strategy of the company" (Xirotyri-Koufidou, 2001).

The term ***"staff development"*** refers to "the systematic and intensive efforts of the organization in order to improve the present and future performance of executives by increasing their skills such as knowledge and skills" (Arguinis, Kraiger, 2009: 452).

Gansberghe (2003) defines education/training as a long-term process designed to enhance capacity and effectiveness.

In summary, the benefits of training and developing the human resources of a modern business have to do with:

- *Change*
- *Increased productivity*
- *Purpose specialization (quality is the goal)*
- *Reduction of errors*
- *Standardization (Prior, 2000: 28).*

Necessity of education/training in tourism companies

Hotel businesses are the industry that must constantly focus on staff training, planning and execution of training programs.

Tourism training is the most important process for the development of tourism and especially in Greece as it is the main factor of economic development for our country. The quality of services is directly related to tourism education/training, but the training received by the staff from the various educational and training institutions is not enough, but specialization is needed on the job they have undertaken.

Staff Training in Tourism Enterprises

Staff training in tourism companies is a complex dynamic necessity. Training is the main means of securing employees, who must come in direct contact with the customer, speak many languages and have impeccable technique in their specialty.

Education/training is the organized process by which people acquire knowledge and skills for a specific purpose.

Vocational training in tourism companies is training of both hands and spirit, ie the acquisition of manual specialties framed by technical knowledge and higher intellectual training.

It deals with 3 levels of change in the human body:

· *Ability to acquire knowledge,*

· *Human relations, and*

· *Technical skills.*

The skill in human relationships, ie the ability to control and influence our personal feelings and others, plays an important role mainly in the relationship between the customer and the employee and generally in the tense atmosphere encountered in an active tourism business.

The main purpose of the training is to enrich and familiarize the employees with that special information, which will help them to perform their tasks more safely and efficiently, always having great cooperation.

The aim is to improve the services provided through specialized training and to create economic and social incentives for employees, who will become perfect connoisseurs of their specialized work. (Laloumis, 2018)

Peculiarities of training in hotel units

Due to the fact that hotel employees come in both direct and indirect contact with the public, their training has some peculiarities. A defect in a machine is less tragic than a stained sheet in the client's bed.

Also a large percentage of hotel employees tend to switch from one profession to another and thus appear psychologically unstable. Many of them consider their profession temporary and very few return next year.

48% of the 1,600,000 hotel employees are women and only a small percentage are expected to make a career. (1/2 of the above women are 65 years old). 62% of a payroll situation usually consists of unskilled employees who need to be trained on site.

2/3 of them are unskilled workers, e.g. waiters' assistants and 1/3 receptionists, cashiers, storekeepers, etc.

Because of these peculiarities, in the hotel professions the final responsibility for the training of the employees remains with the supervisor and not with the passing trainer. This supervisor rewards or punishes the employee. (Laloumis, 2018)

Evaluation of Training

Business executives always want to be sure of the results of the training they fund. Thus, those in charge of training programs use various methods to evaluate the effectiveness of these training programs, such as measuring skills and knowledge before and after training, interviews, etc.

However, it is difficult to discern what exactly is causing an improvement in production, because other factors such as new equipment, better design, etc. also affect.

This is why a more reliable method is to compare two groups, one of which is trained and the other not, so the comparison leads us to more reliable conclusions about the effectiveness of training programs. Such a method of comparison, however, is difficult to apply.

In general, a training program is effective when it places the employee quickly in production, increases his skills and easily addresses the changing needs of the business. (Laloumis, 2018)

Educational/Training process

There is a wide variety of methods and techniques that can be used, but their choice depends on the knowledge that needs to be imparted. (Laloumis, 2018)

The main methods:

1. *Speeches*
2. *Discussions*
3. *Orientation lectures*
4. *Case study*
5. *Role play and sketches*
6. *Visual aids*
7. *Scheduled teaching*

The most important educational/training media are short and feature films, boards, sketches, slides, videocassettes, microphone cassettes and other visual aids.

Regardless of the method used, in order for the training to be effective, an training plan must be designed, which includes the following stages:

1. *Preparation:* the purpose of the preparation is to make the trainee feel comfortable and to create interest in his new job. The difficulties of the job are reported as they are and not exaggerated, while the employee is warned about the occupational risks he is going to face in his new job and is encouraged with measures to avoid them.
2. *Delivery:* the work in which the employee will be trained is developed and demonstrated in a logical order and clarity.
3. *Application:* the trainee proceeds on his own to perform the taught task, while the trainer corrects or points out details that were not understood.

4. *Test/Evaluation:* the ability of the employee to perform the work in its entirety and without assistance is measured. The means of helping training are speech, demonstration, aids and questions. (Laloumis, 2018)

Conclusions

There is a lot of documented evidence in the bibliography that training and development activities have a positive impact on the performance of individuals and groups. Benefits also arise for the companies themselves, such as improved productivity, sales or revenue and overall profitability.

Finally, there are benefits to society itself, which have led many countries around the world to adopt national policies to encourage the design and implementation of education, training and development programs.

Companies that emphasize the relationship between training and education activities and strategy are possessed by the appropriate skills and knowledge of staff in order to create a sustainable competitive advantage and improve business performance.

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Examining Tourist Needs Through Maslow's Hierarchy of Needs and the Role of Hotel Animation

Julia Lazoura, University of West Attica
Laloumis Athanasios, University of West Attica
Geronikolas Harris, University of West Attica
Mitsopoulos Dimitrios, University of West Attica

ABSTRACT

It is considered vital to refer to Maslow's hierarchy of needs when dealing with tourists needs. On the other hand we should take into consideration the role of hotel animation people towards these needs. As each one of us step into roles to the society we live in. These roles help define ourselves but also develop our personalities. The way we act during holidays and how the hotel animation staff would interfere to the roles tourists adopt is a subject of this article. It is vital to acknowledge the necessary qualities that animateurs have according to their expertise and how these qualities impact on the tourists needs.

Key words: tourism, needs, hotel animation, Maslow

INTRODUCTION

Human needs during tourism consumption are different than those from daily life. As holidays means putting an end of the one way of life and making a start to another. Under this thinking Tourism can be examined as a procedure that gives human the opportunity to create a unique cocktail in making their own way of life which seems greater or better at that moment.
Of course not all customers have the same needs, in the same form or in the same tension. Others have their relax holidays others their adventure ones to have fun, to isolate etc. Although hotels mostly cover their needs they are not able to fulfil everything like peace in the country or access to it (Sarris, 1985).

THEORETICAL FRAMEWORK

There are various theories according to human needs and their role to human behaviour. One of the most important is Maslow's theory and the one presented in this article. Maslow refused to agree that human behaviour is led through independent impulses. Some of the existing schools of thought of his time (behaviourism or psychoanalysis) focused more on problematic behaviours and their explanation. He tried to define cohesion and coherence to the trends of human behaviour and became interested in learning what makes people happy and how they achieve that. Maslow was a humanist so he believed that humans seek self actualization as a desire coming from their human nature. However in order to achieve that basic needs should be met. The five levels of Maslow's theory are widely known as the Maslow's hierarchy of needs.

He supported that:

- Humans are constantly led from their needs as they become aware of them
- Needs shouldn't be examined individually.
- The obstruction of a need in whichever level tends to hold this level as a priority.
- The needs are classified in priority sequence, as:

  1. Survival needs for food, air, shelter, sex
  2. Needs for safety and stability
  3. Social needs of companionship, friendship and affection.
  4. Social status needs and respect.
  5. Self actualization through success and evolution

Survival needs are the primary needs of human. But when these are fulfilled then human focuses on next level of the safety needs. The rule goes that when a need is fulfilled is no longer at the longing point. When the survival and safety needs are covered humans tend to move on to cover the rest of their needs.

Maslow's hierarchy of needs gives the necessary basis to approach and understand the tourism needs that hotel animation is due to cover. These needs have to be covered according to the hierarchy. Firstly and for the whole duration of the customer's stay the primary as well as safety needs should be fulfilled not only in quantity but also in quality. Special interest should be spent to cover social and self actualization needs accordingly. These needs are focused on the human try to maximize the evolution (Laloumis, 1999)

The fulfilment of the needs is accomplished as a whole and pro rata meaning that after the vital cover of human life need, the satisfaction of the other categories comes to light while the one incomplete need seek fulfilment.

The fulfilment of a need procedure leads to cover other needs as well. So the meal at an excursion may cover the need of food but also makes the contact between the customer and Greek gastronomy offering knowledge, satisfying the need for making acquaintances, having fun or company.

The human needs are important when they are not satisfied. When satisfied are due to exist. Motivation of human behaviour usually stays deeper, secret and the demonstration of a need or a desire cannot be interpreted so easily (Harper & Row, 1971).

Humans of a social group are attached through an evaluation pattern that is specific for the group. Each individual maintain his individuality. Under this evaluation pattern of the group some of the needs are easily satisfied while others are restrained. The pattern limits the various options of personality and presses to uniformity. The evaluation process makes spontaneity impossible. The spontaneous answer to fulfil the unconscious needs is blocked mainly through the evaluation process. From the individual reactions to the team's pattern a person's personality and his values can be identified (Freud, 1974).

In an ideal society, the needs of its members would be satisfied directly and immediately without any restrains or conflicts between values' systems of it. Something closely similar is the target of hotel animation but under no circumstances can this be met entirely as, till today, no human ever satisfied all his needs. Animation though, offers the opportunity to approach the quality of life which an ideal society promises (Sarris, 1999).

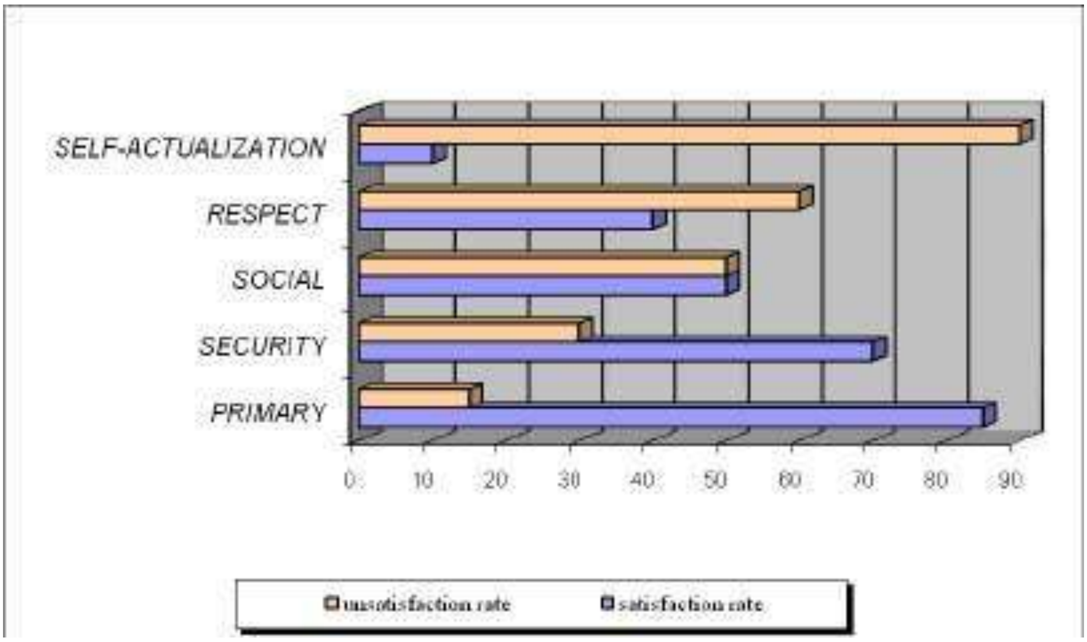

Table1: satisfaction of needs towards free time activities

Spending his free time creatively trying to cover the uncovered needs each person longs for distance from daily labour. Maslow's hierarchy is not fulfilled in exact sequence on a daily basis but vice versa. The self actualization needs come first towards the primary ones. 85% of his primary needs are covered to every one of us, 70% of safety ones, 50% of his social needs, 40% of respect needs but only 10% of self actualization. The remaining gap to each step towards the free time activities shown to the table below results in that free time activities act as antimotives to the ones of life (table 1).

The amount of needs that have a connection with tourism are called tourism needs. Tourism needs can be divided to two main categories. The ones before the trip and the ones during the trip. Before the trip needs that motivate the person to do the trip are the ones that affect his choices. These needs can be called tourism motives.

Tourism motives to destination are transformed to actual needs. For example a need that leads the person to tourism is the connection with nature that he seeks. To tourism destination, each person becomes active in order to cover that need having excursions, walks etc.(Laloumis, 2014).

The natural social needs among other needs that each person has in his habitat don't affect tourism. They continue to be tourists' needs. But the satisfaction means of these needs differ, forming a special net of needs.

Tourist needs before taking the trip are a part of a person's ambitions. During the trip become goals that are reached according to the variety and the form of tourist offer. Human needs at the same time take a tourist form. Generally tourists want to take a taste of locality through local food, local dances and fairs and get an interactive approach to local life. In hotel clubs this kind of locality is obvious and determined.

CONCLUSION

Hotels in general thrive to offer a clean room, good food and as much as possible better service in quality or quantity. Meeting the needs referred above as tourists' needs is something that not just hotels but hotel animation specifically is sure to achieve. Even if we start from scratch and that is the materialistic needs to cover the primary needs or safety and security ones or better yet the self actualization needs, hotel clubs are sure to cover them more than successfully. Living close to nature, relax at the pool bar and socializing, hotel animation and its trained people are there to fulfill any desire not only physically but mentally or psychologically. The network of means and the necessary mechanism is being built under the prism of human needs therefore the tourists ones, and how to successfully cover them.

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Impact of Ancillary Revenues in the Airline Industry: Preparing for the New Normality

Evangelos Kilipiris

University of the Aegean, Greece

Introduction

Liberalization of the industry, global financial crisis, surge of operational costs, as well as fuel prices, created a highly challenging environment for the airline industry over the last decade. Last year another challenge added to this challenging equation, it is the global Covid-19 health pandemic. Moreover, competition of ticket fares closely to marginal costs raised dramatically, creating narrow margins for profit (Tretheway & Markhvida, 2014). In this scenery, profitability for the airlines became a major issue and the need for new strategies became a necessity.

Although, the constant seek for maximization of possible revenue streams, was always a common characteristic among airlines (Rouncivell et. Al., 2018). Airlines introduced a new approach to generate additional revenues from activities not related to the ticket sale, such as dynamic packaging, advertising and retailing (O'Connell & Warnock-Smith, 2013).

Ancillary revenues defied as the "*revenue beyond the sale of tickets that is generated by direct sales to passengers, or indirectly as a part of the travel experience*" (O'Connell & Warnock-Smith, 2013; IdeaWorks, 2019) and rapidly they became an important part of airlines' pricing strategies, affecting deeply the marketing process as well as the customers' behaviour (Tuzovic et. Al., 2014).

Through years, revenues from secondary sources turned into a significant issue for the viability of airlines, their marketing strategies as well as the change of passengers' travel behaviour (Leon & Uddin, 2017). A new trend introduced into the industry and its development tend to play a crucial role for its future.

In addition to these challenges, the global health crisis added another layer of challenges for the air transport sector. The industry projected a reduction of 60% on air traffic, in 2020 (Hermes Air Transport Group, 2021), while at the same time the entire industry faced a significant downturn on incoming revenues. However, heading towards to the end of this pandemic, we enter to a new normality. In this unknown scenery, both airlines and airports deploy new, as well as innovative, strategies to use ancillary revenue streams, in order to regain revenues, enhance the passenger experience and create customer loyalty.

Mostly focus on secondary information sources, the article introduces the phenomenon of the ancillary revenues in the air transport industry, as well as their impact on the formation of airlines' and airports' financial strategies. At the same time, the research introduces the way aviation industry implemented ancillary revenue strategies both in the period of the global health pandemic as well as the future initiatives towards the evolution of such secondary revenue streams.

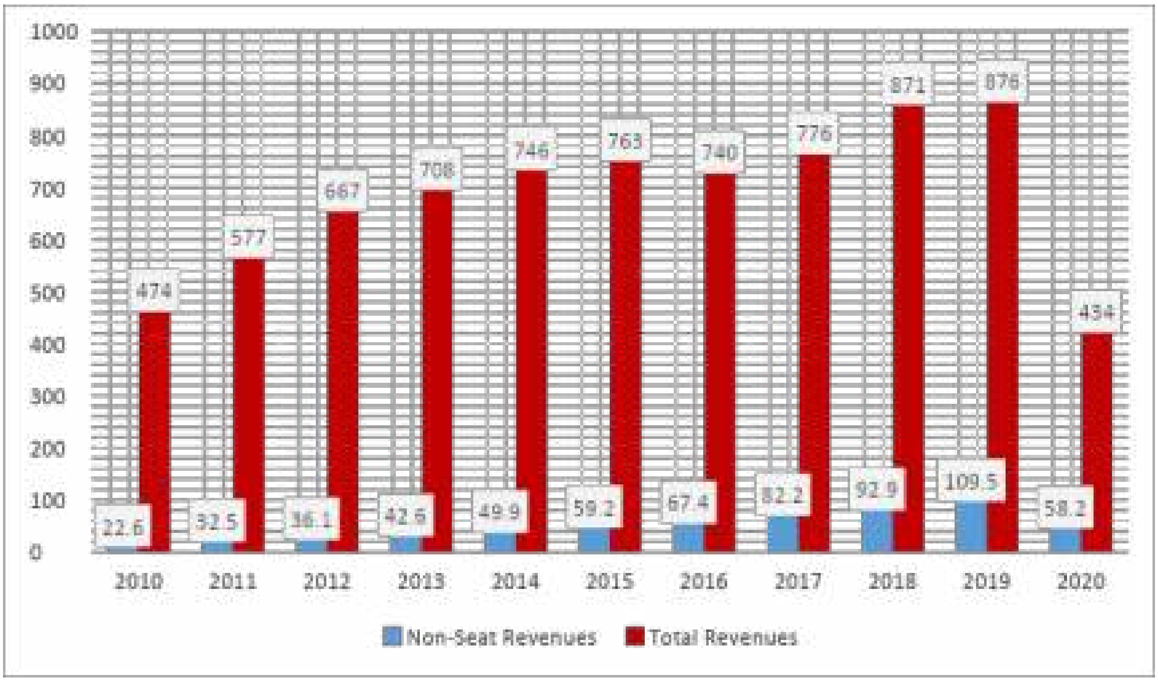
Ancillary Revenues: The new trend in Aviation Marketing

The constant penetration of new entrants in the airline industry caused significant decline on airlines' yields (O'Connell et.al., 2015) and quickly boosted the implementation of ancillary revenue strategies.

According to Amadeus (2011) and IdeaWorks (2019) ancillary revenues can be identified in five (5) different categories:

1. A la carte features
2. Commission-based products
3. Frequent flyer activities
4. Advertising Sold by the Airline
5. Fare or Product Bundle

Ancillary revenues rapidly evolved in the industry presenting an expected income of 93 billion dollars (IATA, 2018; IdeaWorks, 2018) for the airlines. Both Full-Service Network Carriers, as well as Low-Cost Carriers, follow several ancillary revenue tactics (Onboard Hospitality, 2011) and adjust them in their campaigns as their competitive advantage against rivals. According to Diggin Travel's survey on digital merchandising (Diggin Travel, 2018), ancillary revenue strategy is listed as one of the TOP 3 priorities for airlines to increase their profits. The graph below (Graph1) presents the growth of airline revenues generated by secondary sources for the last nine years (Ideaworks, 2018):



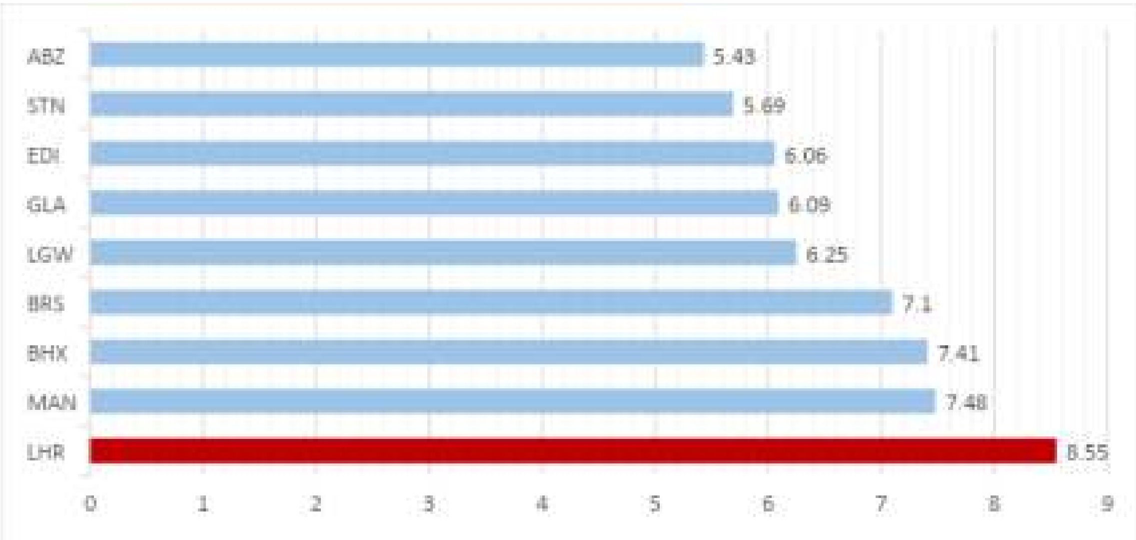
Graph 1: Comparison of Airlines' Non-Seat & Total Revenues (in $Billion) SOURCE: IdeaWorks 2018; Statista, 2021; IATA, 2021

It is easily understood that, ancillary revenues represent a significant part of airlines' total revenues and they seem to surge rapidly for the last nine years. Airlines' income from ancillary revenues quadrupled only in seven years and appears to have a continuous increase in the future.

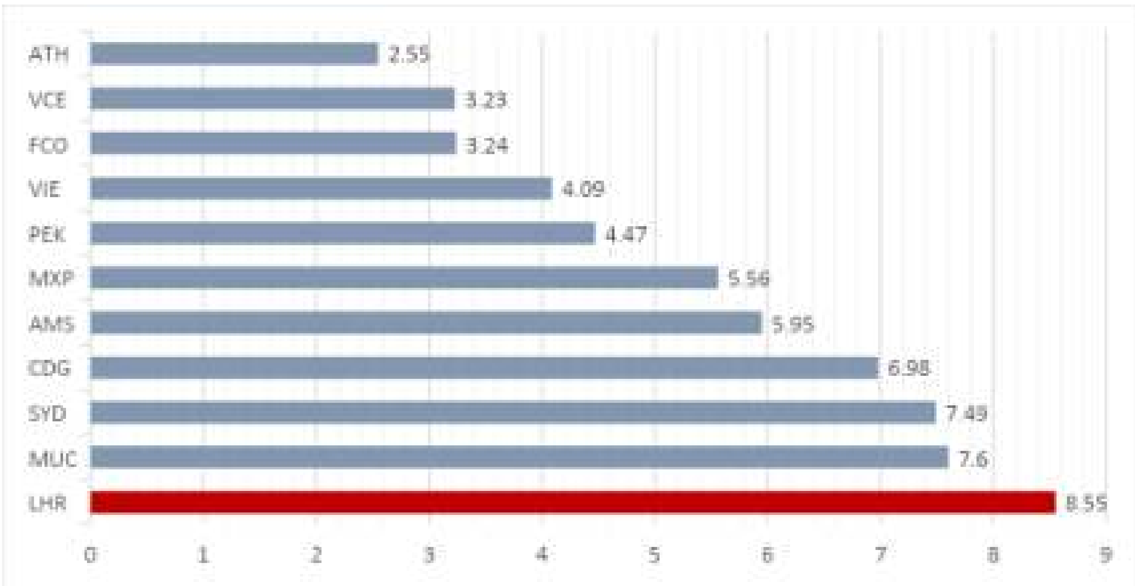
Seat selection, baggage fees, frequent flyer programs and advertisement on website are only few of the products which airlines use through the method of "product bundle pricing" or "price bundling" (Lee et al., 2011; Yan et. al, 2011). Low-Cost Carries immediately embraced such tactics (O'Connell & Warnock-Smith, 2013) and fully implemented them into their pricing strategies, offering to their customers a variety of services in a combined product. In 2018, Ryanair presented an annual profit of 2 billion euros from ancillary services (Ryanair Annual Report, 2018), when at the same time EasyJet generated more than 1,2 billion GBP from its non-seat services (EasyJet Annual Report, 2018). Low-cost carriers were the first to use extensively the ancillary revenue business model as a way to give exclusiveness to their passengers, allowing them to decide how they will build their own fare (Gustavo, 2013).

Furthermore, the emerge of the Low-Cost model as well as their focus on unbundled products, also affects the traditional carriers as well as pushes them to transform their structured products in economy class (Hoszman, 2015). For example, Air France and KLM both implement charges on check-in baggage within their European routes, although they exclude long-haul routes (Air France, 2019; KLM, 2019). The impact of the penetration of Low-Cost Carriers affected Mainline carriers too, turning them to adopt ancillary revenue policies and slightly transform their traditional service model.

Although, not only airlines seem to implement ancillary revenues strategies to boost their revenues. According to CAPA (2019), 39.9% of airports revenues were generated fromnon-aeronautical sources, which include non-aeronautical revenues as expressed by per passenger expenditure, duty-free concessions revenues, commercial activities and infrastructure as well as non-aeronautical infrastructure. Airports Council International (ACI, 2016) stated that airports around the world achieved more than 64,3 billion dollars from ancillary revenues policies, presenting a surge of 3.6% regarding the previous year. London Heathrow Airport is an example of the importance of ancillary revenues for the airports. The graphs below (Graph 2 & Graph 3) present the comparison between Heathrow Airport and other UK airports, as well as the competitive scenery of the international market, regarding airports' commercial revenues.



Graph 2: UK airports – Total commercial revenues per passenger SOURCE: CAA (2017)



Graph 3: Int. Airports - Total commercial revenues per passenger SOURCE: CAA (2017)

According to the graphs above (Graph 2 & Graph 3), London Heathrow Airport generates substantial revenues from its commercial activities. Serving more than 80 million passengers (Heathrow Airport, 2019), the airport achieved a profit of more than 100 million GBP per year, which is one the highest both inside the UK as well as the international market. Comparing to other European airports, London Heathrow presents impressive results which reflect the importance of ancillary revenues for the airport.

As a result, ancillary revenues seem to have an important role on airlines', even airports', strategies. Through secondary revenue sources, they try to boost the profits and create customizable products for each passenger.

A New Era for the Ancillary Revenues

Even though ancillary revenues introduced more than a decade ago, airlines tend to exploit all possible sources as well as integrate new technologies into their strategies. The evolution of the internet, as well as the introduction of Travel 2.0, in the tourism sector transformed the relationship between business and customer. (O'Connell & Warnock-Smith, 2013; Xiang & Gretzel, 2010).

Social media are some of the tools which airlines use to gain ancillary revenues from their passengers. China Airlines introduced a mobile application which passengers can pre-order their duty free, pre-select their meals and even choose their in-flight internet connectivity, providing a wide range of services for them (Airline Trends, 2018). The integration of social media in the ancillary revenue strategy became a major breakthrough for the industry and managers believe that they will be a driving force for the next years (SimpliFlying, 2019).

Moreover, it is highly interesting the investment of airlines into new technologies for the future. Recently, Spirit Airlines, Volaris and EasyJet announced the introduction of new software and baggage pricing technologies to increase their ancillary revenues (Blue Swan Daily, 2018), verifying the necessity of ancillary revenues for Low-Cost Carriers.

On the other side, traditional carriers like American Airlines also face an unexpected upselling which enables them to invest more on ancillary revenue tactics (Blue Swan Daily, 2018). According to CAPA and Panasonic Avionics (2018), such airlines change the traditional way of in-flight advertising and present a new variety of digital advertisements which can be adjusted to each passenger separately.

At last, Amadeus (2017) developed an airline ancillary service platform which allows airlines to maximize their sales opportunities by providing them the ability to present tailored solutions to their passengers' and enabling consistent merchandising throughout the entire journey.

Ancillary revenues have entered in a new era due to the of expansion of internet evolution and technology. Airlines introduce new technologies which will boost their ancillary revenues and use social media to identify their customers.

Ancillary Revenues and Customer Perceptions

Airlines have a significant interest for the profile of their customers, their travel behavior as well as the level of willingness to purchase for an ancillary service (Leon & Udin, 2017). The importance of the human factor on the planning of an ancillary strategy may arise several dangers for they airlines and the consideration of such factor seem to be vital. First studies on the willingness of passengers to pay for ancillary services, conducted by Luengo-Prado (2004) and Mumbower et al. (2015), provided essential information on how passengers react on paying for extra legroom. Also, O'Connell & Warnock-Smith (2013) examined the acceptance of ancillary fees on international passengers.

As airlines move towards to ancillary fees for their passengers, they need to consider questions regarding price fairness, negative impact on passenger behaviour as well as fee acceptability from the customers (Tuzovic et al., 2014). The segmentation of the passengers and the service of the right product have become vital for the airlines.

Even though pricing is one of the least understood subjects from the passengers, the price fairness they obtain by the additional service seem to have great impact on their behavior as well as on the way they purchase them (Xia et.Al., 2004; Tuzovic et al., 2014). Customers' acceptability of the paid service, their reaction to the provided service and the feedback for this experience, should be highly considered by the airlines. Moreover, the nature of the passenger and the purpose of its journey tend to play important role on their attitude against the ancillary revenue policy. For example, Rouncivell et. Al. (2018), identified that UK passengers have different behaviour on the way they face ancillary fees on domestic routes. They prefer to pay more for additional services when they are on a business trip rather than when they travel for leisure purposes. Although, these factors seem to change for the UK passengers on the long-haul routes which they are willing to pay (Lorenzoni & Pidgeon, 2006; Rouncivell et. Al., 2018).

The transition from "free" to "fee" was a challenge for the airlines and the reaction of their customers may have negative results. Emotions like anger or betrayal by the company could create complains as well as negative word of mouth, damaging airline's reputation (Babin et Al., 2013). Although after all these years, passengers seem to be quite familiar with the ancillary revenue strategies and the influence of additional costs on their journey is relatively narrow (Tuzovic et al., 2014). Passengers are accepting the ancillary revenue tactics by the airlines and through the years they adjusted them into their travel philosophy.

The introduction of ancillary revenue policies has presented mixed results for the airlines. Customers' willingness to pay for additional services has major impact on the airlines, which is justified of the extended scientific research. Customer perspectives regarding price fairness on ancillary revenue tactics effects critically the industry (Waguespack & Curtis, 2013) and creates a new scenery.

Ancillary Revenues in The Age of COVID-19: Heading to New Normal

The global pandemic introduced another great challenge for the financial viability of airlines. From the beginning of the health crisis the air transport sector faced a revenue loss of $252 billion (KPMG, 2021). However, revenue streams such as non-seat related profits remained a significant income generator for airlines and airports, in the pandemic. Low-Cost Carriers embraced the idea that passengers travel for different purpose, thus they focus on the secondary sources which customers needed at the time of the pandemic. Purchased packages, including bags, seat selection, ticket flexibility as well as revenues from excess weight baggage are only some of the few sources of profits for such carriers (GlobalData, 2021). Moreover, the extensive application of Omnichannel revenue platforms highlighted the ever-rising power of online ordering when combined with home delivery. Lufthansa's Lufthansa's WorldShop and Singapore Airlines' KrisShop are only some of the airlines which embraced these opportunities (Raasch, 2020).

At the same time, the industry prepares to bounce back and several technological companies introduce platforms which allows both airlines and airports to focus on merchandising, customer relationship management (CRM) solutions as well as on providing insights for future revenue streams (Future Travel Experience, 2020).

On the other side, airports introduce their own strategies to regain some of the lost profits. Several airports invest on the creation of mobile applications which will allow customers to continue their airports habits such as retail shopping, dining or customs clearance (Weber Bång, 2020) while keeping distances and stay healthy.

Conclusion and Discussion

Deregulation of the industry, in combination with fuel prices and entrance of new airline companies, narrowed the margin for profits. The need for a new revenue source was vital for the profitability and viability of the airlines. Ancillary revenues introduced a new trend to the airline marketing. Highly important for both airlines and airports, revenues from secondary sources rapidly became one of the driving forces for the industry and adopted from all airline business models (Warnock-Smith et. Al., 2017). Their constant increase through the last decade listed them as one of the top priorities for the airline managers and the evolution of these new revenue stream followed soon (Diggin Travel, 2018). Internet, social media, software technology as well as new travel behaviour boosted airlines to develop new ancillary revenue strategies and focus on each customer separately (Blue Swan

Daily, 2018). As customers were in the middle of decision-making process, airlines need to understand their perceptions regarding these strategies. Several scientific inquiries conducted to reveal the level of acceptance, as well as the attitude, of passengers towards additional fees for non-ticket services. Customers seem to be sensitive on certain factors regarding ancillary revenue tactics, such as willingness to pay or price fairness (Tuzovic et al., 2014). Although, the acceptance of such policies by the passengers reveals a maturity of the phenomenon after a decade of introduction. At last, Covid-19 may have created several challenges for the industry, however heading to the New Normality both airlines and airports implement ancillary revenue strategies to boost their financial performance as well as to create a new environment for their customers.

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Emotional Intelligence and Leadership in the Workplace

Anthoula Dimaki

PhD candidate. Department of Tourism Management. University of West Attica.

Athens, Greece.

Anthoula Dimaki, University of West Attica

Konstantinos Marinakos, University of West Attica

Alkistis Papaioannou, University of West Attica

Maria-Irini Vamvoukaki, University of Peloponnese

ABSTRACT

In the business world, leadership is one of the most important factors for a successful course and activity. A leader should have the appropriate characteristics and appropriate skills that will allow him to exercise leadership effectively. Emotional intelligence as a concept includes a set of skills that are important to the workplace. In particular, a leader with emotional intelligence has a significant advantage, and by extension this is a benefit to the business he leads. This article is a review of business leadership and the role of emotional intelligence in the workplace. It also examines how these two concepts, leadership and emotional intelligence, are linked in the workplace and how leadership work is influenced through this relationship.

Keywords: *leadership, leader, emotional intelligence, workplace, business.*

INTRODUCTION

In the case of organized social groups, they are often identified as successful or unsuccessful because of their leadership. Regardless of the size of an organized social group, leadership is a particularly important component that determines its character, mode of operation and degree of progress. For the business world, leadership is an important factor that determines the way employees behave and the degree to which they are exploited (Burandas, 1992). Leadership could be understood as a kind of alliance between the working group and its leader. The leader in this alliance is the person who sets the priorities in the actions that should be taken, points out the cases of processes that create problematic situations and maintains those manipulations that bring positive results (Peters & Waterman, 1992).

The leader is the person in the business who will give perspective, set a new course and seek innovation. So as to be an effective leader, a person must have some skills and characteristics in his personality that not all people possess to the same degree. At this point it should be noted that leadership is not related to management but is a part of it. Thus, we can conclude that not every executive implies that he is also a leader, nor does leadership imply the same as the top management of an organization. When referring to the leadership of an organization, these are executives who are the leaders in their environment and are at all hierarchical levels. (Burandas, 1992, 2005).

THE LEADERSHIP IN BUSINESSES AND ORGANIZATIONS

Leadership is a process in which the activity and behavior of a formal or informal group of people are influenced by a leader in order to willingly or voluntarily carry out the goals of the team (Vaxevanidou & Rekleitis, 2019). Specifically, Burandas (2005: 247) states:

" *Leadership is a relationship of influence between the leader and his followers, which results from the exercise of the leadership behavior of the former* . "

A leader is defined as the person who leads a group of people and in the case of the operations of a department or management, inspiring them to join him with their will and willingness. Employees in this way show that they recognize the fact that their leader deservedly holds a higher position in the hierarchy of the company (Vaxevanidou & Rekleitis, 2019). If the leader does not know something in depth and does not believe that it is important by showing perseverance, patience and supporting his opinion, then he can not convince those around him (Burandas, 2005). Leadership works to guide and motivate people in a team by creating a vision. Also, the leadership takes care of the development of the individuals, thus strengthening the total human resources of an organization. (Vaxevanidou & Rekleitis, 2019).

The first systematic survey of the leader's attitude towards the team was conducted in the 1930s by Lippitt R. and White R. under the guidance of Lewin K. at the University of Iowa. Three main leadership styles were identified based on the way the leader makes decisions (Burandas, 1992):

- Authoritarian: The leader makes the decisions himself and transfers them to the team for implementation.
- Democratic: The leader , or every decision has to account to a significant extent the proposals, opinions, desires and the needs of each member of the group , or consult the group's participation in decision making.
- Laissez-faire: The leader has a limited role and the team is the one that makes the decisions without being influenced by the leader.

Also of particular interest is the theory of the four leadership styles of Rensis Likert, director of the Institute for Social Research at the University of Michigan (Likert, 1961):

- Authoritarian exploitation: Communication is hierarchically from top to bottom with the top leadership giving orders and the subordinates must execute them immediately. The leader does not show much confidence in his subordinates and the control is highly centralized. This form of leadership results in a negative business climate and low productivity.
- Benevolent authoritarian: The leader shows authoritarian character by giving orders by demanding their immediate execution. But he is more communicative with a paternalistic character. The performance of his subordinates is closely controlled and the climate in the business is negative with a sense of insecurity.
- Advice : The leader shows more confidence in his subordinates as he communicates with them and they exchange ideas and opinions. The role of the leader is more advisory and less controlling . The climate in the business is positive .
- Participatory: The leader has confidence in his subordinates as they are involved in management issues that concern them resulting in working in a more creative way. In this case, however, there is a possibility that the power held by the employees will be used for their own purposes which are contrary to those of the company.

Bourandas (2005) supports that the person who wants to lead must possess specific skills that can be divided into two main categories. The first category is referred to as "role skills " and is the individual's ability to follow specific leadership roles that make up leadership behavior . The second category leadership refers to it as " meta - skills ' and defines in this way at that capability which is a key factor for more capacity or capability that which is necessary to develop other skills. A leader in order to be successful in an organization it is necessary to have a set of meta- skills which according to the literature are fundamental and are the following (Burandas , 2005) :

1. The ability to make creative decisions and solve problems: is the ability with which the person manages to deal with and prevent problems. He achieves this by correctly identifying the problem, finding its causes and limitations. He then promotes original ideas and solutions by implementing the most ideal at the right time.
2. Systematic thinking: is the ability of the individual to be able to perceive situations as parts with sequence and interdependence and not as a set of separate parts. So we are talking about thinking related to decision

making, strategy formulation, implementation of corrective actions to deal with the problems that arise and continuing education.

3. The ability to communicate: the ability to communicate is important for exercising a leadership role and this ability implies the constructive transmission and reception of the message. Also, the ability to communicate includes not only efficient oral and written speech but also the willingness for a meaningful contact and communication with other people.

4. Emotional intelligence: is a skill that is related to the individual's perception of himself and others and primarily is the ability of the individual to perceive and manage effectively the emotions of himself and others. Considering emotional intelligence as a broader concept includes a set of skills such as self-awareness, self-regulation, empathy and are listed below as considered important to a leader.

5. Self-awareness: is the ability of the individual to perceive himself, his feelings, who he is and where he wants to go. When a person has self-awareness then he knows his needs, his disadvantages and advantages as well as his possibilities. Self-awareness is a skill that prevents the individual from being arrogant and is an important prerequisite for personal growth and development.

6. Self-regulation: is the ability of the individual to be able to successfully manage his emotions, moods and impulses. In this way the person manages not to make emotional outbursts with unpleasant results for himself and others and is more adaptable to situations.

7. Empathy: is the ability of the individual to be able to put himself in the place of the other so that he can perceive his feelings, needs, concerns but not to sympathize or accept his views necessarily (Buranda, 2005).

Below we will examine the relationship between leadership and emotional intelligence in a workplace and understanding how important it is for a leader to have specific skills to be successful and the important role that emotional intelligence plays as a broader concept and the set of skills it includes.

EMOTIONAL INTELLIGENCE AND ITS IMPORTANCE IN THE WORKPLACE

In 1920 the professor E . L . Thorndike gave a different approach regarding the intelligence of people who have special social skills and the called "social intelligence" . He considered it to be the ability of a man to perceive his inner state in combination with his behavior and motivations (Landy , 2005).

The American psychologist Howard Gardner in his work " Frames of Mind: The Theory of Multiple Intelligences " in 1983 referred to "Multiple Intelligences" with the main goal of analyzing intelligence and approaching it in a different way (Vaiou , 2010) . In this work he did not accept the IQ and the "narrow" approach of this term but applied a theory more multidimensional with the term multiple intelligence including the nine types of intelligence (Vaxevanidou & Rekleitis , 2019):

- Nature-loving (understanding of nature and living organisms)
- Musician (accurate distinction of sounds, tonality and rhythm)
- Logic - Mathematician (quantification of things, formulation and proof of hypotheses)
- Existential (dealing with questions about life and death)
- Interpersonal (senses the feelings and motivations of others)
- Physical - Kinesthetic (perfect body-mind coordination)
- Linguist (to find the right words to express what he wants)
- Self- aware (understands himself, his feelings and desires)
- Spatial (envisions the world in all dimensions)

Reuven Bar-On in 1988 introduced the "Emotional Quotient" (EQ) and tried to measure emotional intelligence while distinguishing five dimensions in it in his latest model: a) interpersonal skills, b) intrapersonal skills c) general mood (d) adaptability and (e) stress management (Vaxevanidou and Rekleitis, 2019). Peter Salovey and John Mayer in 1990 introduced the first comprehensive theory and term "Emotional Intelligence", which defined the human ability to examine information that comes from emotions and use it in such a way as to determine the thought and action (Salovey & Mayer, 1990).

Daniel Goleman, proved that human success is not identified with the high Intelligence Index (IQ) but with "Emotional Intelligence" which is a new type of intelligence and makes its appearance in the field of psychology and Management. Goleman considers emotional intelligence as the ability of man to control and manage his emotions, his relationships with other people after first recognizing his own feelings as well as those around him (Vaxevanidou and Rekleitis, 2019). Below is Table 1 which shows the relationship between the five dimensions of emotional intelligence and the twenty-five emotional abilities. It should be noted at this point that there is no one-size-fits-all model as everyone has disadvantages and advantages.

Emotional intelligence plays a key role in the work area after through studies have shown that a high level of emotional intelligence of employees of a company can give it a competitive advantage over competitors and the possibility of greater flexibility at any corrective actions and changes (Papoutsi et al., 2019). As for the leadership emotional intelligence of giving the opportunity to better understand the relationships between employees and strengthen cooperation between them to achieve the business objectives. An employee who has emotional intelligence positively affects the work of around without necessarily performing any kind of power (Ryback , 1998).

TABLE 1: The Model of Emotional Abilities

Personal Ability The following skills determine how well a person handles himself		
Self-awaren ess	The ability of the individual to know his inner state, preferences, personal reserves and to have contact with his intuition.	1. Awareness of emotions 2. Accurate self-asses sment 3. Confidence
Self-regulati on	The ability of the individual to be able to manage his inner state, his impulses and his personal reserves	1. Self-control 2. Reliability 3. Conscientiousness 4. Adaptability 5. Innovation
Behavioral motivations	The emotional tendencies of the individual that lead to the achievement of goals or facilitate it	1.Trend to be achieved 2. Commitment 3. Initiative 4. Optimism

Social Ability The following skills determine how well we handle relationships		
Empat hy	The ability of the individual to be aware of the feelings, needs and concerns of others	1. Understanding of others 2. Orientation in the provision of services 3. Enhancing the development of others 4. Correct handling of diversity 5. Political perception
Social skills	The ability of the individual to provoke in others the reactions he wants	1. Influence 2.Communication

3. Leadership 4. Catalytic action regarding change 5. Handling disagreements 6. Cultivation of bonds 7. Partnership of cooperation 8. Team skills

Source: Goleman , 2011: 53-54

EMOTIONAL INTELLIGENCE AND LEADERSHIP IN THE WORKPLACE

Emotional intelligence is strongly associated with leadership which is a social, emotional skill of those individuals who have the ability to lead groups of people, take initiative and inspire others with their vision. A leader activates human resources and helps his subordinates to have a better performance by communicating a common goal or vision. People who are characterized by leadership skills are those who can arouse passion, enthusiasm by addressing the feelings of their subordinates (Vaxevanidou & Rekleitis, 2019). The profile of the manager who is inaccessible and tough, which used to dominate in the past, is no longer followed in the business sector. Research has shown that the more positive and friendly a leader is with those around him, the more positive the results of the organization (Bachman, 1988). Katsanevas and Tsiaparikou (2013) stated that when human resource management is successfully carried out, it is also related to emotional intelligence at the leadership level, in particular they argue that "it does not mean a current leader who does not have sufficient intelligence skills, which he must consciously cultivate (Katsanevas and Tsiaparikou, 2013: 102) ".

Greek-born psychologist Richard Boyatzis (2006), Professor of Organizational Behavior and Psychology at Case Western Reserve University and Visiting Professor of Human Resource Management at ESADE University in Barcelona, gave an interview in which he stressed the importance of developing intelligence:

"Emotion guides logic, and logic cannot exist without emotion. Leadership means first of all a relationship and the leader who does not understand this basic principle, it is impossible to lead" (Boyatzis, 2006).

In the same interview, Boyatzis (2006) emphasizes the importance of leaders understanding the feelings of the people they work with and that "modern leaders need to realize that compassion and humanity bring loyalty." Morgan McCall and Michael Lombardo (1983) of the Center for Creative Leadership conducted a study of executives who failed despite all the predictions about their careers that they would reach the top. The reason for this discrepancy in their course was a consequence of various factors with the most common problem being the lack of sensitivity to others. Also, another common cause that leads to this divergent direction a strain is arrogance (McCall & Lombardo 1983). Burandas (2005) argues that when a leader is arrogant he lacks emotional intelligence and self-awareness. In this case the leader does not communicate his feelings and is not interested in understanding others, despite the fact that he seeks emotional understanding from those around him. This leader shows aggression, toughness and competitiveness. A leader's arrogant behavior leads him to failure as he is emotionally isolated with harsh and aggressive behavior towards others as he feels that he does not have their recognition and trust. The leader with this profile is very often insecure and feels anxious at the idea of a possible failure, a fact that can make him even paranoid (Burandas 2005).

Boyatzis (2006) states that the human brain can understand messages emitted by other people around him. If a person pays the attention he needs to the emotions he receives from his environment, then he manages to "tune in" with others more easily. In this day and age, where globalization has created more competition in business, this resonance results in better collaboration, so emotional intelligence is especially important . On the other hand, where there is no coordination (dissonance) more problems arise in the field of labor relations (Boyatzis 2006).

An important advantage for a leader is when he has the socio- emotional skill of managing diversity. The modern age highlights the importance of this ability even more as in a workplace employees can be divided into many categories which can cause unequal treatment due to prejudice. And at this point a leader who is emotionally trained or charismatic realizes this difference in team perceptions and works to adapt himself and the corporate structures in that direction. Also, the leader with the above skills tries to turn this difference between the employees into an advantage for the organization in order to achieve its financial goals by collecting their different views and experiences (Vaxevanidou and Rekleitis , 2019).

A common phenomenon encountered in the workplace is conflicts due to the different personalities of employees (Papoutsi et al., 2019). People with high levels of emotional intelligence who are either employees or leaders have the ability to recognize, manage, and regulate their own and others' emotions (Mayer et. al., 1999). An empirical study by Jordan and Troth (2002) found that people with high emotional intelligence showed a preference for finding collaborative solutions in cases where they had to manage conflicts.

According to Ryback (1998) a leader who is distinguished for his emotional intelligence exhibits ten key behaviors that set him apart from other leaders and their level of emotional intelligence is not so high:

1. He is not critical of his subordinates but on the contrary when he criticizes it happens with constructive comments to the employee which make him

feel that his superior cares about him and appreciates him. On the contrary, harsh criticism can negatively affect the employee and reduce his self-confidence.

2. Has understanding for others and their feelings. He is trying to help others to understand better their feelings, he uses his own experiences.

3. He is honest about his intentions and feelings. He is an authentic person who does not work with deceit and hypocrisy.

4. He is open to criticism and assumes any responsibilities, without taking a defensive stance when difficulties arise and blaming his subordinates. Also, before reaching a decision, he has first given the opportunity to the interested parties to express their views on the issue.

5. Focuses on the big picture. He pays attention to detail, however he does not get lost in it.

6. The subject of communication is important to him. He is an expressive person who chooses the time and place to express and share his feelings with his subordinates. With this behavior the leader manages to establish a sense of collective identity and gain the respect and trust of the team.

7. He is supportive of his subordinates and makes them feel valuable and that their contribution to the success of the organization is important.

8. Resolves conflicts resolutely before they escalate.

9. He does not feel the need to prove his abilities and enjoys the sense of power, but he feels responsible for himself, his subordinates and the organization he leads.

10. He enables his subordinates to grow and evolve by encouraging them to set high goals and take risks by utilizing their potential and talents to the fullest.

Daniel Goleman mentioned six different types of leadership in an article in the Harvard Business Review in 2000. These types of leadership are directly related to the dimensions of emotional intelligence and have different effects on the performance of the work and the climate of an organization. Goleman led these leadership styles based on Hay / McBer survey results from 3,781 executives around the world. Below is Table 1 with the six types of leadership according to Goleman: the oppressive, the visionary, the humanitarian, the democratic, the guiding and the advisory (Goleman, 2000):

Table 2: Goleman's leadership styles

TYPES OF LEADERSHIP						
	COERCIVE	AUTHORITATIVE	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACH

WHEN IS IT SUITABLE	In the state of crisis, at the beginning of an organizational change or with troubled employees	When a new vision is needed or when a clear direction is needed	When the cohesion of the team needs to be restored or revived in times of crisis	When the contribution or consent of employees is needed or to extract valuable information from them	When you need fast results from an enthusiastic abd capable team	To help employees improve their performance or develop their capabilities
TARGET	Immediate Compliance	Mobilize others to follow a vision	Creating harmony	Ensuring commitment through participation	Performing tasks at a high level	Capacity building for the future
RESULT IN CLIMATE	Strongly negative	Very strongly positive	Strongly positive	Strongly positive	Strongly negative	Strongly positive
CAPACITIES OF EMOTIONAL INTELLIGENCE	Motivation for achievement, initiative, emotional self-control	Confidence, empathy, catalyst for change	Empathy, bonding, conflict management	Cooperation, team leadership, communication	Meticulousness, motivation achieve, initiative	Development of others, empathy, emotional self-awareness

SOURCE: Vaxevanidou & Rekleitis, 2019: 599

- The leader with a coercive leadership style: in this case the leader demands obedience from the employees based on the power that comes from his position and on a more general level there is no empathy. This management style can be seen as effective at the beginning of an organizational change, in times of crisis and when there are troubled employees. The consequence is that the organizational climate is negative
- The authoritative leader: this leader turns and mobilizes employees towards a common vision. He features capabilities such as sensitivity, confidence and is a catalyst for change. This leadership style brings results for the organization when it is necessary to create a new vision or when the organization must follow a clear direction. The organizational climate is strongly positive.
- The leader with an affiliative leadership style: with this leadership style the leader manages to create a permanent state of harmony and forms emotional

bonds between the members of the team. For this reason, this particular leadership style meets the needs of an organization when it is in crisis or needs to restore team cohesion. This leadership style is characterized by emotional intelligence skills such as empathy, conflict management and bonding. The impact on the organizational climate is strongly positive.

- The leader in a democratic style: the democratic leader always tries to listen to the opinion of his subordinates and is ideal in cases where it is necessary to have a common consensus or to listen to the opinion of the majority of the workers. Democratic leadership style brings consensus that comes through participatory processes. The leader in a democratic style has the skills of cooperation and communication. The organizational climate is very positive.
- The leader with a pacesetting leadership style: this leadership style is followed when it is necessary to have a quick result from a group of employees who are enthusiastic and capable. Leadership style requires high performance and stands out for emotional skills such as initiative, conscientiousness and motivation for success. Also, this particular leadership style creates a negative organizational climate due to the pressure and limitation of creativity.
- The leader with a coach style: the leadership coach style emphasizes the human resources and their further development. Emotional skills that stand out for this leadership style are empathy, emotional self-awareness and the ability to develop others. This leadership style promotes the development and utilization of employees' skills. The organizational climate is very positive (Vaxevanidou & Rekleitis, 2019).

Cherniss and Goleman (2001) argue that those leaders who follow four of the above six leadership styles, especially the democratic, humanitarian, visionary and consulting, create a very positive organizational climate in their organizations and at the same time the employees manage to have better performance. Leaders who are effective and successful have the ability to adapt and alternate leadership styles according to the needs of the organization in each case. The charismatic leader can perceive the feelings of his team members and understand the effects of his actions have on those feelings. One way for leaders to strengthen their credibility is to perceive and express the unspoken feelings of their co-workers by representing their team or acting in a way that clearly demonstrates that they have perceived those feelings. (Goleman, 2011). Goleman (2011: 269) specifically states that "the leader is a key source of an organization's emotional tone". The leader can with enthusiasm lead an entire team to the same goal. In fact, this transmission of emotional energy enables the leader to lead a business and set its course and goal. The emotions that a leader communicates are more important to an organization's team than another person who does not have that much power. Leaders are people who have their attention focused on them and the rest imitate them. Of course, this has its pros and cons depending on the emotions that each leader communicates to those around him. When a leader conveys negative emotions to his team members such as arrogance and authoritarianism then this has negative consequences for the organization. This is because people in the group may be discouraged and feel anxious and angry. Conversely, when the leader is successful and maintains a positive attitude and mood then this is transmitted to other team members with a positive effect on the organization as individuals are willing to offer and collaborate (Goleman, 2011).

CONCLUSIONS

Leadership is an important factor and the way it is exercised is crucial for the business world. The leader greatly influences his surroundings and it is important to have skills that allow him to perform his work successfully and fulfill the goals of the organization. Emotional intelligence in the broadest sense of the word includes a set of skills that are important for leadership. Initially it is important for a person, let alone a leader, to have those emotional intelligence skills that will help him develop into staff such as self-regulation and self-awareness. A leader must first be able to manage himself and his emotional world to be able to successfully lead a team.

We conclude from the above, that the leader should have the ability to perceive the feelings of the employees of the organization and try to coordinate with those around him. Communication between leader and team is important and the leader should not be isolated from it. A competent leader is able to perceive and manage diversity in the employee team in such a way that it is to the benefit of the organization. Finally, it is very important for the leader to have empathy, to have an understanding of the work environment and depending on the goals of the company to be able to follow the appropriate way of leadership each time.

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Responsibility in Tourism Management: A Mediterranean Perspective

Theodora Papatheochari, **Spyros Niavis[2]**, **Antonia Koutsopoulou[3]** & **Harry Coccossis[4]**

[1]Department of Planning and Regional Development, University of Thessaly, Pedion Areos, 38334, Greece, e-mail: thpapath@uth.gr

[2] Department of Planning and Regional Development, University of Thessaly, Greece

[3] Department of Planning and Regional Development, University of Thessaly, Greece

3 Department of Planning and Regional Development, University of Thessaly, Greece

ABSTRACT

An increased need for sustainability in tourism destinations has made both the terms of responsibility and sustainability equally important for tourism management. Both concepts include the aim to increase the socio-economic benefits for tourism destinations while preserving the natural and cultural environment and the need for involving all relevant stakeholders in the decision making process. Although recent literature addresses the issue of responsibility in order to achieve sustainability in tourism, in practice the notion of responsibility is not always easy to communicate to tourists, businesses and local communities. However, the new trends in tourism which call for a deeper understanding and relation between the visitor and destinations, the shift to a more environmentally friendly tourist profile and the emerging pandemic implications have put responsibility in the spotlight. Under this context, this paper examines the views and experiences of three INTERREG MED projects representing the Sustainable Tourism thematic objective, which deal with sustainable and responsible development of coastal and maritime tourism in the Mediterranean area. The projects aim at improving the monitoring and assessment of the water sustainability performance of the tourism sector, promoting coastal destinations as "consume-less" locations directly involving all interested actors (local authorities, tourism operators, tourists) and evaluating the impacts of ecotourism in order to strengthen competencies of local stakeholders. Through a set of questions, addressed to project representatives, the challenges and recommended actions towards responsibility in the tourism sector are identified considering not only tourists and tourism operators but also local communities. In addition, the new aspects imposed by the pandemic crisis are being addressed, putting the dimension of responsibility under a new perspective and calling for new, creative and innovative strategies towards this direction. Finally, new trends in tourism responsibility are being discussed, considering also the increased awareness of the involved actors which includes an environmental sensitivity and understanding of the local environment by tourists, an understanding of the tourism sector and its implications and impacts by local communities and a tendency towards corporate social responsibility by tourism beneficiaries.

Key Words: Responsibility, Coastal and maritime tourism, Tourism management

1 INTRODUCTION AND BACKGROUND

An increased need for sustainability in tourism destinations has made both the terms of responsibility and sustainability equally important for tourism management. Both concepts aim to increase the socio-economic benefits for tourism destinations while preserving the natural and cultural environment and the need for involving all relevant stakeholders in the decision making process (Zhang et al., 2020). Responsible tourism has been often linked to the idea of community-based tourism while its origin has been related to the tourist demand for social contact with the local community and for experiences of creative activities, knowledge and exploration (Luh Sin & Minka, 2015). There has been a wide interest to define social responsibility in tourism. It could be referred to as obligations and activities of the involved stakeholders, as the collective efforts of responsible actions of destination stakeholders as seen by the residents (Lee et al., 2021). According to Mody et al. (2014), responsible tourism could not be regarded as a type of tourism, but rather a way of perceiving a destination, in which responsibility plays an important role. The characteristics of responsible tourism include the minimization of negative impacts, the generation and equitable distribution of economic benefits for host communities, the involvement of local communities in decision making, the sustainable management of the natural and cultural heritage, the connection between tourists and the local community and a culturally sensitive behavior (Caruana et al., 2014; Grimwood et al., 2015). The stakeholders usually involved in such processes are the tourists, local authorities, tourism service providers, tourism businesses in general (Lee et al., 2021; Grimwood et al., 2015). In order to define the responsible tourist, it is imperative to explore and understand the motivations behind a consumer's decisions and preferences when travelling (Mody et al., 2014). There is a wide range of push motivations and pull factors that affect tourist decisions, from demographic to emotional etc, while, it is considered that responsible consumers show a high interest for the environmental and social aspects of a destination. Therefore, they are considered as more environmentally and socially sensitive. It is argued that social responsibility on the part of the destination could affect tourist perception of the destination, influence their intentions to revisit and, in general, encourage responsible behavior. However, still the consumers are unpredictable and inconsistent in their behavior, therefore, difficult to manage (Caruana et al., 2014; Su et al., 2020). In this context, it is important that all relevant stakeholders try to comply with the destination interests (either social, economic or environmental) and understand each other's interests in order to promote socially responsible actions (Lee et al., 2021; Su et al., 2020). Regarding tourism businesses, responsibility (or, more often, corporate social responsibility) is more than linking practices with the pillars of sustainability. It requires a strategic perspective across the value chain and a specific focus on the target groups' needs. Corporate social responsibility activities usually concern environmental management practices, the generation of a dialogue with the local community and employees relationships (Coles et al., 2013; Tamajon & Font, 2013). Adding to corporate social responsibility, the initiative of Intrepid goes beyond bringing social benefits. It promotes a more solid link between creating value for the business and improving the destination community, building on local capacities (World Travel and Tourism Council, 2021).

Given that the COVID-19 pandemic is tightly related to the tourism industry, it is understandable that the idea of responsibility for all groups of involved stakeholders has been affected. It could be said that international traveling, an inherent element of tourism, contributed to the fast-spreading of the disease and thus made the tourism industry considered one of the pandemic incubators. On the other hand, the sector is one of the worst-hit activities by the pandemic as many countries have imposed restrictions on people movement and a considerable decline in international tourism arrivals was observed in 2020 (Gössling et al., 2020). Although the pandemic's possible persistence may be considered a threat to the tourism industry, it may also become an opportunity to reconsider the type of tourism growth of the future. This is because all actors of tourism may become more responsible, thus enhancing the sector's sustainability (Sigala, 2020). At the supply side, tourism entrepreneurs have already increased their services' health and hygiene standards (Jiang & Wen, 2020; Sigala, 2020). Moreover, the disruptions of air connections have mobilized destinations in attracting tourists from more adjacent markets. This new target setting reduces the number of flights and the carbon footprint of tourism (Ioannides & Gyimothy, 2020). Furthermore, the disruptions in the global logistics chains increased the consumption of local foods as a response of tourism enterprises to the risk of possible food and beverages shortages. This shift to the strengthening of local value chains has two benefits. First, it reduces the global tourism footprint as fewer supplies are shipped from distant places, and it also helps local suppliers to increase their incomes and generate more jobs (Ioannides & Gyimothy, 2020). Therefore, tourism becomes a fundamental contributor to the local economies and is being embraced by the local communities.

On the other hand, tourists' responsibility may also be enhanced. Initially, tourists may feel somewhat responsible for the further transmission of the disease and thus may become more responsible by keeping all hygiene standards and showing greater respect to the places they visit. This "ascription of responsibility" may be preserved in the future behavior of tourists, thus enhancing the sustainability of the sector (Han et al., 2020). Moreover, the behavior of tourists may also change with respect to the hotels that they chose to book. Tourists may choose to stay in more remote and rather small hotels avoiding the large resorts where overcrowding phenomena are observed and social distancing is harder to keep. The same trend was also observed in tourists' dining options, with many of them preferring to spend time in open-air places instead of visiting crowded restaurants (Pardo & Ladeiras, 2020). Therefore, the pandemic may provide an excellent opportunity for halting the dominance of mass tourism. Finally, tourists may also choose more adjacent and familiar destinations to spend their holidays where they might feel safer and reduce international flows (Ioannides & Gyimothy, 2020; Pardo & Ladeiras, 2020). The same trend might be observed in professional travelers as many of them may substitute online meetings for air travel. The slowing of air transport is expected to reduce the overall carbon footprint of tourism (Gössling et al., 2020). All these trends observed during the pandemic might be preserved after the covid period with very positive effects on the sector's sustainability.

The aforementioned portray that responsibility is an evolving issue open to many perceptions. Therefore, it is very interesting to examine how tourism experts working on different dimensions of tourism sustainability perceive the meaning of responsibility, the main trends among the tourism actors and the implications of the COVID-19 for the future development of the phenomenon.

2 METHOD AND RESULTS

2.1 Method

This paper examines the views and experiences -regarding responsibility- of three INTERREG MED projects representing the Sustainable Tourism thematic objective. The projects deal with the sustainable and responsible development of coastal and maritime tourism in the Mediterranean area. The project partnerships include tourism related entities of the Mediterranean, such as regional and municipal authorities and councils, universities, development agencies, networks, NGOs, regional and national agencies, ministries and other local, regional, national and macroregional entities.

More specifically, the vision of CONSUME-LESS project is to offer authentic and original tourist experiences while reducing water and energy consumption and waste production for the preservation of the destinations' natural and cultural heritage. The actions foreseen by the project aim to promote and reward sustainable management actions in the fields of energy, water and waste and also to communicate sustainable resource management to visitors and raise tourists' awareness and responsibility to the destination. The implementation of those actions requires but also promotes the involvement of local and regional authorities, SMEs and tourist operators and the active participation of tourists. In a similar context, CASTWATER aims to support sustainable tourism water management in

Mediterranean coastal areas by promoting sustainable tourism policies and practices on water efficiency. The project engages tourism SMEs in an online self-evaluating monitoring process that evaluates their performance on water efficiency and water management and in return provides recommendations on how to improve their water management performance. Through the active participation of SMEs, local and regional authorities can gain access to important information and data on the overall performance in water management of the tourism sector which can in return be used to assess the implementation of relevant policies. Capitalizing on the experiences of MEET network and DestiMED project and with the vision to improve coordination between tourism and conservation policies, DestiMED Plus aims to create a network of ecotourism itineraries through a collaborative approach in order to promote ecotourism in protected areas. The project foresees a series of monitoring and training actions for measuring and improving the sustainability of ecotourism products and also to increase capacity building of local ecotourism stakeholders. All three projects involve actions and develop strategies to cope with the new aspects and challenges imposed by the pandemic crisis, especially in relation to issues regarding environmental awareness, destinations' sustainability and tourism responsibility (INTERREG MED, 2021).

For the purposes of this paper extended interviews were conducted with the projects' key representatives, defined by each project. The interviews included a set of questions to address the challenges and recommended actions towards responsibility in the tourism sector considering not only tourists and tourism operators but also local communities. In addition, the new aspects imposed by the pandemic crisis are being addressed, putting the dimension of responsibility under a new perspective and calling for new, creative and innovative strategies towards this direction. Finally, new trends in tourism responsibility are being discussed, also considering the increased awareness of the involved actors which includes an environmental sensitivity and understanding of the local environment by tourists, an understanding of the tourism sector and its implications and impacts by local communities and a tendency towards corporate social responsibility by tourism beneficiaries.

It should be noted that the extended interviews were conducted with an emphasis on three categories of stakeholders (tourists, businesses and local communities) and the sustainability dimensions (socio-economic, environmental, governance) and around four topics:

1. The challenges of tourism responsibility.
2. The recommended actions towards achieving responsibility in the tourism sector.
3. The effects (positive and negative) of the pandemic in achieving responsibility.
4. New trends in tourism responsibility.

The project representatives expressed their experiences on the issues under discussion as experts of the tourism research and sector and as representatives of their projects, passing on the lessons learned during their project implementation.

2.2 Results

As stated above, the interviews with project representatives were conducted around four general topics with the aim to address the issue of responsibility, specifically in the three groups of stakeholders (tourists, businesses and local communities). Each interview opened with the general question of *What is responsibility in tourism?*. All answers included the need for stakeholder involvement and understanding of the destination in order to assist the tourism sector and promote sustainability. More specifically, the responses included the practices of the tourism sector to promote responsibility by engaging all relevant stakeholders in understanding that they are part of the problems generated as well as the solution and incorporate the idea of value, place and people.

Regarding tourists, the interviewees consider that tourist behavior is linked to their way of living. Travelers tend to bring with them their habits, choices, values, intentions and in general their sociocultural characteristics. Awareness raising about responsible tourism and understanding of the destination is a key element for their behavior, impacts and role as part of the solution for more sustainable tourism destinations. Businesses could have a share in keeping tourism responsibility by engaging themselves in responsible actions and, thus, promoting responsibility for the visitor. In this way, integrated actions could be promoted by both groups of stakeholders. In addition, the interviewees have highlighted the need for up-to-date information about legislation, new technologies and digitalization, and funding opportunities as well as the improved understanding of the impacts of tourism development to the destination. Concerning small businesses, changes in their strategies are of importance, such as a better targeting of the preferred type of the tourist and the activities to promote. According to the interviewees, the destination authorities are the principal actor to encourage this integration/interaction among the relevant stakeholders and engage them in the process towards responsibility. There is a need for collecting the data for managing the tourism impacts at both authority and business level and motivate the cooperation between management authorities and entrepreneurs. At the same time, authorities are the ones to ensure the dialogue with the local community in terms of their perspective on the type and intensity of the tourism activities in their territory. In order to do so, it is important to understand the real value of the territories and build together a long-term vision for a shared benefit, be it economic, social and environmental. According to the interviewed experts, responsibility could be considered as a chain, in which one actor could learn from the other. Some of their suggestions, following the new trends in tourism management, are the introduction of new and smart technologies, the shift from promotional management to management of impacts, the improvement of learning about sustainability and the new social economy and new ways of living (e.g. digital nomadism).

The emerging challenges posed by the pandemic crisis have also been discussed with the project representatives. They consider that proximity will be a crucial aspect in setting new goals for tourism while the shift to nature-based tourism is expected to be more enhanced but not necessarily with a more responsible approach. However, it could be considered as an opportunity for promoting ecotourism. The pandemic has changed people's perspective so it is expected that tourists changed their needs and objectives for travelling, which include not only the need to relax and enjoy but also stay safe and build a relationship with the local community. This leads to a valorisation of the destination while communities could now be considered a value to enhance. Furthermore, the pandemic brought local actors together while it could be an opportunity to reduce seasonality. An example of new ways of cooperation, supported by DestiMED Plus project, was applied to Cabo de Gata Nijar Natural Park in Almeria (Spain). The project supported the Park in finding a new model and collaborative structure that goes beyond the sun, sea and sand tourism models and fits more to the vision of the park as an ecotouristic destination. At the same time, it promotes the cooperation among relevant stakeholders for a coordinated approach of ecotourism (Interreg Mediterranean – DESTIMED PLUS 2021).

Simple, innovative and user friendly training and monitoring tools could assist the adaptation to the new reality in tourism needs, provided these are not costly, especially for small businesses. On this, an example, brought by CASTWATER representatives, is the development of a digital platform that calculates the carbon footprint (CF) of stakeholders in order to improve their behavior and compensate accordingly. Moreover, local service providers seem to be mostly hurt, however, there is an opportunity to promote more the use of local products because the distance between the consumer and the supplier is expected to decrease. Consumers now seem to understand more the vulnerability of the system. An example, coming from CONSUME-LESS project, concerns an initiative adopted by Italy which is called Società Benefit. It is a legal tool for tourism companies that allows them to gain economic profit whilst creating a positive social and environmental impact with the aim of transparency, responsibility and sustainability (Società Benefit, 2021).

3 CONCLUSIONS

This paper sought to explore the views of tourism experts in the Mediterranean area on the tourism responsibility issues arising for three groups of stakeholders, namely tourists, businesses and local communities. It is recognised, both by literature and by the interviewees, that the way towards responsibility is long and complex. On the one hand, there is a series of internal factors to take into consideration, such as the access to information and resources and the cooperation among actors, while, on the other hand, there are also external factors, such as the pandemic crisis, which constitute major impediments for its realization. However, the difficulties could act as opportunities for rethinking tourism development and build a more sustainable future for Mediterranean destinations.

Among the issues highlighted through the interviews was the need for collaboration among the three groups in order to create responsible and sustainable destinations. In addition, the access to more information on how to be responsible and what are the resources and actions to achieve responsible actions and behaviour was particularly addressed which could be accompanied by the assistance of new technologies. New, simple and innovative ideas could accelerate responsible practices and help bridging the gap among tourists, businesses and local communities. To this end, the destinations and their authorities are considered the principal actors to make such an integration among the different interests while communities should participate in the decision making processes.

The challenges imposed to the projects of the INTERREG MED Sustainable Tourism objective towards promoting responsibility in coastal and maritime areas of the Mediterranean include the contribution to the generation of knowledge, the enhancement of actions and the incorporation of policy recommendations for responsible and sustainable tourism development in the Mediterranean destinations.

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The Corporate Social Responsibility of Hotels Industries in the Midst of Crisis. Best Practices in the Covid-19 Era

George M. Aspridis[1], Eftychia Lagkona[2], Sofia Metaxidou[3], Ioannis Koukoumpliakos[4]

[1]Department of Forestry, Wood Sciences and Design, University of Thessaly, 11-13 V. Griva str, Karditsa, Greece
[2]Department of Business Administration, University of Thessaly, Gaiopolis, Larissa, Greece,
[3]Department of Administration and Economy, University of Western Macedonia, Kozani, Greece
[4]Department of Management, University of S. Bohemia, Studentska 13, Ceske Budejovice, Czech Republic

ABSTRACT

The principles of Corporate Social Responsibility are part of the strategic management of a company but also a tool for promoting this company. In the hotel sector, CSR is present with actions related to human resources, local community, environmental protection and more. In the last year, the appearance of the coronation pandemic has created many problems in the field of tourism. Room reservations have been reduced, flights to and from Greece are sometimes banned, the operation of several units is suspended, and the hotel clientele is reduced. Hotel companies are investing in CSR actions during the COVID-19 era in order to accelerate the improvement of the organization and operation of the unit. Due to the circumstances, several hotels adapted the distance work, tools and technologies were introduced to help employees so they can work better, the importance of harmonizing personal and professional life was highlighted. Many companies have taken significant action during the era of COVID-19.

The aim of the proposal is to present the most important principles for the implementation of CSR in hotel companies especially in the midst of crises (economic, social or pandemic), in order to improve the services provided for the participants. The methodological tool that will be used is literature review, the collection of data about the subject under review in the last year, in order to record the prevailing situations and trends of CSR in hotel companies. To achieve this goal, written texts will be studied (studies, evidence, expert reports, online sources, hotel reports) on the application of CSR in the hotel industry. The content of the written texts, the measurement, and the frequency in the reference of specific words, the special importance that emerges from them and others will be analyzed. The literature review is a tool of both descriptive and quantitative research.

The conclusions are particularly important and any use of them will contribute substantially to the practical application of CSR principles in hotels and especially during crisis.

Keywords: Corporate Social Responsibility, Covid-19, Hotels, Tourism

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A good traveler is one who does not know where he is going.
A perfect traveler is one who does not know where he comes from.
Lin Yutang, Chinese philosopher

1. INTRODUCTION

Businesses engaged in the tourism economy have to change the way they do business and take on business activities that are socially responsible. In other words, they need to be aware of issues relating to the environment and society, and respect culture and diversity, to be open to dialogue with stakeholders such as municipalities and local organizations in order to gain the favor of the local community, to constantly improve their services (Golja and Nizic, 2010).

More specifically in times of crisis, such as the one we are going through in the last period. The Covid-19 pandemic. The Corona virus (2019-nCov) appeared in the city of Wuhan in Hubei province in China in late 2019 and spread very quickly around the world. The complications of the virus have resulted from the beginning of 2020, in governments taking measures to restrict movement to avoid an outbreak of the flu. As a result, the economic and social conditions of each country change. In the hotel area the impact was significant. For example, in 2020, many units did not work, others malfunctioned, unemployment of human resources in the tourism sector increased, there were many cancellations of room reservations which decreased considerably. Organisations were forced to adapt their operations by taking their own share of responsibility for limiting the spread of virus by inevitable consequence, many hotels not work properly or not at all referring to seasonal accommodation. Inevitably, increased the unemployment rate by the area of tourism and not only as created instabilities in reservations which fell sharply. In this context, Corporate Social Responsibility (CSR) can contribute to the improvement of services provided in the tourism economy.

2. LITERATURE REVIEW

Tourism, human circulation considered as consumption is fundamentally nothing more than the leisure of going to see what has become banal.
G. Debord, French intellectual

The idea of Corporate Social Responsibility began in America in the early 20th century. "Corporate Social Responsibility refers to the integration of a company's social, environmental, ethical and charitable responsibilities towards society, as they are reflected in its operation, processes and basic business strategy and result from cooperation with all stakeholders" according to Rashe et al. (2020 : 28-29). The European Commission defines CSR as "the responsibility of businesses for their impact on society". CSR is a voluntary concept-approach that is beyond the legal obligations of each company. It is a multidimensional concept and refers to the social, environmental, moral, and philanthropic activity of organizations (Vaxevanidou, 2011). The main characteristics of CSR are the self-commitment of enterprises, the connection with the sustainable development of the company and the contribution to the social, economic, and environmental issues and in conclusion the continuity and duration of CSR actions by the company (Farcane and Bureana, 2015).

Corporate Social Responsibility focuses not only on social issues, but also on economic and environmental issues. It aims to limit the impact of business activity leading businesses to sustainable tourism development (Strand et al., 2014).

"Tourism is the temporary movement of people, from the geographical environment of permanent residence to another, for the purpose of mental pleasure" (Laloumis, 2015 : 14). It is a service that has as its main characteristics the intangibility, customer participation, production and consumption, consumability and heterogeneity (Chitiris and Anninos, 2015). Tourist accommodation is divided into main hotel accommodation, such as hotels, youth accommodation hostels and other and non-main hotel accommodation (Laloumis, 2015).

CSR in the tourist economy and especially in hotels has gained even greater value. CSR in the field of hotels has to deal with many and important problems. More specifically, it is necessary to address seasonality in employment, protection of the environment, contribution to economic development, tackling discrimination and shaping policies on intercultural, contribution to the economic development of local communities, respect for human and labor rights, protection of the personal rights of guest – tourists (or better yet hotel guests) and other challenges. The application of CSR principles to tourism and especially to hotel companies, brings positive results in the quality of tourism products and services, and improves the image of businesses. Actions that take place are recycling, sponsorships, the development of human resources, the safeguarding of hygiene and safety rules and whatever this may entail. Regarding the hotel business, CSR's practices concern areas such as human resources, the market, the environment and society. These actions concern all businesses, but some may be specific or preferred according to the business scope, geographical location and corporate philosophy.

The European Parliament resolution of 6 February 2013 on CSR [2012/2098 (INI)] supports the European Commission directive which calls for CSR policies of companies in the various sectors (including tourism) to include positive 'strategies as well as structures to support victims of crime and their families during crises, and for specific policies to be established for any employee who falls victim to crime, whether in or outside the workplace'.

The Association of Greek tourism enterprises considers that sustainable development contributes to the direction of businesses and destinations with environmentally and society-friendly practices that will significantly help in the future to improve the service of Tourism.

For these reasons and environmentally conscious, tourist accommodation wishing to obtain environmental education with a view to protection of labor and the working environment for themselves and for their customers, as well as through compliance with those measures strengthened safety of all involved. Such organizations are the Green Key, Blue Flag, Travelife Gold, Bio Kitchen et al.

The INSETE[5] believes that sustainable development contributes to the direction of both hotel businesses and destinations with environmentally friendly practices that will significantly help in the future to improve the tourism service. The Greek National Tourism Organization[6] considers that this product is disseminated to all social groups and positively affects the quality of life of citizens. The Hellenic Chamber of Hotels[7] highlights the possibility of proper hospitality and the reduction of losses. The Institute for Tourism Research and Forecasts[8] through studies and field research, proved that 60% of all hotels operated with the new data due to coronary data and this for a short period of time.

3. RESEARCH METHODOLOGY

The research adopted the qualitative research method and utilized two research tools. That of the Bibliographic Review and then the methodological tool of the semi-structured interview. Qualitative research is suitable for small-scale research, where research hypotheses have not been adequately analyzed by the scientific community (Bryman, 2008). Through this, the holistic approach and analysis of the subject under investigation can be achieved. Called upon to answer specific questions such as why and how an event occurs, it allows in-depth analysis of the process.

Initially, a review of the literature was carried out, in other words an investigation of the literature, so that the researchers on the one hand follow the developments around the investigated subject and on the other hand form new ideas. For this purpose, secondary publications on the subject were selected, such as studies, articles, reports of international

[5]Online available on the website https://insete.gr/, accessed on 30/4/2021 (in Greek).
[6]Online available on the website https://www.gnto.gov.gr, accessed on 30/4//2021 (in Greek).
[7]Online available on the website https://www.grhotels.gr, accessed on 30/4/2021 (in Greek).
[8]Online available on the website https://www.itep.gr, accessed on 30/4/2021 (in Greek).

and national experts, reports of institutions, reports of hotel organizations for CSR, studies of ELSTAT, e-books and texts from websites (Probonas, 2015).

Fifteen semi-structured interviews of approximately fifteen minutes were then conducted. The respondents were from both sexes, middle managers of the hotel industry with different work experience, came from almost all geographical regions and all held a degree related to tourism business management and economic science (Saunders et al, 2014). Ethics and ethics issues (such as the free consent and participation of respondents, ensuring the confidentiality and anonymity of participants, avoiding questions related to personal data, courtesy, consent form and others) were also addressed in the conduct of a survey. There was no recording of the answers but the on-site recording of the answers (Issari and Pourkos, 2015; Saunders etc., 2014).

The purpose of the study is to present and evaluate the CSR practices used by hotels in Greece, to record the malfunctions and problems and finally to submit proposals for improving the use of CSR tools in hotels.

4. RESULTS

4.1. CSR good practices

According to the literature review, hotels are committed to continuously improving CSR's strategy and encouraging partners to apply hotel standards. The aim of hotels is to treat participants fairly, to ensure transparency and accountability, to improve hygiene and safety. The hotels support the local community and actions on social policy issues and respect for Human Rights. They try to reduce the environmental impact and help save energy. Many hotel units contribute to volunteering, participate in the organization of sports and cultural events. They have formulated specific standards for Quality Management in the foods they use. Hotels voluntarily participate in the recycling of municipalities and regions. They also work with NGOs to carry out voluntary actions and help local communities.

According to surveys, visitors and Greek tourism companies consider that the most important action in the era of COVID-19 is to ensure their customers' health and the existence of flexible cancellation policies. Customers believe that there should be a reduction in prices while hotels take the view that there should be a change in the tourists' behavior. Greek tourism companies consider it important to increase cleanliness protocols and to form crisis management teams (PAPEI and Open Tourism, 2020).

The interviews have drawn many useful conclusions about whether or not CSR is implemented. Some hotels had established, among others:

- the provision of quality food to all employees (exactly the same as available to customers), the ensuring of residence for employees, and the movement of employees from their place of residence to the workplace,
- systematic cleanliness of the foreshore and the beach in front of the hotel,
- hosting disabled people at regular intervals,
- the application of the principles of the green economy and circular economy,

• the integration of environmental and ecological actions in daily creative programs for employees and customers,

• providing the necessary operational instruments both indoors and outdoors,

• the implementation of the principles of the green economy and the circular economy,

• the development of infrastructure projects,

• responsibility to all participants and others.

Table 1: The most widespread CSR practices in hotel businesses

HUMAN RIGHTS	EMPLOYMENT RIGHTS	EQUAL OPPORTUNITIES	SOCIETY	ENVIROMENT	CHARITY ACTIONS
Well-being of all participants	Hygiene and safety at workplace	Meritocracy in human resources management	Local community activities support	Orthological management of Natural Resources	Sponsorships
Anthropocentrism	Education-edification-instruction	Equal opportunities for all employees	Dialogue/Communication with the local community	Waste management	Sports events organization
The tourist as a guest-traveler	Human-centered administration	Diversity management	Enhanced measures against COVID-19	Local environment and foreshore protection	Cultural events organization
Vulnerable social group support	Non-discriminatory working environment		Infrastructure of the local community improvement	Recycling	Voluntarism / voluntary actions
Respect for multiculturalism			Cooperation with universities	Green policies	People with disabilities support
				Zero carbon footprint	

Source: Personal data processing

4.2. Application of CSR principles criticism

On the other hand, many hotels are severely criticised for not applying the principles of CSR. For example, many hotels throw away a large amount of fresh and undamaged food that is left over every day. Food is not provided to people who need it (soup kitchens of metropolitan areas, social grocery stores and others), but at the same time it is not allowed to be eaten by the hotel's human resources. Many actions involve more part of the company's marketing and communication policies.

Many hotel companies are not registered in the Greek network for CSR and do not know in detail about the best principles and practices of CSR. They have not signed the UN Universal Covenant on CSR. In many cases, there are also possible links between the hotel's interweaving and corruption with the local authorities in their effort to expand their activities. Awareness of the social role of hotels is needed, beyond the conventional offers of goods and services to customers. Also, in many cases and due to seasonality, critical sectors of the economy and society were not supported, the environment was not protected, there were no policies to improve the quality of life, infrastructure projects and others. In the first period of the Corona virus the stakeholders involved were very sensitive. Unfortunately, this interest declined over time.

Several businesses do not show the necessary interest in human resources and the problems they are possibly facing (although there have been cases where the owner or senior executive accompanied the employees to the doctor and contributed to his recovery).

In general, the larger the hotel unit, the greater the interest in CSR. Small hotels are more interested in good cooperation with local authorities and they develop some basic actions.

Diagram 1: Best practices and malfunctions of CSR in hotels

Source: Personal data processing

5. CONCLUSIONS

To lose your prejudices you must travel.
Marie Magdalene" Marlene " Dietrich, German actress

The results of the study are indicative and in no way representative. The research is a first investigative effort that could evolve as part of a larger nationwide investigation. The research is small in scale due to a lack of resources. Participation in the interviews was small due to the effects of the Corona pandemic and the lack of interest. The results can be applied to hotels (of all categories) that either apply or do not apply CSR principles and contribute to improving the social efficiency of these hotels. And especially in the era of Corona virus and major crises where society and people are more aware.

All hotels regardless of their size must adopt CSR practices. The implementation of these principles is a very difficult and important undertaking that will contribute to the good reputation and the name of the business. These practices should not only be formal but substantive and should be included to the hotel companies' strategic planning. Enterprises aim to cultivate and develop CSR with the aim of social solidarity culture. In the framework of this strategy, it is necessary to:

- have continuity and consistency in the actions of hotels not to be sporadic,
- develop partnerships with local clubs and society,
- display local products in the hotel cuisine,
- avoid the all-inclusive policy in order to strengthen the economy of the local community,
- inform the hotel's human resources about the hotel's actions regarding CSR,
- continuity develop and train the human resources,
- best practices for protect the environment,
- protect vulnerable social groups,
- categorize hotels in thematic sections, for example ecology and others,
- have greater awareness of all aspects of CSR, and finally,
- have sponsorships to the local community.

It is therefore a voluntary decision of the hotel companies and a force to diversify and gain a competitive advantage through the adoption and implementation of CSR (Lindgreen and Swaen, 2010).

All internal and external customers should not be treated as passers - by, but especially the latter ones, as visitors-travelers and highlight the human-centered approach of management and the social face of the company. It is proposed to implement the ISO 26000: 2010 standard, which is a set of instructions on how hotel businesses operate in a socially responsible manner. This means that the hotel business operates in an ethical and transparent way.

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Managing Covid-19 Crisis by the Major Hotels Chains. A Case Study of Radisson Hotel Group

Nikolaidis Nikolaos- PhD candidate, Academic Associate, University of West Attica

Sergopoulos Konstantinos- Assistant Professor, University of West Attica

Lazoura Ioulia- PhD candidate, University of West Attica

Kyritsi Georgia- Technical Laboratory Associate, PhD candidate, University of West Attica

ABSTRACT

The unprecedented health crisis due to the pandemic (Covid-19), brings crucial changes in the way hotels operate worldwide. The aim of this research is to investigate crisis management action plans and practices the major hotel companies have adopted, in light of the new challenges emerged during COVID-19 pandemic.

To this end, a research was conducted in branded hotel chains, as well as a case-study approach was concluded in relation to Radisson Hotels, one of the top branded hotel organizations. The case-study introduces a managing crisis action plan and refers to the safety procedures that the hotel brand follows and includes a 20-step protocol and a 10-step meetings and events protocol procedure, which is a process underpinned by both management safety practices and organizational crisis strategies.

As the hospitality industry recovers slowly, this study offers theoretical and practical insights on how the major hotel groups will be able to protect the health and safety of their employees, guests, suppliers, business partners and the broader community.

Keywords: COVID-19, Managing Crisis, Hotels crisis strategy, Major hotel chains, Health & safety protocols.

Introduction

The COVID-19 pandemic has significantly disrupted the hospitality and tourism sectors around the globe, forcing widespread closures and strict requirements on trade due to the risk of infection and even death for some vulnerable segments of the community (Nicola et al., 2020; Rivera, 2020). Several factors are linked to why hospitality is highly susceptible to this kind of health-related crisis - high volume of patrons, large staff work teams, exposure to intra- and international travellers, the potential for contagion through cross-contamination, and multiple pathogen delivery mechanisms (e.g., surfaces, cutlery and crockery, food; Leung and Lam, 2004). Failure to comply with COVID-19 safety measures might endanger the health and safety of frontline staff, the viability of the business and the general public.

Hotels and accommodation establishments are places where there is a high degree of interaction among guests and workers. It is these aspects—the lodging of guests, the services this entails (food and beverage, cleaning, activity organization, etc.) —and the interactions specific to these establishments (guest-guest, guest-staff, and staff-staff) that require specific attention. All staff of the accommodation establishment should comply with basic protective measures against COVID-19 including hand hygiene, physical distancing, avoiding touching eyes, nose and mouth, cough and sneezing etiquette (respiratory hygiene), use of medical or fabric masks, stay-at-home orders when indicated and seeking medical attention when symptoms consistent with COVID-19 are present (WHO, 2020).

This research is set out to understand how the major hotel organizations are managing the Covid-19 crisis, safety requirements and protocols in response to this unprecedented health crisis.

The paper begins by reviewing literature in managing crisis in tourism and hospitality industry, followed by managing COVID-19 crisis by the hotels, a presentation of the major hotel companies and the case analysis of Radisson Hotels. The final chapter will give present the conclusion and recommendations based on the current research.

1. Managing crisis in tourism and hospitality industry.

Due to the nature and numerous peculiarities of the hotel business, the sensitivity of this sector to crisis situations is undoubtedly higher compared to other business sectors. Tourism and hospitality as critical elements of the tourist offer are exposed to various crises and disasters and therefore, the concept of crisis management must play an important role in the activities and organization of hotel businesses. The present analysis seeks to highlight precisely this issue and its direct link to the viability and development of hotel businesses, starting with the theoretical framework that examines the fundamental determinants of tourism, as well as the concepts of crisis management in hotel businesses and how they affect and regulate the viability and growth of these businesses.

In the field of tourism, the World Tourism Organization (UNWTO, 2011) divides tourism crises into five categories, namely:

1. Environmental, including geological and extreme weather events, and human-induced situations such as climate change and deforestation

2. Societal and political, including riots, crime waves, terrorist acts, human rights abuses, coups, violently contested elections

3. Health-related, such as disease epidemics affecting humans or animals

4. Technological, including transportation accidents and IT system failures

5. Economic, such as major currency fluctuations and financial crises

Any significant crisis in Categories 1-5 will affect the tourism sector's ability to operate normally, either because of damage to infrastructure and facilities, or because the destination will be perceived as unsafe. The principal consequence of crises is a rapid decline in overall tourist arrivals and occupancy levels for hotels, tour operators and airlines, due to:

· physical damage to tourism infrastructure (especially in the case of natural disasters).

· heightened perception of risk and erosion of consumer confidence (especially in the case of terrorist attacks).

· decisions by consumers to cancel or postpone their trips.

· removal by tour operators of holidays in affected countries from their brochures and product listings.

· decisions by airlines to reduce flights to affected destinations.

These issues will result in a loss of jobs and a fall in the economic benefits of tourism, including reduced incomes for businesses and individuals along the supply chain and loss of tax revenues for governments, and (in the case of a crisis of longer duration) reduced investment in facilities.

It is worth noting that even if the adverse events are located in a relatively small geographical area of a country, the concern and skepticism of tourism market players about travel safety and the negative image may apply to the whole country, excluding it as a travel destination.

The adverse effects of events may be limited in duration and extent if appropriate corrective action is taken immediately, including infrastructure repair, improved high security measures and appropriate communications. The above may return the hospitality industry to its normal operations in the short to medium term, but where the country's regulatory framework is still considered dangerous, recovery may be further delayed (COMSEC, 2017).

When suddenly difficult situations arise, such as a pandemic (eg COVID-19), hotel companies are forced to change their operating strategies. These events create high levels of uncertainty and usually require rapid responses and an effective response to adverse effects

(Ritchie et al., 2019). However, according to Bremser et al. (2018), there is little preparedness to respond to a crisis situation in the hospitality industry, mainly due to lack of resources (Ghaderi et al., 2014) and lack of knowledge and experience on how to act (Ritchie, 2008).

The direct effects of crises in the hospitality industry are found in the significant reduction in tourists, hotel occupancy, average daily rate (ADR) and revenue per available room (RevPar). In the short term, other effects, such as job cuts, changes in operations and downsizing of services, threaten the recovery of the hospitality industry. In the medium and long term, debt collection difficulties and / or debt repayment difficulties are postponing future investment projects that could accelerate a return to normal activity.

For example, regarding the effects to date of the recent global pandemic (COVID-19), Nicola et al. (2020) reported a significant reduction in revenue per room and occupancy in hotels.

In fact, the most worrying issues for COVID-19 hosting are the financial implications, the uncertainty surrounding the duration of the pandemic, and the fear of tourists.

However, natural disasters and pandemics have been shown to lead to longer periods of crisis than economic crises and therefore require more time to recover (eg Kubickova et al., 2019).

Some authors (Campiranon and Scott, 2014), summarizing the critical factors for business recovery after crisis situations, have argued that these factors are a plan for managing and recovering the market, cooperation, and human resources.

The main strategies for responding to hospitality crises are summarized as follows: cost reduction, promotion and restart of local markets, price reduction, preparation of emergency plans and rational human resource management policies.

2. Managing COVID-19 crisis by the hotels.

The consequences of the COVID-19 pandemic have rattled the tourism and hospitality industry. The cancellation of flights, conferences, events and hotel reservations have left the industry in sharp decline, with planned travel down 80-90% and global losses estimated at $300-450 billion. So how can hotels prepare, and step up their hygiene protocols to make their establishment safe and trustworthy? What can smaller hotels and lodging providers learn from the best practices of other hotels who are leading the way? (EHL Insights, 2020).

According to World Hotel Organization (WHO, 2020), the hotel management should develop a comprehensive strategy to adapt to COVID-19 pandemic situation, including the following aspects.

Action plan

The management team, in consultation with local health authorities, hotel, restaurant, catering, tourism administration and industry associations should establish an action plan tailored to the situation and implement it in accordance with local government recommendations to prevent COVID-19 transmission. The team should further support the health authority for effective case management and contact tracing and mitigate impact among clients and staff.

Actions may include reducing occupancy rate where physical distancing cannot easily be achieved. There is also need to be determined processes for staff to follow if they are unwell. Staff should have access to facilities and supplies for regular hand hygiene, regular cleaning and disinfection of high-touch surfaces in public areas.

A process, including supplies, for cleaning and disinfection of any of rooms occupied by infected persons should also be incorporated into the plan. The plan could also incorporate policies for teleworking, a screening process for staff coming to work and policies for safe return to work post exposure and post recovery from COVID-19.

The plan should be updated when necessary as a consequence of new guidance, procedures or regulations issued by pertinent authorities.

Deployment of resources

The management team should allocate adequate resources to ensure the continuous and effective implementation of the action plan. The action plan should also include provision of equipment and procedures, developed in collaboration with local health authorities, for the management of suspected case(s) and their possible contacts.

Supervision

The implementation of the action plan and the effectiveness of the measures undertaken should be evaluated frequently to verify and ensure compliance, identify and correct gaps and adapt the plan based on practical experience. A “crisis management team” involving members of each relevant department can support management in the implementation of the action plan and timely identification of required adjustments. In that case the staff itself shall undertake an energetic role towards the health and safety operation in the business and the final recovery thereof.

Staff absenteeism should be regularly monitored and justified to rapidly detect and respond to possible COVID-19 illness.

Logbook of actions

It is advisable to keep a logbook of the important actions and measures carried out in response to a suspect or confirmed case and to record them in enough detail (e.g. including date and time a disinfectant was used, by whom and where).

This logbook can be used to improve the actions implemented and to ensure every party involved -guest, staff, management- for the prompt respond to challenges and difficult cases.

Communication

An information policy for guests should be pre-defined through communication between management and staff, including through the managers in charge of the different departments. Providing guidelines to the staff on how they should communicate the action plan to guests and other stakeholders can ensure alignment and consistency.

Execution of this approach means staff will be up to date on and can rapidly obtain and provide information on incidents that may arise. Short documents, informative posters, and video messages can amplify key messages among guests and staff.

Official leaflets on basic hygiene practice and COVID-19, in different languages, could be useful information tools. It will be useful to have an up-to-date list of contact information for the staff and emergency telephone numbers.

Training and information

Management must set as a primary objective the continuous training of the staff in all fields of knowledge they deem necessary (Sergopoulos, 2019).

Management should inform all staff of the measures that could protect their health and that of others, including the recommendation to stay home and seek medical attention if they have symptoms of COVID-19.

Management should organize regular information briefings that cover all basic protective measures against COVID-19 and the signs and symptoms of the disease, and update staff on new developments.

Training may be needed for specific procedures, including Standard Operating Procedure (SOP) to be implemented in the case of isolation of a suspected case (while awaiting ambulance transfer or according to national procedure), cleaning, disinfection and any other measures (WHO, Interim Guidance, 31 March 2020).

3. Top hotel groups

While the COVID-19 pandemic deeply affected the hotel sector in 2020, causing a plunge in occupancy and financial performance, it has not prevented world leaders from continuing to develop their room inventories. However, development trends vary among global brands, leading to several changes in the Top positions.

Following the analysis of 'Hospitality ON', updated on 19 April 2021, here is how some of the world's biggest hotel companies have taken the lead with the introduction of enhanced cleaning practices, workplace protocols and social interaction initiatives:

The number one hotel group for 2021 remains **Marriott International** with 30+ brands. The American company seen its growth slow down slightly compared to the previous year (almost +5%),but posted a solid performance with a 3.1% increase in its number of rooms, now above 1.4 million.

The Chinese company **Jin Jiang**, known in Europe through Louvre Hotels and **Radisson Hotel Group** - acquired in 2015 and 2019, respectively - is now back to being the world's number two. In a context where China's hotel market is recovering faster than its Western peers, the company has achieved a higher rate of growth (+6.7%) than its Western rivals.

Hilton, which climbed to number three, has 18 brands and recorded the best growth among Western groups: +4.9%, a net gain of more than +47,000 rooms; higher than that of its rival Marriott. It also crossed the highly symbolic 1-million room threshold. Together with Marriott and Jin Jiang, it is now part of the Top 3 club of groups that have achieved this key milestone.

Behind it, **InterContinental Hotels Group (IHG),** regained one place and became No. 4 worldwide, even though its supply stabilized (+0.3%) after a rapid development spur (+5.4% in 2019). The group has 16 brands with over 880.000 rooms.

The desire for independence of some owners, key partners for the groups, has affected **Wyndham**, which recorded the only annual decline in its room supply (-4.2%) in the world's Top 5. Wyndham has 20 brands representing over 795.000 rooms.

Behind it, **Accor**, which is once again the world's number 6, is closing in on the 750,000-room mark with more than 30 brands; its development held at a steady pace (>3% in 2020 as in 2019).

RANKING 2021 - TOP 6 HOTEL GROUPS IN THE WORLD

			HOTELS		ROOMS		EVOL. ROOMS	
RANK	GROUPS	NAT	2021	2020	2021	2020	+/-	%
1	MARRIOTT INTERNATIONAL		7,551	7,331	1,400,289	1,358,400	41,889	3.1%
2	JIN JIANG		10,304	9,518	1,087,994	1,020,036	67,958	6.7%
3	HILTON WORLDWIDE		6,422	6,055	1,010,257	962,864	47,393	4.9%
4	IHG		5,964	5,903	886,036	883,563	2,473	0.3%
5	WYNDHAM HOTEL GROUP		8,941	9,280	795,909	831,025	-35,116	-4.2%
6	ACCOR		5,139	5,036	753,344	730,886	22,458	3.1%

Source: Hospitality ON/ MKG destination – March 2021.

The major hotel chains are implementing similar COVID-19 safety protocols. All are following the directions of the World Health Organization (WHO) and have medical experts advising on best practices.

According to Schoenberger (2020), the largest hotel chains safety protocols generally include:

- All employees are required to wear masks
- All guests are required to wear masks in public areas unless they are eating or drinking (exceptions for guests with medical conditions)
- Extra sanitizing & disinfection of high-touch areas in guest rooms
- Increased cleaning frequency of public areas
- Disinfecting wipes available to guests
- Enhanced cleaning & disinfection of restaurant areas and meetings spaces
- Contactless check-in and check-out available at many properties
- Exploratory use of electrostatic sprayers with disinfecting mist and ultraviolet light to sanitize surfaces and objects
- Enhanced staff safety inclusive of personal protective equipment and enhanced training and protocols

While all of the above is designed to make potential travellers feel safe booking accommodation at well-known hotel chains, there are some common sense tips to keep in mind.

Global hotel brands are known for consistency. Guests should be able to expect a common level of service and quality within a particular brand. Of course, the ownership structure of individual hotels makes this a bit more complicated. Some hotels are company-owned, some are owned locally and managed by the brand, some are managed by third party management companies and the majority are pure franchise properties.

Even in the best of times this means that adherence to brand standards varies among properties. All frequent travellers know this to be true. The hotel brands do their best to maintain consistent standards by using company inspectors as well as outside 'secret shopper' services. We mention this here as a cautionary measure. Just as COVID-19 has impacted leisure and normal business travellers, it has also impacted the ability of chains to police their 'brand standards' and to ensure their implementation. There is nothing nefarious about this – it's just one more way the pandemic has affected the hospitality industry.

The major hotel chains have not made public statements that they have relaxed their normal brand standards during the pandemic. However, relaxed brand standards is an issue that should be both anticipated and understandable as the major hotel chains have to deal with the dual issues of COVID-19 travel restrictions on the personnel that carry out inspections and also supply issues that might occur due to pandemic shortages.

The astute travel advisor will also understand that while a hotel chain's publicly stated COVID-19 policy is their well-intentioned goal, realistically the situation on the ground will show some variance. As such, it is best to prior advise travellers that their experience may vary from the stated brand policy.

In addition to the COVID-19 safety enhancements, each of the hotel chains promise both relaxed cancellation policies and paused expiration dates on loyalty program points.

As difficult as it is to cancel and change individual bookings due to COVID-19, many meeting & event planners have been experiencing issues where some properties are forcing these types of bookings to commit to specific future dates, or refusing to refund for cancelled meeting & events.

While the official policy of a large hotel chain may be that they understand the issues and are working with meeting planners to find acceptable alternatives, in reality this is not always the case.

As hotel protocols are changing in response to new information and guest preferences, here are links to each of the largest hotel chains COVID-19 health & safety protocol pages:

1. **Marriott:** https://news.marriott.com/news/2020/03/17/travel-information-covid-19-update
2. **Radisson Hotels:** https://www.radissonhotels.com/en-us/health-safety
3. **Hilton:** https://www.hilton.com/en/corporate/coronavirus/
4. **InterContinental:** https://www.ihgplc.com/en/about-us/our-response-to-covid-19
5. **Wyndham:** https://corporate.wyndhamhotels.com/news-releases/statement-from-wyndham-hotels-resorts-coronavirus-2/
6. **Accor:** https://all.accor.com/event/allsafe.en.shtml

Case Study – Radisson Hotels

A. About Radisson Hotel Group

Radisson Hotel Group is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,500 hotels in operation and under development in 120 countries.

The Group's overarching brand promise is Every Moment Matters with a signature "Yes I Can!" service ethos.

The Radisson Hotel Group portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand **Radisson Hotels**.

Radisson Rewards is the global rewards program that delivers unique and personalized ways to create memorable moments that matter to guests. Radisson Rewards offers exceptional loyalty benefits for guests, meeting planners, travel agents and business partners.

Radisson Meetings provides tailored solutions for any event or meeting, including hybrid solutions placing guests and their needs at the heart of its offer. Radisson Meetings is built around three strong service commitments: Personal, Professional and Memorable, while delivering on the brilliant basics and being uniquely 100% Carbon Neutral.

More than 100,000 team members work at Radisson Hotel Group and at the hotels licensed to operate in its systems.

Since 2019, RHG is part of Jin Jiang International. Jin Jiang International Co. Ltd. is a leading travel and hospitality headquartered in Shanghai, China and is ranked as the number two hotel group in the world in terms of number of rooms. (MKG Ranking 2021).

B. Crisis management action plan

Every Radisson Hotel must be prepared to respond to difficult situations, ranging from a minor incident to a full-blown crisis. During the heat of the moment, each act has enormous implications on people, property and reputation.

Radisson Hotel Group has a Crisis Management Action Plan which provides a step-by-step guide on how to manage any incident or crisis. It is a practical guide specifically for General Managers and hotel teams. The Radisson Hotel Group Crisis Management Action Plan is determined by the severity and nature of the incident.

This crisis management guideline can be used for any type of incident: operational, IT/cyber or reputational.

While this guide provides the framework, anyone on the team who is responsible for crisis management should also take part in yearly hotel training and regular crisis management tabletop exercises. Preparation is the key, but learning from the past is also important. After a real incident or crisis has come to an end, there should be always a debrief with the hotel team.

According to Radisson Hotel Group, there are 5 steps to handle a crisis:

1. **Understand** what has happened and how to respond.

   - Raise the alarm. Gather as much information as possible (What, when, where, whom, why).
2. **Evaluate** the level of severity and potential impact and escalate accordingly.
   - Assess severity (impact on people, property and reputation – escalate accordingly to district, regional or franchise director).
3. **Activate** teams and processes.
   - Activate hotel crisis management team and processes.
4. **Manage** the situation across all levels and team members.
   - Manage the situation, think people first.
5. **Handle** media and social media effectively.
   - Handle media, validate all messages with group communications team.

Moreover, the effective management of the crisis should focus on **People, Property and Reputation,** thus the major principles of the Radisson Hotel Group are the following:

i. Think people and keep thinking people.

   a. Those who are most affected are PEOPLE. The crisis management team should have as primary responsibility to ensure the wellbeing of all hotel guests, staff and suppliers.
   b. Depending on the type of situation, actions may include:
      i. Restrict access or temporarily close any specific hotel area.
      ii. Call medical or other emergency services.
      iii. Evacuate the hotel.
      iv. Contact guests who are offsite or will be arriving.

ii. Contact appropriate stakeholders.

   a. Depending on the nature of the situation it may be necessary or appropriate to contact local stakeholders such as:
      i. Public health authorities (Government health agencies, ambulance).
      ii. Utility companies (water contamination, gas leak, etc.)
      iii. Suppliers (food poisoning, beverage contamination, etc.)
      iv. Police (civil disturbance/altercation in hotel, etc.)
      v. Local government (explosion, hostage situation, etc.)

iii. Brief hotel staff

   a. Convene an emergency meeting of the hotel's Head of Departments (HODs) for a full briefing, and HODs must immediately brief their own teams.
   b. Inform them that no staff member may answer questions from the media or the public or should post anything about the issue and crisis on their own private or at social media.
   c. Guest/media inquiries should be directed to the crisis management team (CMT). Front office staff should be clearly briefed on handling calls/inquiries to the hotel and forwarding them to the CMT.

iv. Brief hotel guests

a. Determine the level of information you should share with hotel guests at each stage in the evolving situation. Remember that information sharing should be clear and focused on ensuring guest safety and wellbeing, answer their questions and avoiding panic.

v. Ensure effective ongoing management of the hotel.

- Continue to gather facts and re-evaluate the situation and adapt response.
- It is essential to keep hotel operations going and think about departing and arriving guests, continuing food and drinks operations and about managing incoming reservations.
- Restore and replace whatever was lost or damaged during the crisis to ensure business can carry on.

C. Safety protocols

One of Radisson Hotels' top priorities is the health, safety and security of the guests, team members and business partners worldwide. In response to this, a team of experts have reviewed the existing health and safety processes and developed a new safety protocol. This in-depth cleanliness and disinfection protocol was created in partnership with SGS the world's leading inspection, verification, testing and certification company and is designed to ensure the safety and peace of mind from check-in to check-out. In May 2020, the hotel group announced its Radisson Hotels Safety Protocol in collaboration with SGS, including increasing cleaning and disinfecting especially in high touch point areas, sanitizing stations throughout, team member PPE, physical distance measures in meetings, improved air circulation, strict food safety procedures, digital technology and hybrid meeting options.

A new 20-step protocol for hotels and 10-step protocol for meeting and event spaces is currently being introduced to Radisson hotels. New cleaning and disinfection procedures, increased attention to safety in communal spaces, protective equipment, and updated training for team members are included in the new protocols. All Radisson worldwide locations are being briefed on these protocols and strongly encouraged to implement them. These protocols describe specific processes and measures that are designed to make guests feel confident upon their stay at a Radisson Hotel.

RHG requires that each property follows the following 20-step protocol, and for each measure you will find details on:

•What to do

•How to implement

•Where to find additional information or products

•Illustrations to facilitate understanding

In addition, please note:

•Hotels must always follow (local) government instructions, or the 20-step protocol guidelines, whichever is stricter.

•Whilst all properties can implement the steps of the 20-step protocol immediately, Radisson Hotels Safety Protocol branded collateral pieces can only be displayed after the property has completed its SGS PLEDGE desktop review with SGS. Properties which have not completed the SGS PLEDGE desktop review with SGS are not allowed to display any Radisson Hotels Safety Protocol branded collateral pieces.

•These instructions apply to the areas of hotels that are open as per the Radisson Hotel Group De-escalation Levels.

GUEST EXPERIENCE – 20 Step protocols

1	Hotel	Implement social distancing measures throughout the hotel
2		Increase cleaning and disinfection frequency of all hotel areas, paying special attention to high-touch items
3		Implement improved air circulation processes to increase air quality
4		Install protective screens at the front desk between guests and team members
5		Install stations with alcohol-based hand sanitizer and gloves in the front entrance and hotel public areas
6		Ensure room keys are disinfected and presented safely upon check-in
7		Display door hangers with cleaning and disinfection procedures in each room
8		Provide travel size hand sanitizers to guests as an in-room amenity during their stay
9		Place TV remote controls in individually sealed protective bag after disinfection
10		Wash all linen at high temperatures for optimal disinfection
11		Make sanitizer and disinfectant wipes available to all guests in the fitness and wellness areas
12		Make Express check-out process available for guests to minimize contact
13		Offer cash-free methods of payments
14	Food	Offer individually packaged or Grab & Go food options
15		Space tables safely apart in all restaurants and bars to ensure social distancing
16		Serve all food and beverage respecting strict food safety procedures
17		Lock or remove Minibars
18	Team members	Conduct comprehensive hygiene and prevention training programs for team members
19		Conduct temperature checks for team members and suppliers, if legally permitted or required
20		Provide team members with Personal Protective Equipment

Source: Radisson Hotel Group 2020.

A new 10-step protocol for meeting and event spaces is currently being introduced to Radisson hotels. New cleaning and disinfection procedures, increased attention to safety in communal spaces, protective equipment, and updated training for team members are included in the new protocols. All Radisson worldwide locations are being briefed on these protocols and strongly encouraged to implement them. These protocols describe specific processes and measures that are designed to make guests feel confident.

GUEST EXPERIENCE – 10 Step M&E protocols

Ensure the safe handling of personal belongings in cloakrooms
Install stations with alcohol-based hand sanitizer and gloves in hotel public areas and meeting & event spaces
Increase cleaning and disinfection frequency of all hotel areas, paying special attention to high-touch items
Implement improved air circulation processes to increase air quality
Display door hangers with cleaning and disinfection procedures in each meeting room
Place a "Disinfect box" in meeting rooms for used stationary items and disinfect them after events
Ensure social distancing in M&E facilities
Ensure guests can use their own devices to communicate directly with their meeting organizer
Serve all food and beverage respecting strict food safety procedures
Frequently clean and disinfect coffee machines

Source: Radisson Hotel Group 2020.

D. Radisson Hotel Group new comprehensive COVID-19 testing program for guests and for meetings and events

As part of its ongoing commitment to the safe return of travel and to allow for a swift return to business, Radisson Hotel Group launches its new comprehensive testing program as the first hotel group to roll out a rapid testing service for meeting and event attendees at properties across its EMEA portfolio. The testing program builds on the Radisson Hotels Safety Protocol launched in 2020. In addition, upon full implementation of the program every hotel will be able to provide guests with the option to visit an easily accessible and affordable PCR testing location, either at the hotel site or in its vicinity.

The comprehensive testing program for all guests is groundbreaking in its coordinated approach across EMEA to reinstall confidence and peace of mind to travelers as the world returns to business by providing a safe environment and seamless testing facilitation.

Radisson Hotel Group's new testing program is an extension of the Group's 20-Step and 10-step **Radisson Hotels Safety Protocol** launched in 2020 in partnership with SGS, the world's leading inspection, verification, testing, and certification company, recognized as the global benchmark for quality and integrity, as well as the Group's Hybrid Rooms and **Hybrid Meeting Solutions** to assist clients in delivering a seamless event of any kind, from hybrid multi-site meetings to broadcasting events.

The rapid testing service for Meetings & Events will be available at participating hotels in select countries across EMEA in partnership with Hughes Healthcare using a lateral flow antigen test kit, proven to be one of the most accurate and best performing in terms of sensitivity and specificity.

Guests staying at Radisson properties can also have access to convenient and affordable PCR testing, the gold standard of SARS-CoV-2 detection, as part of Radisson Hotel Group's partnership with SYNLAB and Eurofins. SYNLAB is the leading pan-European provider of clinical laboratory and medical diagnostic services as well as laboratory diagnostics provider of UEFA. Eurofins is the global leader in bio-analysis and partner of Formula 1.

In addition, selected hotels will offer PCR testing on location for groups or individuals, or self-sampling PCR tests via the Group's partners.

COVID-19 Testing Options include:

- *COVID-19 rapid antigen testing offered by a specialized third-party testing provider and administered by a trained health care provider on site at the hotel prior to the event / meeting.*
- *Access to PCR testing locations in the vicinity of the hotel.*
- *Access to PCR testing with self-sampling, in countries where this is legally permitted.*
- *Group or VIP PCR testing on site at the hotel administered by a trained health care provider.*

Radisson Hotel Group has announced its support and endorsement of the World Travel and Tourism (WTTC)'s "Safe Travels" protocols, the industry's new global hospitality framework and stamp to provide consistency to destinations and countries as well as guidance to travel providers, operators, and travellers about the new approach to health and hygiene in the post COVID-19 world.

Radisson Hotel Group played a leading role in the development of the WTTC "Safe Travels" protocols, because of the firm belief in the power of cooperation and need for a unifying framework of protocols for the safe return to business.

Travel and tourism businesses, destinations and countries will be recognized with a "Stamp of Approval", upon adoption and implementation of the WTTC's global protocols or confirmation that their own standards are in line with WTTC's framework.

The ultimate objective of the WTTC's "Safe Travels" protocols is to reassure and instill confidence in guests as they begin to travel again via a globally consistent and unifying framework across the hospitality industry.

Conclusion

Organizations will need to reimagine the customer experience and take deliberate action to maintain and build consumers' trust. They will need to develop offerings that reflect the impact of COVID-19 on customers' health and finances while also encouraging them to get out of the house, travel and spend.

As well, hospitality businesses will need to manage the operational realities of the new normal, investing in technology to help deal with the burden while building a more flexible, agile workforce. The role of IT and new technologies in promoting hotel services should be a major priority for hotel companies (Marinakos et al., 2015). In an environment of dramatically lower revenues, high fixed costs, less than optimal asset returns, and the need to conserve capital, hospitality organizations will need to determine which areas to prioritize and invest in.

They will need to find the right balance between investment and conservation, one that achieves the highest ROI in the near to medium term. Some of these decisions will endure; others may not. But the decisions made in the months to come will have a lasting impact on the operating models of the hospitality sector for years to come.

The COVID-19 pandemic will eventually fade. The economy will recover and the hospitality sector—from restaurants to hotels, casinos to sports—will regain its footing and look forward with confidence to a successful, thriving future. Now is the time for companies to act, adapt to the new normal, position themselves for nimbleness and thrive in the years ahead (Deloitte, 2020).

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The Evolution of Hotels Through Ancient Greece

Laloumis Athanasios, University of West Attica
Papagrigoriou Aris, University of West Attica
Lazoura Julia, University of West Attica
Geronikolas Harris, University of West Attica
Mitsopoulos Dimitrios, University of West Attica
Laloumis Dimitrios, University of West Attica

Abstract

Hotels appeared in ancient Greece in a primitive form not only as structure but also as service provided. The needs of travellers evolved through the general development and evolution of the societies. In ancient Greece cities were individual states having their own ruler, law and structure. Bonds among them were created to increase the sense of safety among the citizens and prosperity to their everyday life. As the trade offered opportunities for better life conditions, travelling increased in number of people and distances covered. Since walking was a famous way to move along the cities places to rest made their appearance. Despite the primitive character, accommodation changed according to the needs. We meet different forms of accommodation evolution not only as travel evolved but as the society needed. To main holy celebrations in ancient Greece the accommodation provided is different of that in main highways that the trade created. The appearance of inns, taverns or luxurious hotels and their development is presented based on the term hospitality and its meaning through time.

Key words: hospitality, ancient Greece, accommodation

Introduction

Conceptual approaches of the term hotel

Hotels are economical units that sell hospitality. Hotel by law is the business that operates in or out of the cities and offers accommodation with or without meals. In detail hotel is the business that rends accommodation where circumstantially may operate restaurants, bars and other accompanying products that have a connection with the needs of the guests.

Hospitality through centuries

Hotel history has the same age as human civilisation. Three phases are recognizable when dealing with hospitality through ancient times. The First phase has to do with difficult times when danger and difficulties limited travelling alone.

The Second about times when merchant and other activities that helped the number of people travelling to increase. And the Third when improvement of travelling conditions, military watch and improvement of road network set travelling to become ordinary.

The first phase is connected with the time when foreigner was a rare phenomenon. So when a visitor reached habitable place everyone sought his company that gave a social value. Meanwhile locals and foreigners shared information to military, cultural and practical issues that had great importance. So foreigners were considered by far the most popular with the locals.

As time was passing by **(second phase),** the number of foreigners increased. While the increase of the offer made the demand to lower in number. When foreigners became a lot the interest in them was gone. It was not a positive discrimination foe a local to host a foreigner as there were many seeking accommodation. Meanwhile information from foreigners were no longer unknown since other foreigners have already spread them to the public. Then the state has to deal with the accommodation of travellers.

In the **third phase** and when the foreigners became, especially to some areas or seasons, a lot in number they had to pay to secure a place to stay. Through this procedure hotels were born. (Laloumis, 2014)

Today tourists move around the globe in millions. Trading hospitality has reached scientific dimensions as tourism has been a social and economic phenomenon of great importance as for the receiving countries or the ones that export tourists.

Hospitality in ancient Greece

In ancient Greece hospitality was a holy act. Foreigners were protected by Zeus Xenios the “strangers’ God”, Athina Xenia among the Gods of ancient Greece. There was a divine request for treating foreigners and it would be a sin to act differently. Hospitality followed a typical procedure to each and every foreigner indifferently of his social status he could stayed in the guest room. Hospitality has important social power as it would connect people from different social status even simple people and kings.

In Homer era, a foreigner could find hospitality, in each house he visited. This phenomenon was met to each of the cities – states of the time, although Thessalian and Athenian were more popular among others for their hospitable feelings. Foreigners during Homer era was not a tourist but a messenger, traveller, exile etc

The acceptance of a foreigner was met by gifts and wishes for well being. At his appearance the owner of the house was called hotel owner and gave dinner to his honour. (Gkiokas, 1999)

The guest after the ordinary bath, wore special festive clothes offered by the landlord and sat at throne. The dinner usually took a long time and the landlord wife took part at the discussions as well. The guest after dinner narrated a story, or anecdote. In case the landlord of the house couldn't have dinner with his guest, food was sent to him by the landlord.

At early historic times transportation was developed and so did trade. The cities and the societies were thriving as well as science and art. Travels took a more massive figure specially during races and celebrations.

Greek cities, during celebrations, or sport events representatives of other cities were coming apart from the visitors of the events. Then by the interference of the state, hospitality was given to certain people representing the city and the term of public hospitality made its appearance. Public hospitality created powerful bonds among the cities having as a result the necessary conditions of mutual hospitality.

The safety of the foreigners was given to consuls as a responsibility. The consuls were assigned to their position by the authorities of the cities and a special consent was signed. The term of consulate appeared (Koumanis, 2005).

The term of consulate and consuls grew under the establishment of money as exchange means but also from the development of writing records that led to the circumstances of mutual friendships among cities. The treats of friendships were carved to marble columns while consuls were exchanging symbols of mutual respect.

At that time the word hospitality was used to express friendship. Gradually the bases of an international form of law began to establish among the cities – states.

Shebeen, inns and taverns in ancient Greece

Public and private hotels made their appearance under a form of shebeen or inns.

Shebeens were built next to temples where races and celebrations were made like ancient Olympia, Epidavros, Delphi etc. Most of them were three floor stone buildings and the capacity reached a hundred rooms and two hundred beds like in Epidavros, or Leonideo in Olympia. The profession of the "explanatory" appeared as an ancestor of today's travel guide. At the time shebeens were not notorious and had the sense of finding shelter for the night (Psimennos, 2001).

Figure 1. Leonidion in Ancient Olympia

Inns were private and profitable contrary to shebeens that were mostly public ones. Inns met to different categories according to the services offered and the luxury given. Some were bed and breakfast while others provided service according to the traveller needs. The service at first was rudimentary but through time and competition the evolution was great.

Ancient Greeks covered long distances on foot. The distance between Athina – Olympia has been something common to be covered on foot and every five years a huge crowd from many cities around Greece reached Olympia walking. So, gradually inns made their appearance to specific places along the distance in order to make travelling easier.

Rich people of the time used to travel with the company of servants so they could stop wherever they felt like resting and military company for their security. Reaching the cities, authorities took care of their hospitality. Inns had minimum economic activities and the service was poor accordingly. Through time the service became better both in quality and quantity.

The cost was low but also vague. Travellers used to pay something relevant to the service got to the owner of the inn.

Inns used advertising signs with messages like 'Foreigner here you will be satisfied' and labels of the products offered like an animal, a God or other. In ancient Greece attracting customers was really common. Inn owners went to markets and try to advertise their own inn. During the 4th century B.C. in Athena, Piraeus, Corinth but to other cities as well there were a lot of inns. During Dionysos celebrations the demand of accommodation was huge so businesses that rented tents appeared.

A luxury hotel of 3rd century B.C. was a 2 or 3 storey building, decorated with paintings from mythology. At the basement there were large dining rooms decorated accordingly.

In the rooms there were wooden carved beds with Tortuga ornaments and silver or ivory legs. The linen was of the finest quality and the mattresses were painted with porphyry. It was at that time when the profession of the person making the beds that appeared, the servant who had been specialised in the making of the beds.

Ancient Greeks at first were having their dinner sitting where gradually this changed to their lying on sofas covered with cushions while women were still having their dinner sitting. The number of sofas available in each dining rooms named the rooms to double bed, three-bed, seven-bed and nine-bed. In the middle it was located a table for the food served on plated usually silver ones. There were glasses for the men, spoons for the soups but no forks as they haven't been invented yet. Hands were used instead where they were cleaned mostly with a piece of bread.

There were a lot of servants and superior service. Starters, meat, poultry, fish, salads, fruits and nuts were usually served. Bread was served in baskets. Olive oil and seasonings like pepper, thyme, oregano were mostly used in their cooking. Food was either roast, boiled or fried while the food offered were written on a board.

Lighting during the night came by torches and oil lamps that were hanging from decorated nooks on the walls or carved columns. There were also musicians to accompany dinner.

Figure 2. Asklipiion In Epidaurus in our days

Tip in Ancient Greece had the same role as today, it was a gentle movement to secure a better service.

Not all hotels were luxury though. There were a lot where the beds were wooden and simple just as the whole building and facilities it provided.

Taverns were at first places where wine was offered with food. The main product offered was fun in general. Gradually according to the demand the offer developed also offering more and better service with accommodation as well. Customers of taverns usually drank to their limits and loose female company was usually present. The Romans called the taverns campona and ganea. Most were equipped with tables and chairs although se general atmosphere was dirty and noisy. Owning a tavern as a profession had a sense of thief, as the word in Greek has the same root as the monger. Taverns had many similarities with inns so confusion prevailed having as a result to give a notorious fame to the inns as well (Laloumis, 2014).

Another type of hotel were the Romans 'Diversorii' that were located along the famous Roman highways and were close to post stations that provided military security.

Guesthouses in Byzantium

In Byzantium there were a lot of inns, taverns of different categories. Their form had suffered changes through time and their food offered was a mixture of Greek, European and Asian although wine had not lost its superiority. The conditions were of medium standards and totally different from the luxurious ones in ancient Greece.

Istanbul was the most famous trade place of the world with masses of foreigners reaching the city from Asia, Europe and Africa. The available accommodation could not cover the demand. The church created guesthouses that were mostly charitable ones. They were operating as houses for the poor, hospitals but also as hotels. The need for accommodations to the relatives accompanying patients located them next to hospitals or at times next to famous highways to offer bed and breakfast to travellers or the poor (Kolonas, 2014).

At that time hospitality once again took a spiritual virtue. Many philanthropists built guesthouses while kings offered sponsors. Well known guesthouses of the kind were "Vasileiada" of king Vasileios the Great in Caesarea in 372A.C, "Sampson's Guesthouse", "Isidoros" and "Arcadian" built from king Ioustinianos. Guesthouses were located through Byzantium but mostly along the way to Holy Land. After the fall of Istanbul in 1453 A.C. the guesthouse were evolved to caravan stations ending the long history of guesthouses as they were. Even today hospitality tradition without profit is still provided to the special place of monasteries, the abbot's room where a monk is responsible for the hospitality provided.

Figure 1. Asklipiion In Epidaurus

Conclusion

It has been proved that the hotels have been sites of civilization, as the degree of quality functionality goes to the same parallel with that of the cultural level of the era per location. In ancient Greece hotels have been operating in quite a quality facilities giving services accordingly setting the foundation of the hotel industry as we know it today.

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International Tourism and Global Public Health Crisis

Adamantia V. Roussou, Vasiliki Papanikolaou & Eleni Kornarou
Department of Public Health Policies, University of West Attica, Greece

ABSTRACT

This paper discusses the close relationship between tourism and public health regarding the role of travelling in the spread of infectious diseases. It examines the diversity of the tourism industry and the special characteristics that compose the tourist product, the way tourist destinations are chosen and how the travel experience is shaped through the provided tourist services. Other aspects also explored are the contribution of globalization to the transmission of contagious diseases and their impact on global tourist destinations, the way disease is recorded and monitored by the WHO and the ECDC, the effect of the Covid-19 epidemic on the tourism sector and the catalytic role of the hospitality industry in ensuring public health through the health protocols it implements.

This is a PRISMA review that synthesizes findings from existing Greek and international studies of quantitative, qualitative and mixed methods, published in academic journals mainly after 2000, in the Greek or English language. The relationship between tourism and public health is analyzed in three main areas: a) tourism, b) the spread of diseases and c) public health.

According to the findings, tourist motivation is associated with rules, cultural views and perceptions that revolve around the individual while the image of destinations consists the main pull factor for tourists. The search for "enhanced" experiences in emerging new destinations as well as the ever-increasing public health risks are leading a shift in interest towards safety and protection. Disease recording and surveillance, as well as early warning, play an important role for the implementation of effective measures to prevent epidemics from escalating into pandemics. Finally, multinational hotel companies are currently focusing on the strengthening their existing health protocols.

This paper concludes that the Covid-19 pandemic further reinforces the view that health security will be a key factor in attracting travelers and that tourism and public health are more closely linked than ever before. The restart of the tourism industry is likely to primarily depend on a marketing strategy that will strengthen both the image of protection and security of destinations and the support of new tourism products for the viability of the industry.

Keywords: travel experience, risk perception, infectious disease, health protocols.

1 INTRODUCTION

The emergence of new markets has led to a significant increase in the volume and size of global tourism since the 1950s. The evolution of the means of transport, but also the emergence of new popular tourist destinations in developing countries (mainly tropical / subtropical) have made travel patterns more complex, allowing the transport of pathogenic microorganisms to distant destinations (Chen & Wilson, 2008). Conversely, travelers also face an increasing likelihood of exposure to local infections and diseases when getting in contact with host populations during their journey (Wilson, 2003). Travel has reduced geographical barriers but has increased the spread of infectious diseases. Especially in the case of the hospitality industry, Coppola (2010) argues that it is one of the most vulnerable to emergency situations, which are now more frequent and complex than before, and affect all related industries at the same time.

Infectious diseases remain a critical issue for Public Health due to the constant change of their epidemiological profile (e.g. antibiotic resistance, mutations etc.) but also due to the burden they cause on humanity. In recent years, the incidence of Infectious Disease Threat Events (IDTES) has increased. Globalization and the environment and more specifically, travel and tourism, food and water quality, the natural environment, global trade and climate change are the top five drivers of IDTES while early prevention is more desirable than tackling (Semenza et al., 2016). The existing epidemiological surveillance networks, both globally and at European level, facilitate the surveillance of diseases, especially infectious diseases, which are important for Public Health. These networks are highly effective in detecting epidemics early and provide data with accuracy and speed, thus facilitating the monitoring of disease trends and are an important tool for designing disease prevention and control programs. Tourism is a highly vulnerable and volatile product influenced by factors that are sometimes beyond the control of tourism businesses and destinations. Health crisis affecting tourism, such as the SARS pandemic in 2003, have been on the rise in recent decades, while the current Covid-19 pandemic unfortunately proves that proper and timely preparation plays a role of crucial importance in mitigating the effects but also in minimizing the damage.

Tourism is an economic activity that will continue to attract international interest due to its global impact on the social, cultural and economic system of various countries. Creating direct and indirect employment opportunities and significantly contributing to capital inflows and national incomes, it is one of the key components of economic growth. As a result of international political instability, terrorist attacks, the emergency of natural disasters but also epidemics, tourists' interest in their safety and protection is constantly growing. Infectious diseases affecting public health and consequently tourism are not a new phenomenon but have followed the trend of global travel both in terms of rapid growth and spread. As diseases know no borders, they are not limited to their nations of origin and therefore, their restraint requires a global approach and effort.

The present study presents a detailed synthetic picture of the public health risks associated with tourism and traveling. It is a PRISMA review (Moher et al., 2009) that synthesizes findings from existing Greek and international studies of quantitative, qualitative and mixed methods, published in academic journals mainly after 2000, in the Greek or English language. The relevant bibliography was searched in a series of databases (Cochrane, CINAHL, MEDLINE, PUBMED, Google Scholar) and was conducted using keywords related to the research object. The evaluation of the studies was carried out with the help of the QATSDD questionnaire (Sirriyeh et al., 2012) while the analysis of the data was conducted in accordance to the instructions of the narrative composition (Popay et al., 2006). The relationship between tourism and public health is analyzed in three main areas: a) tourism, b) the spread of diseases and c) public health. This paper not only stresses the importance of early and timely reporting of public health threatening events, but also the need of redesigning crises management plans and reinforcing health protocols in tourism, so as to ensure the prevention and containment of future outbreaks.

2 CONSUMER BEHAVIOUR IN TOURISM

2.1 Tourism: a human activity & a market of economic goods

According to the definition put forth by the World Tourism Organization (UNTWO) "**tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure**". In this framework, tourism is *primarily* defined as **a human activity**, composed by the journey and the individual activities visitors engage into during the trip and *secondarily* as **a market of economic goods**, whereby it should not be studied only in terms of tourism demand but also in terms of the tourist offer and their spatial interconnection (Kandampully et al., 2001, Lagos 2005, Koutoulas, 2015).

As a significant form of human activity, tourism can have major impacts which cannot easily be categorised as solely social, environmental or economic, but tend to have several inter-related dimensions. Depending on the value position of the observer, those impacts can be positive or beneficial (for example contribution to local economy, job creation, willingness to support measures to protect the environment) (Loizidou, 2008), but also negative or detrimental (for example: disturbance to habitats and damage to landscape features due to overcrowding, pollution, loss of cultural identity. As a market of economic goods, tourism is a complex concept as, while it constitutes a single activity, it consists of a mixture of products and services which are promoted and provided to tourists by its various sub-sectors. As an industry, it requires products and services from all sectors of the economy (primary, secondary and tertiary) and employs, directly or indirectly, millions of workers worldwide (Edgell, 1990; Lagos, 2005). The biggest challenge for all the parties involved in the creation of the final product is to ensure the delivery of the desired quality services with coherence and reliability, whenever requested, with appropriate procedures and coordination. (Kandampully et al., 2001).

Although the tourism product reflects the overall travel experience that the visitor experiences, tourism impacts are largely spatially concentrated in the tourism destination since production and consumption take place in the same location (Menges, 1973; Burkart & Medlik, 1981). In recent years, a number of international economic, social and environmental developments, notably the international financial crisis and financial instability, the increase in the debts of countries, companies and citizens, political instability, natural disasters, the emergence of new destinations in developing countries among others, have a catalytic effect on the tourism phenomenon, resulting in changes both outside the operating environments of tourist destinations and tourism businesses (Tsartas et al., 2014). Additionally, the significant development of informatics and new technologies, the economic development of third world countries and the changes in the policy of many countries, are just some of the factors that shall accelerate the growth of the global tourism market. The tourism industry continues to grow in an ever-changing business environment.

2.2 Tourist motivation

The investigation of tourist motivations, in an effort to understand the tourists' behaviour and their decision making process, has become an important area of tourism research (Ryan, 1997). Initially based on Maslow's motivational theory, many researchers have attempted to provide an understanding of tourists' motives and their decision making process. Dann (1977) suggested that tourism consumption may be stimulated by 'pull' factors, which influence the individual's desire to leave its current context so as to escape daily routine and discover new places and cultures while 'push' factors are directly associated with the image of the destination itself (Laloumis, 2015). Iso-Ahola's (1980) psychological model summarized the motives into 'seeking & escaping' and suggested that individuals seek personal and interpersonal rewards while at the same time, they wish to escape personal and interpersonal environments (Mannel & Iso-Ahola, 1987, Pearce, 1993). Sociological theories focused more on tourists' typology and their interaction with host communities. Cohen (1972) sub-divided tourists into four types (the organized mass tourist, the individual mass tourist, the explorer and the drifters) while Plog (1974) classified them into 'psycho-centric' (inhibited, non adventurous) and 'allo-centric' (confident, naturally inquisitive), based on their willingness to seek more familiarity in their holiday surrounding versus seeking out the unfamiliar when travelling and seizing each new experience as a unique opportunity to discover new places and completely immerse into the culture of the host countries.

Although mainly criticized for their lack of empirical evidence, these theories continue to be relevant regarding consumer motivations in tourism. Push and pull factors can further help planners to augment and enhance destinations' offers, and provide marketers with a clearer grasp of which factors within their destination play an important role in destination choosing. In addition, the identification and understanding of travellers' individual motivations may facilitate and provide a more accurate segmentation of tourism markets, helping marketing managers and/or destination planners to strategise their offers and facilitate channel marketers' approaches in more productive directions.

Tourist behaviour can be influenced by a number of factors including cultural conditioning, social influences, perception and education while travel motivations are not static but change over time in terms of quantity, quality, variety and past experiences (Pearce, 1993). As the image of the traditional tourist evolves, the shift towards the search for "enhanced experiences", the search for the quality of the services provided and the search for self-improvement is particularly noticeable. As Dwyer et al. (2008) point out tourists become more critical and less loyal, seeking 'value for money' and not necessarily lower prices. In the same way, holidays become more specialized and take the form of an educational and cultural experience. Travel experiences will increasingly take into account the values and lifestyles of the growing middle class worldwide, as tourists seek to discover, experience, participate and become better acquainted with the daily life of the destinations they visit.

2.3 Risk perception and travel behaviour

Tourism and risk are two concepts inherently linked as the very decision to travel contains the concept of risk (the insecurity of being in a foreign country, the chances of something happening, etc.). The perception of risk concerns a cognitive but subjective assessment of the **possibility** of an unpleasant event occurring, which may differ from the real **probability** (statistical risk). Quintal et al. (2010) argue that tourists are more concerned about the risks that directly affect them or at least the risks they are able to perceive. In tourism, the dimensions of perceived risk are related to physical hazards, type of holiday and destination and include crime, disease, personal injury, equipment damage, weather conditions, cultural barriers and political crises (Pennington-Gray & Schroeder, 2013). Other factors that affect the perception of risk are the typology of the tourist, personal characteristics, age, gender, personality, nationality and level of education, previous travel experiences as well as sources of information and the information itself (Lepp & Gibson, 2003; Pizam et al., 2004; Kozak et al., 2007).

In the field of psychology, the first attempt to provide an understanding of risk perception and decision-making was put forward by a psychometric model, which revealed that people tend to use heuristic cognitive methods[9] in order to classify and simplify the information they receive, which often lead to preconceptions or biases which are influenced

[9] i.e. mental shortcuts that allow people to solve problems and make judgments quickly and efficiently

by several factors such as fear, risk unfamiliarity and stigma, among others. (Sapountzaki & Dandoulaki, 2016). Therefore, though it should ideally also take into consideration the existing empirical evidence, a number of additional factors contribute to their formation, including personal experiences, affective factors and salience of available examples, making the risk seem higher when a potential threat is seen as uncontrollable or dreaded (Sapountzaki & Dandoulaki, 2016).

Tourism is a highly vulnerable and unstable product that is influenced by factors that sometimes are beyond the control of tourism businesses and destinations. Even if the voluntary decision to choose a destination that is considered dangerous can make a positive contribution in the enrichment of the travel experience (Cohen, 1972; Plog, 1974), tourists' interest in their safety and protection is constantly growing, mainly as a result of international political instability, terrorist attacks, natural hazards, but also epidemics and many researchers argue that tourists tend to avoid destinations with higher potential risk (Law, 2006; Batra, 2008). Incidents that may threaten the health, safety or environment of tourism businesses or destinations can significantly damage their reputation and credibility, and negatively affect travelers' perceptions. The vulnerability of the tourism product increases the need for the existence and implementation of effective crisis management strategies, especially at the destination level.

3 PUBLIC HEALTH AND TOURISM

3.1 Globalization and transmission of infectious diseases

Globalization has increased trade and strengthened international relations, but it also poses new challenges and risks. Infectious diseases have followed the trend of world travel in terms of their rapid growth and spread and, precisely because they are not limited to their countries of origin, they require a global approach. Today people cross the world in less time than many infectious agents need to incubate while many pathogens can be transmitted by asymptomatic or mildly symptomatic individuals, including travellers, who may not be aware they are carriers. The fact that some pathogens may carry resistance genes is even more alarming, as additionally to showing high infectivity, they also present high resistance to antibiotics and thus a higher rate of spread and prevalence. On average, **one new infectious disease emerges every year** (Woolhouse & Dye 2001). The risks of transmitting infectious diseases are not limited to human-to-human contact. **About three-quarters of infectious diseases** that have emerged or recurred in recent decades **are zoonoses**, or animal-borne diseases (US General Accounting Office, 2000). Unplanned urbanization, especially in developing countries, poses another set of risks for the transmission of infectious diseases especially due to inadequate sewerage, overcrowding, and the sharing of resources such as food and water (Moore et al., 2003). Among the main factors that may trigger an epidemic outbreaks are natural disasters, endemic diseases and bioterrorist attacks.

Natural disasters do not usually lead to epidemic outbreaks but can, under certain circumstances, increase this possibility. Risk factors and transmission of infectious diseases are mainly associated with conditions such as heavy rainfall and floods, which favour the appearance of animal and vector-borne diseases (e.g. malaria[10] and leptospirosis[11]), the degree of overcrowding and the immunological coverage of the population (measles[12] and tetanus[13]), the availability of clean water and sanitation facilities (cholera[14], typhoid and paratyphoid fever[15]), the population's state of health and the availability of health services (PAHO, 2000).

Vector-borne diseases appear or reappear as a result of changes in public health policies, vectors' resistance to insecticides and drugs, lack of prevention programs, demographic and social changes, and genetic changes in pathogens (Gubler, 1998). It is a fact that the existence of epidemics and endemic diseases that prevail in some areas play an important role in choosing a tourist destination. Malaria is one of the most severe public health problems worldwide and a leading cause of death and disease in many developing countries. In 2019, malaria caused an estimated 229 million clinical episodes, and 409,000 deaths[16]. Malaria is one of the most common pathogens among febrile patients returning from destinations where the disease is endemic, with the islands of Africa and the Indian Ocean being the main sources of the disease for European patients (Gautret et al., 2009).

The September 11th, 2001, terrorist attacks on the World Trade Center and the Pentagon, accompanied by the sending of anthrax letters to the media and the Congress through the US postal service, have dramatically changed public opinion on issues of microbial bioterrorist attacks and the protection of citizens from future attacks (Kasper & Fauci, 2017). In terms of political trends, the effects of terrorist acts and the issue of travel security will continue to affect tourism as any threat to the safety of tourists causes a reduction or complete absence of activity in the affected destination and in turn has a negative impact on inbound tourism and neighbouring destinations (Cavlek, 2002).

The increased volume of global tourism activity combined with the attractiveness of high-risk exotic destinations exposes tourists to greater risk (Faulkner, 2001; Mistilis & Shelton, 2006). As the population ages, the most likely tourism profile of the future will be one that is less risk tolerant and less risk averse. As current trends indicate, as the number of tourism-related economies increases, the image of a "safe destination" becomes increasingly important (Dwyers et al, 2008).

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3.2 The International Health Regulations and the role of the World Health Organization in the control of outbreaks

In response to the exponential increase in international travel and trade, and emergence and re-emergence of international disease threats and other health risks, 194 countries across the globe have agreed to implement the International Health Regulations (2005). The stated purpose and scope of the IHR are "**to prevent, protect against, control and provide a public health response to the international spread of disease in ways that are commensurate with and restricted to public health risks, and which avoid unnecessary interference with international traffic and trade**.". The IHR require States to strengthen core surveillance and response capacities at the primary, intermediate and national level, as well as at designated international ports, airports and ground crossings (WHO, 2008).

In light of its role as guardian of the 2005 International Health Regulations, the World Health Organization (WHO) bears special responsibility in the management of risks and emergency situations. Through dedicated epidemiological surveillance networks, including the Global Outbreak Alarm and Response Network (GOARN), WHO works closely with Member States and partners in order to strengthen national, regional and global countermeasures and counter-terrorism efforts. (WHO, 2016). Responsible for monitoring the various events either until they end or until they cease to pose a significant risk to public health, WHO is also committed to providing the necessary adequate staff and core funding for incident detection and risk assessment and monitoring. The exchange of information, transparency and open communication between Member States is of the utmost importance as they are directly linked to the responsibilities of the organization and the legal framework provided by the IHR (WHO, 2017). The role of WHO is crucial for the timely detection and assessment of risk so that the incidence of infectious diseases does not escalate into large-scale outbreaks or pandemics.

The Severe Acute Respiratory Syndrome (SARS) outbreak of 2003 has shown how, in a closely interconnected and interdependent world, a new and poorly understood infectious disease can have an adverse affect not only on public health, but also on economic growth, trade, tourism, business and industrial performance, and political and social stability. More specifically, the disease was first identified on the 12th March 2003 following the appearance of a severe respiratory illness of undetermined cause that was rapidly spreading among hospital staff in Hong Kong Special Administrative Region (China) and Vietnam (World Health Report, 2003). The world community became aware of the outbreak on March 15th, 2003, when an infected doctor, who had treated the first cases of atypical pneumonia in Guanzhou (China) had reported having similar symptoms shortly before boarding an international flight returning to Singapore from New York. The doctor and his wife had spent the night at the Metropole Hotel in Hong Kong and through presumed contact, they transmitted the SARS virus to at least 16 other guests and visitors (all linked to the same hotel floor) who in turn carried the virus to their homeland as they entered local hospitals or travelled on to

Singapore, Toronto and Vietnam. The doctor and his wife became the first two cases in Europe while an international outbreak eventually took place, spreading the virus to 30 countries.

SARS was successfully contained in less than 4 months, largely because of an unprecedented level of international collaboration and cooperation. The international response to SARS was coordinated by the World Health Organization (WHO) with the assistance of the Global Outbreak Alert and Response Network (GOARN) and its constituent partners made up of 115 national health services, academic institutions, technical institutions, and individuals.

The economic impact of the SARS outbreak has been considerable. Apart from the direct costs of intensive medical care and control interventions, SARS caused widespread social disruption and economic losses. Schools, hospitals, and some borders were closed and thousands of people were placed in quarantine. International travel to affected areas fell sharply by 50–70%. Hotel occupancy dropped by more than 60%. Businesses, particularly in tourism-related areas, failed, while some large production facilities were forced to suspend operations when cases appeared among workers (World Health Report, 2003).

3.3 The European disease and surveillance networks and COVID-19 pandemic

In an effort to improve communication between institutions and support the development of comparable surveillance methods in Europe, in recent years a number of international projects and networks have been developed. European surveillance networks include independent disease-specific networks[17] as well as the Early Warning and Response System (EWRS), which is a web-based, password-secured notification system used for the prompt alerting of EU Member States regarding potential public health threats. Launched in September 2004 in view of the threat of bioterrorism and the emergency of SARS, the European Centre for Disease Control and Prevention (ECDC) is the official body of the European Union for epidemiological surveillance, early detection of epidemics and immediate response to epidemic threats (Coker et al., 2018).

Managing the disease surveillance networks in Europe, the ECDC carries out a wide range of activities including the collection, classification, analysis and reporting of epidemiological data, the provision of scientific opinions, and the preparation and provision of technical assistance to Member States. It also reinforces the synergies between the existing national centres for disease control and is responsible for facilitating cooperation between national disease control agencies and other organizations and for coordinating European action (Coker et al., 2018). However, despite the creation of a transnational communication framework, disease control in Europe continuous to face many challenges, as the implementation of large-scale public health interventions at EU level remains difficult

[17] such as BSN -Basic Surveillance Network; Euro-HIV -European Centre for the Epidemiological Monitoring of AIDS; EISS -European Influenza Surveillance Scheme; ENIVD -European Network for Imported Viral Diseases and many others

due to significant differences between each country's needs, resources, policy-making perspectives and the lack of adequate EU legal authority over health policies (Liverani & Coker, 2012).

The European Commission is currently coordinating a common European response to the coronavirus outbreak, taking decisive action to strengthen the public health sector and mitigate the socio-economic impact in Europe. The COVID-19 pandemic, also known as the Corona virus pandemic, is an ongoing global pandemic of Coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The virus was first identified in December 2019 in Wuhan, China and was declared a pandemic by WHO on March 11th, 2020. As of 9th May 2021, more than 157 million cases have been confirmed, with more than 3.28 million deaths attributed to COVID-19, making it one of the deadliest pandemics in history (WHO, May 2020). From an economic aspect, the spreading of the virus across Europe plunged the continent into a deep economic crisis due to the widespread lockdown. EU institutions and organs financially contribute to the response to the Covid-19 crisis, and measures address **direct support to public health and to humanitarian aid** (through repatriation of European citizens, joint procurement of medical and protective equipment, the Fund for European Aid to the Most Deprived (FEAD) and more), **support to scientific research and pandemic preparedness** (through the Coronavirus Global Response action which facilitates universal and affordable access to Covid-19 treatments, tests and vaccines, the issuing of guidelines to curb the spread of the virus, the participation in the COVAX mechanism and more) and **economic and social response** (through the activation of the general escape clause of the Stability and Growth Pact, provision of fiscal stimulus and liquidity support measures to Member States, the NextGenerationEU recovery plan, the Support to mitigate Unemployment Risks in an Emergency (SURE) and many more) (Castellarin, 2020).

4 TOURISM RECOVERY MEASURES AND HEALTH PROTOCOLS

4.1 The implications of the COVID-19 pandemic in tourism and the introduction of Health Protocols

As the pandemic continues to evolve, it is estimated that in tourism, revenue losses at European level have reached 85% for hotels and restaurants, 85% for tour operators and travel agencies, 85% for long-distance rail and 90% for cruises and airlines. EU travel and tourism industry reports a reduction of bookings in the range of 60% to 90%, compared to the corresponding periods in previous years (Niestadt, 2020).

EU tourism industry is under unparalleled pressure, with companies facing lack of liquidity and unemployment having devastating effects on the psychological, economic, and social well-being of individuals and communities (COM (2020) 550 FINAL)[18]. EU has adopted measures so as to reinforce and complement the efforts of its State Members, **including liquidity support, fiscal measures, easing of state aid rules** (these include economic assistance packages such as direct grants, selective tax advantages and advance payments, state guarantees for loans taken by companies from banks, subsidised public loans to companies, safeguards for banks that channel state aid to the real economy, short-term export credit insurance)[19], **new guidance on passenger rights and the application of the Package Travel Directive**[20] (which provides guidance regarding issuing of vouchers as an alternative to cash refund). Furthermore, so as to maintain Europe's position as a leading tourist destination, the European Commission continues to work on a number of initiatives to promote more sustainable models of tourism (coastal and maritime) and increase the visibility of Europe's diversity of culture through platforms such as Europeana, European Capitals of Smart Tourism and the European Destinations of Excellence (EDEN).

Finally, in order to ensure a safe and gradual resumption of tourism services and enable companies and public authorities to plan and prepare for de-confinement the Commission adopted the Communication *"COVID-19: EU Guidance for the progressive resumption of tourism services and for health protocols in hospitality* establishments", which provides guidance on safety and health protocols for hospitality establishments. These guidelines are based on the ECDC recommendations and aim to protect tourists and tourism workers and propose a minimum set of principles which, on the one hand, meet strict health and safety requirements (rules of respiratory hygiene, hand hygiene, use of a protective mask, ventilation, cleanliness and disinfection), and, on the other hand, emphasize the importance of the availability of up-to-date and easily accessible information for travelers (access to digital media and real-time information on border controls, travel restrictions, travel advice, public health and safety measures, health points as well as available tourism services).

4.2 Health Protocols in Hospitality: the case of Group Accor

Group Accor, the world's leader in the international industry of augmented hospitality, is present in 110 countries with more than 5,000 hotels and 39 brands. In recent years, and after the acquisition of Fairmont, Raffles and Swisshôtel in 2016, the group has been radically transformed, strengthening its presence in Europe and concentrating its development exclusively on two forms of management, hotel management and franchising. The group is now established in 28 European countries (out of the 39 in which it operates), tripling its portfolio from 2016 to 2023 with the addition of 300 new hotels and 50,000

[18] COM (2020) 550: Tourism and transport in 2020 and beyond. Available at https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52020DC0550

[19] European Commission Press Corner, 'State aid: Commission adopts Temporary Framework to enable Member States to further support the economy in the COVID-19 outbreak', available at https://ec.europa.eu/commission/presscorner/detail/en/ip_20_496

[20] Information on the Package Travel Directive in connection with the COVID-19, 19th March 2020. Available at https://ec.europa.eu/info/sites/default/files/coronavirus_info_ptd_19.3.2020.pdf

rooms. Providing the hotel industry with over 50 years of know-how, the group currently employs more than 250.000 employees and continues to invest in the digital sector, further personalizing guests experience, optimizing its customers' loyalty program and providing more flexible payment solutions and information systems.

AccorHotels risk management is supported by a structured system of risk identification, analysis and evaluation which is the basis for the implementation of appropriate action plans for the prevention and protection of both its employees and guests. This approach aims to ensure that any identified risk is properly taken into account and that all necessary measures are taken to eliminate it, with the use of, a standardized methodology whenever possible. Risk factors are related to **business environment** (legal and regulatory instability, acts of terrorism, political instability and epidemics), to **changes in the competitive environment** (arrival of new players, new products and new brands), to **changes in the economic environment** (lower economic growth in a given region or worldwide could expose the Group to a steep decline in business), to the **natural environment** (extreme natural events such as earthquakes, tsunamis and extreme weather conditions such as floods, hurricanes and cyclones) and to risks related to **changes in the social environment** (new consumer trends, ethics and CSR practices that could result in calls to boycott or unfounded or false accusation, impacting the reputation of the Group).

In order to facilitate the process of decision-making, risks are translated into maps and classified according to their probability of occurrence and intensity of the impact. The risk mapping process is managed at corporate level. It provides a consolidated overview of major risks[21] and is carried out based on a threat landscape that is common to the entire Group. The bodies which bare the responsibility for the implementation of the company's Crisis Management strategy are the **Risk Management & Insurance Department**, responsible for defining, promoting and coordinating safety procedures, setting up insurance policies and identifying, analyzing and managing the data breach risks to which the Group is exposed, **the Safety & Security Department**, responsible for defining and rolling out group-wide safety and security policies, tracking the safety and security situation on a daily basis, reviewing the geopolitical context and public health and hygiene conditions, as well as risks relating to extreme weather events and social unrest, **the Central Risk Management Coordination Committee**, which monitors the rollout of the yearly map of major risks, helping priority risk owners with their risk mitigation processes, monitoring the implementation of the respective risk prevention and protection plans and ensuring that the risk mitigation measures taken by the regions and corporate functions are aligned, and **the Audit, Compliance & Risks Committee**, who oversees the annual major risks mapping and the development of priority risk action plans.[22] The Safety & Security Department and Risk Management Department operate a 24/7 crisis hotline.

[21] A major risk is defined as a risk that negatively impacts the Group's ability to achieve its objectives.

[22] Group Accor (2018), Registration document 2017 and annual Financial Report – Accor Hotels, Accor Media, France.

During the first quarter of 2020, the Group had opened 58 new hotels (8,000 rooms) while at the end of March 2020 its portfolio amounted to a total of 5,085 hotels (746,903 rooms), of which 1,202 in emerging markets[23]. As of April 22, 2020, more than 3,100 hotels of the Group were closed and most of them were used to support healthcare workers and non-profit organizations.. The company had been prioritizing the safety of its guest and employees for over 50 years, applying high standards of hygiene and cleanliness in all their brands around the world. Due to the Covid-19 pandemic and as hotels reopened, the company has elevated those norms even further by launching a unique cleanliness and prevention label: ALLSAFE. The ALLSAFE global cleanliness & prevention standards have been developed with and vetted by Bureau Veritas, a world leader in testing, inspections and certification, while the company also announced a strategic partnership with AXA insurance in order to provide medical support to guests across the 5,000 hotels worldwide[24].

Last but not least, on April 2nd, 2020, Accor announced its decision to allocate 25% of its €280m planned dividend to the creation of the ALL Heartist Fund, a €70m-fund devoted to help Group employees and individual partners affected by the Covid-19 crisis[25].

5 CONCLUSIONS

Tourism is an economic activity that will continue to attract international interest due to its global impact on the social, cultural and economic system of various countries. It constitutes a main driver of economic development, contributing directly and indirectly to the generation of income, employment and foreign exchange earnings, while, given the complexity of tourism consumption, its impact is widely felt in other production sectors as well.

Tourist motivation is associated with rules, cultural views and perceptions that revolve around the individual while the image of destinations constitutes the main pull factor for tourists.

As the search for "enhanced" experiences in emerging new destinations as well as the ever-increasing public health risks are leading a shift in interest towards safety and protection, tourists will be seeking attractive destination that will, however, be able to ensure their safety while offering experiences that will align closely with their desires, expectations and interests.

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[23] Simon, E. (2020), Accor reports Q1 revenue drop of 15.8%. Hotel Management, 23rd April 2020. Available at https://www.hotelmanagement.net/operate/accor-reports-q1-revenue-drop-15-8.

[24] Accor and AXA launch a strategic partnership to offer unique medical assistance in hotels worldwide, press release of May 15th, 2020 available at https://group.accor.com/en/Actualites/2020/05/axa-strategic-partnership.

[25] Accor's All Heartis fund brings vital support to 1,300 people in the Pacific, available at hospitalitynet, https://www.hospitalitynet.org/news/4099897.html

International travel is vast, rapid, on the rise, and a significant risk factor for the emergence and spread of infectious disease. Disease recording and surveillance, as well as early warning, play an important role for the implementation of effective measures to prevent epidemics from escalating into pandemics. The importance of prevention, preparedness and response strategies is justified by the high value tourists are placing on health safety and security at tourist destinations.

The COVID-19 pandemic has caused an unprecedented economic, social, health and humanitarian crisis and has hugely impacted the global travel industry. However, history has shown that the spread of infectious diseases and epidemics that afflict mankind will not end with COVID-19. Multinational companies, especially in the field of hospitality, are currently focusing on strengthening their existing health protocols and redesigning their crisis management plans so as to ensure the prevention and containment of future outbreaks. What remains yet to be studied is how effective those protocols will prove to be and how they shall impact the quality of the services provided and the overall tourist experience.

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An Hotel Unit with Environmental Awareness and Cultural Spirit

Paraskevi – Marina Matzouranaki

Distance _MBA, Neapolis University Pafos, 2 Danais Avenue, Cyprus,

ABSTRACT

The phenomenon of tourism and its impact on society, economy, culture and the environment constitute the elements that make that make any kind of planning before the opening of the tourist season exceptionally important. Not all lodgings are run in the same way and not all managers follow identical business strategies.

The contribution of tourism to a country's economic growth, or, more specifically, to that of a tourist destination, undoubtedly plays a significant role. Through tourism new employment opportunities are generated within local societies, and private and state funds are invested with a view to the construction of hotel units or other types of businesses directly or indirectly related to tourism. All this results in the improvement of the living standards of each area (Vaughan, Andriotis & Wilkes 2000, Andriotis 2001).

However, tourism is not a remedy for all problems. As in nature and physics, where for every action there is a reaction; tourism is no exception to the rule. The main negative effects of tourism relate to the natural environment of tourist destinations as well as the corruption of social institutions due to the onslaught of tourists. This results in the degradation of the living standards and cultural alienation. (Andriotis 2003a, 2003b, Andriotis & Vaughan 2003. Κοκκώσης 2001, Κοκκώσης & Τσάρτας 2001, Σπιλάνης 2000)

This research aims to combine the threefold of ecology, tourism and culture, bearing in mind that firstly, tourism is one of the main pillars of economy, secondly, the fact that culture is the marketed product of tourism, and thirdly, that the ecosystem in itself is the basis of tourism. The research inquiries address issues such as the collaboration of hotel units with ecological and cultural organizations, the moral, social and economical value of a hotel's investment on environmental and cultural data, the training of the workforce to cope with such issues and how all this will prove beneficial for the business. According to not only the respondents but also bibliography, the above mentioned will illustrate that ecological and cultural organizations are worth investing on by hotel units..

Key words: tourism, environment, culture, business administration

INTRODUCTION

The title of the present research paper talks about a hotel establishment which combines ecology with culture, and is a somewhat multifarious title. It examines three (3) different elements, which coexist and are inextricably linked: ecology, tourism and culture.

One of the pillars on which the Greek economy is currently based is modern day tourism. It is an activity which tends to be more and more competitive in the corporate world. Cultural heritage is the commodity while the environment in which it lies is the ecosystem itself. The tourist industry has recently embarked on dealing with alternative, ecofriendly energy resources. What is notable though is that the low budget hotel establishments that actually use these kinds of methods in comparison with their number in total are actually minimal. (Κοκκώσης & Τσάρτας 2001)

The impact of the development of tourism, particularly in areas with significant cultural and historical value has always been a major issue which demands attention. All kinds of human activity have repercussions on the already existing built environment. Thus, by attracting visitors, tourism instantly affects the broader environment in which it is included. The protection of such cultural, historical and natural areas is imperative, not only on national, social or historical grounds, but mostly for reasons of conservation, and thereby remaining an attraction.

Cultural and environmental issues are of the utmost significance to modern society. In a time when technology and scientific research are thriving, it is particularly important not to disregard the cultural value of each society. (Ηγουμενάκης και Κραβαρίτης 2004)

GOAL

As it is already common knowledge, 1/5 of Greece's GDP relies on tourism. But what exactly are its traded goods other than the sun, the sea and culture? In reference to the latter, the vast majority of tourists consists of two basic categories; those who visit the country barely knowing about its cultural heritage, and those who admire its culture. The strategic planning of a hotel establishment can avail to give prominence to a country's culture.

The goal of this thesis is to highlight a plethora of issues that plague our times while pointing out not only the significance, but also the necessity to differentiate their point of view. It is going to analyze one of the basic pillars of the Greek economy, the tourist industry, and a hotel establishment that differentiates itself from the ordinary ones. The vision of this business is to bring out the cultural heritage of the country by operating according to ecological standards. This thesis will tap into the matter of culture as a traded good in tourism in order for it to evolve while the hotel establishment itself maintains its environmental conscience. But where does ecology stem from as a matter of matter for consideration? The operation of the business will be based on alternative energy resources and environmental policies that have a low impact. Environmental standards, such as the use of photovoltaic panels, water recycling and waste management will be utilized by the hotel.

Therefore, the goal of the present research paper is the combination of ecology and culture in the light of the tourist industry. A hotel establishment that will operate according to environmental standards and which will promote the culture of the country it is located in. Despite the global tendency towards environmental standards, in Greece hotel establishments that utilize them or take part in cultural events are but a few, and those that combine both elements are even fewer. This is where the present research paper aims at contributing- to raise awareness of more hoteliers towards culture and the conservation of the ecosystem.

RESEARCH HYPOTHESES

In the course of the research it was deemed necessary to include questions according to which the conclusion would be drawn. The questionnaire was based on hypotheses that accompany the aforementioned research paper and which will finally assess whether these hypotheses are verified or disproved, in relation to the findings of the statistics.

First hypothesis: It is a fact that sustainability is one of the most important factors that the incentives of businesses revolve around. An establishment can be deemed sustainable so long as it obtains the appropriate collaborations with authorities and investors. More specifically, a hotel establishment can champion the idea of the ecological-cultural philosophy, as long as it is able to coexist and cooperate with the competent authorities in order to realize it.

Second hypothesis: Another factor to bear in mind is competitiveness, and hence, innovation. Not only does an investment need to be feasible, it also needs to be innovative, so that it can offer a powerful competitive advantage in the market. The combination of ecology and culture in relation to tourist standards should be considered a competitive product since it links two (2) philosophies that the vast majority supports separately.

Third hypothesis: The aforementioned lead to the third and most essential element, which is none other than the financial one. An investment on a hotel establishment which is sustainable, innovative and competitive can be nothing more than profitable. There is no reason why any kind of firm or business would invest on a programme that would not generate a profit. These are the elements that make the whole idea more attractive, thus increasing the business' customer base, and in due course, its profits.

Fourth hypothesis: The only way that the above mentioned can be realized is through the human resources that come with this business (Παπαλεξανδρή, Μπουραντάς 2016), Training of staff on issues of ecology and culture states, on one hand, the company's interest for its people's wellbeing, and on the other, it facilitates communication between them whilst increasing their productivity within the business itself.

Fifth hypothesis: A hotel establishment which promotes culture while functioning with ecological criteria is positively portrayed in society. It becomes more attractive to the general public, which can be either a possible future customer, or a possible future investor. Consequently, the triptych of this philosophy can be considered as a really effective marketing strategy for the business' corporate and social profile, not only locally but also internationally. All of the above are data which have been embedded in the questionnaire, with a view to documenting their components in order to reach conclusions.

METHODOLOGY

The content of the research paper covers a wide range of issues with various points of view. It pertains to ecological, cultural and competitive subjects in connection with the rest of the corporate world and society as well. For the purpose of covering the issues in question, the qualitative method as well as already existing research studies on the matter have been utilized. The questionnaire was addressed to hoteliers and hotel managers of various hotel categories. In this way, a wide range of establishments is included, so that a more objective opinion about the issue can be formed, as well as to what extent this is applicable under realistic circumstances. The goal of the survey is the promotion of ecological and cultural tourism with good practices within the hotel establishments.

DISCUSSION - CONCLUSIONS

To sum up, it was ascertained that the majority of the sample participants are in favour of the collaboration between the hotel establishment they represent and authorities or organizations that are active on environmental and cultural issues, with the aim of becoming as attractive and competitive as possible in the market (Sequeira & Nunes 2011). These characteristics are in accordance with the traveller's basic profile, as it is determined in bibliography (Ηγουμενάκης & Κραβαρίτης 2004, Σφακιανάκης 2007). However, based on this conclusion, it does not necessarily entail that ecological and cultural tourism is solely addressed to visitors that share the same perspective.

All the participants of the sample, regardless of sex, age, income or education, support that a hotel establishment which promotes the culture of the country it is located in is more attractive to visitors when there is the prospect of a collaboration with NGOs, state environmental authorities, universities etc. these lead to a very effective marketing strategy, especially competitive for the modern corporate world.

In this way the visitors are inclined towards the idea that they will not only enjoy a week of relaxation, but a well-rounded cultural experience. Although relaxation and entertainment are the expected goals of visitors, as it has been observed in tourist destinations throughout the country, it is the contact with the natural environment, the culture and the traditions of each place that immediately follow these expectations (Guyette 2013, Bonarou 2011).

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How the Tourism Industry is Dealing with the Covid-19 Pandemic: An Overall Review

Mitsopoulos Dimitrios, University of West Attica
Laloumis Athanasios, University of West Attica
Julia Lazoura, University of West Attica
Geronikolas Harris, University of West Attica

Abstract

This study refers to the effects of Covid-19 in the tourism sector. The main analysis is focused on questions regarding the impacts in the tourism sector, in collateral fields such as hotels and accommodation, aviation, restaurants, MICE events, cruises and the labor market. Additionally, conclusions and proposals for the future are presented.

Key words: Covid-19, tourism, accommodation, aviation, restaurants, MICE, cruises, labor market

Abbreviations

ECB = European Central Bank
MICE = Meetings, Incentives, Conferences & Exhibitions
SDG = Sustainable Development Goals
UN = United Nations
UNCTAD = United Nations Conference on Trade and Development
UNWTO = World Tourism Organization
WEF = World Economic Forum
WHO = World Health Organization

Tables

Table 1: Tourists arrivals January 2020- March 2021 (as published 15/05/2021- UNWTO, 2020).

Introduction

Today, humanity is facing an unprecedented phenomenon in the face of Covid-19 virus, which seems to be particularly difficult to manage. This health crisis has a variety of effects on every aspect of human activity, worldwide. Since the outbreak of the pandemic, rapid measures have been taken daily to reduce the rate and extent of Covid-19 spread. In particular, with regards to the tourism sector, international travel, domestic tourism, cruises, catering have been severely restricted and many events, conferences and the organization of many sporting events have been postponed or canceled. Therefore, in this paper there are answered questions such as:
What are the effects of Covid-19 on the tourism industry based on socio-economic criteria (e.g. unemployment)?
What are the implications for the tourism industry (accommodation, catering, travel)?

Methodology

The methodology for this study is based on literature reviews (secondary research) concerning the theoretical axis of effects in the tourism industry. Many of the literature references were identified through the research of Davahli, Karwowski, Sonmez & Apostolopoulos (2020), entitled "The Hospitality Industry in the Face of the COVID-19 Pandemic: Current Topics and Research Methods", which consists of a number of articles that study the effects of the pandemic on various aspects of life. The collection of data resulting from official online sources and citations to articles, mainly published in distinguished scientific journals. Finally, some thoughts and conclusions are presented about the situation that occurred due to Covid-19 in the tourism industry.

Theoretical Framework

Tourism contributes in a decisive way to the development of both developed and developing countries. The tourism sector has been hit extremely hard by the health crisis, which erupted with the outbreak of the Covid-19 pandemic and was followed by traffic restrictions, border closures and travel restrictions, altogether. These measures have led to a rapid and very intense drop in international tourist arrivals, hence countries' revenues and development have been significantly reduced (UNCTAD, 2020).

During the past years, the tourism sector has experienced an increasing share of the global economy, despite occasional shocks such as other viruses, terrorist attacks and the global financial crisis of 2008 (UNWTO, 2020). However, it has always shown sufficient capacity for recovery. The effects of Covid-19 on tourism will depend on the duration of the virus, as well as the precautions taken by countries. Due to controversial management of the pandemic, countries may exacerbate the whole situation over a longer period of time (WEF, 2020).

International travel restrictions and travel advice, government measures across the world and media coverage help create a deterrent atmosphere for potential tourists concerning the use of hotels, restaurants, airplanes and travel agencies. Thus, it is quite certain that there will be an increasing rate in bankruptcies of various companies, due to reduced consumption and consequently an excessive and rapid increase in the unemployment rate (Menegaki, 2020).

The following analysis will answer the questions raised regarding the impact of Covid-19 on the tourism industry based on socio-economic criteria. Also, the effects on the tourism industry will be elaborated, including the consequences of the cancellation of the mega events. Furthermore, it will be analyzed how different fields will be affected such as airlines, hotels, casinos, travel agencies, and small tourism businesses that may need to close. (Priyadarshini, 2020).

Hotels and accommodation

A huge number of hotels are closed or they are experiencing very low occupancy, their revenues have fallen sharply, and recovery is expected to be gradual, starting with the domestic markets and then going international, as most of the countries in a global level, trying to avoid high occupancies in their hospital beds (Gössling, S., Scott, D ., & Hall, C. 2020).

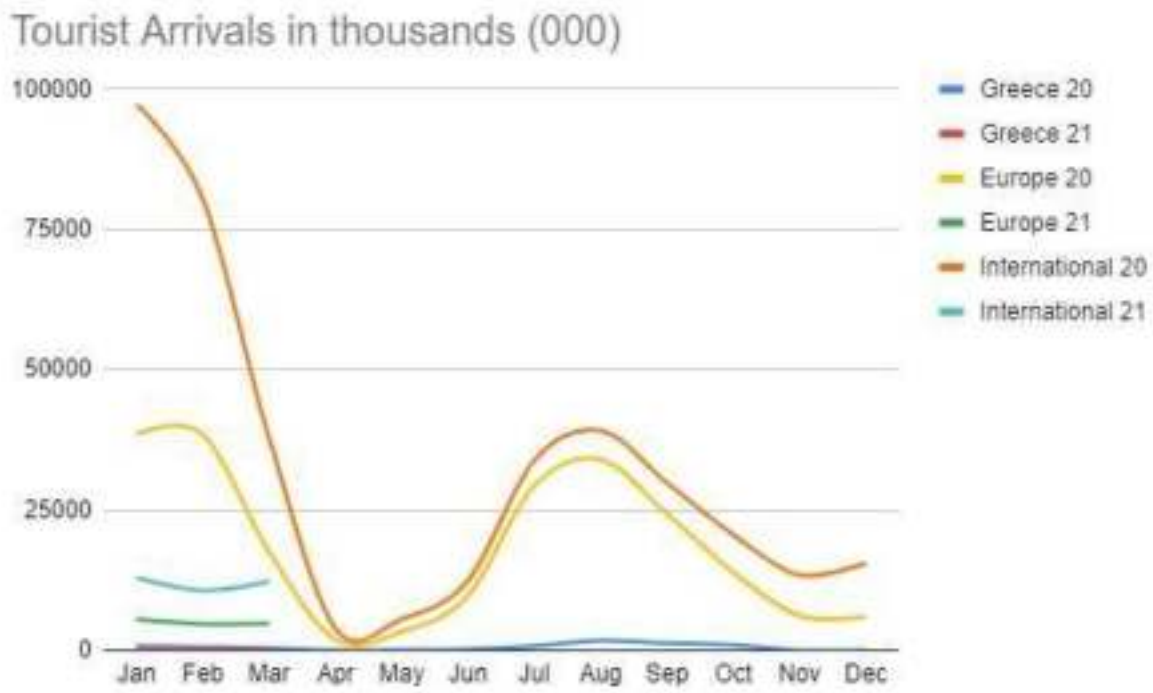
Many hotels around the world have seen billions of dollars worth of reservations to be canceled (Ozili & Arun, 2020). A typical example of comparison, according to research by Ozili & Arun (2020) occurs by the fact that the economic impact in America from the pandemic to the hotel industry is more severe than the recession that had been caused, due to 9/11 and the financial crisis of 2008 combined.

Airlines

According to IATA estimations, losses have exceeded the amount of $118 billion for 2020 (IATA, 2020). The travel industry is facing an unprecedented wave of cancellations and a significant drop in demand that can not be compared with any other situation of crisis, due to strict government directives in order to implement social distance and reduce unnecessary travel. (Nicola et al., 2020).

The pandemic has led to mass cancellations. Consequently, most airplanes were flying almost empty, while others were forced to temporarily suspend their operations, such as Air Baltic, LOT, Polish Airlines, La Compagnie and Scandinavian Airlines (Hockley, 2020). It is only natural that flight restrictions have led to a huge loss of revenue, as long as the cost of maintaining and operating an airport remains constant (Ibn-Mohammed et al., 2021).

Table 1 shows the reduction of tourist arrivals due to Covid-19 for Greece, Europe and internationally starting from January 2020 to March 2021 and the difference for the first quarter of 2021. (UNWTO, 2021).



Source: ("International Tourism and covid-19 | UNWTO", 2021)

Restaurants

The supply chain industry, including its delivery process, came under pressure as well, and there were people who panicked and procured supplies. This has led to concerns about food shortages such as long-term milk, pasta, rice and vegetables. This unprecedented demand affected the delivery of food - but also supplies in general - especially for orders made via the Internet, and also brought companies facing problems with order volume management (Nicola et al., 2020).

The closure of restaurants in most countries also caused severe recovery problems, especially due to limited liquidity and low profit margins (Gössling, S., Scott, D., & Hall, C., 2020). On the contrary, most of the businesses that operate as take-away, and occupy less staff, had more chances not to go bankrupt.

MICE

Prior to 2020, the MICE sector contributed significantly to tourism economics. This industry generated a high volume of direct costs, due to events' organization and the fact that it is directly related to travel and exhibitions. During the Covid-19 epidemic, the event industry was cruelly hit by the large number of cancellations or postponements, such as the indefinite postponement of the Met Gala to 2020 (Ozili & Arun, 2020). This means that events with large crowds will be limited, including events such as concerts, conferences, sports organizations, exhibitions and weddings (Gössling, S., Scott, D., & Hall, C., 2020). Furthermore, the sports industry was also severely affected during the coronavirus epidemic (e.g. postponement of the Olympic Games, EURO 2020 etc). Additionally, the loss of revenue coming from sponsors and organizers of the canceled games amounted to billions of dollars (Ozili & Arun, 2020).

Cruises

All of their operations had been suspended for quite a long time (Priyadarshini, 2020) and they have started timidly to sail again. However it is necessary to find a way to follow a thorough check before boarding. or to ensure that the passengers have been vaccinated (Gössling, S., Scott, D., & Hall, C., 2020). In addition, it is of crucial importance the sense of comfort and safety, which is still missing from the tourists.

Labor market

It is a fact that the sectors of tourism and transportation are directly affected by the Covid-19 crisis. Tourism is a particularly vulnerable sector and the impact is both economic and social, affecting industry suppliers as well as their partners and therefore entire communities. In a world of dense and closely linked supply chains, this will have an impact in different and various sectors - including agriculture, construction, financial and technology providers.
Tourism creates a significant number of jobs and occupations and is a lifeline for many economies at different stages of development (UNTWO, 2020). However, the crisis is more likely to lead to an increase in labor redistribution needs, and these are expected to grow continuously as long as the pandemic continues (ECB-Anderton et al., 2021). This, of course, entails both the loss of foreign exchange in world markets and tax revenues, thus putting pressure on governments to react and provide solutions.

The financial support provided to tourism workers by the governments is a typical example of short-term solutions, as well as the reduction of redundancies during the crisis that affect the overall situation in the labor market.
However, it is clear that there must be a long-term support plan for the affected sectors, which will enhance the recovery process back to normality.

Conclusions & suggestions

As the UN highlights: "The Covid-19 pandemic is much more than a health crisis: it affects societies and economies at their core. The impact of the pandemic varies from country to country, likely to increase poverty and inequality on a worldwide scale, making the achievement of the SDGs even more urgent. [...] Without immediate socio-economic responses, global suffering will escalate, endangering lives and livelihoods for many years to come. [...] "

However, there is a well thought out approach, as outlined by the World Health Organisation. In their latest statement, they outlined that ‘’ the Strategic Preparedness and Response Plan 2021 (SPRP2021) builds on what we have learned about the virus and our collective response over the course of 2020, and translates that knowledge into strategic actions. This plan builds on achievements and also focuses on the new challenges, to mitigate, for example, risks related to new variants. The plan also considers the road we need to travel towards the safe, equitable and effective delivery of diagnostics and vaccines as part of the overall strategy to successfully tackle the COVID-19 pandemic..''

Hence, to avoid an even worse outcome, as proposed by the UN, requires both the proper preparation to be able to cope with the respective crises in each country, as well as the creation of appropriate conditions for sustainable development and evolution. The prevailing fear and insecurity are likely to cause a decrease in tourist traffic even after the pandemic has been controlled. Therefore, there must be sufficient human, financial and technological resources to be able to support the continuous changes, as well as the partnership of the private and the public sector.

The huge job and income losses, caused by the pandemic in the tourism sector, mainly affect small and medium-sized tourism enterprises and increase the level of poverty of the general population. For this reason, direct state aid is needed both on a short and long term basis through tax breaks, grants and favorable loans to businesses in the tourism sector. In addition, immediate action and appropriate measures should be taken concerning the hotels, catering and aviation sectors, in order to allow a return to the pre-Covid reality of crowded events, cruises and social events.
It is a fact that travel trends have changed and there will be an even greater change in the global tourism market due to the pandemic. Resolving the crisis is of paramount importance and must be achieved globally by ensuring a common protection solution, so that both social and economic threats can be eliminated or even reduced and the opportunity for recovery to be given.

Finally, it is clear that the existence of international coordination would help ensure short-term reactions and prevent even more severe economic problems, such as a second economic crisis, similar to the one that has been experienced by humanity in 2008.

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Nikos Kazantzakis as an Axis of Literary Tourism in Heraklion

1. **Manola Maria,** *University of Western Attica, Department of Tourism*

2. **Tsatalbassoglou Anna Irene,** (University of West Attica

3. **Koltsikoglou George,** *University of Teramo (Italy)*

Summary

Literary tourism, as part of the culture has prospects for development in the tourism market. In the present work we will explore the possibility of utilizing the great Cretan writer as one of the axes of tourist development in Heraklion, Crete. The research highlights important points on which support moves in this direction could be based.

Keywords: literary tourism, tour, Nikos Kazantzakis, Heraklion, technology

1.1 Literary Tourism

Tourism is one of the major and fastest growing economic sectors in Greece and in fact, as Varvaresos (2000) argues, it is the largest national industry. Literature can be a tool of influence for a large number of people. A great suggestion for anyone who loves books and travel is their combination. Launching a visit to places, lodges, bookstores where writers or protagonists of the novels lived is an idea that is not new, in fact there are travel agencies[26] that offer literary tours to their customers. Through the book the author acquires the 'power' to convey his impressions of a place and indirectly or even directly influence his readers, especially if the plot of a novel unfolds in an existing city or country then the reader's interest in it will be aroused. the place and will think or even plan a visit there.

[26] According to the website libraio.it, the agency, Boscolo, has entered into an agreement with the Feltrinelli publishing house in order to offer "a selection of travel inspired by some of the greatest literary successes of all time". As stated in the presentation of the project, "the routes lead the audience to discover the places where the stories begin"

According to Herbert (1996) the basic characteristics that a literary destination should have are:

1. Uniqueness. The destination, either the monument or the house of an author should be kept in good condition and the architecture should refer to the corresponding description of the work. It would also be good if the author's personal belongings are properly preserved so that the visitor can have a complete picture of the personality and daily life of either the author Feelings - thoughts that the tourists felt during their visit, if they thought or the protagonists of the work.
2. about the author's work or about a specific era that he deals with.
3. Relevance to the work, the percentage to which the images presented in the book correspond to the real landscape. Many times this criterion can work in reverse, e.g. the location is a motivation for the reader to read the book.

From the above it appears that the authenticity of a site is a key point for the successful promotion of the literary destination as tourists, want a complete presentation in order to experience the reality of the place exactly as they imagined although according to Fawcett and McCormack, (2001) the authenticity of such a destination is subjective since it relies heavily on imagination with purely personal criteria. A typical case of combining the image of a site through a literary book according to Manola (2019) is the tourist explosion that occurred in Spinalonga after the publication of the book "The Island" by Hislop which had a huge impact and attracted many more tourists than a simple advertising for a tourist destination.

1.2 Europeans' preferences regarding Cultural Tourism

In the data that appear in the Portfolio of tourist products of the Region of Crete for the year 2014, the percentage of Europeans who chose cultural tourism in 2014 stood at 27%. Cultural tourism was the main reason for the 2014 holidays for 42% of Belgians, while the percentage of residents is also high (38%), Estonia (37%), Luxembourg (36%), the Netherlands (35%) and Malta (34%) who declared culture as the main reason for their holidays in 2014. The corresponding percentage for Greek travelers is 12%, while the percentages of the population of Slovenia are correspondingly low (13%), Bulgaria (14%) and Moldova (14%).

These, as shown in the table 2 (INSETE[27]), the Scandinavians are ranked first (36% who visit our country for cultural & religious tourism, go to Crete) followed by the Germans (24.0%). In the whole country, the highest percentages are shown by the British with 8.2%, the French with 7.1% and the Germans with 6.5%.

[27] INSETE acronym of the words: Institute of Greek Tourism Business Associations.

10 major European countries of origin for travelers	percentage of Europeans who chose cultural tourism in 2014 by country

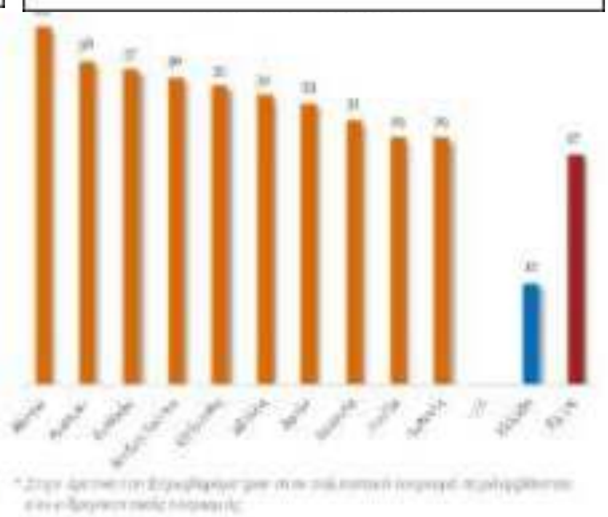

Table 1 "Countries of origin of cultural tourism",

source: INSETE

Of the tourists who visit Greece for cultural & religious tourism, about 12.0% visit Crete.

				*
Κρήτη	6,4%	13,2%	2,4%	12,0%
Ελλάδα	7,1%	6,5%	8,2%	3,9%

* Σκανδιναβικές χώρες

Table 2 "Cultural tourism in Crete - countries of origin",

source: INSETE

From the above data it appears that cultural tourism, of which literary is a part, has great potential for development in a country like Greece with such a huge wealth in this field.

Specifically, for Crete, one of the most important levers for the development of literary tourism can be Nikos Kazantzakis.

2. Nikos Kazantzakis as a tourist attraction

2.1 Short biography of him

Nikos Kazantzakis was a writer, journalist, politician, poet and philosopher and is considered one of the most important contemporary Greek writers and as the most translated in the world. According to his biographical data, as mentioned by Kostelenos (: 30-41) he was born in 1883 in Heraklion, Crete, which at that time was still part of the Ottoman Empire. He was one of the most respected by the people and one of the most recognized writers abroad. During the Cretan uprising of 1897, Nikos Kazantzakis was sent for security reasons to Naxos, where he then attended the French School of the Holy Cross where he studied French and Italian. He later wrote and completed his studies with honors at the Law School of the University of Athens. He published his first work, the essay "The Sickness of the Century" in the magazine "Pinakotheki" and his first novel, entitled "Serpent and Lily" under the nickname Karma Nirvami and his subsequent works under nickname such as the initial of his little name "N" or "Petros Psiloritis".

He first worked as a journalist and at the same time wrote his doctorate in purist Greek while he was an ardent supporter of the municipality, which is proven by the fact that he was a founding member of the "Educational Club". He started his long career earning a living from translations. In 1914 he became friendly with Angelos Sikelianos and they started touring in Greece to discover together as he says "the consciousness of our land and race" (Kostelenos, 1977: 33). In 1917 he met George Zorbas and at the end of the same year he left for Zurich and from there for the tour of Europe. In 1919 he was appointed by Venizelos to the newly established Ministry of Health to oversee the installation of 150,000 but resigned in 1920. Since then he began to write works such as "Odysseus", the new form of "Buddha" influenced by socialist-democratic views, "Asceticism" with the idea of freedom as mentioned by Grammatas (1983) constitutes the core of all his literary creation and finally the "Odyssey" and while traveling, he makes responses and works on his travel impressions. In the summer of 1932 he will start translating "Divine Comedy", later "Rock Garden", "Captain Michael" while at the same time translating Pirandello's "Tonight we improvise", it was his contact with the Italian playwright that influenced him during his writing "Othello returns" (Manola and Tsatalbasoglou, 2020). In 1936, according to Grammatas (1992), by order of the National Theater, Kazantzakis translated "Tonight we improvise" by the Italian playwright. The play of theatricality with reality, which characterizes the work of Pirandello, gives Kazantzakis the opportunity to present his own thoughts and views that almost obsessively occupy the Cretan thinker. Human activity and its limits, its freedom and confinement by necessity, God or destiny that determine human life, constitute the basic reflection erased by the heroes of the play. He was a prolific writer, some of his most famous novels are: "Captain Michael" he wrote in 1953, "The Last Temptation" (1954) and "Report to Greco", an autobiographical novel, published in 1961. According to Politis (1998) "perhaps there was not a place, of the many he visited, that did not record him in his travel descriptions, which is certainly one of the best creations of Kazantzakis". However, Kazantzakis himself considered as his masterpiece and his intellectual autobiography[28] his "Odyssey" in poetic form as they have called it, is his most important work.

According to Kyfonidou (), Kazantzakis was intensely active in politics and although he twice took a government position[29], his involvement in political life offered him mainly disappointments. In 1929, his friendly relations with the Soviet regime and the organization of a pro-Soviet event resulted in his first prosecution. This is, in essence, the beginning of a series of strong reactions towards him and his work. Later, the Church takes the baton: with the spearhead of his works Asceticism, Captain Michael and The Last Temptation, he was initially accused of atheism in 1954, the Vatican included The Last Temptation in the list of banned books for 195-15 years 1954. There was a lot of pressure but it did not officially affect him. However, the Hierarchy of the Greek Church cursed him by giving the "paternal admonition" to her flock to avoid reading his books.

According to Arkoudeas (2015), these reactions with all the legitimate and unfair means probably cost him the election to the Academy of Athens with a difference of only two votes, or the Nobel Prize for Literature for which he was nominated nine times.

Nikos Kazantzakis died on October 26, 1957, at the age of 74 in Freiburg (in Breisgau), Germany. His body was placed in a popular pilgrimage and his funeral was transformed to a memorial because of the number of people that participated at the Metropolitan Church of Agios Minas, in the presence of the Archbishop of Crete Eugenios. According to Arkoudeas (2015: 520) his monument is made of five large stones carried from an equal number of parts of Crete, a wooden cross was erected on it and on the plaque of the monument was engraved, as he had ordered, the saying of the philosopher Demonaktas who lived in Athens in the 2nd century and corresponds to the beliefs of Kazantzakis the now famous "I do not hope for anything. I am not afraid of anything. I am thinner" since freedom was for him identical to death.

According to the Kazantzakis Museum, his work has been translated and published in more than 50 countries and has been adapted for theater, film, radio and television Abroad, as claimed by Beaton (2011), "Zorbas", "O "Christ is crucified again" and "The Last Temptation" became better known as films by Michalis Kakogiannis, Jules Dassen and Martin Scorsese respectively rather than novels and in Greece the novel "Christ is crucified again" by the series[30] Georgiadis.

[28] this epic poem of 33,333 verses was published in 1938 in 3,000 copies, signed and numbered.
[29] first as director general of the Ministry of Health, and later as Minister Without Portfolio of the Sofoulis government (1945-46)
[30] was broadcast by EIRT-ERT in the period 1975-1976 in 50 episodes of which 18 are currently preserved.

2.2 Kazantzakis and Heraklion

In Crete there are about 50 museums of various subjects and objects, through which the history and cultural wealth of the island is highlighted. In Heraklion, the place of origin of the great Nikos Kazantzakis there are the following places that are dedicated to his memory and work:

- Nikos Kazantzakis Museum One of them is the museum created in honor of Nikos Kazantzakis.

The historically renovated "Museum of Nikos Kazantzakis" is located in the central square of the historic village of Myrtia or Barbarians, about 20 km from Heraklion. Its main goal is to preserve the author's memory and to promote his work and thought.

The year 2009 was a milestone year as the radical renovation of the building where the Permanent Exhibition is hosted took place, enriched with newer acquisitions of Kazantzakis, equipped with technological means, became friendly to the disabled, thus creating the image of a modern and functional space.

According to the museum's[31] website in the new Permanent Exhibition, the visitor will see manuscripts, letters, documents, Greek and foreign publications, photographs and personal items, theatrical material, rare audiovisual material, and a variety of works of art with illustrations by the author. Also included is a screening room with a 20-minute audiovisual presentation of the life and work of Nikos Kazantzakis, in 11 languages: Greek, English, French, German, Spanish, Italian, Chinese, Korean, Dutch, Polish and Russian. guest can relax.

- The Venetian Walls: Exhibition of Jesus Gate – Martinego

Near the tomb of N. Kazantzakis, in the renovated Venetian Gate of Jesus (New Door), there is an exhibition hall dedicated to the author of the Island, like an Odyssey that travels you through a modern gate, to his life and works. The photographic material and archive of the exhibition is a part of the collection of the Historical Museum of Crete and the Museum of Nikos Kazantzakis in Myrtia.[32]

The Gate of Jesus is an entrance into the world of Nikos Kazantzakis and a journey to learn more about his multifaceted personality, works that take you from that time to today. Walking to the Venetian wall from the gate of Jesus (New Door) to Martinengo, you will find an ideal place for remembrance and rest next to the tomb of the great thinker.[33]

[31] https://www.kazantzaki.gr/gr/permanent-exhibition
[32] https://www.visitheraklion.eu/experience/permanent/kazatzakis.html
[33] https://www.visitheraklion.eu/

- Heraklion Airport Nikos Kazantzakis

We could not miss the airport of Heraklion, which was named in honor of Nikos Kazantzakis and which completed its 82 years of operation. Nikos Kazantzakis Airport has served and still serves many millions of visitors, who came so much to discover the beauties of the Island of Crete, but to see up close the birthplace of Nikos Kazantzakis as well as his works housed in the Nikos Kazantzakis Museum as mentioned earlier. The name of the airport was first given on April 14, 1939 when the first civilian aircraft landed on its runway[34]. Heraklion Airport is the second most important Greek airport, located in the area of Nea Alikarnassos. and is 4 km from the center of Heraklion[35].

3. Research

3.1 Purpose of the research

The purpose of the research is to highlight the points of contact of Kazantzakis's work with the city of Heraklion.

The main questions to be deciphered are whether Kazantzakis can already be described as an end in itself of a conscious tourist with cultural and especially literary interests, but also whether he could be included as a tourist product in the routes of ordinary tourists who will discover him through a random tour. In the end, suggestions will be made from the results that will emerge.

3.2 Research methodology

Research methodology is related to understanding the stages of completion of the scientific research process. Quantitative research was chosen for this article, using a questionnaire because in this case this method is appropriate due to the limitations that arose due to the specific case of the measures for the coronavirus Covid-19. The method was preferred as in a short time and with oral investigation it enabled the collection of data from a satisfactory sample through short answers, easy processing of data without interventions by researchers.

The survey was conducted from July 2020 to September 2020. The people who took part in it were (157), (69) of whom were foreign nationals. All interviewees were visitors to the town of Heraklion in the Martinego[36] bastion and not permanent residents.

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[34] http://iscreta.gr/

[35] https://www.heraklion-airport.info/

[36] Burial point of Nikos Kazantzakis and the most connected point in the city with his name.

4. Suggestions

The research yielded conclusions that help to create the following proposals:

- As culture can not be the big absentee from a tour the relationship between literature and tourism should be interactive in order to be linked to regional development. The systematic integration of the monuments located in the city and concerning the work of Kazantzakis through the creation of specific literary routes in all the city tours should be a priority. Very important monuments that can not be missing from the tours are mentioned in his works such as the 25th of August, Agios Minas, Pediados Street, the area of Agia Triada, Vigla, its walls, its tomb and finally the museum of Jesus Gate is just a few of the places to visit.
- The connection of the city with the Kazantzakis museum in Myrtia but also with other places in Crete that are mentioned in its books in modern ways, ie with technological innovations eg interconnection through mobile phone applications, "tourist" book presentations through internet tours could be applied successfully and be an opportunity both for the tourism of the city but also for the interactive contact of the tourists with the literature ..
- However, the protagonists of his books have the same value, "Captain Michalis" for Heraklion or for Chania "Alexis Zorbas" can chart trips of great value for their fanatical readers
- It would also be important to create a series of suggested routes that would relate to the author's travel works. Nikos Kazantzakis is one of the few and perhaps the most important writer of travel literature in our country and this legacy should be saved and made known to the general public through studies that will carve a new perspective in literary tourism.
- The points that make Kazantzakis unique should be emphasized with standard procedures that will be developed in order to further highlight him, such as regular conferences on a different topic or the presentation of his plays and films in foreign languages that will always keep the author in cultural and tourist news.
- An interactive / experiential presentation of the spaces could also be created with the help of technology. Virtual reality, which for many and especially for young people is a frequent occupation, could potentially help with holograms in this direction, approaching a wider tourist base.
- The connection of the well-known five-day excursion that is usual in the 3rd Lyceum with the city of Heraklion with promotional actions of the Municipality would also give an important lead. From what the research shows, Nikos Kazantzakis is very dear to the Greeks and known even at a young age. The award of some schools that would win national competitions on the subject of Kazantzakis and his work in addition to tourism would also have educational value as it would aim at education.

- The connection of literary tourism with other forms such as nature-loving with points contained in the works of Kazantzakis such as the wider area of Myrtia would favor regional development by throwing the burden on quality tourism.

Conclusions

The pandemic of Covid - 19 caused but continues to cause a huge economic recession that of course has an impact on tourism. 7.4 million tourists traveled to Greece, which compared to 2019 is in clear decline as arrivals in our country had recorded 31.3 million incoming travelers with revenues amounting to about 4 billion compared to about 20 in 2019. It could considered as an optimistic scenario to reach the turnover of 40% of 2019 always with the hope that there will be no bad surprises. It is therefore necessary to establish rules that will be able to give the citizen the stability he needs at the level of security to start traveling again.

Literary tourism can target a wider audience by differentiating the offer by combining on the one hand, literary tours in the steps of Kazantzakis that most have already been taught in school or seen in the cinema but also with the classic vacation packages that are ready to meet the needs of the tourist looking for the diptych "sun - sea"

As proved by the research that preceded literature, through Nikos Kazantzakis, it can be combined with the cultural and natural characteristics of the city and the wider region of Heraklion and function as a starting point for tourism, significantly enhancing regional development.

Further research on management and infrastructure deficiencies could highlight the value of literature as a key factor in enabling Heraklion to remain a competitive cultural destination.

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Annex

Kazantzaki Essay

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Athens in Numbers: A City Break Destination

Grammatiki (Emmy) Papazoglou, Head of the Division of Strategic Planning, Resilience, Innovation and Documentation, City of Athens.

Elissavet Bargianni, Landscape Architect, MLA, Resilience & Sustainability Department Directorate of Strategic Planning, Resilience & Innovation, City of Athens.

Abstract

This research article examines tourism policies designed by local government authority and their impact on social and regional development in the municipality of Athens, Attica. In particular, it reflects upon events, changes, and concerns that involve tourism affairs, and evaluates their socioeconomic, political, spatial, and regional dimensions. Considering that the locality is part of the totality, the process of achieving tourism development in Athens is particularly interesting, as it is fundamental to the entire Greek tourism image. The regional element of the area can be also identified as national. Consequently, local tourism development becomes an essential part of national development. This study could trigger a fertile and constructive process of reflection on the role of local tourism policy in further achieving social and economic development. The issues raised by the research contribute to scientific research and dialogue and highlight the role of municipalities as active tourism assets with distinct tourism identities in the context of a Europe of Regions.

Keywords: tourism policy; local green development; local authorities; Athens

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1. Introduction

Tourism policy is a set of discourses, decisions, and practices driven by governments, sometimes in collaboration with private or social actors, with the intention to achieve diverse objectives related to **tourism**.[1]

Cultural policy comprises the government activities, laws, and plans that control, protect, inspire, and economically support activities related to the arts and creative sectors, such as painting, sculpture, music, dance, and literature among others, whereas culture may involve activities related to language, heritage, and diversity. Generally, this involves governments putting in place developments, legal classifications, regulations, legislation, and institutions (e.g. museums, libraries, etc.) that promote and facilitate cultural diversity and creative expressions in a range of art forms and creative activities.

Regarding the role of the European Union (EU) [2], research shows that, mainly in the economic field, the EU complements state tourism policy. It also provides the legal framework, guidelines, and know-how, so that culture can be part of any sector of policy-making processes (mainstreaming), which is apparent in the municipality of Athens. When designing policies and support instruments at all levels, account must be taken of the particular role that tourism can play in regional and local development [3–4]. Further effort could also be made in achieving the absorption of EU funds. The studies of the impact of the tourism sector on education and creativity, mobility, economy, intercultural dialogue, foreign policy, regional dimension, and various other subjects supported by the European Commission are also important [5].

As Bianchini reports [6], the cultural and tourism resources of a place incorporate the following elements: arts and media activities and foundations; the cultures of youth, ethnic minorities, and other 'communities of interest', including local festivals and other celebratory events; the tangible and intangible heritage, including archaeology, gastronomy, local history, dialects, and rituals; the local ‘image bank’, which is defined in detail below; the natural and built environment, including public and open spaces; the diversity and quality of places where people entertain, including marketplaces, clubs, cafés, and restaurants; local institutions for academic and scientific novelty, including universities and private sector research centers; the repertoire of local products, skills, manufacturing techniques, and services [7].

It is important to classify and build on characteristic local cultural and tourism capitals for effective place branding and marketing, given that no place can be focused on just 'one product' [8,9]. A city, for example, is a multipart and multi-faceted unit [10].

Local culture can become a significant asset for the country's promotion [11], aiming at the social development of its inhabitants [12]. Successful tourism planning can also be of a developmental nature [13], utilizing the comparative advantages and characteristics of each region, shaping a local cultural identity. The development of grassroot and social movements raise new kinds of cultural demands, and present the need to familiarize with the social and economic transformations [14].

It is true that economic change affects different cities and regions in various ways [15]. However, many city decision makers understood the development of tourism policies as an appreciated tool [16] in expanding the local economic base [17]. They gave priority to expanding economic sectors, such as leisure, tourism, the media, and other “cultural industries” [18].

For this reason, research into tourism and the collection and processing of tourism data must be a policy priority at a local, regional, national, and supranational level [19]. In fact, achieving successful tourism policy is becoming increasingly important [20] as a component of strategies for economic and physical regeneration in many Western European cities, as in

Greece. Plans of tourism activities have proven to be an important asset for tourism managers.

These activities were based on the needs of local communities and the management of their tourism capital. More studies of the tourism policies, positions, and attitudes of local authorities need to be conducted, and these will act as foundations for development through tourism [21]. Also, they will contribute to the better understanding of the relationship between tourism policy, urban regeneration, and economic growth [22].

This paper explores the process of tourism development at the local level using as a case study the municipality of Athens (more details in Unit 2. The City of Athens). Qualitative and quantitative analytical tools were used for the empirical research. Thus, it was possible to examine sustainable tourism development as well as the means of tourism activities.

Also it was possible to study the tourism policies of the municipality of Athens and to analyze tourism policies and action tools generating socioeconomic benefits. We capitalised on the European experience and paradigms of the best practices of successful municipalities.

Through an investigation of this area, a large number of features (land uses, policies, etc.) are gathered and analyzed, so that a complex issue such as tourism planning can be explored. The conclusions reached (Unit 5) confirm that the tourism policy of local authorities is a dynamic factor.

2. The City of Athens

Since local authorities are an important agent of cultural policy, the social, economic, cultural and tourism profile of the center of Greece, in particular the city of Athens in Attica, is investigated. Surrounded by a lining of stunning seas and mountains, Athens is filled with treasures just waiting to be discovered. Located at the crossroads of three continents, the capital of Greece with an overall population of close to four million has often been the hub of many cultures. Characterized by a culture and people that are welcoming and hospitable, every visitor just feels at home.

The plan used in the analysis is a "flexible" research project that was developed during the collection of the data. It began as a project based on qualitative data, and in the process, it incorporated the collection of quantitative data as well. Starting from the local level, the research developed in multiple, interrelated fields.

A framework for evaluating the significance of tourism policy of the municipality of Athens and an assessment of its impact on local development is provided.

In order to measure Athens as a city break destination an empirical research was conducted drew primary and secondary data. Therefore, the research was based on data collection from the municipality of Athens and other bodies. Some sources of information came from the internet, on websites describing best municipal tourism policy practices. At the same time, through the literature review, the structured knowledge for research issues, which is mentioned in books, magazines, and in the press has been examined. Data was also collected from EU institutions, university libraries, as well as from the archives of tourism operators.

The theoretical framework of this study is based on empirical research conducted in the city. Athens is the capital of Greece that bears various multicultural features, but has a central position in the prefecture, which enables it to develop networks with adjacent regions and strengthen its tourism presence, making it an active tourism player. The historical, geographical, social, etc. features render Athens an ideal region for research purposes.

Given that culture is the compilation of all aspects of social life from a symbolic point of view, the recording of the cultural profile of the municipality of Athens, with the infrastructure, events, and institutions that have developed over the years, is based on a critical perception of these factors, with particular emphasis on the impact of culture on the city's environment and tourism. The key element in achieving sustainable development, which will influence the quality of life of the municipality of Athens, is culture and tourism combined with the natural, social, and economic growth of available resources.

3. Athens: a City break destination

City break destination is the special form of tourism that differentiates itself from the mainstream model of mass tourism (sun and sea). The main characteristic is touring around the cities for a short period of stays (2-5 days) [23]. Athens is ranked on the top 10 city break destinations [24].

This can be justified because of the important city’s cultural heritage, like the dozens of archaeological sites and monuments of international importance in the city centre which constitute it the greatest archaeological city park in Europe. Additionally, byzantine and modern monuments, Plaka listed neighborhood, museums of international reputation and easy accessibility to other archaeological sites close by for a day trip (Sounio, Mycenae, Corinth, Epidaurus, Delphi) make Athens an important touristic pole. Each year, more and more travelers are choosing Athens for their leisure and business travel all year round. There are several reasons; Athens offers a variety of things to see and do, and most of the times, under favorable weather conditions [25]. In 2012, the City had 2,5 million arrivals while this number almost doubled in 5 years and increased to 4,8 million arrivals in 2017. In 2018, there were 5,6 million arrivals, while in 2019 they reached 6,4 million (2019), 12% increase from 2018. Also, there were 1 million arrivals from 576 cruise ships without overnights in the city (2017). The average money visitors spent in 2018 and 2019 was 116 euros/visitor/day and 115 euros/visitor/day accordingly. The economy growth was 2,2% in 2019 and the expected growth for 2020 was estimated at 2,3%, before the pandemic outbreak [24].

Athens was awarded an Emerging Cultural City of the Year 2017 by the Leading Culture Destination Awards. Also, it was awarded as Europe’s Leading City Break Destination 2018 by the World Travel Awards. The Athens Convention and Visitor Bureau of Athens was the Top European City Tourism Office 2018. In addition, the city was ranked on the Top10 most attractive destination for organising conferences with more than 3.500 participants in conferences in 2019 equivalent to 9 million euros benefit.

In reference to culture infrastructure and activities, Athens offers many places like Stavros Niarchos Foundation, Megaron Moussikis, Onassis Stegi, Galleries and Art places, Theaters and festivals- Operas (Athens festival- National Opera) are some of them. Another main element is entertainment infrastructure, which includes Concert areas, music stages, bars and night clubs in the city centre and specific areas such as Psirri and Metaxourgeio. More suburban entertainment infrastructure completes the variability of activities near by the city (e.g., Spata zoo park, Adventure Park in Malakassa). In addition to all above, Athens has a sufficient number of conference centers and exhibition centers like Megaron the Athens Convert Hall, Athens Metropolitan Expo, hotel Athens Convention and Visitor Bureau. It is estimated that 2/3 of conferences in Greece take place in Athens.

Most hotels in Athens underwent extensive renovation in preparation of the 2004 Olympic Games, a great benefit for contemporary visitors that can enjoy comfortable and stylish accommodation combined with outstanding services [25]. Athens provides a wide variety of renovated accommodation with hotels of all categories, 647 hotels in the Prefecture (2017), 230 hotels (with 15.187 rooms) in the Central Sector of the Prefecture and there are more hotels opening in the centre of Athens [26]. As for food services, there are plenty of restaurants and tavernas around all the 7 Municipal Districts with traditional, modern Greek and international cuisine, that can offer high gastronomy meals. Although tourists don’t prioritize the shopping, Athens offers many markets and shopping malls like Syntagma (e.g., Ermou) and Kolonaki.

Furthermore, a factor that is driving Athens' destination popularity is the increasing number of international carriers that fly into its new and award-winning airport, easily connecting Athens to the rest of the world [25]. The proximity to the Peiraeus port and Rafina ports, which connect the islands with the mainland, puts Athens in a strategic place for national and worldwide visitors. The high level of transportations like highways and train lines and the public means of transport like metro, tram, suburban railway, buses -trolleys facilitate the movement of tourists.

According to the 15thTouristic and Satisfaction Survey and Performance [24] for the satisfaction of tourists and hotel performance in 2019, 80% of visitors felt there are more things to see in Athens, 87% of visitors want to return and 96% of visitors would recommend Athens as a destination, although the environmental state of the city in cleaning, greening, noise pollution, air pollution and condition of urban spaces, squares and pavements did not satisfy them. In addition, visitors did not feel that were connected with locals and the way of their living. This probably has to do with the great reduction of permanent population over the years [28] which has tendencies for further reductions in the near future taking also into account that one of the most important elements that make Athens attractive to tourists is people’s behaviour which is friendly [27].

The element that makes Athens unique is the lively neighborhoods and communities even though it is a capital megacity. The most famous Athenian neighbourhood of Plaka is a top attraction for visitors. Picturesque streets, historic landmarks, lively shops and big crowds are some of things that can easily be found in Plaka. The old town (Figure 1) is located around the northern and eastern slopes of the Acropolis and constitutes its historic center known for its typical architecture.

Figure 1. Historic Neighborhood of Plaka [29]

The heart of modern Greece beats in the historic centre of Athens. The landmark Acropolis Museum (Figure 2) and the pedestrian walkway of D. Aeropagitou linking the city’s ancient monuments has seen this historic neighbourhood emerge as one of Athens’ most fashionable neighbourhoods.

Figure 2. Acropolis Museum [30]

Just beyond the stunning promenade ringing the Acropolis, Thissio and Petralona are two neighbourhoods that offer an intriguing mix of classical splendour, cafe culture, and community spirit. On the other hand, no other neighbourhood in Athens has seen such sweeping changes in recent years like Gazi and Kerameikos. But this grungy district of edgy galleries, hip bars, and ancient wonders is still on the cusp of gentrification. Another paradigm of important neighbourhood is Monastiraki where the layers of history intersect at the city's hub of commerce and craftsmanship. Moreover, behind the glamour of high heels, high-end boutiques, and sun-glassed locals sipping on iced coffees, Kolonaki area is no stranger to history and culture.

Figure 3. Omonia and its landmark Square [31]

Nowadays, Athens is a modern cosmopolitan and multicultural city that is rich in history, traditions and customs, and is the cultural center of Greece.

Visitors of Archaeological Places	
Acropolis-Theater of Dionysus	3.593.586
Ancient market	741.820
Olympiaio	494.944
Hadrian's Library	327.187
Roman market	308.640
Keramikos	125.904
Aristotle Lyceum archaeological site	63.609
Total	5.655.690

Table 1. Visitors of Archaeological Places [32]

Revenue of Archaeological Places (euro)	
Acropolis-Theater of Dionysus	49.691.070
Ancient market	2.373.286
Olympiaio	3.449.413

Hadrian's Library	969.582
Roman market	571.317
Keramikos	205.558
Aristotle Lyceum archaeological site	61.663
Total	57.321.889

Table 2. Revenue of Archaeological Places (euro) [32]

Visitors of the Museums	
Acropolis	1.755.435
National Archaeological Museum	608.876
Benaki Museum	212.328
Byzantine and Christian Museum	55.761
National History Museum	38.616
Monetary of Athens	19.539
National Gallery	16.444
Museum of modern Greek culture	10.865
Canellopoulou Museum	7.881
Epigraphic Museum of Athens	7.140
Total	2.732.876

Table 3. Visitors of the Museums [32]

Revenue Of the Museums (euro)	
Acropolis	9.379.505
National Archaeological Museum	3.021.070
Benaki Museum	796.162
Byzantine and Christian Museum	198.415
National History Museum	32.429
Monetary of Athens	30.257
National Gallery	10.271
Museum of modern Greek culture	8.207
Canellopoulou Museum	6.874
Epigraphic Museum of Athens	4.108
Total	13.487.298

Table 4. Revenue of the Museums (euro) [32]

4. Results

Athens has a long tradition of cultural and tourism activities that take place with the cooperation of several sectors: the municipality; the administrative region of Attica; the ministry of Culture, the Ministry of Tourism and other cultural and tourism institutions.

However, as Europe and especially Greece have gone through not only an economic, but also a cultural and tourism crisis, both of these have contributed to an increase in social instability and economic insecurity [33]. The Greek crisis began on a global basis with broader economic upheavals and led to the country falling under international financial control [34]. This crisis has affected every area of tourism development, as new needs and new challenges have emerged [35].

This study helps to understand and develop an actual, fully integrated tourism policy [36]. According to the results, we reached the following conclusions for in Athens in the following figures (Figures 4,5).

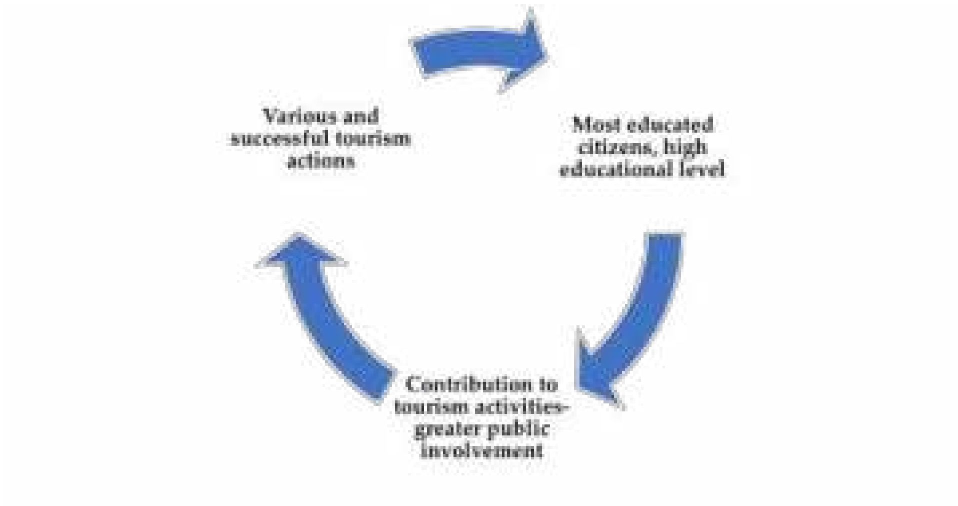

Figure 4. Successful tourism policy: Synergies.

The municipality of Athens, although displaying a multicultural character with different ethnic groups living in its suburban areas, exhibits significant elements of harmonious coexistence [37]. Citizens as a whole respond positively to the development of local policies and constantly demand the best for the city and their interests.

Tourism's role in development actions in Athens is an ideal example of the above citation. The tourism sector of the city has a direct impact on economic growth and social development. It is a fact that the tourism actors produce revenues, employment, and other economic profits, while at the same time, they create development. In this and several other ways, tourism can be taken not just as an enabler, but also as a driver of development procedures.

Figure 5. Development procedures.

The study provides a historical, economic, sociocultural, and political contextualization for tourism policy-making in the city of Athens. Moreover, it highlights the growing use of tourism policy to achieve the regeneration of cities in Greece. Still, nowadays, the cultural features of each region are becoming increasingly apparent. Some cultural institutions of Athens are under direct and indirect pressure to preserve, study, and highlight these particularities on the one hand, but also to be open to other cultural phenomena and units. Besides, art brings together different cultural identities. All these elements constitute Athens a pole of attraction.

4. Discussion

In the present article, the focus was on how the implementation of successful cultural and touristic policies can enhance local development, using as a case study a multicultural city of Greece, the capital city, Athens.

The empirical research of the present paper is original and constitutes a case study that investigates the cultural and tourism policy of the municipality of Athens as a factor in regional and social development [38]. The structure that connects the supranational–central with the local cultural fields, as well as the dialectical relationship between the past and the present in cultural events, characterizes the research. The study took advantage of the relevant good practices implemented elsewhere and especially in European cities such as Bilbao, Glasgow, Montpellier, etc.

In the light of the above aspects, the role of the local authority was studied, focusing on social and regional development. The question under consideration was whether tourism actions in Athens create synergies, or whether they are part of an overall development strategy, a vision, in combination with other actions. In particular, it was investigated whether specific tourism policies were able to activate other sectors of the economy.

Therefore, the state can play a role at the local level and intervene whenever necessary to save and promote tourism infrastructures, strengthen and foster institutions, and promote tourism through educational programs [39]. The municipality can disengage from state financial support when the responsibilities and resources are transferred within the context of a successful decentralization [40].

At the same time, the research in Athens revealed that economic, institutional, administrative, and organizational problems can only be addressed if municipalities plan tourism activities in a strategic manner, study the internal and external environment, and secure financial resources. The contribution of specialized tourism executives and inspiring managers [41] that are trained and aware of the present situation, who will lead these activities, is of critical importance.

5. Conclusions

This paper focused on the role of local authorities in achieving cultural and touristic development. In order to investigate the added value of this policy, the present study in the municipality of Athens in Attica was carried out as an attempt to: Study good practices from areas that have already successfully implemented such policies; and formulate, based on this kind of policy, an integrated approach for the tourism development in the region of Attica. The experience obtained from the research conducted draws interesting conclusions about the potential of the implementation of cultural and tourism policy in Greece, especially nowadays under the circumstances of financial instability. More specifically:

The tourism development has also as a target the sustainable local development: the attractiveness of the city. Therefore, the municipality can be the meeting place for all efforts to promote social development and progress at the local and the regional level, provided that there is an appropriate institutional framework for the implementation of cultural and tourism projects and similar actions that will lead in turn to corresponding socioeconomic benefits, and could also act as an antidote to the crisis. Therefore, there is a need for an organized development framework, and the systematic study of their economic, social, political, and cultural supply is essential [42].

In order to achieve successful cultural and tourism policy, the European experience needs to be taken into account in order for sustainable development to be promoted and citizens and tourists to be attracted to the city. Applying good practices means learning through the experience of other cities in Greece or abroad. Besides, another important tool in achieving the goal of tourism development is the implementation of a consistent organized state cultural policy, based on the European experience.

As far as the present paper is concerned, it could trigger a fertile and constructive process of reflection on the role of local tourism policy in further achieving social and regional development. The issues raised here can contribute both to scientific research and dialogue, and also highlight the role of the municipalities in their capacity as active tourism assets in the context of a Europe of regions.

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Motivation of Cultural Association Members in Greek Traditional Seminars Differences Due to Demographic Characteristics

Konstantina Efentaki[1], Filippos Filippou[2]

[1]Tourism Management, West Attica, Agiou Spryridonos Aigaleo, Greece

[2]Physical Education and Sport Science, Democritous University of Thrace, Greece

ABSTRACT

This study aims to investigate differentiation of individuals from various dance groups of cultural associations' motivation, who attend traditional dance workshops, organized throughout Greece due to their demographic characteristics. The study's sample is consisted by 381 men and women of over 15 years of age. All the participants attend Greek dance seminars. The responders were 224 people from Athens and 157 from province. The Greek version (Filippou et al., 2019) of the original "BRSQ (Behavior Regulation in Sport Questionnaire)" (Lonsdale, Hodge & Rose, 2008) was used for the data collection. The following statistical analyses were performed: a) Descriptive statistics, b) Cronbach's alpha to examine the reliability of the factors c) T-test for independent samples, to ascertain any differences due to "men and women" d) One – Way Analysis of variance to indicate any differences due to "age", "family situation" and "educational status". This study found that the participants are largely internally motivated. More specifically, most important motivating factors for participating in traditional dance seminars were "internal motivation in general", "internal motivation for experience", "internal motivation for achievement" and "internal motivation for knowledge". Furthermore, showed that there are differences in the incentives for participation between the groups attending traditional dance seminars, regarding to age and gender.

Key Words: Greek traditional dance, traditional dance seminars, motivations

1 INTRODUCTION

Tradition is the knowledge accumulated over a long period of time in a society and passed from one generation to the next. This knowledge is related to songs, dances, fairy tales, theatre performances etc., which is subject to constant change over the years. As social and political institutions, human values, ideals and lifestyles patterns undergo changes, so does tradition (Kyriakidou-Nestoros, 1993).

The notion of folklore refers to the anonymous creation that passes mouth-to-mouth and is the result of constant differentiation and transformation (Drandakis, 1993). The spontaneous expression and the life-gained experience constitute the main features of the folk tradition. As part of this folk tradition, dance is characterized by word of mouth and creativity, collectivity, anonymity, improvisation, vitality, energy, change and continuous transformation. The cultural elements of the past are constantly renewed and shaped within the traditional society. As Meraklis (1973) points out, during this transformation, some elements vanish, others remain intact or are adapted to the new emerging conditions.

Undoubtedly, the dancing phenomenon in Greece has not remained untouched over time, as is usually the case in cultural creation. All cultural creations change in order to be adapted to and from the various transformations of the society in which they are created. The Greek dances are not an exception: they may still be present in local communities on the occasion of various customs and habits but at the same time they have started to take a different form. Koutsouba (2009), argues that the current dancing performances constitute the best example of this transformation.

The Greek dances have undergone the same kind of changes that the Greek society has experience as a whole. In the past, the focus of Greek society action took place in the countryside. However, the greatest part of the Greek society is nowadays established in cities. This massive internal and urban integration wave does not mean that customs and traditions have been forgotten; it underlines the fact, however, that dance has been transferred to another environment and it is cut off from its natural place of origin, which was the Greek countryside. In this new context, cultural associations as well as the teaching of Greek dances in schools have been the new means for the preservation and transmission of dances and their culture (Koutsuba, 2009).

These types of alterations of the Greek dances are not widely accepted as there are controversial views. On the one hand, the transfer of dances to a new environment and the changes they have undergone are considered reasonable and acceptance, given the fact that social conditions have also changed. On the other hand, the use of Greek dances in a new framework is considered a major alteration of their core functional role and as a result a crucial transformation of the folklore element, in a quite negative sense (Koutsuba, 2009). This folklore movement was developed in Greece in the late 1970s and its main characteristic was the proliferation not only of local cultural associations but also, at the same time, of the people who desired to learn traditional dances in a ballroom (Filippou, 2002).

Nowadays, dance cultural associations develop actions, in order to contribute to the preservation and dissemination of the Greek traditional customs. This is achieved throughout various activities, such as the teaching of traditional dances, songs, musical instruments, and the collection of traditional costumes throughout Greece etc. In addition, they organize local fairies, festivals (domestic or foreign), traditional nights, speeches, cultural excursions. In the late 70s seminars of Greek traditional dance are organized for the first time by institutions and/or individuals and are initially attended only by foreigners (mainly French). The Greek public started participating about ten years later in these seminars. However, the number of these seminars is constantly increasing and so is the public interest in them (Efentaki & Dimitropoulos, 2015).

The purpose of this research is to investigate the differentiation of the motivation of various social groups (members / dancers / dance teachers of cultural dance associations) who attend seminars of Greek traditional dance according to their demographic characteristics. The BRSQ questionnaire "Behavior Regulation in Sport Questionnaire" (Lonsdale, Hodge & Rose, 2008), modified for the Greek population by Filippou et al., (2019) has been used in order to assess this motivation.

2 LITERATURE REVIEW

2.1 Cultural tourism and cultural heritage

Notwithstanding that dance is considered an expression of culture, it has become a tourist attraction a long time ago (Wall & Xie, 2005). The touristic dance throughout folk tradition, museums, music, dance and arts is considered an important element that provides added value to the tourist product and can inspire millions of tourists to visit new destinations. The touristic dance is part of cultural tourism since it provides tourists with opportunities for cultural experience. It is refereed to tourists who wish to live a special experience through their participation in dance events in their destination.

Many scholars argue that an individual's participation in an event is linked to both leisure and tourism incentives. The aim of several studies focused on the reasons that a person chooses to attend an event, the satisfaction that the person receives from it and the connection of motivations with their particular characteristics (Skoultsos, 2014). Getz (1991) found that the four basic categories of needs (physical, cultural, interpersonal, recognition) are satisfied through participation in a dance event. Similarly, physical needs are satisfied by participating in sporting events or by relaxing from participating in a dance festival. Cultural needs are also satisfied by experiencing the culture of the place, by participating in local dance and/or music festivals. Additionally, interpersonal needs are satisfied by communicating with the festival audience. Finally, the need for recognition is satisfied by participating in activities that enhance self-confidence (Getz, 1991).

2.2 Participation Motives

In order to achieve their goals, needs and instincts, individuals develop different kinds of motivation. While the motivations and needs of individuals are considered important factors for their satisfaction, sometimes the goals they set are guided by expected rewards. In specific, the four factors that affect the motivations of each individual are (a) the state (environment and external stimulus), (b) temperament (state and internal state of the individual), (c) the goal (purpose of behavior and attitude) and (d) the tool (tools for achieving the goal). According to Harre et al. (2015), when a person is highly motivated, he/she may choose long-term goals. At certain times, each person wants to meet his/her personal needs, such as the need for recognition by others (psychological need) or the need for participation in groups (social need). Once the goal is set, the motivation process begins. Therefore, motivation is characterized by the personal achievements that each one wish to meet (Harre et al., 2015).

According to the theory of self-determination (Deci & Ryan, 2008) a continuous exogenous motivation is proposed that varies from the degree to which the behavior is self-determined. It is characterized by:

(a) The external regulation. These are behaviors that are mainly controlled by external factors, such as deadlines, punishments, etc.

(b) The internal regulation. Behaviors that are formed mainly by external pressures that has evolved inwards, but has not really been internalized. As a result, the person can participate in an activity because he feels obligated to do so.

(c) The specified regulation. In this case, the individual's behavior is internally controlled and validated. At this stage the behavior is identified with the result of the activity. Usually, individuals aim to achieve the goals they have set, because they believe that achieving it will bring benefits when in fact the specific activity does not cause them any joy. Behavior is internally regulated by the individual without external enforcement (although the reasons for participating trigged essentially from the external environment).

(d) The integrated regulation. It is a completely internalized behavior. The individuals express themselves by the participation in the activity and there is a consistency with his beliefs, values and needs. The integrated regulation is associated with feelings of self-fulfillment and psychological well-being (Weinstein et al., 2011).

2.3 Participant motives in traditional dances

Rokka et al. (2015) aimed to investigate the incentives for participation of students attending Greek traditional dance classes in various cultural dance clubs. They also examined whether factors such as gender, classroom participation and participation experience differentiate their motivations for participation. The results showed that students take part in dance activities as a recreational activity. By dancing they break away from the daily conventional school curriculum, eliminating stress and improving their physical condition (Rokka et al., 2015).

The research of Fillipou et al. (2010) investigates whether the demographic characteristics of foreigners participating in Greek traditional dances could be factors that differentiate their participation motivations. The research, whose sample consisted of 451 people, concludes that the traditional dance itself was a motivation for their participation in cultural tourism. The most important motivations for participation were the following: Greek culture, fighting boredom, social relations and the improvement of their dancing skills. In terms of their demographic characteristics, age and years of participation, they were a differential factor of participation motivation. The results also showed that the sample is interested in the knowledge gained during their participation and in what is ultimately achieved. People participate for the pleasure they receive from participating in the activity, regardless of the difficulties they encounter and the efforts they make. In addition, the type of dance is a factor in differentiating the motivations for participation since the participants in traditional dance lessons are to a greater extent internally motivated (Fillipou et al., 2010).

The research of Serbezis & Genti (2009) investigates the reasons that led French people to participate in Greek traditional dance seminars organized in France. It also examines the demographic characteristics as factors in differentiating their participation motivations. 215 people participated in the study. Improving dance skills, combating boredom as well as relaxing from the daily routine, gaining new experiences and practices were the major motivations for their participation in the seminars. The age and educational level of the sample were not factors in differentiating the participation motivations. Men participated to a greater extent than women to get in touch with Greek culture through dance. Finally, people with many years of participation in dance activities were interested in improving their dance level to a greater extent than people with few years of participation (Serbezis & Genti, 2009).

3 RESEARCH METHODOLOGY

3.2 Sample and Data Collection

The sample consists of dancers, members of cultural dance clubs and dance schools from all over Greece. In total, the participants are 381 people over the age of 15 and that has participated in Greek traditional dance seminars in Greece. The participants were randomly selected. More specifically, the sample consists of 129 men and 252 women and it is divided into ages of six groups: 14 people in total are aged 15 to 18 years, 89 people are aged 19 to 29 years, 116 are aged 30 to 39 years, 94 people are aged 40 to 49 years, 55 people are aged 50 to 59 years and 13 people are over 60 years old. The majority of the sample (ie, 73.5%) consists of university graduates and holders of postgraduate degrees (Table I).

Table 1 Demographic characteristics (gender, age, family status, educational status)

Measurements	*Objects*	*Percentage %*
Gender	Male	39.2
	Female	60.8
Age	15-18	3.7
	19-29	23.4
	30-39	30.4
	40-49	24.7
	50-59	14.4
	> 60	3.4
Marital Status	Single	52.5
	Married	13.4
	Married with children	32.3
	Widow/-er	0.8
	Widow/-er with children	1.0
Educational Status	High School	23.6
	University	53.8
	Postgraduate	19.7
	Doctorate	2.9

For the incentives assessment the researchers used the questionnaire "BRSQ: Behavior Regulation in Sport Questionnaire" (Lonsdale, Hodge & Rose, 2008) modified for the Greek population (Filippou et al., 2019). This questionnaire consists of 36 variables under the general question "I participate in Greek traditional dance seminars because…" which correspond to 9 factors. All answers were given on a seven-point Likert scale where:

1 = absolute not true 2 = not very true 3 = not quite true 4 = not sure

5 = true enough 6 = very true 7 = absolute true

3.3 Validity and Reliability of the measures

Table 2 Validity and Reliability

Factors	*Cronbach*	*Mean*	*Std.D.*

	α		
1.Internal Motivation in general	.95	6.46	1.02
2.Internal Motivation for experience	.91	6.39	.98
3.Internal Motivation for knowledge	.91	6.25	1.08
4.Internal Motivation for achievement	.92	5.92	1.25
5.Recognizable Regulation	.85	5.88	1.19
6.Integrated Regulation	.86	5.76	1.29
7.Internal Pressure	.88	1.65	1.24
8.Lack of Motivation	.93	1.6	1.15
9.External Regulation	.87	1.20	.58

To control the coherence of the variables, Cronbach's alpha index was used in the present study (Churchill, 1979). When the value of the index is above 0.70, it is considered satisfactory. (Spector, 1992). Consequently, all factors scored a high level of reliability (α> 0.85).

According to the mean (M) calculations, it is found that the participants are largely internally motivated. More specifically, the factors “Internal Motivation in general” (Average 6.46), “Internal Motivation for knowledge” (Average6.25), “Internal Motivation for experience” (Average6.39) are experienced greater intensity in comparison to “Internal Motivation for achievement” (Average5.92), “Recognizable Regulation” (Average5.88) and “Integrated Regulation” (Average5.76) that follows, while tthe “External Regulation” factor had the lowest value.

3.4 Data analysis and findings

One Way Anova statistical analysis was performed to identify any differences regarding to “Age”, “Marital Status” and “Educational Level” of the sample.

Table3 One Way Anova - Age Differences

Factors	*19-29 years*	*30-39 years*	*40-49 years*	*50-59 years*	*>60 years*	*P*
	M SD	M SD	M SD	M SD	M SD	
External Regulation	1.14 0.33	1.12 0.41	1.44 0.95	1.12 0.33	1.02 0.69	0.001
Recognized Regulation	6.12 0.94	5.87 0.41	5.53 1.29	5.88 1.19	6.42 0.57	0.006
Integrated Regulation	6.13 0.85	5.59 1.39	5.57 1.35	5.66 1.47	6.33 0.66	0.007
Internal Motivation for knowledge	6.51 0.75	6.32 0.90	5.90 1.40	6.34 1.10	6.10 0.94	0.006
Internal Motivation for achievement	6.17 0.99	5.86 1.29	5.56 1.41	6.09 1.24	6.38 0.67	0.011

The results revealed statistically significant differences for the factors:

(a) "External Regulation" $F_{(5.374)} = 4.34$, $p <.05$ People (between 40-49 years showed a statistically higher score (M 1.44 & SD 0.95) compared to those aged between 30-39 years (M 1.12 & SD 0.41) and between 50-59 years (M 1.12 & SD 0.33).

(b) "Recognized Regulation" $F_{(5.375)} = 3.30$, $p <.05$ Younger people (between 19-29 years) had a statistically higher score (M 6.12 & SD 0.94) compared to those who were between 40-49 years (M. 5.53 & SD 1.29).

(c) "Integrated Regulation" $F_{(5.375)} = 3.27$, $p <.05$ Younger people (between 19-29 years) showed a statistically higher score (M. 6.13 & SD 0.85) compared to those who were between 30-39 (M 5.59 & SD 1.39) and between 40-49 years (M 5.57 & SD 1.35).

(d) "Internal motivation for knowledge" $F_{(5.375)} = 3.33$, $p <.05$ Younger people (between 19-29 years) showed a statistically higher score (M6.51 & SD 0.75) compared to those who were aged between 40-49 years (M 5.90 & SD 1.40).

(e) "Internal Motivation for achievement" $F_{(5.375)} = 3.01$, $p < .05$ Younger people (between 19-29 years) had a statistically higher score (M 6.17 & SD 0.99) compared to those who were aged between 40-49 years (M 5.56 & SD 1.41).

Differences depending on marital status

One Way Anova Analysis was performed for any differences with regards to "Marital Status". The results showed that there were no statistically significant differences for any factor.

Differences depending on the educational level

One Way Anova Analysis was performed for any differences due to the "Educational Level". The results showed that there were no statistically significant differences for any factor.

A ***T-test analysis*** was performed to investigate the existence or non-statistical significance of the motivational factors in relation to gender.

Table4 T-test analysis - Gender differences

Factors	*Male Mean*	*Std.D.*	*Female Mean*	*Std.D.*
Lack of Motivation	1.88	1.48	1.46	0.92
External Regulation	1.33	0.78	1.14	0.44
Recognizable Regulation	5.48	1.33	6.09	1.06
Integrated Regulation	5.38	1.50	5.96	1.13
Internal Motivation in general	6.21	1.24	6.60	0.86
Internal Motivation for knowledge	5.92	1.38	6.42	0.84
Internal Motivation for experience	6.07	1.30	6.56	0.74
Internal Motivation for achievement	5.61	1.51	6.08	1.07

The results showed that gender can be a differentiating factor, for:

a) "Lack of Motivation": it is observed that there is a statistically significant difference in the variance of the two groups at a significance level of 5%, as confirmed by the results of the test: t (180) = 2.97, p <.05 Men showed a statistically higher score (M 1.88 & SD 1.48), on the factor "Lack of Motivation" compared to women (M 1.46 & SD 0.92).

b) "External Regulation": t (169) = 2.55, p <.05 Men showed a statistically higher score (M 1.33 & SD 0.78) on the factor "External Regulation" compared to women (M 1.14 & SD 0.44).

c) "Recognized Regulation": t (213) = -4.48, p<.05 Women showed a statistically higher score (M 6.09 & SD 1.06) on the "Recognizable Adjustment" factor compared to men (M 5.48 & SD 1.33)

d) "Integrated Regulation": t (205) = -3.82, p <.05 Women showed a statistically higher score (M 5.96 & SD 1.13) on the factor "Integrated Regulation" compared to men (M 5.38 & SD 1.50).

e) "Internal Motivation in general": t (193) = -3.13, p <.05 Women showed a statistically higher score (M 6.60 & SD 0.86) on the factor "Internal Motivation in general" compared to men (M 6.21 & SD 1.24).

f) "Internal Motivation for knowledge": t (178) = -3.79, p<.05 Women showed a statistically higher score (M 6.42 & SD 0.84) on the factor "Internal Motivation for knowledge" compared to men (M 5.92 & SD 1.38).

g) "Internal Motivation for Experience": t (171) = -3.92, p <.05 Women showed a statistically higher score (M 6.56 & SD 0.74) on the factor "Internal Motivation for experience", compared to men (M 6.07 & SD 1.30).

h) "Internal Motivation for achievement": t (196) = -3.17, p<.05 Women showed a statistically higher score (M 6.08 & SD 1.07) on the factor "Internal Motivation for achievement" compared to men (M 5.61 & SD 1.51).

4 DISCUSSION

Traditional dance seminars appeared in Greece in the late 1970s. This activity was initially organized by various institutions and/or individuals, upon request by foreigners (mainly French). The cultural wealth of our country in the fields of history, language, monuments, nature, music, dance, customs, festivals, gastronomy, etc. attracted the interest of this specific target group. In fact, the first visitors who showed interest in the traditional dance of Greece as a living part of its intangible cultural heritage were organized in those groups. Towards the end of the 80s, Greek social groups (dancers-members of cultural groups and teachers of traditional dances) began to attend these seminars as well. Since then, the number of seminars has been growing, as has the interest in them, mainly by young and middle-aged groups which are characterized by a high financial and educational level.

In the present study, 36% of the participants are between the ages of 19-49 years and 17.8% are people aged above 50 years. The sample of this study confirms that a large percentage of participants in traditional dance workshops are highly educated, as 280 out of the 381, ie a total of 73.5%, are graduates (53.8%) or hold a master's degree (19.7%). Taking into account the “educational origin”, given the fact that only 18% of the participants whose parents who do not have a high school education, manage to have higher education nationwide (OECD report, 2018), is safe to conclude that people with a lower education (and by extension economic and social background) have also a relatively smaller interest and participation in dance seminars. In other words, the social categories and groups that presumably - and traditionally - had the traditional dance in their “natural” everyday life, they do not renew and/or regenerated this relationship by participating in modern educational folk dance activities. It is therefore possible and worth exploring throughout “folk dance education” the phenomenon of an “urbanization” and/or “urbanism” (displacement and relocation) of the dancing experience and knowledge from its practitioners to its copyists. The above characteristics of the participants are confirmed by several previous studies (Baxevanos 2008; Efentaki & Dimitropoulos, 2015; Biniakos et al., 2020).

The duration of the traditional dance seminars varies depending on the purpose and the place chosen each time. Those with a short duration (1 - 3 days) serving usually local communities, either in urban centers or in the province. Basically, they stimulate the feeling of belonging and skills of their member for specific cultural and/or geographical area (dance unit). The ultimate aim of these seminars is either to participate in a future performance, or to enhance in a specific dance repertoire, especially when the participants are dance teachers. Longer seminars are usually held in areas that combine natural beauty (mountain or sea, various attractions, etc.), participation in local festivals and customs and they are addressed to a large number of participants. An overwhelming 76.3% of the sample agrees or totally agrees with the phrase that traditional dance seminars are a potential motivation for domestic tourism. Besides, the combination of traveling to a beautiful area with an activity that fills them with joy, experience and pleasure is in itself a major motivation. According to Bob Mckercher and Hillary du Cros (2002), cultural tourism includes four elements: a) tourism, b) the use of cultural heritage assets, c) the consumption of experiences and products and d) the tourist (visitor).

This is the reason after all for examples from countries worldwide using different dance events to attract tourists. In Ireland there is a significant correlation between dance and tourism, which indeed has shaped Ireland's cultural heritage. The growing interest of tourists in dance has resulted to a proliferation in dance performances that are tourist oriented. This growing popularity of Irish national and traditional dances is not only a unique expression of its culture (Foley, 2018) but it has been also and still is a part of Ireland's tourism product that provides tourists fun and relaxation together with the opportunity to participate in the local culture (Cronin & O'Connor, 2003).

This study concludes that the most important motivating factors for participating in traditional dance seminars were "internal motivation in general", "internal motivation for experience", "internal motivation for achievement" and "internal motivation for knowledge". Consequently, individuals participate mainly for the feeling of joy and pleasure they receive from this activity. According to previous studies, the dancers of the traditional dances had as a main motivation the pleasure for their participation. They were mainly motivated by internal motivations, such as stimulation and knowledge (Filippou et al, 2016), (Stavridis & Tsirogiannis, 2015). Therefore, the constant efforts to achieve their goals and to gain deeper knowledge about the subject, pushes all individuals to repeated and increased participation. The dispersion of the answers is also remarkable, with the largest percentage of 32% concentrated in the smallest participation (1-3 seminars), a total percentage of 68% participating repeatedly and 22.8% of the sample answering that they have attended more than 17 traditional dance seminars. The above findings are confirmed by a recent similar research (Filippou et al., 2019).

A large proportion of the sample, 44.1% are extremely experienced as they acquired dancing experience of over 21 years and a percentage of 25.7% have experience of 11-20 years of dancing. This demonstrates their constant and ongoing participation in cultural institutions related to learning traditional dances. The work of cultural associations all over Greece is important, as through their operation, the dissemination and preservation of traditional dance from generation to generation is achieved, while at the same time the dissemination of the cultural tradition and heritage of the country is strengthened.

The significance of the participants' "age" is particularly interesting, between the groups 19–29 years and 40-49 years, for the factors "integrated regulation", "internal motivation for knowledge", "internal motivation for achievement", while at the same time, the former group state that the activity itself does not bring them much joy. However, the study reveals that younger people are highly internally motivated compared to older people attending traditional dance seminars. They feel that they express themselves by participating, enjoy the feeling that comes from their participation and experience feelings of joy and pleasure from the knowledge of the new elements that they finally acquire. It is understandable that older people show reduced interest as their prolonged participation in this activity creates feelings of monotony and routine participation. At this point it should be noted the enormous difficulties that dance seminars have to confront in terms of organization, quality and content. In addition, it is typical characteristic of these seminars to have overcrowded rooms with participants of different ages and with a different dance and theoretical background (completely beginners, beginners, advanced, dance teachers, dancers etc.).

The study reveals that gender is a key factor in differentiating participation motivation. The majority of the sample consists of women, accounting for 66% compared to 34% for men. Thus, it is obvious that this activity is mainly exercised by women who, while stating that they are not particularly happy with their participation, nevertheless choose it because they believe that it offers them many important benefits in their lives. At the same time, the results reveal that they are strongly internally motivated compared to men. They feel that dancing is part of their personality, they are given the opportunity to express themselves and they experience many positive emotions. The knowledge they acquire by participating in traditional dance seminars as well as the rich experiences and the achievement of their personal goals are elements that strengthen their motivation to participate. The effort to improve their skills and fulfill long-term goals reveals their desire to gain deeper knowledge and specialization as either dancers or dance teachers. The above conclusion is confirmed by a similar research (McCleary et al, 2005). It should be also noted that traditional dance seminars, manage to offer a variety of different teaching approaches. Moreover, females are characterized by less influence from external factors such as gaining a payment or pressure from external factors compared to males who do not seem to understand the reasons for participation. While stating that they do not particularly enjoy the activity, in the end they follow the group because they feel pressure and because they want to satisfy the members of the team they belong to.

5 Conclusions

The most important conclusions drawn from the present study are the following:

1. The research hypotheses of the present study confirm that the participants in traditional dance seminars are largely internally motivated. Through their participation they experience feelings of joy and enjoyment and gain rich knowledge and experience. The authenticity and the acquisition of authentic experiences on the one hand and the feeling of belonging to a group as well as the sense of enjoying a shared experience with other people on the other hand are the key motivators of free time and travel (Getz, 1991).
2. It is confirmed that there are differences in the incentives for participation between the groups attending traditional dance seminars, regarding to:
   - age and
   - gender
3. The initial assumptions were not confirmed as the educational level and marital status were not a dividing factor for any participation incentive.

The findings of this research stress the necessity for the institutions that are responsible for organizing seminars of traditional dances, to study in depth the motives of the participants. They should focus on the better organization of all the activities that accompany the dance seminars and adopt quality practices regarding other services they offer, tailored of course to the needs of the participants. In order to strengthen participants' motivation and ensure their ongoing and stable participation, special attention should be paid to the place where these seminars are held. Moreover; an effort should be made for direct connection and participation in events that include traditional customs of the local community and there should be planned visits to historical sites, monuments and sights of the area. Finally, recreational time-zones should be included in order to develop social relationships among participants.

In order to draw safer conclusions, further research should be carried out, including a larger sample and a greater participation of the male sample. Moreover, other motivations and incentives for participation should be researched. This kind of research should concern the official government and make them question whether the utilization of such cultural activities attracts "visitors" (either domestic or foreign) and whether, at the very end, they increase tourism flows, promote trade and enforce local economy. Competent institutions should realize the importance and power of our cultural heritage in which traditional dance, music and song are integrated and reinforce educational programs (formal and informal) at all levels of education (Efentaki & Filippou, 2020), in order to treat the traditional dance not just as another kinetic and gymnastic event, but as a more complex social phenomenon (Biniakos et al, 2020).

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Gender Issues and Success Factors for Female Food and Beverage Managers in Greek Luxury Hospitality

Evangelia Marinakou[1], & Stergiani Karypi[2]

[1]Department of People and Organizations, Bournemouth University

[2]Department of People and Organizations, Bournemouth University

ABSTRACT

The purpose of this study is to provide a perspective of gender issues and success factors of female food and beverage managers in luxury hotels. Gender discrimination is prevalent in this male-dominated department hindering women from pursuing a career in this sector. Although, there is some evidence of progress in terms of reducing the gender gap and gender pay gap in managerial roles, female managers in hospitality still suffer financially. Still numerical representation is not mirrored in the roles that women play in the technical or managerial leadership of the sector. The employment ghettos still exist implying gender diversity and occupational segregation is prevalent in hospitality management with less opportunities available for female managers. In order to study the impact of gender, age in career progression and their impact on the glass ceiling phenomenon a qualitative research with 12 semi-structured interviews with female food and beverage managers in Greece was done. Gender issues were identified by all participants, although they claimed that the glass ceiling is not thoroughly evident in the workplace. Some faced age discrimination and others were troubled by the working conditions and expectations. Stereotypes still persist in Greece, as well as the pay gap. Female leadership style and management was proposed to be effective in luxury hotels as women are multitasking, supportive, demonstrate empathy and sympathy and bring good results. This study proposes that the HR departments in luxury hotels in Greece are non-effective and they do not pay attention to diversity. Female human capital should be appreciated and developed so that the Greek luxury product can face competition.

Keywords: Gender, Food & Beverage, Women managers, Glass ceiling

1 INTRODUCTION

Gender gaps in labor force participation remain wide with underrepresentation of women in traditionally male-dominated sectors (ILO, 2018). The slow rate of progress suggests it will take another hundred years to achieve gender equality (Global Gender Gap Report, 2020). The recent pandemic of Covid-19 has hit hospitality further exacerbating inequalities. “Economic slowdowns not only disproportionately affect women, but also trigger gender equality topics to slip down governmental and corporate agendas” (Mahajan et al., 2020). Certain departments of the hotels are filled by men while in other departments mostly women are employed implying gender diversity in the hospitality industry is inadequate (Pinar et al., 2011). The hospitality and tourism industry faces shortage of trained staff, with labor-intensive, fragmented hotels. Still the hotel industry struggles to retain staff and more specifically talented female managers who aspire for careers in the industry (Marinakou, 2019). Mooney & Ryan (2009) suggested that the pervasiveness of gender-role stereotyping and the availability of jobs would make employment in the industry advantageous for talented women. Structures and the glass ceiling still prevent women from climbing the career ladder and “patterns of gender inequality persist in leadership positions” (Mooney & Ryan, 2009, p.196). Although there have been many positive steps and literature shows progression of women in managerial positions in the hospitality industry, supported by relative inclusion and diversity policies in place in many organizations, opportunities for female managers are still less than those for their male counterparts with similar qualifications and experience. Moreover, García-Pozo et al. (2012) proposed that the salary of men is fairly high compared to women even if they hold the same role in a company. When it comes to the Greek reality, Petraki-Kottis & Ventoura-Neokosmidi (2011) identified that women in Greece get only 65% - 80% of what their male colleagues gain.

Representation of women in managerial positions in the food and beverage (F&B) department is very low (Berry, 2020). For example, in the US 19% are women, while 77.5% are men. Interestingly, younger employees in the sector have observed gender bias in the workplace, and they have raised the need for diversity and inclusion. “ While women make up 49 percent of employees at the entry level, representation drops steeply at higher levels along the pipeline. At the top, women represent only 23 percent of the food industry’s C-suite executives” (Krivkovich & Nadeau, 2017, p.3). Still, 20% fewer women than men reach their first promotion to manager although there has been a push for more flexible work in the sector (Krivkovich & Nadeau, 2017, p. 8).

With a brief look at the current literature many countries around the world have already identified the need of change in the area of female management as there are many benefits for the organizations. Countries have proceeded in making plans for the inclusion of women in the senior management positions and utilizing the best of the women’s abilities. F&B operators should consider the social construction of gender that may support or restrict professional career and success. The gender roles in family life and in the workplace, particularly the role of women that still have in a family and a household has big consequences in a career in the industry. The aim of this paper is to explore the visible and invisible barriers that women face in managing the Food and Beverage (F&B) department as well as at identifying the success factors of those who managed to get to the top. The objectives of this study were to:

- Explore the experiences of F&B female managers in terms of the barriers they face at work;
- Identify the success factors of having a career in F&B management;
- Propose ways and strategies for female managers progression in F&B management.

2 LITERATURE REVIEW

2.1 Women in hotel management

According to the International Labor Organization (2018), gender gaps in labor force participation remain wide. Gender diversity has been a major issue over the years. There is progress when it comes to closing the gender gap in managerial roles in the hospitality industry as studies show that the hospitality industry consists of nearly 50% of female managers and the percentage of women being trained to become managers is over 75% nowadays (Berry, 2020). Women are more likely to suffer financially because women's professions pay less than men's professions. Gender differences in professional choice contribute to low wages for women, even if we account for differences in skills and credentials related to the work of men and women (Powell, 2018). The human capital theory highlights the contribution of education to increasing productivity in the workplace, as education equips employees with skills and qualifications valued by employers. Pay is attributed to the human capital (education, training and experience) each employee has. Women used to acquire less human capital due to domestic responsibilities limiting their opportunities for a career. Although, nowadays women are found to study hospitality management and have adequate experience, they still experience salary gaps.

Women are horizontally and vertically segregated into particular jobs in hospitality. They usually carry out lower status work and are horizontally segregated into particular areas of operation (Ng & Pine, 2003) or they are vertically segregated into jobs that are considered low status (Powell, 2018). The 'pink ghetto' is found in many hospitality organizations including those in Greece (Marinakou & Giousmpasoglou, 2019). Practice in the hospitality industry continues to stereotype the roles available for women, with the addition of sexual harassment, which is prevalent for female employees (Berry, 2020).

Inequality exists in hospitality management and women are excluded from managerial positions due to the glass ceiling phenomenon, the working conditions and stereotypes. Inequality refers to the systematic differences among colleagues in their power and control of organizational goals, resources, workplace decisions, opportunities for promotions, pay, and respect (Acker, 2006). Academic literature has shifted the focus of research into women in general management, keeping in mind their opinions and aspirations to develop their personal careers in the F&B department. The experience of individual employees in the hotel industry remains very much to be understood and this paper seeks to fill a knowledge gap in the perception of female F&B managers in luxury hotels.

2.2 The glass ceiling and working conditions

The glass ceiling phenomenon implies an invisible structural barrier in institutional life for groups with differentiated by diversity categories (i.e. age, gender) (Acker, 2006). A lot of research has been published on the phenomenon of the glass ceiling suggesting that the 'glass ceiling' exists; many even propose that even if women are well positioned in their early careers there is no guarantee that they can maintain equality in the workplace (Santero-Sanchez et al., 2015). A lot of studies discuss the problems women encounter in their careers but very few refer to the ways women overcome these barriers (Remington & Kitterlin-Lynch 2018), which is the purpose of this paper.

Fernandez & Rubineau (2019) propose that the glass ceiling is linked to the *old boys' network.* It refers to informal social networks of men with similar demographics, who are strong professionals, established and support and sponsor each other (Powell, 2018). An outsider is a member of the opposite sex with limited access to social capital (Beaman et al., 2018). In contrast to men, women provide support and professional help to each other without forming informal networks (Durbin, 2011). Evidently, the more connected the members of the old boys network are, the more social capital is accumulated, the harder it is for a feminization process to happen or for women to be included. Social capital refers to a "person's standing or reputation in an organization depending on the social network that they have built up with mentors, peers and superiors, and its complex interaction of favors owed and received" (Mooney & Sirven, 2008). Domestic duties occupy a lot of time, hence female managers do not focus on networking, training and other activities valuable for career progression (Marinakou, 2014). Women usually are found to have more responsibilities than men even at sharing household arrangements (Budworth et al., 2008). Tharenou (2005) mentioned that marriage, maternity leave and the traditional household division of chores hinder women to achieve more relevant roles in enterprises.

Social factors impact on women's career progression (Marinakou, 2014). Hospitality is prone to labor mobility, making relocations for promotion a detrimental factor on female managers' personal life (Powell, 2018). Altman et al. (2005) suggested that men usually get promoted by remaining at their organization whereas women have to move to other. Empirical research highlights factors such as long and irregular working hours, old boys' network, hiring practices, geographical mobility and lack of role models to hinder women's career progression (Marinakou, 2014). Many women choose to leave the industry when they have families and children (Baum, 2015), demonstrating issues with *work-life balance*. Studies in the UK propose that gender employment discrimination is not that evident, with very small wage gaps and policies including family taxation, childcare benefits, parental leaves, flexible working patterns and anti-discrimination laws (Livanos et al., 2009). Differences between Greece and the UK are also observed based on the economic structure, institutional characteristics (i.e. existing diversity policies), personal attributes of female managers (i.e. education, region, age, marital status) (Livanos et al., 2009). Lack of role models to support women is also evident in hospitality management, and more in the F&B department.

Hotel management practices reflect such organizational cultures that reproduce corporate patriarchy; *gender stereotypes* of women are deeply rooted in modern Greece's patriarchal society (Mihail, 2006; Marinakou, 2008). Thomas (2005) suggested that in patriarchal society organizations show "hegemonic masculinity" referring to practices that legitimize men's power over women (Marinakou 2014). There is the belief that managerial positions require aggressiveness, assertiveness, leadership styles and traits that women are lacking (Powell, 2018). Others claim that women's leadership styles are similar to men (Marinakou, 2014). There are different perceptions of men and women as managers. Women are thought to be more emotional and democratic, and men more adequate to be managers as they focus more on financial results (Powell, 2018). As stated by Eagly & Karau (2002), the incongruity between expectations about women (i.e., the female gender role) and expectations about leaders (i.e., leader roles) underlie prejudice against female leaders. Similarly, Mihail (2006) proposed that women in corporate Greece face attitudinal barriers. Gender stereotyping persist in Greek culture supported by the underrepresentation of women in managerial positions (Petraki-Kottis & Ventoura-Neokosmidi 2011). Gender stereotypes, cultural barriers, dual role, visibility factor, gender segregation are also factors preventing women from participating in management (Marinakou, 2014; Baum, 2015). Gender roles in society mitigate chances for women to progress their career (Baum, 2015), limiting the female talent.

2.3 Facilitating factors for career progression

There are strong arguments on whether the barriers are self-imposed or caused by external factors. Nevertheless, studies propose some ways that facilitate career progression for female managers. Such strategies include participative leadership (Remington & Kitterlin-Lynch, 2018) and transformational leadership (Marinakou, 2014) styles to be adopted by female managers. These styles are linked to improved performance, high levels of organizational commitment, and employee empowerment. Flexibility in the workplace is important quality for success and studies propose that female leaders are more flexible than their male counterparts (Caliper, 2015). Proactivity is also another key element as women should take a proactive approach to manage their careers with activities such as networking, developing and maintain relationships that support advancement or further professional training (Remington & Kitterlin-Lynch, 2018). Organizational policies and practices should also support training.

3 METHODOLOGY

This study used the qualitative approach that supports inductive purposes. In order to understand the phenomenon of women's underrepresentation in F&B management and make sense in terms of women's meaning (Denzin & Lincoln, 2013) qualitative research was found to be appropriate. Qualitative interviews were used, which led to in-depth data gathered in order to get a deeper understanding about the circumstances of each individual who was interviewed. A list of 13 questions, based on the literature review, were used to lead the discussion and to encourage female managers to express their perception of their career success. Convenience sampling was used as very few women are found in such positions in the Greek hospitality sector. 12 in-depth semi-structured interviews were conducted with women who worked in the F&B department of Greek hospitality establishments, having various ages and experience in order to maximize the quantity and quality of data gathered. The participants were working full time, were highly educated with degrees in hospitality and tourism management as well as experience in their field. The invitation email informed participants about their freedom to participate and their anonymity; they were also sent the list of questions to have an idea of our discussion. All interviews were conducted in Greek, and audio recorded to allow proper transcription and translation into English which was performed by the two authors. Thematic analysis was then performed to identify the key themes, to make sense of collective and shared meanings and experience of participants in the study (Braun & Clarke, 2012).

4 KEY FINDINGS AND DISCUSSION

4.1 Participants' background and current situation in Greece in F&B management

The female F&B managers in this study appear to be hopeful for the future confirming Baum (2015) and Powell (2018) who support that there have been attempts to decrease the gender inequality in hospitality. But we can also observe that the participation of women is low and one of the explanations is based on the belief that managerial positions require aggressiveness, leadership styles and personality traits that women are lacking.

One of the most interesting facts about this research is the variety of distinct characteristics of each interviewee. Starting from age, it was observed that older women tend to get higher positions. The youngest of the interviewees emphasised how they got the job, referred to being bold and believing in themselves, and while they had no experience they took the risk, while some of the others that were older experienced segregation because of their age. P7 was an F&B manager at the age of 26 in Greece and she faced the mentality of the Greek working culture of being too young to be in the role. All were educated with undergraduate and/or postgraduate studies and a lot of experience. Two were married with children.

Hard work, long working hours and the nature of work prevent many young women to avoid a career in this department. Men remain the majority in this department and companies prefer male employees for such positions as “*they find men more suitable for the job*” (P14).

4.2 Glass Ceiling

The participants’ opinions on the glass ceiling differ from each other and none of the women seemed to agree fully with Santero-Sanchez et al. (2015) about the glass ceiling being thoroughly evident in the workplace. There were those women that have not encountered obstacles, whilst others faced age discrimination. The views of each participant are shown in Table 1.

Table 1 Participants’ opinions on the glass ceiling

P1, P6, P12	P2, P9	P7, P8, P10	P4, P11	P6, P12	P3, P5
Glass ceiling encountere d, appearance matters	Faced a couple of times	Discrimination encountered, mainly due to age	Haven’t faced any barriers	Encountere d due to the culture in Greece	Being optimistic (hard work required)

Interestingly P6 said she encountered obstacles in her career and “*especially in Greece, where if you don’t have the right connections or being liked by your director, you are not going to get promoted, whatsoever*”. P1 said “*most of the times when a woman gets a promotion it is because she looks nice*!” providing evidence of bias in hiring women in a masculine culture (Mooney & Ryan, 2009). P10 appeared to be in the same position.
Because she is a woman she has been sexually harassed and in addition, her male colleagues took all the promotions even though she was more qualified. Her director at the time told her face to face that she was not entitled to promotion because she had a child and she was a mother. P6 claimed that in her sector of employment there are no right human resource practices implemented. For a woman to be a manager, long working hours prevent her from being married or being a mother and “*in this industry there are some measures being taken, but only as to protect women from not being fired, when it comes to family matters. Schedule, maternity leave, parental leave would be some of the things that could be added to make them more effective*”.

4.3 Female Leadership

All of the participants noticed that there are differences in the way males and females lead a team, but female leadership was found to be effective, as they were found to be multitaskers and more capable of handling difficult situations, with strong emotional intelligence, more organized and more compassionate towards coworkers or guests needs confirming other studies (Marinakou, 2014). It is exceptionally difficult for women to achieve the recognition that they deserve for their abilities and achievements and are required to show extra competence (Marinakou, 2014; Baum, 2015; Powell, 2018) so as a result, female leaders tend to work harder and they are looking for leadership styles that do not unnecessarily provoke resistance to their authority by challenging standards that dictate women's egalitarianism and others' support. P2 said "*it's all about personality and skills, not gender*", P4 agreed and added that "*leadership style between males and females in her view is completely different. Females are more effective as leaders because they are characterized by strong emotional intelligence. They are more caring about their staff, which is the key to build respect and inspire your team members. Also, they try to create a balance between personal life and work, not only for them but also for their staff, which is highly appreciated*". Compassionate and more organized are some of the traits given by P6, highlighting that men tend to overestimate their abilities. "*Women are more insighGul*", says P7 and more emotionally intelligent. They can be strong without being intimidating, but they have to prove that they can work as hard as a man but show empathy as well.

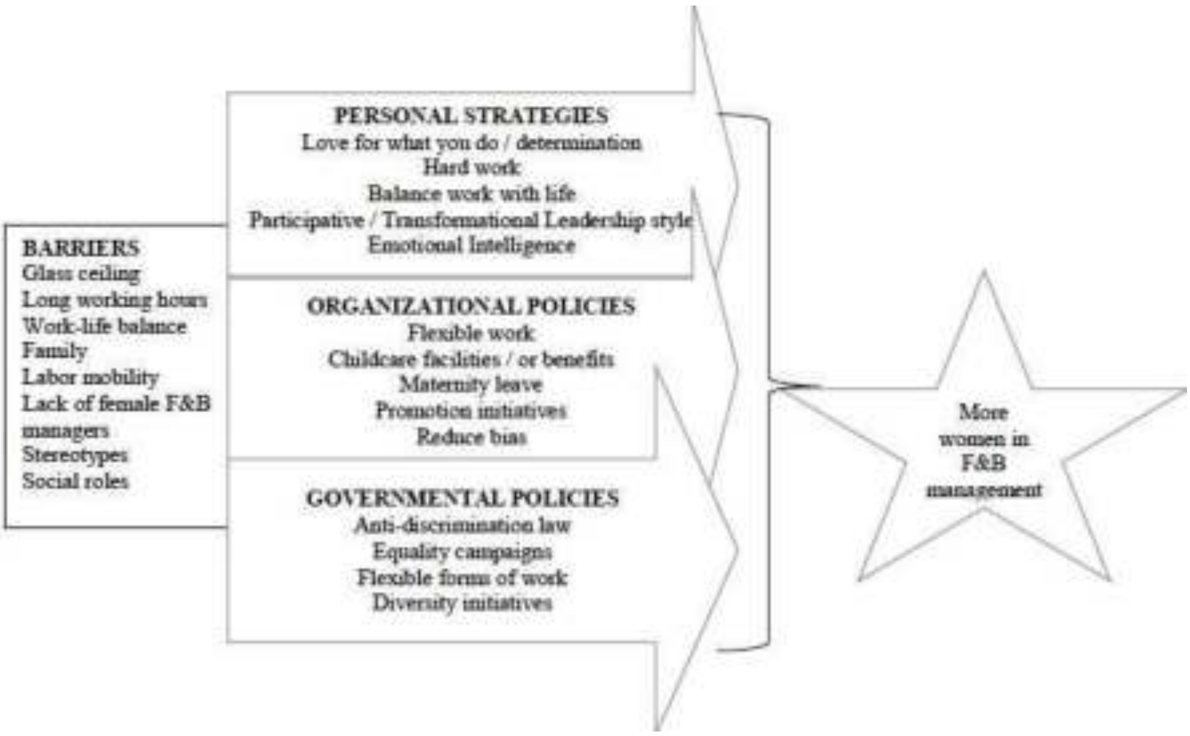
4.4 Stereotyping and Social Role

Gender stereotypes of women are deeply rooted in modern Greece's patriarchal society (Mihail, 2006; Marinakou, 2008) and Thomas (2005) declares that in patriarchal society organizations show 'hegemonic masculinity' referring to practices that legitimize men's power over women (Marinakou, 2014). All of the participants supported that the stereotypes in Greece still persist, agreeing completely with the existing literature (Petraki-Kottis & Ventoura-Neokosmidi, 2012). P1 supports that she faced stereotypes all the time and she mentioned that 20 years ago, the manager of a big hotel chain in Athens told her that the only problem was that she was a woman. The study also proved that the pay gap is in place in Greece when it comes to female managers and that in general hospitality isa very low paid sector. Culture was also identified by participants as hindering women's careers in Greece. P7 believed that the obstacles were not encountered because she was a woman but because she was in Greece. "*I don't allow people to think of me less because Iam a woman and because I am a quite strong personality people don't do. But in Greece, because I was an F&B Manager by the age of 26, with an MBA degree, I did have to face the mentality of too young to be in a role*". P6 added the need for equal treatment for every employee, according to their abilities and knowledge, regardless of gender, age etc.

4.5 Reasons for success

All participants talked about hard work, which is a requirement of work in the F&B department. They also said that they had to be both mentally and physically capable in order to succeed and be able to put extra effort. Their love for their profession was the starting point of pursuing a career in F&B management. Ambition, believing in yourself and diplomacy were other traits for success. P3 said "*In an industry full of men, you have to be really careful of your actions around the working environment*". P2 mentioned "you have to isolate personal life from work", suggesting to have a good work-life balance. They all proposed that organizations and people should give others chances to grow and use leadership as P11 said "*if you don't help others develop, you never grow yourself*".

Graph 1 summarizes the barriers that women face in F&B management and the proposed strategies for success in the sector.



5 CONCLUSIONS

5.1 Conclusions

There is extensive investigation in the area of gender disparity, but most studies do not address the reasons why these barriers occur and how female employees overcome these barriers. This study sought to explore the reasons for female F&B managers underrepresentation in hotels. The main aim was to identify the factors for success of those who already occupy such positions. This paper proposes that in Greece, the HR department is either non effective, non-existent or conducting basic HR operations, without giving much detail to what the employees really need. Although legislation for equal opportunities has been established in Greece, hotels have not yet realized the importance of female human capital and talent. Competition among hotels in Greece has grown especially since the COVID-19 pandemic in 2019, but still women are underrepresented in food and beverage management (Belias *et al.*, 2017). Women are still facing barriers in pursuing a career in this department, which is found to be male-dominated. Interestingly, participants are hopeful for the future, and expressed the view that gender inequality will decrease further. Key barriers were long working hours, issues with work-life balance, age discrimination, gender roles, stereotypes and the lack of female managers to become mentors and support young professionals. Success was based on factors such as hard work, and work-life balance. Although the literature shows that there is prejudice against female leaders effectiveness (Mihail, 2006), participants in this study support that female leadership is more effective in the context of hospitality sector confirming other studies on women's position in hospitality management (Marinakou, 2008). Stereotypes still persist in Greek hospitality (Petraki-Kottis & Ventoura-Neokosmidi, 2011), the wage gap is still large, however this study proposes that female F&B managers rely on education, experience, training, professional development, determination to succeed and their leadership style to promote their effectiveness in managing people and their departments.

5.2 Practical Implications

This study provides directions for managing female managers in hotels and for promoting policies that will support women's development and existence in F&B management. Hotels should be ready to address any discrimination that occurs in the workplace with relevant anti-discrimination policies, diversity management and training. The legal framework that supports equality at work should be part of human resources management. For example, adequate policies should be in place that provide support for balancing family with work, childcare could be provided or a relevant benefit could be provided. Such policies are not always followed creating frustration to employees. Evidence from the UK shows that job satisfaction is high when equal opportunities policies are in place in luxury hotels (Marinakou & Giousmpasoglou, 2019).

Hospitality organizations should reduce negative beliefs and attitudes towards female managers and provide them with the environment and circumstances to use their skills and talent in F&B management. They should train employees on gender bias and discrimination. Getting more female managers in male-dominated departments and/or putting more women in line for promotion should be a priority of human resources strategy. Furthermore, fair recruitment criteria, equal opportunities for promotion should be the norm rather than the exception. Non-traditional work hours, flexible job schedules, job sharing could be practices to be explored by F&B managers.

Mentoring is important however the lack of women managers in F&B reduce the opportunities for practicing this. Such programs should be planned, directed by senior management to accomplish long-term goals. High potential female employees could be mentored to support them advance in hierarchy.

5.3 Limitations and future research

This study has some limitations. The main limitation is the small sample size, although not many women were found to lead F&B departments. Future studies should attempt to find a larger sample and include women F&B managers from other countries as well. A comparison could be made with the UK hospitality industry where more practices on equal opportunities are found.

Future studies can also include quantitative analysis and provide measurement of the phenomenon of the glass ceiling and gender discrimination in F&B management. The present paper provided a more holistic approach to the issue, however studies may investigate any differences in terms of hotel type and capacity, and/or in terms of regions.

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The Effect of Organizational Culture on Organizational Commitment and Performance: Evidence from Tourism and Hospitality Industry

Alkistis Papaioannou[1], Konstantinos Marinakos[2], Maria-Irini Vamvoukaki[3] & Anthoula Dimaki[4]

[1]Department of Business Administration, University of West Attica

[2] Department of Tourism Management, University of West Attica

[3]Department of Sport Management, University of Peloponnese

[4]Department of Tourism Management, University of West Attica

ABSTRACT

Research has suggested that organizational culture has a positive relationship with the desired workplace outcomes and performance (Chatterjee et al., 2018). Moreover, many studies have explored the relationship between organizational culture and organizational commitment in the service sector and revealed that there is a positive relationship between organizational culture and organizational commitment (Acar, 2012; Brewer & Clippard, 2002). According to the literature organizational commitment is vital to any organization, because it is a good predictor of organizational goals, absenteeism, turnover and productivity, while a number of studies have shown a positive relationship between organizational commitment and performance (Bushra et al., 2011; Chi et al., 2007; Meyer et al., 2002; Suliman & Iles, 2000). Given that organizational culture has described as an outstanding business practice in managing the service organizations and achieving excellence (as suggested by the literature) the present study intends to identify the influence of organizational culture on organizational commitment and performance in the context of Luxury hotels of Greece. Seven dimensions and 45 item statements of organizational culture, organizational commitment and performance have been adopted from the literature to undertake this study (Meyer & Allen, 1997; Allen & Meyer 1990; Sashkin & Rosenbach, 1996; Terzoudis, 2011). Also, the particular research used the subjective way of measuring performance. Each of the items was arranged in a 5 point Likert type scale. The proposed relationships were examined using empirical data from 246 managers of 246 Luxury hotels (from a total sample of 317 Luxury hotels, which recognized by Hellenic chamber of hotels) with a 77.6% response rate. Structural equation modelling analysis was used to examine variables relationship using SPSS and EQS6 software. The results indicated that the proposed scales had a satisfactory validity and reliability indexes and (b) four out of the five organizational culture dimensions, significantly predicted organizational commitment and performance for Luxury hotels. Finally, the results showed that organizational commitment has an impact on performance. Practical implications for Luxury hotels managers are discussed.

Key words: Organizational culture, Organizational commitment, Performance, Tourism and Hospitality Industry

1 INTRODUCTION

Most of the Organizations nowadays are confronting many challenges and opportunities due to the rapidly changes in the turbulent environment of business. The current changes contain technological advances and changing economic trends in the market (Manetze & Martins, 2009). Moreover, many organizations in the service sector make an effort to accomplish continuous improvement, rapid growth, profitability and top situation in their activities in globalized economy. (Salajegheh, Chamanifard, Chamanifard, & Nikpour, 2015).

Many researchers have investigated the process and factors that have positive relationship among organizational culture (OC), organizational commitment and performance (e.g. Acar, 2012; Brewer & Clippard, 2002; Dima et al, 2019; Manetze & Martins, 2009; Dedi, 2017). Moreover, organizational commitment is essential to any organization, because it is a good predictor of organizational goals achievement, turnover and productivity, while a number of studies have shown a positive relationship between organizational commitment and performance (Papaioannou, 2019; Bushra et al., 2011; Suliman & Iles, 2000; Meyer et al., 2002; Chi et al., 2007).

A number of Studies have highlighted that organizational culture and organizational commitment are the factors that affect organizational performance (Denision & Mishra, 1995; Irefin & Mechanic, 2014). Therefore, it can be argued that organizational culture in addition to direct influence on organizational performance, it can indirectly affect the organizational performance through employee's organizational commitment as suggested by the literature (Nikpour, 2017).

2 THEORETICAL BACKGROUND

2.1 Organizational Culture

The beliefs as well as the symbols and the behavioral patterns that are perceived, learnt produced or reproduced by people consist an organizational culture that characterize the energy and the labour in an organization (Walter de Gruyter, 1992). Schein (1985) claimed that kind of culture is based on a pattern of shared assumptions. These assumptions are actually learnt by the group through the resolution of the difficulties and the troubles faced. That culture is a collection on values system which is followed and of course believed by the group that sets an organization and differs from other organizations (Robbins (2006).

Anthropologists as well as many authors have focused on the culture for many years so to comprehend the different groups. Nevertheless, a link between the organizational culture, the behavioral pattern of the group of people and the performance of a firm recently occurred (Warrick, 2017). This organizational culture makes the common perception of firm's employees specific and indicative (Ahmady, Nikooravesh, & Mehrpour, 2016).

2.2 Influence of Organizational Culture on Organizational Commitment and Performance

There is a great deal of research regarding the Organizational culture and the organizational commitment (Siverthorne, 2004; Huey Yiing & Zaman Bin Ahmad, 2009). How much an employee connects to the goals, the hopes of the organization so to maintain membership is actually the Organizational commitment (Robbins, 2006).

Earlier studies showed that there is a positive connection between the organizational culture and the organizational commitment specifically affective commitment, continuance commitment, and normative commitment with regards to bureaucratic culture, innovative culture, supportive culture and employee empowerment (Dima, Taghrid & Rateb 2019).Thus, organizations need to go the extra mile to enhance a strong organizational culture by improving the employees' commitment.

One recent study has pointed out the importance role of organizational culture (OC) and organizational commitment on organizational performance in the public services. The specific study contributed to the culture and commitment of the public service. The object was the government organizations of Indonesia concerning 187 employees at random sampling. The analysis of the data used structural modeling with partial least squares. The results showed a significant influence of OC and commitment in the public service. This suggests that policy by the local government could improve the OC and the commitment for the public service to run optimally (Dedi, 2017).

Sunarsih and Mashithoh (2016) argued that the OC adaptability effects the organizational commitment positively and significantly regarding the University staff. This showed that the stronger the adaptability the higher the commitment. Specifically the organizational culture indicated a positive and significant impact on the employees' commitment at the education sector (Manetje & Martins, 2009).

2.3 Organizational Culture – Performance Link

There is literature that suggests that employee performance is linked to organizational culture. The concept of the organizational performance is associated with the survival and the flourishing of an organization (Ahmed & Shafiq, 2014). Organizational performance is regarded as the result of efforts achieved by all departments and business. These achievements entail organizational goal in a certain period of time. The goal can refer to a specific stage or an overall extent (Lee & Huang, 2012).

Previous studies have shown a correlation between the organizational culture concerning employees' performance at the Hotel industry. The culture seems to have a significantly positive effect on the performance of the employees. (Achmad, 2016).

In earlier research, Nikpour (2017) claimed that organizational culture has a significantly positive impact on the organizational performance regarding the education sector. The findings indicated that the model had the appropriate fit and organizational culture which apart from its direct impact it also employed indirect impact on the performance by means of the mediation of employee's organizational commitment that the rate or the indirect impact was significantly higher than the direct one.

Observers and scholars acknowledge that the organizational culture has an important long term impact on the performance. Homogeneity in the efforts, focus and high performance are linked to the strong culture where common vision and unity are key requirements (Cameron & Quinn, 2005). Many authors argue that OC is the key to organizational excellence (Schein, 1984). Organizations make efforts to improve the performance and the OC is regarded as one of the main elements (Uzkurt et al., 2013). It seems that organizational culture has a more important effect than the national culture regarding the performance (Naor et al., 2010).

Some studies on the culture- performance relation showed a specific culture orientations and types are encouraging to performance. They consider performance as a multidimensional factor (e.g., Jacobs et al., 2013; Tseng, 2010) and some others study the effect of OC on performance regarding specific financial indicators.

2.4 Influence of Organizational Commitment on Performance

There is a lot of discussion about the positive features of the organizational commitment and also its effects on turnover intention, absenteeism, productivity and motivation as it is a powerful element for both employees and organizations in order to improve the productivity as well as the effectiveness (Kuvaas, 2006; Genevičiūtė-Janonienė&Endriulaitienė, 2014).

Apart from job satisfaction, organizational commitment has been studied to a great extend the last thirty years (Kontoghiorphes & Bryant, 2004). Bartlett (2001) claimed that reports on positive consequences on employee behaviour and work outcome are linked to organizational commitment. Nowadays, the organizational commitment has become more important as it is regarded to be the main element which is behind the performance (Kamarul & Raida, 2003). Moreover, interest in work commitment has triggered by its potential benefits to both individuals and organizations (Somers and Birbaum, 2000). It is additional variable to explain work related behavior and performance (Benkoff, 1997).

Organizational commitment could also be regarded as a dimension of effectiveness concerning the work performance and the reducing turnover (McDermontt, Laschinger & Shamian, 1996). Previous studies found a positive link between organizational commitment and performance in work (Arnett, Laverie & McLane 2002; Suliman & Iles, 2000; McNeese-Smith, 1997).

2.5 Hypotheses development

According to the previous discussion the model of the present study includes seven concealed factors: achieving goals, managing change, customer orientation, cultural strength, coordinating teamwork, organizational commitment and performance. Following the work of Dima, Taghrid and Rateb (2019), Sunarsih and Mashithoh (2016) and Acar, (2012) who sound evidence concerning the importance of the organizational culture and commitment, there are hypotheses about: H1 the five dimensions of OC (achieving goals, managing change, customer orientation, coordinating teamwork, cultural strength) will have a positive effect on organizational commitment. Also, based on previous results (Achmad, 2016; Nikpour, 2017) there is hypothesis about: H2 managing change, customer orientation, achieving goals, cultural strength, coordinating teamwork will have a positive impact on performance. Finally, the link between the organizational commitment and the performance is well acknowledged in the field of tourism management and service (Dedi, 2017; Bushra et al., 2011; Suliman & Iles, 2000; Meyer et al., 2002; Chi et al., 2007). Thus, the hypothesis may be that; H3 organizational commitment has an impact on performance. Hypothesis model in Figure1.

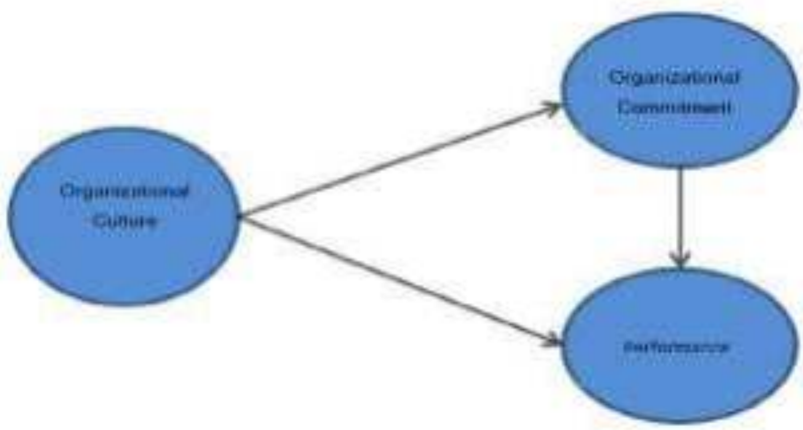

Figure 1: The hypothesized model.

3 METHOD

3.1 Sample Profile

Empirical data from 246 managers of 246 Luxury hotels (from a total sample of 317 Luxury hotels, which recognized by Hellenic chamber of hotels) participated in the survey. The sample consisted of 60.8% males and 39.2% females with a mean age of 34 years (SD = 7.65). The distribution of the educational level of the sample was: 60% (n= 147) were holders of graduate degree (university education), 12% (n= 30) were holders of a postgraduate academic title (postgraduate education) and 28% (n = 69) were graduates of High-school education. By reference to the work experience of the research participants, 52% (n =128) had over 7 years, 32% (n = 79) had three to seven years and 16% (n =39) had one to three years work experience. In relation to the position of responsibility that managing research respondents of the Luxury hotels occupied, the 27% of the total population (n =66 research respondents) were hotel reservations managers. In addition, the 10% (n =25) of the total sample were FNB Managers and 14% (n =35) were Human Resources Managers. Moreover, the 16% (n =39) of the total sample held upper managerial positions in the Luxury hotels (General Managers), while the rest percentage 33% (n =81) was Accounting Managers. The socio-demographic profile of participants is presented on Table 1.

Table 1 Characteristics of the Research Sample

Demographics	Categories	Frequencies	Percent
Gender	Male	150	60.8
	Female	96	39.2
Age	20-less than 30	66	26.8
	30-less than 40	116	47.1
	40-less than 50	58	23.7
	50 and more	6	2.4
Educational Level	graduates of High-school education	69	28
	university education	147	60
	postgraduate education	30	12
Work Experience	Less than 5	161	47.1
	5-less than 10	98	28.7
	10-less than 15	53	15.5
	15 and more	30	8.8
Job Position	Reservations manager	66	27
	FNB Manager	25	10
	Human Resources Manager	35	14
	General Manager	39	16
	Accounting Manager	81	33
Years worked in the Hotel	1 - less than 3 years	39	16
	3 - less than 7 years	79	32
	More than 7 years	128	52

3.2 Measures

Organizational culture scale

The Greek rate of the Organizational Culture Assessment Questionnaire (OCAQ) scale (Sashkin & Rosenbach, 1996) was employed to evaluate the employees' perceptions concerning their hotel's organizational culture. Explanatory analysis was used for the organizational factors regarding the dimensionality of the elements through the use of the principal component analysis methodology. Exploratory factor analysis of 30 items was statistically significant ($\chi 2$ (116) = 9,248, $p<0.001$), with KMO = 0.75 and produced a five-factor solution with eigenvalues greater than one. The five factors explained 76 percent of the variability of the data while the Cronbach coefficient for all the scales was over 0.74. The five factors were titled: managing change (5 items, eigenvalue of 5.3, 34% of variance, α = 0.82), achieving goals (4 items eigenvalue of 2.4, 19 % of variance, α = 0.85), coordinating teamwork (10 items, eigenvalue of 1.4, 10 % of variance, α = 0.79), customer orientation (5 items, eigenvalue of 1.2, 7% of variance, α = 0.81) and cultural strength (6 items, eigenvalue of 1.1, % of variance, 6% of variance, α = 0.83).

Organizational commitment

According to Meyer and Allen (1991), organizational commitment consists of three dimensions: normative commitment, affective commitment and continuance commitment. Continuous commitment relates to employees' feeling as it concerns their obligation to stay with the organization. Normative commitment refers to the cost incurred by employees when they leave the organization. Nevertheless, affective commitment is a more important element. Furthermore, it seems to be of great benefit to organizations (Meyer & Allen, 1997). Additionally, affective commitment has been of a greater interest in studies (Mathieu & Zajac, 1990; Meyer et al., 2002). Meyer and Allen (1997) argued that affectively committed employees are bound to have positive reactions and behaviours in the work and the willingness to offer to the organization's goals. This study, organizational commitment is interested in the affective commitment. For the measurement of affective commitment to the organization it was used a six-item scale taken from Allen and Meyer (1990).

Performance

Performance of Luxury hotels was measured using three items adapted from the literature (Terzoudis, 2011). Researchers from a variety of service, sport and tourism settings have used similar items to measure organizational performance (Verhage and Waarts, 1988; Hooley, Lynch & Shepherd, 1990; Brooksbank, Kirby & Wright, 1992; Rafic and Pallett, 1996).

Regarding the OCAQ, organizational commitment and performance scales, there was agreement expressed on a five-point Likert- scale that ranged from 1 (strongly disagree) to 5 (strongly agree). Scales' items listed in Table 2.

Model testing

Inspection of the psychometric properties of the measures (Organizational culture, Organizational commitment, and Performance) was carried out by a confirmatory factor analysis (CFA) before examining the hypothesized relationships. In order to evaluate the fit of the model, typical fit indices were provided by the EQS 6 software (Bentler, 2005) were used: The Comparative Fit Index (CFI), the Standardized Root Mean Square Residual (SRMR), and the Root Mean Square Error of Approximation (RMSEA with its 90% confidence interval [CI]). An indicator of an adequate fit shows a CFI value greater than .90, while an indicator of an excellent fit shows a value greater than .95 (Hu &Bentler, 1998).

Table 2 Confirmatory factor analysis item statistics for the examined latent factors.

Variables	t-Values	Factor loadings	Error terms	SMCs[a]
Organizational culture (Cronbach's Alpha = 0.82)				
Managing Change				
People are flexible and adaptable when changes are necessary	9.61	.81	.35	.71
People feel that most change is the result of pressures imposed from higher up in the organization *	10.67	.70	.60	.78
People have a clear idea of why and how to proceed throughout the process of change	10.12	.84	.37	.68
People believe that change happens too quickly and causes too much disruption. *	6.72	.80	.32	.75
People believe that their concerns and anxieties during periods of change are heard and taken into consideration	8.38	.85	.33	.73
Achieving Goals				
People and teams are often expected to reach goals which they believe are unattainable. *	9.37	.89	.64	.61
Individuals and teams are measured and rewarded according to how well goals are achieved.	9.78	.83	.54	.72
Individuals and teams participate in defining specific goals	7.56	.65	.33	.73
We constantly stretch our goals, to continuously improve	7.17	.82	.35	.71
Coordinated Teamwork				
Teams often lack the authority needed to get the job done effectively. *	10.06	.76	.67	.56
People believe in teamwork, the "what's in it for us" approach rather than "what's in it for me"	10.81	.74	.89	.51
People lack the interpersonal and technical skills they need to work effectively in teams. *	9.65	.81	.32	.74
People know what's expected of them and understand their impact on other people, teams and functions.	11.37	.67	.83	.33
People believe in working together collaboratively, preferring cooperation over competition.	10.02	.78	.45	.92
Everyone strongly believes in a set of shared values about how people should work together to solve common problems and reach mutual objectives	8.55	.84	.32	.71
Individuals and teams have clearly defined goals that relate to the goals and mission of the business.	9.88	.84	.52	.73
Managers at all levels work together as a team to achieve results for the organization. *	10.79	.76	.58	.71
Individuals, teams, and functional areas often have incompatible goals	7.95	.88	.38	.74
People often see customer and client problems as someone else's responsibility.*	9.92	.82	.52	.74
Customer Orientation				
We give the highest priority and support to meeting the needs of clients and customers and to solving their problems.	8.98	.83	.49	.76
Our policies and procedures help us to provide the service our customers want and need	7.98	.86	.55	.71
People are always looking for new ways to better serve clients and customers	11.25	.78	.34	.72
Employees who do the best job of serving customers are more likely than other employees to be recognized or rewarded.	9.77	.84	.31	.75
When customers have problems with the products or service they receive, those problems are almost always resolved to their satisfaction.	10.76	.74	.37	.73
Cultural Strength				
People value and make use of one another's unique strengths and different abilities	7.84	.85	.42	.81
Everyone knows and understands our business objectives and priorities	10.06	.81	.61	.64
People sometimes compromise company policies or principles to reach operational goals. *	11.76	.86	.84	.31
Business decisions are most often made on the basis of facts, not just perceptions or assumptions.	9.45	.78	.67	.32
People have access to timely and accurate information about what's really happening in the organization and why. *	9.89	.83	.64	.61
People believe they can influence and affect their work place through their ideas and involvement	9.45	.81	.59	.76
Organizational Commitment (Cronbach's Alpha = 0.83)				
I really care about the fate of this organization	11.25	.86	.79	.37
I am willing to put in a great deal of effort, beyond what normally is expected, in order to help this organization be successful	9.48	.81	.64	.60
My organization really inspires me to put forth my best effort in customer service	8.80	.85	.46	.57
I would accept almost any type of job assignment in order to keep working for this organization	7.10	.84	.32	.74
I am extremely glad that I chose this organization over others I was considering at the time I joined.	8.10	.79	.44	.61
Overall, I am very committed to this organization.	11.70	.81	.52	.74
Performance (Cronbach's Alpha = 0.78)				
Managers' satisfaction levels in relation to their current years' objectives, in the following KPI's (Profit, RoI, Sales volume, Market share)	9.32	.78	.52	.76
Managers' satisfaction levels in relation to their last financial years' objectives in the following KPI's: (Profit, RoI, Sales volume, Market share)	8.95	.82	.55	.71
Managers' satisfaction levels in relation to their major market competitors in the following KPI's: (Profit, RoI, Sales volume, Market share)	9.58	.75	.58	.74

a SMCs = square multiple correlations.

For SRMR and RMSEA assessment greater than .08 indicates a good fit of the model to the data (Byrne, 2000). Further examination of the psychometric properties was practiced so to assess the seven latent constructs' reliability, discriminant and convergent validity, as well as the causal relationships regarding the seven latent constructs with the use of a structural model.

4 RESULTS

The analysis was performed using listwise covariance matrices utilizing the maximum likelihood estimation method. The results revealed a good fit of the model to the data: CFI = .91, SRMR = .08, RMSEA = .08 with the 90% confidence interval between 0.07 and 0.09. All factor loadings were above .50. The average variance extracted (AVE) values were above the .50 cut off and all parameter estimates were significant (±1.96) indicating evidence of convergent validity (Anderson & Gerbing, 1988). The results of Confirmatory factor analysis are displayed in Table 2. Discriminant validity was also obtained since the suggestions of Fornell and Larcker's, (1981) were followed to report the AVE value for each latent construct. The recommendations of Raykov's (1997) composite reliability were followed to report the construct reliability (rho coefficients were acceptable ranging from .85 to .93.), presented in Table 3.

Table 3 Means, standard deviations, reliability estimates, average variance extracted values, and correlations for the examined latent factors

	Mean	SD	rho	AVE	r					
Performance	3.98	.94	.92	.71						
Organizational Commitment	3.56	.75	.85	.68	.54					
Organizational culture										
Managing change	3.15	1.25	.93	.76	.52	.46				
achieving goals	3.60	.83	.87	.65	.51	.43	.60			
Coordinating teamwork	3.96	.72	.85	.62	.55	.45	.42	.54		
Customer orientation	3.23	1.14	.93	.76	.54	.46	.62	.51	.56	
Cultural Strength	3.65	.81	.88	.57	.50	.44	.44	.55	.54	.54

Note: All correlations were significant at the 0.01 level

The assessment of the conceptual framework (hypothesis testing) was done using a full structural model. (Table 4). The results of the SEM analyses maintained almost all the respective proposed hypotheses (H1-H3). More in detail, the results partially supported H1, since the dimensions of achieving goals ($b = .31$, $p < .05$), coordinating teamwork ($b = .31$, $p < .05$), customer orientation ($b = .33$, $p < .05$) and cultural strength ($b = .30$, $p < .05$) significantly predicted Organizational Commitment accounting for 32% of its variance. The results also provided partial support for H2, since the dimensions of achieving goals ($b = .24$, $p < .05$), coordinating teamwork ($b = .23$, $p < .05$), customer orientation ($b = .24$, $p < .05$) and cultural strength ($b = .21$, $p < .05$) significantly predicted performance. Finally, organizational commitment ($b = .42$, $p < .05$) affected performance significantly. For performance, 59% of its variation was accounted for by achieving goals, coordinating teamwork, customer orientation, cultural strength and organizational commitment.

Table 4 Structural model analysis

Dependent variable	Predictor	β	R^2
Organizational Commitment	managing change	.02	.32
	achieving goals	.31*	
	Coordinating teamwork	.31*	
	Customer orientation	.33*	
	Cultural Strength.	.30*	
Performance	Organizational Commitment	.42*	.59
	managing change	.05	
	achieving goals	.24*	
	coordinating teamwork	.23*	
	Customer orientation	.24*	
	Cultural Strength.	.21*	
CFI		.91	
SRMR		.08	
RMSEA (90% CI)		.08 (.07-.09)	

5 DISCUSSION

The present study aimed to examine the effect of the Organizational culture (OCAQ) scale (Sashkin & Rosenbach, 1996) on organizational commitment and performance in Luxury hotels. Organizational culture is a research field that needs to be further studied in services. There is limited research regarding the relationships between the OCAQ and organizational commitment and performance in the field of hospitality and tourism. Empirical data from 246 managers of 246 Luxury hotels in Greece was used to examine the relationships.

5.1 Theoretical implications

This study validated the five dimensions of the Organizational Culture Assessment Questionnaire (OCAQ) (Sashkin & Rosenbach, 1996) regarding Luxury hotels, with the CFI evidence of convergent and discriminant validity as well as the construct reliability. Also, the full structural model claimed by the goodness-of-fit indexes had an acceptable fit concerning the data. Additionally, four of five OC dimensions, customer orientation, achieving goals, cultural and coordinating teamwork significantly predicted both organizational commitment and performance, providing partially supported H1 and H2. H3, was supported as organizational commitment had a greater impact on performance. However, the first dimension of the OC which is managing change, did not significantly affected the organizational commitment or the performance. The 59% of the variation was for the Cultural Strength, Coordinating teamwork, Customer orientation, Performance Achieving goals and Organizational Commitment.

The findings of this study line up with Aketch, Basheka, and Bagire, (2017) which refer to the organizational culture in the hotel sector and that could comprise 12.4% of the variance in performance of the hotels. Furthermore, the present findings encourage the high-priority of the organizational culture as it significantly affects the organizational performance in the service sector and hospitality (e.g. Achmad, 2017; Chilla et al., 2014; Denison et al., 2012; Ahmad, 2012; Imam et al., 2010; You et al., 2010; Yilmaz & Ergun, 2008; Fey & Denison, 2003), and validates the importance of the organizational culture as a factor that leads to an important competitive advantage. (Aketch, Basheka, and Bagire, (2017).

The present study indicated that the dimension of organizational culture managing change was not significant in predicting the performance. However, managing change relates to how well the organization may adapt to and effectively manage the changes in its environment (Sashkin & Rosenbach, 1996). The present findings which follow (Aketch, Basheka, & Bagire, 2017) recognized adaptability as a factor of organizational culture which had no impact on performance of hotels, as found by Yilmaz and Ergun (2008) and Fey and Denison, (2003). Also, one possible reason which might explain that may be that SMEs regarding the hotels sector are to be found in a more mature or stable market. This may be because in terms of food and accommodation service, minimal technological changes take place as well as customer's rapid changes in preference.

The results indicated that four of the five dimensions of organizational culture significantly affected the organizational commitment. This is lines up with Dima, Taghrid and Rateb (2019), Sunarsih and Mashithoh (2016) and Acar, (2012) who provided evidence for the role of the organizational culture to the organizational commitment regarding the service sector. The current research does not verify that the dimension of organizational culture managing changes significantly predicted organizational commitment. These findings are in agreement with the suggested finding by Sarhana, Harbb, Shrafata and Alhusbana (2020) who also found that innovative culture - a factor of the organizational culture – is not significantly related to organizational commitment in the hotel industry. The researchers concluded that other factors like performance and satisfaction may have an impact on the organizational commitment as well as to organizational culture, as only 59% of the variance in organizational commitment is explained by the research model.

Finally, the results proved that organizational commitment had a great impact on performance, and followed the findings in the literature that claims commitment is a key force of performance (e.g., Dedi, 2017;Patiar, & Wang, 2016; Rose, Kumar, & Pak, 2009;Patiar& Mia, 2015; Wang et al., 2011), and that it has positive influence to the performance in public services and hotels.

The results of the present study indicated that including research constructs from the wider range of services management literature (e.g. the OCAQ scale) can lead to a continuous search for drivers regarding the organizational commitment and the performance in the hospitality and tourism industry, such as Luxury hotels.

5.2 Managerial implications

The present study indicated that higher levels of organizational commitment and performance are related to the OC dimensions achieving goals, coordinating teamwork, customer orientation and cultural strength.

Sashkin and Rosenbach, (1996) suggested that it is important for managers to aligned the goals between the employees and with the overall goals of the hotel. Furthermore, the managers should establish the values or beliefs that will promote the goal achievement of the hotel. A positive value is improving quality and performance of the hotel; what the Japanese call “Kaizen", the belief in constant improvement.

Accordingly, encouraging teamwork means coordinating teamwork. Knowledge sharing and cooperation help improve performance in the hotel, as teamwork is an important factor to accomplish common hotel objectives (Wiewiora, Murphy, Trigunarsyah, & Brown, 2014; Childress, 2013; Schein, 2010). Therefore, hotel managers should cooperate with their employees to improve hotel performance and work efforts should "connect" and “fit” to form a whole, including effective ways of meeting unpredictable coordination demands, as well as ways for hotel employees to "mutually adjust" their actions to take into account unplanned circumstances (Sashkin&Rosenbach, 1996; Pathiranage, 2019).

The values referring to an effective customer orientation function are not just a prevailing belief concerning the importance of the customer. Thus, hotel managers should improve certain beliefs that are related to more effective customer orientation strategies. For instance, in the hospitality industry context, managers should follow a customer oriented strategy focused on the belief that innovative products or services should be natural extensions of the product or service so as to support effective customer orientation (Sashkin & Rosenbach, 1996). Hotel managers should also train employees and design processes according to customers’ needs for long-term relationships. They should also apply a complaints procedure and set guidelines in order to register the complaints and maintain a record of them to promote customer partnerships and relationships. Managers could apply a systematic process to gather and store information from results that occur from the analysis of customers’ complaints and in turn recognize and reward employees for sufficient service (Papaioannou, et al., 2018; Robaki, PapaioannouYfantidou, Kourtesopoulou, and Dalakis, 2019).

As for the factor “Cultural Strength”, managers of hotels should evaluate and make use of employees’ strengths, as well as provide access to accurate information about the current issues in the hotel and a justification for them to their human resources. Also, hotel managers should design polices to assure that business decisions are made on the basis of facts, not just perceptions or assumptions and everyone knows and understands the objectives and priorities of the luxury hotel (Sashkin and Rosenbach 1996; Robaki, PapaioannouYfantidou, Kourtesopoulou, and Dalakis, 2019).

To sum up, organizational commitment and performance are related to the OC dimensions, achieving goals, coordinating teamwork, customer orientation and cultural strength. On the contrary, the managing change does not significantly affect the organizational commitment and performance in Luxury hotels

5.3 Limitations and future research

Data of the present study were collected from 246 Luxury hotels in Greece, so the results are only indicative and generalizations should be avoided. This study was cross-sectional in nature and as Schein (2009) claimed, culture is something that changes in time and therefore there cannot be adequate studies by the use of one. This will need qualitative and long term studies in the future. Areas of further research could also include evaluating the influence of organizational culture on the customers' satisfaction and loyalty of luxury hotels. The OCAQ scale could also be used to other hospitality and tourism areas such as Airbnb accommodation. An extension could be to include any other possible differentiations in the use of organizational culture process and the impact on overall organizational commitment and performance.

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