

# Welcome

from the TTRAEurope2019 Host and Scientific Committee

**We are pleased to welcome you to the Travel and Tourism Research Association's 2019 European Chapter Conference (TTRAEurope2019) hosted by Bournemouth University's Department of Tourism and Hospitality and the International Centre for Tourism and Hospitality Research (ICTHR), a collective of researchers, educators and thought leaders at the forefront of global innovation in the field. TTRAEurope2019 has attracted leading academics and professionals from around the world and we are keen on developing meaningful collaborations and co-creating the future of research and professional practice in Tourism and Hospitality through this chapter.**

With more than 20 globally renowned speakers from both academia and industry, more than 100 papers and a great opportunity to socialise and discuss. We have ensured that TTRAEurope2019 will initiate the tourism agenda towards 2030. TTRAEurope2019 also recognizes and celebrates the excellent work of students from different institutions through our student workshops. We promote constructive dialogue on current and relevant issues facing the industry. These innovations should lead to job-creation, developing commercial products and services, shaping government policies and fostering industry excellence.

We have put together an exciting social networking program to delight our guests and showcase Bournemouth as a leading tourism destination, attracting 11 million

visitors per year and supporting 16,000 jobs. Our social program also celebrates our strong links with local industry partners and stakeholders. We are grateful to our partners for their support and engagement in all our initiatives and for co-creating a better future for all involved.

We would like to thank all our invited speakers for sharing their expertise, our track chairs and reviewers for managing the evaluation process and the presenters for developing innovative concepts. We are also grateful to our sponsors, supporters, volunteers, and conference committee for their invaluable help throughout the creation of this event. We look forward to a memorable experience, full of exciting collaborations and friendships that will lead us to excellence in tourism.



Professor Dimitrios Buhalis:  
Conference Host,  
Head of Department of  
Tourism & Hospitality,  
Bournemouth University



Dr Daisy Fan, Dr Philipp Wassler, Prof. Adam  
Blake, Dr Tim Gale, Prof. Adele Ladkin:  
Scientific Committee, Bournemouth University



## CALLING ALL TRAVEL AND TOURISM RESEARCHERS, USERS, AND VENDORS OF RESEARCH

Join TTRA for its 50th Conference in Melbourne, Australia.

Network with colleagues and clients and learn about the critical and invaluable new tools and techniques.

### NAVIGATING SHIFTING SANDS: RESEARCH IN CHANGING TIMES

For more information, please visit <https://ttra.com/conference/international/>



### THREE BIG REASONS TO COME TO TTRA 2019

Announcing the special collaborative research sessions:

#### Stabilizing the Shifting Sands of New Technology in Data Measurement

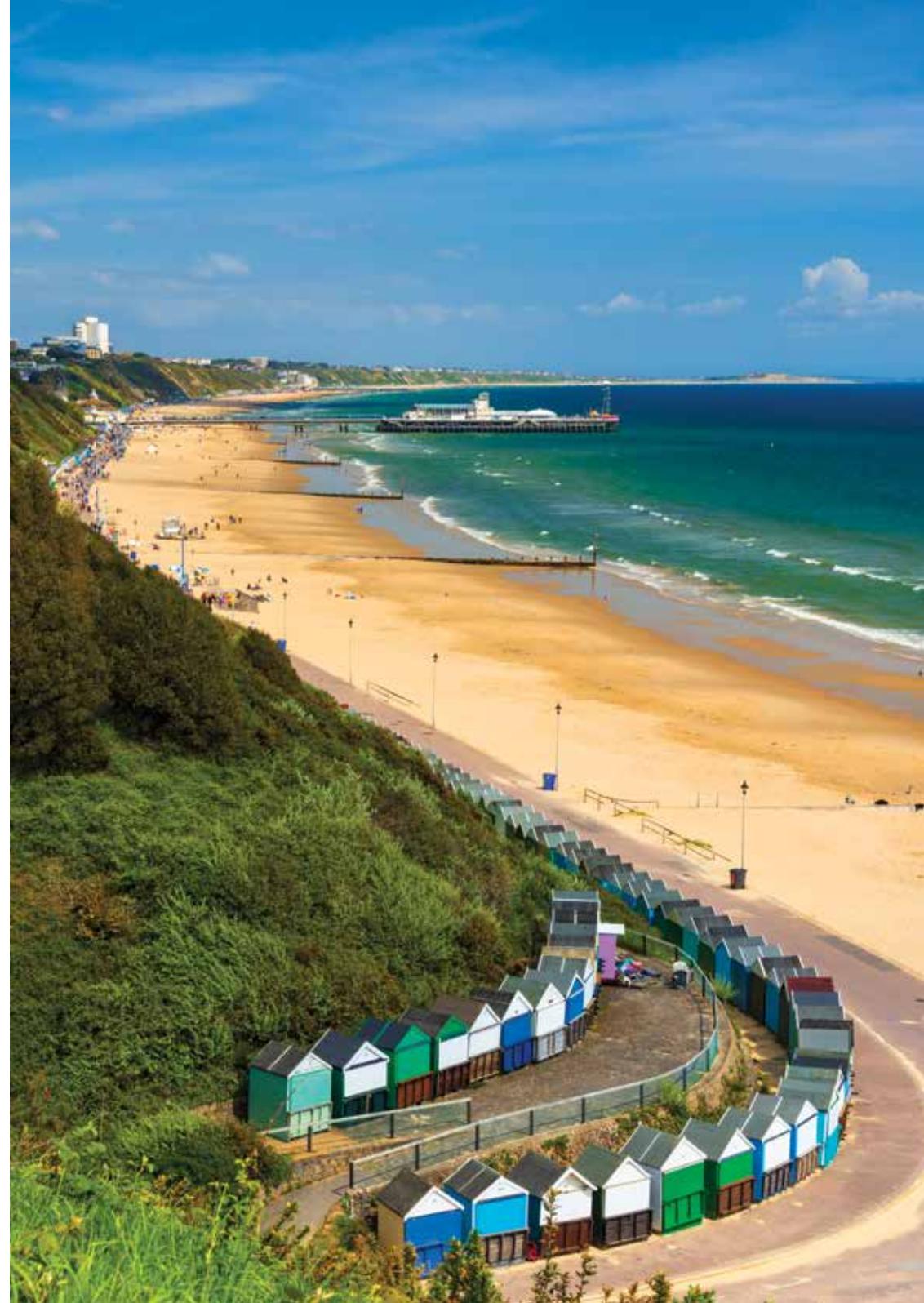
The never-ending challenge: How we incorporate new technology into our data measurement processes is a crucial research issue. Join us to hear from research leaders from Travel Portland and the University of Tasmania/Gullivers Travel Group on how they are navigating this, along with how all researchers can work together.

#### Travel Sentiment Indices – still here...

How potential and current tourists view places they visit remains central to our efforts as researchers and practitioners. The sentiments of destination residents are also critical. Join key researchers from Europe, the U.S., and Asia to learn what they are discovering and discuss what it means to you.

#### Showcase: "How did they do THAT?" The Role of Research in Destination Marketing

This session will showcase some of the world's award-winning and most successful tourism marketing efforts and campaigns, looking at how they applied their research to develop in country sales efforts and destination marketing campaigns.



## Social programme

We have created an extensive social programme which will enable you to network with keynote speakers, journal editors and leading authors in the field. You can look forward to having an incredible time in Bournemouth.

### Sunday 7 April

#### 18:30-late

Informal get together (at delegates' expense) –

The Overcliff, Suncliff Hotel

29 East Overcliff Drive, BH1 3AG, Tel: 01202 291711

VIP Dinner by Invitation

### Monday 8 April

#### 19:30 - late

TTRA Welcome Reception (included in fee) –

The Real Greek

BH2 Exeter Crescent, Bournemouth, BH2 5DD

### Tuesday 9 April

#### 19:30 - late

TTRA Party and Cocktails (included in fee) –

Koh Thai Lounge

38-40 Poole Hill, Bournemouth, BH2 5PS

### Wednesday 10 April

#### 16:00-16:30

TTRA farewell and networking –

Share Lecture Theatre

#### 19:30 - late

Informal get together (at delegates' expense) –

Cocktails and pizza

Revolution Bournemouth

163-167 Old Christchurch Rd, Bournemouth, BH1 1JU

# About Bournemouth University Department of Tourism & Hospitality

Bournemouth University Department of Tourism & Hospitality and the International Centre for Tourism and Hospitality Research (ICTHR) are recognised globally as a leading contributor to knowledge creation and dissemination in tourism and hospitality. In 2018 Bournemouth University was ranked 8th in the QS World University Rankings for Hospitality & Leisure Management.

A team of 35 academic staff and over 800 undergraduate, postgraduate and doctoral students, make us one of the biggest and most prolific departments in the world. The combination of staff expertise and enthusiasm, knowledge excellence and co-creation with industry, generate innovation and best professional practice. Our approach is about creating value with everyone we work with, locally and globally, and to share the benefits with society.

Our in-depth and cutting-edge research in tourism and hospitality means that what we do is always evidence-based. We have expertise in many different fields to address issues in a multidisciplinary and multicultural way. We aspire to drive the future innovation agenda globally. Our academics have, for example, worked with the Scottish government to provide the evidence base for business decisions made at prestigious tourism organisations, such as VisitScotland. Research funded by the European Commission contributes to the creation of the Holy Grail Route and the creation of accessible tourism innovations to support disabled travellers, as well as the promotion of vegetable consumption among adolescents and elderly. We're also home to three of the world's leading tourism journals: the International Journal of Tourism Research, Tourism Review and Tourism Economics, as well as the leading international textbook Tourism Principles and Practice, among other publications.

Our approach to teaching is to inspire and empower - we want our students to develop their professional skills in a tourism and hospitality context, and to have the confidence to tackle future global challenges. We foster an intellectually challenging but nurturing educational environment, encouraging our students to develop not only professionally, but also personally. We work closely with key academic and tourism industry professional bodies and associations regionally and internationally, including the United Nations World Tourism Organisation (UNWTO), VisitBritain, VisitScotland, VisitWiltshire, Bournemouth Tourism, Merlin Entertainments Resort Theme Parks, TUI, Hilton Hotels, Corinthia Hotels and many others.

We are an Institute of Travel & Tourism Centre of Excellence, while many of our undergraduate and postgraduate degrees are accredited by the UNWTO. We work closely with the Tourism Management Institute, the Institute of Hospitality, the Association of British Travel Agencies and the British Hospitality Association. Globally we are an Affiliate Member of the United Nations World Tourism Organisation and the Pacific Asia Tourism Association. We are proud of our industry collaborations that enable us to co-create best professional practice through constant interaction and engagement. We are privileged to work in Bournemouth and Poole, a living tourism and hospitality laboratory. This enables our research and teaching to have great relevance and impact in the global marketplace. We look forward to co-create tourism and hospitality excellence with you in the near future.

[www.bournemouth.ac.uk/tourism](http://www.bournemouth.ac.uk/tourism)

## Conference host

**Prof Dimitrios Buhalis:**  
dbuhalis@bournemouth.ac.uk

## The local organising committee are as follows:

**Dr Daisy Fan:** dfan@bournemouth.ac.uk

**Dr Tim Gale:** tgale@bournemouth.ac.uk

**Dr Philipp Wassler:**  
pwassler@bournemouth.ac.uk

**Prof Adele Ladkin:** aladkin@bournemouth.ac.uk

**Prof Adam Blake:** ablake@bournemouth.ac.uk

## Scientific Committee

Professor Adam Blake

Professor Adele Ladkin

Dr Anya Chapman

Dr Anyu Liu

Dr Bruce Braham

Dr Charalampos Giousmpasoglou

Dr Chen Zheng

Dr Daisy Fan

Professor Dimitrios Buhalis

Dr Duncan Light

Dr Elvira Bolat

Dr Evangelia Marinakou

Dr Hanaa Osman

Professor Heather Hartwell

Dr Jayne Caudwell

Jialin Wu Kir Kuščer

Dr Lorraine Brown

Dr Luiz Mendes-Filho

Dr Michael O'Regan

Dr Miguel Moital

Professor Mike Peters

Dr Nigel Williams

Olivier Henry-Biabaud

Dr Paola Vizcaino

Patrick Legoherel

Dr Philipp Wassler

Dr Sean Beer

Sean Ruane

Dr Susanna Curtin

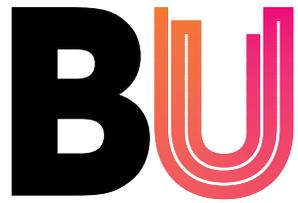
Dr Svetla Stoyanova-Bozhkova

Dr Tim Gale

Dr Viachaslau Filimonau



# Sponsors and supporters



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## The Real Greek

The Real Greek provides amazing fresh Mediterranean cuisine - each restaurant serving delicious food - combining old world Greece with modern charm! The food we serve comes from the delicious and healthy diet of the Eastern Mediterranean, where people have a passion for food, family and life. The wonderful flavours and the variety found in Greek food can be traced back to ancient times – and on this diet Ancient Greeks, like Alexander the Great, conquered the world! We have created dishes that are inspired by those epic journeys and benefit from the many different cultures and influences that now shape modern Greek cuisine. We believe our menu and the atmosphere in our restaurants bring back the memories and the spirit of Greece. Eating in Greece is never rushed. We take our time, engage in discussion and love to share our food with friends and family. Join us in our 15 restaurants around London and the South of England and enjoy! It is all about the experience!

[www.therealgreek.com](http://www.therealgreek.com)

**The Real Greek, Bournemouth, BH2,  
Exeter Crescent, Bournemouth, BH2 5DD**



## Koh Thai Tapas

Koh Thai Tapas is a multi-award winning authentic Thai cuisine restaurant chain serving wonderful Thai food tapas style! A boutique group of 15 Thai tapas restaurants and cocktail lounges offering a complete dining experience. The concept was born in 2009 out of our frustration with the status quo. We wanted to create a place where we would like to eat. A place where Thai cuisine could be shared and sampled with fiery cocktails, far-flung beers and world-class music. A place at once authentic, beautiful, unpretentious, relaxed and refined. Although every venue is unique, born out of the marriage between historic locations and fresh fusion design, we continue to deliver on exquisite food, drink and that eclectic atmosphere. We keep striving to hit the mark of the CDE - the Complete Dining Experience. CDE is the backbone of our brand. CDE is our attention to every detail; every customer, every welcome, every goodnight. It is the placement to the candle, the polish to the wood, the garnish to the cocktail. It is the artist in the chef, the joker in the barman, the friend in the manager. It is how nothing is forgotten and how everyone is remembered. CDE is why you come back. Follow us on our journey as we evolve, making new friends and sharing our love of Thai cuisine further and further afield.

[www.koh-thai.co.uk](http://www.koh-thai.co.uk)

**Koh Thai, 38-40 Poole Hill,  
Bournemouth, BH2 5PS**



## The Professors - the band

'The Professors' is the brainchild of Alan Kirkpatrick who formed a concept band in 2010. Concept became reality when Kirkpatrick got together with other academics in Bournemouth University who also loved playing music: Paul Cheetham, Stephen Copp and Wei-Jun Liang. The Professors play music that crosses many genres including progressive rock, folk and jazz with some influences from classical music. The founding members of the band actually played and 'jammed' for many years together before starting to 'gig' in live BU events such as the Festival of Learning (2016), the VC Awards (2017), a recital and storytelling event for the Department of Music (2018) and most recently the SUBU Christmas Fair. Band members include: Alan Kirkpatrick (Faculty of Management): Lead guitar and backing vocals, Paul Cheetham (Faculty of Science and Technology): Bass guitar and backing vocals, Stephen Copp (Faculty of Media and Communications): Lead vocals and rhythm guitar, Wei-Jun Liang (Faculty of Science and Technology): Violin, David Laphorn (FoM Contact in Industry): Drums.



# Invited speakers



**Associate Professor  
Luisa Andreu**

Department of Marketing,  
Faculty of Economics,  
University of Valencia,  
Spain

Luisa Andreu is Associate Professor of Marketing at the Department of Marketing, Faculty of Economics, University of Valencia, Spain. [Luisa Andreu] Luisa has a PhD in Economics and Business Administration from the University of Valencia (Spain), and a Master of Science in Tourism Management and Marketing from Bournemouth University (UK). She is a Member of American Marketing Science (AMS), European Academy of Marketing (EMAC), and the Spanish Association of Scientific Experts in Tourism (AECIT).



**Sandra Carvao**

Chief, Market Intelligence  
and Competitiveness  
at World Tourism  
Organization (UNWTO),  
Spain

Sandra is the Chief of Market Intelligence and Competitiveness at World Tourism Organization (UNWTO). She has served UNWTO in a range of positions including Chief of Communications and Publications, Deputy Chief at UNWTO's Market Trends, Competitiveness and Trade in the Tourism Services Department where she coordinated the Tourism Resilience Committee to address the impacts of the global economic crisis 2008 - 2009 on tourism. She has a degree in International Relations, Economics Branch, from the Instituto de Ciencias Sociais e Políticas/ Universidade Technica de Lisboa in Portugal and a postgraduate degree in Marketing from the Universidad Complutense de Madrid in Spain.



**Professor Carlos Costa**  
University of Aveiro,  
Portugal and Editor of  
the Journal of Tourism &  
Development

Professor Carlos Costa is Professor Catedrático and Head of the Department of Economics, Management, Industrial Engineering and Tourism (DEGEIT) of the University of Aveiro and Editor of the Journal of Tourism & Development (Revista de Turismo e Desenvolvimento). He holds a PhD and MSc on Tourism Management (University of Surrey, UK), and a BSc on Urban and Regional Planning (University of Aveiro, Portugal). Carlos is the leader of the PhD Tourism Programme of the University of Aveiro and is also the head of the Tourism Research Centre of the University of Aveiro.



**Professor Rachel Dodds**  
Ted Rogers School of  
Management, Ryerson  
University, Canada

Rachel Dodds is a Professor at the Ted Rogers School of Management, Ryerson University, Canada. She is a recognized expert in the field of sustainable tourism and has published globally on the topic. Rachel has over 20 years of tourism experience working with tour operators, destination management companies, accommodation facilities, festivals and non-profit organizations and still works actively with industry in her role as a consultant to help the tourism industry more sustainable.



**Professor Xavier Font**  
University of Surrey, UK

Professor Xavier Font is professor of sustainability marketing at the University of Surrey. He researches and develops methods of sustainable tourism production and consumption. He has published widely in sustainable tourism certification, and has consulted on sustainable product development, marketing and communication for UNEP, UNCTAD, UNWTO, IFC, EC, VisitEngland, Fáilte Ireland, WWF and the Travel Foundation amongst others. Since January 2019, he is the new co-editor of the Journal of Sustainable Tourism. He has conducted over 130 courses for more than 2500 businesses on how to market and communicate sustainability, see [www.travindy.com](http://www.travindy.com).



**Professor Alan Fyall**  
University of Central  
Florida, USA and coEditor  
of Elsevier's Journal of  
Destination Marketing &  
Management

Professor Alan Fyall is Orange County Endowed Professor of Tourism Marketing, Graduate Programs' Director and Interim Chair of the Tourism, Events & Attractions Department at the Rosen College of Hospitality Management, University of Central Florida (UCF). Alan is also a core member of UCF's National Center for Integrated Coastal Research. He has published widely in the areas of tourism and destination marketing and management including 22 books.

# Invited speakers



**Olivier Henry-Biabaud**  
Founder & CEO of TCI  
Research

Olivier Henry-Biabaud founded TCI Research in 2010. He has 20 years' experience in market research at global companies, including TNS and Ipsos. As a specialist in the visitor experience, he has been in charge of large-scale research programs measuring destination competitiveness for over 80 countries, regions, cities, and international tourism organizations. Olivier is a regular speaker at international forums about tourism competitiveness, a member of the UNTWO Panel Experts and Knowledge Network, and a Board Member of the Travel and Tourism Research Association's Europe chapter.



**Professor Cathy Hsu**  
The Hong Kong  
Polytechnic University  
(PolyU)

Cathy Hsu is the Chair Professor of Hospitality and Tourism Marketing in the School of Hotel and Tourism Management at The Hong Kong Polytechnic University (PolyU). Prior to joining PolyU in July 2001, she was teaching in the USA for 12 years in two different state universities. Her research foci have been tourist behaviours, resident sentiment, and hospitality marketing and branding. She has obtained numerous extramural and intramural grants and has over 300 refereed publications.



**Scott McCabe**  
Professor of Marketing  
and Tourism, Nottingham  
University Business  
School

Scott McCabe is Professor of Marketing and Tourism at the Nottingham University Business School, where he currently holds the role of Head of Professional Practice, responsible for continuing professional development activities in the School. Scott's research focuses on the qualities of the tourist experience, consumer behaviour and tourist decision-making. More recently, his work has engaged debates in pro-social and pro-environmental tourist consumption, as well as responsible and ethical consumer behaviour. His main research expertise is in qualitative methods, especially sociolinguistics (ethnomethodology and Conversation Analysis).



**Assistant Professor Luiz  
Mendes-Filho**  
Tourism Department,  
Federal University of Rio  
Grande do Norte (UFRN),  
Brazil

Luiz is Assistant Professor in the Department of Tourism at Federal University of Rio Grande do Norte (UFRN), Brazil. He holds a PhD in Business Information Systems from Auckland University of Technology (AUT), New Zealand. Luiz is a researcher in the Brazilian National Council for Scientific and Technological Development (CNPq - Brazilian federal government organization), director of Tourism Management Studies Research Lab (GESTUR) at UFRN, and co-editor of the journal *Revista de Turismo Contemporâneo* (RTC).



**Professor Tanja Mihalič**  
University of Ljubljana,  
Slovenia

Professor Tanja Mihalič is Professor at the Department of Economics and Head of Tourism Institute and Erasmus Mundus European Master in Tourism Management program at the Faculty of Economics at the University of Ljubljana, Slovenia. Prof Mihalič is also the Vice Dean for student affairs at the Faculty of Economics. Professor Mihalič is a member of the UNWTO World Committee on Tourism Ethics and a board member of the International Association of Tourism Economics. She is a co-editor or active member of editorial boards of many academic journals and an expert evaluator for the European Commission.



**Professor Nigel Morgan**  
Swansea University, UK

Professor Nigel Morgan is Associate Dean for Special Projects and Head of the Business Department at Swansea University's School of Management, where he holds a Chair in Visitor Economy Management. Nigel has a professional background in tourism and sport development, research and strategy and marketing at Sport Wales and in Welsh local authorities and has held senior academic posts and professorial titles in six universities in the UK, Norway and Italy. He formerly led Surrey University's Digital Visitor Economy Research Group (2013-16) and was a member of Visit Wales' Advisory Board (2014-2017).

# Invited speakers



**Associate Professor Ana María Munar**  
Copenhagen Business School, Denmark

Ana María Munar is Associate Professor at Copenhagen Business School, Denmark. With research interests in digital technologies, epistemology, higher education, and gender, her latest publications focus on post-disciplinarity, social media and gender in academia. Over the years, Ana has served on several national and international boards and networks. Nowadays, she holds positions at the Diversity and Inclusion Council at Copenhagen Business School, the Critical Tourism Studies Network, Women Academics in Tourism and several tourism journals.



**Vincent Nijs**  
Tourism Research Manager, The Research Department of VISITFLANDERS (Belgium)

Vincent acquired his Master in Sport & Leisure Sciences at the University of Leuven, focussing on sport and leisure marketing, management and measurement. In 2017 he finished the MBA in Tourism Management at Modul University Vienna (Austria). Vincent is working with tourism related data and research for 19 years, and also gained experience as project director of an online research company in Belgium. He is currently focussing on a project on carrying capacity and sustainable tourism development in Flanders. Sharing practical leisure and tourism insights, lecturing, translating and presenting tourism related business intelligence are some of his main interests. Vincent is a member of the European Travel Commission's Market Intelligence Committee and former chairman of this group.



**Professor Mike Peters**  
(University of Innsbruck, Austria) The Relevance of Family businesses in Tourism and Hospitality

Mike was born in Germany, completed his apprenticeship as a restaurant specialist and worked for several years in the hotel industry. He worked in small businesses in Bavaria where he learned the benefits but also problems that typical small businesses face. Mike studied Business Administration at the University of Regensburg Germany and the University of Innsbruck Austria and specialized in tourism and service economy. He completed his doctorate in 2001 and habilitated at the University of Innsbruck. In 2006 he was Research Fellow at Simon Fraser University in Burnaby (BC, Canada), in 2009, he was invited as Associate Visiting Professor at Hong Kong Polytechnic University (China). Mike has been president of the ICRET (International Center for Research and Education in Tourism) since 2009 and since 2018 he is the chapter president of the TTRA Europe (Travel and Tourism Research Association).



**Professor Haiyan Song**  
The Hong Kong Polytechnic University

Professor Haiyan Song is Mr and Mrs Chan Chak Fu Chair Professor in International Tourism and Associate Dean (Research) in the School of Hotel and Tourism Management at The Hong Kong Polytechnic University. He has a background in Economics with research areas in tourism demand analysis, tourist satisfaction and wine economics. Professor Song has been involved in a number of high-level consultancy projects related to tourist satisfaction and service quality indexes, tourism satellite account, and tourism education for UNWTO, PATA, the Hong Kong Tourism Commission, Macau SAR Government Policy Research Office, Guangdong Tourism Administration and Guangzhou City Tourism Bureau. Professor Song has published more than 100 articles in top tier hospitality and tourism journals.



**Professor Cleopatra Veloutsou**  
University of Glasgow UK and co-Editor in Chief of the Journal of Product and Brand Management

Professor Cleopatra Veloutsou is a Professor of Brand Management in the University of Glasgow Adam Smith Business School in the UK. She is the Cluster Lead for the Marketing and she is the Convener of the MSC in International Strategic Marketing. Her primary research interest is on Brand Management. She has also worked in Relationship Marketing and Marketing Communications. Cleopatra has published over 40 articles in Academic Journals and her work has appeared in outlets such as International Journal of Advertising, the International Marketing Review, and the Journal of Brand Management. Cleopatra is the co-Editor in Chief of the Journal of Product and Brand Management and she sits on the editorial board of a number of international academic journals.



**Daniela Wagner**  
Director International Partnerships Jacobs Media Group (Travel Weekly) & Pacific Asia Travel Association (PATA) European Coordinator

Daniela heads up strategic international business development for Travel Weekly Group and is responsible for creating new international events in Asia, the Middle East and Europe, as well as bringing new clients into the UK market through existing Travel Weekly channels. Daniela was the co-founder and CEO of eWaterways Cruises, a global online aggregator of small ship cruises with over 1200 contracted ships selling from over 300 suppliers through multiple distribution channels.



## Sunday 7 April 2019 Preconference

10:00-15:30	Arrival and free day in Bournemouth
14:00-18:30	<b>SHARE Centre Data and Resources for Tourism Professors as well as STR Workshop/ Educator and Researcher Round Table organised by Steve Hood</b> <b>BU Host:</b> Professor Adam Blake The Sunrise Function Room, Suncliff Hotel
16:00-18:30	<b>PhD TTRA Academy organised by Mike Peters</b> <b>BU Host:</b> Dr Philipp Wassler Welcome to PhD TTRA Academy at The Overcliff, Suncliff Hotel, The Tropicana Lounge, with Mike Peters, Dimitrios Buhalis, Philipp Wassler and Daisy Fan
18:00-21:00	Registration Desk at the Suncliff Hotel, 29 East Overcliff Drive, Bournemouth, BH1 3AG Tel 01202 291 711
18:30-late	<b>Social Get Together</b> The Overcliff, Suncliff Hotel, 29 East Overcliff Drive, Bournemouth, BH1 3AG, Tel: 01202 291 711 (at delegates' expense) TTRA2019 VIP Dinner – By invitation only

## Monday 8 April 2019 TTRAEurope

08:30	U1 FREE Bus from Cumberland Hotel to University Talbot Campus	
08:00-09:00	Registration	
09:00-09:30	Share	<p>Welcome to TTRA2019 - Professor Dimitrios Buhalis, Head of Tourism and Hospitality Department Bournemouth University</p> <p><b>Professor Mike Peters, Chair TTRA and TTRA International</b></p> <p><b>Professor John Vinney, Vice Chancellor:</b> Welcome to Bournemouth University and the BU2025 Vision and Strategy</p> <p><b>TTRA2019 team:</b> Daisy Fan, Philipp Wassler, Tim Gale Adele Ladkin, Adam Blake</p>
09:00-11:00	Share	<p><b>Tourism Futures Disruption and Resilience</b></p> <p><b>Chair:</b> Professor Dimitrios Buhalis</p> <p><b>Professor Tanja Mihalič, University of Ljubljana, Slovenia:</b> Tourism, quo vadis?</p> <p><b>Ted Sullivan, ADARA:</b> Digital KPIs Every Destination Marketer and Researcher Should Embrace in 2019</p> <p><b>Professor Haiyan Song, The Hong Kong Polytechnic University, China:</b> Forecasting Tourism Demand in Asia Pacific.</p> <p><b>Professor Alan Fyall, University of Central Florida, USA:</b> Sustainable Coastal Tourism and Destination Resilience - The Florida Experience</p>
11:00-11:30	Jurys Inn Break, Speed Networking	

11:30-13:00	Parallel Sessions	
	Share	<p><b>Managing destinations</b>  <b>Chair:</b> Adele Ladkin</p> <p><b>Tourism specialization, economic growth and quality of life in Poland</b>  Robertico Croes, Jorge Ridderstaat, Monika Bąk and Piotr Zientara</p> <p><b>The impact of inter-organizational relationships shaped by sharing economy development on destination governance</b> Piotr Zmyslony, Grzegorz Leszczynski and Anna Waligóra</p> <p><b>The strangely neglected heritage of the British Seaside</b> Duncan Light and Anya Chapman</p> <p><b>Directing tourist flow - an analysis of (visitor) flows and implications for an application</b> Marcel Huettermann, Tatjana Thimm and Frank Hannich</p>
	Inspire	<p><b>Smart Tourism</b>  <b>Chair:</b> Nigel Williams</p> <p><b>Real-time cocreation and onness service in Tourism and Hospitality</b>  Dimitrios Buhalis and Yeyen Sinarta</p> <p><b>DMOs surviving smart tourism ecosystem: "it's not about providing free wi-fi"</b> Francisco Femenia-Serra and Josep A. Ivars-Baidal</p> <p><b>Accessibility as a competitive factor in touristic smart cities</b> Ana Clara Rucci and Natalia Porto</p> <p><b>Connected autonomous vehicles and tourism: researching transitions to desirable futures</b> Janet Dickinson</p>
	Create	<p><b>Value co-creation in Tourism</b>  <b>Chair:</b> Elvira Bolat</p> <p><b>Customer-to-Customer Interaction (CCI) in Tourism – a customer diversity perspective</b> Richard Nicholls</p> <p><b>Towards a better understanding of interactive value formation: Three value outcomes perspective</b> Erose Sthapit and Peter Björk</p> <p><b>Exploring the effect of value co-creation on virtual tourism experience in a cultural heritage context: the case of Rhodes – a work in progress</b> Alexandra Kalliga, Antonios Giannopoulos and Sofoklis Skoultzos</p> <p><b>Tourism Stakeholders' Perspectives towards Sustainable Tourism in Toronto - A Qualitative Study</b> Sophie Farmani and Frederic Dimanche</p>
F201	<p><b>Animal and Sustainable Tourism</b>  <b>Chair:</b> Susanna Curtin</p> <p><b>The effectiveness of sustainability interpretations as perceived by Chinese tourists – the case of Zhangjiajie World Heritage Site in China</b> Zhuowei Huang, Lisheng Weng and Jigang Bao</p> <p><b>Evaluation of tourists' satisfaction and their perception about animal welfare in ex- situ conservation facility: University of Ibadan Zoological Garden</b> Samson. O Ojo</p> <p><b>Can butterfly tourism help the conservation of habitats?</b> Susanna Curtin</p> <p><b>Beyond good intentions: tourism as a driver of emotion and philanthropic behaviour change</b> Christy Hehir, Caroline Scarles, Kayleigh Wyles and Joseph Kantenbacher</p>	

	F202	<p><b>Tourism Management</b>  <b>Chair:</b> Svetla Stoyanova-Bozhkova</p> <p><b>Why is shared governance not widely 'spread' in park concessions in a developing country? The case of Zhangjiajie Park</b> Tuan Phong Ly</p> <p><b>Towards a Better Tourist-Host Relationship: The Role of Social Contact between Perceived Cultural Distance and Travel Attitude</b> Daisy Fan</p> <p><b>Neo-tribes as tourism prosumers: A study on cycling neo-tribes</b> Kübra Aşan and Medet Yolal</p> <p><b>The Implications of Brexit on the Irish Hospitality and Tourism Industry - Sectoral Preparedness for an Anticipated Economic Shock</b> Mark Burnett and Tony Johnston</p>
	F104	<p><b>Tourist Behaviour</b>  <b>Chair:</b> Hanaa Osman</p> <p><b>Beliefs, destination loyalty, and tourists' need for variety as antecedents of their intention to revisit a destination</b> Nikolaos Stylos</p> <p><b>The impact of employee citizenship behaviour on customer value co-creation: the moderating role of service climate</b> Eftychia Simiri and Georgios Skourtis</p> <p><b>Measuring Emotions in Tourism: Methods, Considerations and Recommendations</b> Sameer Hosany</p> <p><b>Revisiting determinants and consequences of tourist crowding perception</b> Jialin Snow Wu and Markus Schuckert</p>
	F105	<p><b>Tourism Education</b>  <b>Chair:</b> Tim Gale</p> <p><b>Trends of Entrepreneurial Education in Tourism</b> Valentina Ndou</p> <p><b>Bridging the knowledge-practice gap: a case study on an effective government-university research partnership</b> Berendien Lubbe and Kholadi Tlabela</p> <p><b>Training prisoners as hospitality workers: The case of the CLINK charity</b> Charalampos Giousmpasoglou, Lorraine Brown and Evangelia Marinakou</p> <p><b>Touching Hearts with Localization Strategy - A case study on IHG's HUALUXE in China</b> Lianping Ren, Po-Ju Chen, Caiwei Ma and Xiao Hu</p>
13:00-14:00	ADARA Lunch and Networking	
14:00-15:30	Share	<p><b>Tourism Strategies and Policies</b>  <b>Chair:</b> Professor Adam Blake, Bournemouth University</p> <p><b>Sandra Carvao, United Nations World Tourism Organization (UNWTO), Spain:</b> Global Tourism Trends towards 2030</p> <p><b>Daniela Wagner, Director International Partnerships Jacobs Media Group (Travel Weekly) &amp; Pacific Asia Travel Association (PATA) European Coordinator:</b> Connecting the dots of tourism</p> <p><b>Assistant Professor Luiz Mendes-Filho, Universidade Federal do Rio Grande do Norte, Brazil:</b> Smart Tourism Destinations strategies</p> <p><b>Professor Carlos Costa, University of Aveiro Portugal:</b> Managing and planning tourism through interconnected networks</p>
15:30-16:00	Jurys Inn Break and Networking	

16:00-17:30	Share	<b>Workshops</b> Chair: Mike Peters
	16:00-16:30	<b>Fernando Dal Re, VP of Marketing Seetransparent.com</b> The State of Short-Term rental in Europe, sharing data on supply and trends in consumption
	16:30-17:00	<b>Employability and networking with John Lohr</b> HOSCO
	Parallel Sessions	
Inspire	<b>Social Media and Tourism Marketing</b> Chair: Luiz Mendes Filho <b>A Review of Smart Tourism Studies in the Tourism and Hospitality Fields</b> Flávio Tiago, Teresa Tiago and José Veríssimo <b>Social networking behaviours among travelling Millennials: A visual hierarchy</b> Lauren Siegel <b>Tourist photography: The experience of visitors at the Jallianwala Bagh Massacre Memorial</b> Mandi Jamalian Hamedani, Mihalís Kavaratzis and Mike Saren <b>Digital Signage as a promotional tool in-store. An empirical analysis in tourist supermarkets</b> Luis Domínguez Quintana, Jacques Bulchand Gidumal and Sergio Moreno Gil	
	Create	<b>Tourism Promotion</b> Chair: Mary Beth Gouthro <b>A Pilot Study in Evaluating the Attractiveness of Attractions: Do Attractions 'Attract' Tourists?</b> Tingting Liu <b>The effects of residents' perceptions of tourism development and overall life satisfaction on value co-creation: A study in progress on the Hellinikon Project</b> Charalampos Bounias and Antonios Giannopoulos <b>The Impact of Unusual Environmental Differences on Price Perception from the Perspective of Construal Level Theory</b> Li Chunxiao and Feng Haoyan <b>Revisiting Natural Disaster as Tourism Attraction in Indonesia (A case study of Mount Sinabung)</b> Kasih Cakaputra Komsary, Yopy Maulana and Wendy Purnama Tarigan
		F201

F202	<b>Hospitality Innovations</b> Chair: Charalampos (Babis) Giousmpasoglou <b>Quality Management as a Performance Measure for the Irish Hotel Industry</b> Emma Reardon and Stephen Wanhill <b>Exploring Multiple Decision Heuristics In Product Attribute Processing: The Case of Hotel Choice</b> Richard Hrankai and Cathy Hsu H.C. <b>Does the integration between price and big data can provide greater revenue to hotels? The open pricing strategy</b> Hend Farahat Issa Farag and Lydia Gonzalez Pilar Talon <b>Measuring of hotel room price response of sport events</b> Markku Vieru and Martin Falk	
	F104	<b>Tourism Development</b> Chair: Philipp Wassler <b>Dark tourism without death: the joy of dark night skies</b> Sean Beer and Duncan Light <b>Diversification into Wine Tourism: Costs and Benefits for Small Family Wineries in Langhe, Italy</b> Magali Canovi and Andrew Lyon <b>A Study of the Influence of Cultural Distances on the Retention of Multinational Exhibitors</b> Hongbo Cheng, Huiwen He and Dandan Pang <b>Can investor attention impact asset restructuring performance? Evidence from Chinese tourism listed companies</b> Yafei Liu and Hui Li
		F105
17:00-18:00	Jimmy's Iced Coffee – Keep your chin up!	
17:30-19:00	FG04	<b>Share Centre Wine and Data Reception Room</b> Speak to Steve Hood about personalised data needs and design the future of tourism research
	Create	<b>Chat with the Editor:</b> Dimitrios Buhalis, Tourism Review Haiyan Song, Journal of China Tourism Research Alan Fyall, Journal of Destination Marketing & Management
	Inspire	<b>PhD TTRA Academy</b> Mike Peters and Scott McCabe
19:30-late	Welcome reception and Bournemouth Experience: Social Dining hosted by the Real Greek Bournemouth (BH2 Exeter Crescent, Bournemouth BH2 5DD)	

## Tuesday 9 April 2019 TTRAEurope

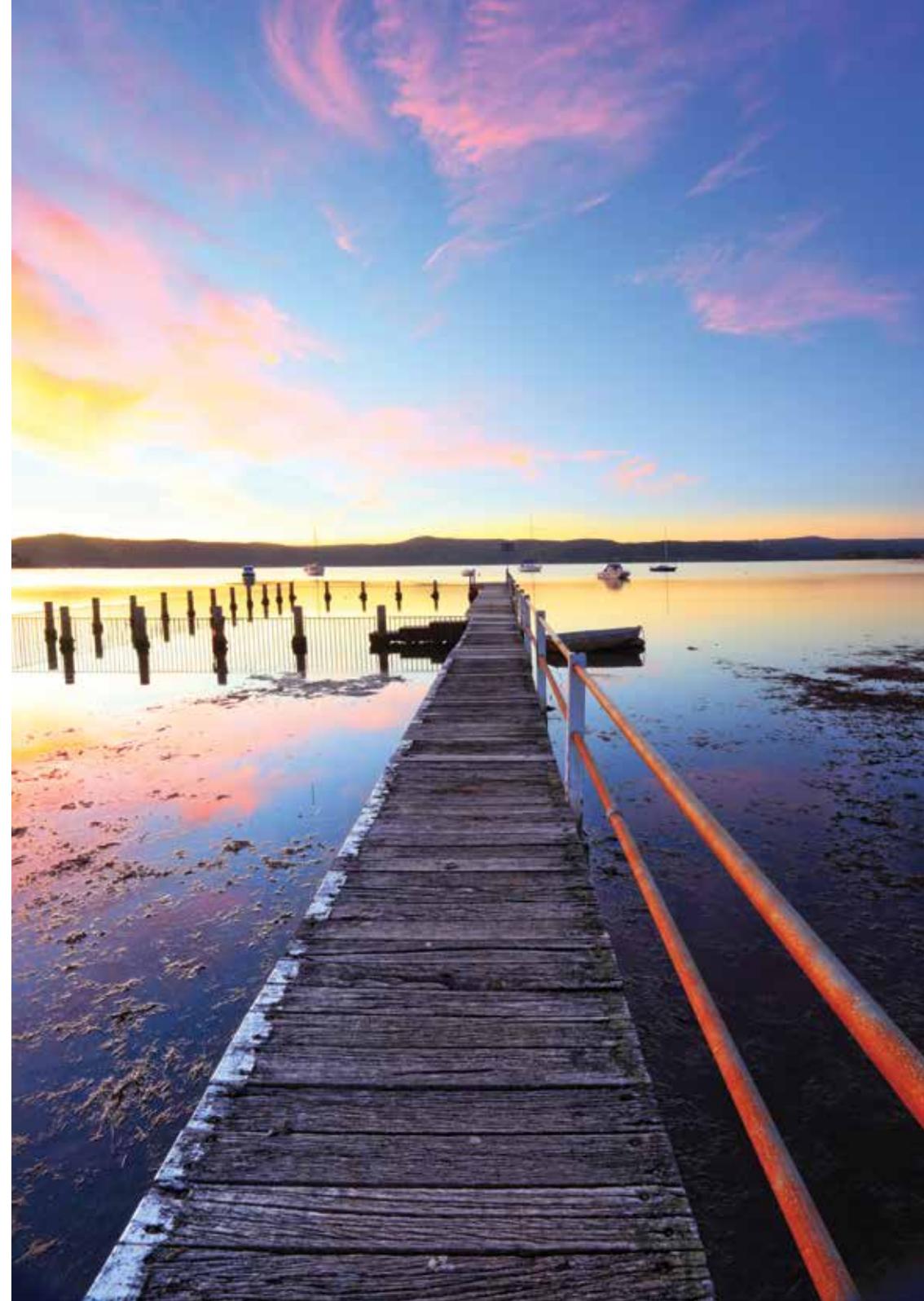
08:30	U1 FREE Bus from Cumberland Hotel to University Talbot Campus
08:00-09:00	Registration
09:00-10:30	Parallel Sessions
Share	<p><b>Culture and heritage</b>  <b>Chair:</b> Olivier Henry-Biabaud</p> <p><b>Intangible cultural heritage as a tourism attraction: The case of Oman</b> Galal Afifi</p> <p><b>Residents' perception of Osun Oshogbo Sacred Grove (World Heritage Site) in Oshogbo, Nigeria</b> Yina Donald Orga</p> <p><b>The hidden work of heritage hotel employees</b> Mostafa Marghany</p> <p><b>Tour guides as facilitators of cross-cultural interaction and understanding between host community and visitors: a case study of Oman</b> Badar al Dhuhli</p>
Inspire	<p><b>Tourism and Technology</b>  <b>Chair:</b> Bruce Braham</p> <p><b>Enriching Experience Through Augmented Guidebooks: An Evaluation of Next Generation Paper Technology</b> Caroline Scartles, Emily Corrigan-Kavanagh, Megan Beynon, Mirek Bober, Alan Brown, David Frohlich, George Revill, Radu Sporea, Jan van Duppen, Haiyue Yuan and Brice Le Borgne</p> <p><b>Travellers who book online and well ahead of arrival</b> Markku Vieru and Martin Falk</p> <p><b>The value of guidebooks as an object of consumption in the digital landscape of tourism information search behaviour</b> Micol Mieli</p>
Create	<p><b>Tourism Economics and Planning</b>  <b>Chair:</b> Adam Blake</p> <p><b>Tourism destination competitiveness in Sweden: Who are the winners?</b> Daniel Brandt, Magnus Bohlin and Jörgen Elbe</p> <p><b>The impact of geographic diversification on the relationship between product diversification and Chinese publicly traded tourism firms' performance</b> Chen Zheng and Henry Tsai</p> <p><b>The potential impact of US. travel to Cuba for the Caribbean region</b> Robertico Croes, Kelly Semrad and Manuel Rivera</p> <p><b>Cultural Tourism Development in Ireland's Gaeltacht Communities- Managing the Potential of the Wild Atlantic Way</b> Aine Maunsell</p>
F201	<p><b>Gender and Inclusion</b>  <b>Chair:</b> Jayne Caudwell</p> <p><b>The role of gender, patriarchy and culture in the experiences of Asian female travellers</b> Dana Seow</p> <p><b>Gender equality in tourism: accessibility of senior positions in tourism and hospitality academia</b> Irina Gewinner</p> <p><b>Pervasive and concealed oppression within the hospitality industry: An exploration of sexual harassment against women from an intersectionality perspective</b> Hande Turkoglu</p> <p><b>Factors Influencing Job Satisfaction Among Airline Crew: Evidence from the UK</b> Evangelia Marinakou and Harry Mills</p>

F202	<p><b>Hospitality Marketing</b>  <b>Chair:</b> Crispin Farbrother</p> <p><b>Determinants of willingness to pay for a green hotel room: evidence from Michigan, USA</b> Sarah Nicholls and Sanghoon Kang</p> <p><b>Performing local authenticity in hospitality organizations in the Tyrolean Alps</b> Tanja Petry and Philipp Wegerer</p> <p><b>The Role of Authenticity in the Luxury Hotel Experience: A Mixed-Methods Study of the Hotel Sector in the United Kingdom</b> Umut Kadir Oguz</p> <p><b>Sustainability integration in large hotel groups: a comparative analysis between disclosure and practices</b> Mireia Guix</p>
F104	<p><b>Authentic destinations</b>  <b>Chair:</b> Sean Beer</p> <p><b>Food in destination marketing as a reflection of cultural globalisation</b> Anna Stalmirska</p> <p><b>Intergroup conflict and its impact on tourism: Causes and consequences of conflict between landowners and the nomadic Samburu tribe in Laikipia County, Kenya</b> Tim Gale, Aisha Gross and Philipp Waszler</p> <p><b>National culture as a driver of pro-environmental attitudes and behavioural intentions in tourism: a comparative study of the UK and China</b> Lamei He</p> <p><b>Network effects on innovation in the hotel industry: the mediating role of absorptive capacity</b> Petra Binder</p>
F105	<p><b>Tourism Marketing</b>  <b>Chair:</b> Mike Peters</p> <p><b>Developing the conceptual and critical success factors for MICE Destinations</b> Philaiwan Chompupor</p> <p><b>To stay or not to stay? Overnight booking intentions of cruise passengers in a mature cruise destination</b> Pavlos Arvanitis, Bailey Ashton Adie and Alberto Amore</p> <p><b>The Role of Childhood Participation in Cultural Activities in the Promotion of Pro-social Behaviours in Later Life</b> David Dowell and Brian Garrod</p>
10:30-11:00	Break, Speed Networking
11:00-12:30	<p><b>Share</b></p> <p><b>Marketing and Market Structures</b>  <b>Chair:</b> Dr Daisy Fan</p> <p><b>Professor Cleopatra Veloutsou University of Glasgow UK:</b> Branding cocreation</p> <p><b>Professor Scott McCabe, Nottingham University, UK:</b> Linking tourist experience to consumer engagement</p> <p><b>Associate Professor Luisa Andreu, University of Valencia, Spain:</b> Research on Airbnb perceptions and motivations in overcrowded places</p> <p><b>Professor Mike Peters, University of Innsbruck, Austria:</b> Family businesses in Tourism and Hospitality</p>
12:30-13:30	<b>Share</b> STR Networking Lunch
12:30-13:30	<b>FG04</b> Tourism Review Editorial Board Meeting

13:30-15:00	Share	<b>Overtourism and Sustainable Tourism</b> <b>Chair:</b> Dr Lorraine Brown <b>Professor Rachel Dodds, Ryerson University, Canada:</b> Overtourism: issues, realities and solutions <b>Olivier Henry-Biabaud (TCI Research):</b> Overtourism and Policy measures <b>Vincent Nijs (Visit Flanders), Belgium:</b> Travelling to tomorrow – Flanders tourism vision <b>Professor Xavier Font, University of Surrey, UK:</b> Marketing approaches to sustainability
15:00-15:30	TCI-Research Break and Networking	
15:30-17:00	Parallel Sessions	
	Share	<b>Connectivity and dysconnectivity</b> <b>Chair:</b> Scott McCabe <b>A systematic literature review on digital transformation: a future path for tourism research</b> Robert Eller <b>Digital technologies and tourism: Evidence from Visit Arctic Europe (VAE)</b> Olayinka Ayobami <b>Interpersonal and technological connections in hospitality experience</b> Mariana De Freitas Coelho, Elizabeth Kyoko Wada and Eduardo Parra Lopez <b>Disconnection as a key component of the tourist experience</b> Isabelle Frochot, Pauline Muller, Mélanie Marcuzzi and Philippe Bourdeau
	Inspire	<b>Digital Tourism</b> <b>Chair:</b> Kir Kuščer <b>Semantic Web Technologies for Travel and Tourism</b> Sante J Achille <b>Expanding the concept of information service performance: the case of personalisation</b> Katerina Volchek, Haiyan Song, Dimitrios Buhalis and Rob Law <b>Visitor Receptivity to Artificial Intelligence in Service Systems</b> Nigel Williams, Nicole Williams and John Bustard <b>Smart tourism destinations: a demand-based approach for improving local tourism management</b> Francisco Femenia-Serra
	Create	<b>Tourism Branding and Image</b> <b>Chair:</b> Anya Chapman <b>Integrated theoretical framework of stakeholder participation and value co-creation in the context of sustainable tourism</b> Ana Rosa Moreno, Luisa Andreu and Maria Jose Miquel <b>Managing talent in events: the role of intermediaries</b> Eleni Michopoulou, Iride Azara and Anna Russell <b>Capitalizing on VFR Travel: A new source of innovation for DMOs</b> Tanja Petry, Birgit Pikkemaat and Ursula Scholl Grisseemann

F201	<b>Talent Management</b> <b>Chair:</b> Lia Marinakou <b>Talent socialization in hospitality organizations</b> Tanja Petry and Mike Peters <b>Talent Management in the Greek Hotel industry: An investigation of Millennials' recruitment and selection practices in luxury hotels</b> Ioannis Koutsoumpelitis and Charalampos Giousmpasoglou <b>Organisational integration processes for volunteer management in the service sector</b> Sebastiaan Raymaekers <b>Exploring Hospitality Talent Management Through Innovative Perks</b> Tanja Petry and Ulrich Egger
F202	<b>Tourism Segmentation</b> <b>Chair:</b> Daisy Fan <b>Families as consumers in the tourism market - knowledge gaps and a future research agenda</b> Michał Żemła and Sławomir Kurek <b>Understanding your beachgoer: are visitors different at rural vs urban beaches?</b> Rachel Dodds and Mark Holmes <b>Segmenting Egyptians Based on Travel Motivations: Are there Differences in Tourism Experience Value?</b> Omneya Yacout <b>Factor analysis of hotel-selection attributes and their significance for different groups in the German leisure-travel market</b> Daniel Spörr and Athanasios Pitsoulis
F104	<b>Contemporary Tourism</b> <b>Chair:</b> Olivier Henry-Biabaud <b>Categorizing place from a destination management perspective</b> Theresa Leitner <b>Identity-based motivation as antecedents and experienced psychological benefits as outcomes of place attachment</b> Sungkyu Lim and Sameer Hosany <b>Holiday Planning, Booking Process and WOM Intention: A comparison Across Three Countries</b> Cecilie Andersen, Ellen Katrine Nyhus and Marit Gunda Gundersen Engeset <b>Evaluating Sustainability Performance in Volunteer Tourism</b> Claudia Eckardt, Xavier Font and Albert Kimbu
F105	<b>Tripadvisor as a Marketing tool</b> <b>Chair:</b> Alan Fyall <b>Understanding the differences among tourists from different countries on their travel satisfaction via analyzing TripAdvisor reviews</b> Shanshan Qi, Ning Chris Chen and Juan Peng <b>Tourist Experience Reflected in User-Generated Content: A Proposal of Content Analysis from Virtual Communities</b> Ricardo Bolzan and Luiz Mendes-Filho <b>The snowball effect in consumers' online sharing intention: evidence from Tripadvisor</b> Sai Liang, Hui Li and Hongbo Cheng <b>Determinants of successful Revenue Management</b> Lydia González-Serrano, Pilar Abad, Concepción De la Fuente-Cabrero, Pilar and Talón-Ballesteró

17:00-18:30	<b>Create</b>	<b>Chat with the editor</b> Cleopatra Veloutsou, Journal of Product and Brand Management Xavier Font, Journal of Sustainable Tourism Carlos Costa, Journal of Tourism & Development
	<b>Inspire</b>	<b>PhD TTRA Academy</b> Mike Peters and Scott McCabe
19:30-late		<b>TTRA19 Celebration and Party</b> Hosted by the Koh Thai Lounge Bournemouth (38-40 Poole Hill, Bournemouth BH2 5PS) <b>The Professors Band and DJ Dr Babis</b>



## Wednesday 10 April 2019 TTRAEurope

08:30	U1 FREE Bus from Cumberland Hotel to University Talbot Campus
08:00-09:00	Registration
09:00-10:30	Parallel Sessions
Share	<p><b>Small Business and Entrepreneurship</b>  <b>Chair:</b> Sheila Flanagan</p> <p>“Where is the magic in that?” Business models and the solo entrepreneur  Peter Wiltshier and Alan Clarke</p> <p>Rural Tourism Cluster Development: Inter-Firm Collaboration on Ireland’s Wild Atlantic Way  Kelly O’Sullivan-Browne, Sophie Price and Margaret Linehan</p> <p>Drivers and inhibitors of corporate social responsibility (CSR) practices in the travel and tourism industry in Malawi  James Malitoni Chilembwe</p> <p>Business model in spa tourism enterprises in Poland  Adam Szromek and Michał Żemła</p>
Inspire	<p><b>Digital communication and social media</b>  <b>Chair:</b> Nigel Williams</p> <p>Eco-labels: policy efforts and SMES’ digital communication  Teresa Borges-Tiago, Flávio Tiago, Sara Stemberger and Artur, Gil</p> <p>Tourist social wellbeing and mobile social media use: a broaden-and-build perspective  Zhibin Lin</p> <p>Generation Y, Generation Z, tourism and social media: Use of eWOM by young tourists  Deborah Picher Vera, Soledad María Martínez María-Dolores and Juan Jesús Bernal García</p> <p>Niche markets in tourism through the layers of urban memory and ‘Industry 4.0’  Joseph Falzon and Elena Torou</p>
Create	<p><b>Cocreating Tourism Products</b>  <b>Chair:</b> Sean Ruane</p> <p>The Displays of Smile During Service Failure: An Eye Tracking Study  Chung-En Yu and Henrique Fátima Boyol Ngan</p> <p>Why and How Hospitality Frontline Employee “Acts”? Consequence and Remedies from Customer Incivility  Meng-Chan Virginia Lau</p> <p>The importance of genuine service and human interaction for Millennials’ guest experience: the case of hotel reception and front line employees  Elias Ikonen and Charalampos Giousmpasoglou</p> <p>Understanding Chinese and Macao outbound tourists’ experience in Europe  Jianjian Mou and Pedro Quelhas Brito</p>

F201	<p><b>Event Management</b>  <b>Chair:</b> Miguel Moital</p> <p>Beyond host cities mega sport events as a catalyst to showcase a whole country: the case of the London 2012 Olympic Games  Rami Mhanna, Hugues Seraphin and Ben Sanders</p> <p>Governance of cities’ strategic alliances on the international meetings market: towards the competitive advantage creation  Monika Dembinska</p> <p>From mediated inter-destination collaboration to inter-destination strategic alliance on the meetings market  Monika Dembińska and Piotr Zmysłony</p> <p>Mega sport events and small business: Leveraging tourism opportunities at Rio 2016  Seth Kirby</p>
F202	<p><b>Consumer Behaviour and Tourism</b>  <b>Chair:</b> Patrick Legohérel</p> <p>The time use rebound effect and its impact on consumer behaviour in the context of sustainable tourism  Soheon Kim</p> <p>Developing a model of crowd management based on group behaviour theory; The case of The Haj  Abdullah Alnabati</p> <p>Creating experiential value through small-scale cultural events  Elaine Rust</p> <p>Orwellian tourism 2020? China’s social credit score  Philipp Wassler and Denis Tolkach</p>
Workshops	
F105	<p><b>Experimental research in tourism and hospitality</b>  <b>Dr Giampaolo Viglia, Portsmouth University</b></p> <p>Deciding the appropriate sample size for the control and treatment group. Lab experiments, field experiments, quasi-experiments with manipulation of independent variables. Moderation and mediation effects. Statistical test to analyse experimental data and applications in tourism and hospitality.</p>
F104	<p><b>Structural Equation Modelling with emphasis on Partial Least Squares (PLS) Methodological mistakes in hospitality and tourism related research</b></p> <p>Dr Faizan Ali, University of South Florida Sarasota-Manatee, USA</p> <p>Partial Least Squares (PLS) path modelling is a structural equation modelling technique which is especially suitable when the assumptions for applying Maximum Likelihood based techniques (such as LISREL) do not apply, like in the case of exploratory research or small samples.</p>
10:30-11:00	Jurys Inn Break and Networking

11:00-12:30	Share	<p><b>Gender Inclusion and Tourism - Preparing for 2030</b></p> <p><b>Chair:</b> Professor Adele Ladkin</p> <p><b>Professor Nigel Morgan, Swansea University:</b> Tourism, Gender, inclusivity and equality</p> <p><b>Associate Professor Ana María Munar, Copenhagen Business School, Denmark:</b> Diversity and Inclusion</p> <p><b>Professor Cathy Hsu, The Hong Kong Polytechnic University, China:</b> Global Education towards Inclusion and Diversity</p>
12:30-13:00	Share	<p><b>Smart Tourism futures – Showcase of eTourismLab Research</b></p> <p>Professor Dimitrios Buhalis, Dr Nigel Williams, Dr Daisy Fan, Dr Elvira Bolat, Dr Miguel Moital</p>
13:00-14:00	<b>HOSCO Lunch and Networking</b>	
14:00-15:30	Share	<p><b>Workshop</b></p> <p><b>Tourism Research and Knowledge cocreation, REF2021 and publications</b></p> <p><b>Chair:</b> Professor Adele Ladkin</p> <p><b>Meet the Editor and publish the paper: Publish or Perish in tourism Journal editor panel discussion:</b></p> <p>Scott McCabe, Annals of Tourism Research</p> <p>Cleopatra Veloutsou, Journal of Product and Brand Management</p> <p>Haiyan Song, Journal of China Tourism</p> <p>John Fletcher, International Journal of Tourism Research</p> <p>Xavier Font, Journal of Sustainable Tourism</p> <p>Carlos Costa, Journal of Tourism &amp; Development</p> <p>Dimitrios Buhalis, Tourism Review</p> <p>Alan Fyall, Journal of Destination Marketing &amp; Management</p>

15:30-16:00	Share	<p><b>TTRAEurope 2019 Conclusions and Farewell</b></p> <p>Professor Mike Peters TTRAEurope Chair and Professor Dimitrios Buhalis TTRA2019 Host Bournemouth University</p> <p>Willkommen to TTRAEurope 2020</p>
16:00-16:30	<b>Farewell and Networking</b>	
19:30-late	<p><b>Social Get Together - Bournemouth by Night</b></p> <p>Cocktails and Pizza Revolution, Bournemouth 163-167 Old Christchurch Rd, Bournemouth, BH1 1JU (at delegates' expense)</p>	





# Marketing Destinations

**Chair:** Adele Ladkin  
Monday 8 April 2019  
11.30-13.00 - Share

## Tourism Specialisation, Economic Growth and Quality of Life in Poland

**Robertico Croes, Jorge Ridderstaat, Monika Bąk and Piotr Zientara**

### Research problem

This study examines the relationship between tourism specialisation, and economic growth and quality of life in Poland. Poland as a transition economy has moved from a centrally state planned to a market economy. This move required the country to learn quickly how to intersect decentralised decision-making with decisions, information and motivations pervasive in market economies. In this move the country had to learn as well how to prioritise tourism in the national economic strategy as a "productive" instead of an "unproductive" activity, as it was classified during the communist regime.

Prioritising tourism development as a productive activity, rather than a social activity increases foreign earnings to pay for imports, whether of consumer, intermediate or capital goods, and to generate employment. Tourism at the outset of the economic transition seemed as one of the few sectors capable of generating a surplus on international trade, and spur economic growth. Tourism has become a part of the state economic policy and no longer an element of social policy, as it was before 1990. Market-oriented transformation also focused on tourism as one sector of the economy (Awedyk and Niezgodna, 2016). Poland faced serious economic challenges during economic transition, such as high inflation, shortages, budget deficit, erosion of the Zloty, huge foreign indebtedness, economic inefficiency, a severe recession, high unemployment and depressed real wages (Adam, 1994).

The tourism literature has a well-established consensus that tourism development triggers economic growth. This relationship is undergirded in the tourism led growth (TLG)

hypothesis. The TLG mainly posits a positive relationship between tourism development and economic growth, and causality running from the former to the latter. However, a study conducted by Chou (2013) suggests that the TLG relationship is ambiguous in transition economies. This study found that the causality relationship was inverse in Poland.

The relationship between tourism development and quality of life also is not defined according to the literature. The manner in which increased income derived from tourism specialisation affects residents' QOL remains unclear. While tourism specialisation may spur more income in households, businesses, government, and the economy, the manner in which income affects residents' QOL is imprecise. More income may benefit a few at the expense of others. A priori assessment becomes inconceivable on whether income effects, induced by tourism specialisation, will have positive effects on residents' QOL.

### Purpose of the study

The purpose of this study is, therefore, to investigate the relationship between tourism development, economic growth and quality of life in Poland. This study answers two interrelated questions: (1) Does tourism development positively influence economic growth? (2) And can tourism development sustain residents' QOL? This study is anchored in a case study approach. Case study approaches are applied when a social phenomenon is explored and when studies aim at providing theoretical propositions rather than engaging in statistical generalisations (Yin, 2009). The definition and measurement of the three constructs follow definitions and measurement in the extant literature.

### Methodology

The study applied two models in sequential fashion. The first model includes a translog production model to examine the link between tourism development and economic growth. And, the second model involves a quality of life model. The models follow Croes (2012) and Croes, Ridderstaat and van Niekerk (2018).

The study applies a Limited Information Maximum Likelihood regression technique to determine the nature of the relationship between tourism specialisation and the QOL.

The model is depicted below, whereby output (Y) is a function of physical capital (K), human capital (H) and tourism specialisation (T):  
 $Y_t = f(K_t, H_t, T_t)$  (1)  
where t represents time.

By including squared and interaction variables of the independent variables to investigate the nonlinearity and interface properties of the data, the model can be presented:

$$Y_t = a_1K_t + a_2H_t + a_3T_t + a_4K_t^2 + a_5H_t^2 + a_6T_t^2 + a_7K_tH_t + a_8K_tT_t + a_9H_tT_t + e_t$$
 (2)

where

$K^2, H^2, T^2$  = squared variables

$KH, KT, HT$  = interaction variables

e = error term

a = coefficients

The second model applied in this study includes QOL as a function of human capital and tourism specialisation:

$$QOL_t = f(H_t, T_t)$$
 (3)

Including squared and interaction variables, the model looks:

$$QOL_t = a_{10}H_t + a_{11}T_t + a_{12}H_t^2 + a_{13}T_t^2 + a_{14}H_tT_t + e_t$$
 (4)

### Results

The results show that on the long-run human capital is statistically significant for advancing real economic growth in Poland. Both investments and tourism specialisation did not seem to have a long term effect on real economic activity. On the short-run, the effect of human capital is affected by an inverse relationship with real economic growth. This means that, initially, real economic development is positive, but will become negative after reaching a specific threshold. Again, investments do not seem to affect real economic growth in the short-run, although the statistically significant squared investment variable showed an inverse u relationship, indicating nonlinear influence. The results also indicate a statistically negative effect on real economic growth via the interaction between human capital and tourism specialisation. When considering the effect on residents' quality of life, the long-run results showed both human capital and tourism specialisation having an impact, although the effect of the latter was negative. However, the squared version of this variable came out positive, indicating a u-shape development, meaning that beyond a certain threshold, the effect of tourism on long-run real economic activity is positive. On the short-run, none of the independent variables showed a statistically significant effect on residents' quality of life, except for the squared version of human capital. The latter implies an inverse u-effect of human capital on residents' quality of life.

## The Impact of Inter-Organisational Relationships Shaped by Sharing Economy on Destination Governance

Piotr Zmyslony, Grzegorz Leszczynski and Anna Waligóra

The dynamic development of new forms of socio-economic activities performed at the junction of production, division, exchange and consumption of goods and services, collectively referred to as sharing economy, should be considered as a new phenomenon both in terms of economic practice and the theory of economics. Common features of these so-called new forms, i.e. product-service economy, on-demand economy, second-hand economy, sharing or presumption (Frenken et al., 2015), are the cost reduction by sharing ownership and access to goods and services, the consumer production empowerment, socialisation of the activities economic and innovation of all kind (Belk, 2014; Heinrichs, 2013; Roh, 2016).

The relational paradigm assumes that the inter-organisational relationships are a key phenomenon conditioning the functioning of market entities and markets understood as networks (Hakansson, Snehota, 2017). In this manner, networks are treated as complex aggregates of dyadically connected actors who interact. According to the activity–resource–actor (ARA) interaction model, the level of inter-organisational relationships are explained by the goals of interacting actors, resource ties which involve confrontation and mutual adaptation over time, and their activities conducted while playing specific types of role in relationships (Raskovic, 2015). The development of sharing economy can be perceived as a challenge for the development and research of business relations, including by including customer-to-customer (peer-to-peer) relationships, non-economic motives of doing business as well as social and ethical business responsibility that have not been discussed in such a wide range. Thus, the implications of the development of these new inter-entity relations should be considered at micro level, i.e. relating to quality management of relationships, and meso, i.e. including the perspective of business networks within destinations (Ramos and Ford, 2011). The impact of sharing economy on the inter-organisational relationship creating tourism destination networks may have a

direct influence on destination governance. The adoption of the governance approach (Kalbaska et al., 2017; Moon, 2017) and destination governance paradigm (Beritelli, Bieger, and Laesser, 2007; Buhalis, 2000; Hall, 2011; Pechlaner, Raich, and Fischer, 2009; Volgger and Pechlaner, 2015) allows us to discuss the broadening of the scope of stakeholders and the economic empowerment of residents and local entrepreneurs.

Now, there is a need to join a global discussion on the essence of new forms of inter-organisational relationships created by the global rise of sharing economy within tourism destination networks as well as on the impact of these relationships on destination governance. Considerations result of the project funded by Poznan University of Economics in Business (PUEB for science: New directions of economics studies). The aim of the paper is twofold: to identify and classify new dimensions of the inter-organisational relationships which have emerged as a result of the development of sharing economy in the context of destination governance as well as discuss the outcomes with the delegates of TTRA conference to gain more feedback on future directions of the study. The paper is a work-in-progress type and has the conceptual and theoretical nature. It is based on literature review, combining both the need to verify the real contribution of the concept of sharing economy in the current economic and management theories as well as destination governance's body of knowledge. The cognitive gap will be filled up by determining the dimensions of the impact of new forms of human activities on the shape, structure and effects of inter-organisational relationships within destination context.

## The Strangely Neglected Heritage of the British Seaside

Duncan Light and Anya Chapman

The seaside towns of Britain have a highly distinctive legacy of buildings dedicated to pleasure, entertainment and distraction. These include piers, pavilions, theatres, lidos, bandstands, beach huts, funfairs, and amusement arcades. Alongside this built heritage is a distinctive intangible heritage in the form of traditions and performances associated with the seaside holiday. However, the distinctive architecture of the seaside is very rarely valued as heritage. For example, neither the National Trust nor English Heritage own any buildings associated with the seaside holiday. Furthermore many distinctive seaside buildings have decayed and been demolished in recent year (such as The Futurist theatre in Scarborough). Many others (such as Brighton's Hippodrome) are described as being 'at risk'.

In country that is seemingly obsessed with heritage the neglect of the architecture of pleasure at the seaside is surprising. However, this situation can be considered through the lens of the Authorised Heritage Discourse (Smith 2006). This is a way of thinking (largely led by experts and heritage professionals) which defines and frames what is considered to be 'heritage'. This discourse defines heritage in terms of monumentality, the aesthetically pleasing, that which has innate value, that which represents elite social groups, and that which is important for national identity. Those buildings and practices which do not conform to these ideals tend to be excluded or dismissed. For this reason, seaside architecture – associated with entertainment and intended for a mass, working-class audience – has long been overlooked. Nowhere was this more apparent than in the derisive reaction to Blackpool's application to be considered for World Heritage Site status, even though the resort could make a strong case according to the criteria for acceptance.

However the authorised heritage discourse does not enjoy complete hegemony. This paper argues that attitudes to the architecture of seaside pleasure are starting to change. The rise of industrial heritage in the 1980s was the beginning of the challenged to the authorised heritage discourse, illustrating how 'ordinary' buildings, associated with working class people could be valued as heritage. A similar process is now taking place with the heritage of pleasure at the seaside. While non-state actors (such as the National Trust) continue to neglect the heritage of the seaside holiday, it is the state that is leading the way. Official heritage agencies in England (English Heritage/Historic England) have begun to reappraise the heritage of seaside towns, evidenced in the publication of a book series about seaside architecture. Other state agencies (particularly the Heritage Lottery Fund) are increasingly funding regeneration projects for seaside heritage (such as Hastings Pier and Margate's Dreamland) to enable it to be refurbished and put to a contemporary use. Funding projects from central government (the Coastal Revival Fund) have specifically focussed on regenerating seaside heritage structures. A House of Lords Select Committee has been established with the theme of 'Regenerating Seaside Towns'. Broader developments have also contributed to a resurgence of interest in the heritage of seaside towns. These include a slow upturn in visits to seaside resorts (fuelled in part by the rise of the staycation) along with a growing nostalgia for the traditions of the seaside holiday and 'seaside-ness' (Jarratt, 2015) This creates a context where the heritage of pleasure and mass entertainment at the seaside can be revalued and reconfigured for new purposes in the 21st century.

# Directing Tourist Flow - An Analysis of (Visitor) Flows and Implications for an Application

Marcel Huettermann, Tatjana Thimm and Frank Hannich

Overtourism is defined as “the impact of tourism on a destination, or parts thereof that excessively influences perceived quality of life of citizens and/or quality of visitors’ experiences in a negative way” (UNWTO, 2018, p.4). Today, the negative effects of overtourism can be noted in many destinations around the world, and calls for measures to control tourist flows are increasing. Our field of research is the Lake Constance region, where three neighboring countries (Germany, Austria, and Switzerland) surround the lake, making it a popular destination for both local and international visitors. In addition to leisure tourism, differences in exchange rates and sales tax result in year-round shopping tourism. The region’s unique lakeside location determines its (traffic) infrastructure, which is prone to congestion, especially in the high season in summer. An analysis of different (visitor) flows in the Lake Constance region, with special consideration of cross-border flow, serves as a basis for recommendations to reduce some of the pressure on its infrastructure.

Analysis of (visitor) flow can be assigned to the field of mobility research, which is of great importance not only in tourism (Shoval and Isaacson, 2007) but also in other areas such as transportation, urban or regional planning, as well as in the planning and marketing of tourist attractions (Lew and McKercher, 2006; Shoval and Isaacson, 2007). Our analysis of (visitor) flows belongs to the field of (traffic) mobility. IT-based visitor flow management can provide valuable information on behavioural aspects. General movement patterns can be identified and classified based on a comparison of different movement patterns of users in connection with metadata Research Paper (e.g., weather or personal data). This allows companies to create personas that help them understand their customers better (Baker et al., 2014) and enable them to customise their products and services (Cameron et al., 2012). Data provided by customers allows for a targeted, personalised, and location-specific customer approach (Aqusiti, 2015). This does,

however, require the consent of the customer (opt-in).

Since the communication medium for influencing behaviour in our study is an app, the question arises as to how it must be designed to ensure its use in the long term. To answer this question, the research team opted for a mixed-method approach (Creswell et al., 2003). In a first step, a behavioural study of tourists to the region was carried out to investigate their travel behaviour more closely and determine the requirements of the application to be developed. Secondly, a typology was created to gain a better understanding of both residents and tourists and make statements about the extent to which the various types differ in terms of mobility behaviour. Finally, focus groups were used to determine what features the application needs to have to ensure that it is actually used.

The key findings are presented in the following section. A comparison between types of stay indicated that visitors from Switzerland (to Germany and Austria) mainly engage in shopping activities in connection with leisure activities. The activities of residents (of all three countries) are focused on shopping or leisure activities, while for overnight guests, the focus is exclusively on leisure activities. In general, 33.5% of respondents can imagine using an online platform to obtain information about a tourist destination. Concerning its requirements, it must be simple to operate, provide relevant information, and have useful features. Our analysis also showed that Wi-Fi is an essential data access point for foreign visitors, who will switch off the mobile data function on their cell phones once they cross the border to avoid high roaming charges. Analysis of the focus groups confirmed that the idea of an app that makes route suggestions to regulate tourist flow, presented with the aid of a mock-up, was met with a great deal of enthusiasm. Time savings, less stress, and better planning reliability were considered to be the most important advantages of the application. The disadvantages mentioned most frequently

were a loss in spontaneity when using the app, the possibility of an opposite effect, and uncertainty regarding data protection. In addition to displaying the number of tourists, offering background information (e.g., on tourist attractions) and suggesting a daily programme were among the main functions expected from such an application.

The aim of the research project was the analysis of different (visitor) flows, with special consideration of cross-border flow; in addition, implications for the development of a suitable application were to be determined. Both undertakings were successful, and we recommend, therefore, that the development of the envisaged application should proceed. In this context, it is important that the Research Paper different needs of the various stakeholders (tourists and residents) are taken into account and that the app has useful features to ensure its attractiveness to users.

# Smart Tourism

**Chair:** Nigel Williams

Monday 8 April 2019

11.30-13.00 - Inspire

## Real-Time Co-Creation and Nowness Service in Tourism and Hospitality

**Dimitrios Buhalis and Yeyen Sinarta**

Brands take advantage of technology, social media and constant connectivity to build organic consumer engagement and interactions towards co-creating personalised customer service. Real-time metamorphoses (or transfigures) service to a dynamic engagement with highly-informed and connected consumers. Consumer's unprecedented access to information and the constantly changing demand towards a highly personalised service have effectively disrupted and re-engineered the service ecosystem. Consumers are no longer only 'consuming' the service, but increasingly participate in their own experience co-creation process.

The concept of real-time marketing has been discussed for more than 20 years, supporting that flexible service offerings and dynamic timing can lead brands to enhance and increase their overall competitiveness and market place (McKenna, 1995; Oliver, Roland and Sajeev, 1998; Reid, 2014; Rust and Oliver, 2000). However, real-time marketing was only possible after the emergence of dynamic customer-provider interaction and social media, particularly Twitter and Facebook (Fotis, Buhalis and Rossides, 2011). Brands are expected to provide each consumer with services or products that are customised to their present needs, yet still have the flexibility to adjust to changing demands or contexts (McKenna, 1997).

The use of social media to execute real-time marketing requires dynamic conversation with targeted consumers and continuous engagement with the most influential audiences, to meet consumer's demand for instant gratification. By having consumers at the centre of the strategy, brands are expected to build trust-based relationships as a source of value (Harwood and Garry, 2017, Brogan

and Smith, 2009; Christopher et al., 2002). Dynamic communications enable data mining to create meaningful real-time contextual information and establish the conditions for nowness service. This can be used by brands to personalise, contextualise and individualise service offerings, based on internal and external contextual data (Buhalis and Foerste 2015). Co-creating value and experiences at the right time requires shifting the focus on channels and platforms where consumers are ready to engage in real-time. Digital technologies, ambient intelligence, the Internet of Things and the Internet of Everything in general, and social media and mobile applications in particular become the basis to fulfil the delivery of a brand's promise, utilising real-time interactivity (Porter and Heppelmann, 2014; Harwood and Garry, 2017).

Nowness and the ability to co-create real-time service emerge as a strong source of competitiveness. Brands are able to achieve or increase their competitiveness by optimising five interconnected characteristics of nowness, namely: real-time, co-creation, data-driven, consumer-centric and experience co-creation. As consumers demand highly personalised products or services, they are receptive to information which is related to them at that particular moment. A time-constrained, context-based strategy is the most pertinent method to tackle constantly-changing consumer demand. This strategy provides consumers with service offerings which are highly relevant, based on their real-time context or situation. It also gives benefits to brands in gaining competitive advantage and amplifying revenue, through dynamic pricing strategies and real-time yield management.

An exploratory qualitative research was implemented to identify how brands in tourism and hospitality use social media and digital technology to enhance consumer experience. Data collection and analysis were conducted in three research stages: firstly, a systematic content analysis of real-time interactions between brands and consumers in social media. Secondly, an in-depth case study of Marriott MLive, and lastly multiple case studies of four best-practice brands from various industry.

Findings suggest that the integration of real-time consumer intelligence, dynamic big data mining, artificial intelligence, and contextualisation can inform and influence service offerings. The analysis of engagement from the case studies shows that ICTs can provide a range of real-time advantages for brands (such as experience optimisation, differentiation, facilitation, service recovery and crisis management). Timely response of negative enquiries or complaints, by providing logical and comforting explanations, can prevent escalation of issues. Agile organisations intervene and take action in real-time to ensure the best possible outcome for all stakeholders. This helps to quickly understand contextual situations, pull different resources, mobilise stakeholders to address consumer's need in a more sophisticated way, as well as to simplify consumer's effort to achieve those needs. Brands are required to have proactive and reactive manners to real-time triggers (such as user-generated content, mentions, hashtags, location-based content, breaking news or events), as well as the ability to utilise essential external and internal real-time service enablers (such as: online presence, listening and monitoring, real-time decision making, employee's empowerment and operational

flexibility). Lastly, a real-time co-creation and nowness service ecosystem framework is conceptualised by the amalgamation of findings from the three research stages. The framework illustrates how value is being co-created and experiences are enhanced through a range of real time co-creation triggers that lead to contextual relevance.

## DMOs Surviving Smart Tourism Ecosystem: “It’s Not About Providing Free Wi-Fi”

Francisco Femenia-Serra and Josep A. Ivars-Baidal

Tourist destinations in many regions of the world are progressively evolving towards new dynamics based on ICTs and big data as a framework for a smarter management (Ivars-Baidal, Celdrán-Bernabeu, Mazón, and Perles-Ivars, 2017). Still, destinations are just a ‘piece’ in the complex puzzle of the smart tourism ecosystem (STE) and face great challenges due to disruptive forces and recently emerged players in the system, such as sharing economy platforms or online travel agencies (Gretzel, Werthner, Koo, and Lamsfus, 2015). In this context, a STE is understood as “a tourism system that takes advantage of smart technology in creating, managing and delivering intelligent touristic services/ experiences and is characterised by intensive information sharing and value co-creation. Collecting, processing and exchanging tourism-relevant data is a core function within the STE” (Gretzel et al., 2015, p.560). Hence, Destination Management Organisations (DMOs) as the main entities leading destinations in their smart transformation, experience rapid changes in their functions and role because of new business models and technology-induced tourist behaviour transformation (Femenia-Serra, Neuhofer, and Ivars-Baidal, 2019) in the data-driven STE. Recent research acknowledges a critical shift in how DMOs fit within this volatile scenario and the manifold difficulties they currently face (Dredge, 2016; Hall and Veer, 2016). Nonetheless, little empirical evidence exists about DMOs perception of smart tourism impact on their position. In this paper, it is the objective to understand to what extent smart tourism irruption has transformed DMOs role, destinations management, and how they are adapting to it, by giving the floor to DMOs to express their view on these issues. This research was conducted in the Spanish region of Comunitat Valenciana, a relevant and massively visited destination in which both autonomous government and numerous municipalities have embraced adaptation to smart tourism as a policy priority.

Three different meetings were organised in the three provinces of the region during May 2018 with 34 DMOs representatives, including the most relevant destinations in terms of overnights. The workshops were planned to have two parts. First, drawing on literature review, an exploratory online questionnaire was administered to DMO representatives (managers or employees). The objective of this first stage was to gain a richer understanding of how DMOs perceive the impact of smart tourism on their activities and role in the destination. Questionnaires were based on Likert scales and were conducted using Qualtrics© software. Second, facilitators elicited a group discussion on smart tourism ecosystem various dimensions, including: technological solutions for management and destination marketing, information systems, big data analysis, smart destination certification and measurement, technologies for sustainable tourism, accessibility and innovation. After group discussions, lasting between 2 and 3 hours in each meeting, questionnaire results were shown to participants through quick visualisation tools to provoke further comments and identify commonly agreed key issues for DMOs in the STE. Questionnaires were completed before discussions to prevent possible influence of others on response, and as a way to elicit prior reflection among participants.

Findings show a high agreement on the elevated impact STE has on destinations management, with DMOs recognising it as a challenge but also an opportunity to advance their performance. DMOs firmly defend the necessity to have solid organisations that lead the adaptation process but lament the lack of financial, technical and human resources to properly develop new functions adapted to current needs and competition. While technological solutions are regarded as useful, managers consider they increase dependency on external agents, such as tech companies, and raise questions about data ownership. Additionally, DMOs believe the STE fosters innovation, facilitates the creation of startups

and personalisation of experiences. However, they defend the importance of developing strategic planning and inter-stakeholder interaction management as vital functions in the STE, leaving branding, product development and information provision in a lower level among their priorities. A recurring topic pointed by participants was the need to adapt to STE, for which three key requirements were remarked: 1) Strong leadership in destination and creation of a realistic smart destination project; 2) Wider coordination among different municipal departments (tourism, urbanism, culture, environment, etc.); 3) Formation programmes for DMOs and other practitioners to develop new capabilities. Furthermore, participants emphasise the hurdle the high number of SMEs means for adaptation to STE and the existing generational gap among tourists with respect to ICTs use. Finally, managers stress their lack of control over the vast amount of UGC on the internet and how it deeply affects not only destination image but also intra-destination tourist flows.

This research brings to light DMOs standpoint about the irruption of smart tourism. Results illustrate how manifold changes are affecting these organisations functions and role by showing their own perspective on the topic. Results confirm STE is a challenge for DMOs and that new dependences are being created. However, destination managers also perceive smart tourism as an opportunity to reclaim their position and defend the relevance of their actions. These findings contribute to acknowledge the need to involve DMOs in STE understanding and are useful for academia but also for practitioners in the identification and solution of their problems.

# Accessibility as a Competitive Factor in Touristic Smart Cities

Ana Clara Rucci and Natalia Porto

Over the last decade, tourism researchers have shown particular interest in identifying, measuring and systematising variables that determine the competitive position of tourism destinations (Ritchie and Crouch, 2003; Dwyer and Kim, 2003; WEF, 2011). These variables are important for management decisions made by policymakers, destination managers, tourism entrepreneurs and other stakeholders (Pulido-Fernández and Rodríguez-Díaz, 2016). Do accessibility, technological aspects of smart destinations, innovation, and sustainability hold a place in the measurement of competitiveness? In this research, we focus mainly on one of these dimensions, accessibility, to shed some light on its definition, alternative methods of measurement, and its potential relationship with technological aspects of smart city destination in order to identify its role in the development of growth in touristic cities.

Why should accessibility be taken into consideration? Three primary facts illustrate its significance. First, more than a billion people, or about 15% of the world's population, are estimated -at present-, to live with some form of disability (WHO, 2011) and this figure is increased when people benefiting, directly or indirectly, from enhanced accessibility. That number includes pregnant women, families with young children, seniors, people with temporary disabilities and people with chronic diseases such as diabetes, cardiovascular diseases, cancer and mental health disorders (WHO, 2011). Second, the Convention of Rights of People with Disabilities (UN, 2006) includes accessibility and participation in cultural life, recreation, leisure and sport as a specific right for persons with disabilities. So, when people with disabilities choose not to travel for vacation due to the lack of accessible services and places, lack of reliable information or a negative prior experiences (Gfk, 2015), the UN Convention seems not to be respected and society lacks the opportunity for economic, social, and cultural benefits that come from the accessible tourism (UNWTO, 2014). Third, more than 50% of the world's population lives in cities and they will continue moving to cities, so by 2050 almost 70% will

be city dwellers (Sun, Song, Jara and Bie, 2016) in a world of 9.7 billion population increment (UN, 2015), a fact that cities have to, accessibly, sustainably and smartly, face (Kiss, Jansen, Castaldo and Orsi, 2015).

Competitiveness in tourism has become more relevant in the literature since the 1990s but correctly measuring it still represents a challenge. The cross of the tourism sector and the lack of unique criteria in its definition complicate efforts at quantification. Although a great number of studies have focused on measuring the competitiveness of tourism destinations (Ritchie and Crouch, 2003; Dwyer and Kim, 2003; WEF, 2011; UrbanTUR, 2016), only a few have studied accessibility in tourism in the context of competitiveness, though not in a broader sense (Madeiro Barbosa, 2008; Domínguez, Darcy and González Alles, 2015; Porto and Rucci, 2017; Porto, Rucci and Ciaschi, 2018) and none of them includes smartness.

This work aims to determine to what extent accessibility and smartness serve as determining factors on the touristic performance of certain Spanish cities and their role on the definition and measurement of competitiveness of destinations. Connectivity and accessibility are becoming the new ways to interact with people, places, technology and senses. Consider accessibility as part of the touristic city smartness, could become an opportunity for cities to prepare itself to host the new tourists –seniors, people with disabilities, pregnant woman, among others. Using data from a sample of cities of Spain during the period 2000-2017, we estimate a panel data model to analyse touristic cities overnights, considering those who have been awarded by Reina Sofia Prize to the Universal Accessibility of Municipalities and those who are included into the Smart Cities Spanish Network (Red Española de Ciudades Inteligentes, RECI), and other determinants of touristic performance are considered in the analysis such as the type of tourism destination, bed occupancy rate, GDP per capita, total population, population over 65 years old, accessibility planning, smart city planning, among others.

Some descriptive results show that cities which are considered smart cities including accessibility conditions (Moreno Alonso, 2015) are better positioned in a touristic competitive ranking (overnights and tourism competitiveness Urbantur Ranking 2016) than those considered smart but not including accessibility indicators (Index of Cities In Motion ICIM, 2017).

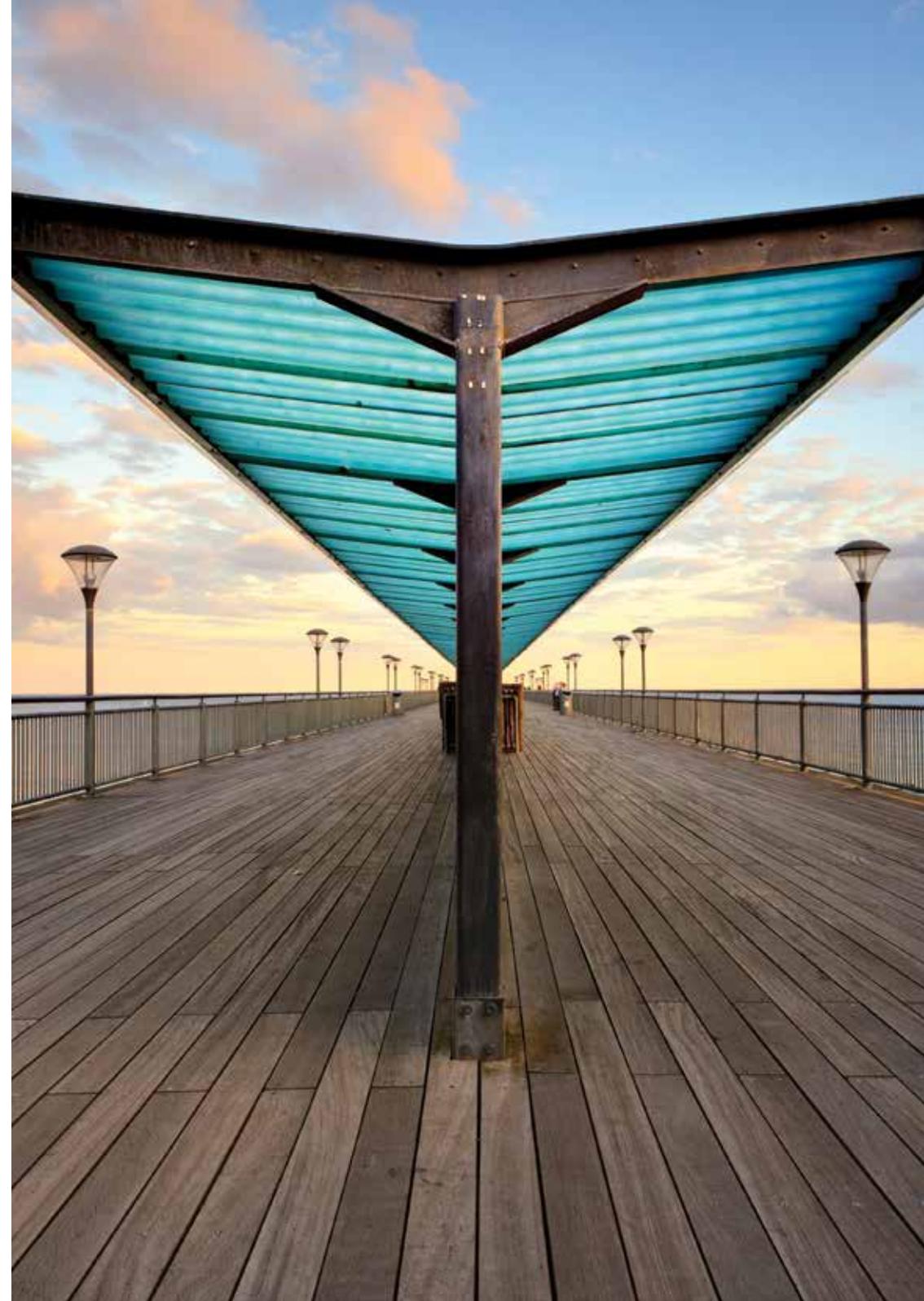
From that point, the investigation will include 55 cities of Spain with data from 2000-2017 and will consider variables such as overnights, GDP per capita, population, smartness, accessibility, among others, based on the National Institute of Statistics of Spain (INE), Eurostart and own collection of data.

## Connected Autonomous Vehicles and Tourism: Researching Transitions to Desirable Futures

Janet Dickinson

There has been a growing research and development focus on connected autonomous vehicles (CAV). This is driven by governments, manufacturers and computing giants keen to reap the economic benefits of leadership in the field with developments driven predominantly by vehicle engineering and computer science. Much less attention has been paid to how CAV technology might be utilised and change mobility structures, including those within tourism. This is a significant omission as most of the claims made about the societal benefits of CAVs will be an outcome of how the system of provision is implemented (Wadud et al., 2016) and, arising from this, how particular social practices emerge from a new mobility system. There has been some research on the potential market for CAVs, however, most of these studies acknowledge limitations as they attempt to research something that the majority of people have not experienced (Fagnant and Kockelman, 2015). Different conclusions are drawn dependent on the questions asked or the theoretical perspective applied. Studies in the transport field suggest CAVs could bring a number of opportunities including: reduced energy use, emissions and congestion; social equity benefits; improved road safety; and, assuming wide scale adoption, cheaper travel (Ticoll, 2015; Wadud et al., 2016). However, these findings have been challenged (see for example, Cavoli et al., 2017; ITF, 2015). Within tourism there are many opportunities for CAV deployment including within resorts, improving safety on accident prone rural routes and supply logistics (logistics being one of the first areas likely to see CAV use). There are also opportunities for more equitable tourism mobility for older people and those with disabilities, greater accessibility for these groups frequently being flagged as a benefit of CAVs (see for example, Alessandrini et al., 2015). However, critics point out that the technology may be exclusionary and disproportionately disadvantage groups unable to access the resource (Cavoli et al., 2017), be that less affluent local residents in tourism contexts, or

groups less able to adapt to new technology. Research to date tends to make assumptions about positive outcomes, however, new technology brings unintended consequences and there has been little work published to date on how CAVs might shape wider social practices including those in tourism. This paper aims to explore how we research the deployment opportunities for CAVs in tourism when, to a large extent, CAVs are yet to exist in day-to-day life. This presents a complex challenge to understand societal responses to a paradigm changing technology that has scope to change tourism mobility practices. To date, research by engineers, computer scientists, transport modellers and business researchers has focused predominantly on questions of user acceptance, however, social scientists are interested in more complex questions related to how CAVs might evolved new social practices and their implications for society. The paper draws on social representations theory (Moscovici, 1981) as a conceptual starting point that lends itself to researching how people develop understandings of concepts and things with which they have little or no direct experience. It explores how CAVs are likely to be 'anchored' to existing reference points (Pearce et al., 1996) in contemporary car use and how this might shape CAV development and use in tourism. This represents a conceptual starting point on which to build research that will contribute to efforts to formulate guidance for the development and deployment of CAVs in order that CAVs meet societal needs and optimum development pathways in tourism. Policy to date seems to err towards lack of intervention (Clark et al., 2016) which suggests optimal outcomes might not be achieved. The paper will analyse conflicting stakeholder representations and comment on opportunities for CAVs to optimise social policy objectives within tourism.



# Value Co-creation in Tourism

**Chair:** Elvira Bolat

Monday 8 April 2019

11.30-13.00 - Create

## Customer-to-Customer Interaction (CCI) in Tourism – A Customer Diversity Perspective

**Richard Nicholls**

### Introduction

The social nature of much tourism, combined with the increasing connectivity of customers, has contributed to growing research interest in customer-to-customer interaction (CCI). The purpose of this study is to explore the CCI implications of differences in tourists' cultural backgrounds and consumption goals. Specifically, the study extensively reviews the CCI-related tourism literature to examine the extent to which customer dissimilarity is problematic.

### Background literature review

As this study adopts a narrative literature review approach, selected literature is referenced in the findings section. This section briefly overviews the CCI literature.

Three decades after Martin and Pranter's (1989) seminal article on compatibility management the CCI literature covers many topics concerning the conceptualisation, detection, classification, and management of CCI (Nicholls 2010; Martin 2016). Whilst research has focused more on negative CCI (NCCI) than positive CCI (PCCI), there have been calls for more research into C2C co-creation (e.g. Nicholls 2010; Rihova et al. 2013). One CCI literature strand examines the influence of customer similarity/dissimilarity on the CCI experience and tends to accentuate the desirability of C2C homogeneity. Some studies, however, provide evidence of customer diversity not necessarily being problematic. This paper explores the CCI diversity issue.

### Method

The research employs a narrative literature review (NLR) approach to identify customer diversity themes associated with CCI. Adopting an NLR approach is appropriate in research

contexts where linking together "many studies on different topics, either for purposes of reinterpretation or interconnection" is desired (Baumeister and Leary, 1997: 312). NLRs are considered valuable in acquiring a broad perspective on a topic and structuring a multifarious literature in an accessible way. This working paper is based on some 30 studies, but the final paper will examine some 80 relevant studies. Certain tourism sectors (e.g. cruising; outdoor adventure) have significant amounts of relevant literature

An extensive literature search is being conducted. In addition to searching key word strings in Google Scholar (e.g. 'customer-to-customer interaction' + 'similarity' + 'dissimilarity' + 'tourism'), extensive review of article titles and abstracts in key service industry and tourism journals (e.g. Journal of Services Marketing; Journal of Travel Research; Journal of Hospitality and Tourism Research) is in progress.

### Findings

Three main themes have currently emerged from the study.

Firstly, a range of types of diversity influencing CCI, usually negatively, has been identified. Studies on CCI have investigated customer dissimilarity in terms of: culture/ethnic-background; age; gender; sexual orientation; and consumption purpose. Wu (2007), found that the greater the level of customer homogeneity, the lower the occurrence of negative CCI. Many other studies provided evidence of customer social dissimilarity being associated with dissatisfaction with other customers (e.g. Grove and Fisk 1997; Rosenbaum and Montoya 2007; Thakor et al. 2008). Socially similar customers pursuing different activities in a shared setting

may also generate CCI tensions (e.g. hikers/cyclists). Theories, such as Social Identity Theory, are often drawn upon to support studies finding customer dissimilarity a significant contributor to NCCI.

Secondly, in some tourism contexts, such as adventure activity, pilgrimages, and festivals, traditional social barriers between participants, such as class and race, are reduced and a spirit of camaraderie and solidarity develops when diverse individuals share a common bond of experience. Studies (e.g. Foster and McCabe 2015; Rihova et al. 2018) have found that when such 'communitas' develops, the negative impact of social diversity on CCI lessens.

Thirdly, in some tourism contexts customer dissimilarity can become a source of value added. For example, customer dissimilarity can stimulate customer helping behaviour, such as providing gift purchase advice to other shoppers during retail trips. Research into ethnic restaurant satisfaction suggests the presence of referent ethnic customers raise customers' perceptions of restaurant authenticity (e.g. Wang and Mattila 2015). Festival/event research provides evidence of younger attendees perceiving older attendees as adding authenticity to the event (e.g. Bennett 2006).

### Conclusion and relevance

The research contributes to tourism management by highlighting the importance of understanding and managing the CCI consequences of diversity and improving the interaction occurring between dissimilar customers. Five strategies for reducing diversity-related CCI tensions have been identified thus far. These will be detailed and illustrated in the full paper. The study contributes academically by (1) identifying and structuring a body of tourism research that challenges the prevalent view that customer dissimilarity engenders NCCI, and (2) identifying topics for future research.

## Towards a Better Understanding of Interactive Value Formation: Three Value Outcomes Perspective

Erose Sthapit and Peter Björk

The present study utilised netnography to explore specific value dimension(s) that generate three types of value outcomes as a result of interactive value formation (IVF) – value co-creation, value co-destruction and value no-creation – in a tourism accommodation services context. Customer-generated content on TripAdvisor was analysed. The keywords 'good', 'positive', 'excellent', 'great' and 'nice' were used to capture visitors' online narratives linked to the value co-creation outcome of IVF. The following negative emotional words denoted the value co-destruction outcomes of IVF: 'bad', 'negative', 'worst', 'terrible' and 'poor'.

The keywords 'ok', 'average', 'standard', 'decent' and 'not good not bad' were linked to value no-creation. Out of the 1,138 online reviews screened, the study focused on 263 reviews linked to 6 different hotels in Vaasa, Finland. A grounded theory approach was used to analyse the data. The findings were based on only one value dimension that resulted in all three types of value outcomes: hotel breakfast. We suggest that future studies on value should also incorporate the value no-creation dimension for a holistic and realistic understanding of the concept.

## Exploring the Effect of Value Co-Creation on Virtual Tourism Experience in a Cultural Heritage Context: The Case of Rhodes – A Work in Progress

Alexandra Kalliga, Antonios Giannopoulos and Sofoklis Skoutzos

Creating memorable experiences is the cornerstone in the tourism industry and a real challenge for the Destination Marketing Organisations (DMOs). Social media, virtual reality and other online applications have created a bidirectional communication between tourists and DMOs. As technology is constantly evolving, tourists' behaviour is ever changing, urging DMOs to remain up-to-date with the most recent technological advancements; e.g. use it to promote the destination (UNWTO, 2014).

With the rapid development of technology, the ecosystem approach has been recognised as appropriate to address the issues of smart tourism destinations (Gretzel et al., 2015). Tourism destinations have been created as complex ecosystems (Buhalis, 2000). According to Vargo and Akaka (2012), service ecosystem is "a relatively self-contained, self-adjusting system of resource integrating actors connected by shared institutional arrangements and mutual value creation through service exchange (Vargo and Lusch, 2016: 11-12).

Considering that tourism ecosystems can benefit from intelligent technology to create, manage and deliver intelligent services / experiences, smart tourism destinations are characterised by intense exchange of information and value creation (Buhalis, 2015). Based on the S-D logic in tourism, value is co-created by the interaction between the actors of the destination, which form a service ecosystem (Vargo and Lusch, 2011). Drawing from the literature on value co-creation (Grönroos, 2006; Lusch and Vargo, 2006; Vargo and Lusch, 2008), various actors are able not only to enhance the sights of a place but also to look for the benefits that flow from an integrated approach to the offer (Gilmore and Pine, 2007; Yeoman et al., 2007). Hence, the role of tourists should be highlighted, suggesting that the value is co-created with the customer through the activation of a set of resources (Edvardsson and Tronvoll, 2013) in an attempt to successfully shape unforgettable experiences.

Common goal of all the actors in the smart tourism ecosystem is the provision of rich and sustainable tourist experiences (Buhalis and Amaranggana, 2014). Using technological innovations such as Virtual Reality (VR), tourists can cooperate with organisations to co-create experiences that are more valuable to them (Cova and Dallim 2009). VR is the use of a three-dimensional environment created on the computer, in which the user can navigate and potentially interact (Guttentag, 2010). According to Williams and Hobson (1995), VR can offer virtual experiences to any potential traveler, and is able to shape or change the image of a destination (Mayhofer, 2017). VR offers a wealth of innovations in the tourism industry (Guttentag, 2010). Sharing tourists' experiences in this way (ICT) expands the experience in space and time (Neuhofer et al., 2012; Sotiriadis, 2017), improves the role of tourists as co-creators (Buonincontri et al., 2017), and may also affect destination image (Alcázar et al., 2014).

Digging into the concepts of value co-creation and service ecosystem, this master thesis proposes a conceptual model to test the effect of value co-creation on virtual tourism experience, destination image and intention to visit a destination, in a cultural heritage context. The quantitative research, currently in progress, will be conducted in a VR tourism site in the island of Rhodes, a well-known cultural heritage destination. The research design aims to unveil the dynamics among tourism actors in co-creating value and unique virtual experiences; it will also test if virtual tourism experiences improve destination image in cultural heritage places and positively affect intention to visit the destination. The analysis of the findings will enlighten how to incorporate VR in smart tourism ecosystems in cultural heritage places to enhance the co-creation of experiences as a potential key to success for the DMOs.

# Tourism Stakeholders' Perspectives Towards Sustainable Tourism in Toronto – A Qualitative Study

Sophie Farmani and Frederic Dimanche

Urban tourism, while being “a major economic activity and generator of income and employment” (Timur and Getz, 2009, p. 221) also results in negative impacts (Page, 1995). Cities are considered to be entertainment machines (Clark, 2003) in creating a wide variety of cultural attractions such as art, music, heritage, architecture, and festivals (Page, 1995), but they also create problems such as violation of human rights, loss of traditional industries and/or values, overcrowded tourism facilities and traffic (Andereck, Valentine, Knopf, and Vogt, 2005) and commodification of local culture (Wise, 2016). Environmentally, tourism is highly dependent on a healthy and attractive environment and urban tourism is no exception to this. Impacts may include the degradation of natural resources, visual impacts such as litter or sewage, excessive energy use, noise pollution from vehicles, amusement parks or racetracks (Andereck et al., 2005), soil and historical sites' erosion resulting from vegetation removal or traffic (El-Asmar, Ahmed, Taha, and Assal, 2012). Considering the significance of the impacts tourism can have on cities, there is a need for strategic planning that aims at maintaining positive outcomes while limiting

and reducing negative impacts. To mitigate the negative impacts of tourism, sustainable development principles were introduced to tourism that consists of being mindful of tourism's social, economic, and environmental impacts while addressing the needs of different stakeholders (UNWTO, 2005). However, the sustainable tourism principles have mostly been considered in rural settings rather than in urban ones (Hinch, 1996). Hinch (1996) noted that sustainable urban tourism strategies “need to be designed to deal with change rather than to suppress it” (p. 103). Gibson, Dodds, Joppe, and Jamieson (2003) also considered cities as relevant subjects for sustainable management. Timur and Getz (2009) stressed that, within the large body of sustainable tourism literature, little attention was given to cities. The purpose of this study is to better understand the status of sustainable tourism in a large urban destination, Toronto, from the perspective of public and private-sector tourism-related stakeholders. The study is based on an inductive approach and relies on primary data from in-depth interviews to address the research problem. Interviews help investigators to achieve an in-depth understanding of the

problem and provide them with the flexibility to manage the interview process which is suitable for probing questions (Creswell, 2007). Fifteen-depth semi-structured interviews were conducted with tourism stakeholders/experts related to tourism. Participants were selected based on their senior positions in major public and private tourism-related organisations. Interviews lasted from 45 to 75 minutes. The investigator followed a standardised procedure in all the interviews during which the same questions were asked, although in a different order, to ensure consistency (Bailey, 2007). Data analysis was conducted using NVivo 12, which was developed as a qualitative data analysis tool to increase qualitative research rigor (Leech and Onwuegbuzie, 2011). This tool helped better visualise the thought process compared to a manual data analysis technique. Three main issues emerged from the interviews: (a) A questionable understanding of sustainable tourism; (b) an unbalanced focus on the economic benefits of tourism and a relative lack of concern for social-cultural and environmental issues; and (c) the identification of challenges related to governance and management of sustainable tourism in Toronto. This study provides first-hand information on the status

of sustainable tourism and its challenges in a large urban destination. Stakeholders do not share a common understanding of sustainable tourism and define it in different ways, rarely considering all three components (i.e. economic, sociocultural, and environmental). Furthermore, the tourism sector does not seem to be recognised as being very important by Toronto City officials, other than for economic reasons. There is no administrative unit at the city level that plan policies and develop strategies for tourism's long-term success. Tourism “just happens” as opposed to being managed (other than for marketing purposes). This lack of adequate governance applies to sustainability management. While there are some city environmental sustainable initiatives, there is no master plan that would consider sustainability more holistically in the tourism context. The current practices towards sustainability by either the public or private sector seem to be scattered and ignorance their impact on one another. They do not follow any systematic plan and are implemented haphazardly based on the personal viewpoint of each of the stakeholders. Toronto, probably like many other cities, is in need of better leadership towards sustainable tourism management.



# Animal and Sustainable Tourism

**Chair:** Susanna Curtin

Monday 8 April 2019

11.30-13.00 - F201

## The Effectiveness of Sustainability Interpretations as Perceived by Chinese Tourists – The Case of Zhangjiajie World Heritage Site in China

**Zhuowei Huang, Lisheng Weng and Jigang Bao**

This study is conducted to empirically examine the effectiveness of interpretations regarding sustainability issues in China. While sustainability includes three dimensions as environmental sustainability, socio-cultural sustainability, and economic sustainability, the existing research have been primarily devoted the efforts on interpretation of environmental sustainability. It is worthy of noting that sustainability information on three aspects should be informed to tourists, which can lead

them to more sustainable behaviours in their travel in national parks, such as supporting local community and local business, protecting local cultural heritage and cultural traditions, etc. This study will fill up this research gap by examining the effectiveness of tourism interpretation system for the three aspects of sustainability. Zhangjiajie World Natural Heritage Site is selected as the location for the study.

## Evaluation of Tourists' Satisfaction and Their Perception About Animal Welfare in Ex-Situ Conservation Facility: University of Ibadan Zoological Garden

**Samson. O Ojo**

Zoological gardens are perhaps the oldest form of wildlife tourism. From an economic point of view, wildlife tourism can be regarded a product-market which is a group of products with similar patterns of benefits and satisfaction for a group of customers. From a biodiversity conservation point of view, there are still zoos in the world which have failed to live up to basic practices and where the standards of animal welfare are still of concern. Visitors are a good evaluator of animal welfare on the basis of what they observe during their visit. This study assessed animal welfare and the level of customers' satisfaction and perception about conservation among tourists who patronised the University of Ibadan Zoo. A total of 150 structured questionnaires were

randomly administered to the zoo visitors. The results indicated that 40% of the respondents were students. 52% earned between 10,000 and 30,000 Naira monthly. Visitors' level of satisfaction was high with regards to reception received at the entrance gate, entrance fee, personnel service and animal diversity. Chi square test revealed association between the age of respondents and satisfaction about entrance charges at 0.05 level of significance ( $P < 0.05$ ). University of Ibadan zoological garden is living to actualise basic concepts and objectives of the establishment of zoological gardens. Visitors to zoos are good evaluators of animal welfare because they arrive with prior knowledge.

## Can Butterfly Tourism Help the Conservation of Habitats?

**Susanna Curtin**

The prevalence of wildlife tourism has continued to increase over the last ten years given the number of tour companies, destinations and local operators who market and lead tours (UNWTO, 2015). In the mass market many of these tours are purely orientated around large flagship species. This paper explores new developments in wildlife tourism that are presently overlooked by both the populist tourism industry and the academic literature. Butterfly tourism draws people from all walks of life and seems to be on the increase (Lemellin, 2015; Naturetrek, 2019). It is an innovative and activity-based form of tourism which presents an alternative wildlife focus for destinations. Tourist visitation to important butterfly sites can not only instil knowledge and appreciation but also provide conservation organisations with much needed funds to invest in reversing invertebrate decline.

Insects are fundamental to life on earth. They form the greatest part of biodiversity and almost all animal and plant species directly, or indirectly, depend on them for nourishment or pollination (Mora et al., 2011). Yet this complex and intricate web of interdependency is rapidly diminishing in an 'ecological Armageddon' as human population increases, and more land is cultivated with increased use of pesticides. These factors and unprecedented climate change have resulted in an alarming decline of insect life across the globe (Leather, 2017). Butterflies and moths are indicators of biodiversity (Butterfly Conservation, 2018). Their fragility makes them quick to react to change so their struggle to survive is a serious warning about our environment. We are part of this web of life and although insects are generally not regarded favourably, we are inextricably linked to their existence and abundance.

Despite an inherent dislike of the insect world, there are several insect species which are deemed more aesthetically favourable and instil wonder and fascination in tourist populations: butterflies, dragonflies, glow worms and fire flies are all good examples. Out of this list butterflies are universally the most popular. They appear as symbolic, beautiful and 'other-

worldly' creatures in many cultures around the globe, representing rebirth, change, hope and peace, and the resurrection of our souls. Butterflies capture people's imagination with their bright colours, delicate flight patterns and intriguing migrations. Their transformation from egg to caterpillar to chrysalis is one of the wonders of nature, and clearly the aesthetic value of the environment is enhanced when butterflies are present. With approximately 20,000 species of butterfly worldwide (NABA, 2019), their conservation is an important tourism resource.

Thousands of people currently travel abroad each year looking for butterflies and moths. Butterfly tours bring valuable income to many European and developing countries around the world. Existing destinations include Sri Lanka, Cambodia, South Africa, the French Alps and the Pyrenees, Cyprus, Hungary, Spain, Turkey and Central America. There are also specific places and events which attract overnight tourists and day visitors (e.g. the valley of the butterflies in Rhodes and the Monarch roost in Mexico).

In the United Kingdom, people enjoy seeing butterflies both around their homes and in the countryside. Indeed, over 10,000 people record butterflies and moths which involves getting outside and walking considerable distances. 850 sites are monitored each week and collectively volunteers have walked the equivalent of the distance to the moon counting butterflies (Butterfly Conservation, 2019). Moreover, several hundreds of thousands of people garden for wildlife in the UK, and many of them specifically for butterflies and moths.

To explore the concepts of butterfly tourism, the author has booked herself onto a tour in Croatia in June 2019 where she will be joining a group visiting the UNESCO World Heritage Plitvice National Park, the limestone gorges of the Paklenica National Park, and the Velebit Mountain Nature Park which is a UNESCO biosphere reserve. During the expedition she will be undertaking participant observations and interviews with fellow passengers to provide an empirical understanding of how

tours are organised and the tourist experiences sought. She will also interview leaders and managers of NGOs to consider the management implications that arise from visitation to butterfly reserves. Answers to these questions will ascertain whether butterfly tours such as these are successful in creating experiences and instilling knowledge that ultimately support the conservation of habitats.

In preparation for the research she will be interviewing tour operators and conservation organisations in the UK to better understand

the sector and to research the management and operational implications for such tours if they are to be beneficial for habitat conservation. Given the timing of this conference the work presented at the TTRA will be work in progress. As such, the presentation will be directed on the principles and practices of 'entomotourism', the growth and prevalence of butterfly tours and the methodologies adopted.

## **Beyond Good Intentions: Tourism as a Driver of Emotion and Philanthropic Behaviour Change**

**Christy Hehir, Caroline Scarles, Kayleigh Wyles and Joseph Kantenbacher**

Last chance tourism, or extinction tourism, has emerged as a new and rapidly growing market for tourists seeking non-consumptive experiences with nature and wildlife and land/seascapes affected by climate change (Lemelin et al., 2010). However, could increase numbers of tourists be loving an already dying destination to an early death? (Dawson et al., 2010) Research suggests exposure to landscapes and wildlife can foster a sense of inspiration, awe, or a greater connection towards nature (Kaplan and Kaplan, 1989; Fredrickson and Anderson, 1999; Restall and Conrad, 2015; Williams and Harvey, 2001). There is also evidence that watching wildlife is psychologically good for people (Curtin, 2009). However, the academic assessment of tourism to proenvironmental behaviour change in such fragile environments is unknown. In addressing this issue, this study uses mixed methods to advance knowledge of psychology and pro-environmental behaviour change in the context

of nature-based tourism encounters. It builds upon existing research addressing the attitude-behaviour gap and willingness to change behaviours (Hall et al., 2015). Partnering with two leading adventure travel tour operators, this research has been designed to ensure quality and future impact. Contributions to knowledge will arise in environmental psychology, tourism and conservation: Understanding how people's relationships with nature form and what behavioural implications they may have could provide critical insight into how to effectively meet conservation goals (Richardson et al., 2015). This study used mixed methods across two phases of research. The first phase of this research was to explore the current context of last chance tourism and travel philanthropy across both the travel and charity sectors of industry. Exploratory discussions were held with 15 key senior travel and charity industry executives.



# Tourism Management

**Chair:** Svetla Stoyanova-Bozhkova

Monday 8 April 2019

11.30-13.00 - F202

## Why is Shared Governance Not Widely 'Spread' in Park Concessions in a Developing Country? The Case of Zhangjiajie Park

**Tuan Phong Ly**

While shared governance promises better efficiency and effectiveness to fulfill the triple mandates of park management (i.e., recreation, conservation, and economic pursuit), park authority is hesitant to widely use public-private partnership in developing countries. This study used park management model and shared governance concepts to explain the origin and

reasons for public-private cooperation not being wide spread in China's parks from a qualitative perspective. Findings show that China has made use of some sophisticated management issues when dealing with public-private cooperation which leads to hesitation about public-private cooperation. Based on these findings, adaptive implications are discussed.

## Towards a Better Tourist-Host Relationship: The Role of Social Contact between Perceived Cultural Distance and Travel Attitude

**Daisy Fan**

The ambiguous effect of cultural distance on travel attitude and tourist behaviours has long been debated, and the implications are vital to the success of achieving a sustainable tourist-host relationship. The current study, by introducing a multi-dimensional perspective of the social contact, explored both the direct and indirect effects of perceived cultural distance on travel attitude. The mediating role of tourist-host social contact was also confirmed. The

study found that the relationship between perceived cultural distance and travel attitude is "contact elastic". Results could offer empirical supports to the co-existence of the paradoxical effects of cultural distance on travel attitude. Implications were also provided to policy-makers, practitioners, and local communities regarding achieving a sustainable tourist-host bond.

## Neo-Tribes as Tourism Prosumers: A Study on Cycling Neo-Tribes

**Kübra Aşan and Medet Yolal**

### Introduction

Individuals gather around certain special interests or a recreational activities which are subject to tourism, and form communities. In the late modern era, the conception of neo-tribes has been widely used to explain these communities. Neo-tribes are explained with their distinctive characteristics such as transiency, fluidity, consumption patterns and lifestyles. Maffesoli (1996), one of the pioneers of this conception, substantiates his approach on consumption patterns. Accordingly, class-based consumption patterns have left their place to more heterogeneous consumptions. As such, people from differing patterns gather and form new socialities. This approach has subsequently been used in marketing, and members of neo-tribes are accepted as consumers (Cova, 1997).

Communities that gather around leisure and tourism experiences such as caravan groups (Hardy, Gretzel and Hanson, 2013) and motorbike groups (Dolles, Dibben and Hardy, 2018) have been earlier defined as tourism neo-tribes. In tourism neo-tribes, members are accepted as tourists and consumers of a tourist product. On the other hand, Dolles and associates (2018) indicate that neo-tribes can also be labelled as producers since they organise special events. It is remarkable to see these tribes as the producers of tourism products. However, producer function of neo-tribes has been a neglected area in the literature. Therefore, this study aims to examine producer function of neo-tribes in the confines of prosumer approach. For the purpose of the study, cycling neo-tribes have been selected as the study site. Cycling tourism is a growing phenomenon that offers economic, social, and environmental outcomes for individual participants and host communities. Moreover, it is seen that cycling groups depict neo-tribe characteristics, and can be defined as neo-tribes (Aşan and Yolal, 2018). Consequently, prosumer characteristics of cycling groups are examined in this study. The findings of the study is expected to shed light on communities in tourism. Further, the study will allow certain

implications to be drawn for businesses and decision-makers on the prosumer characteristics of tourism communities.

### Literature review

Prosumer is first defined by Toffler (1980) as an active consumer involved in the production process and consumption to a larger degree than average buyer. The tourist market is an arena of processes as the result of which a new type of consumer has emerged that can be dubbed a prosumer (Nieżgoda, 2013). In tourism, prosumer production examples such as automated phone answering systems, self-check-in kiosks and self-service systems at restaurants have already been used as a result of technological advances, social changes and to gain competitive advantages. Moreover, a travellers' design of his/her own tour can also be shown as an example of prosumer function. Furthermore, experience economy which is mostly used to explain tourist experiences suggests that experiences cannot be produced without the engagement of individuals (Pine and Gilmore, 1998).

It is seen that cycling communities contain intense emotionality, create meaning with symbols and rituals, develop ethics, and members having the characteristics of late modern identities while sharing a common lifestyle (Aşan and Yolal, 2018). Accordingly, it is observed that cycling neo-tribes are not only consumers but also have functions of producing experiences, symbols and ethic codes. Studying on the motor-bike neo-tribes, Dolles et al. (2018) suggest that they produce by organising special events. Consequently, this study focuses on prosumer function of cycling neo-tribes, and examines whether cycling neo-tribes have prosumer function.

### Methodology

For the purpose of the study, an ethnographic approach was employed in Turkey. Ethnographic approach was accompanied by participatory observation (VELESBID Eskişehir Cycling Association and İzmir Ancient Cities Cycling Tour Community). Field notes were also taken during the observations that lasted

for two years. Moreover, 11,995 social media posts of these communities accompanied to transcriptions of 14 interviews. A thematic analysis was conducted using NVivo software.

## Results

Study results showed that cycling neo-tribes organised events that included food and beverages, accommodation and guiding services. This finding suggested that cycling neo-tribes produced by organising their own events. Cycling neo-tribes under scrutiny asked participants to pay a fee or donate for the events and activities they organised. The collected amount was mainly used for compensating expenses related to food, accommodation and entertainment. As such, it was seen that cycling neo-tribes produced an economic benefit. However, it was observed that the economic benefits created by cycling groups were on a local basis.

Cycling neo-tribes offered members to enjoy various experiences. Members experienced collective enthusiasm, friendship, entertainment, trust, happiness, escape and the feeling of supremacy. As such, it is found that community members were both the producer and the consumer of these experiences.

Another important finding of the study suggested that cycling groups also developed destinations. It was seen that the routes and the places which were frequently visited by these groups were transformed into destinations in the course of time. Moreover, contents created by the groups in social media contributed to existing destinations while creating new cycling destinations.

Finally, it was found that cycling neo-tribes acted as non-profit organisations and created social benefits by organising social responsibility events.

## Conclusion and relevance

The primary aim of this study was to examine producer function of neo-tribes, and the findings show that the cycling neo-tribes act as prosumers by organising tourist events, creating experiences, developing destinations, and providing economic and social benefits. As the findings suggest, it is possible to define cycling neo-tribes as prosumers.

Prosumer function of cycling neo-tribes can be grasped as a threat for tourism businesses. As such, businesses should regard cycling neo-tribes as networks by focusing on the opportunities supplied by these communities. Moreover, information on the market is held by the cycling neo-tribes as the consumer of this market. On the other hand, cycling neo-tribes also offer businesses a significant opportunity in the form of market niches, group sales and cross-sales. Further, cycling neo-tribes also offer destination planners and policy-makers an opportunity of collaboration in destination planning.

This study is limited to two cycling neo-tribes in Turkey. For this reason, the results cannot be generalised. Therefore, future studies are needed to better understand the behaviours of neo-tribes as bot producers and consumers.



# The Implications of Brexit for the Irish Hospitality and Tourism Industry - Sectoral Preparedness for an Anticipated Economic Shock

Mark Burnett and Tony Johnston

This paper will discuss how the phenomena of volatility, exposure, adaptability and resilience have shaped the hospitality and tourism industry and how the industry in turn has adjusted to cope. The impact of Brexit on the Irish hospitality industry will be used as a case study. The key output is to gain new insights into good practice in preparing for an anticipated economic shock of the potential magnitude of Brexit. The model will have practical implications in the future should the hospitality industry in Ireland or another nation face an economic shock such as Brexit. Objectives: 1. To investigate the hospitality industry's understanding of the threats and opportunities posed by an economic shock. 2. To analyse the hospitality industry's preparation for an anticipated economic shock. These objectives were achieved by interviewing senior managers in four star hotels as well as leaders from industry and policy bodies about their knowledge of Brexit and how, or if, they inform themselves of the issues. The rationale was to reveal what practical steps the industry were taking to mitigate potential negative impacts and to capitalise on potential positive benefits.

Britain is Ireland's biggest generator of overseas tourists; Three and a three quarter million Britons visited Ireland in 2018 representing 45% of Ireland's total overseas visitors (Failte Ireland, 2019). The decision by Britain to leave the European Union (EU) had an immediate impression on the Irish tourism industry with almost 300,000 fewer British tourists visiting Ireland than in the previous year, largely attributed to the weaker sterling currency (CSO, 2019). Despite this 2018 was a record year for overseas visitors with an increase of 6.9% in total arrivals compared to 2017 (Central Statistics Office (CSO), 2019). Anticipated shocks such as Brexit happen very rarely and Ireland is considered more exposed than any other country due in part to its economic relationship with the UK and the fact it is an island state (Smith et al., 2016). There is currently a gap in the area exploring the subject because of its contemporary nature. Although there has been

considerable recent literature relating to crisis management, preparedness, prevention and planning (de Sausmarez, 2007; Faulkner, 2000; Hall, 2010; Laws and Prideaux, 2008) little has been addressed to anticipated economic shocks. There are currently no studies in the Irish context. The concepts of exposure, resilience, adaptability and volatility have been borrowed from climate science, where they have been used to great effect in understanding the impact of an external force on a societal function (e.g. farming, coastal tourism, migration etc). These concepts are useful to the study of tourism as it is an industry that constantly has to negotiate global forces beyond its control. Ireland has shown itself to be repeatedly resilient to outside forces; nevertheless, we do not know to what extent managers in the hospitality industry influence its ability to respond. By contextualising the research through the concepts of climate science it helps us to understand more completely what measures need to be put in place in order to limit the impact on the country, thereby reducing vulnerability.

This study is ongoing and is inductive, exploratory and qualitative in nature. Given the fluidity of Brexit, the politics involved and the uncertainty surrounding what may or may not happen, the project's focus was on how the Irish hospitality industry is informing itself, preparing itself and understanding what could be learned from the issues that might be applicable to similar future economic shocks. The initial stages of the research involved a literature review of how major shocks can affect the hospitality industry from an international perspective. These ranged from the impact of the late 2000s global recession, Sterling/Euro Currency volatility as well as the foot and mouth epidemic and the Eurozone crisis in Greece, Portugal and Spain. The primary research used semi-structured interviews to gather data from senior hospitality managers nationally. Firstly, a purposive sample of senior managers, drawn from Ireland's four star hotels nationwide (Source: CSO, 2019) was chosen. A second

purposive sample comprised of policy makers and industry bodies. It was felt important to be selective and broad throughout Ireland; a hotel at Dublin Airport may have different concerns to that of one in Donegal or Clare, for instance.

Study Limitations: 1. Brexit is a fluid situation and, as such, is constantly evolving. The primary aim is designed to focus on hospitality managers' preparations for an anticipated shock and is more about the processes involved than the end result; however, one may benefit the other. 2. The paper is exploratory and not intended to offer final or definitive solutions but rather give us a better understanding of the matter. The issue of what may arise from Brexit has yet to be clearly defined however this study attempts to add greater depth to the topic.

The research paper is important for the understanding of anticipated economic shocks and especially in the context of Brexit as it is a new unknown. This can also have wider implications within tourism in the event of potential economic downturns. Some of the conclusions from the study could be applied to preparedness measures that all destinations should be focusing on in diverse tourism markets. By utilising the concepts of resilience, volatility, adaptability and exposure, and placing them within the milieu of this phenomenon, it helps to give a greater appreciation of decision making for industry bodies within the tourism and hospitality sector. The central element in this study nevertheless, is about future processes, influenced by what has happened and what is currently happening.

# Tourist Behaviour

**Chair:** Hanaa Osman  
Monday 8 April 2019  
11.30-13.00 - F104

## Beliefs, Destination Loyalty, and Tourists' Need for Variety as Antecedents of Their Intention to Revisit a Destination

**Nikolaos Stylos**

This study investigates the mediating role of destination loyalty in the relationship between normative beliefs, role beliefs and tourists' intention to revisit a destination. It is based on 1221 responses of British tourists after vacationing in Greece. Destination loyalty fully mediates the relationship between role beliefs

and revisit intentions, but only partially for the relationship between normative beliefs and revisit intentions. Moreover, tourists' need for variety and alternatives (NVA) does not render a moderating but rather a control effect on the relationship between destination loyalty and revisit intention.

## The Impact of Hotel Employee Citizenship Behaviour on Customer Value Co-Creation Experiences: The Moderating Role of Service Climate

**Eftychia Simiri and George Skourtis**

Previous research demonstrates that the behaviour of an employee and their attitudes and the overall organisational behaviour, can drastically affect the experience of a customer and their satisfaction or dissatisfaction, according to the situation (Schmit and Allscheid, 1995). Especially when the employees make the personal choice to "go the extra mile" and serve their customers through deliberate behaviours that their job description and duties do not require of them. Service climate, referring to the environment surrounding employees and customers and their belief of the organisation's behaviour and practices (Schneider, 1990), is an important factor affecting employee citizenship behaviour and value co-creation worth researching. The exact relationship between employee behaviours and co-creation experiences is known to be valid. Nevertheless, a similar research has not yet been conducted studying these particular constructs, moderated by the service climate variable and their

relationships, which is in direct interest due to the direct impact on customers' perception of travel experiences and its significance on the hospitality industry. The need for a survey that can determine and verify the relationships between already mentioned constructs in Greece specifically is the reason for the following study.

This research in progress is introducing an explanatory study that aims to determine and test the impact of employee citizenship behaviour on customers' co-creation of experiences and the part service climate plays in the relationship, regarding the hospitality sector in Greece. Previous research has been conducted regarding OCB, co-creation experience and service climate separately but not enough concerning direct relationships of the phenomena in general or in the context of Greek Tourism Industry. The aim of the ongoing research is to further examine the theory regarding employee citizenship behaviour and

the concept of co-creating experiences and establish the impacts between them when it comes to hospitality services specifically in Greece. In order to achieve the aim of this paper, there are objectives to be followed:

- a) explore already existing literature review concerning discussed constructs and their possible relationships through the social exchange theory concept
- b) illustrate the relationships between variables based on the Social Exchange Theory
- c) create a framework to further inspect the concept of employee perceived OCB toward customers, co-creation experiences, the service climate construct and the relationships deduced, all from the perspective of customers
- d) conduct a survey to collect sufficient data supporting the connections in question
- e) discuss the findings of the research and reach conclusions
- f) refer to possible restrictions of the study and give recommendations for future research

Regarding the literature review, the constructs of discussion as mentioned above are Employee perceived Organisational Citizenship Behaviour toward customers (OCB-C), Co-creation Experiences and Service Climate.

## Measuring Emotions in Tourism: Methods, Considerations and Recommendations

**Sameer Hosany**

Relevant psychology research contributes to the study of emotion in tourism. Surprisingly, existing literature largely ignores measurement issues relating to the operationalisation of emotion in tourism (consumer) research. To address this gap, drawing on a cross-disciplinary review of the emotion literature, this paper discusses various methodological concerns and provides guidance to select highly useful-for-the-context (HUFTC) emotion measures. Six methodological considerations are identified:

Employee citizenship behaviour, defined as the discretionary behaviours that an organisation's reward system does not usually recognise yet they encourage organisational effectiveness (Organ 1988; Podsakoff et al. 2000), is bound to have an impact on customer's perception and satisfaction. Considering Homan's Social Exchange Theory (1961), the better the service and attitude of the employees and will to offer best quality service, the more possible for customers to engage in a co-creation of values and experiences. The positivity or negativity of the service climate that exists, namely the pleasant and friendly environment created by employees or the ignorant and hostile environment respectively, has an impact on the eagerness and engagement on Co-creation Experiences. Based on the aforementioned assumptions, the following hypotheses and expected results of the study are as follows:

**H1:** Employee Citizenship Behaviour has an impact on customer Co-creation Experiences

**H2(a):** Positive Service Climate moderates the positive relationship between Employee Citizenship Behaviour and Co-creation Experiences

**H2(b):** Negative Service Climate moderates the negative relationship between Employee Citizenship Behaviour and Co-creation Experiences

appropriateness of summary dimensions of emotion; appropriateness of adapted self-report emotion measures from psychology; verbal, non-verbal and indirect qualitative emotion measures; unipolar versus bipolar emotions scales; retrospective versus in process emotions; and the interplay of emotion and cognition in tourist behaviour models. To aid theoretical developments, this paper highlights the need for researchers to understand the complexities in measuring emotions.

## Revisiting Determinants and Consequences of Tourist Crowding Perception

Jialin Snow Wu and Markus Schuckert

This study revisits the determinants and consequences of tourist crowding in a high-density destination, Hong Kong. With survey data from international tourists to Hong Kong, this study identified several determinants of tourist crowding perception. Findings from multinomial logistic regression (MLR) analysis affirmed that tourist crowding perception

significantly predicts the crowding-out response of a tourist. Additionally, significant differences of crowding perception exist across two major tourism sectors: attraction and accommodation. This research provides contributions and implications for tourism crowding management.



# Tourism Education

**Chair:** Tim Gale  
Monday 8 April 2019  
11.30-13.00 - F105

## Trends of Entrepreneurial Education in Tourism

**Valentina Ndou**

It is widely recognised that entrepreneurs are key drivers of economic development and as such, nurturing entrepreneurial mind-set and attitudes in young people has become a key priority for innovation. Entrepreneurship education (EE) has emerged as a key instrument to enhance entrepreneurial orientation. A growing number of curricula and programmes devoted to entrepreneurship are registered in all levels and fields of education. Likewise, the tourism education sector recently has started to offer entrepreneurship education through dedicated modules or courses. However, despite the growing attention and relevance of EE

in tourism, to our best knowledge, this field of research remains under-investigated. This paper aims to contribute to closing this gap by analysing, through a web-based content analysis, the situation of European university initiatives that have started including modules and contents related to entrepreneurship in their tourism educational programmes. In particular, the paper seeks to analyse and find out how the main components related to EE are being structured in the tourism education programmes and what insights could be outlined for an effective tourism entrepreneurship education path.

## Bridging the Knowledge-Practice Gap: A Case Study on an Effective Government-University Research Partnership

**Berendien Lubbe, Karen Harris and Kholadi Tlabela**

Knowledge management is essential to achieving tourism growth and competitiveness but one area that has received very little attention is the diffusion of the body of knowledge generated through academic research to the tourism industry. This paper reviews the process followed in South Africa to overcome this knowledge-practice gap by describing the research collaboration between the National Department of Tourism and five universities in South Africa. The overall objective of the collaboration is to address issues of national priority through a

systematic process of academic research and the programme has been deemed successful at national level. This paper describes the overall objectives of the programme, the type of research projects allocated to universities, the scientific nature of the research process based on ongoing critical review by an independent expert forum of academics, the factors that determine the success of the programme and the progress of the programme, highlighting the challenges experienced by both government and the universities.

## Training Prisoners as Hospitality Workers: The Case of the CLINK Charity

**Charalampos Giousmpasoglou, Lorraine Brown and Evangelia Marinakou**

In 2009, the first Clink Restaurant opened at HMP High Down in Surrey, when Alberto Crisci, then catering manager, identified the need for formal training, qualifications and support for prisoners in finding a job after release. The Clink Charity's sole aim is to reduce reoffending rates of ex-offenders. The Clink works in partnership with Her Majesty's Prison Service to run projects that train and provide practical skills to prisoners to aid their rehabilitation. The Clink Restaurants allow prisoners to learn, engage with the public and take their first steps towards a new life. More specifically the project provides prisoners with the opportunity to gain experience in food preparation and food service, accredited by the City and Guilds (NVQs Levels 1-3). The Clink now operates training restaurants and catering services in four locations across the country: Brixton, Cardiff, High Down and Styal. The latest available data by the Ministry of Justice suggest that the participation in this training programme helps prisoners reduce the possibility to reoffending by 50% (The Clink Charity, 2018).

The importance of vocational training as a means to reduce recidivism (reoffending) is highlighted by a small number of studies in different correctional systems across the globe. Bahn (2011) links recidivism with community safety and argues for the key role of vocational training as a tool to reduce recidivism for incarcerated offenders; she also identifies challenges on the facilitation of vocational training programmes in Australian prisons and calls for a curriculum change. Quan-Baffour and Zawada (2012) found that prison education triggers a number of positive socio-economic impacts such as the promotion of social cohesion, the re-integration of ex-inmates into the community as reformed members, and the provision of knowledge and skills for employment and self-employment through entrepreneurial activities. Baloch and Jennings (2018) investigated the results of the training effects on offenders with disabilities in the U.S.; the findings of their study demonstrate a consistent and positive relationship between

prison training and successful employment opportunities post-release. Vineetha and Raghavan (2018) suggest that prison training programmes are not only about learning new skills, but also strengthening the will to work, sense of self-help, and team work by having prisoners work with others in a regulated environment. They also identify a number of weaknesses in the Indian criminal justice system focused on the incarceration of criminals alone (Vineetha and Raghavan, 2018). Piacentini et al. (2018) found that training and employment in Scottish prisons is often low-skilled, repetitive, poorly paid, and has little connection either to individual interests or the local labour market. They also found that a recent Scottish government initiative has embraced the potential of partnerships with third-sector and commercial organisations as a means of improving employment and vocational training within prisons.

The current study aims to explore the transformation process "from prisoner to hospitality worker" from the offenders' and ex-offenders' perspective. The project is divided into two phases, the initial quantitative phase (survey) funded by Bournemouth University Acorn funding scheme, and a future qualitative phase (in-depth interviews) that will require further (external) funding and expertise (i.e. involvement of social scientists and/or social workers). This paper discusses the findings that emerged from the quantitative phase. A survey questionnaire was compiled in order to assess the quality of the training programme from the participants' perspective as well as the programmes' impact on the participants' wellbeing and overall contribution to rehabilitation. The questionnaire was designed based on a survey employed by the Prisoner Education Trust in the UK (Taylor, 2014). The survey questionnaire was approved initially by the Clink charity and then by the BU Research Ethics Committee in June 2018 and then hard copies were distributed to trainee-prisoners in all four locations where Clink operates restaurants. Due to security restrictions the

questionnaires were posted to the Clink headquarters which helped in the completed survey collection. The following section provides a brief overview of the findings.

All respondents were UK nationals and the vast majority (83.3%) were of a white ethnic /cultural background. From the 36 respondents (n=36), 31 (86.1%) were in prison for the first time; the sample represents approximately 30% of the prisoners participating in this programme at the time the survey was conducted. In total 8 men (1 from Cardiff, 7 from High Down) and 28 women (from Styal) participated in this survey, with 92% between the age of 22 and 60. The majority (75%) of respondents had training at NVQ2 level and 22 (61.1%) out of 36 were as restaurant customer service staff, with only 1 graduate having training in both a kitchen and a restaurant. In terms of special needs and/or learning disabilities, only one graduate reported being diagnosed with LDD (dyslexia).

Almost 75% of the graduates were positive about the initial assessment of their learning needs and aspirations and their role in identifying goals and the ways to achieve them (80.5%). There was less agreement on support from the prison on achieving their learning needs and goals (58.3% positive), and some (19.4%) felt that ILP wasn't reviewed regularly enough. 63.9% of respondents felt they were encouraged to progress to higher level of learning but only 19.5% agreed that they received useful advice from National

Careers Service. The strongest motivations for training were (in descending order): 'wanted to occupy my time usefully' (94.5%); 'wanted to challenge myself' (83.3%); 'wanted to improve my employment prospects on release' (80.6%); 'wanted to make my family proud of me' (77.7%); 'wanted to pursue an interest' (75.1%); 'wanted to get a qualification'(72.3%). The highest benefits of the training were reported as an increase in (in descending order): 'self-esteem /confidence' (91.6%); 'ability/desire to learn' (83.3%); 'ability to help others' (83.3%); 'health and well-being' (83.3%); 'chances of getting a job' (80.6%); 'ability to cope with prison' (75%); 'communication skills' (72.3%); 'outlook on life and future' (72.2%). The trainees' future plans were dominated by 'getting a job' (91.7%), 'helping others through voluntary work' (55.6%) and 'starting own business / self-employment' (52.8%) followed far behind and further training and learning not being an attractive option for the majority of respondents.

This study is expected to create a high impact from both theoretical (high quality publications) and practical / managerial perspective, by enhancing our understanding of the rehabilitation process through hospitality vocational training. This will be among the first studies to investigate the successful combination of vocational training in prison in a commercially viable hospitality operation (in this case a fine dining training restaurant).

## Touching Hearts with Localisation Strategy - A Case Study on IHG's HUALUXE in China

Lianping Ren, Po-Ju Chen, Caiwei Ma and Xiao Hu

Hotel chains attempt to develop strategies to differentiate themselves from their competitors and to minimise the perception of homogeneity. Strategies to engage customers by embracing local culture, local foods, and local customs are known as localisation. HUALUXE, a new brand under the InterContinental Hotel Group, utilises such strategy to particularly cater for the Chinese market. The purpose of this case study is to understand the company's rationale

and effort in this pursuit, and the consequent impact on customer experience. Two-stage data collection was used and included manager interviews, and secondary data and customer focus groups. The main findings are two-fold, including the hoteliers' account of localisation strategies adopted, and the customers' perception of the localised hotel features – localised aesthetics, localised taste, and localised service etiquette. Implications are discussed.

# Social Media and Tourism Marketing

**Chair:** Luiz Mendes Filho

Monday 8 April 2019

16.00-17.30 - Inspire

## A Review of Smart Tourism Studies in the Tourism and Hospitality Fields

**Flávio Tiago, Teresa Tiago and José Veríssimo**

Technology in tourism is changing consumer expectations, industry operations, management, products and promotion (Koo, Park, and Lee, 2017). Situated at the crossroad between technology and tourism, smart tourism arises as an innovative and integrated approach to a contemporary tourism paradigm. A new buzzword called 'smart tourism' (Gretzel, Werthner, Koo, and Lamsfus, 2015) attracts a great deal of interest, as it represents a social phenomenon that has arisen from the convergence of three domains: the Internet of things; tourism; and, local development (Koo et al., 2017).

The growing number of papers on smart tourism in the literature is an indication of its importance. From 2015 onwards, 210 papers have been published on this topic, clarifying the concept and its fields. Gretzel, Sigala, Xiang, and Koo (2015) argue that the evolution of smart tourism is an ongoing process with continuous development. Sigala (2017) defends that smart tourism is not about software, hardware, network, or information, but rather about humanware, that is to say, it is built around user-capabilities and user-needs. As such, humanware combines hardware and software that emphasise user-capability and enhance tourism experiences.

This is one of the first studies to explore smart tourism since the earliest days, focusing in the tourism and hospitality field from a humanware approach. Given the existing quantity of research outputs, it is hoped that this paper will stimulate further research on this topic.

Smart tourism focuses on value creation and sharing experiences, as well as taking advantage of the pre-existing and new

technological conditions of a destination to promote unique tourism experiences.

This paper has six main objectives: (i) to review concepts related to smart tourism; (ii) to propose a common definition of smart tourism; (iii) to classify the extant literature; (iv) to provide a thorough review of papers on smart tourism which are selected based on their significant contribution to the field; (v) to propose a framework for smart tourism, and; (vi) to suggest future research directions. This research searched the relevant smart tourism academic literature since the initial paper of Buhalis (1998), especially focusing on those from 2008 to 2018. Papers from 1998 through 2008 were not included in the analysis, as only 10 papers addressed smart tourism during those years. Furthermore, most contributions in this area were written during the last five years. 387 papers referenced on Scopus were analysed, together with 47 retrieved from Google scholar, but not referenced on Scopus. Papers were reviewed according to their direct relevance in the field (number of citations, year of publication, and journal ranking).

Content analysis produced eight different clusters of authors and research streams and subsequently, 20 selected papers were further reviewed and classified, using quantitative and qualitative data analysis. Each of these selected papers was categorised into five dimensions that underlie the concept of humanware, namely: (i) value creation; (ii) smart technologies; (iii) sharing economy; (iv) smart destinations; and, (v) tourism experience. The scopes of these papers are highlighted, as well as the unit of analysis and their major contributions.

The framework developed in this paper can be used to help explore smart tourism from a humanware point-of-view, as well as to assist policymakers stimulate the development of the smart tourism ecosystem, and also enable tourism and hospitality firms to identify humanware in their business models. Most gaps found are related to semantically-rich links between data retrieved from heterogeneous sources and business insights, which are relevant to tourism and hospitality stakeholders as they pursue a more humanware approach to smart tourism. This research paves the way for future research in smart tourism, not only in evolving areas but also in unexplored areas.

This study has some limitations. Firstly, the research focuses on papers published only in English, thus excluding all others. Secondly, the analysis is carried out on papers published in academic journals, despite the increasing interest in smart tourism revealed in conference proceedings and in practitioner magazines. Finally, although comprehensive, some papers may not include the keywords used to delimit the scope of the analysis, and consequently these cannot be included in the analysis.

This research paves the way for future research in smart tourism, not only in evolving areas, but also in unexplored areas such as the use of artificial intelligence and quantum computing to transform business best-practices optimisation or connecting user generated content with tourism experiences.

# Social Networking Behaviours among Travelling Millennials: A Visual Hierarchy

Lauren Siegel

Technology has fundamentally changed the ways in which modern travel inspiration is derived ((Buhalis and O'Connor, 2005; Wang, Xiang, and Fesenmaier, 2016), with social networking subsisting as one of the dominant segments of the technological revolution in expressed travel behaviours. Furthermore, social influence now plays a significant role in travel decisions (Tanford and Montgomery, 2015), and increasingly the use of social networking sites (SNS) have become paramount to every stage of the travel process.

Social networking sites have provided travellers with a quick and convenient means of sharing their travel experiences and have become the most popular medium for sharing travel photographs (Lo et al., 2011) with visual content being dominant over textual narrative (Munar and Jacobsen, 2014). Instagram, in particular, has emerged as the preeminent SNS for travel-related content, especially among the millennial cohort (Lee et al., 2015; Marwick, 2015; Siegel and Wang, 2018).

The power of the visual image is important to understanding tourist behaviour (Jenkins, 2003), and subsequently, the motivations of travellers as consumers. There is opportunity for further inquiry into the synthesising of images used in travel processes on SNSs. The purpose of this research is to qualitatively explore the usage of social networking practices among members of the millennial cohort to better understand the role that the visual plays in their travel-related behaviours.

## The objectives of this research are:

- To explore the social networking habits of millennial users related to their travel posts; and
- To evaluate whether a hierarchy of usage emerges across social networks for travel-related postings among millennial users.

Social media has inspired a new consumer journey for travellers (Hudson and Thal, 2013), and SNSs are particularly significant sources for contemporary travellers to share sights from

their journeys and obtain travel advice and suggestions (Pearce and Packer, 2013).

The adoption of cameras on internet-enabled smartphones preceded social media platforms, wherein users tend to consume image, sound, and text differently than they do when viewing print, film, or television (Senft and Baym, 2015). SNSs are produced and developed for varying purposes in our everyday lives, with certain SNSs carrying a specific usage (like Tinder, for example), but for other cases, like Instagram or Facebook, more complex uses (Poulsen and Kvåle, 2018). Social media, and SNSs, play an important role in the creation and distribution of tourism photo-posting behaviours, especially among younger people (Lo et al., 2011).

Past literature has suggested that people travel to destinations because of their striking visual qualities (Larsen and Urry, 2011). Tourism is uniquely visual, with pictures being vital to successfully create a destination image (MacKay and Couldwell, 2004). Photography and especially tourist photography, has changed dramatically in recent years, during which time photography has gone digital and become networked, converging with various other space-annihilating communications and "communities such as SNSs (Urry and Larsen, 2011). Posting travel photographs online has become the norm (Hajli, Wang and Tajvidi, 2018), with smartphones as the facilitated instrument (Wang, Xiang, and Fesenmaier, 2014). Taking photographs can be considered a cultural idea and therefore tourists are caught up in what they "must" photograph and how a landscape or portrait "should" look (Bourdieu, 2003), and the circumstantial social interaction of SNS contributes exponentially to this phenomenon. It is thought that because text-only content cannot be created, unlike Twitter and Facebook, that Instagram is the most visual of the SNSs (Lee et al., 2015).

The millennial cohort was the first generation to grow up surrounded by technology, and they take smartphone, social networking and streaming for granted as technology is seen as

a "sixth sense" for their generation (Hershatter and Epstein, 2010). Millennials are also very social and more peer-group oriented than previous generations with a likelihood to be networked rather than individually focused (Benckendorff, Moscardo, and Pendergast, 2010); spending time on SNSs is a part of their daily activities, even if they are very busy with other tasks. Furthermore, Millennials prefer to "show" over "tell" while using SNSs (Zhao, Grasmuck, and Martin, 2008).

Members of the millennial cohort have also had greater opportunities to travel than previous generations and are better travelled than many of their parents (Valentine and Powers, 2013). The sharing economy, and platforms like Airbnb (Tussyadiah and Pesonen, 2016), along with more frequent and inexpensive flight have made it easier and more affordable to travel than ever before. Millennials quest to achieve and relay images of a variety of experiences (Fromm and Garton, 2013) with SNSs materialising as a key source to obtain travel advice and suggestions, as well as to share sights from their journeys (Pearce and Packer, 2013). It is inevitable that SNSs will play a growing role in travel-related behaviour and decisions, and online travellers' use of SNSs to share their travel experiences is expanding (Nusair et al., 2012).

To achieve the research objectives, appropriate research methods were conducted. This qualitative study took an ethnographic approach, tailored to observe people's behaviour on their terms and not that of the researcher (Anderson, 2009). The participants were within the millennial cohort, and therefore were between the ages of 20-37 (as of 2019). The selected participants also had to have enough disposable income to travel frequently for leisure, and to actively utilise SNSs for their travel experiences and postings.

An initial exploratory survey was distributed via virtual snowball sampling to participants that fit predetermined criteria via direct message by the researcher. The purpose of the survey was

to gauge information on the uses of SNSs for travel processes and information. The survey was open-ended to maintain the qualitative nature of the research. After content analysis of the informants' responses to the initial survey, based on the quality and level of elaboration in their responses in the exploratory survey, participants were chosen by the researcher for more in-depth one-on-one interviews. The in-depth interviews that unfolded as conversations served to reveal further reasoning behind the embodied experiences of Millennials who actively review and post photos on social networking sites, as well as to explore the importance of visual content on SNSs.

The findings of this study contribute important information to understanding the use of SNSs by the millennial cohort for a variety of stakeholders. The use of social networks has increased exponentially in recent years and keeping pace with the market changes will be critical for tourism providers. The results of this study highlight the importance of social networks throughout the new traveler consumer journey (Hudson and Thal, 2013), as well as optimal marketing opportunities for tourism practitioners.

# Tourist Photography: The Experience of Visitors at the Jallianwala Bagh Massacre Memorial

Mandi Jamalian Hamedani, Mihalis Kavaratzis and Mike Saren

This study focuses on tourist photography at a site of dark tourism. Although dark tourism has been an influential concept over the last two decades, the experience of visitors at dark tourism sites has not been fully interrogated. Dark tourism studies, as Light (2017) argues, are predominantly limited to the Western world or Western tourists whereas Developing World has received much less attention. To this end, this study explores dark tourism within wider societal discourses, and, particularly, in a non-western setting. The area of study is Jallianwala Bagh in Amritsar, India, where British colonial forces massacred thousands of peaceful protesters in 1919. Elaborating on tourist photography, this study aims to discuss how this particular behaviour of tourist affect Jallianwala Bagh Memorial Garden as a place of death and atrocity.

Indeed, technology has changed the way visitors experience the places. Increased connectivity, the advancing interactive communication technologies and the ubiquitous ownership of smart devices have transformed visitor engagement and interaction with places, but also the meaning-making processes. In today's world, visitors are able to record and share their travel experience across social media platforms almost in real time. Recording and uploading photographs are thus an integral part of tourism and contemporary tourist behaviour. Through this process, visitors are actively involved in (co)creation and modification of the meanings attached to the place. Larsen (2005, p. 422) stresses that "tourists places are produced places, and tourists are co-producers of such places". We sought to understand how visitors experience the place through photography, and how their photography practices contribute to the consumption but also construction of place meanings.

Our study aims to understand the actual experiences and perspectives of tourists in situ and the socio-cultural factors that may play a part in their experiences. As part of a larger project, one of us, Mandi – collected

the empirical data in India in December 2017. Throughout the fieldwork, data was gathered from locals, domestic and international tourists through series of individual and group interviews, and extensive participant observation. A total of 35 interviews were conducted at the Jallianwala Bagh with visitors and the staff at the site. The respondents were sampled based on purposeful criteria for the interviews. Participants were male and female visitors over the age of eighteen, both Indians and foreigners.

We found that whilst the (re)presentation of place shapes the experience of visitors, visitors simultaneously shape the place through their embodied practices. Both aspects make a significant difference in the 'darkness' of the site and the experience of visitors. First, our research findings demonstrate that the Jallianwala Bagh and its contemporary representation actively shapes and regulates visitors' experience of the place. Representational factors such as the structural design and environmental maintenance of the place, the decorative layout of the memorial garden, and lack of appropriate interpretation on the site profoundly effects on what visitors do and how they feel. Consequently, the Jallianwala Bagh Memorial, although established to commemorate a brutal massacre, fails to provoke contemplation and critical reflection and instead appears to be a 'beautiful scenery'.

Secondly, visitors themselves are actively involved in (co)creation and modification of the meanings attached to the place through their embodied practices. The practice of photography is widespread across the Jallianwala Bagh where the bullet marks on the walls and the memorial cenotaph are the 'must-see' and 'must-capture' features. In the era of digital connectivity, perhaps unsurprisingly, the photos taken at Bagh are mainly social media driven. Our findings indicate that photographing the bullet holes is not only a visual consumption of the place but produces a virtual social interaction. The photography

at (and of) the Bagh, however, is not limited to capturing photos from the features of the garden, but the selfie styles add an extra dimension to the visitors' 'real-time' experience of the place. In fact, in the era of 'selfie culture' and 'attention economy', tourists' photography is less concerned with visual consumption of the place, but rather it is producing an image of own 'self'. While taking photos at places of death and human tragedy may be seen as disrespectful (see (Hodalska, 2017; Lennon, 2018), for Indians it was a typical practice. In fact, it was part of a wider behaviour that many of our participants called 'moving forward'. There was no doubt that the Amritsar massacre was a dramatic event, but this does not mean that the current use of space should be limited to mourning, remembrance or commemoration of the past. Instead, taking photos and selfies are signs of being happy and enjoying the space which itself is considered as a tribute to those who lost their lives for the independence of the country. Self-image construction through the lens of cameras and smartphones, therefore, was not intended to disrespect the 'dark' tragedy of the past, but this was merely the creation of a 'bright image' of the self now.

Relating our findings to the conference theme, this paper contributes to better understanding of visitor experience at dark tourism places. Indeed, capturing photos and sharing them on social media not only enable visitors to 'be in place', but also to show others where they have been. This clearly enables visitors to simultaneously consume and produce the meaning of the site during their visit (Rakić and Chambers, 2012). However, social-media-driven photos of the Bagh barely encourage any deep reflection on the Bagh's significance and meanings. Consequently, the meanings of the memorial are dynamic and influenced by a range of individual and social factors other than the tragic character of the event that have taken place in the site, which can be positive leading to a 'happy' visitor experience in an otherwise 'dark' place.

## Digital Signage as a Promotional Tool In-Store. An Empirical Analysis in Tourist Supermarkets

Luis Domínguez Quintana, Jacques Bulchand Gidumal and Sergio Moreno Gil

Digital Signage (DS) is a non-conventional means of communication. DS is becoming more popular in public environments, which allow the sending of informative and advertising messages to the audience through screens with the aim of informing and / or influencing behaviour of the audience. Considering its usefulness, this work has quantitatively analysed the performance of this new communication alternative in a specific context: tourist supermarkets. Based on the record of sales collected during a period of one year of sales in supermarkets that have DS screens and are located in tourism resorts, the performance of the communication made is evaluated. The main contribution of this research is the empirical evidence of DS as an effective tool to increase the sales of the product promoted in store. Moreover, its effectiveness is independent of the fact that the product is also under promotion at a lower price. In addition, valuable information is provided on the suitability of using audio (background music) as a complementary element to the visual message that is broadcast through the DS screens, demonstrating its

effectiveness on the sales of the promoted products. Finally, the implications for the design of promotional policies in tourist supermarkets are discussed. Tourism supermarkets have become very relevant places to meet the needs of the tourists at the destination (Huse et al., 1998, Dudding and Ryan, 2000, Timothy, 2005). The managers of these commercial areas face the challenge of reaching a proactive consumer, capable of analysing the promotional messages and deciding based on the utility of the information and fundamentally the price. In this scenario new technologies are revolutionising the way of promoting products, and obviously also in the case of tourist supermarkets. One of these technologies is the Digital Signage (DS), a concept that allows the diffusion of audiovisual content in public places for informational and advertising purposes. On the one hand, the application of this technology in the retail sector has been one of the main causes of its rapid expansion in the international market, where large retail and supermarket chains such as Walmart, Subway or Tesco have deployed DS technology in their

points of sale (Gutierrez, 2009). On the other hand, among the activities carried out by the tourists during their holidays, shopping is one of the most popular ones and, in many cases, it generates greater attractiveness for the destination resulting a pull motivation (Timothy and Butler, 1995, Turner and Reisinger, 2001, Tosun et al., 2007, Lehto et al., 2014, Timothy, 2005, Choi et al., 2015). The field study analyses the sales data from a set of four supermarkets located in tourist areas in the Canary Islands, of which two have a DS system and two do not have such technology. This study has been conducted over a period of 12 months and a total of 24 commercial campaigns were developed. The circuit in supermarkets with DS has a total of 8 screens of large format (32 ") in which the content consists of a loop of approximately 20-minute duration that is broadcast sequentially throughout the day, combining offers and promotions with general information and entertainment content. We analysed 9 product categories with a total of 18 references. The main hypotheses tested are as follows: H1 The use of DS technology in

tourist supermarkets has a positive effect on the promoted sales. H2. The combination of DS and price reduction generates a more positive effect in the sales than the single price reduction. H3 DS promotion generates more positive effects on sales if it incorporates audio as part of the message. The conclusions reveal that DS offers retailers a new strategy to influence tourist spending outside the resort. It can be used to mitigate the effects of the all-inclusive, and generating greater spending and distribution of wealth in the destination. In addition, from the consideration of the DS as an audiovisual platform, the incorporation of this technology in the tourist attraction can also generate new promotional possibilities for the local culture and its products. In addition, it is also possible to analyse in the future the impact of DS on other types of tourism companies (travel agencies, leisure companies, etc.), in outdoor locations and public areas of the destination, and analysing the differences according to the different segments of tourists.



# Tourism Promotion

**Chair:** Mary Beth Gouthro

Monday 8 April 2019

16.00-17.30 - Create

## A Pilot Study in Evaluating the Attractiveness of Attractions: Do Attractions 'Attract' Tourists?

**Tingting Liu**

Attractions are regarded as an essential component to the destination development and tourism process. According to Rojek (1997, p. 52), "the urge to travel to witness the 'extraordinary' or the 'wonderful' object seems to be deep in all human cultures". Therefore, attractions, in this case 'extraordinary' or 'wonderful' objects, have been regarded as the main reason for tourist to travel. A great deal of attention has been paid on this standpoint in both tourism industry and early academia. Many scholars accentuated that "draw" and "magnetism" effect are immanent in attraction itself. Gunn (1972) argued that tourist spots share intrinsic traits that can draw tourists to visit. Lew (1987, p. 554) echoed this drawing effect by arguing that attractions "consist of 'non-home' place that draw discretionary travellers away from their homes". Burkart and Medlik (1974) further took event into this gravitational effect and suggested both site and event attractions can emit magnetic force toward non-locals. Jafari (1974) used basket as a metaphor to describe attractions, with an emphasis on its function to drive tourism. Additionally, Walsh-Heron and Stevens (1990) described attractions as the main motivators for visitors to a destination.

While the above can be considered as the cause of tourist flows, some scholars raised questions on how a physical building itself can emanate the gravitational effect towards tourists who

are people with emotions (Stear, 1981; Leiper 1990). Illustrating with example, tourist A and B are both in Sky100 Hong Kong (Skyscraper in Hong Kong) for visiting. Tourist A is here because of visiting his relatives whose house are just beside this attraction, whilst, tourist B is here for attending conference in Hong Kong and for him Sky100 just happens to be a close attraction for killing interval time. Because of the proximities, tourist A and B are just bodily co-present at this attraction at this time. In this context, due to the proximity to where tourists are, certain places become "obligatory" to be visited (Molz, 2006; Urry, 2003). Therefore, it is the need to visit relatives draw tourist A to come to Hong Kong and in the case of tourist B it is the conference but not the attraction of Sky100. Accordingly, several scholars criticised the arguments of "attraction" with "magnetism effect", and indicated that it is a misconception that confuses the casual relationship between attraction and visitation (Stear, 1981; Leiper 1990, 2004). In order to understand the casual relationship between attraction and visitation, this study propose questions as below: (A) What role do attractions play when tourists have generic need? (B) What role do attractions play when tourists have specific need? (C) What role do attractions play when tourists have mixed need?

## The Effects of Residents' Perceptions of Tourism Development and Overall Life Satisfaction on Value Co-creation: A Study in Progress on the Hellinikon Project

**Charalampos Bounias and Antonios Giannopoulos**

Tourism, over time, has been used in multiple occasions as a tool for the growth of a destination. Such a phenomenon influences the lives of the residents. At first sight, the influence is nothing but positive. Residents become more prosperous, as they benefit from the new job opportunities and the increase in their income, the improved infrastructure and, finally, from the social activities that take place in the area (Lin et al., 2017). In 2017, the 10.4% of Global GDP came from tourism (4% increase is expected in 2018), while the 9.9% of global employment was supported by the sector (WTTC, 2018). It must be mentioned, that there are also some negative impacts that follow (e.g. inflation), but the positive ones outweigh.

However, the impacts of tourism development in a destination, are not only economic. Tourism industry has effects on the society and the environment, too. It can be assumed that tourism can increase or decrease the quality of the residents' lives. This in turn, has an impact on their life satisfaction and, respectively, in the way that they interact with the incoming tourists. The quality of the resources that they exchange, depends on the attitudes of the individuals. For instance, a resident who suffers from tourists' presence, is going to treat them improperly. In academic terms, this interaction is called value co-creation and it is believed to affect the experience of tourists (Lin et al., 2017).

The purpose of the study in progress, is to seek and analyse the connection between the residents' perceived tourism impacts and their overall life satisfaction, with respect to the value that they co-create with the incoming visitors. The main objectives of it, are to:

- a) Conduct a literature review regarding sustainable tourism development and the tourism impacts on the destination, social exchange theory and the concept of value co-creation
- b) Create a solid framework about the components discussed

- c) Measure the residents' perceptions about tourism development and their overall life satisfaction, as well as their willingness to co-create value with the incoming visitors
- d) Analyse the results and come to specific conclusions and implications about the issue
- e) Give recommendations for further research

In the literature review, the components for discussion are: Tourism impacts and Sustainability, Social Exchange Theory and Value Co-Creation. The concept between these components is framed. Life satisfaction refers to the stable sense of wellbeing that a person feels for a certain period. Life satisfaction is the result of the improved quality of life. Tourism development influences residents' perceptions and their sense of wellbeing (Woo, Kim and Uysal, 2015; Allen et al., 1993). This in turn affects their willingness to co-create value with the incoming tourists. Lin et al. (2017) suggest that residents' perceived impacts of tourism and their life satisfaction are related to the co-creation of value with the visitors. So, the positive views of the residents improve the relationship between them and tourists. This rationale is based on the Social Exchange Theory, as discussed. Taking that into account, life satisfaction can become a predictor of future co-creation between residents and tourists, like their perceptions do (Andereck and Nyaupane, 2011; Johnson, Snepenger and Akis, 1994).

From these assumptions, there are specific hypotheses that arise:

- H1) Residents' perceptions about tourism development have an impact on the co-creation of value with incoming tourists.
- H2a) Residents' perceived benefits of tourism development are positively related to their life satisfaction.
- H2b) Residents' perceived costs of tourism development are negatively related to their life satisfaction.

- H3) Residents' overall life satisfaction positively affects the co-creation process with tourists.
- H4) Residents' perceptions about tourism development have an impact on the co-creation of value with incoming tourists, with a mediating effect of overall life satisfaction.

The research will be conducted in the context of The Hellinikon Project. The Hellinikon Project is an initiative of the Global Investment Group, comprised by the Lamda Development (Greek), Fosun Group (Chinese) and Eagle Hills (UAE), to regenerate the abandoned airport in the region of Hellinikon and transform it into a world-class

metropolitan park. This is a pioneering project not only for Greece, but for the entire Europe, too. The rigorous tourism development that will occur in the area, makes the project the ideal context for the study.

For the implementation of the study, a quantitative method is to be used. Surveys will be distributed to the Greek residents, in which their perceptions about tourism development, their overall life satisfaction, and their relationship with the incoming visitors will be tested. The results are expected to show that the value of the relationship between residents and tourists depends on their attitudes towards them and their overall life satisfaction.

## The Impact of Unusual Environmental Differences on Price Perception from the Perspective of Construal Level Theory

**Li Chunxiao and Feng Haoyan**

The interpretation and prediction of consumer's purchase behaviour should build on the foundation of specific purchasing situation. Unusual environmental differences always lead to purchase behaviours different from those in daily life. What are the reasons for these behaviour changes? The paper introduces the construal level theory into research model to further analyse and verify the impact of unusual environmental differences on the price perception of consumers and try to explore

the internal psychological mechanism. We found that when there is a larger perceived environmental difference, a high-level construal is activated and people prefer not see price information as a kind of sacrifice and they may be with a low price sensitivity. When the perceived environmental difference is small, people tend to initiate a low-level construal and more likely to perceive the price as a kind of sacrifice, which leads to a high price sensitivity.

## Revisting Natural Disaster as Tourism Attraction in Indonesia (A Case Study of Mount Sinabung)

**Kasih Cakaputra Komsary, Yopy Maulana and Wendy Purnama Tarigan**

As a ring of fire region, Indonesia has become a tourist attraction for both domestic and foreign tourists. Some examples of volcanoes in Indonesia that have become tourist attractions include Tangkuban Parahu Mountain in West Java, Mount Merapi in Central Java, Mount Bromo in East Java, and Mount Batur in Bali. The locations of these active volcanoes by several local tour operators are sold in the form of thematic tourist attraction of dark tourism without regard to some fundamental issues including ethics and the vulnerability of communities in the area affected by the eruption disaster. Mount Sinabung in North

Sumatra, which is the study took place, has recently become an attraction for a number of tourists visiting North Sumatra. An ethnographic approach is used in this study. This approach is used to determine the behaviour of participants in certain social situations and understand their interpretations of the situation. The study was also supplemented by interviews with development and tourism stakeholders in Karo District, located in Mount Sinabung. This study tries to review the concept of dark tourism as an approach to the development of tourist attraction based on the "dark side" of natural disasters of volcanic eruptions.

# Overtourism and Sustainability

**Chair:** Viachaslau Filimonau

Monday 8 April 2019

16.00-17.30 - F201

## Impacts of Overtourism on Satisfaction with Life in a Tourism Destination

**Tanja Mihalič and Kir Kuščer**

Recent developments around the globe brought up the question of whether overtourism is an expected reaction to the unsustainable and irresponsible tourism practices in real destinations. A relatively new phenomenon, overtourism is defined in the newest UNWTO study (2018, page 4) as “the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitors’ experiences in a negative way.” In general, rapid tourism growth and unwanted concentration damage a tourism destination’s sustainability. Both can affect the attitudes of residents and other tourism stakeholders, who can turn against further development of tourism (Koens, Postma, Papp, 2018).

The study of the powers of overtourism and antitourism calls for a new approach based on expanding the sustainable-responsible tourism paradigm (Mihalic, 2016). The missing elements are unsustainability and negative tourism impacts as well as irresponsibility and implementation failure of sustainable tourism. By expanding the paradigm, this paper presents a research model to study the risk of overtourism in the case of the city of Ljubljana, Slovenia’s capital, which has experienced a high tourism growth rate in the last decade. According to the proposed methodology of the WTTC and McKinsey and Company (2017), the city’s tourism growth rate categorises Ljubljana into the first category of the highest-possible risk for overtourism. This paper addresses the residents’ perceptions of tourism development and its presence at the destination. The evaluation encompasses the impacts of sustainable positive and unsustainable negative tourism on sustainability pillars and their effects

on life quality. Further, responsible tourism practices and irresponsible overtourism risk is being surveyed.

The residents’ satisfaction with tourism development in Ljubljana was analysed on the sample of 502 of the city’s inhabitants (200 living in the city centre and 302 living in other parts of Ljubljana). The sample is representative of the age structure and gender; thus, results can be generalised to all city residents. The survey included 56 statements about different aspects of tourism in Ljubljana, which were measured using a five-point Likert scale, with one meaning ‘I totally disagree’ and five meaning ‘I totally agree’. Based on these statements, an exploratory factor analysis (EFA) was conducted, to identify coherent factors representing the negative and positive tourism impacts, the perception of DMO management, the perception of overtourism and the general satisfaction with life in Ljubljana. Principal axis factoring with oblique rotation (Promax) was used. In order to examine the relationships between factors, a structural equation model was employed, while applying the maximum likelihood (ML) estimation method.

The factor analysis solution yielded eleven factors that explained 62.2% of the variance. We studied the relationships between the factors with a path analysis model in AMOS statistical software, resulting in a latent model with two 2nd order latent constructs, namely Sustainable positive impacts and Unsustainable negative impacts. Correlation between these two is negative. Sustainable impacts consist of the factors Nature, Culture, Economy and society, Quality of restaurants and bars, and Tourism superstructure. Unsustainable impacts, on the other hand, refer to negative impacts

and comprise Pollution, Congestion, and High prices. The path analysis shows that Sustainable positive impacts improve the perception of Ljubljana’s responsible DMO management and lower the perception of Irresponsible overtourism. Contrarily, Unsustainable negative impacts increase the perception of Irresponsible overtourism. The connection between Unsustainable negative impacts and Ljubljana’s Responsible DMO management could not be proved. Results of the structural model also show that Irresponsible overtourism negatively impacts General satisfaction with life in Ljubljana. On the other hand, Ljubljana’s Responsible DMO management improves General satisfaction with life.

The main contribution of the presented overtourism study approach lies in the division of the SEM model into the sustainable-responsible part and its unsustainable -irresponsible contra-part. This division has been informed by the new understanding of overtourism (WTTC and McKinsey and Company, 2017; UNWTO, 2018), explicitly enabling to scrutinise overtourism impacts on life quality. Among other contributing factors counts the separate inclusion of Ljubljana’s DMO from the perspective of sustainable tourism strategy and responsibility of a destination’s management.

A limitation of this research is the lack of inclusion of other stakeholders; these might have a different opinion regarding the positive and negative effects of tourism in Ljubljana, its DMO, overtourism and perception of general life quality. This especially applies to the perceptions of tourists, particularly mentioned in the literature, which should be a focus of further research.

As the results suggest, sustainable strategy and corresponding responsible management by DMO can improve residents’ satisfaction with life. It is imperative to manage the perception of overtourism as it affects the residents’ satisfaction with life in a city destination. Since the perception of overtourism is fuelled by both positive sustainable and negative unsustainable impacts, tourism actors should carefully manage the negative impacts and try to maximise the positive ones, thus achieving the maximum positive effect of tourism on general satisfaction with life. The research demonstrates that the societal impacts of tourism can be managed through DMO and the perception of overtourism. This could be the light at the end of the tunnel for the lost destinations, suffering from overtourism effects. Ljubljana, with its record-high tourism growth rates in the last decade, implying the highest possible risk for overtourism, is a prime example.

## Making the British Seaside Great Again: An Evaluation of Coastal Regeneration Projects

**Anya Chapman and Liam Richardson**

In response to British seaside resorts' decline as long-stay holiday destinations from the 1970s onwards there has been a wide range of regeneration initiatives since the start of the 21st century. These initiatives include the Heritage Lottery Fund, CABE Sea Change initiative from 2008 to 2010, Coastal Communities Funding from 2012 onwards, and the Coastal Revival Fund which was introduced in 2015. In this paper we examine ten high-profile regeneration projects within British seaside resorts which have taken place during the last decade: Blackpool Tower, Southern Pavilion on Worthing Pier, Folkestone Harbour Arm, Swanage Pier, Bexhill De La Warr Pavilion, Margate Dreamland, Boscombe Seafront, Hastings Pier, Southport Atkinson Art Gallery, and the Swanage Railway.

The ten projects provide a snapshot of rejuvenation around the English coastline and represent a cross-section of seaside regeneration initiatives: some have been developed by private investors or entrepreneurs; whilst others have been led by local councils, charitable organisations or community trusts. In-depth interviews were conducted with senior

representatives from each regeneration project to identify what are considered to be critical success factors in coastal regeneration.

The results show that regeneration projects must address a number of issues associated with the coast, including socio-economic deprivation, wider resort regeneration, seasonality, and changing tastes and trends for holidaymakers. There are also a number of issues presented in relation to funding, heritage conservation, and political power.

Nevertheless the ten seaside regeneration initiatives overcame these issues and the results identify a number of critical success factors before, during and after the completion of each project. These critical success factors have informed the development of a best practice framework for seaside resort regeneration which is presented in this paper. The framework provides a comprehensive overview of industry, strategic, temporal and environmental critical success factors for coastal regeneration projects and as such is a valuable tool for organisations undertaking or involved in seaside regeneration.

## Leaving No Trace in the Irish Countryside: Effecting Behavioural Change for the Sustainable Development of Adventure Tourism

**Noel Doyle and Sophie Price**

The Irish countryside has become a hotspot for outdoor recreation and tourism. Despite the many positive impacts of this activity, adverse impacts on wildlife, the environment and farming practices are an unfortunate consequence of irresponsible behaviour. User education has been identified as crucial to reducing negative impacts and ensuring the environmental, and hence the economic, sustainability of both tourism and recreation (Cole, 1990). The development of effective programmes aimed at behavioural change

requires a thorough investigation of the target audience and how they interact with the natural environment.

This study, which commenced in 2015 as a Master's by Research, firstly addressed the current dearth of research regarding the attitudes and behaviours of outdoor recreationists and tourists in Ireland towards the natural environment. The research has been extended to bring it to PhD level and further the practical applicability of the outcomes. It

aims to investigate how behavioural change has been achieved in a range of parallel contexts and identify the combination of factors necessary to effect positive change.

Building on empirical qualitative and quantitative research completed to date, this PhD research is a combination of four sequential methodological stages. The culmination of the data analysis enabled the researcher to design a theoretical framework for behavioural change. Aspects of this framework have been applied and tested in a pilot intervention in the form of a workshop.

Through the analysis of the intervention revealed a number of interesting findings, and in addition to the research already completed, the researcher has identified the triggers and barriers to behavioural change in the context of outdoor recreation. The theoretical framework will aid in the design of future interventions that will induce long-term behavioural change. The research outcomes will contribute significantly to the development of effective policy and educational strategies influencing behavioural change and thus contribute to the protection of our natural environment for future generations.

## Land Suitability Zoning for Ecotourism Planning and Development of Dikgathlong Dam, Botswana

**Ante Šiljeg, Branko Cavrić, Silvija Šiljeg, Ivan Marić and Mirko Barada**

Today ecotourism attracts tourists all over the world, and particularly those interested in visiting the fragile and intact natural environments or specially designated areas with high level of such potential. In most of the cases this type of tourism is often referred as an alternative to mass tourism.

The main objective of this paper was to discuss applications of GIS based multi-criteria decision analysis (GIS MCDA) and Analytical Hierarchy Process (AHP). These two techniques were applied in order to assist preparation of the Tourism Management Plan, depicting the most suitable zones for ecotourism development in of Dikgathlong Dam area as one of the largest resources of potable water in Botswana.

The MCDA was based on geo-morphometric, hydrologic, landscape and community indicators and criteria which emanated from expert's opinions, intensive field survey and literature review. In addition the AHP has helped to calculate individual criteria weights and to point the degree of suitability zones classified as highly suitable, moderately suitable, marginally suitable and not suitable for ecotourism.

After performing both processes and establishing broad management zones it has been found that the Sustainable Development Scenario, is the most appropriate option as the future ecotourism development proposal.

# Hospitality Innovations

**Chair:** Charalampos (Babis) Giousmpasoglou

Monday 8 April 2019

16.00-17.30 - F202

## Quality Management as a Performance Measure for the Irish Hotel Industry

**Emma Reardon and Stephen Wanhill**

This doctoral research is stimulated by an exploration into the economics of quality by an input-output analysis of the resources that influence hotel performance. The purpose of this paper is to conceptualise quality management and performance measurement by an interdisciplinary of tourism economics and services marketing and management. This paper fills a gap by transcending disciplinary boundaries in aiding a further discussion on the input-output modelling of quality management as a performance measure for the hotel industry.

Quality is perceived in the tourism and hospitality literature as a subjective customer-centred concept. The implication for quality management is the evolving role of the customer in determining elements of their product and service experiences. Information and communication technologies (ICTs) are a key resource that continue to transform hotel guest experiences, especially in terms of quality evaluation. The literature indicates that customer experiences and satisfaction dominate research in hotel service quality. However, there is evidence to support the dearth of empirical research between quality, profitability and productivity in the hospitality industry. This is especially pertinent to quality management efforts related to economic performance. The contribution of economics to the tourism and hospitality literature provides a means for further exploring the service quality, profitability and productivity link via the input-output modelling of quality related resources. This represents a notable shift from a sole focus on traditional financial measures to an organisation-wide approach of integrating non-financial performance measures.

A mixed methods research approach was employed for this doctoral study, grounded in the paradigm of pragmatism and supported by a sequential two-phase research design. Methodologically, this paper draws upon secondary research in exploring this PhD's theoretical constructs of quality management, performance measurement and benchmarking. The theoretical contribution of this paper aids the empirical exploration of measuring the effect of quality resources on a hotel's net profit through a single case study approach. This paper also provides the rationale for investigating the perceptions of quality management systems and practices within the Irish hotel industry via an online survey. Further research, managerial and policy implications are also outlined in lieu of some limitations of this study.

The aim of the PhD research which supports this conceptual extended abstract is to explore quality management as a performance measure for the Irish hotel industry. A principal goal of this PhD research is to model the critical success factors of quality management against the financial performance of an Irish four star hotel. The model explores the relationship between the output-input ratios of service productivity analysis (Grönroos and Ojasalo, 2004) and the economics of hotel quality logic (Nicolau and Sellers, 2011; Skalte and Sandvik, 2002; Rust, Zahorik and Keiningham, 1995) in measuring hotel performance. This data analysis, in particular the selection of several input and output variables are then unified by the technique of Profit Sensitivity Analysis (PSA) (Kotas and Wanhill, 1981).

The four objectives underpinning this doctoral study are presented as a means of encapsulating the research:

1. To develop a conceptual framework which analyses the relationship between the critical success factors of quality management and performance measurement practices in hospitality.
2. To examine the perceptions of quality management systems and practices within the Irish hotel industry.

3. To explore the technique of Profit Sensitivity Analysis (PSA) as a systematic means in measuring the effect of quality management on a hotel's net profit.
4. To investigate the role of benchmarking quality management performance measures as an enhancement to current key performance indicators (KPIs) for the hospitality industry.

## Developing the Conceptual and Critical Success Factors for MICE Destinations

**Philaiwan Chompupor**

The Meeting, Incentive, Convention, Exhibition (MICE) is one of the sectors in tourism that is rapidly expanding worldwide. High competition among the industry has led many destinations to implement strategies and improve related products and services in the industry. Thailand's response in governmental policies via the TCEB is to promote five areas: Bangkok, Pattaya, Phuket, Chiang Mai, and Khon Kaen, as MICE Cities. This paper aims to assess the relevance

and usefulness of a destination benchmarking tool for event planning and to investigate critical success factors for developing these areas into MICE Cities. The BESTBET framework (Leadership, Networking, Bidding, Infrastructure, Skills, Ambassador, and Branding)(Haven-Tang, 2008) was adopted as an appropriate framework for the investigation.

# Exploring Multiple Decision Heuristics in Product Attribute Processing: The Case of Hotel Choice

Richard Hrankai and Cathy Hsu H.C.

Due to the emergence of e-commerce and m-commerce in tourism product distribution, the information search and hotel booking behaviour changed in the past decades. Indeed, travellers engage in online information search on multiple distribution channels, such as websites, mobile applications, and meta-search agents. However, the accessibility of product offerings on multiple platforms potentially leads to information overload (Rodríguez-Molina, Frías-Jamilena, and Castañeda-García, 2015).

Individuals are different in the way they make choices. The evaluation of choice alternatives is guided by a cognitive mechanism to process information of the decision context, known as decision rule (Ben-Akiva and Lerman, 1985). This study builds on the idea that individuals can be segmented based on the decision rule adopted in evaluating hotel choice attributes. The theoretical background for this assumption is provided by Stimulus-Organism-Response (SOR) framework (Mehrabian and Russel, 1974), highlighting the importance of cognitive information processing. That is, contrary to the common assumption of rationality, individuals might use a specific information processing strategy suitable to the choice task, known as decision heuristics (Bettman, Luce, and Payne, 1998). In this research, the decision rules under consideration include the Random Utility Maximisation (RUM) (McFadden, 1974) and Random Regret Minimisation (RRM) (Chorus, 2010).

Empirical evidence on exploring hotel choice generally agree that attributes such as price, location, room features and hotel facilities are important factors (Chiu, Chiu, Sung, and Hsieh, 2015). However, travellers' heterogeneity in hotel choice attributes may imply that decision makers utilise information processing strategies to simplify the choice task. Nonetheless, previous studies are predominantly based on rationality as the underlying decision-rule in investigating choice behaviour (Li, McCabe, and Song, 2016). That is, research exploring

multiple decision rules in the hotel choice context is limited. In addressing these research gaps, the objectives of this study are to (1) explore multiple decision heuristics in the hotel choice context and (2) reveal drivers of choice paradigm heterogeneity.

In collecting data on travellers' hotel preferences, a stated-choice experiment was developed. The choice attributes included in the experiment were related to online reviews (hotel location, hotel service, hotel room, recommendation), as well as room availability and pricing (price per night, discount, room availability). The attributes and their levels were defined after a thorough literature review and interviews with travellers as well as with experts in digital marketing. Using the information collected in a pilot study (n=96), the experiment was recalibrated with an efficient design (Rose and Bliemer, 2009). The questionnaire was back-to-back translated to simplified Chinese, and the data collection was outsourced to a specialised market research company. In total, data was collected from 702 Mainland Chinese respondents.

In assessing decision heuristics, the Probabilistic Decision Process (McNair, Hensher, and Bennett, 2012) approach was used, where heterogeneity with respect to choice paradigms was analysed. The modeling methodology included estimation of multinomial logit models (MNL) on both the RUM and RRM decision-rules independently, and latent class (LC) models, where both RUM and RRM paradigms were jointly estimated.

In the MNL models estimated on RUM and RRM heuristics, coefficients were similar in terms of sign and magnitude, however their interpretation is different. Parameter estimates in the RUM model indicate a change in utility as a result of an increase in the attribute level. However, coefficients in the RRM model suggest a shift in regret resulting from an increase in the attribute level of the unchosen alternative in comparison to the chosen alternative. Parameter estimates in both the RUM and RRM

models were statistically significant except for the discount attribute.

The RUM-RRM-LC1 model incorporating both decision rules, outperformed the MNL models. Lastly, the RUM-RRM-LC2 model extending RUM-RRM-LC1 model with sociodemographic and travel characteristics (e.g., distribution channel used for booking, travel frequency, level of hotel's service quality), outperformed all three other models. The results from the LC models revealed different sensitivities for choice attributes across information processing strategies, significant heterogeneity for choice paradigms, and drivers of heterogeneity.

This study sought to explore multiple decision heuristics in the hotel choice context, and found that travellers utilise different decision

rules in evaluating hotel alternatives. Results indicate that travellers do not use rationality exclusively when processing hotel attributes. This research extends the SOR framework by accommodating attribute processing strategies, as well as drivers of heterogeneity of decision rules. In addition, this is one of the few studies that account for multiple decision heuristics in tourism research. Findings have important practical implications as well. In the era of personalisation, heterogeneity in attribute processing strategies indicates that industry practitioners should consider presenting hotel attributes to segments differently.

# Does the integration between price and big data can provide greater revenue to hotels? The open pricing strategy

Hend Farahat Issa Farag and Lydia Gonzalez Pilar Talon

The aim of this study is to demonstrate how price combined with big data creating the open pricing can maximize the overall property revenue and can create a competitive advantage for the hotel, it is more about how to apply the open pricing strategy. The literature is rare on the relationship between the pricing approach and hotel performance, the aim of this study is to address this research gap. The study is going to examine the open pricing that has been recently created by different revenue management applications companies namely Duetto and Beonprice a start-up company in revenue management systems. The focus of this study is on three different hotels in Spain market, which included both independent and chain-affiliated properties. In cooperation with Beonprice, and collecting the competitor's information from Smith Travel Research (STR).

The study will explore open pricing impact on hotel performance in term of revenue per available room (RevPAR), average daily rates (ADRs) and occupancy. Using hotel observations over the last three years period from 2016 through 2017 and 2018. The study is going to examine if hotels can achieve higher revenue per available room (RevPAR), average daily rates (ADRs) and occupancy, when they are implementing the open pricing strategy, above those of their direct competitive set that don't implement the open pricing strategy. In addition, the study will investigate the moderating role of hotels size, hotels stars, and hotels online reputation. The study will not be going to provide an exhaustive analysis of the profitability of this new strategy, but rather, what it is to know is based on how to apply the open pricing strategy.

The study focuses on the Open pricing strategy in Spain for the following reasons: Firstly, the price importance, as an essential element to efficiency operation, customer value and company profit. Researchers asked about the need for more research regarding the pricing practices because, according to the researchers, less than 2% of all published articles in

marketing journals are focused on pricing. The price is the only element in the marketing mix that produces revenue, all other elements represent costs (Nagle & Müller, 2017). Hotels can make use of all its resource and provides organized planning for revenue profit through price. Especially, pricing discrimination that can lead to an increase in hotel revenue by reflecting the value of the service. Therefore, Price discrimination plays an essential role and holds a unique attribution to the profitability of the hotels.

Second, the rise of using big data and data mining, has been changing the world in many fields and consequently pricing strategy in the hotel industry, there is a lack of examining the role of Big data in price strategy in hotels as a source of competitive advantage and its effect on hotel performance (revenue profit). Researchers find that less than 5% of studies in the hospitality sector examine performance. Researchers also asserted that big data has the possibility to support instantaneous decisions (e.g., on if to accept or no a booking request) based on "real-time information about customers, the hotel, the city and millions of other data points where available". Also, Performance results are not consistent and that some hotels do better than others due to a variety of contributing factors such as using big data in pricing.

In relation to theories tow theories support the development of the study, resource-based view theory, the price as internal resource and the technology are going to be investigated, and its effect on the revenue in the hotel performance, accordingly, in our study, resources like big data in hotels and open pricing can help hotels to enjoy a competitive advantage by "implementing a value creating strategy and create an advantage for hotels. Economic price discrimination theory assumes that pricing for specific customer groups should reflect the right value of the service, in order to ensure for the hotel, the full benefit and no opportunities are opened for competitors through inadvertent

overpricing on the other. The Spanish hotel industry is a particularly suitable context to conduct this study because it provides a rich setting across varying geographical locations with varying levels of market demand, and definitely for the importance of tourism in Spain, it has been declared by World Tourism Organization in 2017 that Spain has climbed from 3rd to 2nd place in arrivals and held on to 2nd position in receipts to become the world's second-largest destination. The study is focusing on hotels in Spain due to its strong tourism sector, with a high level of competition and differentiation and diversity of hotels. The study is going to investigate three different cities from three different regions in Spain we choose Seville from Andalusia, from the Madrid community we choose Madrid city, from Catalonia we choose Barcelona. We consider them for their reputation in the tourism industry.

Event study methodology analysis will be used to determine whether the implementing of open price during these three years between 2016 till 2018 increase the hotel revenue. This study has both practical and theoretical contribution Practical: the results and outcome could offer a set of guidelines to hoteliers and revenue managers to follow in terms of open pricing strategy, providing revenue managers and pricing decision makers with empirically support suggestions for increasing hotel revenue through implementing open pricing. Additionally, it will broaden the pricing research framework, hence, providing researchers with future research topics that price in the hotel industry's needs. Theoretically, this study is one of the first attempts regarding open pricing implementation in order to enhance the RM strategies examining ADR, occupancy and Rev Par in hotels, which significantly contributes to the existing literature on revenue management and pricing.

# Measuring of Hotel Room Price Response of Sport Events

Markku Vieru and Martin Falk

## Introduction

This study explores the effects of sport events on hotel room prices. Measuring the price effects of events is important because policymakers and hoteliers want to know what economic and revenue effects such events have. Therefore, knowledge of the price effects of major sport events is important for calculating the valuation of such events. The empirical analysis is based on 120,000 bookings drawn from hotel booking system covering nine hotels operating in Finnish Lapland. The analysis includes events in the summer and winter season (e.g. FIS Alpine Ski World Cup Levi, Arctic Lapland Rally, Rovaniemi Marathon, Kilpisjärvi Ice Fishing Competition).

The literature so far is not clear cut. The results of previous studies demonstrate that major sporting events have a long-term impact on international tourism in the host country and that this impact is the greatest in the year after the event and decreases over time (Daniels and Norman, 2003; Kang and Perdue 1994; Fourie and Santana-Gallego, 2011; Solberg and Preuss, 2007). Fourie and Santana-Gallego (2011) find that major sporting events lead to an 8% increase in tourist arrivals, with a greater impact on the arrivals of the participating countries. However, the Winter Olympics are not significantly linked to tourist arrivals in the host country. Few studies investigate the price effects of sport events. The literature focuses almost exclusively on impacts on tourist arrivals (Kang and Perdue 1994; Fourie and Santana-Gallego, 2011) or economic impacts on related industries such as accommodation, restaurants, retail and entertainment (Daniels and Norman, 2003; Daniels, Norman and Henry, 2004). Solberg and Preuss (2007) show that revenues per guest night (deflated by the CPI) in the year of the Sydney Olympics increased by 11%, but the trend has reversed in the following year. An important feature of the literature is the use of aggregated data at target level. Another feature is the absence of a control group that is not affected by the event. To the best of our knowledge, this is the first study to examine the price effects of sport events using disaggregated data.

## Model

Price increases are more likely the closer the hotel is to its capacity limit. This in turn can displace existing customers. A difference-in-differences approach is used to estimate the price effects. The control group consists of bookings in hotels belonging to the same chain that are far away from the hotel affected by the event. To account for the heterogeneity of the price effect, the quantile difference-in-differences estimator is used. This makes it possible to investigate to what extent the price effects of events differ between low and high-priced hotel rooms (conditional on control factors). Special attention is paid to the timing of the price effects of events, i.e. whether they are limited to the event period or continue after the end of the event. The specification controls for guest specific characteristics (e.g. number of guests), room specific characteristics and booking characteristics (advance booking, booking channel).

## Data

Data for the empirical analysis is based on individual bookings for the period of January 2011 to February 2016 drawn from a hotel booking system comprising nine three and four-star hotels located in Finnish Lapland. The database contains a lot of information on each booking (such as the hotel room rate, the date of arrival, the date of booking, the room category, the number of visitors (adults), information on travelling with or without children, the country of residence and the length of stay). In addition, there is information on the booking channel (individual offline booking, booking over travel agency, hotel online shop, OTAs. Room rates are generally defined as rates including breakfast and excluding lunch, dinner and other extra services. In some cases, room bookings are packaged which include extra services such as the on-site lunch and/or the dinner, the golf green fee, the professional guided walking, the snowmobile tours. In order to make prices comparable the packaged prices are adjusted using monetary value of the extra service provided by the hotel.

## Empirical results

The estimates based on least absolute deviation model show that the events lead to an increase in hotel room prices, on average, but vary according to the season and type of festival. However, the price effect quickly subsides after the end of the event, indicating that the price effect is temporary. Furthermore, the 0.25 and 0.75 quantile regressions show that price effects of events are more pronounced for high-prices rooms.

# Tourism Development

**Chair:** Philipp Wassler

Monday 8 April 2019

16.00-17.30 - F104

## Dark Tourism without Death: The Joy of Dark Night Skies

**Sean Beer and Duncan Light**

This paper explores the joys of dark night skies. Darkness has long been associated with evil. This link to evil would appear to form part of our collective unconscious. From a European tradition it can be found in works such as *Beowulf* and *Macbeth*; where evil comes from and is hidden by the dark. There has been significant academic discussion about ideas of dark tourism, that is tourism associated with death (Ivanova and Light, 2018; Light, 2017), but comparatively little discussion about the joys of darkness, and tourism that is specifically associated with travel to places that have dark night skies. In this paper, we review the disparate nature of current research and aim to establish a broad research agenda for exploring dark night sky tourism. The International Dark-Sky Association (IDA) is the leading organisation combating light pollution with a mission to, "Preserve and protect the nighttime [sic] environment and our heritage of dark skies through environmentally responsible outdoor lighting" (IDA 2019). As part of its work it has designated more than one hundred locations as International Dark Sky Places, because of the low levels of light pollution and quality of their dark night skies. There are six potential categories: International Dark Sky Communities, International Dark Sky Parks, Dark Sky Reserves, Dark Sky Sanctuaries, Urban Night Sky Places, Dark Sky Friendly Developments of Distinction. In each of these cases it is considered that the absence of light pollution brings benefits to human health, wildlife and ecosystems, energy conservation, and dark sky heritage. Given the

special nature of these places, it appears that people are keen to visit them for the purposes of leisure and tourism. Academic discussion of dark night skies in the context of tourism has been limited. A review of literature found four papers on dark skies tourism and three additional papers specifically relating to Astro tourism (tourism for the purpose of astronomy). There are, however, a significant number of publications in other areas such as ecology, human health, pollution studies, astronomy and economics, which would bring a greater contextual understanding. There is also a broad range of nonacademic or grey literature. In this paper we use a conceptual framework based on tourism, people and place to bring a structure to the current debate surrounding dark night skies and tourism. The broad conclusions of this review indicate that there are potentially many good reasons why people might wish to visit areas with dark night skies in terms of the quality of the environment, well-being (physical and spiritual), culture, and for the purposes of astronomy. We identify a number of priorities for further research. First, we currently have little understanding of why people visit places associated with dark skies. Second, there is a need for a fuller understanding of the ecological and economic costs and benefits of 'dark sky tourism'. Third, the processes that destinations go through to certify and promote their dark night skies requires fuller scrutiny. We conclude by identifying a research agenda which has the potential to integrate numerous different themes within tourism studies.

## Diversification into Wine Tourism: Costs and Benefits for Small Family Wineries in Langhe, Italy

**Magali Canovi and Andrew Lyon**

Over the past decade, the North Italian wine region of Langhe has become increasingly popular with tourists who are drawn from around the world by its landscapes, food and wine making traditions (DMO Piemonte, 2017). The recent addition to the UNESCO World Heritage List in 2014 generated an international visibility and the development of the area as a tourist destination has likewise been increased. The steady rise in tourist numbers to the region has led to growing awareness amongst wine-producing families about the potential benefits of tourism development and a number of these producers have introduced various tourism-related activities at their wineries: notably wine tastings, winery visits, cellar-door sales, B&B accommodations and restaurants. Others, however, have disengaged from pursuing wine tourism activities, believing them to be diametrically opposed to their core activity and identity as winemakers. Within the literature, only limited attention has been paid to wine tourism involvement and experiences of wine-producing families in Old World countries, particularly France and Italy (Gomez et al., 2018). It is thus timely for an Italian case study that examines the costs and benefits of wine tourism diversification for small-sized family-owned wineries. The focus lies on understanding wine producing families' level of involvement in wine tourism as well as their experienced costs and benefits regarding wine tourism diversification.

Wine tourism is increasingly growing on a global scale and is widely recognised as a driver of economic and social development in rural areas (Ferreira and Hunter, 2017). It has been conceptualised as "visitation to

vineyards, wineries, wine festivals and wine shows for which grape wine tasting and/or experiencing the attributes of the grape wine region are the prime motivating factors for visitors" (Hall and Mitchell 2000, p.447). Wine tourism, in the form of visitations to vineyards, has existed since the times of ancient Greece and Rome. However it was only during the mid-nineteenth century that the concept wine was recognised as a particular type of tourism. Since the 1920s, particularly European wine regions have fostered the relationship between the wine and tourism industry. In Italy, wine tourism started to develop during the 1990s, when national and regional associations were formed to promote wine tourism and to attract international tourists. At the national level, two associations have been formed to assist in the development and management of wine tourism, namely the 'Movimento Turismo del Vino' association and the 'Associazione Nazionale Città del Vino'. At the regional level the consorzi turistico (tourist associations) are promoting wine tourism, while at the local level, wine tourism is predominantly based on small-sized family-owned wineries, having invested in the development of tourism-related activities. While there has been a growing interest relating to wine tourism development from both a supply and demand perspective, the literature is still in its infancy. Limited attention has been paid to Old World wine-producing families' involvement and experiences in wine tourism (Gomez et al., 2018). Accordingly we aim to fill this gap by examining the extent to which family-owned wineries in Langhe have benefitted from wine tourism diversification.

An interpretivist approach was adopted to researching and understanding wine producing families' experienced costs and benefits of wine tourism diversification. Qualitative, semi-structured interviews were conducted with twenty winery owners. Participants were not selected to be representative of a population and to facilitate statistical generalisations, but were purposefully selected in order to get a deeper understanding of the phenomenon under study. Interviews were conducted in Italian and subsequently transcribed and translated. The translated data was transferred into the NVivo qualitative data analysis software, which was perceived to be more efficient in coding, organising and recalling data compared to manual methods and facilitated the identification of links, connections and relationships between different themes and sub-themes (Gibbs, 2002). The process of constant comparison was used in order to see if the data support and continue to support emerging categories (Holton, 2010). In this instance, data saturation was reached, due to the fact that nothing new emerged from the data and most of the data was coded by the existing codes.

A number of key findings emerged from this research: First, the most prevalent wine tourism diversification activities adopted by wine-producing families in Langhe include winery visits and wine tastings, cellar door sales and agritourism businesses (BandBs). Second, we identified a number of benefits from wine tourism diversification, notably sharing of

passion, building long-term relationships with tourists, educating consumers/tourists, long-term and short-term economic benefits, as well as increasing family cohesion by providing employment opportunities to next-generation family members. Although the majority of wine producing families recognised the social as well as the economic benefits of diversifying into wine tourism, a number of families stressed their concern at the negative effects of their involvement in wine tourism activities. These include: work-family conflicts, loss of family control, tourism interference with the wine making profession, as well as the occasional experience of hosting drunken tourists. These negative experiences, have led some family wineries to drastically reduce their involvement in wine tourism and their unwillingness of investing in and developing additional wine tourism-related activities. The findings of our study have also potential practical implications, notably for the regeneration of rural areas through wine tourism at the macro level. For example, many rural economies suffer from outward migration, high unemployment and declining social fabric. Understanding the costs and benefits of wine tourism diversification for family wineries can have wider impacts on the local economy, society and potential future tourism development initiatives. Therefore, how wine tourism is organised, developed and incorporated into rural development plans can be a part of the solution to help develop these regions.

## A Study of the Influence of Cultural Distances on the Retention of Multinational Exhibitors

Hongbo Cheng, Huiwen He and Dandan Pang

Business tourism events such as meetings, conferences and exhibitions play an important role for destination's leisure tourism, resident welfare, and economic development (Alberca-Oliver, Rodríguez-Oromendía, and Parte-Esteban, 2015; Hanly, 2012; Jin and Weber, 2013; Jones and Li, 2015). Customers of International Trade Shows, as business travellers usually spend more than their leisure counterparts and these business events help to extend the utilisation period of tourism facilities outside holiday peaks (Jones and Li, 2015). Despite the importance of business events for destinations around the world (Getz, 2008; Getz and Page, 2016; Kelly and Fairley, 2018), tourism management research lags behind the growth of the conventions, conferences and exhibitions industry.

Customer retention is very important for international trade shows which want to obtain sustained competitive advantage, and the retention of multinational exhibitors is largely influenced by cultural distance.

Based on Hofstede's cultural model and Mahalanobis Distance Formula, this study collected 4476 sample data from seven international exhibitions, and constructed logit regression models to find out the effects of multi-dimensional cultural distance and single-dimension cultural distance on customer retention. We also intended to control other factors which may influence our dependent variable (customer retention) in the model as well. The results show that cultural distance has a positive effect on the retention of multinational exhibitors. In detail, in terms of dimensions including power distance, individualism and uncertainty avoidance, the higher the degree of cultural heterogeneity between multinational exhibitors' home country and China, the more likely for the multinational exhibitors to repeatedly participate in the trade shows, which means the higher the probability of multinational exhibitors' being retained is. However, in the long-run, the estimated results display an opposite tendency.

## Can Investor Attention Impact Asset Restructuring Performance? Evidence from Chinese Tourism Listed Companies

Yafei Liu and Hui Li

Tourism has become an indispensable part of life. This is why travel companies are increasingly being watched by consumers and investors. With the improvement of information communication technology, individual investors can search information of any stock that catches their attention. Search volume becomes a novel and direct proxy of investor

attention. This paper is a novel exploration of the impact of investor attention on asset restructuring performance. The results show that investor attention has a significant positive effect on performance of asset restructuring. The conclusion of this paper can help tourism company managers and investors make more reasonable decisions.

# Destination Marketing

**Chair:** Derek Robbins

Monday 8 April 2019

16.00-17.30 - F105

## Three Dimensions of International Destination Image: Perceptions of Dubai, Abu Dhabi, Hong Kong and Singapore in Four International Markets

**Filareti Kotsi and Steven Pike**

### Introduction

There has been relatively little research attention to the phenomenon of stopovers during long haul international air travel. The aim of this project was to analyse the competitive perceptual positions of two emerging stopover destinations (Dubai, Abu Dhabi) and two traditional stopover destinations (Hong Kong, Singapore) on long haul travel routes between UK/Europe and Australia/South Pacific.

### Literature review

Relatively few studies have been undertaken with an explicit travel context. Following Barich and Kotler (1991) it is suggested the importance of different destination attributes might vary across different travel situations. The importance of various destination attributes might be quite different for the same consumer considering a short international stopover compared to a longer domestic summer vacation (Hu and Ritchie 1993, Gertner 2010). However, there has been a lack of research into stopover destination image to test this proposition. Most destination image studies have selected the list of attributes from the literature, without a qualitative stage involving consumers.

### Methodology

Qualitative and quantitative data was collected from consumers in two countries in the northern hemisphere (UK, France) and two in the southern hemisphere (Australia, New Zealand). The first stage involved 36 personal interviews in Brisbane and Paris to identify salient attributes of stopover destinations. The Repertory Test technique was selected

in order to understand what features of destinations are salient when an individual is thinking about a stopover situation. A total of 21 attribute themes were elicited from the Australian sample while 19 were elicited from the French participants. These attributes were then triangulated with 17 most common attribute themes used in previous destination image studies reported by Pike (2003). This study highlights the value of combining a qualitative stage involving consumers, since 12 attribute themes elicited from the interviews in Australian and France were not common in the literature. The second stage involved online surveys with consumers in Australia (n=416) and France (n=361). The purpose of this stage was to test the importance of each of the 29 attributes in the two markets and measure the perceived performance of Dubai and Abu Dhabi across the same list of attributes. For the Australian sample the attribute importance means, on a seven-point scale, ranged from a high of 5.97 (Safe destination) to a low 3.14 (Sports activities). Similarly, for the French sample the means ranged from 5.65 (Safe destination) to 4.04 (Sports activities). A third research stage involving additional personal interviews with 15 consumers in London, and 15 in New Zealand. This resulted in the elicitation of three new attributes that were neither common in the literature nor elicited from the French and Australian samples. The final research stage was a rollout of a refined survey instrument in online surveys in the UK, France, Australia and New Zealand. A quota of 500 participants, who had or are likely to, travel long haul, from each of the four markets was sought.

### Results

Half of all participants (n = 1012) had previously travelled from UK/Europe to Australia/South Pacific or vice versa. Two thirds of all participants (n = 1353) indicated a likelihood of travelling to UK/Europe or Australia/South Pacific in the future. The mean number of nights for a stopover indicated by the full sample was 2.6. This result was similar to the same question in the earlier pilot survey in France and Australia and supports a working definition of a stopover being one to three nights. Just over half the sample (53.8%) indicated 'a cheaper airfare' would most influence their choice of airline compared to 46.2% preferring 'a better airline'. The order of importance and the attribute means for both samples for the 24 stopover destination image items are generally consistent with the new results. The highest rating was 'Safe place' with a mean of 5.98 on the seven-point scale. Half of the attributes (12) were selected from the Repertory Test interviews with consumers in the four countries. An important implication is that if the attribute selection method was only based on the literature, these 12 items would not have been used in this survey. The data also includes the perceptions of performance means for these 24 items for Dubai, Abu Dhabi, Singapore and Hong Kong, as perceived by each of the samples in the United Kingdom, France, Australia and New Zealand. An initial exploratory factor analysis of the overall means (N=2000) of the 24 items resulted to three dimensions of stopover destination attractiveness: 'Attractions', 'Ambience', and 'Access'.

### Discussion and conclusion

The aim of this study was to identify the determinants of stopover destination attractiveness. It was proposed these three dimensions, 'Access', 'Ambience' and 'Attractions' are antecedents of attitudinal stopover destination loyalty, and that airline preference might moderate the influence of 'Access' in the model. A strength of the methodological approach used was that 11 of the final 17 attributes in the proposed model were not common themes in the destination image literature, but were elicited from consumers in the qualitative research stage. There are two important implications of this result. The first is the value of bringing consumers into the questionnaire design stage, and the second is the importance of an explicit travel context.

# Wayfinding Signalling on the National Boarding of Afonso Pena International Airport: A Brief Evaluation

Augusto Neves

This study aims to evaluate the wayfinding signage on the national boarding of the Afonso Pena International Airport (Curitiba / São José dos Pinhais - PR). In order to do so, it makes use of qualitative research, with exploratory and descriptive character, presenting as data collection techniques the systematic review of literature and non-structured, participant, individual and occasional observation. As data collection instruments, the photographic

record and the use of a structured form were used to verify the adequacy / inadequacy of the observed signalling. The results indicate that the signalling is adequate to the passenger boarding flow, presenting points of improvement in the luminosity, visual pollution in the surroundings of signs and the size of the font used in them.

## Towards a participatory place branding process

Mihalis Kavartzis

The main aim of this paper is to contribute towards a holistic understanding of place and destination brand formation centring on the goal of harmonising residents' views and internal perspectives of the city with tourism goals and externally oriented branding efforts. This is particularly important in the contemporary tourism environment with its emphasis on interactive and co-created destination brands. The study focuses on frameworks and processes of place and destination branding identifying and integrating the important elements of place/destination branding frameworks and the steps of place/destination branding processes.

Despite the significant accumulated knowledge around these, stemming from both the theoretical development of place and destination branding and from the practical experience of practitioners and consultants in many places around the world, this knowledge is not integrated and remains fragmentary. This study attempts to contribute towards achieving more integration and offering a more holistic, participatory place and destination branding process with significant potential for practical implementation. To achieve this objective, the first pursuit of this study is to identify contemporary approaches to the development and management of place brands

that emphasise participation. The second pursuit is to undertake a Systematic Literature Review of conceptual frameworks of place and destination branding and of suggestions for place/destination branding processes. This is an integrative review, meaning that its focus is on identifying what frameworks already exist not simply to list and describe them but, mainly, to synthesise existing approaches and offer a more integrated one. Therefore, the literature is formally analysed using a combination of theoretical and data-driven coding.

This analysis and theoretical insights lead to the paper's main proposition, which is the participatory place branding process, incorporating a novel understanding of the formation of the place brand and how this might be influenced by destinations. The paper argues that effective place branding implementation consists of five interrelated and overlapping stages: Research, Deliberation, Consultation, Action, Communication. The first stage is research and analysis where the analytical aspects of place branding projects come to the fore. This involves a detailed account of the resources available and an assessment of the external and internal environmental factors that affect it. Perception studies of the current and potential place and destination image are also included and

several other studies and methods that help evaluate the current situation of the place and its potential for future development. The second stage is deliberation and vision development. In this stage, the core group of stakeholders discuss and propose a strategic vision for the place. These stakeholders might include local authorities, tourism offices, the local chamber of commerce and/or industry, directly involved sectors (e.g. retailers, leisure, transportation etc.) and any external consultants or experts. The aim of this stage of the process is not necessarily to create a final vision of the future but rather to formulate and articulate a meaningful proposition of such a vision. This proposition will be used in the next stage of consultation and stakeholder engagement to initiate a dialogue around the proposed vision and about the future. Extensive discussions and consultations with local communities are required in order to refine the vision and strategy. Furthermore, the stage of consultation includes the seeking of synergies with organisations, institutions and other places that might be mutually beneficial. The fourth stage is the stage of action, in which practical measures are taken following the strategic plan and the chosen tactics are implemented. These actions will inevitably include infrastructure development and improvement, regeneration initiatives, and initiatives aiming at enriching the 'opportunities' offered to the several place audiences (opportunities for residence, work,

leisure, education, investment and general quality of life). In this sense, this stage of the branding process relies on 'place making'. It is important to note that the previous stages are also action-based in the sense that the activities undertaken brand the place equally actively by sending powerful messages about the place and its brand. The next stage is the stage of communication. There is a clear need, particularly in our information overloaded times, to actively engage in communication of the place's benefits and improvement efforts. This stage wraps up all the above efforts and aims at making all interventions known to the wider public. In this sense, the previous stages of the process provide this last stage with the content of communication.

The interrelated and overlapping stages of this non-linear process are suggested as valuable tools in destination branding efforts to develop co-created destination brands that incorporate external and internal meanings of the locality while addressing market challenges. Thus, the contribution of this paper is that it captures the state of the art of place branding theory, it synthesises approaches to advance conceptual understanding of participatory place branding and it describes a concrete process for practical implementation of place/destination brand management. Thus, the paper is interesting for both academic and practitioner audiences.

## The Use of User-Generated Content in Destination Management – State of the Art from the Perspective of St. Gallen Model for Destination Management

Mojca Mayr

User generated content has been changing tourism since the invention of web 2.0. Because of its important role in current development of tourism, it should be better integrated in destination management. Many researchers have been using user generated content as data source, or research it with the aim to understand it better. But these are mostly

fragmented studies that are lacking coherent connection to any comprehensive destination management approach. This paper aims to fill this gap by evaluating the state of the art of user generated content research in tourism from the viewpoint of its integration to St. Gallen model for destination management.

# Culture and Heritage

**Chair:** Olivier Henry-Biabaud

Tuesday 9 April 2019

9.00-10.30 - Share

## Intangible Cultural Heritage as a Tourism Attraction: The Case of Oman

**Galal Afifi**

Oman is currently achieving an apparent expansion in its tourism sector, which is not limited to the continuous growth in tourists' numbers (i.e. 2.3 million in 2017), but also evident in its contribution to the Omani GDP and the development happening in tourism investment, legislation, education, etc. In this regard, Oman's cultural features have always represented a major part of its attractiveness, allowing Oman to have a place on the list of most evolving tourism destinations in 2017. Comparing to countries such as Egypt, Italy or China, it is hard to claim that Oman is overabundant with archaeological sites; however, Oman is surely one of very few Middle Eastern countries where tourists can still see and live an authentic cultural experience. Unlike other countries, this experience is not artificially

created, enhanced or even maintained for tourism purposes, but it is actually the daily authentic life of the majority of the Omani people, who are simply living their traditional cultural and social life until today without major changes. The continuity of this traditional life style has resulted in maintaining a tremendous treasure of intangible heritage including folkloric arts, myths, rituals, traditions and festive events which offers a unique opportunity for tourists to have such live experience. In this context, this paper aims to highlight the uniqueness of the Omani Intangible heritage and examine the cons and pros of inserting it as a major component of the Omani tourism business from different point of views including public and private entities, community and tourists.

## Residents' Perception of Osun Osogbo Sacred Grove (World Heritage Site) in Osogbo, Nigeria

**Yina Donald Orga**

This study examines the residents' perception of Osun Osogbo Sacred Grove, a World Heritage Site (WHS) in Osogbo, Osun State Nigeria. Likert scale questionnaire was used to collect data from local residents in Osogbo, Osun State Nigeria. The sample size for this study is 98,953 local residents of 18 years of age and above in Osogbo. Descriptive statistic was used to analyse the local residents' demographic data and perception of Osun Osogbo Sacred Grove. Accordingly, Osun Osogbo Sacred grove is an organically evolved cultural landscape associated with the Yoruba traditional religion and culture. This sacred grove of about 75 hectares of rainforest vegetation harbours

over four hundred species of plant of which two hundred are found to be of high medicinal values to the residents mainly Yoruba People and others who believe in its efficiency. This implies that forest is a natural herbal pharmacy. There are also different species of animals living in the Osun River and the natural vegetation of the grove. The grove is a highly sacred sanctuary where different shrines, sculptures and artworks have been erected and the sacred river is a goddess. Inside the grove lay the origin of the Osogbo, ascendancy and kingship institution. The Osun Osogbo Sacred Grove is venue for grand finale of Osun Osogbo festival held in August of every year. The Grove

became UNESCO World Heritage Site (WHS) in 2005. The uniqueness of Osun Osogbo Sacred Grove is that it has gradually evolved from a local significance to a regional and a global dimension. This implies Osun Osogbo Sacred Grove conservation is a basic condition to develop cultural and heritage tourism. Further, Osun Osogbo Sacred Grove is tangible as well as intangible in kind in the host community. Preserving the heritage (Sacred grove) opens a treasure for Osogbo as tourist destination in

Nigeria. Recent trends in tourist visits to the Osun Osogbo Sacred Grove as a result of Osun Osogbo festival is on increase annually. This also brings positive huge host-tourist counters, in turn, create socio-economic benefits in term of increase cultural exchange with tourists, increase pride in local culture, income and revenue to local residents, more investment in arts and crafts, etc.

## The Hidden Work of Heritage Hotel Employees

**Mostafa Marghany**

This study aims to explore employee experiences within heritage hotels; specifically it seeks to examine the complex inter-relationships between the materialities and (re)tellings of the historical narratives of these individually unique hospitality spaces and employee aesthetic and emotional labour. In addition, it investigates if and to what extent these particular workplaces influence how employees are managed and supervised. The study takes heritage hotels to be buildings, which have a special character and represent a sense of history, authenticity, and uniqueness that evoke the cultural past. Typically they are historic buildings (e.g., castles, manor houses or landmark structures), that have been repurposed as hotels, thereby giving them new symbolic and economic meanings and identities. They are often characterised by their historical significance, authenticity, outstanding design features, and are often located in or near historical places (Mcintosh and Siggs, 2005; Aggett, 2007; Naguib, 2008; Lim and Endean, 2009; Rogerson, 2010; Henderson, 2011; Wong et al., 2014; Chhabra, 2015).

The hospitality and human resource management literature has explored the nature of work in this sector, which exposes an employment relationship that requires long, anti-social hours (Baum, 2002), high workloads, unclear job duties (Lo and Lamm, 2005), poor training opportunities, low skills (Cheng-Hua et al., 2009), low pay and benefits (Baum, 2002; Kusluvan et al., 2010; Baum, 2019), exploitative and precarious work conditions (Kusluvan

et al., 2010; McNamara et al., 2011; Baum, 2019), low social status and prestige, and poor work-life balance (Kusluvan et al., 2010; Baum, 2019), job insecurity (De Cuyper et al., 2008; McNamara et al., 2011), poor interdependence and high levels of labour turnover (Baum, 2002; Kusluvan et al., 2010). In short, these workplaces have been described as a 'bleak house' (Bacon et al., 1996; Wilton, 2006). At the same time this creates a tension since, as luxury brands (Williams and Connell, 2010), the major challenge for those hotels comes from a gap between what employees expect and what they experience, especial as heritage hotels are prestigious service work environments, which require employees to bring far more to the employment. This research reports the preliminary findings of a pilot study conducted in three Welsh heritage hotels, which explored human resource practices in these workplaces. It suggests a hospitality-focused research agenda for the next phase of a doctoral study, focused on aesthetic and emotional labour and embodiment.

Insights from the pilot study revealed consistencies with a number of studies (Hoque, 1999; Cardon and Stevens, 2004; Reynolds, 2006; Sobaih, 2018), in that small hotel businesses rarely have HR departments and tend to rely on operational managers for HR functions and employee management. The primary source of recruitment and selection was recruitment agencies or the personal network of existing employees. Significantly recruitment was focused on individuals who meet the

criteria for aesthetic and emotional hospitality work. This was in addition to individuals who can undertake flexible, long, anti-social shifts, multi-tasking, and non-routine work. In return, these employers offer little benefits for those employees.

These insights provide an important contribution to literature in hospitality management by introducing the reality of the 'hidden work', which is required from those working in such contexts. Whilst precarious work in hospitality environments is documented, this research reveals a new dimension, whereby work involves the duality of

precarity and the personal touch; for employees to personally enhance the customer experience of the environment. This aspect of the study is explored more fully in the next stage of this research and will explore both employer and employee experiences. A qualitative inductive design will ensure that participants are afforded an opportunity to share their in-depth experiences of working in such environments. In addition the research participants will also provide hugely valuable insights on how they define the concept of the heritage hotel of which there is neither a universal definition nor prescribed 'list'.

## Tour Guides as Facilitators of Cross-Cultural Interaction and Understanding Between Host Community and Visitors: A Case Study of Oman

**Badar Al Dhuhli**

Visitors and host communities share their cultures and values with each other. The cross-cultural interaction between visitors and the host community can have positive and negative results for both parties. The role of the tour guide or tour manager is that of a mediator. The differences between the visitors' and hosts' cultures depend on many factors. Understanding rules of the tour guide can reduce the conflict between visitors and locals as well as enhancing visitors' experience.

While cross-cultural interaction can occur anywhere, it most commonly occurs in tourist destinations because visitor movement is more common at the present time due to fewer travel restrictions across borders. This is one of the reasons for cross-cultural interaction occurring mostly in tourist destinations. This interaction between visitors and residents contributes to the tourists' overall experiences and perceptions about the destination and its residents (Armenski et al., 2011). The acceptance or tolerance of visitors by residents is considered vital for effective destination planning and management (Ap, 1992; Ritchie and Inkari, 2006).

Difficulties can occur, and rules governing contact with foreigners are important (Argyle et al., 1986) for facilitating the development of social relationships in tourism (Reisinger and Turner, 2003). Differences in interpersonal communication (verbal and non-verbal) and social behaviours are among the main difficulties in cross-cultural interactions (Bochner, 1982). The differences in facial expressions, language fluency and gestures result in difficulties in verbal and non-verbal communication and can be attributed to the differences in patterns and rules of social behaviour. For instance, Eastern-Asian cultures are more reserved compared to Western cultures, where people talk more freely about their feelings (Weiler and Black, 2015). Each culture has specific rules or norms about gestures, expressing opinions and habits. For instance, the different ways of handling cutlery can cause irritation or misunderstanding. The cultural differences and patterns of social behaviour affect visitors' and hosts' perceptions of each other. Although those with good interpersonal skills can effectively interact in their home culture, they may not be so effective in a foreign culture, which may cause them to

develop negative perceptions and conflicts. Understanding the cultural differences between visitors and hosts is important for developing positive cross-cultural interaction (Reisinger and Turner, 2003; Ng et al., 2007; Zaidan, 2016), and culture must be clearly understood by both parties to achieve effective interactions (Yu and Lee, 2013).

Different rules of interaction define different cultures; expectations and the meanings of rules also differ across cultures. Rules that are accepted in one culture might have a different meaning in another. Thus, members of different cultures could misinterpret other cultures, causing confusion or conflict. Pearce (1982) reported that difficulties in social interaction are due to cultural differences.

March (1997) found cultural differences in the behaviour of many travellers, including (1) ability to speak the English language (e.g., Koreans have difficulty speaking English); (2) eating habits based on religious factors (e.g., Hala food in Oman isn't an issue for the Indonesians); (3) overseas travel experience; (4) expectations from international trips; and (5) travel patterns and demands, including the purpose of travel, seasonality and shopping behaviour.

Against this background, this study examines the role of tour guides as mediators of cross-cultural interaction and understanding between the host community and visitors, focusing on the case of Oman. Although many studies have addressed cross-cultural interaction among visitors and hosts, literature concerning the contribution and role of tour guides as facilitators of cross-cultural interaction and mutual understanding remains limited. This study thus provides reliable information on the experiences and issues facing foreign visitors who are visiting a Muslim country such as the Sultanate of Oman.

The cultural differences between visitors and hosts need to be taken into consideration, given that the cultural distance between Omanis and the top visitors to Oman (as of May 2017), which included visitors from India (126,891), Germany (98,470) and the UK (93,977), is quite large compared to Arab Gulf Countries national visitors (495,619), who share a similar culture

with Omanis (National Centre for Statistics and Information, 2017). This study therefore contributes practical and reliable information to help understand and enhance social interaction despite broad cultural differences. In such situations, tour guides play an important role in ensuring that both visitors and hosts enjoy a positive experience while avoiding possible misunderstandings or conflicts. As the ambassadors that connect different people through tourism, the tour guides' skills, knowledge and behaviour are as important as the visitors' and residents' overall experience.

This study is qualitative in nature. Data were collected from 10 semi-structured interviews with Omani professional tour guides with different levels of education and experience. The average time for each interview was 50 minutes. The interviews were divided into nine themes: (1) participant background; (2) training; (3) meeting and greeting; (4) cultural distance; (5) rules, norms and values; (6) cross-cultural experience; (7) motivation; (8) on-bus experience; and (9) feedback. All questions were reviewed and checked by a tourism expert to verify their adequacy and suitability for use in an academic context. Thematic analysis was applied to the data to generate and analyse the findings, which involved creating untested conclusions and generalising the data from general to specific (Saunders, Lewis, and Thornhill, 2014). The participants were assigned pseudonyms in the analysis to ensure their data and identities remained confidential.

The findings show that tour guides in Oman understand the importance of bridging the cultural gap between tourists and the host community. Additionally, tour guides indicate the need of improving their guiding skills as well as their knowledge and understanding of tourists' different behaviours can reduce conflict between visitors and hosts. However, as non-Omani tour guides are less aware of the local norms and rules, they might create conflict between visitors and the host community. The outcome of this study benefits not only tour guides but also tourism business operators and stakeholders because this research can serve as a basis for future studies relevant to tourism, destinations, visitors, host communities and tourist behaviour.

# Tourism and Technology

**Chair:** Bruce Braham

Tuesday 9 April 2019

9.00-10.30 - Inspire

## Enriching Experience through Augmented Guidebooks: An Evaluation of Next Generation Paper Technology

**Caroline Scarles, Emily Corrigan-Kavanagh, Megan Beynon, Mirek Bober, Alan Brown, David Frohlich, George Revill, Radu Sporea, Jan van Duppen, Haiyue Yuan and Brice Le Borgne**

In this demonstration, we share opportunities for enriching the visitor experience through augmented guidebooks, 'a-books'. Using technology developed through our current EPSRC project, we introduce next generation paper as an innovative approach to augmented paper technology. Reflecting on the polymedia nature of existing tourist engagement with technology, this demonstration summarises some of the practices currently adopted by tourists as they collate, harvest and curate information and knowledge of destinations that they propose to visit or have visited. With this knowledge, the project developed a 'zero delta' solution to facilitate a multimedia, enriched experiences; an a-book with printed hotlinks which can be accessed and played on an adjacent smartphone. Two versions of next

generation paper are shown through the a-book using either (1) visual recognition technology or (2) printed and embedded electronics making the a-book sensitive to light and touch. A common architectural framework, authoring workflow and interaction model is used for both technologies, enabling the creation of two future generations of augmented books with interactive features and content. In the travel domain we use these features creatively to enrich and illustrate the printed guide book through locally sourced and generated multimedia content and updatable web media, to point to the printed pages from the digital content, and to record personal and web media into the book. This demonstrates the findings of the initial phase of the on-going project as we move into end-user evaluation.

## Travellers who Book Online and Well Ahead of Arrival

**Markku Vieru and Martin Falk**

This study investigates the characteristics of the booking behaviour of hotel guests, with a special emphasis on the choice of booking channel and the time of booking. Both decisions are jointly modelled using binary and ordered Probit models. Results show that the likelihood for early or online bookings depend on similar

factors. Long-distance travellers, long-term guests, large groups and high season visitors have a stronger preference for joint online and early bookings. The analysis is based on unique information from a hotel reservation database covering nine hotels and 180,000 bookings over a five-year period.

## The Value of Guidebooks as an Object of Consumption in the Digital Landscape of Tourism Information Search Behaviour

**Micol Mieli**

In contemporary tourism, information and communication technologies make information abundant and mostly free of charge, but tourists still use traditional information channels such as printed guidebooks. The guidebook is a traditional source of information for tourists and it has been studied mainly as an information channel and cultural text or object. The present paper takes a third perspective and studies it as an object of consumption. Holbrook's framework of consumer value is used to understand the underlying reasons for the use of guidebooks in the age of digitalisation. The research tried to go beyond information needs as antecedents of information search behaviour and found that there are different values involved in the use

of guidebooks, which can help explain their use in the digital age. The results suggest that information search behaviour is changing due to technologies and that while the functional value of guidebooks is strongly relative and situational, its hedonic values remain important for guidebook users. The study also shows that, thanks to the possibility to access the internet at almost all times, the temporal dimension of information needs is postponed until right before consumption and serendipity is becoming a part of travel planning, and not an alternative to it.

# Tourism Economics and Planning

Chair: Adam Blake

Tuesday 9 April 2019

9.00-10.30 - Create

## Tourism Destination Competitiveness in Sweden: Who are the Winners?

Daniel Brandt, Magnus Bohlin and Jörgen Elbe

The tourism sector is growing in importance for the Swedish economy. However this growth is not uniformly distributed within the country and this in turn leads to an uneven distribution of tourism activity between regions as well as between rural and urban areas. In a previous study it is concluded that the growth of bed nights between 2000 and 2010 is concentrated to the three larger urban regions in Sweden. The tremendous growth of tourism in Sweden is therefore mainly a big city phenomenon, which is in sharp contrast to the picture entertained by policy makers and government officials. It is not hard to understand why tourism is considered a suitable driver of the local economy. Tourism is location specific, it generally draws on local natural and cultural resources, and the multiplier effects of tourism with its forward- and backward linkages are supposed to have positive impacts on local and regional economies. Although there are high expectations that tourism will contribute significantly to the development of a specific region, the actual role tourism plays in regional development can be questioned. As a result tourism is regarded and promoted as a universally applicable tool when it comes to develop rural areas or regions in need for alternative job opportunities when traditional industries are phased out.

Although literature suggests that the growth of tourism is an effect of the general economic growth on the regional level, a question that still needs attention is if there is a similar or different pattern of growth at the sub-regional level. Are peripheral tourist destinations competitive in relation to the areas in which economic growth occur; i.e. does the national pattern duplicate on the regional level or do

tourism play a more important economic role in peripheral destinations relative the regional urban centres? Thus, this study addresses the question of redistribution within the regions. The question in focus is if the tendency of concentration of bed nights follows the same pattern within the regions as on the national level, i.e. if concentration increases over time. It is also of interest to identify those destinations, which may deviate from the main pattern and to scrutinise if and how they achieve a sustainable competitiveness.

An analysis is made based on data collected by statistics Sweden and the Swedish Agency for Economic and Regional Growth. Data on overnight stays in commercial establishments were derived on local level between 2008 and 2016 for four regions in central Sweden; Dalarna, Värmland, Gävleborg and Jämtland. The study area is comparatively large, slightly larger than Portugal. However, it is sparsely populated. The total population is around 980 000 inhabitants, which is approximately one tenth of the population of Sweden as well as of Portugal. Regions included in the study contain well-established tourist destinations, mainly ski-areas, as well as regional urban centres.

The data set makes it possible to make a longitudinal (annual) analysis of the redistribution of the bed nights in detail. The concentration was analysed based on a calculation of the locational quotient and the corresponding locational coefficient, which relates the municipal concentration of tourism to that of the population.

In order to analyse the relation between the general regional economic activity and guest nights, statistics on the number of employed

in the local economy as an indication of the economic activity on local level were used. The association between the number of employed at local level and the number of guest nights was calculated, using Pearson correlation coefficient as a measure for each year between the years 2008-2016

In two of the regions, Gävleborg and Värmland, tourism is already concentrated to the regional centres. In the two others, Dalarna and Jämtland, tourism has had its main concentration to the mountains away from the regional centres thus showing a lesser degree of an urban connection. When changes over time are considered we can conclude that there is an ongoing concentration of tourism guest nights to regional centres.

A correlation analysis relating business activity, using employment as a proxy, and tourism guest nights is also interpreted to support the hypothesis that tourism and general economic activity are indeed linked to one another. Thus on a national level it is the major centres that leads the competition. They have the largest market share and continue to grow faster than the rest. Stepping down in the hierarchy to the regional level we have also shown in this study that regional centres exhibit the same pattern. In other words, data show that peripheral tourist destinations are not competitive in relation to regional urban centres – even the most important destinations show a lower growth rate than the regional urban centres. They take the lead and tend to increase their share of the regional market. Thus, tourism growth is primarily a concern for urban areas rather than being beneficial for rural development. This result contradicts the traditional notions in Sweden where tourism is regarded as salvage for declining regions.

The findings are in keeping with general economic theory pointing out that economic growth is mainly characterised by centripetal forces, thus favouring growth in urban centres where population is concentrated benefitting both consumers and entrepreneurs. The findings in the study are somewhat surprising as one could have expected that the presence of major ski resorts in all four counties should have favoured growth in the periphery. Downhill skiing is indeed a resource based form of tourism which obviously cannot be moved to any urban centres without proper topography; nevertheless an ongoing concentration of guest nights to the core urban centres is clearly discernible in the study area. The same tendency as we previously have shown is taking place on the national level.

# The Impact of Geographic Diversification on the Relationship Between Product Diversification and Chinese Publicly Traded Tourism Firms' Performance

Chen Zheng and Henry Tsai

This study focused on China's tourism industry in which product diversification has become a phenomenon whereby Chinese tourism firms operate their businesses in other industries. Understanding the effects of a product diversification strategy on the performance of tourism firms in China is necessary because it is important to establish whether this common strategy leads to better firm performance in a developing economy. This study examined both linear and nonlinear relationships between

product diversification and firm performance and focused on a geographic diversification strategy as one of the moderators of the relationships. The presence of significant linear and nonlinear relationships between product diversification and firm performance (measured by ROA and Tobin's Q) were supported. The positive moderating effect of geographic diversification on the relationship between product diversification and Tobin's Q was also supported.

## The Potential Impact of US Travel to Cuba for the Caribbean Region

Robertico Croes, Kelly Semrad and Manuel Rivera

### Research problem

This study investigates the potential role that Cuba could play in the Caribbean tourist industry. As U.S. politics has played with the notion to lift the U.S. embargo, which would open the tourism industry in Cuba, the tourism literature has presented an unclear vision as to whether the destination would once regain its dominant position in the Caribbean. Cuba's potential, as a tourist destination, has often been exalted due to its history, heritage, culture, nature, and beaches. Thus, an emerging research claim is that by removing U.S. travel restrictions to Cuba a shift in tourist market demand may occur, thereby increasing demand to Cuba and deflecting demand from other Caribbean islands.

Currently, there is little systematic and comprehensive market information that can attest to this research claim. It would be rather difficult to demand by performing an elasticity analysis based on actual travel demand to Cuba and the elasticities values would be hardly predictable. Therefore, this study examines the potential demand to Cuba from U.S. tourists by applying a latent demand analysis.

Assessing latent demand considers existing and potential travel activity, and assists destination managers in their planning activities for future travel needs. Understanding Cuba's latent demand is not only important to help Cuba's destination managers in determining the allocation of product development funds, but is also important for other Caribbean destination managers that would like to understand how the introduction of Cuba as a competitor may impact other destinations' tourist market share. Cuba's 2030 vision has initiated concerns among Caribbean destination managers due its aggressive objectives in constructing 108,000 new hotels rooms to support the goal of attracting 10 million tourists.

### Methodology

The study applies a cross sectional online survey design that captures the stated preferences of potential American tourists to Cuba. Thus, the main contribution of this study is that it identifies in a systematic and comprehensive way the potential constraints (e.g. service, hotel, infrastructure quality, etc.) that would inhibit an American tourist from travelling to Cuba. This study investigates the

latent demand by applying a stated preference questionnaire on a sample of U.S. tourists who have visited a Caribbean destination in the past five years, but who have never visited Cuba before.

The study entails a three-step approach. First, the relative affinity for "Cuban interest" in the U.S. market is assessed. Second, the stated preference to travel to Cuba is compared and ranked to the stated preference to travel to other Caribbean islands. And, third, a method of identifying the most relevant factors that shape the stated preference to travel to Cuba is revealed.

### Results

The sample size included 1,083 respondents. The results untangle the overall impressions of U.S. travellers regarding the preferred destinations in the Caribbean and Cuba's overall position amongst these destinations. The results also reveal the most prominent factors that shape American tourists' preferences in the Caribbean. These factors include beaches, shopping, hospitality, and service quality. Overall, American tourists are not familiar with Cuba as a tourist destination, ranked Cuba consistently 7th amongst 18 Caribbean destinations, and perceived the Cuban tourism product as low quality.

In order to gauge the factors that influence the ranking of the islands we applied an ANOVA test to investigate potential differences among image impression factors for each island destination. The scores were categorised as: High, Med-High, Med-Low, Low, and No-Difference. Respondents consider Bermuda and Mexico's Caribbean Coast as the benchmark for service levels and destination attributes that are expected.

The study also used a factor analysis and found that the soft component of tourism, which is hospitality service, has the largest impact on satisfaction levels for the overall tourist experience. Hospitality accounted for 45% of the variance, whereas duty-free shopping and beaches accounted for 7.5% and 4%, respectively. The remaining variance within the model cannot be accounted for and is due to statistical limitations of measurement error that exists in all models.

### Conclusions

The results suggest some clear shifts in American tourists' preferences pertaining to 18 Caribbean destinations. Some destinations show image deterioration, or no change in image perception, while others improved their image. The determining factors that influenced these preference shifts in destination choice are value, quality, and hospitality services. Thus far, Cuba lags behind the Caribbean region in such factors. The results indicate that Cuba needs to improve the overall quality of its destination offerings.

The implications for other Caribbean destinations suggest the most important factor to consider in delivering a superior tourist experience in the Caribbean region is mainly the service delivery.

# Cultural Tourism Development in Ireland's Gaeltacht Communities- Managing the Potential of the Wild Atlantic Way

Aine Maunsell

Tourism in the west of Ireland has seen an upturn in recent years, largely attributable to the development of the Wild Atlantic Way (Fáilte Ireland, 2017). The Wild Atlantic Way is a coastal touring route that stretches 2,500km along the west coast of Ireland. 25% of the route is made up of Gaeltacht regions. A Gaeltacht region can be defined as a designated area where the Irish language is, or was until recently the vernacular language of a significant proportion of the local population (Údarás na Gaeltachta, n.d.). These regions feature an innate source of culture and landscape, which are desirable ingredients for tourism development. However, little has been done to capitalise on the opportunities presented by the Wild Atlantic Way with a specific focus on the sustainable and integrated development of the Gaeltacht regions in economic, cultural and sociolinguistic terms. Existing literature surrounding the role of tourism in the Gaeltacht is sparse, yet its impact on the Irish language has been examined by Denvir (2002), Kelly-Holmes, Pietikäinen, and Moriarty (2011) and Moriarty (2014). Literature on the Wild Atlantic Way is slowly emerging since its introduction in 2014, with levels of community engagement being examined by Hanrahan, Maguire, and Boyd (2017) and its impact on tourism development being examined by McCarron, McCusker, and Ó hAnnracháin (2015).

The research examined how communities in Gaeltacht areas and relevant supporting bodies can together respond to the opportunities presented by the Wild Atlantic Way through establishing a sustainable model of tourism development. Cultural tourism development with a specific focus on Gaeltacht communities is an under-researched area; hence the objectives of this research are somewhat broad. The objectives include building a profile the current cultural tourism product in Irish Gaeltacht areas and identifying the barriers and facilitators affecting the development of tourism in the Gaeltacht.

The research was carried out using a mixed methodology consisting of a series of six semi-structured interviews combined with an on-line survey of the local businesses. A mixed-method approach combines the collection, analysis and comparison of quantitative and qualitative data in order to provide a more complete understanding of the research problem (Creswell, 2014). The interviews achieved a more in-depth understanding of the factors influencing tourism development in the Gaeltacht. The subsequent online survey aimed to obtain a broader picture of experiences of tourism development and test the qualitative findings. An examination of national and international best practice examples was also used to make comparisons and recommendations.

The research sample included 6 stakeholders supporting tourism development at government and agency level and also 72 community-based enterprises and private enterprises who are developing tourism services and facilities at a local level. An emergent sampling technique was used to select interviewees. A database was developed containing all tourism related businesses in the Kerry Gaeltacht. Surveys were sent to all businesses and those who wished to participate self-selected.

The study focused on County Kerry as a case study. There are a number of reasons for this. Kerry is one of the foremost tourism destinations in Ireland, and the Cork/ Kerry region is the second most visited tourism region in the country (Fáilte Ireland).

The Kerry Gaeltacht consists of two distinct areas – Corca Dhuibhne (Dingle Peninsula) and Uíbh Ráthach (Iveragh Peninsula), which allows for a larger sample size, and the institute in which the researcher is based is located in Kerry. Finally, limiting the study to one county was more achievable and practical in terms of the timescale of the study.

The findings established that the Irish language was the main cultural differentiator between the Gaeltacht areas and the rest of Ireland. The findings highlighted many different issues, the most prominent being the need to make the indigenous language more accessible to outsiders. A substantial number of survey respondents stated that they knew how to take steps to incorporate the Irish language into their business, yet they were not doing so. This was also highlighted in the interviews, which found that tourist accessibility to the Irish language was problematic. The Wild Atlantic Way was seen to have had positive impacts on the tourism industry in the area, however many survey respondents highlighted the need for capacity management and infrastructure development in the Summer months. It was also found that the initiative could do more to promote the Irish language and the Gaeltacht status of these regions.

The outcomes of this research are very much focussed on practical application and will assist public bodies who discharge statutory responsibilities in relation to local, rural and regional development by providing evidence which will contribute to decision making regarding investment in public resources, infrastructure, services and facilities. The research will also contribute to the evidence needed to mobilise private and community-led investment in support of an integrated and coordinated approach to development. In so doing, it will enable the development of a differentiated and unique range of tourism activities which will focus on the Gaeltacht as a region in which local culture and language are a central component of the tourism offering.

The research is supported by Údarás na Gaeltachta. Údarás na Gaeltachta is the regional authority responsible for the economic, social and cultural development of the Gaeltacht. The authority endeavours to achieve that

objective by funding and fostering a wide range of enterprise development and job creation initiatives and by supporting strategic language, cultural and community based activities. Tourism is ideally placed to address all three of Údarás's mission areas.

# Gender and Inclusion

**Chair:** Jayne Caudwell

Tuesday 9 April 2019

9.00-10.30 - F201

## The Role of Gender, Patriarchy and Culture in the Experiences of Asian Female Travellers

**Dana Seow**

Tourism research has witnessed remarkable growth and diversification associated with travel experiences. The existing studies suggest that travel experiences are socially constructed, therefore it is difficult to separate women's travel experiences from the cultural situation that women are associated with. Social and cultural interactions are gendered, hence, gender plays a crucial role in travel experiences. Considering the rapid growth of tourism in Asian, this study aims to explore the roles of gender, patriarchy and culture in the

travel experiences of Asian female travellers. This study adopts a qualitative narrative approach through feminist lens in analysing and interpreting the data from a woman's point of view. This preliminary finding of this study relied on the participants' narrations of, not only their travel experience, but also their life experiences as Asian women from different cultural backgrounds. Gender expectations and parental influence were their main concerns which bring about resistance, self-preservation, and freedom.

## Gender Equality in Tourism: Accessibility of Senior Positions in Tourism and Hospitality Academia

**Irina Gewinner**

Research on leadership in tourism and hospitality regularly broaches out the issue of professional development in tourism and hospitality graduates and gives insights into career paths of former students in industry, commercial and administrative structures (Dredge et al. 2015, Fuchs et al. 2015, Kim et al. 2016, Farhat et al., 2017, Carvalho et al. 2018). Previous studies documented that institutional framing conditions (f.i. reputation of the educational institution or profile and specificity of the study programme) as well as individual aspects (f.i. extrinsic motivation, industry-related skills and self-perception of students) are factors that impact greatly on achieving leadership positions in the commercial sector of tourism and hospitality and other branches of industry (Metcalfe and Gray 2005, Fuchs et al. 2015, Daskin 2016, Horta 2018). During the last

years, with acknowledgement of academia as a key player in the knowledge economy, research on leadership issues in the scholarly world has gained growing interest, also in the field of tourism and hospitality. Here, studies addressed research impact of tourism and hospitality scholars (Timothy 2015, Becken et al. 2016, Koseoglu et al. 2016), research collaborations and dissemination of results (Benckendorff and Zehrer 2016, Bramwell et al. 2015, Melissen and Koens 2016) as well as topics associated with gender inequality in tourism and hospitality (Figuroa-Domecq et al. 2015, Small et al. 2017, Barrio et al. 2018). Yet, while having recognised the significance of leadership in research in terms of impact and transfer of results into practice, past research hardly addressed gendered leadership issues in tourism and hospitality academia in its own right. Notable

exceptions (Fotaki 2013, Munar et al. 2015, Becken et al. 2016, Chambers et al. 2017, Munar 2017) demonstrated a substantial gender gap in tourism academia and claimed "...we simply do not know what gender looks like on the career ladder in tourism academia" (Munar et al. 2015: 17). Even less is known about diversity issues pertinent to leadership in this vibrant field of study, especially those linked with migration background and ethnicity. Previous studies found that senior positions in tourism and hospitality academia are distributed unequally (Becken et al. 2016) and that research networks and impact creation are gendered (Munar et al. 2015). However, a comprehensive picture of a successful academic career and academic leadership with regard to gender and diversity in tourism and hospitality academia is lacking.

This study aims at reducing the existing research gap by exploring the distribution of gender and the extent of diversity in leadership positions of global tourism and hospitality academia. Focusing particularly on senior stages of scholarly career as a lived manifestation of ability to lead in research work is crucial for understanding common key points in careers, identifying successful career patterns and gaining insight into knowledge production mechanisms under consideration of geographical contexts and institutional framing conditions of global academia. This is all the more important because universities and research institutions are regarded as increasingly enterprising organisations operating in the times of the New Public Management according to the neoliberal managerial logic (Ayikouru et al. 2009). Against this background, it requires a re-thinking and better understanding of what leadership in academia actually is and whether it has specific characteristics within the tourism and hospitality epistemology. Academia represents a particularly interesting case for studying leadership, since it is challenged

by innovations and diversity policies, but at the same time still reproduces patriarchal cultures and lacks contemporary gender role models. Past research usually pointed out that meritocracy is the predictor for reaching senior positions in academia (Merton 1973). Therefore, only productive scholars would be successful in academic labour markets based on their achievements. Here, research showed that women publish less, but are more quality-orientated as compared to men (Maulen and Bordons 2006, Schubert and Engelage 2011); interestingly, men are tenured more frequently as compared to women (European Commission 2012). Yet, research on career progress and leadership in tourism and hospitality academia focused mainly on individual productivity in terms of bibliometric analysis (Zhao and Ritchie 2007, Law et al. 2010, Hall 2011) and hardly considered particularistic determinants that might have impact on academic careers. These ascriptive criteria, such as gender, age and ethnic origin, provide not only a pool for hidden discrimination and culturally based expectations towards men and women, but also a certain way of producing knowledge. Learning more about factors and mechanisms of gendered career progression and leadership development in the tourism and hospitality academia is crucial, since gatekeepers tend to support and reproduce the modes of knowledge production they represent themselves (Kimmel 1996, Figuroa-Domecq et al. 2015).

Integrating theories from sociology, gender studies and organisational studies, this investigation examines careers of senior researchers (R3 and R4 according to EU definition) in tourism and hospitality with special attention to aspects of gender and diversity. Informed by this interdisciplinary framework, the article develops a better understanding of academic leadership by giving insights into the role of gender in a successful academic career in this field of study

in Australia, UK and German-speaking countries. The examination is based on a reconstruction of professional history and quantitative analysis of CVs of professors collected from online screening of 10 best higher education institutions that provide bachelor's degrees in each respective region (Germany, Austria and Switzerland are grouped together). Aspects under consideration are gender, age, academic mobility, publication activity, affiliations, migration background, topics of interest, industry cooperation as well as (internet) visibility.

Preliminary results show that academic leadership in tourism and hospitality is, as expected, predominantly white and masculine. For instance in German-speaking countries, from altogether 43 identified full professors in best tourism and hospitality institutions, only 10 of them turned out to be women. Women publish less than men do, and their visibility is less pronounced. Furthermore, country specific differences in academic background

and core disciplines of the academic leaders could be detected: while UK and Australian universities offer specific tourism and hospitality programmes apart from business and management studies, German scholars obtain PhD degrees in geography or economics. Additionally, industry experience outside academia shows itself as an important factor for a successful career in global tourism and hospitality academia.

This study reflects gender inequalities in obtaining leadership positions in global tourism and hospitality academia. Although academia in general is known for representing conservative structures, this specific field of study seems to especially gender biased and male-dominated. This raises a question on the mechanisms of reproduction of gender imbalance and underrepresentation of women, and the study contributes to identification of barriers to equality. With this in mind, it seeks to advocate gender-sensitive policies in tourism and hospitality academia.

## **Pervasive and Concealed Oppression within the Hospitality Industry: An Exploration of Sexual Harassment Against Women from an Intersectionality Perspective**

**Hande Turkoglu**

Hospitality industry, which is an extremely labour-intensive sector, and has long employed large numbers of women workers. Whilst female employees make a significant contribution to the global hospitality industry, on the other hand, some of them are exposed to sexual harassment in the workplace from their colleagues, managers and customers.

However, women stories about workplace sexual harassment and its possible impact on their lives are seldom heard. There is a clear gap in the hospitality literature regarding the experience and impact of sexual harassment on women workers which this research will fill. By understanding why and how women workers are faced with sexual harassment behaviours, and the impact this has on their lives, it will be possible to identify the factors that predicate

the perpetrators, causes and incidents of sexual harassment behaviour.

In this context, this research aims to critically examine the experiences of women working in hospitality who have been harassed at work. The intersectionality concept will be used to understand the relationships between the multifaced identities that women have along with social and organisational structures of power. In accordance with the research aim, a qualitative approach will be used to achieve an in-depth and inductive exploration of female workers' feelings about and experiences of workplace sexual harassment. Narrative inquiry will be implemented to capture participants' stories about this sensitive research topic and the impact.

## **Factors Influencing Job Satisfaction Among Airline Crew: Evidence from the UK**

**Evangelia Marinakou and Harry Mills**

The airline industry in the United Kingdom is comprised of a large multitude of both short and long-haul airlines and combined they generate £60 billion pounds each year, in addition to exporting further £26 billion pounds (Sustainable Aviation, 2016). The United Kingdom is amongst one of the most active and desirable airline industries in the world. As an industry, they have enjoyed strong growth for the past two years with cheap oil, keeping fuel bills down, which has allowed them to offer cheaper fares. However, Brexit has cast a shadow on the industry, with concerns over the open skies agreement, airline ownership rules and declining consumer disposable income (Mintel, 2017). These recent changes to the industry could further affect job satisfaction of Cabin Crew as Airlines continue to drive overheads down in a bid to remain competitive. According to Statista, in 2014, there were 76,738 people employed, as Cabin Crew, by UK-based airlines and this has only grown since with the expansion of low-cost carriers such as easyJet and Ryanair and of course, both short and long-haul carrier, British Airways.

The role of Cabin Crew has high demands such as long hours, role overload, working at altitude and emotional labour (Williams 2003). Cabin crew often work at night (sometimes for long hours), travel across time zones and experience jet lag (Ng et al 2011). Boyd (2001) highlights that quick aircraft turnaround times, reduction in pay and working conditions and the pressure to carry out as many duties on the ground and whilst flying, in compliance with safety and company procedure, makes the occupation of cabin crew one of the most intensive and potentially stressful jobs in the service sector (Boyd 2001; Chen and Chen 2013).

Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment" (Kaliski 2007 p.446). Literature suggests common motivating factors that contribute to the satisfaction of an

individual include appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the organisation, policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision (Spector 1997). High experienced and well-trained employees tend to satisfy their jobs and that financial benefits, rewards, promotion all play an important role to satisfy, retain and attract employees (Shahzad Latif et al 2013). Karatepe and Vatankhah (2014) have also identified, from their survey of 163 Cabin Crew in Iran, that airline companies should establish and maintain a work environment where Cabin Crew can take advantage of a number of high-performance work practices (HPWP's). Research has shown cultural and demographic differences such as age and gender, in relation to job satisfaction. The exact nature of the relation is not clear but many theorists have highlighted these links (Spector 1997; Shahzad Latif et al 2013).

In order to further understand the factors that affect Cabin Crew theoretical framework has been sought. This is to give the researcher grounds to develop and apply to the United Kingdom Cabin Crew working in the Aviation Industry. Using Ng et al (2011) structural framework it is clear that certain factors have a direct link to satisfaction and dissatisfaction. Jet lag, role overload, emotional exhaustion, depersonalisation and lack of opportunity for personal accomplishment can all cause Cabin Crew to feel dissatisfied or satisfied. However, if the airline reduces these effects on the workforce, then as a result, the workforce should, in theory, feel more satisfied with the effects of their work.

Two research tools were employed to gather the data necessary to thoroughly investigate the factors affecting job satisfaction of Cabin Crew in the United Kingdom. The first was an anonymous, self-completion internet survey, which was made available to any UK-based Cabin Crew, via link. The questions asked in the online survey were mostly taken from the published survey by Karatepe and Vatankhah

(2014) in their article in the Journal of Air Transport Management. These provided a sound basis for the survey, as they were relevant and had been validated through previous research. However, it was necessary to add some additional questions, to further gear the responses to the data that needed to be collected to meet the objectives of this study. The second technique employed used semi-structured face to face interviews to gather data from Cabin Crew. These interviews were recorded and then transcribed by the researcher afterwards. Participants to take part in the Cabin Crew interviews were found through contacts of the researcher. Interviews were also conducted via email; where a list of questions were sent and respondents emailed back their answers (see Appendix). This was the most convenient approach when it came to interviewing Human Resource Manager's (HR) of Airlines

This section presents the conclusions from the research that was carried out, as part of this study. Some interesting findings emerged that provided an up to date perspective on the cabin crew workforce. The factors leading to satisfaction and dissatisfaction were established and as such supporting framework will provide a much-needed reference to managers in-industry. It is clear that when it comes to cabin crew, it is a workforce that needs to be treated well and fairly. The job is incredibly demanding and as such airlines should not look to continually cost-cut in this area but look to find a good balance, whilst always putting the workforce at the centre of everything they do and thinking, critically, about how any change could affect the workforce's ability to achieve satisfaction in their role.



# Hospitality Marketing

**Chair:** Crispin Farbrother

Tuesday 9 April 2019

9.00-10.30 - F202

## Determinants of Willingness to Pay for a Green Hotel Room: Evidence from Michigan, USA

**Sarah Nicholls and Sanghoon Kang**

The potential for adoption of greening initiatives within the lodging sector continues to attract the attention of researchers and the industry (see, e.g., Manganari, Dimara and Theotokis (2016) for a recent review). This study investigates the relationship between travellers' concern for the environment and their inclination to spend more to minimise the negative impacts of their hotel stays. Specifically, it determines the association between pro-environmental attitudes and beliefs, and willingness to pay a higher rate for a room at a green lodging facility.

Willingness to pay (WTP) for green initiatives has been investigated in a variety of contexts, including the protection of threatened and endangered species (as reviewed by Lew, 2015), product packaging (e.g., Singh and Pandey, 2018), and green products in air travel (e.g., Hinnen, Hille and Wittmer, 2017). Though several studies have considered WTP for green hotel rooms (e.g., Kuminoff, Zhang and Rudi, 2010), and some have also collected data concerning environmental attitudes and beliefs (e.g., Millar and Mayer, 2013), few have explicitly associated these two foci in their analyses. Kang, Stein, Heo and Lee (2012) found that those US hotel guests with higher levels of environmental concern were indeed willing to pay premiums for hotels' green initiatives, supporting both social identity (Tajfel and Turner, 1986) and means-end (Gutman, 1982) theory.

An online survey was conducted via a Qualtrics panel. Participants were residents of the US state of Michigan who had spent one or more nights in a commercial lodging facility in the previous two years. A total of 415 usable responses were received.

Environmental attitudes were measured using the revised New Environmental Paradigm (NEP) scale (Dunlap et al., 2000). Respondents rated their (dis)agreement with the 15 items on a Likert scale where 1 indicated strong disagreement and 5 strong agreement. WTP was established based on the question, "Imagine that you are typically willing to spend \$100 on a hotel room per night. How much would you be willing to spend on a room per night at a 'green' lodging facility?" Allowable responses included "less than the typical \$100," "\$100," or "greater than the typical \$100." Questions were also asked about various socioeconomic and demographic variables, and typical travel patterns.

Differences in average NEP scores between those willing and those not willing to pay more for a green room were calculated using t-tests. Factor analysis was conducted to assess internal consistency of the NEP scores, and binomial logistic regression was employed to identify significant influences on willingness to spend more for a green room.

Of the 415 respondents, 44.1% indicated that they would be willing to spend more than the typical \$100 on a room at a "green" lodging facility, 37.3% would pay the typical \$100, and 18.6% less than \$100. The remainder of this section focuses on those willing to pay more (n=183) or less (n=77).

Significant differences ( $p < 0.05$ ) in NEP scores between these two groups were indicated for twelve of the fifteen NEP items; as expected, those willing to spend more for a green room indicated higher levels of environmental concern in all cases.

Factor analysis saw the NEP items load on three factors, labelled Humans over Nature, Limits to Growth, and Ecocrisis (after Luo and Deng (2008)). Regression based on these factors revealed that all three were significantly associated with willingness to spend more for a green hotel room; the relationship between WTP and household income was also significant and positive.

The findings confirm those of Kang et al. (2012) with respect to the positive relationship between environmental concern and WTP for a green hotel. However, findings were opposite to theirs with respect to the influence of income and property type. While the Kang study found the former variable to have a negative influence of WTP, it was positive here. In contrast, while the tendency to frequent mid-range or luxury properties had positive impacts on WTP a green room premium according to Kang et al., those two variables were insignificant in this study. Such findings have important implications for the implementation and marketing of green initiatives by the lodging sector.

# Performing Local Authenticity in Hospitality Organisations in the Tyrolean Alps

Tanja Petry and Philipp Wegerer

Authenticity is one of the key drivers that attracts tourists to rural destinations (Hjalager, Kwiatkowski, and Østervig Larsen, 2018). Tourists seek the authentic 'local' in their encounters with untouched landscape, local culture, and local food (ibid.; Sims, 2009). Yet, globalisation and economic rationalisation have transformed many rural destinations, such as ski-resorts in the Tyrolean Alps. One significant change is that international workers are replacing local workers, especially in low wage service jobs in hotels and restaurants (Baum, 2015). So far, the impact of the growing cultural diversity of service employees in tourism and hospitality has not been addressed from an authenticity perspective. Our study is based on the premise that authenticity in tourism is driven by suppliers (Chhabra, 2005). Service employees are the main actors in performing and customising an authentic experience for tourists (Wang, 2007). This research project takes up the research gap on the diversity-authenticity-nexus and has two aims: On the managerial level, the study is interested in how hospitality organisations construct and control local authenticity. Specifically, we are interested how senior managers react to the loss of "local authenticity" in service encounters due to the increasing number of international workers. Previous research on managing local authenticity in the service industry has shown that managers try to change employees' interactive manner to local standards and to enhance local explicit knowledge for authenticating the social interaction with customers (Värlander, 2009). Drawing on the concepts of normative control and neonormative control, originally developed within Organisation Studies (Fleming and Sturdy, 2011; Müller, 2017), we investigate the authoritative practices and strategies employed by managers in their attempts to construct an authentic experience for guests with their nonlocal service staff. On the employee level, these control attempts raise a number of questions resonating around resistance, identity, and conformity struggles of employees. The

study aims to explore how international service employees conform and/or resist to local socio-cultural practices and managerial control attempts, such as the pressure to adopt to local dialects, dresses, values and specific forms of interactions that are perceived as local and authentic. Our empirical investigation starts from the insight that organisational control practices, which target employees' values and identities, often cause multiple forms of resistance (Westwood and Johnston, 2012). Since many international workers in tourism and hospitality are only seasonally employed and may have multiple jobs in different cultural contexts, a key struggle for them is to harmonise multiple work identities for the sake of one's own authenticity and identity (Caza, Moss, and Vough, 2018; Franke and Shah, 2003). One example are situations involving rude customers. In this case service employees were found to deliberately withdraw from the 'authentic' script to sabotage the service (Kraak and Holmqvist, 2017). Taking these thoughts as a starting point, we study the agency of actors and explore their behavioural responses to the increasing pressure to be authentic (Zhu 2012, p. 1497). The empirical study follows an explorative and interpretative approach and is based on the premise that authentication is the social process through which authenticity is constructed (Xie, 2011). Central to the authentication process is the struggle for the authority to authenticate (Cohen-Aharoni, 2017). Therefore, this study is interested in the negotiation processes between multiple stakeholders (Cohen 1988). The concepts of normative (Fleming and Sturdy, 2011) and neo-normative control (Müller, 2017) serve as guiding theoretical frameworks for developing the research design and analysing the data. The empirical context of this study are rural ski destinations in the Tyrolean Alps. It is planned to conduct 30 in-depth interviews with service employees from abroad, working during the current winter season. The sampling is guided by a snowball technique. For qualitative data analysis we plan to apply template analysis

(King, 2012) using the software Atlas.ti.

The results of three preliminary qualitative interviews with service employees originating from eastern European countries and being employed in Tyrolean hotels already point to the role of external stakeholders (e.g. tourists, local host population) as control agents, and revealed multiple identity struggles as well as different strategies of employees to adopt to behavioural requirements, while maintaining an authentic non-local identity. Therefore, our study contributes to the understanding of international service work experience from the perspective of employees and adds a new theoretical framework, normative and neonormative control, to the prominent discourse of authenticity in tourism sociology (Cohen, 2002).

# The Role of Authenticity in the Luxury Hotel Experience: A Mixed-Methods Study of the Hotel Sector in the United Kingdom

Umüt Kadir Oguz

Tourism experience has long been one of the main topics for scholars who aimed to better understand the concept from different perspectives. Nevertheless, there was a shift from the end of 1990s in the studies which started to focus the concept of memorable tourism experience (Pine and Gilmore, 1999) which is considered as the most suitable approach to predict future behaviours of the tourists (Chandralal and Valenzuela, 2015; Kim, Ritchie, and McCormick, 2012). Studies adapted the four components of experience economy (entertainment, education, aesthetics and escape) suggested by (Pine and Gilmore, 1999) and empirically tested in the context of accommodation (Loureiro, 2014; Oh et al., 2007), festival tourism (Manthiou et al., 2014; Mehmetoglu and Engen, 2011), golf tourism (Hwang and Lyu, 2015), wine tourism (Quadri-Felitti and Fiore, 2012), museum experience (Dieck et al., 2018).

Authenticity in the context of tourism is often defined as the realness, genuineness or uniqueness of the experience (Chhabra, 2012). Recently, the tourist perception of authenticity has been examined from the work of Wang (1999) who classified authenticity into three: objective, constructive and existential authenticity. Later, the studies started to examine the perception of authenticity empirically based on the work of Kolar and Zabkar (2010) who developed the scale based on the classification of Wang (1999). Reviewing recent studies demonstrated that perceived authenticity have been examined empirically by many scholars in the context of heritage tourism (Lin, 2015; Lu, Chi, and Liu, 2015; Nguyen and Cheung, 2016). Despite the popularity of authenticity studies in particular heritage tourism context, little research have been conducted on perception of different classification of authenticity in the hotel experience.

There have been an extraordinary demand in consuming luxury products or services in recent years (Kiesling, Balekjian, and Oehmichen,

2009) due to rapid economic growth in western countries (Yeoman and McMahon-Beattie, 2006). Parallel to the demand, the studies on the concept of luxury experienced a rise in the last three decades (Berthon et al., 2009; Vigneron and Johnson, 1999; Wiedmann et al., 2009) who aimed to investigate the multi-dimensionality of luxury consumption. Although, early studies focused on the luxury products, scholars adapted many frameworks to the context of luxury tourism experience (Chen and Peng, 2014; Yang and Mattila, 2016). Although there is no census on the number of dimensions of luxury tourism experience, studies showed that functional, experiential, symbolic and financial values are most common dimensions that were examined in the tourism context.

Luxury hotels are an important component of experience economy and luxury hotel experience can be significantly different from non-luxury hotels (Harkison, 2016). Today, luxury hotels are considered as an experience rather than products (Chu et al., 2016) since they can directly affect their guests' emotions (Barsky and Nash, 2002) Studies on the luxury hotels focused on the service quality mostly, while luxury experience compromised of with many other components therefore it is important to better understand the antecedents and outcomes of luxury hotel experience as well as other factors that shape the experience.

Little research were conducted to understand the different type of perceived authenticity in the context of luxury hotel experience. Authenticity is regarded as an important element that help customers perceive the luxury products and services (M. Beverland, 2006). It can also be considered as one of the attributes that help customers differentiate the luxury from counterfeit (Turunen and Laaksonen, 2011). Since luxury hotels provides an experiential setting, authenticity can have a direct influence on the luxury perception of hotel guests.

This study aimed to investigate the relationship between perceived authenticity, perceived overall luxury value, memorable tourism experience and its impacts on satisfaction, attitude, memory and behavioural intentions. To do this, a sequential mixed-methods study was carried out with qualitatively interviewing 11 hotel managers across United Kingdom in the first phase of the study. After using a thematic analysis for qualitative data, a survey was developed through using the findings of the first phase and existing studies in the literature. In the second phase of the study, a survey was carried out with 390 British hotel guests who had stayed in a hotel within past one year. A structural model was developed to analysis the findings of the quantitative phase.

Analysing the qualitative findings revealed 6 themes that are: (1) dimensions of experience economy, (2) Luxury values, (3) perceived authenticity, (4) Experience outcomes, (5) relationship between concepts and (6) Differences between participants' opinion. The first theme of the findings is related to experience economy which encompasses four dimensions namely: entertainment, education, aesthetics and escape. The second theme is related to luxury values which include quality of the products and services, experiential value, and value for money. The third theme is designing an authentic experience which encompass four subcategories namely: historic buildings, originality, locality and uniqueness. The fourth theme is experience outcomes such as memorability, re-visit intentions and recommendations. The fifth theme is related to relationship between experience economy,

luxury experience and perceived authenticity. The sixth theme is related to the differences between participants opinion regarding memorable experience, authenticity and luxury based on the hotel architecture type or location.

In the second phase of the study, a structural model was developed and analysed by using Partial Least Square (PLS). The findings confirmed that perceived authenticity has a direct impact on memorable hospitality experience construct. The results show that memorable tourism experience would lead higher level of perceived luxury value and satisfaction. This shows that higher satisfaction and memorability would lead positive behavioural intentions for hotel guests in the future. However, there was no effect of objective, constructive or perceived authenticity on the overall luxury value dimension.

This study has several benefits for both theoretically and practically. First, this study revealed the importance of designing an authentic experience in hospitality business, since it influences guest's perception of memorable hospitality experience. Future studies can include perceived authenticity and memorable hospitality experience to examine service experience in different context. Second, memorable hospitality experience was found a significant indicator of perceived luxury value which leads to higher level of satisfaction. This finding can help service providers in the hospitality industry to design a better experience to achieve better luxury hotel experience.

# Sustainability Integration in Large Hotel Groups: A Comparative Analysis Between Disclosure and Practices

Mireia Guix

Extensive research focuses on understanding CSR activities, and motivations for its embracement, yet, there is limited research on the strategies and processes that support decisions. Similarly, prior research covers the disclosure of performance in sustainability reports, while there is limited understanding of the process of how such reports are developed and whose priorities they reflect. This research aims to understand how large hotel groups define strategic sustainability objectives to create shared value and in turn translate this into actions, and measure outputs for reports. Through a multi-method qualitative design it examines the choices of large hotel groups on strategic sustainability planning, measurement, management, and reporting to characterise first, the degree of sustainability integration and second, to identify the internal organisational determinants that constrain progress towards shared value.

The study first investigates the stakeholder-related practices disclosed by the 50 largest hotel groups worldwide according to *Hotels Magazine* (2018), by testing the AA1000 Stakeholder Engagement Standard (2015) through content analysis. Then, the study takes an exploratory qualitative approach, through the use of 16 semi-structured interviews, to gain insight into the rationale behind the large hotel groups' CSR approaches, how these shape their strategies and the contents of their sustainability reports. Semi-structured interviews with eight corporate sustainability managers (from eight of the world's 50 largest hotel groups) explore their understanding of, and use of, CSR processes and reporting principles and any barriers to its uptake; and eight industry sustainability experts assess the general industry-wide application of CSR approaches, processes, and challenges.

The study builds on a comparative analysis between the organisations' publicly available sustainability reports and interview responses. It identifies internal determinants to CSR management and reporting, which provide

insights into the possible mismanagement of material issues and the symbolic adoption of reporting guidelines found in the industry. Cognitive factors (such as instrumental managerial attitudes and organisational culture, limited leadership awareness, commitment, and support to sustainability) are seen as critical barriers for substantive adoption of the accountability principles. Organisational determinants (such as a hotel's ownership structure, resource allocation, and stakeholder management capability), seem to influence CSR decision-making. Also, the cognitive and organisational factors have a knock-on effect on the systems and process of managing and reporting sustainability, evidenced in the ability of hotel groups to define indicators and collect and monitor sustainability data. Overall, the assessment of how hotel groups identify and engage with stakeholders, determine the importance of sustainability issues, and respond to stakeholder concerns shows mostly narrow and symbolic stakeholder engagement, narrow adoption of the materiality principle and limited responsiveness, all of which hinders progress towards shared value.

The research adds to the body of knowledge of strategic management of sustainability and sustainability accounting specific for the hotel industry. First, by identifying internal organisational determinants to CSR management and reporting, this research is intended to be a first step towards closing the gap pointed by earlier scholars on a lack of studies assessing how hotel groups have integrated CSR into their practices, processes, and strategies (Serra-Cantallops et al. 2018). It also contributes to the literature that investigates how sustainability performance can be integrated into the business strategy, management, and reporting (e.g., Morioka and de Carvalho 2016). Second, it contributes to the limited guidelines for implementing shared value (e.g., Porter et al. 2012, Bockstette and Stamp 2011) by proposing modifications in the existing principles of inclusiveness, materiality, and responsiveness of reporting guidelines

to fit with the shared value approach. Third, it contributes to the literature on sustainability accounting in the hotel industry by being the first empirical research on the disclosure of materiality principle and on the application and barriers to its uptake, thus extending earlier conceptual research (Jones, Hillier, and Comfort 2016).

The research findings have several practical implications for CSR managers and stakeholder facilitators of CSR management and reporting processes. The study proposes the Sustainability Integration Matrix as a method to assess the sophistication of CSR-processes of an organisation by graphically representing the cognitive, organisational, and technical sustainability integration of an organisation. It also proposes the Accountability Matrix as a tool to assess an organisation's accountability to stakeholders based on the disclosure of inclusiveness, materiality, and responsiveness. Altogether these tools can support a discussion of the required changes needed to further progress in the continuum from reactive to proactive CSR. Likewise, the study could also be of interest to organisations setting sustainability reporting standards. It raises concern over the symbolic adoption of reporting guidelines and the opaque disclosure that limit the external stakeholders' ability to distinguish between management or mismanagement of material issues. It illustrates a gap between CSR practices and corporate disclosure for the hotel industry, which indicates the inclusion of more internal organisational factors that the ones being required in sustainability reporting guidelines may be valuable information to external stakeholders. The study finishes by recommending areas in need of further research.

# Authentic Destinations

**Chair:** Sean Beer

Tuesday 9 April 2019

9.00-10.30 - F104

## Food in Destination Marketing as a Reflection of Cultural Globalisation

**Anna Stalmirska**

Destination marketing is becoming extremely competitive worldwide (Buhalis, 2000; Kozak and Kozak, 2016). Whilst tourists enjoy a plethora of choices of available destinations, DMOs at all levels are competing for attention amongst an increasing amount of marketing activity (Wang and Pizam, 2011). Furthermore, it is becoming increasingly difficult for destinations to differentiate against rivals offering similar attributes and benefits. Thus, destinations are competing in increasingly contested markets with little to distinguish them from each other.

As competition in the tourism industry intensifies, culture is increasingly seen as an asset for, and means of, product differentiation (Richards, 2012). This is because of a recent shift from an era of industrial to one of cultural capitalism (Yeoman, McMahon-Beattie, Fields, Albrecht and Meethan, 2015) as well as the rise of the experience economy and experience marketing (Pine and Gilmore, 1999). For that reason, culture has been more prominently employed as an aspect of the tourism product and in destination marketing strategies. Increasingly food, as an element of culture, is being used in many destination marketing and management strategies to benefit not only the tourism industry and the visitor, but also the economic, social and environmental aspects of a destination. This is because when combined with tourism, food can provide a natural competitive advantage, not easily replicated when specific to a location and a culture (Mulcahy, 2015). Similarly, according to McKercher, Okumus and Okumus (2008), an increasing number of destinations are using food as a means to differentiate themselves and to expand the market. Thus, food is now a burgeoning element for destinations in developing tourism.

However, only a limited number of previous studies (for example: Henderson, 2014; Mak, Lumbers and Eves, 2011) have aimed to explore the complex interplay between globalisation and food in the context of tourism and thus the social and cultural studies approach is still a relatively new development in food tourism research and academic investigation in the area is just beginning to emerge. It is in this context that the study explores one theoretical and conceptual approach for the study of food in tourism: cultural globalisation (Hopper, 2007). In short, "cultural globalisation" (Hopper, 2007) reflects the so-called "cultural turn" in the study of globalisation rather than viewing globalisation as simply a form of interconnectedness or exchange (Axford and Huggins, 2011; Richards, 2007). Thus, this study seeks to respond to a number of calls for a more "cultural turn" in the study of food in tourism.

While food, as an element of culture, is increasingly being used in many destination marketing strategies, most research on food-related tourism marketing has been conducted from the demand-side focusing on food-related visitor experiences. Moreover, most research in this domain has been dominated by Asian perspectives, neglecting emerging Western destinations. Considering these shortcomings, the overarching aim of this study was to explore the use of food in destination marketing in selected destinations in Yorkshire, England, to address this gap in knowledge, and to develop recommendations for destination marketers and other industry stakeholders to assist in planning and utilising food as a cultural resource more effectively at the destination level.

The research strategy was based on an embedded single-case study with multiple units of analysis: five destination marketing

organisations (DMOs) at national, regional and local levels. During the first stage of the data collection process, a qualitative content analysis of DMO websites was undertaken to explore how food was used in the current marketing strategies. This approach enabled the researcher to evaluate textual and visual information used to represent food on the official DMO websites at national, regional and local levels. The second stage involved semi-structured interviews with DMO representatives and "industry experts" and aimed to seek deeper insights into the use of food in destination marketing strategies.

The findings indicate that food in destination marketing is an area in which DMOs are increasingly active, but in which there is considerable variance. This is visible in the changing and evolving nature of the English

cuisine, but also in the differences which were identified in the marketing of food in rural and urban destinations reflecting both cultural heterogenisation and homogenisation. Moreover, this study found that despite the increasing use of "local" food in destination marketing, there is a lack of consensus over what counts as "local". Accordingly, this study proposes four key dimensions representing different perceptions and judgments about what counts as "local", as indicated in this study by interview participants as well as the review of the literature.

This study provides new insights into the use and applications of food in urban and rural destinations by focusing on cultural globalisation. The research findings offer specific theoretical and practical implications.

## Intergroup Conflict and its Impact on Tourism: Causes and Consequences of Conflict Between Landowners and the Nomadic Samburu Tribe in Laikipia County, Kenya

**Tim Gale, Aisha Gross and Philipp Wassler**

Conflict, derived from the Latin *confliggere* (to collide with), has been defined as 'a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralise, injure or eliminate rivals' (Coser, 1956; cited in Farmaki, 2017). Generally, this phenomenon is characterised by: the existence of two or more parties; resource scarcity; behaviour aimed at harming opponents; and opposed interests (Coleman and Deutsch, 2000). This incompatibility among different parties extends to ideas, beliefs, behaviours, roles, needs, desires and values among others, and can range from simple irritation to varying levels of violence (Idrissou et al., 2013; Moore, 1995). However, although the term has been widely used and taken for granted in different contexts, it has yet to be adequately defined within the field of tourism (Curcija, Breakey and Driml, 2019), which has been attributed to the inherent complexity of the concept (Isenhardt and Spangle, 2000). Scholars have also highlighted that conflict is not inherently negative, as is often assumed,

but can also be constructive when managed appropriately (Castro and Nielsen, 2001; Okazaki, 2008).

Evans (2013) suggests that conflict manifests itself in four ways, as: interpersonal conflict (which usually occurs between two individuals, because of a difference in opinion or values relating to a situation or issue); intrapersonal conflict (which occurs within an individual, and equates to an internal struggle in making personal choices); intergroup conflict (which occurs between different groups of individuals, typically related to their access to and use of resources or the perceived transgression of social and cultural boundaries established between each group); and intragroup conflict (which happens among individuals within a certain group, due to interpersonal disagreements or conflicting views and ideas).

While tourism studies rarely deals with interpersonal and intrapersonal conflict, intergroup and intragroup conflicts are usually approached from a stakeholder management

perspective (as in Dredge, 2010; McCool, 2009; Okazaki, 2008; Timur and Getz, 2008; Wray, 2011). Generally, these conflicts are presented as a struggle for resources (e.g. Jamal et al., 2002; McKercher et al., 2005; Ruhanen, 2013; Slocum and Backman, 2011), power and involvement imbalances (e.g. McKercher et al., 2005; Plummer et al., 2006), and impact studies (e.g. Jamal and Getz, 1995; Kibicho, 2008; McCool, 2009). From these studies, a number of potential drivers of conflict in tourism can be identified, of which the three principal ones are: ethnic divisions; economic factors and resource competition; and political and institutional factors (Farmaki, 2017). Ethnic divisions have been found to be at the root of many armed conflicts in the post-Cold War era (Esteban and Ray, 2008), though taken alone they rarely lead to inter-group conflict but, rather, are exacerbated by additional circumstances. Economic factors, when related to inequality, are usually a major driver of inter-group conflict (Brinkman et al., 2013; David and Bar-Tal, 2009; Gilley, 2004); also, the discovery of natural resources that can be exploited for material gain has been shown to lead to confrontation (Jamal et al., 2002; McKercher et al., 2005; Slocum and Blackman, 2011). Finally, political and institutional drivers of conflict include inter alia social injustice and dominance of government structures (Farmaki, 2018), power imbalances (McKercher et al., 2005; Plummer et al., 2006), and policymaking (Bramwell and Sharman, 1999; Dredge, 2006).

This study aims to identify and to understand the reasons for and effects of intergroup conflict between landowners and proprietors of tourism businesses, on the one hand, and tribespeople on the other, specifically the Samburu tribe in Laikipia County, Kenya. The Samburu are nomadic pastoralists and cousins of the Maasai, and settled in and around Kenya's Central Rift Valley before being displaced to Laikipia and the south of the Country by British settlers in the 19th century. Following independence, the British and their descendants bought up land in the area, forcing the Maasai to move further south towards the border with Tanzania. The Samburu elected to stay in Laikipia (Muthiga, 2017). They now move from place to place, following the seasonal rains in search of fresh pasture and water for grazing their cattle and

other livestock. With rapid population growth and the need to maintain larger herds, with the loss of pasture and diminishing fresh water supplies through overgrazing and ongoing drought possibly linked to climate change, and with the erosion of communal grazing rights through the privatisation of land and the expansion of conservation areas, this inevitably brings them into contact and conflict with landowners (and also other tribes), who are mostly third, fourth and fifth generation white Kenyans. Recently, this has taken a violent turn with easy access to illegal firearms trafficked over the border with neighbouring war-torn countries, and incitement to invade private land by politicians hoping to gain capital by stoking tensions between the landowners who have land for grazing and the herders who have none. The closure of Sosian Ranch after the killing of one of the Directors, and the destruction of Suyian Lodge through an arson attack by illegal herders and the looting of the stores there, have led to the loss of tens if not hundreds of jobs, depriving local suppliers of a market for their goods and the government of tax revenues. Landowners operating in Laikipia's tourism industry claim to have contributed 4 billion Kenyan Shillings into the local economy in 2016, so the loss of critical capacity and confidence on the part of tourists threatens to have a significant and detrimental impact beyond the businesses themselves.

This is not a classic study of host-guest conflicts in tourism; we are concerned with the effects of conflict on tourism, rather than tourism as a source of conflict. Also, in contrast to previous studies, tourism is the beneficiary and not the cause of peace, here. Using purposive sampling and semi-structured interviews with ten landowners in Laikipia County, transcribed and coded using thematic analysis, we investigated the perceived causes and consequences of conflict with the Samburu tribe from the landowners' perspective(s). From this we have concluded that the above-mentioned factors have frustrated a 'functional' (coexistent) relationship between the two groups, where landowners provide grazing rights, free basic health care and primary and secondary education for Samburus and they, in turn, provide a supply of labour for their tourism businesses and protect against illegal

herders, instead generating conditions and perceptions of inequity and conflict. In respect of tourism this has led to cancelled bookings and reduced visitation, the permanent or temporary closure of ranches and lodges, and adverse media coverage and reputational harm for the destination as a whole. However, this is not simply a conflict between 'coloniser' and 'colonised'; between white Kenyan landowners of British decent and indigenous Samburus and other tribes, but rather a clash between sedentist and nomadic ways of life that transcends ethnicity and other seemingly

'obvious' divisions. Accordingly, we reject structuralist, and also voluntarist accounts that privilege pre-existing social structures or human agency, and deploy post-structuralist modes of analysis and ideas associated with 'mobilities research' (championed by the likes of Coles et al., 2005, Hannam and Knox, 2010; Sheller and Urry, 2006; and Tribe, 2005). This, we assert, allows for a more complex and nuanced reading of the relationship, albeit one that we accept is open to contestation and which would benefit from the addition of Samburu voices.

## National Culture as a Driver of Pro-Environmental Attitudes and Behavioural Intentions in Tourism: A Comparative Study of the UK and China

Lamei He

Tourist behaviour is a driver towards more environmental-benign tourism. Pro-environmental tourist attitude underpins positive behavioural intentions as the precursor to pro-environmental tourist behaviour. It is important to discuss the major drivers of pro-environmental tourist attitude. This study explores the influence of national culture

on pro-environmental tourist attitudes. A quantitative empirical study of the UK and China was conducted and the results showed that the cultural background of tourists significantly related to their pro-environmental attitudes, thus emphasising the essence of national culture in process of sustainable tourism development.

## Network Effects on Innovation in the Hotel Industry: The Mediating Role of Absorptive Capacity

Petra Binder

It is commonly accepted that knowledge ranks among the main drivers of innovation and the consideration of networks as potential sources of new knowledge has been widely recognised, especially for the networked tourism industry. Most tourism related studies in this field conceptualise networks as fruitful platforms for external knowledge acquisition, exchange or sharing practices and innovation. Such approaches, however, tend to be implicitly suggestive of knowledge networking necessarily resulting in enhanced innovation and fail to address knowledge application and absorption

issues. This paper investigates the mediating role of absorptive capacity in the relationship between networks and innovation in the hotel industry. A quantitative survey among 378 Austrian hotel businesses was carried out to measure network related constructs, absorptive capacity and innovation intensity. Results of the multiple regression models reveal that network participation and the quality of relationships positively and significantly predict the hotel organisation's innovation intensity. Moreover, there's evidence that the relationship is mediated by the hotel's absorptive capacity.

# Tourism Marketing

**Chair:** Mike Peters

Tuesday 9 April 2019

9.00-10.30 - F105

## To Stay or Not to Stay? Overnight Booking Intentions of Cruise Passengers in a Mature Cruise Destination

**Pavlos Arvanitis, Bailey Ashton Adie and Alberto Amore**

The global ocean cruise industry experienced an annual growth rate of 6.63% between 1990-2018 (cruisemarketwatch, 2019). According to CLIA (2018) the demand for cruising increased by 20.5% in the period 2011-2016. This increasing demand is reflected on the number of newly built cruise ships entering service; in 2018 13 new ships were added with a total passenger capacity of over 33,000 passengers and in 2019-2020 a further 24 ships will enter service with a total passenger capacity of over 66,500. The worldwide cruise passengers' market has grown from 17.8 million in 2009 to over 27 million in 2018 and is expected to reach 30 million in 2019 (CLIA, 2019). Although the Caribbean remains the most popular region of cruise ship deployment accounting for 34.4% of the global activity, Europe excluding the Mediterranean Sea accounts for 11.1% (28.4% including the Mediterranean Sea) (CLIA, 2019). However, to date there is little research that analyses this overnight stay behaviour (Brida et al., 2012; Thomas and Stoeckl, 2015). Understanding the cruise tourist market is essential for home ports as they can potentially enhance the wider visitor economy. This was seen in Thomas and Stoeckl (2015), wherein cruise passengers at the Australian home port of Sydney enhance the local economy as overnight stays "generate higher overall tourist spend, as cruise passengers patronise local accommodations and restaurants to a higher degree than in transit ports." It should be noted that large positive economic impacts are not necessarily guaranteed, as was observed in Cartagena, Colombia (Brida et al., 2012). Furthermore, within this small pool of research, there are limited studies that analyse this behaviour in a European home port, in part due to a perceived lack of interest (Ferrante et al.,

2018). It is this gap which this paper seeks to fill through a presentation of a Southampton case study.

Southampton is one of the major cruise passenger ports in Northern Europe and the busiest in the UK, handling over 1.7 million passengers in 2018 (ABP, 2019). The port has four cruise passenger terminals and can berth up to four cruise ships at one time. While there is cruise ship traffic throughout the year, the high season falls in the summer when cruise activity intensifies. There are approximately 500 cruise ships berthing in Southampton each year, resulting in a potential tourism market of approximately two million people. However, despite the substantial passenger activity, both in high and low season, there is very little interest or research on the behaviour of departing passengers.

In order to assess this behaviour, a questionnaire was deemed to be the most suitable method of data collection. The developed questionnaire used closed questions in order to ensure the consistency of responses. The questions were designed to determine if cruise passengers spent any time at the home port of Southampton either before or after their cruise. The questionnaires were administered by the researcher in July of 2018 during two separate cruise events to capture diverse cruise passenger populations. It was determined that researcher administered surveys would minimise the risk of error and ensure a sufficient sample size. Departing passengers were asked to complete the questionnaires while waiting to check in to their cruise at the terminal. This ensured that the sample was controlled so that passengers could be profiled based in part on their cruise itinerary.

The findings of this questionnaire were then analysed against the current tourism planning within Southampton to highlight any potential for improvement. This aspect of the research includes policy analysis of local government planning documents in order to understand the governance structure within Southampton.

The results of the study indicate that there is limited interest among the departing passengers to stay overnight in Southampton either before or after their cruise with over two-thirds of the sample indicating that they had not made any plans to stay either pre- or post-voyage. Additionally, almost 80% of respondents had never previously visited Southampton. The findings illustrate an inherent flaw within Southampton's broader destination management planning. This is crucial as the cruise companies cannot be expected to function as a destination marketing proxy, particularly since it has no obvious benefits as most passengers fly and stay in London and its surrounding areas.

It is evident that there is limited to no destination marketing undertaken by the local authority. This is a result of a laissez-faire tourism planning and governance system within Southampton. As result, the city acts as a transit route destination (Wang and Pizam 2011), thus missing the potentialities of other urban destinations. In order to benefit from the "captive audience" inherent in the cruise industry, Southampton needs to take a more active approach to not only destination marketing but also to the implementation of cruise layover friendly strategies. These actions may increase cruise passenger spending, which can potentially significantly impact the local

economy as cruise passengers are market of two million passengers who already visit the area to embark on their cruise.

# The Role of Childhood Participation in Cultural Activities in the Promotion of Pro-Social Behaviours in Later Life

David Dowell and Brian Garrod

Organisations in what is often termed the 'cultural sector' (comprising both culture and the arts) are of great importance to the tourism industry, not only in terms of their role as tourism attractions (Richards, 2018) but also a key pieces of the 'placemaking' jigsaw that is crucial to the successful development, management and planning of tourism destinations (Long, 2017). Such organisations have long appreciated the value of childhood participation in developing long-term, on-going involvement in cultural activities by adults (Oskala et al., 2009). Participation in culture and the arts may also promote pro-social behaviours such as the donation of money and the volunteering of time to organisations that promote good causes or deliver social benefits. The target organisations may include – but need not necessarily be limited to – those based in the cultural sector. Such effects have been detected empirically among young people participating in cultural activities. McArthur and Law (1996), for example, found that arts-based youth programmes can promote the adoption of (contemporaneous) pro-social behaviours among attendees. No studies have, however, yet examined how far cultural participation during childhood may result in people having a greater propensity to engage in pro-social behaviour as adults. If such links can be established, cultural organisations should be advised to build strong programmes for engaging young people, even if they do not seem immediately to 'pay off' in terms of encouraging the participants to continue with the cultural activity into their adult life. Cultural organisations often find such programmes expensive, especially during times of austerity, but they may prove to be worth retaining if they help to promote pro-social behaviour among the recipients when they attain adulthood. This paper will therefore examine what effect, if any, childhood involvement in cultural/arts activities has on the propensity to (i) volunteer time as an adult and (b) donate money as an adult to good causes (a) in general, and (b) specifically in the cultural/arts sector. Involvement will be defined

as either (1) attending cultural/arts venues, such as theatres, museums, libraries, and so on, or (2) actively participating in cultural/arts activities, such as playing a music instrument, dancing, painting or performing a play. The data for this research were extracted from a national study into culture and sports participation in England, 'Taking Part'. The dataset was based on a survey with 9,838 respondents. Logit regression was used to analyse the data, with an odds ratio interpretation chosen for reporting purposes. This combination of technique and interpretation method has been used in previous studies of pro-social behaviour (e.g. Nesbit, 2012) and is well recognised. A number of control variables were included in the regression in order to account for context. These included age, current income and gender, as well as playing sports as a child (representing a substitute for cultural participation) and subjective evaluation of health (to control for people's ability to volunteer as adults (see Dury et al., 2014) The results suggest that pro-social behaviour as an adult may in some circumstances be associated with both cultural-sector attendance and participation as children. Going to the theatre, going to the library, writing stories, poems, plays or music, and playing musical instruments, acting, dancing and singing all had a significant effect on the propensity to volunteer as an adult. With regard to the relationship of the childhood variables with volunteering specifically with organisations in the cultural sector, however, only going to the theatre had a significant effect. Going to the library was the only attendance variable that was significant for donating money in later life. With regard to participation in cultural activities, two variables – reading books for pleasure and writing stories, poems, plays or music – were significant. The effects of childhood attendance of cultural venues and participation in cultural activities on donating money specifically to the cultural sector, going to the theatre, going to historic sites and going to the library were all significant predictors. Reading books for pleasure, writing

stories, poems, plays or music, and playing musical instruments, acting, dancing or singing were all also significantly associated with later-life donation behaviour. The results suggest that cultural-sector organisation should target potential volunteers and donors who visited cultural venues or participated in cultural activities as children. This may be a more efficient strategy than those they currently pursue, which tend to target older, female and higher-income individuals (Gilheany, 2016).

# Connectivity and Disconnectivity

**Chair:** Scott McCabe

Tuesday 9 April 2019

15.30-17.00 - Share

## A Systematic Literature Review on Digital Transformation: A Future Path for Tourism Research?

**Robert Eller**

Over the last few years, digital transformation has gained an increasing amount of attention by scholars and among practitioners. Digital transformation is the adoption of digital technologies with major improvements of the business model leading to changed products or

organisational structures or process automation. A systematic literature review is conducted in six major scientific databases. Results show empirical evidence in tourism is scarce. Further research opportunities are discussed.

## Digital Technologies and Tourism: Evidence from Visit Arctic Europe (VAE)

**Olayinka Ayobami**

Digital technologies have had a great impact on people's everyday lives and transformed work, leisure and travel contexts. The ubiquitous use of technologies has allowed people to connect everyday life and travel, causing blurring boundaries between once separated domains. A wide body of research has investigated how travel, leisure activities and tourist experiences are enhanced through digital technologies, while the notion of 'disconnection' is only starting to receive attention. This paper fills a gap in that it offers a discussion around connectivity and disconnectivity in the travel context and sets an agenda for further research. Methodologically, this study draws upon secondary research and a thematic analysis of a symposium to develop a comprehensive agenda of six areas for research. This paper contributes to (dis)connectivity, tourist experience and work-life balance discourses in the digital age.

Information technology has played a fundamental role in the development and growth of the tourism industry. As soon as computer systems become available, they were

used in early mass tourism in the 60ies and 70ies to support the function of large operators in transportation and hotel sectors. In the 1070s central reservation systems (CRSs) and in 1080s global distribution systems (GDSs) such as Sabre, Amadeus, Galileo, World span and others were developed, first by airlines and then by hotel companies to give access to travel agencies to schedules and pricing information and to request reservations for clients.

These were followed by the introduction of Internet in the late 1990s, which since 2000 has had tremendous transformative effect on communication technology and the travel industry. Today the travel and tourism industry is one of the most significant users of Internet technology, and Internet has become one of the most important communication tools for travellers as well as for travel and tourism enterprises.

The internet has influenced travel behaviour and tourism industry in a variety of ways and resulted in fundamental changes in industry structures and travel behaviour, and we are

just standing on the doorway for a new era of digital travel. For instance, online reservation and payment options are used by more and more travel suppliers and consumers, and have resulted in tourism as one of the most important e-commerce category. With e-commerce, consumers were offered more choices and obtained easy access to information about the various products. E-tickets are a direct result of ecommerce and have tremendously simplified travel, similar trends have now resulted in the new e-tourism and e-tourist.

Convergence in Information and communication technology effectively integrates the entire range of hardware, software, groupware, net ware, and human ware and blurs the boundaries between equipment and software, and in the future between technology and humans. Wireless and mobile networks are extensively used for communications, networking of equipment, and interoperability between both organisations and functions. Digital information systems have evolved from simply interrelated components working together to collect, process, store and disseminate information to now support decision-making, coordination, control, analysis and visualisation in an organisation, to dynamic, interoperable mechanisms of collecting, processing and disseminating intelligence within organisations and in their environment.

The business logistics of production and distribution of travel and tourism products can be viewed as an umbrella industry with complex distribution chains, consisting of interrelated businesses of transportation companies, accommodation facilities, attractions, catering enterprises, tour operators, travel agencies and providers of recreation and leisure facilities. Everyone in this system using information technology (IT) to different extend in their product development and production, business administration, marketing and market communication, sales and reservation and internal and external communication. In the same way, the tourist and traveler with the help of wireless networks and mobile technologies in an increasing extent uses information technology and digital systems in their everyday life, work, leisure and travel, as well as in their consumption of goods, services and experiences.

This makes an analysis of digital trends within tourism and customer behaviour a very complex endeavour and almost impossible to span all aspects. The ongoing digital revolution of virtual worlds and virtual reality (VR), augmented reality (AR), simulations and the merging of the real and virtual world into complex interactions between history, present, future and the non-existent, and its future impact in tourism and tourist behaviour, opens even more complex solutions and scenarios of digital applications and trends within tourism. It is thus with a humble mind and awareness that a limited report of this sort cannot even closely cover all applications, trends and solutions within this quickly diversifying and evolving field. It is therefore only can provide an introductory analysis of trends that are applicable to the challenges of micro, and medium sized business within Arctic Europe, and major identified trends in digital behaviours of their visiting guests.

The advent of the Internet and the development of information and communication technologies thus have revolutionised the economy of the information society and have led to the emergence of a new economy the digital economy. In the digital age, it is obvious that each business, individually, and each state must adapt to the digital revolution, to integrate new information technologies and communication in order to survive and develop in the new economy. In the era of Internet and digitalisation, tourists are at a click away from their preferred holiday – and as both business and industry – we have to keep up with this digital transformation.

# Interpersonal and Technological Connections in Hospitality Experience

Mariana De Freitas Coelho, Elizabeth Kyoko Wada and Eduardo Parra Lopez

Early definitions of hospitality enhanced voluntary human exchange, and the provision of food, drink, and accommodation to raise well-being (Brotherton, 1999; Teng, 2011). According to Telfer (2000:39) "hospitality is associated with the meeting of needs, entertaining with the giving of pleasure." Hospitality sometimes represents a physical act (Poulston, 2015), being both a behaviour and an experience (Hemmington, 2007).

However, Lugosi (2008) points out that academics have been ignoring some hospitality's study gaps as 1) the study of entertainment and social interactions in hospitality contexts and 2) guest-guest relations and exchanges. Moreover, hospitality enterprises as an experience provider for customers are going through a pattern of change driven by information technology (Olsen and Connolly, 2000).

A challenge when dealing with experience is to explore whatever is lived rather than what is remembered from the experience. Therefore, researchers need to use different approaches such as mobile ethnography (Muskat, Muskat and Zehrer, 2017) and participant observation, in order to better understand how variables interfere in the hospitality experience while it occur. The central variables in this study are the interpersonal relations (which are the basis of a hospitality experience) and its technological touch points. The objective of this study is to discuss how technology permeates hospitality experience, such as knowing a new place and meeting new people.

This study is qualitative and was conducted in a historical city of Brazil, Minas Gerais State, named Ouro Preto, a city that is World Heritage Site by UNESCO since 1980.

The study is a participant observation and followed the before, during and after field steps proposed by Marietto (2018). A thematic bar is the study setting, such as Lugosi (2008). None of the four guests have known the rock bar previously.

Study participants knew this was a hospitality experience study and consent their voluntary participation, but they did not know the variable technology was a study focus. Also, the four waiters (hosts) and other bar's clients composed the analysed setting of the study, which is considered relevant due to its non-standard context (a novelty for the visitors and meeting strangers) and profoundly connected to hospitality notions (providing food and drinks, entertain).

One of the authors collected the data, registering time, central conversations and details from experience through field annotations during the experience in Portuguese. Two days later the full report version was written in English.

Content analysis (Bardin, 2008) directed the data analysis. Authors defined the themes and categories and cross-checked them. No previous theme was defined, but after reading the field annotations, the researches discussed the main findings of the text and made efforts to synthesise it.

The results point out at least three crucial categories related to hospitality experience and technology: 1) behavioural decisions and change, 2) sensory stimuli and, 3) finding shared interests to connect.

The first topic highlights group decisions, which sometimes is just accorded (where to go, where to sit, what to order to share) and sometimes someone takes the decision role (previous research and reservation, what to drink). Hosts also suggested dishes and give their personal suggestions to make guests feel more comfortable about their choices. Also, once the experience is considered meaningful, a behaviour change or action can occur right away (playing a new set list on Spotify, for instance, or sharing videos and photos on Instagram).

About the second category, hosts seem to be concerned not only about the guest's attendance but also the many sensory stimuli (Schmitt, 2011) the environment can evoke.

Guests perceived a cozy environment, with low lights, good music, and good food and beverage options. Food surprised the guests with a non-traditional side dish. The drinks served as photo triggers (some published in social networks) and to start a conversation with the stranger and music evoked interest (looking for the music name on an app). Hosts used much non-verbal communication such as pointing the bathroom, raising the thumb and smiling. They also asked for evaluating the bar on Trip Advisor.

About the third category, to find shared interests is a voluntary approach both guests and hosts have to establish a friendly environment. These connections can highlight different themes (arts, tastes, preference, memories, family, and trips).

Therefore, this study contributes by giving insights on how technology permeates hospitality experience and highlight both guest-guest and guest-host interaction. Guest use mobile technology for information, communication, localisation and entertainment. Hospitality experience can stimulate people to find shared interest when meeting strangers. Meanwhile, sensory stimuli (lightening, food presentation, music) are related to technology use and behavioural change co-created among guests and hosts.

The study implications demonstrate how technology has affected hospitality employees and managers through the use of organisational systems and to the way work is done (Muller, 2010). Hosts are already inserted in this technology context and need not only to serve but to attend to guest's requests such as taking pictures, responding about music selection and also try to connect with them and evoke positive emotions. Therefore, it reinforces that managers need to use technology to facilitate strategic and operational functions (Buhalis and Main, 1998), by understanding the touchpoints among guests and hosts and their co-creation experiences (Buhalis and Foerste, 2015, Neuhofer, Buhalis, Ladkin, 2013). It also shows that finding common interests or shared experience can be used as a strategy to

connect with strangers and, therefore, enhance hospitality experience. Finally, future research could complement the study by testing a model among hospitality experience, technology and co-creation.

# Disconnection as a Key Component of the Tourist Experience

Isabelle Frochot, Pauline Muller, Mélanie Marcuzzi and Philippe Bourdeau

## Context

This study focalises on the notion of disconnection, more commonly addressed under the idea that the prime motivation for tourism consumption is the need to get away from it all (Crompton, 1979 ; Urry, 2001 ; Gössling, Cohen and Hibbert, 2018; Prentice, 2004 ; Cohen, 1979). Because this motivation is totally evident, it has paradoxically received less attention from academia. It is commonly accepted that in order to detach themselves from their everyday lives, consumers need to immerse themselves in the destination they are visiting.

This immersion guarantees that they will achieve a level of detachment that distances themselves from their everyday lives, and therefore that allows them to be increasingly available for their holidays (Carù and Cova 2006 ; Frochot, Elliot and Kreziak, 2017 and 2019). Whilst it has been indicated that disconnection often takes place from the third day onwards (McKercher and Lui 2014 ; Pearce and Caltabiano, 1983), studies show that some specific contexts and/or activities might increase this rate of disconnection (Arnould and Price, 1993 ; Milman and Zehrer, 2017 ; Pine and Gilmore, 1998 ; Pomfret, 2006 ; Varley, 2011).

So far, researchers have addressed this notion under the term of escapism. This variable has been developed in the Pine and Gilmore's Experience Economy model (1998), where it is described as "diverging to a new self", without its dimensions being studied. Hosany and Witham (2009) reproduce the four quadrants of this model in a study of cruise ship passengers and Oh, Fiore and Jeoung (2017) developed the same approach to Bed and Breakfast clients. These two studies have identified key items in disconnection: playing a different character, imagining that one is someone else, totally escaping one's daily routine, and being in a different place or time. So far, if this conceptualisation is helpful, it remains broad and does not specifically identify which components of the experience might act differently on escapism. If researchers and managers alike want to understand how to

drive and design experiences and which tourism resources/activities impact experiences most, it is essential to engage into studies that will identify key elements in the disconnection process.

This study aims to understand how an experience in a mountain hut can allow researchers to understand more finely how disconnection takes place and which elements, in that specific experience, act as triggers. More specifically, the study investigates to which extent the activities undertaken, the accommodation (mountain hut) and the mountain environment have each a different role to play in users' disconnection dynamics.

## Methodology

The results are the outcome of a research project led by researchers in collaboration with the Parc National des Ecrins (France) and their mountain huts' keepers. This study involved a series of 82 interviews conducted in situ with consumers at various mountain huts throughout the Ecrins National Park in summer 2018. Those interviews were transcribed and content analysed by the team of researchers.

## Results

The data analysis identified and classified the main components associated to consumers' disconnection. The results show that each of the three components of the experience (the accommodation context, the environment and the activities) all contribute differently to the disconnection of its consumers.

The mountain hut, unsurprisingly, stand out as a unique form of accommodation. Its basic comfort and services are part of its offer and those are accepted (although a higher level of comfort would be appreciated). The mountain hut experience is very much driven by the personality of the keeper. He/she sets the tone to the experience but is also a key player in terms of advice and security. The human dimension is central to the hut experience, dining with others, sharing experiences and advise are a key component: huts bring people closer. The disconnection power comes from

both the simplicity and the warmth of the experience: back to the basis of what life is about.

The activity undertaken by individuals is either walking or alpinism. Those activities find their disconnection power from the concentration on the activity (from episodes of flow (Csikszentmihalyi, 1991) to meditation feelings). Through the concentration on the activities undertaken, consumers distance themselves from their everyday life and engage into some deep thinking and reflect about their lives.

Unsurprisingly, the environment has its own place and presents a very strong disconnection power through its immensity and its naturalness. The beauty of the landscape coupled with the beauty of the high altitude flora and fauna create deep joy among consumers and reconnect them to untouched nature as they encounter rarely. This environment provokes among users a feeling of humility that send them back to their human condition and their place in the universe and society.

The interest of this study is to analyse and isolate the specific disconnecting power of separate elements in a mountain hut experience. It allows mountain hut keepers to understand better their place in this experience and assist destination managers in understanding the power of the mountain hut experience. In an age where both contemporary lives and the threat of global warming put many pressures on individuals, it is essential to understand how some specific outdoor universe allow consumers to retrieve temporarily from their everyday life and reconnect with essential pillars of their lives. Whilst the digital disconnection was not primarily researched as in other studies (Tanti and Buhalis 2017) the lack of connection at high altitude proved to be a bonus to disconnection (difficult at first, but then enjoyed for the freedom it gave to participants: an imposed but welcomed digital detox). If the study confirms that wilderness settings create a sharp contrast allowing disconnection and humility to take place

(Pomfret, 2006; Varley, 2011), it also brings a much deeper and elaborated vision of escapism multiple dynamics.

# Digital Tourism

Chair: Kir Kuscer

Tuesday 9 April 2019

15.30-17.00 - Inspire

## Semantic Web Technologies for Travel and Tourism

Sante J Achille

Digital technologies are of vital importance to the travel and tourism industry. Mobile access to the Internet is enabling: smart phones and high-speed Wi-Fi infrastructures offer access to terabytes of data that is often difficult to organise, understand and ultimately consume. As the reach of technology expands, there is a growing need to organise the data in a “smart” way and present it to those travelling. Local authorities and search engines alike face the problem of organising the data online and make information readily available to tourists.

**The information we are seeking to provide travellers:**

1. Must be context dependent
2. Should support the achievement of city specific goals

If we take these considerations one step further, we can safely assume that the most creative and disruptive technological advancements will prevail and create unique urban environments with an appeal to a specific Clique: As Industry 4.0 and beyond forges new generations of personalised products, the web will be required to identify niche areas of interest with an appeal to a very limited number of individuals: The future is a Web of global presence with a local reach, targeting an indefinite number of niches.

In this complex, articulated and extremely dynamic scenario, E-Tourism can play an essential role in delivering real time information about places to see and things to do: physical locations become part of the IoT, a living network of interconnected locations and related events/places-to-see, offering a Unique Sales Proposition (USP) based on a smart grid of local, highly specialised, nodes.

Attempts to put order in the Web with high-level portals or Directories, have not met the fundamental requirement to provide highly focused/real time information about places and events. The constant creation and/or updating of massive amounts of information prove to be extremely expensive with long lead time. The flow of data from the periphery (local nodes) to a central managing body is too slow when compared to the demand for real time updates, and in many cases does not occur at all. A smart grid of web-based information can play an essential role with the advent of Artificial Intelligence advances and implementations now under way.

### What this paper will describe/present

This paper addresses the opportunity to leapfrog the existing Web of Documents (WODs) into a Web of Things (WOTs). High level System Requirements will outline and describe procedures to map locations, monuments and tourist attractions using Structured Data (Schema.org) and JSON-LD. The paper will introduce the use of existing Ontologies and explain how they can be complemented by additional vocabulary extensions, providing a framework to shape a smart grid of distributed hyper-local and real time information, which is essential to any E-Tourism effort. The Paper will identify the benefits of such an approach and propose practical examples on how this conceptual effort can be organised practically in a fast/cost effective manner.

**The presentation will address the following topics:**

1. What is Structured Data
2. Why do we need Structured Data

3. Practical Implementations (real life examples)

4. Benefits (experimental data)

Due to the complexity of the topic and the variety of delegates most likely attending the event (Public Sector, Industry and Academics), the presentation will introduce the underlying principles and technological challenges Search Engines face when indexing a web page in a simple and intuitive manner, introducing the basic concept that Anyone can say Anything about Any Topic and must be understood by someone who reads. This will naturally lead to the problems related to ambiguity and uncertainty of web content.

The presentation will then go on to introduce Structured Data and explain how it is used to disambiguate and consequently increase the quality of a website where it is implemented.

Once the conceptual aspects have set the scene and identified the problem, the presentation shall go on to demonstrate how Structured Data is typically implemented with real life examples taken from the travel and tourism sector. Key Performance Indicators (KPIs) shall be presented to illustrate the benefits. Finally, the presentation will address the needs and requirements of a typical portal offering information to tourists:

1. Which are the challenges in undertaking such a development?
2. Which are the benefits?
3. How could such an initiative be planned and implemented?
4. Which are the resources required to develop such an the initiative?

The underlying theme of the presentation is to present the upcoming challenges in the travel and tourism industry and provide an inspirational overview to raise awareness about the upcoming revolution (from a web of documents to one of Things, Places and Events).

Ultimately, the presentation will stimulate a debate amongst participants who can network ideas and resources which will eventually blossom into innovative projects. Another message the presentation shall offer to all participants is the necessity to evolve touristic web presence to meet the expectations of a “mobile first” world: we have been in a mobile environment since October 2016 when, for the first time ever, the amount of traffic generated by mobile devices surpassed that of desktop computers. Today websites in the travel and tourism segment typically generate more than 70% from mobile devices. Mobile access has changed the way people search for products and services –Voice Search is disrupting traditional paradigms.

A final touchpoint of the presentation shall be present possible solutions under the shape and form of structured data models at the highest possible level as a potential baseline to foster that transformation from a web of documents to one of real time information.

The added value of my contribution to the conference is my professional experience as a Search Marketing Professional with 24 years of experience most of which spent on travel related projects: my international background, reputation and experience in the digital marketing arena will offer the audience a pragmatic/problem-solving approach and attitude which is essential in innovative areas such as this.

# Expanding the Concept of Information Service Performance: The Case of Personalisation

Katerina Volchek, Haiyan Song, Dimitrios Buhalis and Rob Law

## Introduction

In contemporary service economies customers acquired the roles of active prosumers. They engage with businesses to support service adaptation to their requirements and to gain new experience of service co-creation. While enabling new business opportunities, customer participation creates additional interactions between them and service providers, thereby, expanding the range of experienced service attributes and affecting customer perceptions on service performance. However, most of the existing frameworks of service performance (e.g. ES-QUAL (Parasuraman, Zeithaml, and Malhotra, 2005), information success system (DeLone and McLean, 2016), and their derivatives) only include the parameters, delivered by service providers, potentially decreasing effectiveness of these tools.

The study aims at exploring the opportunity to expand the concept of information service performance on the example of personalised mobile application in tourism context. The objectives of the study are: (1) to conceptualise the dimensions of information system success under the perspective of service-dominant logic; (2) to elaborate the measurement scale, applicable for the case of reconceptualised personalised information service performance; (3) to compare the predictive power of the hypothesised model with the classic information system success model. The abstract further provides a brief explanation of the proposed conceptual model and applied methodology, followed by the findings and discussion.

## Conceptual Development

Customer judgement on information service performance is formed under perceptions on content, information system (IS) and service (i.e. personnel) performance (DeLone and McLean, 2016). Personalisation of content is a process of implicit selection and presentation of information units according to individual customer requirement. To deliver relevant outcome, personalisation requires customer

data to be processed by IS with a business logic adjusted to this process (Höpken, Fuchs, Zanker, and Beer, 2010). Therefore, personalisation not only affects the content, tourist interactions with the IS and the way personnel operates but requires users to participate in this process as a data provider.

Service-dominant logic (e.g. Vargo and Lusch, 2017) explains the phenomenon of customer participation by defining service as a process of integration of different types of resources from all engaged stakeholders. Customers receive or lose value from each of the experienced processes, thereby, forming perceptions not only on the outcome, but also on the exposed attributes of service provider's, IS encounter's and their own processes of resource integration (Payne, Storbacka, and Frow, 2008). In the context of personalised information service this is consistent with the dimensions of content, personnel and IS performance with the added dimension of customer participation in them (Heinonen, Strandvik, and Voima, 2013).

## Methodology

The study accepted 2-stage sequential design. First it applied 17 in-depth semi-structured interviews and qualitative content analysis with the aim to select or develop an appropriate measurement scale for the case of personalised information service performance. Second, the study acquired 244 valid survey responses from the tourists, who applied Google Trips travel planner. PLS-SEM algorithm was used to assess the measurement and structural models and to compare the predictive power of the structural models with three and four dimensions of information service performance.

## Findings

The qualitative stage associated the dimensions of content, IS interactions and service provider processes performance, as well as customer satisfaction and intention to use with the existing measurement scales. The fourth dimension of customer processes performance was defined as user perceptions on their

involvement and control over the exposed resource integration with the 4-items formative scale being elaborated for it.

The quantitative stage assessed the structural models. Despite some limitations, such as the boarder values of redundancy test of formative constructs and of the discriminant validity test of reflective constructs, the validity of the measurement models was established. The analysis of the structural models demonstrated that in both cases interactional processes performance was the strongest predictor of customer satisfaction, followed by content performance in the three-dimensional model and by customer processes performance in the four-dimensional model. Intention to use was mainly predetermined by achieved satisfaction.

When comparing two models, the one with the introduced 4th dimension explains the variance  $R^2_{adj}$  of customer satisfaction and use intentions slightly better than the classic approach. It also demonstrates slightly higher predictive accuracy  $Q^2$ . The four-dimension information service performance model can also produce smaller root mean squared error (RMSE) and mean absolute error (MAE), while demonstrating better predictive performance  $Q^2_{predict}$ .

## Discussion

The study used the case of personalisation in tourism context to introduce the model of information service performance with the new dimension of customer resource integration processes. Such model provides more comprehensive view on the experienced interactions between a customer and a service provider. The findings illustrate that this model can better predict customer satisfaction and behavioural intentions in comparison to the classic three-dimensional approach. Therefore, it has a potential to serve as a new framework for information service performance assessment.

However, personalised mobile applications and, specifically, Google Trips, have a range of attributes, which may not be typical for other services. Therefore, the applied measurement scale should not be used in other contexts without preliminary verification and adjustment. It is also important to acknowledge that the boarder values of several validity tests may affect the relevance of the findings. Therefore, more empirical research in different contexts is required to reconfirm or improve the model.

# Visitor Receptivity to Artificial Intelligence in Service Systems.

Nigel Williams, Nicole Williams and John Bustard

AI has been defined as computer systems that can act independently without being explicitly programmed to do so (Portugal, Alencar and Cowan, 2017). Existing research suggests that customers may vary in their receptivity to the application of AI in service systems which may limit the possible benefits of individualised service that could be derived, however, to date, this area has not yet been extensively examined in empirical research (Best, Moffett, and McAdam, 2018). The purpose of this paper is to identify customer receptivity to AI in service systems. Services Dominant (S-D Logic) emerged from services marketing research in the early 1980s (Vargo and Lusch 2017). This perspective recognises that customers and staff co produce value by providing intangible (operand) resources such as skills which configure tangible/material (operand) resources (Gronroos and Voima 2013). In this way, SD logic aligns with the Penrosean view of organisations which posits that distinctive combinations of tangible and intangible resources enable organisations to create value (Penrose, 1959). AI has been deployed as part of service systems (Van Doorn, Martin Mende, Noble, John, Ostrom, Dhruv and Petersen 2017) but may not fit easily within the previously defined roles for operand or operand resources (Portugal, Alencar and Cowan, 2017). AI systems should be categorised as the latter, however unlike other operand resources such as equipment, AI systems are capable of independently performing a wide range of knowledge actions (Burrell 2016) and learning from experience to improve performance (Mnih, Kavukcuoglu, Silver, Rusu, Bellemare and Graves, 2015). Further, more complex neural network-based AI can display emergent behaviour that cannot be easily predicted from the inputs provided (Pedreschi, Giannotti, Guidotti, Monreale, Pappalardo, Ruggieri and Turini 2018). AI systems have been able to provide social influence over customer decision making (RomeroCharneco, Casado-Molina, and Alarcón-Urbistondo 2018). Customers, however, may exhibit differing responses to AI based on their receptivity to interacting with these tools (Nordvall, Pettersson, Svensson, and Brown, 2014).

An AI twitter bot (@NW200bot) was developed as part of the North West 200 event that was staged in Northern Ireland in May 2018 that facilitated interactions among users. The bot was used to distribute a survey examining user engagement with artificial agents (Walker, Kamm, and Litman 2000). Respondents also provided Twitter profile information which was used to verify valid accounts in survey responses, leaving 173 responses for analysis. An exploratory latent class analysis was conducted to identify the number of clusters based on the measurement part of the model (Araghi, Kroesen and van Wee, 2017). The model fit was statistically validated and a four cluster model was accepted.

Cluster 1 (57% of sample) had negative perceptions of AI bots, did not know how to interact with bots and were the most unwilling to recommend bots. Cluster 1 members tweeted frequently and followed a higher number of accounts and interacted frequently on Twitter but were least likely to attend the NW200 festival. Cluster 2 (22% of sample) had positive perceptions of bots and were willing to recommend them. They were also the most likely to have interacted with the AI tool. Cluster 2 had the lowest number of followers, followed the fewest people, sent the fewest tweets and had the second newest accounts. Cluster 2 also reported the lowest number of interactions per day with the Twitter platform but were frequent attendees of the NW200 festival. Cluster 3 (15% of sample) had negative perceptions of bots but were willing to interact with bots in the future. Cluster 3 had the highest number of followers, were frequent tweeters and had the oldest twitter accounts. Cluster 3 were not yet receptive to interact with bots, but would consider working with them in the future. Cluster 4 (5% of sample) were somewhat receptive to using AI bots. They viewed these tools as convenient, were willing to recommend them and believed that they enhanced the Twitter experience.

The findings suggest that heavy twitter users (Cluster 1 and 3) may expect a social encounter

online, not just a dyadic information exchange (Brady, Voorhees, and Brusco 2012). Since AI does not currently have the capability to perform or demonstrate these behaviours reliably, users seeking these social outcomes would not likely be receptive to AI in service systems. A related issue is that customers may impose their own meaning on consumption rituals and practices (Moisio and Askegaard 2002). AI may change established organisational routines to match its own internal logics in pursuit of emergent outcomes in a manner that can negatively affect the overall service experience (Helkkula, Kowalkowski and Tronvoll, 2018). These non human actants may disrupt or change individual actor generated institutions, creating a Sociotechnical Interaction resistance (Markus 1983). In pursuit of goals, AI may encourage the development of new relationships and the enhancement of existing relationships, changing the nature of inter-dependencies in a distributed ecosystem (Denicolai et al. 2010). As AI supported services are increasingly entering real world contexts in the form of customer services, intelligent robots and autonomous vehicles, the importance of the relationship with the servicescape on receptivity to AI will be a critical decision in deployment of these tools. Organisations will have to consider the context of possible applications, not just the service process.

# Smart Tourism Destinations: A Demand-Based Approach for Improving Local Tourism Management

Francisco Femenia-Serra

## Introduction and brief literature review

Smart destinations (SD) have consolidated as a valid destination management approach during the last five years and have attracted remarkable interest among national, regional and local governments, particularly in Spain (Ivars-Baidal, Celdrán-Bernabeu, Mazón, and Perles-Ivars, 2017). SDs are constructed on intensive ICT-based interaction among stakeholders and big data exploitation for improved decision making and enhanced tourist experiences (Boes, Buhalis, and Inversini, 2015; Buhalis and Amaranggana, 2014). However, despite academic research emphasising the relevance of tourists and their experiences within smart destinations (Gretzel, Sigala, Xiang, and Koo, 2015; Gretzel, Werthner, Koo, and Lamsfus, 2015), until the moment academia has rather neglected the effects of smart development on tourists and experiences beyond punctual exceptions (e.g. Buonincontri and Micera, 2016; Liberato, Alen, and Liberato, 2018). The same could be said about local smart destination projects, which fail to incorporate tourists' needs and preferences in their planning and development and are usually driven by political interests, being moreover their outcomes unknown at the managerial level (Femenia-Serra and Ivars-Baidal, 2018).

Drawing on these research gaps, the main objective of this doctoral dissertation is to generate a deeper and different understanding of the smart destination management approach by developing an emic, tourist-centric perspective. This multi-layered objective is composed by several sub-objectives: 1) To develop a solid theoretical foundation for analysing the interrelationship between smart destinations and tourists, this is the 'smart tourist' construct; 2) To delve into the role of tourists within smart destinations and how their interaction with other stakeholders is articulated through ICTs; 3) To discover in which degree the expectations held by smart tourism literature are actually met by real tourism demand; 4) To analyse in the context of a smart destination how tourist experiences have been

affected by SDs actions; 5) To better understand how destinations management and marketing practices have been altered by SDs actions; 6) To develop and present an alternative approach towards SDs based on findings. By pursuing these objectives, the present doctoral project aims to be industry-relevant and contribute to scientific knowledge distancing itself from current business or political-driven smart discourses.

## Methodology

This study is conceived as a PhD by publication, and has been structured in different phases according to formulated objectives and expected contributions, adopting a mixed methods approach:

First phase consisted in a systematic literature review and conceptual research, following the principles posed by Xin, Tribe, and Chambers (2013). This initial contribution generated consistent theoretical foundations for the rest of the dissertation and helped to define, model and critically examine some critical conceptual constructs. It introduced the 'smart tourist' concept and its role within smart destinations.

Second applied method was an online survey, preceded by a pre-test, aimed at tech-savvy millennial tourists, which design was mainly based on the obtained outcomes in the first phase and other academic contributions on the interrelationship between tourists and DMOs through ICTs. Millennials were selected because of their previously demonstrated advanced use of ICTs in their trips, which theoretically makes them a pro-smart tourism segment with capacity to adapt to technological advances in a higher degree, and thus being a referential target for smart destinations. Resulting data was analysed through descriptive statistics and exploratory factor analysis (SPSS©) and shed light on the real level of 'smartness' of this tech-savvy demand segment. Findings also served to identify critical scopes in which the study smart destination-tourist dyad should focus to develop a more user-centric development of SDs.

Third phase consisted in semi-structured, in-depth, face-to-face interviews with tourists and DMO managers of a paradigmatic case of smart destination, preceded by documentation of the case through secondary data analysis. On one side, interviews with DMO managers helped to define a clear picture of the destination reality and taken actions to become a SD, while the potential effects over tourists and their experiences were subsequently explored. On the other side, interviews with tourists were conducted in different types of tourist accommodations and included tourists from varied nationalities and ages, reflecting the diversity existing in the destination. Thematic analysis was conducted using ATLAS.ti© and following recommended stages by Miles and Huberman (1994) and Corbin and Strauss (2008). Results showed effects of smart destination on the own destination management and marketing, and also on tourists' experiences in their multiple dimensions.

Finally, during the fourth phase it is expected to carry out a series of focus group with different representatives of relevant (in construction) smart destinations. In this last stage, previous results from interviews and surveys will be presented to destination managers and discussion will be elicited to gain deeper understanding of DMOs perspective and reality in their destinations.

Thus, different methods were selected because of their capacity to offer complementary views and address the holistic nature of the smart destination reality, always focusing on how tourists and DMOs cope with each other within smart tourism.

## Expected results and relevance

Obtained results until current stage of research have made a contribution on several levels. On one side, a better understanding of how tourists and smart destinations interact on a conceptual level has been obtained. The introduced 'smart tourist' concept encapsulates this theoretical contribution to literature. Second, these theoretical expectations have been contrasted

with particular tourists, ideally eager to be an active agent in SDs. This revealed nuanced insights and questioned some assumptions regarding ICT use and technology-mediated interaction. Moreover, tourists' perspectives were discerned in third stage and showed how (and how not) SD project affected their experiences. This same study phase provided stimulating results regarding the benefits and potential drawbacks of smart actions on destination management and marketing. Finally, it is expected that the latest phase reveals further data that help to construct a tourist-centred destination model that actually understands smartness as a way to enhance experiences and decision making.

# Tourism Branding and Image

**Chair:** Anya Chapman

Tuesday 9 April 2019

15.30-17.00 - Create

## Integrated theoretical framework of stakeholder participation and value co-creation in the context of sustainable tourism

**Ana Rosa Moreno, Luisa Andreu and Maria Jose Miquel**

Sustainability is the “internationally accepted development paradigm for the tourism sector” (UNWTO, 2013), and has to be at the core of tourism marketing research (e.g. Cannas et al., 2018; Font and McCabe, 2017; Hardeman et al., 2017; Warren et al., 2017).

Developing tourism products with sustainable attributes and influencing consumers’ sustainable behaviour are areas of main interest and concern among academics and practitioners (Font and McCabe, 2017; Villarino and Font, 2015; Warren et al., 2017; Wehrli et al., 2017). However, the real challenge is how to successfully implement sustainable practices (Waligo et al., 2013) and how to mainstream sustainability into wider markets and tourism business (Font and McCabe, 2017; Wehrli et al., 2017). To address this challenge, literature on tourism and management highlights effective participation of all stakeholders (Geitz and Timur, 2005; Gibson, 2012; Imm Ng et al., 2017; Lyon et al., 2017; Rosa et al., 2018; Tosun, 2005; Waligo et al., 2013) and emphasises effective communication with customers (Hardeman et al., 2017; Villarino and Font, 2015; Warren et al., 2017) as important means to achieve the necessary engagement both from the market and the product side (Font and McCabe, 2017).

Effective participation of stakeholders has been conceived as a process of involvement of all stakeholders in the achievement of their different demands and interests in a balanced way (Frow and Payne, 2011; Geitz and Timur, 2005). This understanding of effective participation merges with the definition of value co-creation as a process in which actors exchange resources and jointly create value (Leclerq et al., 2016; Prahalad and Ramaswamy, 2004). The parallelism of both concepts is also

reflected in the evolution of value co-creation in the related literature, which indicates a shift from a dyadic to a network system focus (Vargo, 2011; Vargo and Lusch, 2011), involving all actors (all stakeholders) in the co-creation process. In line with this argument, some authors highlight value co-creation among all stakeholders involved as a way to achieve sustainability in tourism (e.g. Buonincontri et al., 2017) and a wide body of marketing and tourism literature has explored value co-creation from the perspectives of different stakeholders in the context of tourism (Cabiddu et al., 2013; Lin et al., 2017; Reichenberg, 2017; Rihova et al., 2015). Nevertheless, research on value co-creation from the perspectives of all stakeholders is very scarce with only few exceptions found (e.g. Pera et al., 2016).

While there is a growing interest on value co-creation in the context of sustainable tourism (Cannas, Argiolas and Cabiddu, 2018), research related to stakeholders participation is mostly performed from the stakeholders theory perspective.

The review of literature related to stakeholders’ participation and multi-stakeholders’ value co-creation in the context of tourism reveals different aspects of interest. First, most of the studies reviewed draw upon the stakeholders’ theory in order to highlight the importance of identifying and engaging stakeholders in the implementation of sustainable tourism. Second, none of the sustainable tourism studies reviewed relate to multiple stakeholders value co-creation when approaching the need to understand their participation and outcomes in sustainable tourism. Third, only one study has been found to follow the multiple stakeholders’ value co-creation perspective in relation to a

touristic event (e.g. Pera et al., 2016). Fourth, the importance of stakeholders’ participation and value co-creation in sustainable tourism is not aligned with the amount of research developed, due to the complexity of the tourism context (Waligo et al., 2013), and more case studies are still needed (Rosa et al., 2017; Waligo et al., 2013). Fifth, the literature reviewed identifies common aspects between the two perspectives (stakeholders’ participation and stakeholders’ value co-creation) and highlights the need of integrative research of value co-creation in sustainable tourism from a multi-stakeholder approach. The aim of this study focuses on the integration of value co-creation and stakeholders’ participation.

This research is a conceptual paper based on previous studies related to stakeholders and value co-creation in the research areas of marketing, management, business, business ethics, tourism and sustainable tourism. The contribution of this study is the integration of two streams of research: (i) value co-creation and (ii) stakeholders participation and reviews the related literature with a twofold objective: to integrate insights related to who are the main stakeholders groups, what are their motives to participate or co-create value and how they participate or co-create value, and to develop an integrative theoretical framework for participation and value co-creation of stakeholders in sustainable tourism contexts. The theoretical framework will allow the development of further case studies research aiming to understand stakeholders’ participation and value co-creation processes and will enable to compare the conclusions of the different studies.

## Managing Talent in Events: The Role of Intermediaries

Eleni Michopoulou, Iride Azara and Anna Russell

Talent Management (TM) is a key topic of debate within the hospitality and tourism sectors (Sparrow and Makram, 2015, Sheehan, Grant, Garavan, 2018). These sectors are reliant on human capital and are intersected in many areas by events (Sheehan, Grant, Garavan, 2018). The key challenge for event staffing intermediaries, who may be small medium enterprises (SME's) with minimal formal human resource management (HRM) procedures, is developing trust and 'social relations amongst strangers' (Krishnan and Scullion, 2016:8) within these large workforces. A gap in the literature has been identified in relation to strategic approach taken by SME's (Iles, Chuai and Preece, 2010; Gallardo-Gallardo and Thunnissen, 2015; Krishnan and Scullion, 2016; Sheehan, Grant, Garavan, 2018). There are gaps in context specific TM, TM and individual levels; gender, cultural differences and the generational impact (Festing and Schäfer, 2014) and calls for research on contingent workforces over full time employees (Vance and Vaiman, 2008 and Vaiman, 2010). The need for research is clear but central debates on TM approaches exist including multiple definitions, absence of sound theory, many theoretical assumptions and use of multiple frameworks within studies. Empirical research has lacked in rigorous theory, clear definitions and operationalisations (Gallardo-Gallardo and Thunnissen, 2015).

This study examines issues of talent management in events. Specifically, it investigates the triangular relationship that exists amongst temporary event workforce, event businesses intermediaries and event organisers. A mixed method design was used including 1) a quantitative survey of UK Temporary Event Workers to assess their values and how they link to their intention to work at events; 2) a qualitative survey with event organisers to understand the reasons for using TEW and Event Employment Businesses; and 3) interviews with Event Employment Businesses to understand their challenges in delivering best-fit between TEW and Event Organisers. Findings from the study show particular characteristics of the temporary event workforce that fuel their intention to work at events. To Event Employment Businesses (intermediaries) they are clients, but so are Event Organisers; both of which need to be kept satisfied. The challenges in maintaining those relationships as well as the reasons behind their high demand by Event Organisers are revealed. This study extends knowledge and understanding on Talent Management in events, by providing insights into the characteristics TEW as human capital and a growing labour market segment. Significantly, the study contributes to a better understanding of the critical role that Event Employment Businesses play in the construction, development and management of talent in events.

## Capitalising on VFR Travel: A New Source of Innovation for DMOs

Tanja Petry, Birgit Pikkemaat and Ursula Scholl Grissemann

Our research contributes to existing research on VFR travel by assessing the main differences between hosting friends and hosting relatives. In addition, we investigate how DMOs can support students as local hosts (i.e. gatekeepers) to increase VFR travel. First, we present preliminary results of a quantitative study (n=309) to assess the similarities and differences between VF and VR travel from a host perspective and to identify innovation opportunities for DMOs. Second, we deliver

the results of semi-structured interviews to explore the hosting experience with a focus on activities in depth (n=18). With regard to destination management the following innovation opportunities arise: 1. Students as hosts are very positive about their destination. 2. They have no active gatekeeping function yet, but rather provide an "overtourism alert" to their guests. 3. DMOs do not reach students as hosts via their typical information channels.



# Talent Management

**Chair:** Lia Marinakou  
Tuesday 9 April 2019  
15.30-17.00 - F201

## Talent Socialisation in Hospitality Organisations

**Tanja Petry and Mike Peters**

Talent management is still a relatively new concept for hospitality practitioners and researchers alike. Its conceptualisation is in a phase of exploration in order to find a differentiated approach, which fits the many small and medium sized organisations and meets the industry's current challenges (Sheehan et al., 2018). A major challenge is the retention of talented employees (Deery and Jago, 2015), in particular qualified service and kitchen employees. Therefore, research on attracting, selecting, developing and retaining qualified service and kitchen employees, in other words, on managing them as talents (Stahl et al., 2007) has started to gain attention (Chung and D'Annunzio-Green, 2018; Bratton and Waton, 2018; Ramdhony and D'Annunzio-Green, 2018).

Previous research on talented employees in hospitality stands out from mainstream talent management research in terms of placing emphasis on personal employee issues such as stress, exhaustion or even burnout (Deery and Jago, 2015). However, the key proposition of human resource management (HRM) research in tourism and hospitality (Kusluvan, Kusluvan, Ilhan, and Buyruk, 2010) is that organisational success largely depends on skilled and motivated employees to provide service experiences that satisfy customers. This understanding poses the risk of proposition employees predominantly as means to organisations' ends. In fact, talent management researchers across fields have begun to ask critical question regarding the predominantly exclusive (Crowley-Henry and Al Ariss, 2016; Daubner-Siva et al., 2018), top-down managerial (Thunnissen, Boselie, and Fruytier, 2013), narrow market driven (Collings, 2014) and highly competitive logic (Ramdhony and

D'Annunzio-Green, 2018) of talent management theory and practice. Recently, the calls for more theory-driven, ethical, inclusive and socially sustainable talent management practices are growing stronger (Dundon and Rafferty, 2018; Painter-Morland et al., 2018).

Organisational socialisation is the process through which newcomers 'learn the ropes' at a new employer (Saks and Gruman 2012). Successful adaption to a new employer's culture is an important foundation of retention (Warnberg 2012). The aim of the study is to explore how hospitality organisations manage the socialisation of new talent and to what extent this management is sustainable. The study takes the perspective of former high-qualified service and kitchen employees who have left the hospitality industry to pursue alternative careers. Thus, the underlying definition of talent is inclusive (Iles, Chuai, and Preece, 2010). With new talent, this study refers to newcomers, who either gain first practical experience while still in training, i.e. during mandatory internships in tourism schools or during apprenticeships, or work in the first years after graduation.

This study adopts a qualitative approach using conservation of resources (COR) theory as theoretical framework and critical incidents technique as guiding method. COR theory is a major stress theory and assumes that in order to pursue well-being, people constantly seek "to retain, protect, and build resources" in their everyday lives (Hobfoll, 1989, p. 516). Accordingly, stress results from threat to and loss of individually valued resources but also from a lack of resources refill, while resource gain is associated with positive stress. Valued resources fall into the four categories of physical objects (basic needs and social status),

conditions (status and resource access), personal characteristics (coping) and energies (further resource allocation). The critical incidents technique (Gundry and Rousseau, 1994) has proven to be an effective method in the pioneer study on organisational socialisation of tourism workers (Lundberg and Young, 1997) by concentrating on individually meaningful events instead of retracing the whole socialisation process.

20 semi-structured interviews with former high-qualified hospitality employees are analysed using template analysis (King, 2012) and the qualitative data analysis software Atlas.ti®. In a first step, critical incidents were identified and coded as positive or negative. In a second step, the content of these incidents was analysed and then assigned to one valued resource category from the COR framework. On average, interviewees were 25.8 years old and 15 (75%) were female and 5 were male (25%). To gain a better general understanding of the organisational socialisation process (e.g. form, duration) the interview guideline included several descriptive question.

The results show that hospitality organisations barely manage new talent socialisation and that newcomers perceive more resource loss than gain during socialisation, which suggests the process is not sustainable. In total, participants reported 69 incidents they perceived critical during their newcomer time in various hospitality organisations. Of these 69 incidents, 28 (about 40.6%) were positive and 41 (59.4%) negative. The results show that almost all employing hospitality organisations of the participants in our sample did not formally manage the socialisation of new talent. Rather, they relied on informal, ad-hoc practices to give newcomers a quick orientation. To both,

talents and organisations, 'learning the ropes' is a narrow functional process and basically means orientation. However, the actual socialisation process seems to be often rather intense, described in retrospection as 'proving oneself', 'carrying on' or 'growing a thick skin'. A more sustainable way would mean to consume lesser resources and grow more.

# Talent Management in the Greek Hotel industry: An Investigation of Millennials' Recruitment and Selection Practices in Luxury Hotels

Ioannis Koutsoumpelitis and Charalampos Giousmpasoglou

The concept of Talent Management (TM) has become the focus of many studies in recent years aiming to highlight its importance especially in hotel industry. According to Barron (2008), McKinsey (1998) coined the term TM, but many researchers argue that the concept is not yet well defined and most significantly its practice reveals limited application. Its current importance and the attention it has gained the past few years as a topic is well presented by Horner (2017), who states that 7,000 articles with different themes have been written about it. Vaiman et al. (2012) identify seven important factors that greatly influence the decision making of TM, shaping its concept and its context globally. One of the most important factors is focused on demographic trends and more specifically on Millennials whose numbers have increased markedly in the workplace. Thunnissen et al. (2013) highlight that most TM research focuses on the context of North America and more specifically on its global multinational enterprises. Chung and D'Annunzio-Green (2018) attempt to investigate the concept of TM in hospitality in a broader context and claim there is 2 limited emphasis put on small and medium enterprises (SME's) and even less on the hospitality industry in the European context. It should be noted that Greece faced challenging times after the 2008 economic crisis, with most businesses struggling to survive in a hostile environment and with unemployment, especially of the young people, reaching record highs. The term Generation G, according to Smith (2017), describes the young talented and highly qualified Greeks, who leave their country in search of better career opportunities and work-life balance. It is estimated that between 2010 and 2013, approximately 200,000 Greek Millennials (under the age of 35), left Greece seeking a better future (Vasilaki, 2018). Greece has acknowledged tourism as a most valuable industry, considering it a sector that can help the country overcome the economic crisis, thus effort is made to sustain and promote tourism. In addition, according to (SETE Intelligence 2015), 45.3%

of tourism revenues go to the accommodation sector. The growing number of tourists visiting the country since the beginning of the economic crisis, is beyond doubt important for the hotel industry; on the other hand, the positive forecasts about the future tourist arrivals, create a demanding environment for hoteliers and hospitality operators. Since the hospitality industry constitutes a major economic pillar for Greece, it is essential that the best practices be implemented to properly serve the sector so as to increase hotel customer experience and offer advantages in a highly competitive world. A great obstacle to create an indigenous competitive workforce is the Brain Drain phenomenon that has deprived Greece from Millennial talents, meaning that all stakeholders in the hotel industry should endeavour to reverse it. The current qualitative research employed in-depth semi-structured interviews with senior managers in 4 and 5\* hotels in Greece. The aim of the study is to investigate their perceptions and experiences in regards to millennial talent management practices in the Greek luxury hotel sector. Bolander et al. (2017) highlight that it is more valuable for such a complex topic to be investigated in larger organisations, not necessarily in direct numbers but comparatively with other organisations within the industry, where resources for adopting and implementing those practices are 3 more possible to exist. Thus, the managers of this study were chosen among the 4 and 5\* hotels in an effort to collect rich data for a complex topic with limited applications in practice within this study's context. The sample of the study consisted of 11 senior managers from Greek 4 and 5\* hotels. The interviews took place at the peak of the summer season (high season) a fact that rendered the interviews' planning particularly challenging. The primary data were collected within a period of 20 days (namely, from 26 June to 14 July); the interviews were conducted in mainland Greece (Ioannina, Athens, and Patra) and in two Greek islands (Crete, Cephalonia) so as to cover a geographical range as wide as possible. All

interviews were conducted in Greek, transcribed and translated to English. The qualitative data collected were then processed with the employment of thematic analysis (Bryman, 2015). The findings of this research suggest that implementing talent management cannot be seen as a uniform approach. TM has to be seen in the context of particular factors such as the country's economy, the labour market in local, regional and national level, the national and organisational culture, and the size, structure and ownership status of hotels (i.e. individual versus corporate hotel chain). In addition, the impact of external pressures by education and government related stakeholders, should be also considered. The conclusions from this study confirm that various agents who have a vested interest in the industry are to collaborate closely as the multistakeholder approach suggests (Sheehan et al., 2018). The findings also revealed that hotel senior managers have no confidence in TM recruitment and selection practices due to pressures from the external environment and TM shortages; as a result they encourage internal talent development, based on existing staff. In addition, the conclusions of this study are consistent with Giousmpasoglou (2012) suggesting that General Managers are greatly involved in the TM recruitment and selection process. Finally, it was found that although hotel senior managers think of Millennials as the future in the Greek hospitality industry, there are no formalised policies and practices intending to attract talents from this group. This research provides new insights on how talent management is perceived by Greek hotel senior managers revealing the importance of multi-dimensional factors that need to be taken into account if Greece is to thrive in a highly competitive global market. In addition, the findings of this study can provide valuable insights in the current effort to investigate TM in hospitality in the context of SMEs in Europe (Chung and D'Annunzio-Green, 2018).

# Organisational Integration Processes for Volunteer Management in the Service Sector

Sebastian Raymaekers

The study is significant because the number of organisations that depend upon volunteer labour has grown and volunteering is characterised by specific features, including high turnover and low retention rates (Stevens, 2008). In recent years a number of organisations have applied classic human resource management processes to volunteers and the applicability of these in this specific context has been questioned (Alfes, Antunes and Shantz, 2017; Cuskelly et al., 2006). A number of authors have expressed the view that volunteer workforces require volunteer (as opposed to) human resource management.

Volunteer resource management adapts and complements classical human resource management (Studer, 2016). Volunteer resource management models have been effective at improving understanding of the volunteer recruitment and retention process. They have, however, not fully explored the mechanisms through which volunteers can be integrated into a workforce context to become effective insiders. This is especially challenging in work places in which there is a combination of paid and volunteer roles. There are three key theories that describe the process through which individuals are integrated into work places to become effective insiders (all applied in human rather than volunteer resource management contexts). These are socialisation, institutionalisation and assimilation (Aybet, 2000). These theories have been tested in contexts in which employees are paid and they provide the theoretical framework for this project.

Positive outcomes that result from the effective integration of volunteers alongside paid employees include improved volunteer and paid employee retention, improved morale, lower turnover, improved skills and better service quality (Cooper-Thomas and Anderson, 2006). This project contributes to theory and practice by improving understanding of the ways in which volunteers can be integrated into work places in the service sector to become effective insiders.

This study explores the process of volunteer integration within a work place environment that combines paid and volunteer labour and that engages volunteers in menial service sector tasks. The study researches the process of volunteer integration from the perspective of both the volunteers and paid employees within the organisation.

The different stage models from institutionalisation, OS and assimilation can be aligned and the below figure comes out of the comparison. Within the stage models, a pre-entry phase highlights the recruitment and selection phase, as well as the time running up to the first day of work. The entry phase refers to the first day(s) on the job, whilst the learning phase recognises that new recruits need to learn skills. The embedding stage recognises the personal and emotional attachment to the organisation that the new recruits develop over time, which is not recognised in institutionalisation. The final stage of “(effective) insider” is the final objective for this process. This process however is not a linear process, but rather a continuous or cyclical one (Danielson, 2004) and the temporal aspect of this (initial) process is four to six months (Moreland and Levine, 1982).

The outcomes of the research include practical recommendations for volunteer management and improved volunteer retention, learning and satisfaction. Academic contributions include an improved understanding the integration for volunteers and the development of a framework for volunteer integration within a service sector context. The key findings seem to fall in three separate categories: relating to the organisational structure, relating to risk, health and safety and relating to the individual journey of employees.

Within the organisational structure the lack of knowledge from the volunteers on the committee seems to cause some chaos amongst the paid employees. Responsibility is not really taken, it's someone else's responsibility and managers/employees “don't know” what is going

on. There is a willingness to help on some accounts, but the lack of knowledge from “the top” leads to a lack of for example handbook, structure, training, etc. The volunteers, committee members and employees all had something to say about the organisational structure. The committee is seen as distant at times and doesn't always consult where and when necessary. The support needed is available on some points, but at times lacks the knowledge – responsibility is seemingly with someone else. The lack of knowledge and structured management of paid employees leads to the next point: a risk of neglecting Health and Safety regulations.

The managers and employees don't want to turn anyone away, they want to keep all the volunteers and not offend anyone, even if it's at the cost of health and Safety. The lack of enforcing legal requirements (or lack of knowledge of what the legal requirements are), as well as lack of enforcement of infection prevention processes has been noted, but found difficult to arrange as has been highlighted by a number of volunteers and paid employees. The opinions of the employees and volunteers surrounding this issue are different. The volunteers seem to find it's too much in passing and more attention and structure should be given to enforcing some of these aspects. The managers find it difficult to institute and there's uncertainty as to what needs to be done by the LoF. Some volunteers seem to be unaware of how it should work and the lack of structure and training doesn't change that or reinforces that. An example of this confusion is that volunteers think that the management structure consists of a manager and deputy manager, but the reality is a job-sharing structure with two managers doing the job together.

The individual and personalised journey of volunteers is widely recognised by the volunteers and the paid staff alike. The managers show a definite awareness and strive to accommodate volunteers and their needs. A number of volunteers have found that

everything suits them very well, whereas others recognise that there is a difference between all of them and what suits them, doesn't always suit others. Some of the volunteers do not utter a single word of criticism, whilst other criticise. The criticisms are varied, but every volunteer seems to focus on different critical points. This difference between opinions of volunteers and experience shows that the experience is very different and personal.

# Exploring Hospitality Talent Management through Innovative Perks

Tanja Petry and Ulrich Egger

Hospitality organisations increasingly promote innovative perks such as using the hotel's spa or living in a newly built staff house in their job advertisements to attract highly-mobile service talents. This is in line with conceptual studies that encourage an extension of the hospitality concept beyond guests (Pechlaner, Nordhorn, and Poppe, 2016) and link it to talent management (Ramdhony and D'Annunzio-Green, 2018). Although benefits and their improvement have been widely acknowledged as strategies to enhance the image of organisations as attractive employers (Rynes and Barber, 1990), there is a need for a more nuanced understanding of how such strategies are intended, enacted, and thus come into effect with regard to both potential applicants and employees. The knowledge of how to use existing infrastructure for employees' wellbeing seems especially relevant to small and medium sized hospitality organisations, which have limited opportunities for offering costly employment rewards (Thomas, Shaw, and Page, 2011). This study aims to advance the understanding on effective rewards in hospitality and on their role for the attraction and retention of employees. Therefore, it explores how potential applicants and current employees make sense of innovative perks hospitality employers offer. Thereby it joins research from the field of human resource management that locates innovative perks within talent management and calls for exploring the meanings attached and the affective responses to those rather new forms of rewards (Landry, Schweyer, and Whillans, 2017).

The attraction and retention of talented and qualified service employees presents a key challenge for the hospitality industry (Baum, 2015). Developing strategies to tackle this challenge are thus at the core of hospitality talent management (Deery and Jago, 2015). In the past, hospitality organisations tended to reserve benefits only to the managerial level and made no strategic use of them, i.e. use to improve employee satisfaction and turnover on the operational level (Davies, Taylor, and Savery, 2001). This is in line with general compensation

research, which underlines positive sorting effects of performance-dependent pay on the attraction and retention of top talent for top positions (Cadsby, Song, and Tapon, 2007). Innovative perks follow a different logic. They are typically available to the whole workforce and thus enable inclusive talent management across positions (Iles, Chuai, and Preece, 2010). First empirical findings from general HRM research suggest that the effects of innovative perks on applicant attraction are rather limited (Renaud, Morin, and Fray, 2016). However, there is evidence that offering wellness programmes (similarities can be drawn to hotel's spa and fitness rooms) increase current employees' well-being and has positive influence on 3 organisational commitment and on retention (Gordon and Adler, 2017; Haynes and Helms, 2001)

This study views strategies as social practices, i.e. something people do (Whittington, 2007). Such a perspective calls attention to the neglected, the unintended, and the uncertain in the process of strategy planning and implementing. The sensemaking framework (Weick, 1995) will serve as guiding methodology to uncover the motives and meanings behind innovative perks. In order to explore the phenomenon of innovative perks in depth, this exploratory study adopts a qualitative research design using semi-structured interviews and interviewing first HR managers of hospitality organisations (n=10) and second employees (n=30). This bipartite research design allows to compare the motives behind the intended and the perceived strategies. Data collection will take place within the hospitality industry in Tyrol with a focus on small and medium sized enterprises within the next two months (February – March 2019). Tyrol is a federal state of Austria located in the Alps and home of many popular winter and summer mountain tourism destinations. The Tyrolean hospitality industry faces severe labour shortages and heavily depends on international workers as it is not able to attract and retain enough local employees (Feichtner, 2017). All interviews will be transcribed verbatim and analysed using

the template analysis approach by King (2012), which allows for both deductive and inductive qualitative data analysis, and the software ATLAS.ti.

As this study contrasts the employer perspective with the (potential) employee perspective, we expect the results to show differences in the meanings attached to innovative perks. In line with literature on compensation, we assume that employees interpret such offerings beyond instrumental functions and perceive them for example as signals of the values of an organisation or of the industry (Rynes, 1987). In particular, employees may even interpret them as somewhat negative like research on employer branding material has shown (Auer, Edlinger, and Mölk, 2014). Thus, the results will contribute to a better understanding of employees' specific needs for rewards and of their effective design.

# Tourism Segmentation

**Chair:** Daisy Fan

Tuesday 9 April 2019

15.30-17.00 - F202

## Families as Consumers in the Tourism Market - Knowledge Gaps and a Future Research Agenda

**Michał Żemła, Sławomir Kurek and Anna Delekta**

To some extent, consumer behaviour patterns are very similar on most of the markets, still plenty of methods and approaches used to analyse them often ignore one of typical features of tourism market, which is not observed so often at many other markets. This feature is the group nature of consumer. We travel alone relatively rare and very often the group travelling together is a family. Family is a group of people with specific roles (mother, father, children) and those roles may define also their parts in holidays decision making. However there are only few scientific publications studying those parts or even acknowledging them. The aim of presented paper is not filling this gap which needs rather several publications. Instead, our aim is just to point out the most important areas of contemporary scientific knowledge that should be developed by future research.

Contemporary changes in western societies make this gap even bigger and even more important. Those changes, connected with so called second demographic transition (Van de Kaa, 2003), lead to deinstitutionalisation of the nuclear family and decentring of traditional family structures (Buzar et al, 2005). The greater complexity and diversity of demographic trends has created many different kinds of families. As earlier those families are diverse regarding the number of children and their age, but nowadays, especially in big cities, due to new patterns of marital behaviour, cohabitation and divorce we may find more and more single parent taking care about their children. Equally common is a situation where divorced parent establish new families which are separate households on other markets, but the children often travel with both of their natural parents.

In overwhelming majority of researches dealing with tourists' decision making the context of group decision making is ignored. Usually in models presenting the process of product selection a tourist is perceived as an individual traveling and making his/her decision independently.

The assumption about individual nature of decision making in tourism might be truth in several cases, however when considering trips undertaken by families is an evident false. Decrop (2006) in his research was trying to catch the influence of group decision making and secure proportional ratio of respondents coming from different families when selecting his respondents. The important output of Decrop's research is deliberation on different roles of particular family members in different decisions connected with completion of their tourism product.

Social context of tourism decision making and consumer behaviour generally, including the role of families as groups of individuals travelling together was acknowledge also by other researchers which usually analysed only a selected part of tourism market or presented selected views (Hanlan, et al, 2006; Kang, Hsu, 2004; 2005; Bronner, de Hoog, 2008; Filiatrault, Ritchie, 1980; Nichols, Snepenger, 1988; Jenkins, 1978; Khoo-Lattimore et al., 2015; Kim et al., 2010; Carr, 2011). Probably the most comprehensive contemporary research of the topic of family tourism are connected with the names of two researchers from Antipodes: Heike A. Schänzel and Ian Yeoman (Schänzel, Yeoman, Backer, 2012; Schänzel, Yeoman, 2014; Schänzel, Yeoman, 2015).

Summing up the deliberations above it is possible to point few most important fields of future research within the area of group nature of families as consumers on the tourism market:

1. In-depth studies in group nature of decision making in families travelling together: what are the roles of particular actors. That point was partially realized by Decrop (2006) and Schänzel, Yeoman, (2014) and other researchers cited above;
2. How families spent their time during their stay in a destination and how do they travel to. Again some answers can be found in Schänzel, Yeoman, Backer (2012) and Schänzel, Yeoman (2014);
3. How different types of families behave as consumers on the tourism market. This is the most current topic as demographical and societal changes influence also the contemporary notion of what really family is and result in existence in many different types of families not existing, or rather unusual, earlier, like a patchwork family, and other types, like a single parent carrying for children, are growing fast in popularity. Especially, the decision making process and the structure of the group travelling together seem to be the most tempting topics for future research.
4. How those demographical and societal changes influence families and their market behaviour in different places, especially in big cities. Contemporarily, big cities are witnessing the fastest changes in family ties, as well are the most important places where tourists live.

## Understanding Your Beachgoer: Are Visitors Different at Rural vs Urban Beaches?

Rachel Dodds and Mark Holmes

Visiting a beach is one of the most popular tourist activities and one that draws people to the surrounding area. Although much literature has been written on tourism, little examines preferences for visitor behaviour in a rural versus urban setting or whether that behaviour is linked to environmental management of the setting. To this end, this paper examines tourists' motivations to visit beaches, as well as their experiences, perceptions, demographics, and desires, all within the context of the tourists' geographic orientation (i.e. urban versus rural). Drawing on responses from 1,664 quantitative surveys from Ontario beaches in Canada, this research found that beachgoers to rural

beaches were more likely visitors with higher income levels but lower levels of education than city beachgoers. Rural beachgoers were also more likely to spend more per trip, as well as having higher levels of overall satisfaction. Findings also show that beachgoers to both rural and city beachgoers would make the environmental management designation, Blue Flag, a component of their future beach going decision if informed of such. The outcomes of this research have implications for beach destinations, tourism organisations and municipalities, enabling them to better understand those that frequent their beaches and derive targeted marketing strategies.

## Segmenting Egyptians Based on Travel Motivations: Are there Differences in Tourism Experience Value?

Omneya Yacout

This research explores whether travel motivations can be used as a segmentation basis for Egyptian travellers and whether the resulting segments vary with respect to tourism experience value and demographics. A sample of 497 Egyptian respondents was collected via an electronic link. The hierarchical cluster analysis was performed and a three cluster

solution was deemed appropriate. The findings support the multiplicity of travel motives where most respondents reported multiple travel motives but the strength of these motives varied from one cluster to another. Clusters also varied in tourism experience value ratings and demographic profiles.

## Factor Analysis of Hotel-Selection Attributes and their Significance for Different Groups in the German Leisure-Travel Market

Daniel Spörr and Athanssios Pitsoulis

This study examines the ranking of hotel factors with regard to their overall importance as well as their importance for specific groups of travellers in Germany. Using a factor analysis technique, I identify ten hotel-selection factors based on 35 attributes. These are expected service quality, comfort features, food and beverage, parking facilities, cleanliness, autonomy, business, security, economic value, and external presentation. I apply

non-parametric tests to find out whether there are differences in the rating of each factor with respect to socio-demographic variables and travel behaviour. In descending order of importance, I find the factors cleanliness, economic value, and security to be the three most influential hotel-selection factors. The results are critically discussed and used to derive empirically-founded implications for hotel managers.



# Contemporary Tourism

Chair: Oliver Henry-Biabaud

Tuesday 9 April 2019

15.30-17.00 - F104

## Categorising Place from a Destination Management Perspective

Theresa Leitner

### Problem statement

Tourism is a spatial phenomenon that is characterised by individuals' „corporeal displacement from the usual place of residence” to another place of choice” (Shaw and Williams, 2004, p. 2). This movement is triggered by certain motives that the individual expects to be satisfied within this place (Cohen, 1979; Urry, 2002). According to Kowalczyk (2014), space turns into tourism space as soon as tourists perceive it as attractive and use it for tourism purposes. This demand-side definition supports earlier approaches by the few tourism geographers, who have proposed classifications of tourism spaces through observing tourism development in certain areas. Miossec (1977) describes the evolution of tourism regions as they respond to increasing tourism demand by defining four categories of tourism zones according to percentage and volume of tourists, predominant means of transport and length of stay.

Although such categorising models could be a valuable basis for destination management in terms of observing tourist behaviour and the influence of tourism on space, scholars and professionals rarely address spatial implications in a destination context. While some authors state the relevance of spatial assets such as the atmosphere, ambience or overall appearance for destination competitiveness (Flagestad and Hope, 2001; Murphy et al., 2000; Kirillova, 2014), there is no satisfying framework and terminology that helps to deliberately manage, design and monitor space.

### Aim and research question

The aim of this paper is to investigate how space- and place-related issues are addressed in context of destination management. This implies the following research questions:

- How is space classified within tourism management literature and which terminology is used?
- What are relevant indicators that need to be taken into account in order to monitor and strategically manage space in context of destination management?
- What are possible applications of place-related research to destination management?

### Methodology

This paper identifies and reviews articles related to destination management, space and place following a systematic literature review approach as proposed by Newbert (2007). This entails that only published scholarly, peer reviewed journal articles only are looked at. The articles will be gathered from Science Direct, EBSCOHost and Google Scholar. To achieve the objective of providing a comprehensive overview of how place- and space-related research is addressed in tourism and destination management literature, only articles that include either the primary keywords tourism, destination, attraction and service scape combined with at least one space related keyword (space, place, ambience, atmosphere, aesthetics, architecture, landscape and environment) will be included. As stated

by Newbert (2007) other substantial keywords need to be identified throughout the process. Given that the substantial keywords are included in the abstract and keyword section, also papers from others disciplines such as environmental psychology and architectural theory are included.

### Expected/preliminary results

This paper reviews literature addressing the place and space in tourism and destination management. It is expected to identify how space and place is already classified and dealt with in a tourism and destination management context and to find determinants and indicators that lead to those classifications. Furthermore, it is hoped to gain understanding about how space- and place related research is applied to destination management. It will also be analysed, if, at all, destination management literature pays attention to space that is not primarily used for tourism purposes.

Swarbrooke (2002) classifies four types of tourist attractions and therefore distinct tourism places: natural attractions, attractions that are human-made but not originally designed to attract visitors, attractions that are human-made and purpose-built to attract tourists and special events. The concept of service scape also draws attention on place. This term coined by Bitner (1992, p. 63) describes “the physical surroundings that impact the behaviours of customers and employees in service organisations”. Both approaches name and localise tourism spaces and therefore provide

a basis for analysing them as well as managing and enhancing their experience quality (e.g. Wu et al., 2014).

Existing approaches, however, neglect space that is not (yet) of tourists' interest. Metro-Roland (2011, p. 40) emphasises that the “spaces between the ‘important’ must sees, the banal objects of the everyday play a larger role in the creation of a sense of place than has been surmised in the tourism literature.” New trends in mass tourism indicate that a growing number of tourists desires to experience places and activities that are not “touristy” (Week, 2012, p. 192). While Cohen (1972) and Butler (1980) describe lack of information as well as fear of the unknown to be the main reasons for holding masses from coming to non-tourism spaces, even unexperienced travellers can now easily overcome these barriers with the use of social media that provides both detailed information and a preview of the former alien environment.

High numbers of tourists in non-tourism, and therefore unprepared space can lead to perceived overtourism and undesired tourism gentrification (Gotham, 2005; Cocola-Gant, 2018). This development may result in a paradox situation, where tourists find the complete opposite of what they were looking for in their travel experience. It is therefore crucial to consider that from a tourism management perspective, the non-tourism space, also plays an important role in the tourism experience and needs to be taken into consideration in destination management, marketing strategies and product development.

## Identity-Based Motivation as Antecedents and Experienced Psychological Benefits as Outcomes of Place Attachment

Sungkyu Lim and Sameer Hosany

Place attachment has been studied extensively in tourism. Antecedents of place attachment include motivation to visit, destination image, destination attractiveness, service quality, destination personality, trust and personal involvement. Prior studies also support the influence of place attachment on various behavioural responses such as satisfaction, intention to recommend and pro-environmental behaviours. However, no studies in tourism examine identity-based motivation as antecedents and experienced psychological benefits as outcomes of place attachment. Accordingly, this study proposes and tests a model linking identity-based motivation, place attachment and psychological benefits. Drawing on the identity process theory (Breakwell, 1986), four identity-based motivations were identified: self-esteem, continuity, distinctiveness, and

efficacy. Four experienced psychological benefits (memory, relaxation, escape, and activity support), as outcomes of place attachment, were adapted from Scannell and Gifford's (2017) study.

A purposive sampling procedure identified potential respondents. Data were collected from 325 outbound Korean tourists that have been on holidays in the past 3 months. The proposed model and hypothesised relationships were tested using SmartPLS 3. The study makes important contributions to the tourism literature. First, it offers a new perspective to understand and model the antecedents of place attachment. Second, the study identifies important psychological benefits of place attachment, not previously investigated in the context of tourism.

## Holiday Planning, Booking Process and WOM Intention: A comparison Across Three Countries

Cecilie Andersen, Ellen Katrine Nyhus and Marit Gunda Gundersen Engeset

Word of mouth (WOM) is considered a highly important channel for sharing tourism-related information, and it is fundamental to understand the antecedents of tourism-related WOM behaviour. Given the lack of consensus on which antecedents lead to WOM, this study aims to investigate how the complexity of the planning and booking process, and satisfaction with the vacation, are related to WOM intention. We examine the relationships across countries and booking forms. Based on a web survey of 5158 respondents from three countries, the findings suggest that both planning and booking processes affect the level

of satisfaction with the vacation and, in turn, the WOM intention. Findings also show that German respondents have higher WOM intentions compared to the UK and Dutch respondents. Finally, the result shows that consumers who purchase a package tour have a higher probability of WOM sharing than consumers who package the trip themselves. This paper makes a significant theoretical contribution by comparing WOM intentions across countries and booking forms and the findings contribute to increased knowledge regarding WOM intention for tour operators, travel agencies and academia.

## Evaluating Sustainability Performance in Volunteer Tourism

Claudia Eckardt, Xavier Font and Albert Kimbu

Volunteer tourism (VT) is defined 'as a form of tourism, which aims to provide sustainable alternative travel that can assist in community development, scientific research or ecological restoration' (Wearing, 2002, p. 240). VT is frequently described as making a difference or doing something worthwhile and its sustainability performance is based on transparency and accountability between its stakeholders manifested by joint planning and community engagement with host projects that lead to their empowerment and equality. Currently, the VT industry has been criticised for the commodification of volunteer experiences by exploiting host communities that fail to make a difference. More research is needed about how the engagement between the main VT stakeholders influences sustainability performance and how to evaluate sustainability performance.

This research develops an evaluative framework to better understand how stakeholders' relations influence sustainability performance in VT, crucially investigates how and why certain sustainability outcomes occur. The principle contribution of developing an evaluative framework is the innovative methodology that brings together collaboration theory and realistic evaluation. While collaboration theory provides an essential theoretical basis for exploring the main stakeholders' relations in volunteer tourism, realistic evaluation determines the root causes of how and why sustainability performance is achieved. By doing so, the evaluative framework takes an all-encompassing and holistic approach and determines the nature of the collaborative relations between all the main stakeholders.

Two main advantages of the evaluative framework are pertinent, i.) its in-depth analytical ability in evaluating sustainability performance and ii.) the transferability of its findings. The findings address the current body of knowledge in terms of what VT's mantra of doing something worthwhile or making a difference actually means at an operational and community level. Based on the theory developed through realistic evaluation, this study offers a definition of sustainability performance in VT:

The theory outlines that the (sending and receiving) organisations under certain circumstances enable sustainability. Hence, organisational practices must include the integration of stakeholders, screening and matching of volunteers to host projects in such a way as to support effective skills and expertise transfer to host project staff. The on-going facilitation of stakeholder relations should lead to positive experiences and safety for all involved. In addition, long-term planning and needs assessment support empowerment, equality and transparency for host projects and which can encourage social mobility over time.

The development of the evaluative framework addresses an emerging research agenda for evaluating sustainability performance by offering a new understanding of social mobility and other long-term outcomes for the recipients at host projects and how VT is making a difference through transformative change. Further afield, the evaluative framework offers a sound foundation for future investigations in assessing the effectiveness and outcomes of other social interventions.

# Tripadvisor as a Marketing Tool

**Chair:** Alan Fyall

Tuesday 9 April 2019

15.30-17.00 - F105

## Understanding the Differences Among Tourists from Different Countries on Their Travel Satisfaction via Analysing TripAdvisor Reviews

**Shanshan Qi, Ning Chris Chen and Juan Peng**

Online social media and user generated content are popular topics due to their impacts on affecting tourists' attitudes and behaviours, especially related to the decision-making of choosing a destination for vacation. This study utilised the online reviews from TripAdvisor.com and demonstrated differences

of online reviewers from different countries on their travel satisfaction levels in their visited attractions in Macau. These research findings revealed important information on understanding the tourism market of Macau's via travellers' travel satisfaction levels.

## Tourist Experience Reflected in User-Generated Content: A Proposal of Content Analysis from Virtual Communities

**Ricardo Ernesto Bolzán and Luiz Mendes-Filho**

Social media is creating a suitable environment for co-creation of the tourist experience along with organisations, residents and industry stakeholders (Neuhofer and Buhalis, 2017). Litvin, Goldsmith and Pan state that user-generated content (UGC) in virtual communities represents a form of electronic word of mouth influencing tourists' behaviour (2018). It can also be a path to reconstruct a portrait of the tourist experience from their digital footprints (Lu and Stepchenkova, 2015) regarding the three experiential phases: travel to site, on-site activity and return travel (Quinlan Cutler and Carmichael, 2010). While tourist studies have generally been focused on the pre-travel (anticipatory) and post-trip (recollection) stages, others have developed quantitative scales to measure the tourist experience, especially within the experience economy framework and relating it to variables such as satisfaction and loyalty (Kim, Ritchie and McCormick, 2012; Pinto and Kastenholz, 2017). However, there is still no

consensus on the variables and dimensions that compose the quality of the tourist experience as an holistic construct in the Field of Tourism and Hospitality (Quinlan Cutler and Carmichael, 2010; Pinto and Kastenholz, 2017).

Therefore, this study is part of a research in progress based on a Master's dissertation that aims to analyse the tourist experience reflected in user-generated content on virtual communities. We propose three specific intermediate objectives. Firstly, a quantitative-oriented objective that aims to verify the existent correlations between the tourists' virtual profiles and their assessment of the all-integrated global experience and within each one of the following subgroups: Air transport; Hotel accommodation; Gastronomy and on-site activities. Secondly, a qualitative-oriented objective of theoretical nature consisting in characterising the variables and dimensions of the tourist experience

reflected in user-generated content. The third objective is inferentially oriented and underlies practical implications. It consists in identifying key elements to enhance tourist experience co-creation and management (Neuhofer and Buhalis, 2017), including a brief executive summary of the results for destination management organisation (DMO).

This work proposes an empirical, descriptive and exploratory research, with a mixed-methods approach. Empirical data is based on TripAdvisor virtual community observations, as it has become a widely-used field for numerous researches (Lu and Stepchenkova, 2015). The study begins with a systematic literature review on the phases, variables and dimensions that form the tourist experience construct. Data is then collected manually for accuracy purposes from observations of the spontaneous tourist-generated content and demographic-psychographic profiles from the four subgroups mentioned above. For that purpose, a proportionate stratified probability sampling method is proposed. Argentina has continuously represented the main international outbound tourists' market for Brazil since 2013 (Ministério do Turismo, 2018). For that reason, we propose as the sample for this research the Argentine tourists that lived an experience in destination Natal. For data collection in each subgroup, a convenience non-probability sampling will be used, with a series of content filter criteria, such as: text units in Spanish and photographs publicly available from 2013 until 2019 by users whose profiles present identification data of their Argentine nationality. The present work foresees to prioritise the qualitative approach. For that reason, it aims to obtain a wide variety of useful units of analysis to the detriment of a large quantity of inaccurate data.

The study uses the deductive method with pre-established categories arising from the Quinlan Cutler and Carmichael's tourist experience conceptual model (2010) and elements from

literature review (Kim, Ritchie and McCormick, 2012; Pinto and Kastenholz, 2017), to later establish inductive type codifications that allow the generation of a posteriori categories and outputs from the collected data. Content analysis techniques will be used to analyse the data, with the support of the CAQDAS software NVIVO 12. According to Bardin (2011), the content analysis process is divided into three stages. Firstly, a pre-analysis phase, starting from the choice of the virtual community and data. Secondly, an exploration and interpretative analysis of the collected content in order to filter the raw data carefully and start the coding process. The final phase consists in the treatment and interpretation of the data.

This research hopes to obtain results that contribute theoretically to a better understanding of the nature of the tourist experience and how its variables and dimensions are reflected in the tourist-generated content on virtual communities. It also proposes a methodological approach of UGC (Lu and Stepchenkova, 2015) from the tourist micro perspective. This research is also expected to achieve managerial implications, in order to be used as a practical framework to improve the smart decision-making process on international inbound tourism management through the analysis of the user-generated unstructured data as a strategic information source, transforming it into deep knowledge for Tourism and Hospitality DMO and researchers.

## The Snowball Effect in Consumers' Online Sharing Intention: Evidence from Tripadvisor

Sai Liang, Hui Li and Hongbo Cheng

Business tourism events such as meetings, conferences and exhibitions play an important role for destination's leisure tourism, resident welfare, and economic development (Alberca-Oliver, Rodríguez-Oromendía, and Parte-Esteban, 2015; Hanly, 2012; Jin and Weber, 2013; Jones and Li, 2015). Customers of International Trade Shows, as business travellers usually spend more than their leisure counterparts and these business events help to extend the utilisation period of tourism facilities outside holiday peaks (Jones and Li, 2015). Despite the importance of business events for destinations around the world (Getz, 2008; Getz and Page, 2016; Kelly and Fairley, 2018), tourism management research lags behind the growth of the conventions, conferences and exhibitions industry.

Customer retention is very important for international trade shows which want to obtain sustained competitive advantage, and the retention of multinational exhibitors is largely influenced by cultural distance.

Based on Hofstede's cultural model and Mahalanobis Distance Formula, this study collected 4476 sample data from seven international exhibitions, and constructed logit regression models to find out the effects of multi-dimensional cultural distance and single-dimension cultural distance on customer retention. We also intended to control other factors which may influence our dependent variable (customer retention) in the model as well. The results show that cultural distance has a positive effect on the retention of multinational exhibitors. In detail, in terms of dimensions including power distance, individualism and uncertainty avoidance, the higher the degree of cultural heterogeneity between multinational exhibitors' home country and China, the more likely for the multinational exhibitors to repeatedly participate in the trade shows, which means the higher the probability of multinational exhibitors' being retained is. However, in the long-run, the estimated results display an opposite tendency.

## Determinants of successful Revenue Management

Lydia González-Serrano, Pilar Abad, Concepción, De la Fuente-Cabrero, Pilar and Talón-Ballester

The aim of this paper is to define which characteristics of a hotel and its staff determine successful RM implementation in Madrilenian hotels.

Multiple linear regression analysis was used to determine whether the characteristics of the hotel and the staff member in charge of RM are explanatory variables for the degree of RM implementation. The findings show that hotel category, chain affiliation and the existence of specifically trained and fully dedicated RM staff, are the determinants for successful RM implementation. Given that this

survey was confined to the region of Madrid, it would be interesting to carry out similar research nation-wide. This study provides to researchers and professionals guidance for the satisfactory implementation and use of RM tailored to the characteristics of any given establishment. To the best of the authors' knowledge, this is the first paper to conduct a formal statistical analysis of the relationship between hotel characteristics and the degree of RM implementation. Thus, the reported results provide a significant contribution to the literature.



# Small Business and Entrepreneurship

**Chair:** Sheila Flanagan

Wednesday 10 April 2019

9.00-10.30 - Share

## “Where is the Magic in That?” Business Models and the Solo Entrepreneur

**Peter Wiltshier and Alan Clarke**

### Purpose

The purpose of this paper is to explore how the concept of business modelling can be applied to the context of a single entrepreneur rather than an organisation.

### Design/methodology/approach

We began by critically reviewing the literature on business modelling. We followed this with semi-structured Delphi style interviews with the stakeholders in the market town of Buxton.

### Findings

The research identified that our entrepreneur was able to make use of the core framework of the business model but had to adapt it to her specific situation as a sole entrepreneur. She not only had no commitment to growth but was actively committed to maintaining the value of the offer to those taking the opportunity to go on her tours.

### Research limitations/implications

We recognise that this study is limited by our focus on one entrepreneur. The paper does not propose generalisable findings but ones which may highlight issues which could inform future research.

### Practical implications

This draws attention to the way in which an entrepreneur can adapt the core framework of the business model and focus on different values to the profit potential, and reveals the contribution to the development of the co-creation of the Little Red Tram.

### Social implications

The paper demonstrated how even an individual entrepreneur is embedded in a business environment with other stakeholders. Also with the interactions involved in co-creation, the social factors are especially significant.

### Originality/value

There is very little research on the links between entrepreneurs and business modelling, especially in cultural and heritage tourism.

## Rural Tourism Cluster Development: Inter-Firm Collaboration on Ireland's Wild Atlantic Way

**Kelly O'Sullivan-Browne, Sophie Price and Margaret Linehan**

Tourism cluster strategies have the potential to act as a counterbalance to the challenges faced by rural micro-firms of peripherality, seasonality and regionality. Networks and inter-firm collaborations are a distinguishing feature of cluster activity and fulfil a strategic role in the development of rural tourism. The Wild Atlantic Way, a Fáilte Ireland (Rep. of Ireland's National Tourism Agency) tourism strategy launched in 2014, is primarily a coastal route from Donegal's Inishowen Peninsula, in the north of the country, to Kinsale, in Cork in the south-west. The proposition has been devised to compel visitors into the remote towns and villages along the route. The paper presents findings from a mixed methods inquiry into the phenomenon of new and emerging rural tourism clusters along this route, exploring the moderating role of local tourism networks in nurturing inter-firm collaboration, including their success factors and perceived benefits.

Data collected from 101 micro-tourism rural firms across 5 rural tourism networks was analysed through structural equation modelling (SEM). In-depth interviews with 6 network insiders, including founders, animators and coordinators provide insight into the process of network formation and early development. The research presents a conceptual model of rural tourism inter-firm collaboration, which underpins the significant role that networks have in regional tourism development, due to their considerable influence over knowledge-exchange and inter-firm support. However, their full potential in this sphere is hampered due to their limited resources, and an emphasis on delivering destination marketing as the ultimate network goal and member benefit.

# Drivers and Inhibitors of Corporate Social Responsibility (CSR) Practices in the Travel and Tourism Industry in Malawi

James Malitoni Chilembwe

This paper explores CSR driving and inhibiting factors of the travel agencies and tour operators in Malawi. A simple random sampling was employed, and 27 firms participated in the study. Face to face and semi-structured interviews were conducted with the managers. The results indicate that internal drivers dominate more than external in influencing the firms to adopt CSR. The lack of resources amplifies internal inhibitors. It further indicates that external factors inhibit the adoption of CSR more than internal factors. The lack of clear direction

on CSR practices implicates the influence of external inhibitors. These small firms have the potential to contribute to the economic growth of a country. This study contributes to tourism development. It expands the understanding of the drivers and inhibitors of CSR from developing country perspective. It, therefore, extends a call for further exploration of its impact on tourism management and development perspective mainly in large tourism firms.

## Business Model in Spa Tourism Enterprises in Poland

Adam Szromek and Michał Żemła

### Background

The article expands knowledge about modeling tourism business. The basic scientific problem of the conducted research was the need to modernise the way of doing business in spa tourism enterprises by popularising the business model. In many cases tourism enterprises the lack of formalised business model can be noticed, while in some cases there are attempts to describe it. Yet, this is often a deceptive activity, forced by hurried introduction of market conditions into tourism enterprises and an attempt to fit into the difficult economic situation. Spa tourism establishments are also examples of such enterprises.

### Research aim

The aim of the article is to present the results of own research carried out in Polish spa enterprises in 2018. The cognitive purpose of the paper is to recognise the scope of applicability of the business model in spa enterprises on the example of Polish spa enterprises. The key scientific issue was to examine the range of use the business model templates in the management of tourism-treatment activities carried out in spas.

Discussing the research results was preceded by a review of the literature on business models and the characteristics of activities carried out by the spa tourism enterprises.

### Methodology

In the research stage of spa enterprises the study was attended by managers of 17 entities which together provide 33% of all health resort treatment services in Poland, operating in 95 facilities (sanatoriums and spa hospitals), which constitute 36% of all facilities in Poland. The implementation of the conducted research was based on the Generic Contingency Principle (GCP) methodology, which defines the way of creating new scientific achievements on the basis of an iterative process consisting of the analysis of existing scientific knowledge (perception), proposals of solutions to a formulated research problem (conceptualisation) and synthesis of conducted analyses for the creation of new tools or practices (prescripts).

The methodological objective was also possible through empirical research and its subsequent use in the conceptual phase. The

basis for the research and analysis was the most popular business model scheme CANVAS by A. Osterwalder and Y. Pigneur, which includes nine elements, i.e. market segments, customer value proposition, distribution channels, customer relations, key resources, key activities, key partnerships and revenue streams and cost structure.

The second part of the research describes the results of the own research conducted on the basis of a random sample of 753 respondents (meeting the thresholds of accepted statistical errors of the sample and its representativeness). As a result, this stage of research allowed learning about the needs of both spa patients and potential patients, which at the same time made it possible to focus on developing a proposal of value consistent with the needs of the market. Then it was also possible to integrate the structure of the obtained spa product into the business model.

### Key findings

The in-depth interviews revealed that the actual knowledge of business models among managers of the studied companies is negligible and fragmentary, as it usually refers to their abstract understanding, but without text or graphic representation of the related architecture structures of the model or the proposed services. In every third establishment there were studies concerning particular elements of the business activity, i.e. key activities, market segments, communication channels and customer relations. None of the studied enterprises showed a compact characterisation of the components of the company's business model or a formalised attempt to integrate all components of the business model based on the business model concepts known in the literature. The acquired information on the knowledge and applicability of business models in spa enterprises confirmed that the spa enterprises in Poland use the business model very rarely and only to the extent limited to certain elements of their activity, and not always with the awareness of the wide range of possibilities of its application. The use of the business model in the largest Polish spa companies is incidental and limited by the scope of selected elements of the business. In the vast majority of the

studied enterprises the issue of applying the business model in enterprise management was completely unknown.

The conducted empirical (qualitative) studies revealed that the activity of modern spa enterprises is focused primarily on achieving economic effects by increasing profit, the source of which is an increase of commercial stays in the total number of spa stays, and only then it is focused on the implementation of health functions within the health care system. This also allowed the identification of three key values determining the essence of the spa business. These were: the value for the spa patient, the value intercepted by the enterprise and the social value, showing the importance of health resort activity in the fulfillment of the health function of the society.

The in-depth interviews also revealed the most frequently used business strategy in spa enterprises. The possibility of servicing tourists in the spa treatment facilities allowed us to adopt double standards for the guests. This is a result of two reasons:

- the profitability of commercial guests' stays (individual and business), which is much higher than that of contractual guests;
- a marginal impact of the contractual guest on the conditions of stay and its settlement (the direct payer is the insurer and not the direct beneficiary of the treatment).

As a result, the offer addressed to individual and business customers has not only a higher standard with higher prices of services, but also higher profitability for the facility. Therefore, managers try to optimise the structure of the stays. They reduce the contractual possibilities with the insurer to the level of the expected filling of the remaining sanatorium places with individual guests, who provide them with higher profits from the activity. These proportions may vary over the year depending on the seasonal fluctuation of commercial stays.

# Digital Communication and Social Media

**Chair:** Nigel Williams

Wednesday 10 April 2019

9.00-10.30 - Inspire

## Eco-Labels: Policy Efforts and SMEs' Digital Communication

**Teresa Borges-Tiago, Flávio Tiago, Sara Stemberger and Artur Gil**

The main goal of this paper is to assess and map the spatial distribution of sustainability communication practices and the influence of geographic location, local and regional public policies, and non-governmental initiatives on the environmental certification of local accommodations using a small touristic island, São Miguel (Azores, Portugal), as a case study. A Geographical Information Systems-based approach was designed and applied to map the spatial "contamination" of local accommodations' (SMEs') environmental

certification and sustainability digital communication practices. Results indicate that positive spatial contamination occurred among SMEs on São Miguel Island due to close proximity, regional public policies (Miosotis accreditation), and county-based non-governmental initiatives (Priolo Brand). These findings might support policymakers to improve the spatial impact and effectiveness of policies to increase the network of eco-labeled and sustainable SMEs.

## Tourist Social Wellbeing and Mobile Social Media Use: A Broaden-and-Build Perspective

**Zhibin Lin**

Little empirical research has examined the impact of wellbeing on specific tourists' behaviour such as sharing tourism experience via mobile social media (MSM), and subsequently the enjoyment of their tourism experience. Drawing on broaden-and-build theory of positive emotions, this study develops and tests a conceptual model of the effect of tourist social wellbeing on the digitalised

tourism experience. Data were collected from a sample of 1084 consumers who have experiences of using MSM for sharing tourism experiences. The results show that social wellbeing has a positive effect on sharing tourism experience on MSM, which further leads to tourism experience enjoyment along with tourist's pre-existing social wellbeing.

## Generation Y, Generation Z, Tourism and Social Media: Use of eWOM by Young Tourists

**Deborah Picher Vera, Soledad María Martínez María-Dolores, Juan Jesús Bernal García**

Nowadays, numerous sources of information can be found when planning a trip, one of the most powerful being the Internet and in the millions of opinions that travellers reflect day by day on different websites. There are numerous sources of information and places on the network where travellers can search and write their opinion about places, hotels, or tourist destinations, such as social networks. Social media, viewed from a broader point of view (Jansen et al., 2009; Constantinides and Fountain, 2008; Martínez et al., 2013) bring together well-known social networks such as Facebook, Twitter or Instagram and other media such as podcasts, forums, opinion websites, blogs, travel communities and online travel agencies, among others.

The opinions of other consumers are of vital importance for the decision making process in those purchases that suppose a notable disbursement (Park et al, 2007). While many tourists choose the information given by users over that presented by the business itself, they also prefer to obtain information for their decision making process from official sources such as travel agencies (Cox et al, 2009). On the other hand, younger consumers travel differently since they have other needs and desires, looking for cheaper and more exotic trips that require a greater search for information (Maoz, 2016; Şchiopu et al, 2016).

This paper studies the use of the internet when planning a trip by the younger generations, in order to know the degree of importance they give to the opinions found in social networks. We see social networks in a broad view, as Constantinides and Fountain (2008) state there are five kinds of social media sites: blogs, social networks, content communities, forums and bulletin boards, and content aggregators, so this study does not limit itself to traditional social networks as Facebook or Twitter. To this end, a questionnaire was launched, through the Internet, to a group of young people between 18 and 37 years old from the Polytechnic University of Cartagena. Finally, 307 complete answers were obtained. Among the respondents were 135 Gen Z and 172 Gen Y.

When asked what they did on the Internet, 99.34% of all respondents answered they used social media such as Facebook or Instagram, and 67% of respondents use these networks when researching for their travels. These networks become as popular as online travel agencies, which are visited by 69% of respondents and get closer to the most visited sites for travel planning, travel communities such as TripAdvisor, visited by 79% of the respondents. 71% of respondents also usually visit travel blogs when preparing their trips, especially Gen Y respondents (39.22%).

The respondents are usually very active in the travel planning process as 62% of respondents desire to get involved in the process, more among the Y Gen (37%) than the Z Gen (25%). They usually plan the trip in advance, as 60% of respondents spend planning among 1 to 8 weeks prior to their trip, and are not risk takers, as they don't leave major decisions to make in the last moment (77.45%) and 67% of respondents feel that travel planning reduces risk in their decision making process.

As main conclusions, the surveyed sample gives considerable importance to the planning of their trips, giving a medium-high importance to the user who publishes the opinion or criticism resembles the respondents (age, occupation, marital status, etc.) and that mostly rely on the opinions expressed by users. 52% gave answers that indicate a high confidence in these opinions. There are some differences between Generation Z and Generation Y during travel planning, but the results point out that both generally rely on social networks and eWOM during their decision making process.

This paper, of course, has some limitations. Although almost the same number of answers was received from both Gen Z and Gen Y respondents, there are very few respondents among the ages of 35 and 37, which is not very representative of the oldest Millennials. In future investigations, these limitations should be considered when finding the sample. A bigger sample could also decrease the sample error.

# Niche Markets in Tourism through the Layers of Urban Memory and 'Industry 4.0'

Joseph Falzon and Elena Torou

The present industrial context around the globe is highly driven by the rapid developments brought about by 'Industry 4.0'. Societies are undoubtedly being continuously reshaped by this revolution, prompting new aspirations within the process. The tourism and leisure industry is likewise no exception. While some operators in the tourism and leisure industry may strive to cope with the current developments, others are thinking of developing new forms of business models addressing niche markets and are aiming to set new trends. Tourism and leisure product development needs to be designed and presented in ways that offer outstanding experiences for tourists and travellers. Underpinned by past research, this paper presents aims for further research brought about by 'Industry 4.0', seeking to explore niche markets by merging history and urban memory with the contemporary. Policy development for societal aspirations through 'Industry 4.0' within the emerging contexts of financially viable business models, market and economic sustainability, environmental consciousness, and cultural integrity within the Maltese Islands is also reviewed.

## Aim

The aim of this applied research paper is to examine development of niche markets for tourism and leisure industry within the context of 'Industry 4.0' on the Maltese Islands. Community aspirations through the tourism and leisure industry by merging history and urban memory with the contemporary are presented.

## Background

Historic buildings promote continuity of a place and represents nation's cultural values and identity. Despite their wide acknowledged contribution to the tourism and leisure industry, several historic buildings remain abandoned, misused or demolished by neglect. Regeneration policies for historic buildings on the Maltese Islands and their impact on the tourism and leisure industry were examined.

Research highlighted the importance of encouraging a culture-led, "bottom-up" approach for regeneration rather than "top-down". The setting up of a single entity responsible for regeneration was recommended to lead regeneration supported by evidence-based policies and community participation to ensuring that a sustainable contemporary layer will eventually form part of heritage for future generations (Falzon, 2017).

Based on a pragmatic philosophical stance, research employed a mixed-methods sequential explanatory design, whereby a quantitative survey study was followed by qualitative interviews and focus groups for triangulation purposes. A pre-piloted questionnaire comprising of open, closed and 5-point Likert scales was developed from existing policies and distributed amongst all mayors from each of the 68 local councils within Malta and Gozo. Phenomenological interviews followed with architects, investors, community representatives and decision-making stakeholders representing national authorities. The final data collection phase included focus groups that convened all stakeholders that participated in the research. Thematic analysis was conducted from transcribed audio recorded interviews and focus groups. Key themes generated from all phases of this study were 'regeneration potential for tourism and leisure industry, 'governance for regeneration' and 'societal aspirations by regeneration'. This research design included quantitative cross-sectional surveys and qualitative interviews and focus groups at a given time. This research clearly highlights that the Maltese Islands are experiencing the introduction of niche tourism markets. Since the concept is still evolving in the Maltese Islands, a similar methodology at another point in time will provide further factual data. Longitudinal research would also provide data over time that would be useful for future research.

Therefore, another recommended further step is to develop research on the niche tourism markets mainly those related to boutique hotel accommodation and on the initial developments of the implementation of the diffused hotels in Malta. Investigations should be aligned with the three P's, featuring the people, the planet and the profits. As most of the literature is oriented towards the financial aspects, which are of a quantitative nature, research should be focused on the environmental and social dimensions thus monitoring or ensuring the triple bottom line approach.

## Research question

What are the facilitators and barriers in developing niche markets for the tourism industry supporting urban memory within the context of 'Industry 4.0' and what are the impacts on host communities?

## Research philosophy, methodology and methods

This study takes a pragmatic approach in that it both measures as well as explores experiences of the host communities in relation to niche tourism markets. Survey and phenomenological methodologies will be employed with an explanatory sequential approach (quantitative approach followed by qualitative methods). A survey will be used amongst host communities to examine the social return from niche tourism markets. Interviews will follow to gather in-depth data about the host communities' experiences.

Qualitative outcome measures include economic, environmental, social and cultural impacts for host communities. Qualitative outcome measures include experiences of host communities in relation to niche tourism markets including positive and negative impacts. Research is original contribution to knowledge as it identified gaps in policies, and developed insights for niche markets in tourism and leisure industry brought by 'Industry 4.0'.

# Cocreating Tourism Products

**Chair:** Sean Ruane

Wednesday 10 April 2019

9.00-10.30 - Create

## The Displays of Smile During Service Failure: An Eye Tracking Study

**Chung-En Yu and Henrique Fátima Boyol Ngan**

Service failure is inevitable in the service encounter, and credibility, the organisation's willingness to deal with the problem, has influences on post-complaint customer responses. However, although a smile would be appropriate, it remains unclear the effects of smile and the types of smile displayed by service representatives. This study examines the type of emotional display in a service recovery

/ failure by manipulating specific variables. 112 young customers (M=55, F=57) participated in the eye tracking experiment. Results showed that tilting the head and the display of crows' feet wrinkles in smiling behaviours influenced participants' eye movements and visual attentions. Finally, managerial implications in the tourism and hospitality industries were discussed.

## Why and How Hospitality Frontline Employee "Acts"? Consequence and Remedies from Customer Incivility

**Meng-Chan and Virginia Lau**

Frontline employees, especially those in the hospitality industry, are working under tremendous pressure from customer incivility, both attitudinal and behavioural. More often than not, frontline employees are expected to swallow the bitter feelings, but to display positive emotions only. The acting behaviour and consequences of acting has been largely ignored, especially in the hospitality literature. This study analyses surface acting behaviours of frontline selling staff in integrated resorts

and examine how such behaviours lead to job stress and burnout. The moderating effects of customer interaction frequencies and durations, as well as the extent of customer incivility are also studied. Results indicated that behavioural customer incivility, together with interaction frequencies, often lead to surface acting. In addition, faking emotions, rather than depressing emotions, are more easily prone to creating job stress. Theoretical and managerial implications are also discussed.

## The Importance of Genuine Service and Human Interaction for Millennials' Guest Experience: The Case of Hotel Reception and Front Line Employees

**Elias Ikonen and Charalampos Giousmpasoglou**

The hospitality industry has been affected by technology and digitalisation over the past years along with other industries and is disrupted by new innovations and competitors. Some researchers compare the situation in hospitality industry to what happened to the music industry where a sharing economy resulted as start of the music streaming services and the end of the traditional music industry (Sekulic 2015; Divecha 2015). Hospitality is considered as a player in the experience economy where experiences are significant factors and that can lead to differentiation and eventually achieving competitive advantage over competitors. Disney is claimed to be the best organisation in the world to offer memorable experiences to its customers and they see customer experience satisfaction directly in link with employee satisfaction and the people who provide those experiences (Ford and Heaton 2000). Although the hospitality industry and especially accommodation service providers have been widely known to be founded on people, their capability of hosting, caring and serving the guests with sincerity, technology is replacing customer service work and the role and importance of humans have been debated. At the same time, there have been some negative 2 customer reactions to the increased level of self-service and technology and decreased level in service in the hospitality industry and companies are returning to service personalisation for better success (De Carvalho et al. 2016; Lashley 2015). Importantly, while hotels are eagerly seeking new ways to satisfy customers, literature is unanimously supporting the importance of customer service, satisfaction and human interactions (Bach and Milman, 1996; Mayo and Collegia, 1997; McCollKennedy and White, 1997; Kriegl, 2000; Kuo, 2009 cited by Sohrabi et al. 2012). As different generations are being argued to act differently and create experiences differently, the role of front of house staff in hotels creating those experiences might need to be rethought. The paper is focused on an under-researched area, what

guests consider as significant factors in the customer service interactions and what makes them enjoyable, genuine and part of the whole experience. Also, there are only modest attempts on finding out how these, staff behaviour, attitude interactions affect customers' emotions and creating a meaningful customer experience. These presented thoughts and arguments underlined the focus of this study. The aim of this research is to explore the role of the front office and the importance of its employees as a vital part of a hotel experience. It examines the behaviour of millennial travellers, definition of an experience and the influence of front office staff, genuine interactions and emotions for the guest experience in the hotel context. Finally, the study explores the factors that motivate staff to act more genuinely in the workplace and as a result, to create memorable experiences to guests. This study intends to find insights concerning the significance of people and interactions in creating the guest experience and how these encounters could be more enjoyable for the guests in the context of hotels. The research is designed and conducted from the perspective of millennial guests who are expected to represent the majority of travellers in a few years (Khan 2007). It attempts to find in-depth insights and responds to whether Millennials value humans, front line employees and genuine service interactions as part of their individual guest experience. Traditionally, managerial implications are investigated. This study adopts a qualitative research approach; a hotel case study employed where 8 millennial guests and 8 front office staff members and managers were interviewed. All interviews were recorded, transcribed and analysed by the employment of content analysis (Bryman 2015). 3 The findings of this research reveal that millennial guests are still looking for human touch and enjoyable interactions with the hotel staff despite the technological disruption. Moreover, the study explored the role of emotions in the guest experience evaluation. The existing research including this

study finds human interaction to be one of the most fundamental factors in the success of a hospitality company (Ariffin 2013; de Carvalho et al. 2016). While the hotel staff participants were concentrating on the importance of professionalism and service quality, millennial guests highlighted the attitude and behaviour of the staff to be the most affecting factor for the guest experience. This result suggests that although physical elements are important, psychological elements might be even more important to millennial guests. Surprising content was found from the recommendations for the hotels where the significance of staff's wellbeing and happiness directly reflect on the interactions, service delivery and guest experiences. As per the findings, hotel managers are suggested to concentrate on the training, well-being and taking good care of employees in order to achieve the intended service for the guests. This research provides new insights and more in-depth discussion on the perceptions

of millennial guests and additionally adds staff and managerial perspective to the discussion on how important interactions are in creating a meaningful and memorable experience. As different generations are being argued to act differently and create experiences differently, the role of front of house staff in hotels creating those experiences might need rethinking. It is suggested that research should be conducted on how the customer service and interactions should be delivered and in which way the guests perceive this service to be more beneficial for the overall experience. Based on the findings of this study it is also argued that frontline employee attributes such as attitude, behaviour, hospitableness, genuine interaction and emotional labour are the most significant factors determining a memorable guest experience for Millennials; future research can investigate the importance of these attributes in the wider industry context.

## Understanding Chinese and Macao Outbound Tourists' Experience in Europe

Jianjian Mou and Pedro Quelhas Brito

Mainland China became the largest global outbound tourism source market in 2013 (UNWTO, 2015) and has attracted extensive academic attention. Europe, albeit being the second most popular destination among Chinese outbound tourists right after Asia, still remains understudied in academia (Jin and Wang, 2015). A handful of existing researches demonstrate an overwhelming tendency adopting quantitative approaches to study specific aspects (e.g., motivations), thus unable to provide a more complete perspective. The major objective of this study is to fill the research gaps by exploring the overall travel experience of Chinese outbound tourists in Europe with an emic approach.

Tourist experience research has been gaining increasing importance due to its significance for tourism marketing. It is a complex psychological process, and it is subjective, intangible, continuous and highly personal (O'Dell, 2007). Much research in this area opt for exploring

the relationship between the satisfaction or quality of tourist experience and factors such as perceived value, prior knowledge and past experience (e.g., Chen and Chen, 2010; Huang, Afsharifar, and Veen, 2016). Nevertheless, Bosangit, Hibbert, and McCabe (2015) argue that it is vital to understand from the perspective of tourists themselves, in addition to the general market research approaches, that how tourists select, organise and reflect upon their experiences and attribute specific meaning to them. This is in line with what Prat and de la Rica Aspiunza (2014) characterised that tourist experience is a representation of personal attribution of meaning (one's sense of reality) with regard to one's personal values (one's sense of identity) and emotions. In this vein, Macao outbound tourists are also taken account. Macao Special Administrative Region (SAR) is a Chinese city fundamentally shaped by Portuguese influence possessing a special historic background and consequent society structure. They cannot be simply equated to

their Chinese counterparts since they have grown up in a hybrid culture. Comparing the difference in terms of overall experience, personal interpretation and meaning attribution between Chinese and Macao outbound tourists adds one more important fold to the study.

Due to the exploratory nature, semi-structured interview is employed as the research technique. 32 and 28 usable interviews were conducted respectively to Chinese and Macao individuals who have visited Europe in the free-independent-tourist mode at least once. All Macao interviewees do not speak Portuguese but three of them are Portuguese passport holders. The main question is "what do you find the most unique and impressive in Europe?" Both groups of interviewees were particularly requested to describe their travel experience in Portugal (if any).

The content analysis reveals two main themes that depict both Chinese and Macao outbound tourists' experience in Europe: historical nostalgia and "dream-fulfilling". More specifically, the historical nostalgia includes "personal connection to the golden era of human civilisation", "admiration for ancient wisdom and achievement" and "personal enrichment". Well preserved heritage sites and authentic old architectures that are visible everywhere are highly appreciated, which even provokes Chinese outbound tourists' pity for the loss of such authentic sense of history in China due to the high-speed modernisation process. This finding contradicts, to some extent, the quest for modernity by Chinese outbound tourists suggested by Arlt (2008) and Aramberri and Liang (2012). The other "dream-fulfilling" theme is unitary, representing "finally see personally the famous attraction".

Besides the above common themes, Macao outbound tourists who visited Portugal experience particularly the personal nostalgia even though they always quoted Macao as Portugal's "colony". "The exploration of the origin of their cultural identity and living environment" is the most frequently mentioned experience. "Reproduction of earlier life in Macao before it was handed back to Chinese central government" is a specific experiential aspect mentioned by Macao interviewees who are over 45 years old.

This research is one of the first attempts to depict Chinese outbound tourists' experiential aspects in Europe and it demonstrates that the yearning for splendid European history of Chinese and Macao outbound tourists plays a key role – thus revealing the significance of historical nostalgia as a key factor in both groups of tourists' mind sets.

It also indicates that although Macao outbound tourists have always been living in a very European-influenced environment and culture, their interpretation of travel experience in Europe in general does not differ much from their mainland Chinese counterparts. The difference only exists in terms of Portugal, which they have direct cultural contact.

Further quantitative research that measures the exact functions of nostalgia among Chinese and Macao outbound tourists travelling to Europe could further contribute to more detailed understanding of their mind and experience and formulation of adequate tourism marketing strategies.

# Event Management

**Chair:** Miguel Moital

Wednesday 10 April 2019

9.00-10.30 - F201

## Beyond Host Cities Mega Sport Events as a Catalyst to Showcase a Whole Country: The Case of the London 2012 Olympic Games

**Rami Mhanna, Hugues Seraphin and Ben Sanders**

The aim of this research is to shed lights on the process by which sport event stakeholders showcase destinations for tourism via event advertising and reporting. Opportunities can be created to enhance the host destination image through various destination marketing initiatives (Chalip, 2004; O'Brien, 2006; Seraphin, 2019). Stakeholders normally look at the host city as a focus of their marketing campaigns to achieve short- and long-term tourism impacts. However, the Olympic Games became part of a long-term broader process that must be invested beyond the host city per se. Giving the fact that London is already an iconic city, strategic initiatives were used for the 2012 project to maximise opportunities for other cities to get a coherent piece of branding across. This paper is concerned with perspectives on how such opportunities could be created. It forms a part of an empirical project that explored stakeholders' perspectives of leveraging tourism legacies from mega sport events. An exploratory stance directed the methodological design via 20 in-depth semi-structured interviews undertaken with salient stakeholders of the London 2012 Olympic Games. Key informants voiced their perspectives of how the Games were used as a tourism development catalyst beyond the host city (London in this case) to showcasing various parts of the UK as a tourism destination. The iterative thematic analysis led to four interrelated initiatives with examples from interviewees integrated in the discussion below:

Firstly, the 2012 Media Centre; learning from Sydney 2000 Olympic Games where they used Visiting Journalists Programme (VJP) (Chalip, 2000), one of the factors that contributed to start the showcasing process, at an early stage,

was the creation of the London 2012 Media Centre between 2006 and 2007. While sport journalists focused on covering the sporting events in London, non-accredited media such as travel writers and news writers were welcomed early in the event planning to start filming and writing about different towns and cities in the country. This played a key role in promoting other regions for tourism as they were continuously covering stories from different regions before, during and after the event. As discussed below, a host destination's image can be enhanced through content of stories that journalists obtain beyond the event (Jago et al., 2003; Chalip and McGuiry, 2004). Being in the media centre was complemented by running programmes and activities for those journalists in different part of the country as a way to influence key global audience about the country as a whole (London and Partners, 2013).

Secondly, familiarising trips for journalists beyond London; after creating the media centre as a hub for journalists, rather than keeping them in such working environment, there was a collection of activities taking places before, during and after the Games in various attractive locations outside London. This was a tool used to help familiarise themselves with the country and to entice them to write about their experience. In addition to covering the 33 different London boroughs, while the journalists were enjoying the experience of London, representatives from London and Partners, VisitEngland and VisitBritain acted as their tour guides when needed (please refer to forth initiative below). Additional programmes to experience destinations beyond London were offered by such tourism stakeholders particularly that some international journalists

were already accompanying their national teams in their training camps that were spread in different parts of the country. Jutbring (2014) referred to the need to charm the media professionals so that they are open to report stories.

Thirdly, providing stories from outside London; it was a priority to re-position the UK overseas. Chalip and Heere (2014) suggest that reporters can provide colour for their reporting by locating useful stories and visuals from the host destination. Interestingly, in addition to the 10,000 accredited journalists who were primarily located in London's Olympic Park to cover the Games and to report sport stories, the non-accredited 20,000 journalists from around the world were directed to continuously write stories from different parts of the country for magazines, newspapers and TV programmes. This process started long before the actual period of the event itself. Jutbring (2014) argued that journalists are unlikely to find their way out in streets to cover stories, thus destinations and marketers can be prepared with their own stories. In the context of publicity, Fill (2009) used the concept of "media relations", and recommended providing journalists and reporters with information. Therefore, some stories from different regions of the UK were integrating history and Olympic themes into showcasing campaigns. For example, "Chariots of Fire", a 1980s British movie about the 1924 Olympics filmed at the St. Andrew's West Sands Beach in Scotland, and interestingly it was re-released in British cinemas in time for the London 2012 Olympics (BBC, 2012). This was a factor that encouraged US journalists for example to visit the location and write stories, thus showcasing the St. Andrew's West Sands Beach area, which might be an interesting destination for potential US visitors. Another example is a story from "Much Wenlock", a small English town in the West-Midlands and the home of a very old sports tournament called the "Wenlock Olympian Games". It is the village that Pierre de Coubertin visited before introducing the 1896 Olympic Games (the first modern Olympic Games). Using such a story from an English village aimed at attracting international media to the region to act as a showcasing initiative by capitalising on the London 2012 Olympics. An interesting example was led by

VisitEngland of a story about "a fan in a van"; a woman won the prize and names "Biggest Fan in England" used a VW Camper Van and was given the money to travel around the country following the torch relay and set up a blog about it. Therefore, the "Fan in the Van" 70-day trip with the torch relay travelled 8,000 miles before the opening ceremony of the London 2012 Games between 19 May and 27 July 2012, and covered every nation and region in the UK including islands (BBC, 2011). This advocates there was 70 days of continuous showcasing of iconic landmarks throughout the country, before the Games. Accompanying reporters and different cities and regions would report their own stories in association with the "Fan in a Van" and leveraged the image destinations beyond London.

Fourthly, reacting to potential negative stories; following from the above, it is normally expected that in some sections of media there is a tendency to focus on negative stories (Rose and Spiegel, 2011; Panagiotopoulou, 2012; Brückner and Pappa, 2013). Therefore, there was always a presence by the London and Partners and other UK Tourism stakeholders in the Media Centre. An important tactic used for the London 2012 media coverage was "reacting" towards possibly negative news stories at suitable times. This is because the Olympic event was considered a catalyst for attracting the whole world's media attention particularly that legacy impact was the main concern at an early stage of planning the event. It was evident that the expectations would be questioning "the legacy beyond the Games". Thus, destination marketing teams were equipped with ready answers when necessary to minimise the likelihoods of finding any stories that media could report as negative news. What is interestingly emerging here is that the event was utilised as a media opportunity for "reacting" more than a branding activity. Phoenix and Smith (2011) evidenced that the potential of "bad news stories" can be weakened with stories of "good news". Following from the third initiative above, this shows that for the London 2012 there was a strategic plan in place for brand promotion, by "reacting with stories".

The research offers an insights by reviewing relevant literature to event tourism leveraging beyond the host cities of mega sport events.

The adopted methodological design and data analysis led to presenting the four interrelated initiative that can be used to showcase the whole of a host country. However, the theoretical contribution and applicability of such initiatives epitomise a more progressive longer-term approach which incorporates constant use of initiatives since a destination wins a bid to host a mega sport event. It is a call for the need of a long-term event leveraging approach for various outcomes within host destinations, not only host cities (Mhanna, Blake and Jones, 2017), that may become a

model for strategic use of mega-events projects to help stakeholders avoid being subject to the temporal constraints of the event per se and its host city. If mega events stakeholders now seek long-term tourism legacies beyond their host cities, we then recommend further empirical inquiries using cases of mega sport events in order to extend our understanding of remote tourism leveraging, stakeholders' regional involvement and collaborations. This is especially significant as being an under-researched area with potentially high research impact.

## **Governance of Cities' Strategic Alliances on the International Meetings Market: Towards the Competitive Advantage Creation**

**Monika Dembinska**

Stakeholder collaboration at the destination level is considered a fundamental determinant of its development and competitiveness. It is well discussed and broadly studied concept in tourism literature (Baggio, 2011; Getz and Jamal, 1995; Mariani, Buhalis, Longhi, and Vitouladiti, 2014; Mariani and Giorgio, 2017; Wang and Xiang, 2007). However, collaborative relations between destinations have not received extensive research attention. As Fyall, Garrod, and Wang (2012) stress, there is a need to explore the area for a better understanding of how destinations could use the collaborative potential to improve their competitiveness. Their study highlights also previously neglected collaboration's multidimensional character.

For this reason, the authors (Fyall et al., 2012) outlined three dimensions in which it may be conducted: (1) organic – without Destination Management Organisations (DMOs) involvement in the process, (2) mediated intra-destination collaboration – in the case of DMOs participation at the destination level, and (3) mediated intra- and inter-destination collaboration, when DMOs facilitate collaboration at the destination level and, moreover, collaborate with other destination management organisations. Generally, inter-destination collaboration has location-specific characteristics as it refers to neighbouring and cross-border destinations, participating

in joint projects (Wang, Hutchinson, Okumus, and Naipaul, 2013; Nguyen and Pearce, 2015); although it could as well take place irrespective of the location characteristics. The paper discusses the latter instance by investigating more in-depth the subject of the mediated inter-destination collaboration.

It is the business tourism field where a phenomenon of establishing the voluntary collaborative arrangements between destinations occurs. More specifically, the initiatives are established on the meetings market, dealing with the segment of group business travel. The observed collaboration forms include associations (Association of Australian Convention Bureaus, Asian Association of Convention and Visitor Bureaus), dyadic agreements (Vienna Convention Bureau and Barcelona Convention Bureau), and multi-partner strategic alliances (BestCities Global Alliance, Global Association Hubs Partnership). Based on the presented practice, the primary goal of this paper is to provide a review of recent research on inter-destination collaboration. Furthermore, the authors attempt to define the nature of an inter-destination strategic alliance.

In order to achieve the research goal, a systematic literature review has been conducted. The scanned papers were published in the Web

of Science and Scopus databases in the years 2012-2019, and included the following words in title, abstract or keywords: inter-destination collaboration, destination collaboration, destination cooperation or destination partnership. After the initial selection, 18 papers were accepted for further analysis. The works constitute single and multiple case studies, focused at the cross-border or neighbouring destinations' activities, realised by national, regional or local DMOs.

According to the results, the destinations' mediated collaboration is perceived to be a new potential source of competitive advantage and has been analysed by scholars through the lens of resource-based theories, process-based theories, politics-based theories and relationship-based theories. The resource-based studies stress the opportunity for destinations to pool tangible and intangible resources, involving the innovation and knowledge transfer (Liberato, Alén, Liberato, and Domínguez, 2018; Makkonen, Williams,

Weidenfeld, and Kaisto, 2018; Mariani and Giorgio, 2017; Werner, Dickson, and Hyde, 2015). Process-based approaches refer to introducing DMOs collaboration in order to boost economic development and to pave the way for sustainable development (Nguyen and Pearce, 2015; Stoffelen and Vanneste, 2017). The subjects of politics-based studies (Mariani, 2016; Stoffelen, Ioannides, and Vanneste, 2017) have been trust, as well as governance structures and forms, while the relationships-based works highlight the destinations' emerging collaboration model, namely cooperation (Mariani and Giorgio, 2017; Werner, Dickson, and Hyde, 2015). Nevertheless, the analysis identified

a research gap in the knowledge on collaborative arrangements between non-specific location (remote) destinations. In particular, an avenue for further research about the new forms of collaboration – the strategic alliances – was fully confirmed.

## **From Mediated Inter-Destination Collaboration to Inter-Destination Strategic Alliance on the Meetings Market**

**Monika Dembińska and Piotr Zmyślony**

Stakeholder collaboration at the destination level is considered a fundamental determinant of its development and competitiveness (Baggio, 2011; Getz and Jamal, 1995; Wang and Xiang, 2007). Therefore, a phenomenon that draws attention in this context is the formation of voluntary formal and informal collaborative arrangements between destinations in the business tourism field. More specifically, the initiatives are realised on the meetings market, dealing with the segment of group business travel. The observed collaboration forms include associations (e.g. Association of Australian Convention Bureaus, European Cities Marketing, The Asian Association of Convention and Visitor Bureaus), dyadic agreements (Vienna Convention Bureau and Barcelona Convention Bureau), and multi-partner strategic alliances (Strategic Alliance of the National Convention Bureaus of Europe, the BestCities Global

Alliance, Global Association Hubs Partnership, The Energy Cities Alliance, Three City Alliance). Based upon the observed practice, the primary goal of this paper is to present the advance in the existing body of knowledge on the inter-destination relationships. Furthermore, the authors attempt to define the nature of an inter-destination strategic alliance.

Whereas studies cover the issue of collaboration within a destination broadly, the interactions between destinations have not received extensive research attention. The most comprehensive up to date review by A. Fyall, B. Garrod and Y. Wang (2012) stresses a need to explore the area for better understanding how destinations could use the collaborative potential to improve their competitiveness. The study highlights also previously neglected collaboration's

multidimensional character. For this reason, the authors outlined three dimensions in which it may be conducted: (1) organic – if Destination Management Organisations (DMO) are not engaged in the process, (2) mediated intra-destination collaboration – in the case of DMOs involvement at the destination level, and (3) mediated intra- and inter-destination collaboration, when DMOs facilitate collaboration at the destination level and, moreover, collaborate with other destination management organisations. The process may take place not only among neighbouring destinations but also between more distant localisations. This paper engages with the mentioned work by investigating more in-depth the subject of mediated inter-destination collaboration.

In order to achieve the research goal, the authors applied a systematic literature review. The scanned papers were published in the Web of Science and Scopus databases in the years 2012-2019, and included the following words in title, abstract or keywords: destination collaboration, inter-destination collaboration, destination cooperation or destination partnership. After the initial selection, 18 papers were accepted for further content analysis. 15 of them were issued by the following journals accordingly: Journal of Destination Marketing and Management (5), Tourism Management (2), European Planning Studies (2), Annals of Tourism Research (2), International Journal of Tourism Research (1), Event Management

(1), Industrial Marketing Management (1), Sociological Review (1), and 3 were published in conference proceedings.

The considered papers presented collaboration practices between neighbouring destinations or in cross-border and interregional contexts. The analysis included activities carried by national (Katsoni, Arikan, and Du, 2016), regional (Werner, Dickson, and Hyde, 2016) and local (Mariani and Giorgio, 2017) destination management organisations. Researchers (Vodeb and Rudež, 2016; Wang, Hutchinson, Okumus, and Naipaul, 2013) focused on facilitators and inhibitors of developing inter-destination collaboration, as well as its pros and cons (Stoffelen and Vanneste, 2017; Werner, Dickson, and Hyde, 2015). A significance of co-competition as a new model of inter-destination collaboration is also indicated (Mariani, Buhalis, Longhi, and Vitouladiti, 2014; Werner, Dickson, and Hyde, 2015a).

Herein the study addresses under-researched area of the inter-destination collaboration, which is considered a new potential source of destinations' competitive advantage. The outcomes identified a research gap in the knowledge on collaborative arrangements between distant destinations and their new forms of collaboration, namely the strategic alliances. As the study has been still conducted, its full findings and conclusions will be presented at the TTRA2019 conference.

## Mega Sport Events and Small Business: Leveraging Tourism Opportunities at Rio 2016

Seth Kirby

Micro and small business (MSB) interests legitimise mega sport event (MSE) candidature bids. Yet, MSB interests can be sidelined in the event lead up, live staging, and legacy periods. This paper provides a review and case study of Rio 2016 MSE impacts on existing host community MSBs, and presents a conceptual and practical examination of MSE leveraging opportunities. Primary data was collected from Porto Maravilha, Rio de Janeiro. In January

2018, 15 semi-structured interviews were undertaken with tour operators and cultural businesses. A systematic series of ways MSBs can be structurally excluded from accessing MSE leveraging opportunities are outlined. This paper intends to illustrate how MSEs can (re)position MSBs as legitimate stakeholders to support greater leveraging opportunities and better (re)distribute tourism event-related benefits back into host communities.



# Consumer Behaviour and Tourism

**Chair:** Patrick Legohérel

Wednesday 10 April 2019

9.00-10.30 - F202

## The Time Use Rebound Effect and its Impact on Consumer Behaviour in Sustainable Tourism Development

**Soheon Kim**

There has been an increasing interest in energy efficiency improvements of the tourism industry, particularly regarding tourist transport where technological solutions have been adopted to save energy as well as to reduce monetary costs and travel time. However, despite high expectations, technology-focused solutions have not reduced energy consumption to the desired level. This is partly because of the rebound effect (RE) which suggests that energy efficiency improvements can reduce energy service costs, thus leading to increased consumption and even offsetting expected savings (Sorrell and Dimitropoulos, 2008).

Energy-efficient technologies in tourism have simultaneously contributed to the growing number of tourists as well as improved accessibility to remote destinations, which can eventually increase tourism's carbon emissions. Although the RE's occurrence in tourism has been recognised (Hall, 2015), no research has explored its drivers and implications for sustainable tourism development.

Beyond energy efficiency of the RE, time efficiency is also of relevance in tourism because technological changes save time which influences energy consumption (Sorrell and Dimitropoulos, 2008). Many time-saving technologies in tourism, e.g. airplanes, tend to require more energy. This time use rebound effect (TRE) evaluates the influences of time-saving technologies on time use and energy consumption (Binswagner, 2001).

The TRE is relevant particularly to tourist travel. Time can often be higher costs for some tourists than the monetary costs of a holiday trip (Cherlow, 1981). In this sense, tourist travel is increasingly shaped by time-saving

technologies (e.g. high-speed railways), which have significantly reduced tourists' travel time (Kelly and Williams, 2007). Besides, the internet has revolutionised the tourism industry not only by reducing unnecessary time spending in travel (e.g. mobile check-in), but also by enabling tourists to be in connection and interaction with other tourists and destinations (e.g. augmented tourist destinations). As time is perceived and valued differently in different contexts by individual tourists, it is essential to explore the time use in tourism to understand tourist behaviour en-route (when travelling) and on-site (at destinations) and its implications for energy use.

In line with increased air travel, increasing tourism can be driven by time efficiency gains due to faster modes of transport (Higham, Cohen, Cavaliere, Reis and Finkler, 2016). Hall (2015) underlines the importance of valuing the impacts of these (time and energy) efficiency gains on tourist consumption. Thus, there is a need to critically analyse the RE as well as the TRE in the context of tourism.

This paper applies the concept of the RE as a novel approach to tourism studies for environmental concerns. This paper aims to identify the value and patterns of time use to understand tourist behaviour and to explore how time savings due to time- and energy-efficient transport affect tourist behavioural changes, i.e. the TRE and pro-environmental tourist behaviour.

Given the lack of previous research on time use of tourists and its impact on behaviour changes, holiday experiences and the environment (Santarius, Walnum and Aall, 2018), an inductive approach was adopted to explore individual

tourist's views on the topic. The samples were selected if they were based in the UK and had travelled at least once within the country or overseas over the past 12 months for a holiday purpose. Using semi-structured interviews, qualitative data were collected from 10 participants over the winter season of 2018-2019.

Initial interviews have provided several preliminary findings: first, participants commonly claimed that unexpected events such as flight delays or long queues at tourist attractions, i.e. time effect, influence their holidays alongside other factors, e.g. money and travel group structure. Second, regardless of the monetary effect, participants would choose a faster travel option, if available, particularly for long-haul routes (e.g. Europe to Asia), because of the desire to spend more time on-site than en-route. Given additional time by choosing a faster transport mode, they would engage in extra activities at the destination (e.g. visiting nearby cities) rather than leaving home later or coming back home earlier. They would keep the same destination as planned although a faster mode could make even longer journeys possible. Third, tourists felt that time was always insufficient on holidays to manage all desired activities. Hence, they viewed that time-saving technologies en-route and on-site could reduce time wasting or unnecessary stress. Lastly, tourists were aware of major current environmental issues of tourism. They pointed out that most environmental impacts were caused by irresponsible tourist behaviour rather than by that of producers in tourism; however, they failed to directly link those impacts with their travel behaviour, such as carbon emissions from flying.

This preliminary study indicates that the TRE needs to be further examined for better understanding tourist behaviour and managing consumption patterns, and that time savings from technological improvements is likely to affect the choice of transport, activities and the length of stay at destinations, thus having potential environmental impacts. These implications, however, are derived from initial interviews and require validation through more robust sample.

# Developing a Model of Crowd Management Based on Group Behaviour Theory: The Case of The Hajj

Abdullah Alnabati

The successful management of crowd in events, for instance, the Hajj event in Saudi Arabia remains a challenge specifically because of mismanagement and uncontrollable crowds. In spite of catastrophes' regular occurrences for instance fires and stampedes, causing the lives' significant loss, there is lack of international standards for managing and controlling large crowds. This research aims to analyse the implementation of contagion, group mind, gaze, convergence, de-individuation, and social identity theory to manage crowd during Hajj. Certainly, the advanced technology' use which

includes monitoring and tracking tools, and RFID technology, may helps towards effective management of crowd but technology alone cannot resolve the issue of overcrowding. Due to the congestion, consequential of overcrowding, sanitation and timely cleaning becomes unmanageable that causes diseases spread. This research study discusses the group behaviour and crowd behaviour and how the above mentioned theories help to manage crowd. In this research both qualitative and quantitative research methods will be used.

## Creating Experiential Value through Small-Scale Cultural Events

Elaine Rust

### Introduction and literature review

The aim of this paper is to explore how experiences support the co-creation of value for stakeholders, examined through the medium of small-scale cultural events. By so doing, it contributes to the experience economy (Pine and Gilmore, 2011) literature, as well as to the emerging field of so-called 'grassroots' festivals (Platt and Ali-Knight, 2018). This research considers such events to be markets or fairs, typically located in a market town setting with an audience of less than 10,000.

The town centre location is of particular significance in the UK, given the ongoing narrative of crisis faced by traditional 'bricks and mortar' retail. Politicians, practitioners and academics are attempting to find ways of attracting people back to these spaces, to increase economic activity and maintain contemporary relevance. Since events are known to stimulate tourist activity (Getz, 2008),

events-focused policies become attractive for these places, particularly when some towns and cities can become known for successful events, for example, Edinburgh or Cheltenham and their respective annual arts and literature festivals. The problem is that an event, which is successful in one place, may not offer a guarantee of success in another location. What is it, then, about an event, its location and its various stakeholders, that combine uniquely to create experiential value, leading to an event, which is perceived to be successful?

Events create experiences, which are never the same, no matter how many times one attends the same event (Richards and Palmer, 2010). These experiences can take different forms, for example; experiences of nostalgia (Holloway and Kneafsey, 2000), which can be generated by events such as farmers' markets, considered providers of a 'traditional social space' (Zukin, 2008, p. 735). These popular town centre events

are seen to offer an authentic experience (Hall, Mitchell, Scott, and Sharples, 2008). This concept of authenticity is a subjective notion, however, which is influenced by the positionality of the person engaged in the experience (Waite, 2000).

From a practical perspective, developing a deeper understanding of how these various experiences create value for stakeholders offers those concerned with the fate of the British town centre an opportunity to reflect on their own places and their associated policies. Through this reflection, policymakers might avoid making costly mistakes and instead, make informed decisions about which type of event might be most suited to their town centres and the people who visit them.

### Methodology

This research uses case study methodology since it provides the opportunity to study the particular and reveal idiosyncrasies that might otherwise be overlooked (Stake, 2000). Three cases were selected, in order that comparisons could be drawn that lead to more powerful conclusions than those that might be obtained from a single case (Yin, 2014). Further, study of more than one case contributes to enhancing understanding of phenomena in different contexts. The cases studied – an established annual folk festival, an expanding food festival and a recently-introduced monthly farmers' market – all located in market towns, are of interest owing to the nature of their creation and development.

Qualitative data were collected from event stakeholders: organisers; visitors; traders; non-attendees (residents); and local businesses via a variety of instruments. These consisted of semi-structured interviews, observation, documentary analysis and questionnaire surveys. Data were interpreted using thematic coding, which is a commonly recognised approach for this type of research (Bryman, 2016).

### Results

Although perceptions of authenticity featured prominently in the data, four additional factors emerged, which help to explain further how experiential value is created. These were:

- **Belonging:** First, the various ways in which the events created a connection between the host location and event stakeholders; regardless of whether they were locals or visitors. Second, the level of 'fit' (Young, Young, Parkin, and Diamond, 2010) between the event and its host location.
- **Atmosphere:** the ability of the event to meet stakeholders' expectations of enjoyment.
- **Place:** the ability of the location to attract visitors (Powe, Pringle, and Hart, 2015).
- **Reputation:** of the place and the event, jointly and separately.

It is the unique way in which these factors combine that contribute to experiential value creation.

### Conclusion and relevance

The findings of this study help to broaden understanding of experiential value creation viewed through the lens of small-scale cultural events, such as markets and fairs. In turn, it broadens understanding of the experience economy (e.g.: Pine and Gilmore, 2011) in relation to the evolving high street (e.g.: Wrigley and Lambiri, 2015) and contributes to the growing interest in 'grassroots' festivals (Platt and Ali-Knight, 2018).

This research demonstrates that an event, which is successful in one location, such as a farmer's market, may appear to be a suitable fit for another, similar location, however, the reality is far more complex. Experiential value is influenced by four key factors, which are context-specific and unless individual contexts are accounted for, the event may not meet with policy expectations.

This paper is closely connected to the conference theme, as it specifically explores the way in which experiential value is created at cultural events. It involves the interactions of all stakeholders: residents, visitors, event organisers, local policymakers, event performers and traders, to provide a holistic perspective. It illustrates how events can act as a catalyst to create connections between place and the event stakeholders.

## Orwellian Tourism 2020? China's Social Credit Score

Philipp Wassler and Denis Tolkach

In 2014 the Chinese Communist Party (CCP) outlined their plans for the construction of a Social Credit System (SCS) with nation-wide implementation by 2020 (State Council of the People's Republic of China, 2014). The stated purpose is the continuous development of the socialist market economy through increasing trustworthiness and transparency of debtors and creditors, reducing risk of fraud and not fulfilling credit obligations (Baidu Baike, 2018). Details of how exactly the system will be implemented are blurry. The People's Republic of China's (PRC) government is monitoring how Chinese tech-giant "Alibaba" uses its large data base to compile individual "credit scores" for its users. At the same time, various Social Credit Systems are rolled out locally by the cities (Zhou, 2018). Users are rated based on a score between 350 and 950 points. Five factors are taken in account, the first one being "credit history", the second "fulfilment capacity", the third is "personal information", the fourth is "behaviour and preference", and the last is "interpersonal relationships" (Botsman, 2017). Currently, the SCS is not mandatory, but millions of people voluntarily signed up for trial runs. Higher scores enable Chinese citizens to access loans for shopping online, rent cars without deposits, fast-check in to hotels and Beijing airport, as well as getting fast-tracked for European Schengen visas (Carney, 2018). How the mandatory implementation of the SCS will affect the world's largest outbound tourism market is however anyone's guess. Cases have been made public, where Chinese passengers were refused a purchase of plane tickets due to being permanently blacklisted by the SCS for "untrustworthiness"; based on any of the five points outlined in the scoring system (Wang, 2017). With full implementation of the SCS, more Big Data will be available to the PRC government and companies; and the number of Chinese citizens blacklisted from going abroad could rise drastically. It can be speculated that with the implementation of the SCS not only "party-loyal" citizens will have easier access to go abroad, but also that the CCP might be able to employ "digital Leninism"; where citizens are

encouraged to demonstrate that the Chinese political system is superior to its western counterparts (Funabashi, 2018). Travel flows can also be influenced, directly or indirectly, by government policies and companies. Therefore, the PRC government could potentially issue a SCS credit limit to purchase a ticket or a travel package to a certain destination, thus practically banning visitation; this could be based on diplomatic relations. While the government of the PRC has been already successful in using tourism to influence international relations (e.g. travel to Korea [Zhou, 2017]), the SCS could provide a powerful additional instrument for doing so. The SCS may also have implications for inbound travellers to China. Inbound tour operators will most likely be subjects to SCS rules and regulations to continue their business. Accordingly, Meissner (2017) suggests that the SCS will result in a "selfregulating" system for businesses, which will aim to enforce desired economic and non-economic behaviour. In other words, being concerned with potential reductions in scores - which constrains business opportunities, inbound tour operators might be more careful in terms of choosing their overseas partners and foreign target markets. This may lead to more difficulties for overseas companies that promote human rights as part of their responsible travel policies, not complied with CCP views and policies, such as quoting the Dalai Lama (e.g. Daimler has apologised to China after quoting Dalai Lama [BBC, 2018]), list Taiwan as a separate country, or support separatism in Tibet (e.g. Marriott has apologised to China for listing Hong Kong, Taiwan, Macau and Tibet as independent countries and sacked the employee who liked Tibet independence group using a corporate social media account [Ng, 2018]). While the details regarding the SCS are still blurry, it nevertheless provides unprecedented opportunities for future research on all of the issues outlined above; especially as the widespread media attention seems not to have reached tourism academia at this stage. Privacy concerns, especially in regard to Big Data, are not prominent in academic tourism literature - despite a large and rapidly growing

area of information technology and smart tourism research (Gretzel, Werthner, Koo and Lamsfus, 2015). Similarly, ethics is an expanding and yet severely lacking area for tourism research (Fennell, 2015). Research on the technology aspects of the SCS, data handling, privacy and ethical concerns represent divergent but vital areas for future studies. In essence, research can take a practical and pragmatic stance, taking Alibaba's and Tencent's current systems as basis to investigate how the SCS can be put into practice, and how companies in the tourism sector may utilise these systems to their advantage. A different approach calls for an ethical perspective, which should critically discuss the ethics of such systems - and broader implications of SCS on the society in the PRC and abroad.



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