

# Tourism

Abstract Book

From the 7<sup>th</sup> Annual International  
Conference on Tourism,

13-16 June 2011,

Athens, Greece.

Edited by Gregory T. Papanikos



THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH

2011

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## Preface

This abstract book includes all the abstracts of the papers presented at the *7<sup>th</sup> Annual International Conference on Tourism, 13-16 June 2011* organized by the Athens Institute for Education and Research. In total there were 32 papers and 37 presenters, coming from 14 different countries (Australia, Canada, Finland, France, Ireland, Italy, Norway, South Africa, Spain, Taiwan, Thailand, Turkey, the United Kingdom, and the United States of America). The conference was organized into 10 sessions that included areas such as Tourism Marketing, Ecotourism & Sustainable Tourism, Tourism Management Issues, e.t.c. As it is the publication policy of the Institute, the papers presented in this conference will be considered for publication in one of the books of ATINER.

The Institute was established in 1995 as an independent academic organization with the mission to become a forum where academics and researchers from all over the world could meet in Athens and exchange ideas on their research and consider the future developments of their fields of study. Our mission is to make ATHENS a place where academics and researchers from all over the world meet to discuss the developments of their discipline and present their work. To serve this purpose, conferences are organized along the lines of well established and well defined scientific disciplines. In addition, interdisciplinary conferences are also organized because they serve the mission statement of the Institute. Since 1995, ATINER has organized more than 100 international conferences and has published over 100 books. Academically, the Institute is organized into four research divisions and nineteen research units. Each research unit organizes at least one annual conference and undertakes various small and large research projects.

I would like to thank all the participants, the members of the organizing and academic committee and most importantly the administration staff of ATINER for putting this conference together.

**Gregory T. Papanikos**  
**President**



## **FINAL CONFERENCE PROGRAM**

### **Athens Institute for Education and Research** **Human Development Research Division** **Research Unit of Tourism**

### **7th Annual International Conference on Tourism** **13-16 June 2011, Athens, Greece**

#### **PROGRAM**



**Conference Venue: St George Lycabettus Boutique Hotel, 2 Kleomenous Street, Kolonaki, Athens**

#### **Organization and Scientific Committee**

1. Dr. Gregory T. Papanikos, President, ATINER, Greece.
2. Dr. Nicholas Pappas, Vice-President of Academics, ATINER and Professor, Sam Houston University, USA.
3. Dr. Valia Kasimati, Head, Tourism Research Unit, ATINER, Research Fellow, KEPE, Greece & Visiting Research Fellow, Department of Economics, University of Bath, U.K.
4. Dr. Yorgo Pasadeos, Head, Media & Mass Communication Research Unit, ATINER & Professor, University of Alabama, USA.
5. Dr. Gregory A. Katsas, Head, Sociology Research Unit, ATINER & Associate Professor, The American College of Greece-Deree College, Greece.
6. Dr. Cleopatra Veloutsou, Head, Marketing Research Unit, ATINER & Senior Lecturer, University of Glasgow, UK.
7. Dr. Niki Kyriakidou, Academic Member, ATINER Lecturer of Human Resources Management, Leeds Business School, U.K.
8. Dr. Margarita Kefalaki, Researcher, ATINER.
9. Ms. Lila Skountridaki, Researcher, ATINER & Ph.D. Student, University of Strathclyde, U.K.
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#### **Administration**

Fani Balaska, Chantel Blanchette, Stavroula Kiritsi, Apostolos Kotsaspyrou, Eirini Lentzou, Konstantinos Manolidis, Katerina Maraki & Sylia Sakka

## CONFERENCE PROGRAM

### Monday 13 June 2011

#### **08:00-08:30 Registration**

#### **08:30-09:00 Welcome and Opening Remarks**

- Dr. Gregory T. Papanikos, President, ATINER.
- Dr. Valia Kasimati, Head, Tourism Research Unit, ATINER, Research Fellow, KEPE, Greece & Visiting Research Fellow, Department of Economics, University of Bath, U.K.

#### **09:00-10:15 Session I (Room A): Macroeconomic Issues of Tourism**

**Chair:** Skountridaki, L., Researcher, ATINER & Ph.D. Student, University of Strathclyde, U.K.

1. Rosentraub, M., Professor, University of Michigan, USA & Cantor, M., Ph.D. Student, University of Michigan, USA. Gaming, Sports, Public Budgets, Recessions.
2. Hu, R., Assistant Professor, University of Canberra, Australia. Measuring Tourism as the Economic Driver of Australian Coastal Communities.
3. Marco-Lajara, B., Lecturer, University of Alicante, Spain & Sabater-Sempere, V., Lecturer, University of Alicante, Spain, Garcia-Lillo, F., Lecturer, University of Alicante, Spain & Ubeda-Garcia, M., Lecturer, University of Alicante, Spain. Tourism in the Spanish Regions: An Economic Study of the Main Differences between Them.

#### **10:15- 11:30 Session II (Room A): Case Studies in Tourism**

**Chair:** Rosentraub, M., Professor, University of Michigan, USA

1. Jakosuo, K., Principal Lecturer, Lahti University of Applied Sciences, Finland. I'm Interested in a Lakeside Cottage with a Sauna and Rowing Boat - A Case Study of Russian Tourists in Finland.
2. Soonthonmai, V., Associate Professor, Burapha University, Thailand. Potentiality of Tourism Cluster Development for Small-sized Thai Spa and Massage Enterprises in Pataya city, Chonburi Province, Thailand.

#### **11:30- 13:00 Session III (Room A): Tourism Management Issues**

**Chair:** Soonthonmai, V., Associate Professor, Burapha University, Thailand.

1. Ryan, C., Lecturer, Dublin Institute of Technology, Ireland. Aviva Stadium - Implementing and Operating a Sustainable Management System (BS8901).
2. Sabater-Sempere, V., Lecturer, University of Alicante, Spain, Garcia-Lillo, F., Lecturer, University of Alicante, Spain, Marco-Lajara, B., Lecturer, University of Alicante, Spain & Ubeda-Garcia, M., Lecturer, University of Alicante, Spain. Design and Implementation of the Tourism Observatory in the Valencian Community in Spain.
3. Homlong, N., Associate Professor, University College Volda, Norway. Sustainable Tourism in World Heritage Site Geiranger in Western Norway? Challenges in Visitor Management. (Monday, 13<sup>th</sup> of June, 2011)

#### **13:00-14:00 Lunch**



**14:00- 15:30 Session IV (Room A): Tourism Marketing I**

**Chair:** \*Rapelli, V., Technical Assistant, Università degli Studi di Bergamo, Italy

1. Tixier, D., Professor, ESSEC Business School, France. Of the Relative Importance of the Criteria Used By High-End Mountain Resorts in Order to Attract Customers.
2. Florido, C., Associate Professor, University of Las Palmas de Gran Canaria, Spain, Jacob, M., Associate Professor, University of the Balearic Islands, Spain & Payeras, M., University of the Balearic Islands, Spain. The Knowledge Triangle in Tourism: Empirical Evidence from two Mature Destinations.
3. Singh, A., Associate Professor, Michigan State University, USA, Knutson, B., Michigan State University, USA, Cha, J.M., Michigan State University, USA & Kim, S.H., Michigan State University, USA. Trends in Guest Satisfaction from 1994 to 2009 in the U.S. Hotel Industry.
4. Setarnawat, S., Lecturer, Burapha University, Thailand. Customer's Loyalty Creation: Examination and Comparison of Service Quality of Hotels in Pattaya City, Thailand. (Monday)

**15:30- 16:30 Session V (Room A): Internet and Tourism**

**Chair:** Zerva, K., Visiting Professor, Universitat de Girona, Spain.

1. Bourdeau, L., Professor, University of Laval, Canada & Marcotte, P., Associate Professor, University of Quebec, Canada. An Empirical Investigation of Internet Users in Tourism: The Role of the Website in Vacation Planning.
2. \*Rapelli, V., Technical Assistant, Università degli Studi di Bergamo, Italy & Garibaldi, R., Assistant Professor, Università degli Studi di Bergamo, Italy. Museum and Web 2.0: Innovation of Enhancement Practices.

**16:30- 18:00 Session VI (Room A): Various Management Issues**

**Chair:** Adler, H., Professor, Purdue University, USA.

1. Collins, A., Associate Professor, Bilkent University, Turkey. What should we Teach? An Evaluation of Undergraduate Human Resources Management Course Content.
2. Mijin, J., Ph.D. Student, Cleveland State University, USA & Rosentraub, M., Professor, University of Michigan, USA. Are Tourist Amenities Important for the Movement of Highly Educated Workers?
3. Pearlman, D., Assistant Professor, University of New Orleans, USA, Williams, K., Assistant Professor, University of New Orleans, USA & Chacko, H., Assistant Professor, University of New Orleans, USA. Tomorrow's Employees and Self-Service Technology Deployment.
4. \*Tung, C.M., Researcher, Industrial Technology Research Institute, Taiwan & Yen, W.C., Division Director, Industrial Technology Research Institute, Taiwan. The Talent Gap for the Tourism Industry Development in the Future in Taiwan.

**21:00-23:00 Greek Night and Dinner**

## **Tuesday 14 June 2011**

### **09:00- 10:30 Session VII (Room A): Tourism Marketing II**

**Chair:** Tixier, D., Professor, ESSEC Business School, France.

1. Payeras, M., Associate Professor, University of Balearic Islands, Spain, Garcia, M.A., Associate Professor, University of Balearic Islands, Spain, Jacob, M., Associate Professor, University of the Balearic Islands, Spain & Alemany, M., Associate Professor, University of the Balearic Islands, Spain. Why Diversify the Tourist Product? The Analysis in a Mature Tourist Destination: The Balearic Islands.
2. Garcia, M.A., Associate Professor, University of Balearic Islands, Spain, Jacob, M., Associate Professor, University of the Balearic Islands, Spain, Payeras, M., University of the Balearic Islands, Spain & Alemany, M., Associate Professor, University of the Balearic Islands, Spain. The Strategic Role of the Brand in a Tourist Destination: The Case of the Balearic Islands.

### **10:30- 12:00 Session VIII (Room A): Social Aspects of Tourism**

**Chair:** Kefalaki, K., Researcher, ATINER.

1. Briggs, D., Senior Lecturer, University of London, UK. British Youth Risk Behaviours Abroad: Ethnographic Experiences from Ibiza. (Tuesday, 14<sup>th</sup> of June, 2011)
2. Zerva, K., Visiting Professor, Universitat de Girona, Spain. Volunteer Tourism and Crime: Negotiating the Edge in LA Gang Tours.
3. Yagci, O., Associate Professor, Baskent University, Turkey. Turkish Tourist's Perception of Greece as a New Destination Choice. (Tuesday, 14<sup>th</sup> of June, 2011)
4. George, R., Lecturer, University of Cape Town, South Africa. International Tourists' Perceptions of Crime-Risk and their Future Travel Intentions During the 2010 FIFA World Cup™ in South Africa.

### **12:00- 13:30 Session IX (Room A): Ecotourism and Sustainable Tourism**

**Chair:** Briggs, D., Senior Lecturer, University of London, UK.

1. Adler, H., Professor, Purdue University, USA & Day, J., Professor, Purdue University, USA. An Examination of the Effectiveness of Environmental Activities in Achieving "Green Goals": An Exploratory Study.
2. Piper, L., Assistant Professor, Nipissing University, Canada & Brown, N., Assistant Professor, Nipissing University, Canada & Brown. Community-based Ecotourism in Jamaica: An Inclusive Framework of Ecotourism Operator Philosophies and Impact. (Tuesday, 14<sup>th</sup> of June, 2011)
3. Ghisalberti, A., Researcher, Università degli Studi di Bergamo, Italy. Tourism and Territory: The Low Cost Network of Excellence in the Province of Bergamo (Italy). (Tuesday)
4. Burini, F., Researcher, Università degli Studi di Bergamo, Italy. Tourism, Ecomuseums and Community Mapping.

## **13:30-14:30 Lunch**

**14:30- 16:00 Session X (Room A): Microeconomic and Other Aspects of Tourism**

**Chair:** Kasimati, V., Head, Tourism Research Unit, ATINER, Research Fellow, KEPE, Greece & Visiting Research Fellow, Department of Economics, University of Bath, U.K.

1. Patiar, A. K., Professor, Griffith University, Australia, Davidson, M.C., Griffith University, Australia & Wang, Y., Griffith University, Australia. Total Quality Management Practices and Departmental Performance in Hotels. (Tuesday).
2. Mills, B., Ph.D. Student, University of Michigan, USA & Rosentraub, M., Professor, University of Michigan, USA. Measuring the Local Economic Benefits of Regional Assets: Opportunity Costs and the Best Use of Land for Regional Development.
3. Roh, E., Professor, Central Michigan University, USA, Tarasi, C., Assistant professor, Central Michigan University, USA & Popa, E.M., Ph.D. Student, Central Michigan University, USA. An Empirical Examination of Financial Differences between Franchised and Non-Franchised Restaurant Firms. (Tuesday)
4. Scalone, F., Researcher, Università degli Studi di Sassari, Italy, Gonano, M.G., Researcher, Università degli Studi di Sassari, Italy & Contu, G., Ph.D. Student, Researcher, Università degli Studi di Palermo, Italy. The Official Data and the Underestimated Tourist Flows: The Sardinia Case.

**16:30-19:30 Urban Walk**

**20:00-21:00 Dinner**

**Wednesday 15 June 2011**

**Cruise:** Departure at 06:40 Estimated Return Time: 20:30

**Thursday 16 June 2011**

**Delphi Visit:** Departure at 07:55. Estimated Return Time: 19:30



**Howard Adler**

Professor, Purdue University, USA.

**Jonathon Day**

Professor, Purdue University, USA.

## **An Examination of the Effectiveness of Environmental Activities in Achieving “Green Goals”: An Exploratory Study**

### **Objective:**

The objective of this exploratory study was to examine the perceived contribution of a variety of activities to the achievement of overall environmental goals of mid-range hotels. The study examined specific actions, such as recycling and energy conservation, as well as a range of management activities and organizational behavior issues. The study also examined perceived effectiveness of green goal achievement with personal green beliefs and organizational commitment.

### **Methods:**

The study was using an online survey of general managers from a 3 star select service hotel brand in the United States. The present study examines the responses of 84 general managers.

### **Results:**

The survey reveals that senior management support is the most important factor in achieving environmental goals. Other management activities that contribute significantly to the effectiveness of the program include goal setting at a hotel level and a personal level to achieve “green goals”. Of the operational activities, energy conservation activities were considered most important. Hoteliers surveyed indicated that they felt consumer demand for environmental performance was the most important driver of green activities in hotels.

### **Conclusions:**

This study contributes significantly to the literature as it examines which green activities are perceived to contribute most significantly to achievement of green goals. It also demonstrates the importance of management and organizational behavior issues to the achievement of environmental goals in hotels.

**Laurent Bourdeau**

Professor, University of Laval, Canada.

**Pascale Marcotte**

Associate Professor, University of Quebec, Canada.

## **An Empirical Investigation of Internet Users in Tourism: The Role of the Website in Vacation Planning**

Since 2007, more than half of the trips reserved in the United States were reserved on line. Although consumers are making more online purchases, the organizations do not always understand the behaviour of Web-surfing consumers. According to a study listing the principal articles published in scientific tourism reviews, most of these articles explore the technologies and the suppliers, but relatively few look at consumer habits. To identify consumer habits, our study explores the use of Website as a tool to plan vacation in a national park. In planning their vacation in a national park, what is the role of the website of a tourism business? This paper measures the satisfaction of tourists with regard to website of a national park. Also, the research explores the role of the content and design of website, and the role of socio-demographic variables, in the vacation planning. The results of the empirical and quantitative study are based on a sample of 2,214 consumers who visit the transactional Web site of a tourism organization. To understand the behaviour of consumers visiting a Web, this study takes a look at the consumers' rational and non-rational values. The results of multiple regression analysis indicate that the set of variables related to satisfaction and use of the website, including variables related to website content and design are important predictors of satisfaction website. The factors of design and hedonic value seem to show that the structure element plays a major role in the vacation planning. Managerial recommendations highlight the importance of keeping the Web site constantly up to date, regularly adding news about events and packages, in order to maintain the interest of intensive users. What travel planners find important is the credibility of the information, and simplicity in the site's information organization and functionalities.

**Daniel Briggs**

Senior Lecturer, University of London, UK.

## **British Youth Risk Behaviours Abroad: Ethnographic Experiences from Ibiza**

British youth have a notorious reputation for binge drinking, drug use, sex and risk behaviours within most major European holiday resorts. Consequently, there is much concern about their social activities abroad - especially in the Balearics. While research has documented these behaviours among British youth on these islands, it has tended to rely on survey data and offered little understanding of why these behaviours might take place. This is the principle aim of our paper. Our research aims were to examine the drinking attitudes among British youth abroad and investigate the reasons which underpin these attitudes. The paper is based on findings from ethnographic research with British youth in San Antonio, Ibiza. We spent one week with British youth and undertook participant observation and 17 focus groups (equating to 97 young people aged 17 to 31). The data suggests that British youth engage in these behaviours because they are exciting; to escape the constraints of work and family in the UK; and because these behaviours are integral to the construction of their life biographies and identities. The data also indicates that these behaviours are aggressively endorsed by various aspects of the social context of Ibiza.

**Federica Burini**

Researcher, Università degli Studi di Bergamo, Italy.

## **Tourism, Ecomuseums and Community Mapping**

### *Objective:*

This paper has the aim to illustrate the potentialities of community mapping within ecomuseums, for the touristic promotion of natural and cultural heritage. In fact, tourism has a secondary role for ecomuseums, whose main function is to address the need of rediscovering the knowledge and the values of a territory for the people inhabiting it. In this context, some activities can attract visitors and promote tourism, as it happens with community maps that are realised for communicating local values and knowledge, becoming an useful instrument for touristic practice, as for showing paths or itineraries.

### *Material & Methods:*

The analysis considers some Italian ecomuseums, in particular, in Lombardy, in order to investigate how maps can express the vocation of places and put into value local heritage. From a methodological point of view, by referring to the theoretical studies that consider the map as an expression of the social construction of territory, we analyse some community maps and we investigate their function in the touristic domain.

### *Results:*

From the semiotic analysis of the community maps realised for some ecomuseums in the province of Bergamo, we can notice a graphic diversification and a different use. In particular, by comparing the maps, one can see that those that are easily readable can help to make the most of natural and cultural aspects of landscape and can be used for attracting visitors.

### *Conclusions:*

Starting from the research results, this paper will investigate the potentials of community mapping for improving the development of tourism within ecomuseums. Maps are communicative systems whose function is not only that of revealing territory values to the community inhabiting it, but to promote the fruition of places also for outsiders.



**Ayse Collins**

Associate Professor, Bilkent University, Turkey.

## **What Should We Teach? An Evaluation of Undergraduate Human Resources Management Course Content**

*Problem Statement:* Turkey has its own characterized business environment and unique human resources design. "Human Resources Management" is an area that has only 10-15 years of well defined history and is still developing as it is adjusted to meet Turkish Business culture.

*Purpose of the study:* The purpose of this study was to evaluate the content of undergraduate HRM course content provided through the perspectives of students, instructors and professionals. The pertinent literature shows that most of HR undergraduate curriculum studies have been concentrated with HRM professionals' perspective. Therefore, it is believed that the results from different perspectives will help the field review the issue from different angle and from a broader subject.

*Methods:* Both quantitative and qualitative methods were used for data collection and analysis. Three sets of questionnaires were prepared for the three subject groups namely students, instructors and sector professionals. The sampling groups are selected randomly and comprised of 478 students who have taken an HRM course, 68 instructors who taught an HRM courses and 129 professionals from 87 companies from 11 different sectors, one of being Tourism and Hotel Management. Data were collected through 3 different means: by delivering the questionnaire, by e-mailing the survey to instructors\professionals and by designing a web-based questionnaire system as well.

*Findings and Results:* The initial study shows that the professionals in the field have not studied HRM subject during their education in that only 5 percent of them graduated from HR Development program. Moreover, the study shows that all the topics are, generally, rated by all subject groups from "important to vital (3-5) which make it clear most of the topics should be in the curriculum, however, importance level in teaching order may be different. Surprisingly, almost all HRM textbooks and courses start with the topic "Global HR". However, this current study along with the previous studies shows that this topic is not that vital in the content.

*Conclusions and Recommendations:* The research puts the recommendations for mostly the Tourism and Hotel Management field.

Although the study has limitations, one can refer to the study when a new HRM textbook and/or course will be prepared. Moreover, by the help of the suggestions, possible forecasts could be made regarding the upcoming difficulties in the sector. Lastly, the desired graduates' profile drawn by the subjects will help the sector.

**Carmen Florido**

Associate Professor, University of Las Palmas de Gran Canaria, Spain.

**Marta Jacob**

Associate Professor, University of the Balearic Islands, Spain.

**Margarita Payeras**

Associate Professor, University of the Balearic Islands, Spain.

## **The Knowledge Triangle in Tourism: Empirical Evidence from Two Mature Destinations**

This work tries to identify the knowledge triangle in tourism but concentrating basically on two sides, the research and innovation. The objective is twofold: first, to identify the needs of specific knowledge in tourism that can then be transformed into new products, services and processes (innovations) and secondly, to analyze the various forms of innovation, the dimensions of innovative activity and the patterns of innovation in tourism firms of a mature destination through the empirical evidence of the Canary and Balearic Islands. A model of knowledge needs in tourism identifying four basic areas of knowledge (R&D) needs that will lead to innovations and the innovation framework in tourism will be presented. The generalization of the "knowledge triangle" model to the tourism sector highlights that the concept of innovation in tourism presents specific characteristics. Empirical evidence on two sides of the triangle in two mature destinations (the Balearics and the Canary Islands) will be analyzed: first, new knowledge generated in tourism through two sources: a data base of PhD theses on tourism and a database of papers published on SCI journals about both destinations; and second, results on innovation activity of tourism firms in these two destinations. Basically, Ph Theses during last 25 years have focused mainly on generating new knowledge on the tourist and on the environment, even thus some differences are observed if we distinguished by destinations, while SCI papers published have focused mostly on the environment. Innovation activity carried out by tourism firms concentrate on process innovation, basically in the area of ICT or environment. Results could serve as a guidance to establish appropriate research and innovation policies for promoting the knowledge triangle in mature tourism destinations, however, those initiatives designed for the manufacturing sector should be differentiated from those designed for the tourism sector and complementary sectors as the research needs and innovation have very different characteristics.

**M. Antonia Garcia**

Associate Professor, University of Balearic Islands, Spain.

**Margarita Payeras**

Associate Profesor, University of Balearic Islands, Spain.

**Marta Jacob**

Associate Professor, University of Balearic Islands, Spain.

**Margarita Alemany**

Associate Professor, University of Balearic Islands, Spain.

## **The Strategic Role of the Brand in a Tourist Destination: The Case of the Balearic Islands**

The Balearic Islands is one of the main destinations of international tourism, gathering more than 1% of global tourism. This paper analyses the evolution experienced by the creation and management of the "Balearic Islands" brand over time, from the 50s until nowadays. The promotional tools used over time have evolved from a classic model based on an undifferentiated sun and beach product to models that take into account the singularities and identities of the Balearic region, its geographical discontinuity, its cultural universe and the character of each of the four islands. The recent literature indicates that the tourist profile is different in each island. The use of a multi-brand model allows reaching to these different market segments, always taking into account difficulties related to the multi-brand strategy.

The results of this analysis indicate that tourism promotion policies in the archipelago have contributed to create a positive image of the Balearic Islands, a high level of notoriety and a considerable level of tourist loyalty. In a context of increasing competition with new tourist destination with similar products (Tunisia, Croatia, Greece,...) and the changes in the tourist profile, the Balearics needs to incorporate a permanent process of brand value creation to ensure competitiveness in the long-run.

**Richard George**

Lecturer, University of Cape Town, South Africa.

## **International Tourists' Perceptions of Crime-Risk and their Future Travel Intentions During the 2010 FIFA World Cup™ in South Africa**

The 2010 FIFA World Cup™ tournament provided an opportunity for South Africa to showcase its unique beauty and attractiveness as an international tourist destination. This study investigates 398 foreign tourists' perceptions of South Africa during the 2010 FIFA World Cup™. Interviews were conducted with tourists in Cape Town and Johannesburg. Findings reveal that most tourists had positive perceptions of South Africa as a holiday destination. Sixty-five per cent of those interviewed agreed that South Africa was a safe place to visit. Fifty-one per cent of respondents were not concerned about their safety while in South Africa. However, 8% had personally experienced crime; half of these were victims of petty theft. Several individual factors were found to affect their crime-risk perceptions. For instance, respondents' nationality influenced their perceptions of crime-safety. Most notably, soccer tourists from the Middle East and Asia felt the safest; while those from South America and Western Europe felt the least safe. Crime-safety issues did not appear to affect respondents' future travel intentions, as 94% of study respondents said crime-safety concerns would not deter them from returning to South Africa. The findings of the study may be useful to practitioners and contribute to data to assist staging of major sporting events in Africa in the future.

**Alessandra Ghisalberti**

Researcher, Università degli Studi di Bergamo, Italy.

## **Tourism and Territory: The Low Cost Network of Excellence in the Province of Bergamo (Italy)**

### Objective

The contribution aims at showing the process for building a low cost touristic network of excellence, with a study case referred to the province of Bergamo, in Italy. Indeed globalisation, changing international mobility and implementing Orio al Serio airport, has introduced a new tourist profile - "low cost tourist" - who bases his touristic fruition on his capacity to choose individually, that is opposite to traditional standardisation of services. So, local territory must be able to propose an adequate touristic offer that, creating an alternative to traditional Italian sites, can attract tourists for their holidays and reinforce the economic system.

### Material & Methods

The author will present field and statistic data collected and mapped by the group of geographers of the Cartographic Laboratory Diathesis of the University of Bergamo, directed by Emanuela Casti. The study applies the SIGAP Strategy, a research method using communicative cartographic tools in all its phases and exploring socio-territorial organization as well as actors dynamics and transcalar connections.

### Results

The results show a model of low cost touristic network of excellence (from hotels, to restaurants, to leisure, to transports) that is organized through a dynamic offer, a sustainable approach and an attentive entrepreneurial capacity.

### Conclusions

The case study of Bergamo can be paradigmatic for the development of a touristic network that, on the basis of low cost tourist needs, is interested to produce an offer of excellence in order to reinforce the economic system.

**Nathalie Homlong**

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## **Sustainable Tourism in World Heritage Site Geiranger in Western Norway? Challenges in Visitor Management**

Geiranger fjord is one of Norway's most popular and well-known nature-based tourist attractions, and was designated a UNESCO World Heritage Site in 2005. Within a short spring and summer season of only four months the relatively small core area receives heavy visitation of over 700,000 people. About 170 cruise ships visit the fjord in the same period, and tourists enter the area predominantly either by cruise ship or car, while public transport does not play a significant role. This results in problems with congestion and crowding, impacting air and water quality, the life quality of the residents and the visitors' experience. Under these conditions it is questionable whether tourism in this World Heritage Area is sustainable. While also cruise boats have a significant impact, this paper is focusing on the problems resulting from road traffic. In this connection relevant concepts which help determine acceptable levels of traffic are discussed. Possible visitor management measures, ranging from hard measures such as visitation quotas and entry fees, to soft measures such as providing visitor information and improved public transport options are discussed. Furthermore, the economic impact of such measures is appraised. Based on expert interviews with stakeholders in Geiranger's tourism industry, this paper investigates the expected effects of selected visitation management measures and the acceptance by the tourism industry and tourists. The methods used are analysis of tourism statistics and expert interviews with stakeholders in Geiranger's tourism industry. Furthermore a case study from Austria is used as an example for possible improvements in visitor management.

**Richard Hu**

Assistant Professor, University of Canberra, Australia.

## **Measuring Tourism as the Economic Driver of Australian Coastal Communities**

The objective of this paper is to investigate the role of tourism in driving local economic development in coastal Australian communities, and how this role has shifted.

I collected data of employment by industries based on place of work in census year 2001 and 2006 from 15 coastal communities across Australia. I then made a comprehensive analysis of the roles of all industries in the economies of individual coastal communities and all the coastal communities as a whole. A time series comparison was also made between 2001 and 2006. The roles of all industries were examined to find out patterns and summarise the economic driver industries.

The results of economic driver industries were presented in three modes: by coastal communities, by industries, and by a holistic presentation of economic drivers of all communities as a whole. The three modes of displaying results indicate the importance of tourism industries in driving the local economic development of Australian coastal communities.

Tourism industries (e.g. accommodation, cafes and restaurants; retail trade) continued to be the economic drivers of Australian coastal communities, and this economic driver role had been strengthened in 2001-2006 as a whole. However, tourism's role in driving local economic development in individual coastal communities depends on the typologies of the communities defined by its distance from metropolitan centre and population size.



**Katri Jakosuo**

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## **I'm Interested in a Lakeside Cottage with a Sauna and Rowing Boat – A Case Study of Russian Tourists in Finland**

A limited knowledge of international travelling markets is one of the biggest problems in the Finnish travel research sector. The present data are based on a border interview survey, targeted at foreign tourists leaving Finland, and marketing surveys which have been targeted at potential travellers. A holistic approach concerning the principal market area's tourist profiles remains incomplete.

The Finnish travel sector needs more information about Russian tourists, because their importance has increased in Finland. In recent years, Russians have become the largest group of foreign tourists in Finnish accommodation establishments. For example, a total of 466,882 overnight stays were reported for Russian tourists in January–March 2010. This was seven per cent of all overnight stays. Also, in 2009 the portion of Russian tourists contributing to the two-billion-euro Finnish tourist business was 31 per cent.

The purpose of the study is to determine which factors Russian tourists appreciate and what kind of travelling services they prefer. The analyses are composed of qualitative interviews conducted between May and October 2008 and a quantitative inquiry made in spring of 2009. The target group for the qualitative study was Finnish experts with a knowledge of Russian (n=8). The target group for the quantitative inquiry was Russian tourists who had visited in Finland in April–May 2009 (n=111). The empirical work is based on content, factor and cluster analyses.

The main finding of this research is that Russian tourists value Finland's nature, lakes, sauna and fishing opportunities. Further, they appreciate the shopping possibilities and various other activities. Unlike Finnish people, when Russians spend their time in a summer cottage while on holiday they expect more than just a peaceful environment. They are interested in shopping and daytrips to local attractions. From the point of view of the Finnish tourist sector these results mean that it is important to continue to develop the shopping facilities (e.g. opening hours and service) and other short-term activities aimed at Russian tourists.

**Bartolome Marco-Lajara**

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**Francisco Garcia-Lillo**

Lecturer, University of Alicante, Spain.

**Vicente Sabater-Sempere**

Lecturer, University of Alicante, Spain.

**Mercedes Ubeda-Garcia**

Lecturer, University of Alicante, Spain.

## **Tourism in the Spanish Regions: An Economic Study of the Main Differences between Them**

It cannot be doubted that Spain is one of the countries most visited by tourists in the world, but it is also true that not all the regions in the country receive the same flow of tourists, and that the type of visitor varies from one region to another.

In view of this fact, this study analyzes the structure of the tourist sector in the main tourist regions in Spain (Catalonia, the Balearic Islands, Andalusia, the Canary Islands and the Valencian Community), in order to find the relevant factors in each of them explaining the differences in the numbers of tourists received and their behaviour, measured through variables such as average length of stay and average spend per tourist.

Official data show that the two regions receiving most tourists are the Balearic Islands and Catalonia. However, there are other indexes, such as the performance indicators (RevPar) or the average stay, which are higher in the Balearic Islands and in the Canary Islands, the regions which, alongside Andalusia, have the highest average tourist spend.

For our purpose, two theoretical models are used which have been empirically validated in many studies. One of them is Porter's Diamond model, which helps us to explain why the tourist sector is more developed and more competitive in some regions than in others (and also in Spain, compared to other countries). It also helps us to determine the competitive advantage or relative position of each region in Spain. The other is the Theory of Industrial Districts, which may tell us why the tourist sector tends to develop in very specific geographical areas, such as Benidorm in the Valencian Community, Salou, Lloret de Mar and Barcelona in Catalonia, Calvià and Palma de Mallorca in the Balearic Islands, San Bartolomé de Tirajana and Adeje in the Canary Islands, or Seville and Marbella in Andalusia.

**Joo Mijin**

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**Mark Rosentraub**

Professor, The University of Michigan, USA.

## **Are Tourist Amenities Important for the Movement of Highly Educated Workers?**

There has been debated regarding the role of tourist amenities in the flow of highly educated migrants for some years. However, few studies examined the relationship between the existence of tourist amenities and the migration of educated and skilled workers. Without such data, civic leaders may be urging communities to invest in amenities that have no real effect on economic development. This paper addresses this limitation through an analysis of the relationship between constructed amenities and the migration of educated workers in metropolitan areas. To analyze the relationship between them, this study focus on tourist-constructed amenities such as sports facilities, museums, and restaurants instead of natural amenities such as weather and mountains, because constructed amenities are controllable, while natural amenities cannot be changed by public policies. To provide a more detailed explanation in relation to the relationship between tourist built-amenities and the movement of educated workers, the type of migrations (immigration, non-movement and net migration) is considered. Empirical tests using IPUMS (Integrated Public Use Micro-data Series) data between 2005 and 2007 show that tourist amenities affect the non-movement of highly educated workers. However, it was not found to support the relationship between tourist amenities and the immigration of highly educated workers.

**Brian Mills**

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**Mark Rosentraub**

Professor, The University of Michigan, USA.

## **Measuring the Local Economic Benefits of Regional Assets: Opportunity Costs and the Best Use of Land for Regional Development**

*Objective:* Intra-regional competition by cities to host sport and tourism amenities can lead to local officials supporting perceived short term economic gains at the expense of other options that could generate far more lasting regional development outcomes. Private sector entrepreneurs, concerned only with profit maximization for their individual enterprises can sometimes miscalculate or misinform communities about the short-term gain and longer-term regional benefits. Estimates of local gains may not be intentionally over stated, but if opportunity costs are not properly aligned with likely local gains from an intra-regional relocation, longer term economic development levels may be constrained resulting in losses for the public and private sector.

*Material and Methods:* The paper uses geographic weighting models based on commuting patterns to look at regional shares resulting from construction of a new facility for the team and the resulting shift in the location of tourism spending. The empirical models illustrate the short-term gains for local governments and the real opportunity costs associated with alternative development in the city desired by the team owner. The implications for the public and private sectors are illustrated; a methodology is presented to maximize regional longer-term development and the profit position of team owners. Teams benefit when a region's wealth expands as there is more discretionary money for purchases.

*Results and Conclusions:* If the potential short-term benefits for either the public or private sector are less than the opportunity costs of alternative development, then neither the private or public sectors achieve the maximum gains. The research and methodology illustrate a win-win scenario based on regional planning for the most efficient use of land for economic development. The conclusions include a model to evaluate the locations for tourism facilities that contribute to long-term development thereby creating the wealth needed to generate profits for sport team owners and tourism entrepreneurs.

**Anoop Kumar Patiar**

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**Michael C. Davidson**

Professor, Griffith University, Australia.

**Ying Wang**

Griffith University, Australia.

## **Total Quality Management Practices and Departmental Performance in Hotels**

Hotels operate in a highly competitive market and therefore, place a strong emphasis on quality management in order to gain/maintain competitiveness. This research examined the relationship between managers' use of Total Quality Management (TQM) practices, managers; perception of market competition, and hotels departmental financial and non-financial performance. To collect accurate data at the departmental level Food and Beverage Department and Room Department managers were targeted in the survey. The data were collected from a sample of Australian and Indian hotels using a self-administered postal survey. The results suggested that whilst TQM and market competition had a direct interactive effect on hotel departments' non-financial performance, the effect on the financial performance was indirect and existing through the non-financial performance.

There are theoretical and managerial implications of this research. First, it extends the limited research on TQM and market competition in a hospitality context by investigating the combined effect of TQM and market competition on hotel departments' performance. It distinguishes financial performance from non-financial performance, recognises the external effects on the effectiveness of TQM practice and departmental performance. Second, there are managerial implications. The research findings support the use of TQM within hotels and suggest that hotels undertaking TQM philosophy would be in a better position to manage the negative effects of competition. The findings also exhibit to hotel managers that their investment in quality management initiatives can be paid back through an improved non-financial performance in the long-term.

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## **Why Diversify the Tourist Product? The Analysis in a Mature Tourist Destination: The Balearic Islands**

The Balearic Islands is one of the best examples of mature destinations. However, it is also true that they still have a competition capacity in terms of some competitive advantages: insularity, excellent location in the Mediterranean, capacity to export hotel know how to other countries, diversity of complementary supplies, a significant percentage of their landscape well preserved and so on.

In any case mature destinations need to differentiate the tourist product to compete in the future to add to these advantages other characteristics that should be related to the changes in the tourist as a consumer and based on the new information and communication technologies. The main changes in the tourist are referred to the changed values and lifestyles. In today's society there are several indications of changed values such as a growing consciousness of nature included climate change and a search for real and authentic experiences. In this way, tourism sector in mature destinations needs to adapt their product to these changes in order to find new elements of attraction different in some sense, that those offered by other competitive destinations.

The problem of mature destinations can be summarized as a lack of competitiveness due to many factors as mono-product strategy; undifferentiated products oriented towards a few markets, increasing seasonality, the appearance of new destinations that offer a substitutable product with a better quality-price ratio etc. At the end, the results in this decade have been the decrease of aggregate tourist expenditure and the reduction of business margins, being the price the key element.

The purpose of this paper is to analyse how the diversification of the tourist product can help to maintain tourism activity, increase tourist average expenditure, lengthen the tourist season and change the image of a mature tourist destination such is the Balearics. Results indicate that the new marketing policies should promote high value added tourism products such as nautical tourism, yacht charter, golf

tourism cycling tourism and cruise tourism in order to maintain competitiveness in the Mediterranean.

**David Pearlman**

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## **Tomorrow's Employees and Self-Service Technology Deployment**

### Objective

Many tourism businesses are adopting information technologies to increase customer satisfaction, reduce costs, and achieve a differential advantage. Lately, traditional full service is being replaced with self-service technologies including hotel registration kiosks, computer-based concierges and simulation training. Successful SST deployment requires tech-savvy employees. The purpose of this research was to explore college students' technology readiness (TR).

### Methods

February 2008 all University of New Orleans students were invited to take a web-based survey and 474 completed and usable responses were received yielding a response rate of 4.9%. Technology Readiness was measured with the use of Parasuraman and Colby's (2001) index.

### Results

TR scores ranged from 52 to 131 with a mean of 91.98 and a standard deviation of 10; findings indicated that the TR mean score was significantly lower among males. Tests indicated that age and TR was not significantly correlated. In addition, a significant difference in TR among ethnic groups was found.

### Conclusion

Results provide some practical implications for industry by suggesting HR protocols as well as the development and implementation of effective tools to motivate employees towards acceptance and usage of IT. Findings can be used to ensure skills development to enhance customer service delivery through the implementation of IT solutions. With reliance on IT for E-training and servicing the customer, more efficient and effective hires could be achieved by assessing applicants on TR. Concurrently, the receptiveness of both employees and customers regarding the implementation of information technologies must be gauged to assist in successful self-service technology deployment. Sigauw & Enz (2000, p. 200) said that the "*infusion* of technology to provide personalized services, service recovery, and other guest-service needs is the next wave and potentially the most sweeping new use of IT to affect the



...industry." Are tomorrow's employees going to be able to meet these new challenges?

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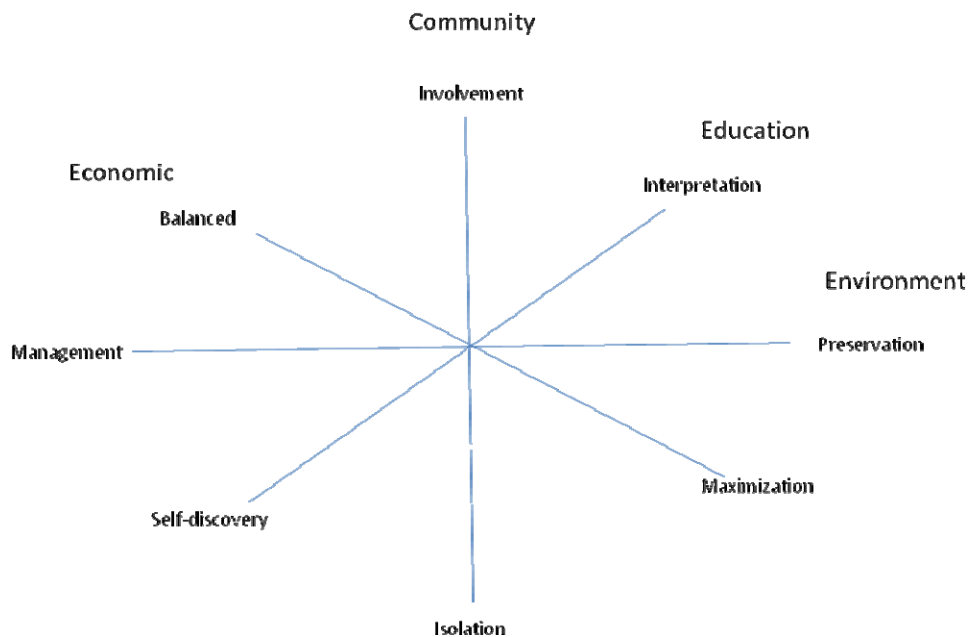
Associate Professor, Nipissing University, Canada.

## **Community-based Ecotourism in Jamaica: An Inclusive Framework of Ecotourism Operator Philosophies and Impact**

Objectives:

We investigate the philosophy and practices of ecotourism operators in Jamaica to capture similarities and differences in objectives, offerings, impact, practices and the role of certification. This exploration of tourism operators is guided by four dimensions of ecotourism impact: economic, social, educational and environmental (Fennel and Eagles, 1989; Fennel and Weaver, 2005; UNEP, 2002; Weaver and Lawton, 2007). The analytical framework illustrated in Figure 1 acknowledges the possibility of different interpretations of each dimension by ecotourism operators demonstrating breadth consistent with the variability recognized by UNEP declaration of 2002.

Figure 1 Sphere of Ecotourism



### Material and Methods

Seven semi-structured interviews were conducted with ecotourism operators located across the north coast of Jamaica. The operators varied in the type of experiences they offered to visitors, their scale, and years of operation.

### Results

We found that the philosophies and practices of the operators were relatively consistent with the UNEP declaration and support the analytical framework.

**Community** - Most operators have limited engagement with the local community in terms of the planning and development but involve them.

**Education** - Most operators attempted to educate visitors about the environment and cultural heritage of Jamaica, however, to varying extents.

**Economic** - The larger establishments identified economic impact as their top priority, while smaller establishments seemed to balance profit with commitments to the environment and community.

**Environment** - Only one operator had been ecocertified while two others were actively pursuing ecocertification. Barriers include a lack of awareness and financial constraints.

### Conclusion

Contrary to previous research, the results from the study are more consistent with the original UNEP declaration on ecotourism which provides for flexibility and inclusiveness in the categorization of the ecotourism experience. Therefore, these results support an ecotourism continuum for each salient dimension contrasting with the limited characterization of a "hard" versus "soft" ecotourism experience.

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**Roberta Garibaldi**

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## **Museum and Web 2.0: Innovation of Enhancement Practices**

### **OBJECTIVE**

One of the main objectives in making culture is to enhance cultural heritage and make it accessible. The economic crisis and recent cuts to museum funding have led institutions to revise their managing policies and look for innovative methods to accomplish their undertakings with scarce resources.

With this work we intend to prove how Web 2.0 can be a good tool for an effective communication and promotion of the cultural offer.

### **MATERIAL & METHODS**

The relation between museums and Web reflects the passage from a cultural offer for an élite to one designed for the masses. Virtual realities, the central role played by the users, online communities, e-books, web archives, social networks: Internet has become the place where the cultural debate, and much more, goes on. The current work develops from the analyses of the existing literature, analyzing the conditions of Italy's cultural offer and presenting a case study on Bergamo's Galleria d'arte moderna e contemporanea, investigating the use of web tools, evaluating their effectiveness, and potential applications.

### **RESULTS**

With the analyses of a case study we can prove that the new technologies and marketing strategies allow the enhancement of the cultural heritage and increase the cultural audience with limited budgets and resources.

### **CONCLUSIONS**

If museums must find alternative ways to communicate and promote their image and activities, and if the Web 2.0 represents all the online applications that allow a high level of interaction between web site and user, then the strategy must be that of opening up to the digital world and of making the institution interact with real users through 2.0 tools.

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**Crina Tarasi**

Assistant Professor, Central Michigan University, USA.

**Eugen Popa**

Ph.D. Student, Central Michigan University, USA.

## **An Empirical Examination of Financial Differences between Franchised and Non-Franchised Restaurant Firms**

### **OBJECTIVE**

The purpose of this paper is to investigate the financial differences between franchised and wholly company-owned restaurant firms utilizing financial indicators and ratios. Since the capital market arguments are related to issues of financial constraint of the firm, it is plausible to hypothesize that franchising firms should display noticeable financial differences when compared to wholly company-owned restaurant firms.

### **MATERIAL & METHODS**

In this study, the definition of franchised firms is drawn on the basis of purely operational arrangements. The sample was obtained using Research Insight – the front end of Standard & Poor's Compustat database. The initial pool contained 100 companies sharing the same Restaurant GICS Sub-Industry code (25301040).

In order to serve the purpose of the research objective, discriminant function analysis, in addition to simple mean differences tests, is employed to predict group membership based on linear combinations of descriptive variables.

The hypothesis to be tested is to compare two group –mean vectors, which can be written as  $H_0 : \mu_F = \mu_{NF}$ , where  $\mu_F$  and  $\mu_{NF}$  represent the mean value vectors for the financial variables for franchised and non-franchised firms respectively.

### **RESULTS**

This study depicted strong empirical evidence that there are differences in financial characteristics between the two distinct organizational forms. More importantly, the study showed that the capital scarcity explanation of franchising is still a valid motivation for franchising. The results of the study showed that capital and managerial shortages were important motives for the firm to franchise.

### **CONCLUSIONS**

The implication of this finding for wholly company-owned firms' managers is that they could improve the performance of their firms by emulating franchised restaurant companies with desirable financial

profile and ratios. This study should offer valuable information for restaurant investors about comparative financial characteristics between the two organizational forms when they encounter investment decisions.

**Mark Rosentraub**

Professor, University of Michigan, USA.

**Michael Cantor**

Ph.D. Student, University of Michigan, USA.

## **Gaming, Sports, Public Budgets, Recessions**

*Objective:* The fiscal performance of amenities, especially during recessions, is critical as community leaders choose among different investment to enhance development and improve tax bases. If an amenity fails to perform it may not generate sufficient revenues to repay the bonds use to build the amenity necessitating reliance on other tax revenues or a reduction in public services. Part of any decision to invest in an amenity must involve and appreciation of fiscal outcomes in periods when economies expand and contract. The recent and extensive recession offers an opportunity to compare and contrast the tax revenues produced by different amenities and whether they met anticipated targets.

Across several decades governments granted licenses for casinos and justified their decision on the projected tax revenues that were quickly used to pay for public services. Elsewhere investments were made in facilities for professional sports teams with anticipated tax revenues pledged to repay the bonds used for the facilities. If those anticipated taxes were not generated other taxes might be increased or public services reduced. This paper will provide important insights into revenue performance during recessionary times anchoring the results to theories of consumer behavior and the consumption of amenities. Understanding whether gaming or sports performs better in recessionary times can inform future policy choices regarding assumed risks.

*Material and Methods:* Attendance for professional baseball will be studied and by including appropriate statistical controls, deviations related to economic conditions can be estimated. In areas with casinos, required reports on taxes paid will be analyzed with appropriate statistical controls to assess their elasticity under different macro economic conditions. Comparisons will be made at national and regional levels.

*Results and Conclusions:* While many scholars have warned of negative outcomes from amenities in recessionary times, few empirical studies exist to inform policy choices. This analysis across expansion and contraction periods will provide insights into the relative elasticities and security of different public investments.

**Clement Ryan**

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## **Aviva Stadium - Implementing and Operating a Sustainable Management System (BS8901)**

Aviva Stadium is situated on the oldest rugby grounds in the world. It is the home of international rugby in Ireland and international football for the Republic of Ireland. The old Lansdowne Road stadium developed piecemeal over 100+ years but was no longer fit for purpose. Final planning permission for the demolition and reconstruction was granted in March 2007. Demolition commenced in May 2007. Aviva Stadium was launched on 14<sup>th</sup> May 2010. Aviva Stadium is a 50,000+ all seated stadium.

**What is meant by 'A Sustainable Venue'?** In taking a sustainable approach in operating a stadium we work on managing our impacts under the 3 pillars of sustainability:

1. Economic Impact;
2. Environmental Impact;
3. Social Impact.

This is also known as the 3 P's - Profit, Planet, People.

### **The road to becoming a Sustainable Venue?**

It was important to the Board of Aviva Stadium as well as its Executive Team that the sustainable ethos of the redevelopment phase of the stadium was reflected in how Aviva stadium operates going forward. With this in mind the team:

- Engaged with our peers in the stadia community;
- Reviewed several opportunities for certified and non certified processes;
- Undertook some initial stakeholder engagement;
- Attended some briefings and awareness sessions held by the Chair of BS8901.

### **What is BS8901 (ISO 20121)?**

BS8901 is a management structure for sustainable events and event venues. By implementing a management structure one can ensure that sustainability is embedded at the heart of the business, as well as reflected and integrated into the day to day operations of the business.

### **Learning and Challenges**

- Communications and understanding are vital
- Ensuring a consistent approach with other areas of focus is challenging
- Target and objectives for the first year also needed to allow for the fact that the venue was also opening up new



- There is a large amount of interest in what has been achieved and what is being done, this a positive for the future development of stadia around the world.

**Aviva Stadium - What the future holds?**

- Gaining 3<sup>rd</sup> party certification and maintaining it going forward.
- A peer approach to operating a sustainable venue – helping to promote knowledge and awareness surrounding sustainability in Sports Stadia as well as other venues and the MICE industry.
- Further progress in our Transport and Traffic Management Initiatives.
- Review of our performance versus objectives and targets.
- Positioning Aviva Stadium as a ‘Best Practice’ case study of operating a sustainable venue and becoming a voice for progressing the sustainable agenda in Irish and Sporting realms.
- Further engagement with the European Healthy Stadia Network

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**Francisco Garcia-Lillo**

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**Bartolome Marco-Lajara**

Lecturer, University of Alicante, Spain.

**Mercedes Ubeda-Garcia**

Lecturer, University of Alicante, Spain.

## **Design and Implementation of the Tourism Observatory in the Valencian Community in Spain**

In today's environment, the competitiveness of a company is dictated largely by the availability of quality and valuable information which allows good and quick decision-making. Contrary to what happens in other regions of Spain (Balearic Islands, Madrid, Pamplona, Costa del Sol, etc...), the Valencian Community, one of the great tourist destinations on the Spanish Mediterranean coast, has no organized system providing this information in a systematic and clear way. For this reason, the University of Alicante, alongside with various public agencies and business organizations, is working on setting up a Tourism Observatory in order to solve these deficits.

The objective is, specifically, to design and develop a comprehensive information management system that allows, on the one hand, to collect, analyze and make available to companies at the same place all the statistical information currently scattered in several locations; and on the other hand, to develop a business tendency index, collecting the data from a representative sample of tourist enterprises and charting the expectations of entrepreneurs in this region. Business Tendency Surveys are carried out to obtain qualitative information for use in monitoring the current business situation and forecasting turning points in business cycles.

This work starts by explaining, at first, the potential benefits for companies and institutions at that destination, and secondly, the methodology to be followed in the development of the observatory. Finally, we explain each of the products derived therefrom, and the problems occurred during the implementation.

The purpose is that this system may become a powerful tool confirming the impact of public policies and private initiatives, and that it may serve as a basis for decision-making, improving alignment of supply and strengthening the competitiveness of our tourist destination.

**Francesco Scalone**

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**Maria Giovanna Gonano**

Researcher, University of Sassari, Italy.

**Giulia Contu**

Ph.D. Student, University of Palermo, Italy.

## **The Official Data and the Underestimated Tourist Flows: The Sardinia Case**

The touristic phenomenon represents a more and more relevant factor for the social and economic development in Sardinia. For this reason, researchers and policy makers need correct data about touristic flows. In this paper, we propose a method to estimate correctly tourist flows and to provide exact measures of the tourist arrivals.

In Italy, the National Institute of Statistics measures tourist flows by organizing direct, total and periodic surveys based on registrations of customers in touristic structures like hotels, camping, etc. However the official data are significant underestimated. As a matter of fact, the official source considers only the official tourist flow, since the real flow includes also a non-observed component. This hidden segment mainly comprises tourists in second homes or summer houses that official agencies generally do not take into account.

The aim of this study is to measure this hidden component of the Sardinian tourism and to identify the most relevant features of these tourists.

The data of the analysis was collected in 2009 and 2010 by using a survey technique based on the Time Location Sampling methodology. This survey has been carried out in the ports and the airports of the Sardinia Island, interviewing tourist before leave. A specific question registered the kind of accommodation in which tourists spent their holidays.

By using specific sampling techniques, we will estimate the proportion of tourists that are not included in the official data. These proportions will be provided according to different typologies of tourists (e.g. Italian and foreign tourists) in order to identify which kind of tourists are more underestimated.

Basing on some preliminary results, we can say that the hidden component of tourism in Sardinia represents almost half of the official estimations. Moreover, this phenomenon seems to be mainly related to the second houses and the houses for vacations.

**Sakchai Setarnawat**  
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## **Customer's Loyalty Creation: Examination and Comparison of Service Quality of Hotels in Pattaya City, Thailand**

Thailand has paid a great attention to tourism industry seeing from the establishment of The Ministry of Tourism and Sports in 2002 to become the main authority, uniquely, systematically and exactly integrated, developing all matters related to tourism policy and management in all levels—national, regional and local. This is to make Thailand the tourism hub of Asia and also to balance and to sustain economic, social, cultural and environmental development of Thailand and its competitiveness. At the present, the average number of visitors arriving Thailand is 14.5 million which has no any dramatic decrease even domestic political situation has not been very peaceful.

Accommodation business, which is one of those growing tourism-related business although it has been affected by unmerciful political situation during past few years. However, the most harmful effect in this business in Pattaya City, Thailand is not from political situation but over supply which results in extreme price cut. Together with coming AFTA in 2015. This will be another factor rousing competition in many fields of business.

Currently, this business has been praised by foreign visitors. However, due to freedom and over supply of this accommodation business, the competition is extreme. Then, service and hospitality differentiation, including customer's satisfaction which leads to sustainable behavioral loyalty, among those hotels and newcomers have to be recognized for their niche market. Hence, service development is one of effective factors differentiating a hotel from others and easily impressing its clients. Thailand has its accommodation standard to assure service quality of hotels and other types of accommodation, to internationally standardize service level, and to promote excellent image of tourism industry of the country.

This research is a comparative study aimed to investigate visitors' satisfaction level towards service quality of hotels in Pattaya City, Chon Buri Province Thailand which its paradigm is revised from the concept developed by Gerard T. Kyle, Nicholas D. Theodorakis, Alexandros Karageorgiou and Magsalini Lafazani. This concept provides three major aspects of examination: interaction quality, facility quality, and outcome quality. These three aspects eventually influence consumer's psychological commitment and behavioral loyalty.

The objectives of the research are

1. To investigate the satisfaction level of the visitors staying in hotels in Pattaya City
2. To compare the satisfaction level of the visitors towards both qualified and non-qualified hotels in Pattaya City.
3. To develop a causative model of relationship between factors affecting service quality of hotels in Pattaya City.
4. To examine the compatibility of the causative model and the actual factors of service quality of hotels in Pattaya City.

Population of this study is foreign visitors staying in hotels in Pattaya City, Chon Buri Province which cannot be exactly numerical fixed; however, the record of Tourism Division, The Ministry of Tourism and Sports from January to June 2010 shows 1,508,545 tourists visit Pattaya city. According to Taro Yamane's theory which stated that at the level of reliability of 95%, the sample can be equal to 400. Samples are derived from non-probability sampling and convenience sampling with 50% is visitors staying in qualified hotels and another 50% are those staying in non-qualified hotels.

The results of this study are investigated that the three factors which are interaction, facility, and outcome quality effect to satisfaction that led to Psychological commitment and directly effect to customer's loyalty. While the qualified and non qualified hotel are not related to customer loyalty.

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## **Trends in Guest Satisfaction from 1994 to 2009 in the U.S. Hotel Industry**

### **Significance of Research**

With a proliferation of brands, U.S. hotels operate in a very competitive environment. Furthermore, in the United States the hotel industry has matured and market growth has peaked. In this operating environment maintaining and increasing market share is a direct function of guest retention and repurchase decisions by these guests. A growth of frequent guest programs offered by all the leading hotel chains is evidence of the importance of customer loyalty.

In this competitive environment, hotel executives, owners and business executives in general seek an understanding of the various interrelated elements of customer expectations, matching of customer expectations to their true experiences with the product/service purchased, measures of satisfaction and ultimately the impact on customer loyalty. The American Customer Satisfaction Index (ASCI) addresses these questions. We believe that a comprehensive interpretation and analysis of the ASCI model will reveal valuable information for executives and owners operating businesses in any environment.

While the discussion in this paper discusses the ASCI model in the context of the hotel industry, the same analysis and interpretation are applicable for all sectors and industries surveyed for the ASCI model.

### **An Overview of American Customer Satisfaction Index (ACSI)**

Established in 1994, the American Satisfaction Index (ACSI) is a national economic indicator of customer evaluations of the quality of goods and services from companies and government agencies that produce approximately 40 percent of the Gross Domestic Product (GDP), plus foreign companies with substantial market shares in the United States. It does so by quantifying customer satisfaction and its effects on customer loyalty. The ACSI reports a national satisfaction index on a scale of 0-100. The ACSI currently measures satisfaction for seven economic sectors, 200 companies, two local government services,

70 major customer segments of Federal agencies, and the U.S. Postal Service<sup>1</sup>.

### **The ACSI Model**

The ACSI model produces indices using survey data telephone interviews. These interviews are used as input for the tested, multi-equation econometric model. The model was developed at the University of Michigan Business School.

The ACSI model is a cause and effect model with three parts. Each of these parts has a related index.

#### **1. Drivers of satisfaction (Left side):**

- a. Overall perceived quality, (index)
- b. Customer expectation (index) and
- c. Perceived Value.(index)

#### **2. Satisfaction (ACSI index)**

#### **3. Outcomes of Satisfaction (Right Side)**

- a. Customer Complaints (index)
- b. Customer Loyalty (index)

### **Data Collection**

The population from the ACSI consists of customers defined as “individuals chosen randomly from a universe of potential buyers who qualify by recent experience as purchasers and users of goods or services of specific companies or agencies that supply household consumers in the continental United States.” These customers are selected by screening a randomly chosen adult from national and regional probability samples. Finally qualified customers are interviewed by telephone by professional interviews using computer terminals programmed with ACSI questionnaires.

### **Data Analysis and Results**

The unit of analysis for this study will be the calculated satisfaction related index scores and impact points for each of the years in the data set from 1994-2009. The analysis will tabulate and graph each of these guest satisfaction related indexes. The data will be further analyzed by interpreting the impact of perceived quality, customer expectation and perceived value on customer satisfaction and ultimately how they have impacted customer complaints and customer loyalty for each of the years studied.

Furthermore, the changes in guest satisfaction will be analyzed and interpreted in conjunction with the various changes in the organization, scope and structure of the hotel industry for the study period.

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<sup>1</sup> For a more in-depth discussion of the American Consumer Satisfaction Index, see American Customer Satisfaction Index: Methodology Report (National Quality Research Center, University of Michigan Business School, August 2001) or visit the ACSI website at <http://www.theacsi.org>.

Finally, the customer satisfaction trends in the hotel industry will compared to changes in satisfaction levels for other industries in the service sector and ASCI scores for other economic sectors.



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## **Potentiality of Tourism Cluster Development for Small-sized Thai Spa and Massage Enterprises in Pataya city, Chonburi Province, Thailand**

The research aimed at studying the small-sized Thai Spa and Massage Enterprises' cognitive with knowledge and understanding toward cluster development as determinants and analyzing the competitiveness of the operators in order to determine guidelines in developing tourism clusters of small operators in Pattaya city, Chonburi province, Thailand. Mixed methodology was conducted in this study. 20 samples out of 40 operators or managerial decision makers of these enterprises were randomly selected. Questionnaire and interview form were used as a tool to gather information. Descriptive statistics and content analysis were used to analyze data.

The research findings showed that business owners who were mainly female, aged between 31-40 years old, holding a bachelor degree, the sole operators and have been operated during 5 to 10 years. Most of them have never participated in any business clusters. However, most operators agreed with the idea of networking as a tourism business cluster. They owned the high degree of knowledge and understood on tourism cluster development and competitiveness and capability of business enterprises in cluster development. Business operators also identified the opportunity factors include demand conditions, and related and supporting industries, whereas obstacle factors are uncontrollable situations. And context of firm strategy structure and rivalry, and, government and regulations could be both opportunities and obstacles for executing their businesses. Accordingly, it clearly showed that the enterprises are in the group of high knowledge and understanding about tourism cluster development and in the middle level of competitiveness.

The guidelines of development for tourism clusters of the enterprises were identified in terms of knowledge and understanding levels of tourism business clusters together with business environment scanning. It can be potentially developed to become a business cluster within at the beginning phase which leads to a direction of developing a cluster which is the cooperation between informal Pattaya Thai Spa and Massage Enterprises unit with supported by governmental units and educational institutes to develop sustainable tourism cluster.

Recommendations for the future research required to study many factors and conditions such as determination of a commitment to

promote participation in the certain cluster to solve problems at the right points, trust building and development of systematic administration and management.

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## **Of the Relative Importance of the Criteria Used By High-End Mountain Resorts in Order to Attract Customers**

The major world-renowned high altitude resorts do not communicate much. They usually shun advertising, their PR thwarts to an extent their true identity. Therefore their brochures and their web sites inform as best they can the generally affluent customers who patronize these places. Those media minutely describe what they are striving at in order to gain renown, attract customers and mirror the selected positioning.

In this article we shall focus on the criteria of choice on offer in resorts via those media to assess their relative importance by resort and by country.

We shall observe whether there is a consensus on the proposed criteria and shall assess whether these are likely to inform and convince a potential customer base.

One may draw two conclusions from the manner in which resorts describe themselves via their web sites and their brochures. The first being that there is a genuine consensus regarding the informative rather than the promotional elements. Resorts do not affect to truly oversell themselves beyond the mere description of their offer. The second concerns the fact that many mountain resorts and hotels ignore the evolutions of high-end winter sports tourism; these could be taken into account while preserving their appeal among more traditional customers. This indeed is indispensable for them in order to renew and attract younger customers and build loyalty among the various customer segments. An offer that would echo those various evolutions could constitute an innovative and profitable positioning for those resorts best prepared.

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## **The Talent Gap for the Tourism Industry Development in the Future in Taiwan**

### **Objective :**

Taiwan has been transformed from a manufacturing economy to a service-oriented one. Service industries provide the platform for future economic growth. Tourism industry development tends to cluster spatially as advantages accrue to those at the locus of creative activity and opportunity in the future. The purpose of this study is to understand the need of the talent for the future tourism industry's development. It examines the new skills and new jobs of the technical talent.

### **Material & Methods :**

This study uses depth interview to explore the scenario of the industry development in the future. Base on the industry development scenario research team use expert group discussion to identify the skill and function gap of the talent.

### **Results :**

The results highlights that industry development planner, product designer, project manager and executive director are the most important quality and quantity gap for the industry development. The skills criteria of each job are discussed in this research.

### **Conclusions :**

With collective focus, the industry should shift to longer-term thinking that includes expand the business and availability of talents to ensure the human resources supply conform to the industry development.

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## **Turkish Tourist's Perception of Greece as a New Destination Choice**

### **Objectives :**

Turkey and Greece are the most popular tourist destinations in past years for European market. Tourism income plays an important role in the both countries' economies. The geographical location of two countries is important in the Mediterranean area. They are neighbours. Moreover, they are both offer similar tourism products and holidays which create competition between them. The two countries are also perfect match to each other as a tourism destination. The historical and political reasons influence the demand of Greek and Turkish tourist flow. The past experiences created negative prejudice and judgments between two people. Culture and Tourism Ministry of Turkey published that 27 million tourist visited Turkey in 2010. Turkey Statistics Institute's (TUIK) statistic is shown that 5.5 million Turkish people travel abroad for leisure and business purposes in 2010. Turkey receives tourist from total of 105 countries. Greece was placed fifth on the foreign countries list with 276.105 tourist arrivals. Similarly, the tourist arrivals have increased 8.8% over the previous year to Turkey from Greece. Tourism is the way of change people's mind and attitudes towards each other as the case of Greece and Turkey. The numbers are shown the positive approach of leaving the past behind and seeing as a tourist destination both side. However, number of questions raises from this point on forward. Could tourism help to get over the ideological problems and conflicts two each other? How does their perception change to each other on the ground of historical and political differences? Is it possible to increase tourist arrivals from Greece to Turkey vice versa over time? What is the Turkish tourist's perception on Greece as a tourist destination? How could two countries continue their tourism relation as a destination to each other in mean time they will compete in the other markets? The main objective of this study is to provide answers to the questions listed above from the perspectives of Turkish Tourist.

### **Material & Methods:**

Theoretical framework was created based on the studies of tourism marketing and tourism economy literature. The research questions were related to the demand of tourism and perception of tourist. Income and psychological factors were found two independent

variables in this research. The survey questions were designed to find the tourist perception by using psychological science techniques. The survey was aim to reach the potential people who have the average spending money for holiday in abroad. Moreover, this study is aim to find 500 randomly selected people in Turkey. The data will be analysed using factor analysis.

**Results :**

The questionnaire results are still on the progress. Therefore, results cannot be presented at this stage.

**Conclusions:**

The secondary data has shown that Greece has a potential to become a new destination for Turkish Tourist. The questionnaire results will provide more in-depth information on the argument of tourism flow between two countries and potential future applications on marketing and promotion in Turkey.

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## **Volunteer Tourism and Crime: Negotiating the Edge in LA Gang Tours**

To date, there is little doubt that the expansion of risk taking activities has been a steadily growing trend in Western societies. An important number of investigations has been dedicated to the analysis of high risk or limit experiences, such as extreme sports. Yet, a very limited part of research has been dedicated to the analysis of another side of risk, meaning crime, and its relation to tourism. The dominant perspective is the negative effect of the first to the flow of the latter in spaces that violence exists occasionally or in particular terroristic acts.

Through the depiction of the activities organized by LA Gang Tours in South Central Los Angeles, the purpose of the present paper is to describe a new type of tourist profile that belongs in the general category of volunteer tourism. In contradiction to previous investigations on tourism and crime, it appears that today, under the insurance of a calculated risk, visitors are not alarmed but rather attracted by places that have a significant history in violence, contributing through their visit to a wider social end of peace in gang communities. Critical theory is used for the analysis of secondary data, regarding the purpose, organization and enchantment of these tours. Particularly this investigation seeks to show, firstly, the general picture that this nonprofit organization is communicating to its potential customers in terms of safety provision, social offering within the gang community and production of authentic experiences of boundary transgression. Secondly, it depicts - in contradiction to previous investigations - the positive relation between crime and tourism, where the first - being the sightseeing itself - creates the latter. Finally, it describes the motivational relation that possibly exists between risk and volunteer tourists, who aware of possible dangers, willingly participate in these tours.