



**Breaking Old Barriers for a New World**

**Mobilizing Tourism Intelligence to Survive**

**BOOK OF ABSTRACTS**

# **t-Forum 2020 Global Conference**

Breaking Old Barriers for a New World  
Mobilizing Tourism Intelligence to Survive

**4<sup>th</sup> - 7<sup>th</sup> November 2020**

## **BOOK OF ABSTRACTS**

**CinTurs – Research Centre for Tourism, Sustainability  
and Well-being**

**University of Algarve, Faro, Portugal**

## TECHNICAL INFORMATION

### **t-Forum 2020 Global Conference**

**Breaking Old Barriers for a New World - Mobilizing Tourism Intelligence to Survive**

### **BOOK OF ABSTRACTS**

4<sup>th</sup> - 7<sup>th</sup> November 2020

University of Algarve, Faro, Portugal

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# FOREWORD

“Unprecedented” seems to be one of the most frequently used word in 2020. If not universal, perhaps more so in the United States, where almost all Presidents Trump’s actions and policies are stamped as “unprecedented”. With the spread of COVID-19 in 2020, the same word found its currency in general, but more so in the tourism industry. What the pandemic did to tourism—putting it into a seemingly endless hibernation—has also been unprecedented, with the World Wars, SARS, and the like somewhere down on the list.

One after another, tourism conferences were marked as “cancelled”, “postponed”, and “offered online only”. The biennial conference of the Tourism Intelligence Forum (the t-Forum) had the same faith. First it was scheduled for 17-20 March 2020, in early February it was “postponed” to 4-7 November 2020, at the time with the intent of holding it onsite (in Algarve, Portugal). The pandemic lingered on and finally the t-Forum 2020 went online only. And this was unprecedented for the t-Forum and almost all other conferences.

While the pandemic changed the onsite delivery style of the t-Forum conferences, its usual structure, contents, and quality did not suffer, nor did its mission: transfer of knowledge (intelligence) to and within tourism. Similar to its earlier events, the Algarve conference featured worldclass keynote speakers, thematic panel discussions, interactive workshops, and of course paper presentation sessions, with all session discussing the application of knowledge in various tourism fields of practice. In the case of paper deliveries, some 120 papers were presented in 23 sessions, and the top papers were recognized with four Valene L. Smith Awards, one CinTurs Best Paper Award, one SUNx Best Paper Award, and one Eduardo Fayos-Sola Award for Tourism Innovation, with author(s) receiving recognition certificates plus 500€ per paper. As in the past, a selection of the papers listed in this abstract book will be published in tourism journals and in a book volume.

To host a quality conference, in addition to a rich program, minimally it takes a dedicated host and generous sponsors. Therefore, our thanks go to all speakers (keynoters, panelists, workshop instructors, and authors of papers), to the members of the host committees, to the members of the Academic and Industry Review Committee, to various sponsors, to participants from throughout the world, and of course to the conference co-host, the University of Algarve and the Research Center for Tourism, Sustainability and Well-being (CinTurs), the leading institution in tourism research in Portugal. Further, the backing of the t-Forum Founding Members<sup>1</sup> are duly acknowledged.

As always, the t-Forum will remain focused, believing that tourism—already woven in the social fabric of the global village we call home—is here to stay. And thus the journey of transfer of knowledge will continue. As soon as the pandemic virus checks out, tourism will check in. The location and the exact date of our 2022 t-Forum conference will be announced shortly, to again feature opportunities for onsite intelligence deliveries and interactions, pampered with hospitality as its modus operandi.

See you all at our 2022 t-Forum conference.

Jafar Jafari and Alfonso Morvillo, Co-Founders of the t-Forum  
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<sup>1</sup> Research Council, Naples (Italy); Swadeshi Club Hotels (Italy); Cluster de Innovación Tecnológica en Turismo de las Illes Balears (Spain); Pestana Hotel Group (Portugal); Universidade do Algarve (Portugal); Universitat de les Illes Balears (Spain); University of Central Florida (USA); University of Peking (China); University of Sao Paulo (Brazil); and University of Wisconsin-Stout (USA).

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## KEYNOTES TALKS

# Knowledge as the Driving Engine of Sustainable Tourism: A Research and Innovation Agenda for Portugal

## ABSTRACT

The Research & Innovation Agenda, “Tourism, Leisure and Hospitality” for Portugal (Fundação para a Ciência e Tecnologia, 2019), has led to the identification of long-term strategic domains in this thematic area. Portugal must develop critical mass, making knowledge and innovative plans available to all stakeholders in the tourism sector. This intelligence will multiply and benefit the whole society—leading to new levels of sustainability, to increased economic, social and territorial cohesion of the country, and to the upgrade of human capital. These influences will be manifested in several dimensions and levels, including employment, qualifications, and equal opportunities.

***João Albino Silva***

University of Algarve, Faculty of Economics, CinTurs, Portugal

## **Utilizing Hotel Data to Maximize Tourism Intelligence**

## ABSTRACT

The presentation will start with an update on the global hotel industry focusing on the current COVID-related recovery in Europe. Then a review of different types of hotel data available for academic research including examples of utilizing this data to maximize tourism intelligence.

***Stephen Hood***

STR Company, USA

## **How to Reduce Operating Cost, Increase Environmental Sustainability and Improve ones Image**

## ABSTRACT

The transfer of knowledge/intelligence to and within tourism is critically important to ensure that industry benefits from relevant scientific and scholarly insights and discoveries, and that scholars and scientists invest their time and effort in the study of relevant research questions. This keynote talk will present principles derived from field experiments, which contribute to theoretical knowledge and are of immediate practical value to tourism industry. They guide tourism businesses in implementing small changes in their daily practices to simultaneously reduce the burden of their operations on the environment, reduce operating costs, and improve their image. This can be achieved without guests having to sacrifice their holiday enjoyment.

***Sara Dolnicar***

University of Queensland, Australia

# Tourism Research, Policy and Industry: Forging a Common Ground

## ABSTRACT

Over the last two or three decades, tourism research is dominated by micro, problem solving studies supposedly relevant to the industry. To the frustration of scholars, results of this work is often ignored by the industry leaders and policymakers in their planning or day to day decision-making. At the same time, professionals are frustrated by researchers' inabilitys to give them clear answers to the problems they face. Using the research cycle as a framework, perspectives of scholars and practitioners are compared, different insights identified, and informed solutions proposed in order to bridge the gap between tourism theory and practice.

**Renata Tomljenovic**

Institute for Tourism, Croatia

# Tourism Experiences for Success

## ABSTRACT

Around the world, tourism destinations and businesses are recognising the importance of developing new experiences. The excitement and novelty of authentic, innovative and interesting experiences captures social media attention and attracts customers, especially the millennial generation. A number of examples of successful tourism experience design from around the world are used to illustrate these points. Theoretical design principles such as attention, co-creation, emotions and feelings, fantasy, immersion, savouring, and how these affect our mental processes and in turn create memories and finally satisfaction are discussed. These insights provide tourism business operators with ideas about how to create memorable tourism experiences.

**Noel Scott**

University of the Sunshine Coast, Australia

# Climate: An Existential Crisis

## ABSTRACT

Amongst today's global challenges faced today, the Climate Crisis is the existential one. If not fixed, it will destroy much of our civilization. Travel and tourism is facing up to this issue too slowly. SUNx has been designed (with Maurice Strong, the father of sustainable development) to accelerate our transformation. Our "A Plan for our Kids" program is based on a Climate Friendly Travel ~ measured to manage: green to grow: 2050 proof to hit the Climate Neutral, Paris 1.5-degree scenario. The challenge is monitored by using a web-based learning component, aided by 100,000 global "Strong Climate Champions" reached by 2030. It is building SDG 17 partnerships with likeminded bodies, especially with the Government of Malta which hosts and supports the program. The collaboration with the t-Forum, the conference host, is another strategic link to engage business and academia.

**Geoffrey Lipman**

SUNx, United Kingdom

# WORKSHOPS

## Aligning the Shared Tourism Economy with a Destination Brand

### ABSTRACT

The rapid expansion of tourism sharing economy results in unbridled growth of supply misaligned with destinations' strategic directions. Destinations have had mixed results in influencing sharing tourism economy platforms with punitive measures like bans, new taxes, and fees. The workshop will involve participants in planning a non-punitive market-based approach to influence the local sharing tourism economy sector. The discussion will showcase a triadic partnership among a university lab, an online retailer, and a DMO in the United States, and will guide participants on how to adapt this model to their context. The workshop will be useful to engaged researchers, DMOs desiring to collaborate with academia, and triple bottom-line companies.

**Duarte B. Morais**

North Carolina State University, USA

**Gene Brothers**

North Carolina State University, USA

**Jonathan Freeze**

Greater Raleigh Convention and Visitors Bureau, USA

## Introduction to Fuzzy Set Qualitative Comparative Analysis

### ABSTRACT

FsQCA is a set-theoretic technique that uses fuzzy sets to analyze causal complexity. It allows for the comparison of cases as configurations of factors and making inferences based on the notions of causal necessity and sufficiency. This method is particularly relevant for addressing questions in an exploratory manner. This is a middle-ground between qualitative and quantitative methods. It combines the richness of in-depth case inquiry in qualitative methods with the objective and generalizable properties of quantitative methods. Two main areas will be covered in this workshop: the foundations of fsQCA and hand-on experience with its software. A basic prior understanding of fuzzy sets will be helpful (but not necessary) for participants.

**Hessam Sarooghi**

Lacy School of Business, Butler University, USA

## PAPER SESSION 1

### Challenges for a Sustainable Tourism

# Merging Market with Community: Balancing Community Development and Commercial Viability within Community Based Tourism Projects.

## A Possibility? An Analysis of Brazil

**Yvonne Ivanescu**

University of Brussels

(yvonne.Ivanescu@ulb.be)

### ABSTRACT

Community-based tourism (CBT), according to Dodds et al., (2016), has largely been developed based on a community's assets and objectives due to the fact that the "core of CBT planning has been to determine how best to use it as a development tool" (pg. 1561). As a result, CBT development has prioritized community potential (supply) at the expense of tourism potential (demand) disregarding to a certain extent the commercial aspects of tourism. In that perspective, questions regarding product strategy, idea generation, business analysis and the ways in which cross-sectoral knowledge production and exchange can strengthen the sustainability and viability of the CBT product have not yet been fully answered in academic literature. Although analyses regarding market access are plentiful in academic literature (Dodds et al., 2016; Mitchell & Hall, 2005; Mitchell & Muckosy, 2008; Forstner, 2004; Iorio & Corsale, 2014; World Bank, 2009), this paper, informed by semi-structured interviews and participant observation conducted during the author's two year stay in Brazil, argues that these analyses should be complemented with additional questions about product development, capacity training, knowledge co-production, collaborative networking and more. The business life cycle of CBT development could be considered as a foundational pillar in understanding the business viability of community-based tourism projects, and therefore, the expected findings of this study includes the proposal of an amended CBT model and practical recommendations that may be implemented into existing CBT projects.

Keywords: Community-Based Tourism, Product Development, Market Access, Marketing, Business Life Cycle

# Overtourism as a Byproduct of Urban Regeneration: How Tourist Areas are Shaped by the Interplay between Social Media, Media, and New Tourist Demand?

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## ABSTRACT

Global cities are grappling with the phenomenon called overtourism (Manjoo, 2018; Street, 2018a; The Economist, 2018) and there is a rising demand for local governments and Destination Management Organizations (DMOs) to mitigate the issues and conflicts stemmed from overtourism. The term overtourism is relatively new, though, the externalities of overtourism, such as too many tourists in one place, pressures on facilities and services, and deterioration in residents' quality of life as well as tourists' experience, are not new (Dodds and Butler, 2019). In the past, resident complaints toward tourism (e.g. overdevelopment) existed, but not at the current level of intensity and participation. What makes this difference in the extent of feelings of annoyance and resentment? There could be many factors that contribute to the present overtourism phenomenon. One of the features of overtourism seems to involve blurred boundaries between tourist zones and residential areas. This may be attributed to the increasing desire of tourists to search for 'living like a local' (Oskam, 2019; Rickly, 2019; Paulauskaite et al., 2017), 'everydayness' (Füller and Michel, 2014), and 'off the beaten track areas' (Maitland, 2010). Such a desire of urban tourists can be realized by travel information and personal experiences shared through social media, which plays a powerful role as a tourism information source (Kim et al., 2017; Park et al., 2010). Consequently, many tourism cities have observed the transformation of residential neighborhoods into tourist areas, and rapid tourism growth in those places has processed touristification (Freytag and Bauder, 2018; Gravari-Barbas and Guinand, 2017).

Using a big data analysis (text analytics), this study analyzes personal blogs and news articles that are existent in the NAVER portal, the largest Korean portal and search engine, for the period between January 1, 2006 and December 31, 2018. Texts that appeared in blogs strongly indicated that people used their blogs to share their trip experiences, while news articles tended to highlight negative or unusual events occurred in Ihwa village. The news media contributed to the initial surge of interest in Ihwa village, but genuine growth of tourism in Ihwa village seems to be attributed to social media, which corroborates the existing notion (Gretzel, 2019; Fisher and Bullock, 2018) that social media plays a significant role in promoting a small place like Ihwa village as a tourist destination. This study also addresses conflicts that loomed over the course of tourism growth and touristification in Ihwa village. Especially, the study focuses more on understanding the multifaceted nature of the conflicts that are inherent in the issue of urban regeneration, rather than being simply attentive to the most visible phenomenon (i.e. conflict between residents and tourists, which stemmed from overtourism) that emerged in the process of touristification and overtourism in Ihwa village.

The case of Ihwa village provides important implications to policy makers, government officials, and tourism practitioners in many ways. The touristification process in Ihwa village epitomizes the limited influence and the reduced role of DMOs in promoting a place as an attraction. Paradoxically, though, the conflicts that arose in the process of touristification and overtourism in Ihwa village necessitate a stronger role of local government and DMOs. With the advent of current overtourism, the leadership role and an administrative structure in managing destinations and coordinating all stakeholders' efforts in tourism communities should be reassessed to find the most effective and efficient model.

Keywords: Overtourism, Touristification, Blogs, Text Analytics.

# Does Travel Generate Happiness? Implications for Health Tourism

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## ABSTRACT

**Introduction:** Evidence suggests that individuals' travel experience may lead to positive well-being and happiness (Neal, Sirgy, & Uysal, 2004; Gao et al., 2017). Scholars also monitor how happiness change during different stages of a vacation (e.g., pre-trip, post-trip), as well as examine the effects of happiness on individuals in terms of duration and influencing levels (Nawijn et al., 2010; Gao et al., 2017). Despite substantial literature on tourism and happiness, studies that qualitatively examine tourists' perception and definition of happiness are minimal. This study focused on the context of China and is aimed to understand Chinese tourists' perception of happiness. In recent decades, China has attached more importance to the essential role of vacation and tourism in human welfare. While the development of vacation regulation together with the greater availability of leisure time and disposable income in China has contributed to the country's exponential tourism growth and enhanced individual lifestyle (China Tourism Academy, 2018), research concerning Chinese tourists' happiness is limited. Based on the theoretical foundation of subjective well-being (i.e., happiness; Deci & Ryan, 2008), this study had two objectives: (1) to document tourists' perceptions of happiness during vacation and (2) to identify factors that influence their perceptions during vacation.

**Methods:** Data was collected with a mixed qualitative approach that incorporated semi-structured interviews and participant observation. In order to catch tourists' perceptions of happiness during vacation, authors spent 3-month ethnographic fieldwork in the theme park and resort—Splendid China Cultural Village, in Shenzhen, China. As a critical component of ethnographic inquiry, reflexivity maintains that researchers are part of the social world they study (Denzin, 1997; Hammersley & Atkinson, 2007); therefore, our role in the research process was identified as a Secret Shopper in the Splendid China Cultural Village. We were thus considered as acquainted with the theme park and resort, and sometimes even an "insider" who shares similar travel experience with the tourists. Individual interviews were conducted and digitally recorded in the native language, i.e., Mandarin. Each interview was transcribed first into the native language and then into English.

**Findings and Discussion:** Coding of the data is on-going, but initial results suggest that tourists' did experience happiness during travel, and their perceptions of happiness can be categorized into three themes: (1) intrapersonal perception (i.e., self-related); (2) interpersonal perception (i.e., travel partner related); and (3) travel-generated perception (i.e., experience related). These perceptions and definitions will be discussed and then compared to evidence in the tourism context. Results will reveal the critical role of tourism that plays in individuals' happiness and personal health. It is expected that the results of the interviews will provide significant implications to the tourism industry, e.g., theme parks and resorts, about how to develop programs and facilities to address tourists' health needs.

Keywords: Well-Being, Happiness, Health, Tourism.

# The Impact of Solar Energy on the Development of Sustainable Tourism in Croatia

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## ABSTRACT

The aim of this paper is to investigate the impact of solar energy on the tourism development in Croatia. Mediterranean climate in Croatia, which ensures many sunny days, could allow usage of solar energy in greater extent. At the same time, it could significantly contribute to the long-term success of businesses and destinations and, most importantly, to the development of sustainable tourism. Traditionally, tourism has been one of the most important economic activities of the Croatian economy with the tendency of constant growth. The economic impacts of tourism, analysed through the Tourism Satellite Account (TSA), show that the direct contribution of tourism to Croatian GDP is 11.4%, and the total contribution of tourism to Croatian GDP is 16.9% (Croatian Bureau of Statistics, 2019). Comparing to the other Mediterranean countries (with exception of small island economies, such as Malta and Cyprus), Croatia has the largest share of tourism in the national GDP.

During the high tourism season (June-August), large number of people (tourists, one day visitors and residents) are concentrated at one place, which can cause the great pressure on the public infrastructure systems, including the electrical network supply. This usually results in the weak electrical current, electricity shortages or even collapse of the local electrical supply network. To prevent that, electricity must be reduced, or Croatia must import fossil fuels to produce enough electricity to satisfy the demand (Perčić & Franković, 2017). However, given that the coastal region of Croatia has an annual insolation up to 2,700 hours per year, solar energy could completely replace the use of fossil fuels (Krajačić, et al., 2011). So far, less than 1% of electrical energy came from the solar resources. The estimated technical potential of solar energy in 1% of coastal Croatia is 830 TWh /year, which is ten times the daily value of primary energy consumption in Croatia (Delomez, 2012). Studies showed that photovoltaic power plants could be a good solution for inhabited islands, especially for isolated ones, because they would become energy independent, and additionally, they would lower the distribution costs of electricity (Hadžić, et al., 2014). Moreover, solar energy is used as a drive for passive houses, which are expanding trend on the market worldwide. They are independent of urban supply network and they provide the user with the greatest comfort with minimal environmental impact, while still retaining all the qualities and standards of a modern home.

The use of solar energy would reduce the negative externalities of “overtourism”, and at the same time, it would have a great impact on the environmental protection and sustainable development. According to the Energy Strategy of the Republic of Croatia, by 2030, the share of renewable energy sources in production of electrical energy should rise to 60% and by 2050, 82% of the total energy produced from the renewable sources (Ministry of Economy, Labour and Entrepreneurship, 2019). For Croatia, one of the priorities should to keep and promote the image of the environmentally aware and green, sustainable tourism destination.

Keywords: New Technology, Sustainable Development, Sustainable Tourism, Renewable Sources, Solar Energy.

## PAPER SESSION 2

### Tomorrow's Workforce: Managing Talent

# How Hotel employee's role stress can shift the structural empowerment-job satisfaction link: a current issue in hindrances-challenges field

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## ABSTRACT

**Background:** Today's changing work environment, experienced by the Hotel industry, is marked by varying new and complex demands that impose a deep understanding of workforce issues in order to attract and retain employees, maintain core quality service and achieve organizational success. In today's working environment, the front office of this workforce faces a multitude of stressors related to the increasing diversity in the supply / demand of the hotel service. One of these stressors is the role stress that often emerges from intense and simultaneous demands by managers and clients that can affect employee performance. The growing interest in investigating this type of stressors within the hospitality industry is due to the negative influence of role stress on job satisfaction, the latter instigating the satisfaction and quality of service by clients. According to the Job Demands-Resources (JD-R) model, job satisfaction can be influenced by two different types of working conditions: work demands (i.e. role stress) and work resources (i.e. structural empowerment). The challenge-hindrance framework of stressors provided a new perspective with which to study role stress. Most research on hindrance demands has focused on role stress as an antecedent of job satisfaction. However, no studies have analyzed the potential effects of hindrance demands mediating the empowerment-job satisfaction link.

**Aim:** to analyse in what extension role stress (role's ambiguity and role's conflict), mediates the relationship between structural empowerment and job satisfaction.

**Method:** Mediation analyses were carried out using serial-multiple mediation method PROCESS v 3.3 for SPSS and STATA version 13. A sample of 589 employees working in four and five-star hotels in the Algarve region (southern Portugal). The personnel involved work in departments in whose daily routines involve direct and face-to-face activities to meet the demands of their clients.

**Results:** Job satisfaction was significantly predicted by structural empowerment and role stress (role's ambiguity and role's conflict). The significant interaction in predicting job satisfaction showed that role stress has also a mediating effect between structural empowerment and job satisfaction.

**Conclusion:** The creation of debriefings and communication forums can be sources for clarifying and delineating the boundaries of the behaviour of activities and tasks that employees have to perform, but the implementation of training programs that can also improve the strategies already used by managers and superiors, and other new strategies, are just some of the many examples of strategies that can counteract the "hindrance" effect of role stress.

**Future investigations:** could predict the deepening of the causal relationship of these variables, performing longitudinal studies.

**Limitations:** Including variables such as self-efficacy or engagement could better help to understand the psychosocial phenomena associated with motivation enhancement.

**Keywords:** Structural Empowerment, Hindrance-Challenger Stressors, Role Stress, Job Satisfaction, Mediation.

# Leverage the Talent of Tomorrow's Tourism Workforce with the Application of the People-Process Culture and Cultural Intelligence

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## ABSTRACT

People, Process Culture (PPC) is a theory that believes in the human element of any organization. Among the core concepts, employees have worth and that any organization should foster a healthy environment that is both creative and innovative. In the wake of the increase in tourism led migration, and in-part delivering memorable experiences and fulfilling the expectations of all of our tourism stakeholders, especially customers, tourism industry businesses must refocus their commitment to investing in and prioritizing its people. Companies, and their Strategic Human Resource Managers (SHRM), can leverage that talent through the application of the PPC core tenets associated with the aforementioned theory while incorporating the method of Cultural Intelligence (CQ). If the goal is to develop the talent of today and tomorrow, current leadership must emphasize an organizational climate that fosters high performance behaviors that achieves measured results beyond the bottom line and the effective and efficient completion of systematic processes.

The human element has always been the greatest strength in any tourism businesses. High performance organizations are facing increasing challenges within a culturally diverse workplace. If an organization is to grow, and decrease the negative effects of turnover, it is imperative to have a strong belief in the people that shape that workforce and invest in teaching, training, and developing capabilities to handle that diversity.

PPC, coupled with Cultural Intelligence focuses on the individual involvement within a firm. Utilization and application of the methods will develop effective leadership in an ever-increasing globalized work environment. This involvement can lead to an effective source of control. The intent is to create a workplace of 'happy' people that perform at higher levels. Leadership married these principles will empower through action and open communication that builds higher levels of trust. They initiate talent development through active participation in that development and subsequent interactions. Leaders bolster understanding through application and employment of "CQ capabilities". These capabilities drive, knowledge, strategy and action", allow leaders to meet the challenges of working in a globally diverse world by adapting to the multitude of cultural nuances. It is more than assessing an environment; it focuses on the interaction within that environment. This can have a direct impact on recruitment, development, training and retention of talented people.

This presentation will demonstrate the use and application of PPC and CQ in leveraging the talent of tomorrow's tourism workforce through the examination of several case studies. This presentation will also cover how firms, their SHRM, including Chief Happiness Officers, have utilized and implemented these principles and their resulting effects in order for tourism firms to develop their own strategies to promote an effective, efficient and well-balanced workforce. The presentation will go further to inter-relate the use of CQ to develop the capabilities leaders need to maneuver and work in a culturally diversified workplace and how these two strategies aid in creating a positive work environment.

Keywords: People-Process Culture, Cultural Intelligence, Tourism, Workforce, Leadership.

# Service Quality, Empowerment and Service Climate Research in the Field of Hospitality and Tourism

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## ABSTRACT

**Introduction:** With the implementation of new management models, based on concepts such as Holacracy, the need for knowledge transfer grows in order to link the theoretical developments and the creation of models with practical application in the hospitality and tourism. Understanding how organizational practices of empowerment, autonomy, responsibility, and communication affect the service climate is critical. Service organizations can develop mechanisms to streamline this process and seek to improve, through contact employees, the service quality, satisfaction, and loyalty of their customers.

**Purpose:** This study aims to systematically review the existing scientific literature on the perception of service quality and the relationship with empowerment and the service climate. In particular, we aim to identify variables, research objectives, main themes, and years of publication. This study will analyze recent research trends in the field of hospitality and tourism.

**Methodology:** For the systematic review of the literature, we propose the use of the PRISMA method (Main Items for Reporting Systematic Reviews and Meta-analyzes). First, we formulate a general research question, which will limit and focus the study, and later unfold into sub-questions with a more specific and segmented character. We will use the content aggregating portal - EDS (associated with ISCTE-IUL) - and we search, from the prestigious electronic databases (Scopus, PubMed, Science Direct, Web Of Science), all scientific articles written in English, Spanish or Portuguese, available on a specific date. The use of magazine ranking filters is dependent on the number of publications found. Finally, we will define the eligibility criteria, select the articles, and extract the data.

**Originality:** The study contributes to extensive research on service quality, empowerment, and service climate in the field of hospitality and tourism. We have compiled a systematic structure of concepts and variables, research objectives, main themes, and journals. The results contribute to the literature and serve as a basis for future research.

**Importance:** It is intended to identify the variables that impact the service quality in order to arrive at a valid model to be implemented in the Portuguese hotel industry. The study fits into the lines of action of the “Estratégia Turismo 2027” and promotes knowledge transfer to hotels.

**Keywords:** Service Quality, Service Climate, Empowerment, Hospitality, Tourism, PRISMA.

# Safety and Security in the Algarve: The Tourists' Perception - How Theory Informs Practice in Managing Possible Crises

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## ABSTRACT

The project ALGARVE-Safe Destination 2013-2016 provided insight into tourists' perceptions of safety in relation to this destination, which proved to be extremely important in the definition of initiatives to target specific tourist emission markets, and to transfer knowledge to stakeholders to those within the tourism industry and other stakeholders. However, and knowing that tourism remains too vulnerable to security incidents, our role as researchers is undoubtedly to work on preventive aspects that can mitigate potential security incidents in the tourism sector. The results of this project, presented at t-Forum 2018, with the work entitled, *SAFETY AND SECURITY IN THE ALGARVE: THE TOURISTS' PERCEPTION - Sharing knowledge and transferring intelligence to and within tourism*, shown that the different influences of tourists' perceptions, regarding security and safety issues, are more or less related to sociodemographic particularities, depending on their nationalities. With this detailed information, it is possible to propose gap-correcting initiatives to target specific tourist emission markets, and to transfer conclusions to stakeholders in order that they might take specific measures and create priorities.

However, these results also point to the need for continuous training in the area of tourism safety, which should focus on the prevention of security incidents that, directly or indirectly, may affect the tourism demand of the Algarve destination. Thus, we consider that, in a broader view and supported by the examples of other tourist destinations, the great bet of organizations must be based on proactivity, namely, in the management of potential crises.

Rodríguez-Toures and Fraiz (2012) consider that in a crisis, intervention strategies should be considered, taking into account prevention and anticipation aspects, for which planning is required. Thus, it is possible to minimize the impacts on the destination image, as well as extrapolate for application in other situations. Indeed, it is this proactive stance that leads to greater joint involvement of organizations in decision-making on the best way to manage potential crises.

As stated by Hosteltur (2012), the experience of crises occurring in tourist destinations allows us to draw "lessons from mistakes", which can be used or extrapolated to other destinations as a way of learning in organizations, namely through: (a) Prevention of emergency situations, adapting the respective procedures; (b) Implementation of an information policy that allows clear and objective communication to all stakeholders; (c) Identification of any safety issues, as well as the control of risks inherent to tourism; (d) Information on the provision of emergency support services; (e) Availability of information during and after the crisis; (f) Use of information created by international bodies, eg World Tourism Organization; (g) Creation of work teams with the participation of the public and private sector and, (h) Approximation and cooperation between tourism organizations and the media. In view of the results obtained above and the identification of potential sources of crisis, we now consider it appropriate to present Luecke's (2005) analysis, as it addresses important aspects of safety management, namely: (a) accidents and natural events; (b) Sanitary and environmental disasters; (c) Product handling; (d) catastrophic accidents; (e) environmental damage; (f) technological failures; ((g) economic and market forces and, (h) Bad practices of employees.

Keywords: Security, Safety, COSTATIS.

## Group Facilitation Training for Managers in the Hospitality Industry

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### ABSTRACT

This paper aims at demonstrating that an acceptable level of performance as a facilitator can be achieved by managers in a 35-hour course, using the effect of demonstration, modelling and observation to improve performance. Facing the need to prepare managers of a hotel corporation as coaches for organizational innovation, the authors prepared a training program based on a six-step model for organizational intervention (Diagnosis, Training the Facilitators, Company Forum, Project Implementation, Evaluation, and Process Appropriation). From the Company Forum resulted three innovation projects that were well received by the CEO. The participants rated the course as Good and Very Good, except the Introduction, considered "too theoretical". Therefore, the course proved to be adequate for the preparation of coaches for organizational innovation. As to future developments, they will have to do mostly with the functioning of a matrix structure in the hospitality industry, so that the whole approach may have a full impact on the company. Its integration with human resources management in matrix structures will develop conditions to present an organizational behavior course syllabus for managers and management students.

**Keywords:** Organizational Innovation, Organizational Change, Matrix Organizations, Management Training, Organizational Intervention, Group Facilitation.

## PAPER SESSION 3

### **Research-based Strategy for Tourism Development**

# The Sharing Economy Business Models and Tourism Micropreneurship: A Stakeholder Perspective

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## ABSTRACT

The tourism industry is in the midst of a massive change. The emergence of the sharing economy (SE) platforms such as Airbnb and Uber is disrupting the business model of established players in the industry and is providing significant opportunities for micropreneurship. The SE is one of the quickest growing trends that is disrupting business models in almost all industries. Specifically, in the tourism industry, SE business models enable service providers to share their underutilized assets (e.g. an extra room or an empty house) with visitors. In other words, the tourism industry and its subsections (e.g., hospitality and transportation) have moved from an owner-operator and asset-heavy business model dominated by big companies to a more asset-light platforms business model that serves as an intermediary between multiple sides (e.g., riders vs. drivers, visitors vs. accommodation providers), and thereby, has democratized business opportunities for micropreneurs. From an entrepreneurial perspective, this transition can be considered as a perfect example of creative destruction in an economic system (Schumpeter, 2003). In developed economies, as technologies mature, the related industries reach a point that even huge investments in their development lead to only small advantages. In this situation, creative destruction forms opportunities for new technologies and mechanisms to generate significant advantages with relatively modest investments.

The emergence of SE-based micropreneurship in the tourism industry is both an opportunity and a threat. While some destinations have benefited from this trend and have become more competitive and unique, the others have suffered from the loss of local character. As such, it is important to understand how the SE impacts tourism ecosystem as a whole in different destinations. To this end, in this study, we investigate how micropreneurship opportunities created by the SE are transforming the relationship between the key stakeholders in a tourism ecosystem. To this aim, we design a multiple-case inquiry with a focus on the main stakeholders interacting with tourism SE platforms in Iran. More specifically, we conduct semi-structured in-depth interviews with different stakeholders including 3 SE startups, 2 micropreneurs, 2 hotel managers, and 2 tourists. Based on the results of our inquiry, we provide a comprehensive overview of changes that the SE has made in the conventional tourism business model in three different areas; value creation, value capture, and value delivery. In respect to each of these areas, we discuss the opportunities and threats in the tourism ecosystem created for different stakeholders. The insights from this study will have important implications. Theoretically, the concurrent inclusion of the business model concept and stakeholders in studying the changes triggered by SE trends provide scholars with a cohesive framework to study the interaction between micro and macro elements in tourism ecosystems. From a practical standpoint, the guidelines offered in this study would facilitate the design of policies and practices that trigger micropreneurship opportunities, maintain a healthy competitive landscape between hotels and SE platforms, and enhance the regional characters of destinations that participate in SE.

Keywords: Tourism Micropreneurship, Sharing Economy, Stakeholder, Business Model, Creative Destruction.

# Efficiency and productivity analysis in the hospitality and tourism industry: Overview and future research directions

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## ABSTRACT

In an environment of intense global competition, performance evaluation and benchmarking have become fundamental performance improvement tools. Amongst these tools Data Envelopment Analysis (DEA) introduced by Charnes, Cooper and Rhodes in 1978 has become one of the best known and most extensively applied. In the hospitality and tourism industry, this technique has been used to analyse the efficiency of hotels, travel agencies, tourism offices, tour operators and even tourism destinations. Despite its widespread use, it is not clear, however, what its impact has been in assisting tourism organizations improve their performance.

It is the primary objective of this presentation to discuss the main results of a state of the art review regarding the use and impact of DEA to benchmark and improve the performance of organizations operating in the accommodation sector in the tourism industry. In particular, the presentation will discuss what the main influential journals and authors have been in this area, the geographic location of the hotels most frequently analysed, and the main determinants of the efficiency and productivity of hotels.

The sample used in this study includes articles written in English and published in international journals indexed in the Scopus and Web of Science Core Collection bibliographic databases. The search terms used were: "Data Envelopment Analysis" or "DEA" and "Hotel". These terms were searched in the Title, Keywords and Abstract of the articles. No chronological filter was used as we were interested in assessing all the articles that have applied this technique in this particular context independently of their year of publication. The initial search resulted in 380 publications. After removing duplicates, a careful content analysis was performed on the remaining articles. Regarding the publication outlets, our literature review shows that the preferred choices have been the Services Industries Journal, International Journal of Contemporary Hospitality Management, Tourism Economics, Tourism Management and the International Journal of Hospitality Management. In terms of authorship, the authors with most publications include Chin-Wei Huang, Yung-Ho Chiu and Jie Wu. Taiwan leads, in turn, the list of countries that most have contributed to the application of the DEA technique to the hotel industry.

Amongst the most important determinants of the performance of hotels our findings suggest the hotels' management style, location, size, age, geographic origin of the guests, star rating, closeness to international airports and e-commerce adoption status.

In addressing the objectives above this presentation makes an important contribution to both the theory and practice of efficiency and productivity analysis in the accommodation sector. It contributes to the theory because it will systematize information about the type of indicators and models that have been used, providing researchers with solid bases for positioning their contributions in this area, as well as detecting new avenues for future developments. It contributes to practice because it will highlight those determinants that have been found to be most influential in determining higher efficiency and productivity levels in the hotel industry. This information can be particularly relevant to support decision making in the sector.

Keywords: Efficiency, Productivity, Hotel Industry, Systematic Literature Review.

# The residents of the Azores and the relationship with social and environmental sustainability concerning the tourism activity in the region

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## **ABSTRACT**

Tourism is currently an opportunity and an unavoidable reality as development vector for various territories, including those with low demographic densities or peripherals in relation to the centres of decision-making. The archipelago of the Azores was one of the latter regions of Portugal (early 21th century) to include tourism as a key element for the regional development. Due to its intrinsic characteristics, the main product offered to those who visit the Azores is nature tourism. This tourism supply, based on nature and landscape, has been internationally recognized through various titles and awards collected as a destination of nature and as a sustainable destination. This public recognition of the Azores landscapes leveraged the percentage growth of tourists' arrivals above the national average, especially in the last decade.

Although the regional government has defined a tourism planning plan with a limited number of beds that can be made available, for a certain period of time, under the valence of sustainability in general (economic, environmental and social), and while it has yet been unachieved, there are indications that social and environmental sustainability may be under threat, according to the informal perception of the residents of the Azores.

In order to empirically assess the levels of receptivity of the resident population towards tourism, an online questionnaire was applied between July and October 2019. The survey is partly based on a survey conducted in 2005 by the Regional Statistical Office of the Azores, entitled Study on Residents' Attitudes towards Tourism in the Azores. The aim is to make a 14-year comparison between the two surveys.

The first results show an increase in the number of residents who sometimes and often report that their normal activity is disturbed by the presence of tourists. There has also been an increase in the number of people who have changed their lifestyles (during leisure time, shopping, holidays) to avoid tourists. In addition to these results on social sustainability, the number of residents identifying different places along the nine islands where they do not like to see tourists has increased. It is in this parameter that a concern with environmental sustainability is identified, with many sites being related to nature. These sites are referred to as increased noise pollution, air pollution, accumulation of solid waste and the degradation of the sites (flora) themselves. The results of this questionnaire are intended to provide a set of recommendations to be followed by stakeholders and public entities in order to safeguard the elements of environmental and social sustainability in the ongoing process of tourism development in the Azores archipelago.

**Keywords:** Tourism, Azores, Environmental Sustainability, Social Sustainability, Overtourism.

# Incentives and Restraints related to the development of an enotourism destination: A New Institutional Economics approach

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## ABSTRACT

This paper aims at analyzing the way institutions, under the approach of New Institutional Economics, incentivize or restrict the development of an enotourism destination. This is a case study conducted in Vale dos Vinhedos, Rio Grande do Sul, Brazil, which is the main enotourism destination in the country. A documental research was held, and interviews with 13 representative organizations (public and private) of wine and tourism sectors in the region. The enotourism, as an economic activity, is relatively recent. New products, services and technologies related to wine and tourism industry, as well the global competition, determine that organizations must adapt to changes to survive (Alonso et al, 2015; Lavadoski et al, 2018). Therefore, analyzing the incentives and restraints of this institutional structure that boosts or holds the entrepreneur action is relevant to understand the development of a touristic destination (McLennan et al, 2014). Under the approach of the New Institutional Economics, the economic performance of a society is determined by the institution's evolution. It is the institutional framework that boosts, or not, actions for learning, innovation and economic dynamicity. In this context, the institutions are considered as the rules of the game and the organizations, the players (North, 1990). The institutional framework is formed by formal impositions (laws and regulations), and informal (beliefs and cultural patterns). The key to institutional evolution is the interaction between the institutions and organizations, in a mutual process of influence: the institutions influencing the structuring and player's behavior. The second, after acquiring new knowledge and changing their mindset, provoking the institutional change (North, 1990). In this sense, in enotourism, in one hand there are the players, which have their actions, abilities and knowledge oriented by an institutional structure linked to agriculture and wine industry. On the other hand, clusters that include entertainment companies, restaurant, lodging and others, oriented by a service institutional matrix. In the study, it was observed that the enotourism in Vale dos Vinhedos, lacks formal institutions, being solidly based on informal institutions, in other words, cultural region's patterns. Despite the noticeable changes in perception related to the opportunities and benefits that the enotourism may bring, cooperation difficulties to the development of routes and the lack of variety in the offer are some of the gaps that reflect a knowhow focused on grape and wine, not in tourism. Additionally, the entry of new tourism players with a different mindset (do not always respect landscape, timing and local culture) create conflicts and institutional pressure, especially related to land usage. It can be observed that leadership structures connected to these sectors, in the past twenty years, have put effort to promote the destination. However, there is little formal institutional incentive. Thus, to solve these bottlenecks, it is recommended that the formulation of incentive and support policies be coherent with the informal institutional structure of the region, that they support local entrepreneurship, aiming at wine tourism dynamization in small properties, the definition of a shared destiny view and the roles of different segments of governance.

Keywords: Enotourism, Wine Tourism, New Institutional Economics, Institutions.

# Developing Estimates for Regionalizing a Tourism Satellite Account: The case of Romania

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## ABSTRACT

Tourism Satellite Account (TSA) is a well known official method for measuring the economic contribution of tourism. However, in contrast with its international recognition, TSA is poorly applied at sub-national (regional) level. So far, few countries have been identified to have TSA applications at regional level. In 2019 the author identified only a number of 14 such countries across the globe – this represents quite a small share considering that in 2010 World Tourism Organization (UNWTO) revealed a number of over 60 countries having national TSAs or being in different stages of TSA development. In Europe, at the end of 2018, Eurostat reported that only five countries compiled TSA at regional level namely Austria, Denmark, Finland, Portugal and Norway. Also, it is important to mention that the TSA development at regional level is hampered by a lot of difficulties such as conceptual issues, lack of an international unified standard for regional statistics and most notably, lack of data at regional level.

Since 2013 Romania has started to officially publish national TSA every year. Thus, the country has joined most of the EU member states that already have TSAs.

The purpose of this paper is to present an example of producing TSA data at regional level through a top-down regionalization procedure of the national TSA data. This is based on using a combination of indicators and variables derived from multiple data sources: administrative sources, statistical surveys, dwellings census, as well as secondary data – reports from different national authorities. Different regionalization procedures have been employed for each of the TSA aggregates and for each of their components. For instance, in case of regionalizing Internal tourism consumption, specific approaches have been used for inbound tourism expenditure (expenditure made by non-resident visitors), domestic tourism expenditure (expenditure made by resident visitors) and some other elements of tourism consumption (i.e. imputed expenditure related to accommodation in own vacation homes, expenditure for domestic trips for medical treatment supported by social insurance schemes). It is important to add that only existing data sources have been used in the regionalization of TSA data and no new survey has been initiated. Due to data availability, the level of territorial regionalization chosen was limited only to NUTS 2 (Nomenclature of territorial units for statistics used by the European Union) which in Romania is represented by eight development regions.

The results shows that regionalizing TSA in Romania is possible but it has some limitations due to lack of regionalization of tourism-demand side surveys. Nevertheless, the data have illustrated for the first time the regional distribution of the main TSA aggregates in Romania. It has been noticed that in the capital region and in other two regions (Centre, South-East) tourism is better represented in the regional economy compared with the situation at national level.

There is a belief that regionalizing TSA data as it was performed in the case of Romania can be replicated to other countries having similar data sources and, of course, having already a well-established national TSA.

Keywords: Tourism Satellite Account, Regionalization, Regional Tourism Statistics, Romania.

## PAPER SESSION 4

### Designing and Managing Tourist Experiences

# Tourism in Afro-Brazilian Communities: Perspectives and Potential according to the SDG - UN 2030 Agenda

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## ABSTRACT

The main objective of this paper is to describe the potential social and economic inclusion of an Afro-Brazilian community [Quilombola] in Balneário Camboriú - SC, southern Brazil, in a Tourism Production Arrangement Project. In this reality, the productive arrangement aims to improve the community's living conditions provided for in the UN Agenda 2030 SDGs, and the arrangement includes the community with its preserved culture and Atlantic forest, the University, Society and Tourism Companies, which through actions Affirmative, legal, cultural and social actions must ensure the preservation and integrity of future generations of this community. Community problems are poverty and marginalization, land subtraction, lack of minimal basic infrastructure such as public transportation, health services, hygiene and sanitation, drinking water. However, despite this negative situation, this community has significant historical and cultural collections in the artisanal, culinary and musical areas, as well as having a territory with natural collections that can also be prepared for various possibilities of offering services and tourism products involving flora. and fauna. Atlantic Forest, which falls within the sustainable goals of the UN Agenda. That is, its lands still covered by the forest allow the insertion of tourist activities of low financial investment and that result in financial return to the group, such as hiking trails; bird, insect, animal and plant watching; food production in agroforestry and organic gardens; production of native seedlings, etc. Given this reality, different methodologies were applied, either through face-to-face visits to university extension strategies, or through the use of ethnographic observation and contact techniques, which follow the evolution of reality, identify situations and suggest action strategies. Given this, actions were suggested to create a productive arrangement, generating visits in nature and the installation of creative tourism and experience in culinary and craft workshops, following the model of the existing Loulé Criativo in the Algarve. As initial results of the project, the University's actions in the last 5 years with the community have generated important practices that meet UN SDG objectives 1, 2, 3, 4, 5, 8, 10 and 16: assumed with the Quilombola Morro do Boi Association, the management of lawsuits (land recognition, structural housing repairs, sanitation, drinking water and garbage collection), cultural actions (in support of the Maracatu dance group, fabric crafts that reinforce ethnic identity in cooking) cultural rescue); and social actions (economic empowerment in the production of biological and organic crops). Importantly, social and economic outcomes still depend on population organization, logistical and financial support from companies and non-governmental organizations. These results can guarantee other routes of tourism services and products for the municipality and for the public interested in having diverse and original options. In this sense, the sustainability of the project has in tourism and business an ally to act positively in the communities, increasing the safety, accessibility and well-being of those involved in the generation of work and income, education and social welfare.

Keywords: Responsible Tourism, UN 2030 Agenda, Afro-Brazilian Communities, Social-Economic Inclusion.

## Keywords in Papers as Analytical Instrument on the Evolution of Mobile Technology and Tourism

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### ABSTRACT

A bibliographical analysis about mobile technology and tourism has been the starting point for this research. The more well-known scientific databases worldwide, that is, Web of Science and Scopus were analysed between 2002 and 2015. Nevertheless, this paper focus on the different keywords used in such papers.

Thus, it is analyzed the main words used by researchers when carrying out a study on mobile technology and tourism, in a way that can be observed the evolution over the years on this doctrine. In this way, terms such as mobile, tourism, travel, technology and application become more relevant in the last years of analysis, probably because these terms are more linked to the information and communication society that we currently live. In this sense, for a better understanding of our research, words clouds have been used. Also, an analysis of the key words in the journals with more publications has been carried out. In this way, it is observed how the keywords of the articles, besides varying in the length of the years, vary within the same journal.

With all that said, it is put to highlight the criteria for an article on mobile technology and tourism to get better and greater visibility.

Keywords: Tourism, Hospitality, Mobile Device, Smartphone, Word Clouds, Bibliographical Study.

## Constraints for Leisure in Parks in the Amazon Region

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### ABSTRACT

When it comes to leisure studies, it is presented in a manner directly associated with tourism, in Tower (2018) studies, it deals with the Australian leisure paradox; Choe (2018) presents Korean leisure and tourism under modernity and globalization; Kloese (2018) describes the relationship between leisure and tourism in the Netherlands; EstradaGonzález (2018) focusing on leisure from a Mexican perspective. Another relevant aspect about the works that address the theme of this research is due to the fact that they mention the constraints on leisure practice in parks (Jun, Kyle & Mowen, 2009; Stanis, Schneider & Russell, 2009; Son & Yarnal, 2011 ); constraints that prevent visits to parks (Zanon, Chris Doucouliagos, Hall & Lockstone-Binney, 2013); negotiating tactics for leisure constraints. (Tan & Kuo, 2014). In the Brazilian Amazon, the natural parks are regimented by the National System of Conservation Units - SNUC, which categorizes the management areas, among them, the Environmental Protection Area - APA, in which are the linear parks, the National Parks, State and Municipal Natural parks (Ministry of the Environment, 2019) are located. From the new map of Brazilian Tourism (2019) we identified the Amazon Pole in the State of Amazonas. This pole has 08 municipalities and belongs to the Amazonian tourism route. Among these, Presidente Figueiredo, object of this study, has 03 Municipal parks: Urubuí, Orchids and Galo da Serra. In this context, the research problem is defined: what are the legal constraints for the use of Presidente Figueiredo parks in leisure and tourism activities? And, as a general objective to know the constraints on the use of parks in leisure and tourism activities based on the Amazon Pole legislation. This is an exploratory research, with qualitative and documentary design, with cross-section, in the current legislation. As a technique of analysis we adopted the content and descriptive analysis, grouping the results by the categories defined by Zanon (2016) based on the effects of specific constraints on participation in leisure in the park by population groups of race and ethnicity; gender and ages; income and education. These constraints are of time, cost, partner, location, transportation, fear, knowledge, interest, facilities, and health. As a result of the resolutions, laws, plans of use and management of the three parks. Regarding the results, in Parque Urubuí, the constraints contained in the guidelines for obligations and rights of public real estate permit holders, individuals and visitors of Parque do Urubuí, refer to the category "installations" with greater emphasis. In Parque Orchids, the category "interests" stands out through environmental interests, such as: not setting fire, not hunting or consuming or transporting alcoholic beverages; to not feed the animals, to not throw garbage in the waterways. The same in Galo da Serra, with the main constraint, the prohibition of changes in the park's environment, including hunting and fishing. In conclusion, it is considered that the lack of clarity in the legislation on other constraints on visitation and leisure activities may imply that tourists cannot plan their visit to one of the parks.

Keywords: Tourism, Leisure, Constraint.

## User-generated-content: The Role of Intangible Heritage in Enhancing Tourists' Travel Experience

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### ABSTRACT

Research conducted in the field of heritage tourism emphasizes the importance of intangible cultural heritage (ICH) in the development of cultural destinations. It also tries to highlight the interdependent relation between tangible and intangible heritage in a way that they both shape a new cultural form of tourism, namely tourism of experience or experiential tourism. The aspect of cultural experience conveyed through festivals, folklores, shows, events social practices is reviewed to enhance visitors 'experience, add more cultural content and attractiveness to touristic sites and expand mass tourism market. Moreover, recent research emphasizes the role of social media in the promoting travel experiences. User-generated-content plays a remarkable role in sharing travel experiences and has an impact on cultural destinations. This paper aims at establishing a link between tangible and intangible heritage of cultural sites. It also identifies intangible heritage aspects from the narratives of tourists who visited the region of "Tafraout Ait Mansour" and shared their travel experiences in Trip Advisor. Based on content analysis approach, this paper seeks to highlight the influence of intangible heritage in enhancing experiential tourism and the importance of collaborative coordination of local cultural organisations and touristic organisations.

Keywords: Cultural Experience, Intangible Culture Heritage, User-Generated Content, Travel Experience.

## PAPER SESSION 5

**Future-making, Trend-making**

# New Organizational Paradigms for a New World and a New Tourism

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## ABSTRACT

Our current management model is more than two centuries old and is built on premodern traditional and modern industrial rational structures based on a linear and Newtonian world view. It is founded on some questionable premises and it has clear limitations that are becoming more and more apparent.

Going beyond the mere denounce of the conventional business model, some theories and models are laying out the foundations for a new management paradigm. As a result, a revolutionary way of managing organizations is emerging. Theories and methodologies such as lean management, agile, teal organizations, conscious capitalism, holacracy, sociocracy 3.0, and 3D Management are laying out the foundations for this new and highly disruptive management paradigm. Important companies are already being managed that way, and they are only the visible side of an iceberg that could sink business as usual.

The drivers of this change can be classified in 3 categories:

1. A VUCA world. Our current business model was invented during the Industrial Revolution to regiment illiterate workers through command and control and rules and procedures. This management system works wonderfully in stable and predictable environments but is useless for a VUCA environment.
2. Growing dissatisfaction about the social responsibility of business and corporations. Customers not only care about getting a quality service for a good price. They are increasingly concerned if the companies they buy from are good citizens.
3. Employee dissatisfaction. According to Gallup's State of the Global Workplace report, worldwide, the percentage of adults that are engaged at work is just 15%. The rest are coming to work every morning but they have mentally resigned time ago. Those staggering results are a clear sign that our system is bankrupt.

The main characteristics of this new paradigm are:

- Beyond profit: This kind of organizations subscribe to a purpose that is different from and goes beyond making money. Despite profit is not their ultimate objective, some studies have demonstrated how those kinds of businesses make even more money than conventional ones. It is no surprising as they have extremely loyal customers and highly engaged employees aligned with the values of the organization.
- Conscious: These companies try to be a force for good, being conscious of their impacts and responsibility. They have demanding certifications such as Bcorps or the Balance of the Common Good, and they are among the list of best companies to work for.
- Freedom for the people: Self-management, democracy, and transparency are common characteristics of this kind of organizations. They have gotten rid of bosses and organized in self-management teams. They use governance models such as Sociocracy or Holacracy and have very precise and different rules on how to get work done.

Keywords: Agile, Holacracy, Management, Organizational Development, Organizational Theory, Paradigm, Self-Managed Organizations, Sociocracy, Teal Organizations.

# European Millennial's: How Terrorism Threat Influences their Leisure and Travel Behaviors?

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## ABSTRACT

Millennials are part of a generation that is changing the world paradigm. The Millennial generation is playing an increasingly important role in the development of all economic sectors, namely the tourism one. This group of young people borne in 80s and 90s is composed of individuals with specific sociological, motivations and behavior features. They are technologically innovative, globally conscious and much more available to try new products and eager to acquire new cultural experiences (Gen C Travel, 2018). Also, they are susceptible to accept the higher risks, however in controlled environments. In fact, this is the generation that witnessed more traumatic events (Debevec, Schewe, Madden, & Diamond, 2013). Recent studies showed that terrorism and political tensions are on the top concerns of all generations, however Millennials ranked “war, terrorism and political tension” as a top concern above healthcare, hunger, unemployment or the environment, to mention some of the highest ranked categories. In addition, the same study showed that this sentiment was more dominant among young people in mature economies, particularly in Europe (Deloitte, 2017).

Safety is one of the most fundamental conditions granted to human beings, it is an anthropological need and a vital part of the human condition (Maslow, 1943). So, it is important to understand the real effects of terrorism on the individuals' life, to address both the material and the psychological cost of terrorism in the people's behavior. This requires a full analysis and the extension and improvement of our knowledge on the terrorist intrinsic nature (Llussá & Tavares, 2007). Besides the importance and impact of the phenomenon, to our knowledge no studies were done regarding the impacts of terrorism on people's life in Europe, especially in what regards to the young generations. This study tries to fill that gap.

The subject of our study is to evaluate the impact of terrorism in Millennials' travel and leisure behaviors. Using a survey approach, with a sample of more than 1000 Millennials living and studying in the EU28, it was possible to evaluate their perceptions of risk when travelling and consuming leisure activities in their own countries, in Europe and worldwide. Results indicate that Millennials are mostly fearless but alert: i) only organizational and terrorism risk are significant, also they fear crime and violence and being lost, ii) they feel that is safe travelling in Europe and outside the continent, but agree that safety measures are very important. Also, findings prove that terrorism is part of Millennials' lives: i) Millennials are interested in information about terrorism in media, but they don't actively search for that information; ii) they feel that is possible the occurrence of terrorist attacks in Europe and in their own country in the near future, however they don't think of changing any aspect of their life because of that; iii) Millennials feel safe doing most of their daily activities, exception for activities with big crowds: concerts and festivals, discos, sport events and religious events.

Results allowed drawing important insights for policymaking and marketing strategies in tourism.

**Keywords:** Millennials, Tourism, Leisure, Risk Perception, Terrorism.

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## Operant Resources of Young Independent Travelers

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### ABSTRACT

The S-D Logic proposed by Vargo & Lush (2004, 2008) postulates a new approach to value creation, in which consumer participation is fundamental. In the experience economy, this importance is even greater, and related to the fact that the experience is phenomenologically and subjectively lived by the individual, thus dependent on the application of the consumer's operant resources. Value creation in this context is the effect of consumer's contribution to the creation of the experience and value the contextual appraisal of the lived experience (value-in-context). Operant resources are the set of the intangible resources of the various firm's agents and levels that make value creation possible (Madhavaram & Hunt, 2008). From the consumer's perspective, operant resources are considered the knowledge and capabilities (creativity, imagination, communication, interrelationship) that influence their greater or lesser capacity to create the consumption experience. The youth market is growing and there is increasing interest in understanding this segment (Farahani & Sukmajati, 2011). Young travelers are known for their preference for independent travel, active participation and adventure. This requires the application and development of skills for self-planning the trip and selecting engaging activities at the destination. As there is need to better understand this segment, the purpose of this study is thus to understand the operant resources involved in the construction of their tourism experience, when this experience takes place independently of the mass tourism supply chain and the tourist is this young independent traveler, who prefers to venture in the trip neglecting traditional, organized circuits and tours. Semi-structured interviews will be conducted to tourists who are identified as young independent travelers. Study's results expectedly will provide insights into this market segment (YIT) under the S-D logic framework. Managerial recommendations will be made so that destinations are able to enhance their attractiveness for this growing group of tourism consumers.

Keywords: Independent Travel, Young Travelers, S-D Logic, Operant Resources.

# The Economics of Unmanned Aircraft System under Deregulation Market Environment

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## ABSTRACT

Unmanned aircraft systems (UAS), also known as a drone (Dynamic Remotely Operated Navigation Equipment), have been used in the military operations for quite some time. In the past few years, the area of application is slowly shifting towards local governments, civilian, commercial activities and recreational fields. Businesses from a variety of industries, including construction, utilities, real estate and agriculture, are already using this technology to dramatically change their operations. There is potential for new industries to emerge and grow, but progress rests on the assumption that regulations will appear at the proper times and be structured such that this nascent industry can thrive. While the potential is real, the necessary conditions for growth rest on the ability to move rapidly towards autonomous operations. In addition, there are necessary conditions for the platforms such as they will need to be ultra-safe and secure with digital identification. The operations will need to be connected under the unmanned aircraft system traffic management (UTM) and be authenticated with contingencies planned and mitigated such as the ability to operate under GPS degraded or cell-degraded conditions.

Recently, the Federal Aviation Administration (FAA) issued regulations requiring every owners of unmanned aircraft to register any unmanned aircraft weighing between .55 and 55 lbs. The FAA forecasts envisage that the commercial Unmanned Aircraft Systems fleet will grow to 500,000 by 2021.<sup>1</sup> In 2016, FAA issued the Small UAS Rule (Part 107), which requires commercial operators of UAS to earn a Remote Pilot Certificate (RPC). More than 40,000 UAS pilots were certified for commercial operation in the first 10 months. FAA projects that RPCs will range from a low of 211,000 to a high of 422,000 by 2021. Though, the regulations in the United States are lagging behind many other countries as the FAA still needs to grant individual authorization for drone usage. This strongly limits a quick and wide market entry for many UAS manufacturers and users. The projected rapid expansion of UAS in the National Airspace System (NAS) is the most significant new entry into the NAS in 30 years, with far reaching ramification for all air transportation system users.

### The Scope of the study

This paper introduces what we consider the fundamental axiom of all UAS commercial economic analysis: UAS is a disruptive technology. Disruptive technologies are new ways of doing things that disrupt or overturn traditional business methods and practices. This work will proceed in the following manner. First, develop the concept of a disruptive technology and give additional reasons why UAS fits in this category. Generally speaking, disruptive technologies have these three characteristics: will lower costs, will open new markets, and will make some products obsolete. The market penetration of many new technologies have been characterized by an "S" curve. At the early stage the introduction of the product to the market the growth is usually slow. Then, as more progress is made, the growth accelerates rapidly—creating that upward slope that forms the middle part of the "S." This point of maximum growth is called the point of inflexion. At some point market saturation is reached based on costs and benefits as the "S" curve flattens with market maturity.

Keywords: Future Making.

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<sup>1</sup> FAA Aerospace Forecast 2017-2037, adjusted to June 2017.

# Reading the Signs of the Tourist Destination: Bibliotourism and Place Perception

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## ABSTRACT

Bibliotourism is a recent concept and an emergent segment of cultural tourism. Considering both the phenomena of tourism increase and of the passage from the information society on to the knowledge society, the role of public and heritage library faces new challenges and priorities. The building architecture, the artistic bookshelves display, and the value of the collection may be offered as cultural values, determining the library as a tourist attraction. Furthermore, libraries may also assist in all the travel phases, from the preparation to the place experience and to its memory preservation. Considering that the cultural tourism motivations are related to learn, experience and understand to the place history, culture and heritage in both intangible and tangible components, libraries, as documental repositories, are crucial to support the tourist's information needs and demands. While traditional libraries are reinventing cultural mediation strategies to spread knowledge about those issues, namely by organizing exhibitions and performative events, digital libraries, over the past two decades, had become essential channels in obtaining information. By providing access to data through a range of resources and services in a very inclusive and ubiquitous manner, digital libraries are an important tool to the tourism planners and consumers and play a strategic role for the newest tourist generations, and mainly for the Generation Z tourists. Bibliotourism and tourism activities focused in libraries create mutual benefits and development opportunities, as the available knowledge enhances the sense of place and more immersive experiences. The research in this field is at a very early stage and the theoretical framework is underdeveloped, even if some case studies have been presented in the last years. The main objectives of this paper, conceived as a descriptive study, are to present a critical analysis of the bibliotourism concept and to provide an overview of how to approach the public libraries functions from a touristic perspective. In order to achieve these objectives, the methods in use are based on bibliographic research, by confronting the term citations in the general and specialised press with the its references in scientific journals, followed by the direct observation of the use of libraries by tourists, in the framework of a theoretical and empirical research model. The expected results are the creation of a new perspective about integrating libraries, cultural mediation and entertainment in leisure tourism and a contribution to the definition and description of bibliotourism concept.

Keywords: Bibliotourism, Cultural Mediation, Digital Library, Library, Tourist Experience.

## PAPER SESSION 6

### Mobilizing Intelligence to Advance

## Sharing and Applying Advanced Insights: Successfully Bridging the Gap Between Industry and Academics

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### ABSTRACT

Academics have an incredible and extensive resource available to them – their minds. We spend our time building the skills sets and capabilities to create, share and expand the use of distinct knowledge that others do not possess. However, we do not always maximize our knowledge to assist the areas that might benefit from it the most – industry. This session will provide insights into how academics can use the three areas of responsibility – learning, discovery and engagement – to not only establish authority within industry but also create additional opportunities to work with industry in various or consultative roles.

Initially, opportunities from a discovery or research position will be established on how to successfully share your original research and the channels that are successful at creating awareness for your work and engage industry. Academic too often publish their research in peer-reviewed outlets where this is simply another step in a much more strategic process of creating awareness. Secondly, unique applications form a learning or teaching standpoint will be presented in how strategically sharing our teaching materials in a professional and directly applicable manner to industry can further create awareness. While we have access to graduate students or industry advisory boards who are currently employed within our industry, the rise of technology has created limitless opportunities to share content with interested stakeholders. Finally, the role that engagement or service serves in the establishing and solidifying one's position in the marketplace. With an outward view towards service, being engaged in industry associations or professional groups creates opportunities to not only learn but also share a collective knowledge that is largely untapped.

Having and serving a visual and engaged role within industry circles is imperative and strategies that include both active and passive engagement will be presented. During this session, academics will learn about successfully proven techniques to share their knowledge and expertise. Industry will likewise learn techniques of how to quickly access readily available knowledge that will create competitive advantage for themselves and their organizations.

Keywords: Knowledge Transfer, Research, Consulting, Industry Advising.

# Changing the Business Landscape of the Future: The Case of a Community of Practice in the Hotel Sector

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## ABSTRACT

A Community of Practice (CoP) is a group of people who interact with each other due to a common interest in a particular field with the purpose of learning and supporting one another. This group forms and participates in a community, virtual or otherwise, to disseminate, retain and use knowledge relevant to the organization (e.g. Andriessen & Verburg, 2004; Cox, 2005; Wenger et al., 2002).

In today's business environment, new technologies play a vital role in connecting businesses to consumers, businesses to businesses, but also individual professionals between them. Communication tools are today available to all, and digital devices and software are facilitating knowledge creation, retention, and dissemination. This is happening within companies but also among those working in different companies. These communities of informal nature, supported by digital technologies, are facilitating the access to new knowledge and the process of decision making of these professionals, therefore improving their efficiency and responsiveness in daily operations. This research focuses on a case study analysis of "Amigas do trade", a spontaneous network created in Paris in 2008 by professionals working in the hotel sector. The study reports in detail how this community was created and how it developed to create a tourism product, by analyzing its digital basis, dynamics, and processes of communication. The theoretical framework is social networking analysis and the method for data collection applied is the survey. Data analysis is conducted through use of Ucinet and Netdraw softwares.

The study expects to uncover main benefits to responsiveness and decision making of informal networks as platforms of knowledge sharing, and recommends a better understanding and use of CoP able to impact business competitiveness.

**Keywords:** Community of Practice, Knowledge Sharing, Decision Making, Hospitality Sector, Social Networking Analysis.

# Business Intelligence Challenges applied in a Transfer Company

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## ABSTRACT

Due to the perishable nature of tourist products, which does not allow to stock, and the dynamic of prices, which has consequences on offer and demand, the possibility of making accurate forecasts of tourism needs and the study of the relationship between customer satisfaction and service quality is a surplus. Forecasts can provide tourism professionals with tools and knowledge to define new business strategies, to increase customer loyalty, and to boost business profitability. To overcome the challenges posed by today's society, Business Intelligence tools coupled with the use of Data Mining techniques, through the search for patterns in customer's data, can be the solution to increase the knowledge associated with the business. These tools and techniques make companies more competitive, ensuring the survival and profitability of organizations, by discovering new customer insights and innovating to meet real or created customer needs.

Taking into consideration the concepts of big data, which includes collecting data automatically, the aim of this study is to acquire business knowledge through the application of data mining techniques associated with the evaluation of services provided by a transfer company. The company operates mainly in Algarve and operates tens of thousands of transports each year, transferring tens of thousands of passengers each month. The services are primarily between Algarve's international airport and hotel units and are provided by private chauffeurs in distinct types of cars including saloons, estates, people carriers and minibuses that can carry from one to eight passengers. The study will reveal hidden relationships in the data and generate knowledge about customer satisfaction, contributing to the implementation of strategies to increase client's approval and loyalty.

In more detail, by applying large data analysis techniques, it is possible to discover knowledge about the activity, either by identifying relationships between the data or by defining performance indicators. These performance indicators allow the monitoring of the quality provided through the services or of the acquired product, which will help to define future business strategies. The emergence of ideas to innovate in customer interaction is also fosterable, allowing to improve or develop the provided services and reach new markets.

Keywords: Big Data, Business Intelligence, Decision Making, Smart Tourism.

# Sustainable Smart Tourism Ecosystems: A Systems Thinking Approach

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## ABSTRACT

The tourism industry as a highly complex system has proven itself as a key player in sustainable development. The adoption of systems thinking and holistic approach to promote understanding of tourism problems and tourism systems is justified on the grounds that the components of the tourism industry interact with each other and offer the same final product which is an attraction and experience for tourists. Smart Cities are composed of multiple sectors which are incorporating technologies to provide more efficient service for citizen and tourist. While there is no general guideline to answer such challenges, rapidly growing digital and smart solutions offer efficient strategical pathway to reach a prosperous society. The idea of smartness is devised by a complex technological infrastructure which exists within urban areas to foster economic, environmental, and social prosperity. ICTs provide the foundation for realizing interconnected systems to tackle the economic, social and environmental challenges in urban areas. Furthermore, smart tourism as one of the elements of smart cities have been considered as a complex ecosystem, constitute by a different sections which has a symbiotic relationship between sub-sections. The diversity of interests among stakeholders makes tourism systems inherently complex and the dynamic and non-linear nature of the interactions between the different components of the systems, advises the use of holistic, systemic thinking. Systems approach thus represents an excellent methodology with its methods of systems modelling and simulation. Integrating the feedback structures and smart tourism ecosystems helps us to create a simple conceptual model to show all the leverage points for a creation of a sustainable system. The collision of population, economic growth and technology advancement in our finite planet will lead to new challenges for managing sustainability. Concurrently, cities and tourism destinations are growing in number and population, and desperately seeking for a solution to become more efficient and sustainable. Bearing all the above mentioned points in mind, this study aims to use a systems thinking approach to develop a conceptual model (causal loops diagram) of smart tourism ecosystems by illustrating the most influential interconnections among the components of such systems in general. Moreover, this study intends to call-out the necessity of focusing on the role of smart people within such complex systems to build a stronger backbone for providing sustainability in the long run.

**Keywords:** Smart tourism, Smart Ecosystems, Systems Thinking, Smart People.

## Knowledge Management for Open Innovation in Tourism

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### ABSTRACT

Research on open innovation has been established as a new paradigm for innovation and knowledge and technology management. Although not a recent trend, it presents itself as a sustainable development in innovation management (Lichtenthaler, 2011). The OECD (Open Innovation in Global Networks, 2008, p.11) insists that “open innovation needs to be incorporated into a general business strategy that explicitly recognizes the potential use of external ideas, knowledge and technology in creating value”.

As innovation evolves towards reaching more and increasingly diverse participants, there's an urgent need to clarify concepts such as open innovation, co-creation and co-innovation. Several authors indicate the contribution of theories from different research areas such as marketing, administration and knowledge management. Since innovation is often defined as a recombination of knowledge, it is important to articulate these concepts from a knowledge management perspective, whose processes and dynamics are determinant in open innovation performance.

As open innovation research is mostly focused on empirical studies developed in large technology companies, literature suggests the need for empirical studies developed in SME's.

As a knowledge-based sector that needs to manage a highly fragmented industry, in which innovation is crucial as a factor of competitiveness, the tourism sector establishes itself as a fertile ground for research in the context of knowledge management for open innovation in services.

Based on a brief review that explores the links between the concept of “open innovation”, “co-innovation” and “co-creation” from a knowledge management perspective, the present work emphasizes the role of knowledge management for open innovation in the tourism sector, identifying suggestions for future research in this context. As globalization and digitalization facilitate the access to knowledge, open innovation expands outside the boundaries of companies and leverages a transition from bilateral collaborations to different types of interorganizational networks that need to be designed and managed as systems of innovation. In this sense, the concept of open innovation has evolved towards the incorporation of the concept of co-creation and has expanded to the concept of co-innovation. Through this evolution, the knowledge management processes and dynamics become more complex and prove to be determinant in open innovation performance. The transfer of technology and knowledge changes from a unidirectional flow to a bidirectional perspective of shared knowledge and new knowledge creation.

In the tourism sector, open innovation encompasses specific challenges like the negotiation of the tension between standardization and customization. A solution to this dichotomy seems to involve different forms of collaborative innovation. New models and platforms for implementing open innovation (Hossain, Islam, Sayeed, & Kauranen, 2016) in which knowledge is shared, allows its users to build on the platform's standardized offer, creating value through personalized additions.

Suggestions for future research regarding knowledge management for open innovation in tourism are identified, such as knowledge management in collaborative networks, value creation through knowledge management, knowledge management dynamics and processes as determinants in open innovation performance, the role of knowledge management for sustainability and for the improvement of the tourist experience.

Keywords: Open Innovation, Knowledge Management, Tourism.

## PAPER SESSION 7

### Agriculture Heritage, Community Empowerment and Rural Tourism

# A Comparative Study of Different Forms of Applications to Develop a Sustainable Community for Tourism

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## ABSTRACT

Community based tourism (CBT) has become a rising trend since the past few decades. Popularized by the United Nations in the mid 1950s as a part of strategy to upgrade community development in less developed world. Through CBT, the local community are capable to identify and manage their resource assets, which includes environmental, human, social, and economical capitals. Tourism industry in collaboration with communities encourage start-up and growth of local business, this strategy allows a more sustainable system rather than the conventional method where the host depletes its resource and standards to meet the ends for their visitors. With tourism support, local residents can preserve their tradition and heritage by commercializing it to tourism industries so it could pass on to the next generation.

Tourist on the other hand, are able to seek for self-fulfillment to learn first handed the authentic lifestyle, tradition, culture, and knowledge from the community. Stakeholders and government sectors may also use this opportunity to reinforce the community by providing facilities, managerial practices, education, and other forms of method to modernize and link connections for the community to the public. Job opportunity may increase as the community started to gain recognition, attracting young workers to return the community. The improvement and quality of life created by the CBT system, alleviates poverty in struggling areas.

Although community could also be assigned in urban region, most case studies in literature address community development in rural settings. Research done by previous scholars such as, Weaver (2010) and Dodd et al. (2016), have pin pointed the successful cases of CBT and have build up their own principle of successful rules. Meanwhile, there are CBT guidebooks published by government, NGO, or private sectors specific for the community development of their interest. Then, in 2015, the United Nations developed the 'Sustainable Development Goals' (SDG), a collection of 17 global agendas that focus on improving the livelihood of mostly less development region or country by 2030. To achieve these goals United Nations' proposed to create a sustainable for the people in need with the means of trade, which can startup nations to become more productive and competitive, allowing growth capacity to sustain itself.

Either it is the principals of success theorized by scholars, guidelines by government, or the SDG agenda by the UN, each party have their own merits and limitations. For instance, in academic literature, scholars offer case studies and summarize key points but lacks the data where the authors put their own theories into practice to test its reliability. Guidebooks present instruction easy for the community members to follow, but provide little explanation or consequences if the instructions were ignored. UN's SGD listed detailed plans but in its agenda lacks the risk management and protocol supposedly if the community choose to take advantage of UN's welfare or choose not to comply. Therefore, the purpose of this research is to compare and put into practice the different methods of developing a sustainable community.

Keywords: Community Based Tourism, Community Development.

# Tourism as a Mechanism for Rural Development: Lessons from Oita Prefecture Japan, application for Tajikistan

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## ABSTRACT

The Government of Tajikistan makes effort to ensure economic growth, for this aim in 2016 was developed National Development Strategy (NDS, 2030), which identifies strategic goals and national development priorities comprehensively.

One of the development-based opportunities identified in NDS 2030 is tourism. The program is targeting rural tourism in particular as a development strategy, taking into account the real opportunities of Tajikistan for attracting tourist and tourism-oriented development.

However, there are several challenges in development of rural areas and implementation of strategic programs. In terms of human resource, the main issues are lack of experience, weak awareness and lack of capacity, and for economic issues the limited funding, especially from the state budget.

Oita Prefecture has a unique experience in tourism and rural development. The efforts of local government and community have created several initiatives in rural tourism and development such as the One Village One Product movement and Agriculture Heritage Systems that ensured rural development. Rural development models of Japan are being now applied as a development strategy and gained recognition internationally.

According to official statistics annually more than 11 million tourists visit Oita prefecture and more than 10 percent of them are inbound, which can be a sign of the efficiency and effectiveness of those strategies and initiatives. Thus, this research utilizes example of Oita Prefecture, which is significantly successful and proved its applicability for developing countries in terms of employment creation, tourist attraction and rural development.

### **Objectives and Methodology**

The main objective of the research is to study experience of Oita Prefecture in tourism and rural development and to find its impact for local economy. Study and analysis of experience of Oita Prefecture will enable us to identify and estimate the basic concept of rural revitalization through the tourism sector. It is of great significance to identify how tourism evolved and spread from the perspective of its applicability to industrial development and how can it be applied in other Asian countries, like Tajikistan.

This research is going to use qualitative method with a case study strategy, which is appropriate for illumination of decisions and answering how, why and what questions (Yin, 2003).

### **Significance of the research**

The main significance of this study is that it follows from the national development priorities and corresponds to the government's economic reform in Tajikistan. Study and analyses of experience of the Oita Prefecture will enable us to identify the main factor of tourism development and its impact for social economic development of rural areas.

Expected outcomes of this research will improve tourism policy and contribute for improvement of well-being in rural areas, which is the main priority of government's reform policy in Tajikistan.

Keywords: Community-Based Tourism, Rural Development, Tourism Entrepreneurship.

## PAPER SESSION 8

# The Strategic Role of Resident Population in Tourism Management

# Arbitration and Performance in Tourism - A Tool Offered to the Stakeholders in the Algarve

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## ABSTRACT

The concept of international tourism determines that, in the case of a dispute, two or more legal systems might be called to solve a given problem. Such fact leads, most often, to the consequence of denying compensation for damages. To solve or diminish this effect, organizations have been encouraged to use alternative dispute resolution modes like arbitration, which is the use of one set of referees who act as judges in a case, promoting all the steps they deem appropriate having in mind a fair resolution of the dispute submitted to them. Tour operators and travel agents celebrate contracts between themselves and with their customers in order to get a profit. Therefore, it is important to measure if the option for arbitration influences the capacity of a given company to generate profits. The concept of performance leads us to a comparison between the results and outcomes achieved. We try to place one organization in face of its competitors and want to quantify the effects on the performance of the tourism organization (travel agent or tour operator) arising from the decision of implementing an institutionalized and widespread use of arbitration to see if this behavior brings a real benefit to organizations assuming the only variation is submission to arbitration.

The aim of this research is, so, to provide to the relevant stakeholders a more detailed view of various aspects of litigation and to evaluate the effect in organizations of the use of arbitration. To measure the effect on the organizations of the use of arbitration we have collected data from the major tour operators, travel agencies and hotels of four and five stars operating in the Algarve, as well as tourists to cross validate the data collected.

The methodology used is the BiPlot methodology. We believe this methodology is the most adequate for the investigation to be carried on. Among the methods of multivariate analysis biplot methods have been a source of continuous contribution to science since they were created in 1971 by Gabriel being, however, still little known in the field of tourism. We propose the use of Multivariate Analysis Techniques in the context of reduced dimensionality, where the graphical representation of data using the methodology HJ-biplot can explain the relationship between the competitive practices of the tourism organizations. Consequently, this presentation also seeks to demonstrate the suitability of the biplot, especially the HJ-biplot (Galindo, 1986), for the inspection of data arising from the sensitivity of tour operators and tourists to the mechanisms of arbitration.

Finally, the results in the context of this research revealed that the offer doesn't know what the demand is willing to pay to have the guarantee of a fair and fast judgment, which means this study will provide tourism companies new competences within this subject, transferring knowledge to the industry.

Keywords: Dispute, Arbitration, Tourism, Performance, Competitiveness, Biplot Methods.

# Quality of Life and Emotional Solidarity in Residents' Attitude towards Tourists: The Case of Macau

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## ABSTRACT

This paper proposes a model to investigate the relationship between residents' perception of tourism's impact on their quality of life (QoL) and their emotional solidarity towards tourists. Its novelty lies in linking the concepts of QoL and emotional solidarity in examining residents' attitude towards tourists. The social exchange theory was used as a framework to explain the relationships, and structural equation modelling assessed the hypothesized model.

Data for this study were obtained from survey responses of 407 residents in Macau, China, characterized by an intense tourism activity in a small territory. Results indicate that residents' perception of tourism's impact on four life domains (material, community, emotional, and health & safety) influences their satisfaction with the corresponding life domains. However, these domains only partially contribute to their overall satisfaction with QoL. Moreover, overall satisfaction with QoL revealed to be a significant predictor of residents' emotional solidarity towards tourists. This finding shows the importance of considering QoL in examining residents' attitude towards tourists.

According to the survey results, residents show low emotion solidarity towards tourists, with low scores on sympathetic understanding and emotional closeness. This is in line with the predictions of the social exchange theory: when tourism's impact on QoL is perceived negatively (costs exceed benefits), residents no longer show a positive attitude to tourists (withdraw the exchange), thereby threatening the success and sustainability of the destination.

This study advances the knowledge about the possible drivers of resident's feeling of solidarity towards tourists by adding a new one, overall life satisfaction, contributing, therefore, to the research on residents' attitudes towards tourists. In the same vein, it contributes to the research on tourism's impacts on QoL, by identifying a new factor that can result from it: emotional solidarity towards tourists.

**Keywords:** Residents' Attitude Towards Tourists, Residents' Perception, Residents' Satisfaction, Quality of Life, Emotional Solidarity, Social Exchange Theory.

# Tourism Development and Algarve-Huelva Maritime Connectivity: Resident Population Demand

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## ABSTRACT

A sound tourism governance requires the ability to understand the expectations of the various agents that conforms the complex tourism ecosystem, including residents.

The connectivity of and between destinations is a critical factor for tourism development, with implications not only of economic character, but also of social and environmental nature, with special connotations when it refers to border destinations.

The Portuguese region of the Algarve and the province of Huelva in Spain share most part of the Atlantic coast of the Iberian Peninsula, but, as tourist destinations, they have very different levels of development: while the Algarve can be characterized as a mature destination, Huelva is still in an earlier stage, wherein its accessibility deficits are acting as a constraining factor.

Cumulatively, the connectivity between the regions is limited to road transport (private cars or public buses), with no air, rail or sea connections, with the subsequent economic and environmental implications, among others.

In this context, the POCTEP project designated as ESPOMAR was approved and launched in 2017. Bridging tourism theory and practice, the project aim to propose the design of a Sustainable and Transboundary Maritime Transport System in the Gulf of Cádiz, also including, therefore, the Atlantic coast of the Spanish province of Cádiz, although this work limits its scope to the aforementioned Algarve-Huelva connection.

From the point of view of the analysis of its potential demand, and without prejudice the demand that could derive from the tourist flows that both areas receive, the results of the study regarding the resident population are presented, based on primary data gathered in the region of the Algarve and in the province of Huelva, with statistical representativeness in both areas.

Among the conclusions obtained, it is empathized that the possible maritime lines should be defined and traded as a leisure activity (during holiday periods, therefore), with trips preferably starting in the morning, family groups, a single ticket price between 20 and 30 euros, and a maximum duration of the service of 2 hours (which could be extended up to 3 in case of complementing the trip with some activities of entertainment). The travel time to the port of departure and from the port of arrival should not exceed, ideally, half hour.

The appetite for potential tour packages created around the boat trip is, initially, quite high, being the sun-beach, gastronomy-wine and culture-landscape binomials the attractors that arise more interest (in that order).

Despite showing a predisposition to travel at any time along the year, the opinions expressed about the influence of weather conditions on this decision lead us to think that this service should be planned for summer months, since, in addition, the vast majority of residents point out to "sun and beach" as the main attraction to travel. This fact, together with the inclination shown in favour of the leisure flair of the trip, guide us to believe that in winter time the periodicity of departures would be limited, if case, to weekends or in coincidence with certain events and festivities.

Keywords: Sea Connectivity, Algarve, Huelva, Residents' Demand, Residents' Behaviour.

## Am I happy to Live in a Tourist Destination?

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### ABSTRACT

Tourism development directly implies residents' life in a tourist destination and consequently their quality of life perceptions, including the way they recognize the effect of tourism in their happiness and life satisfaction. This study investigates the effect of residents' perceived tourism impacts on their perceived quality of life (QOL). Thus the study considers the importance of place identity and attachment, tourism development level of the destination, dependence tourism degree and also the type and level of contact with tourists. Research establishes the relation among those variables and the ones considering the personal evaluation of happiness and satisfaction in life.

Since the main purpose of this study is to analyse and explain the relationship between tourism perceptions, tourism development and residents' quality of life perception the objectives of this research is threefold. Firstly, to assess how residents perceive tourism impacts. Secondly, critically examine their influence on the perception of their quality of life, namely considering happiness and life satisfaction variables. Thirdly, to verify how the level of tourism development in the residence area influence the relationship between the perception of tourism impacts and the perceptions of their quality of life.

Results demonstrate that residents recognize both the importance of tourism development in their area, which brings major contributions to their quality of life, while they identify some negative impacts caused by this activity. However, there are different perceptions of tourism impacts from residents, according to the level of tourism development, the degree of economic and professional dependence on this industry, the proximity of the residence area in relation to the main tourist area and the frequency and type of contact with tourism and tourists. Nonetheless, there is no moderator effect of the level of tourist development on the relationship between tourism impact perception and quality of life perception. Demographic factors do not seem to influence awareness of the tourism impacts, but they proved to be more significant for quality of life perception. These results reinforce the significance of understanding and considering the perceptions of residents as a determinant factor in tourism sustainable development, since residents become one of the key stakeholders in the context of a holistic and integrated approach to tourism development and planning.

**Keywords:** Tourist Destinations, Quality of Life, Happiness, Residents, Tourism Impacts, Perceptions.

# A Case on Study on Information Search Profiles of Tourists visiting the Algarve

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## ABSTRACT

Tourism is a dynamic and complex industry. The dependence on several stakeholders, factors and trends, make tourism destination's management a complicated task. Drawing on a case study, for the identification information search patterns of tourists visiting the Algarve region in Portugal, this paper argues that identifying search information profiles is key for the strategic planning and offer definition of a touristic destination. Results of the case study showed four information searching profiles: "Short term stays", "Long term stays", "Senior tourism" and "Health and wellness tourism". Given their specific characteristics, these profiles may be used to define specific strategies to optimize/improve the touristic offer both for the present and the future. Results also demonstrate that tourists are interested in several categories of information, in particular: Leisure, Heritage, hospitality and restaurants. These categories proved to be relevant in the information search patterns. In conclusion, the touristic demand may be understood through the identification of information search profiles, demonstrating the importance of offer promotion and segmentation based on tourist search information preferences, for the definition of the offer strategy of a touristic destination. Additional and more comprehensive studies are needed to confirm the findings in this study.

Keywords: Destination Management, Tourism, Search Patterns, Demand, Profiles.

## PAPER SESSION 9

### **Responsible Development and Marketing**

# Customer Equity Drivers and Emotions on Algarve 5-star Hotel Clients' Satisfaction and Loyalty

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## **ABSTRACT**

The tourism and hotel industry are critical drivers for Portugal, particularly, for Algarve's economy. The demand for the hotel is dependent not only on macroeconomic variables of the countries of tourists but also on other customer behaviour issues. Namely, Customer Satisfaction and Loyalty intentions, Customer Equity drivers, such as value equity, brand equity, relationship equity, as well as customer Emotions, are significantly related. In this conceptual framework, all these items are essential for customer decision making. Understanding their relations can be useful for academia and, by knowledge transfer, to the industry, as it can provide relevant information to support hotels with their client-related activities.

This research aims to clarify the relationships between Customer Equity Drivers and Emotions with Clients' Satisfaction and Loyalty, of five-star hotel clients from the predominant tourist nationalities in Algarve. For this purpose, the perspectives of two leading hotel brands in Algarve, from five-star category, were compared with the perspective of their clients, regarding Customer Equity Drivers (brand, relationship, value equity; 10 items); Emotions (positive, negative; 9 items); Satisfaction (overall satisfaction, service/quality, price; 4 items); and Loyalty (attitudinal & behavioural; 4 items). These variables were originated in previous researches by authors as Fornell *et al*, 1996; Rust *et al*, 2004; Hyun, 2009; Faullant *et al*, 2011; Sanchez & Curraz, 2011; Ramaseshan *et al*, 2013; Lee, 2015; Mody *et al*, 2017; Deduglo *et al*, 2018 and, Kim *et al*, 2018. Five-star hotels' management answered the questionnaires based on their data and perception to be compared with the perspective of their clients, for different tourist nationalities. 133 valid questionnaires collected from clients, of the two leading hotel brands, during July, August, and September 2019.

The configuration of the collected data led to the construction of three-dimensional data structures that required multivariate three-way analysis. This analysis is done in an exploratory approach, using three-way data analysis supported by Multiple Factor Analysis (MFA) created by Escofier & Pagés (1990, 1994). This analysis applies to the simultaneous treatment of a succession of tables with the same observations characterised by the same or different set of variables, over different situations. The results confirmed stability between the dimensions constructed. It was identified, as expected, an opposition between negative emotions and all other items. Nonetheless, there was a more evident linkage between positive emotions, joy, and happiness, with overall satisfaction and perception of brand ethics. Another highlighted linkage was between positive emotion enthusiasm, service/product quality, and attitudinal loyalties. The results show that hotel brand one is not according to the other two perspectives, in particular to hotel brand two. This divergence of hotel brand one was mostly related to Portuguese nationality clients. The research contributed to a better understanding of the relations between Customer Equity Drivers, Emotions, Satisfaction and Loyalty. Moreover, it facilitated suggestions for decision processes of hotel management to improve their performance and perception by clients. This approach can be implemented to a vaster number and categories of hotel brands, providing more comprehensive information.

**Keywords:** Customer Equity Drivers, Satisfaction, Loyalty, Emotions, Multiple Factor Analysis.

# The Relationships between Customer Equity, Satisfaction, Loyalty and Emotions

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## ABSTRACT

To successfully implement marketing strategies in the hotel industry, managers need to consider and analyze their customers' perceived equity, satisfaction, and loyalty. The main purpose of this study is to investigate the effect of customer equity on customer satisfaction and loyalty in the context of the hotel industry while taking into account the moderating role of customer emotions. The surveys included items, borrowed from previous studies, referring to as four main constructs including customer equity drivers (brand equity, relationship equity, value equity), satisfaction, emotions, and loyalty based on a 5-point Likert scale. The surveys were distributed to a random sample of inbound tourists to Algarve, Portugal at 3, 4 and 5-star hotels, a totally of 14 hotels in a span of 70 days in July, August, and September 2019.

After discarding incomplete surveys, a total useful number of 201 surveys were collected and analyzed by the structural equation modeling (SEM) method considering the partial least square (PLS) approach. The structural model included a second-order construct of customer equity with its three dimensions of brand equity, relationship equity, and value equity. The results indicate that all the constructs' validity was confirmed given that factor loadings, cross-loadings, discriminant validity, and convergent validity obtained the minimum respective thresholds noted in the literature. The overall model's fitness of data was also acceptable based on the value of the goodness-of-fit index.

The results of path coefficients show that customer equity, satisfaction, and emotions have a significant positive effect on satisfaction, loyalty, and satisfaction, respectively, while the emotions construct exerts a significant positive effect on satisfaction as well. However, the interaction term of emotions and customer equity on satisfaction and the other hand, the interaction term of emotions and satisfaction on loyalty were not statistically supported. Furthermore, the indirect effects of all three components of customer equity on satisfaction through customer equity were positive and significant. Likewise, the indirect effects of these three components on satisfaction through both customer equity and satisfaction were positive and significant.

The above results along with more results discussed in the paper provide theoretical and practical implications for managers and policymakers in Algarve to focus their strategies on the improvement of customer equity drivers since they all have a significant positive effect on tourists' experiences. The study also provides vital evidence that the visitors' emotions during their holidays can lead to satisfaction and loyalty. This will turn into more and stronger word of mouth and revisit intentions, producing more economic benefits for the Algarve destination.

**Keywords:** Customer Equity, Brand Equity, Relationship Equity, Value Equity, Satisfaction, Loyalty, Emotions, Structural Equation Modeling.

# Analyzing Hotel Brand Experience through Hedonic values and Behavioral Intentions in Pousadas de Portugal Algarve (Estoi, Sagres, Tavira)

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## ABSTRACT

Making a memorable experience has emerged as a key driver of experiential perception under the experience sector due to the shift of services to experiences in hospitality industry. In this industry, branding is a key element for any organization success and any customer satisfaction. The purpose of this study is to explore the Pousadas Brand Experience by analyzing Hedonic values and Behavioral Intentions. Based on HBE scale, a new operational scale has been developed and the data was collected in 2018, July to December. A total of 583 respondents that stayed in the 3 pousadas in the Algarve (Estoi, Sagres, Tavira) was retrieved by using the convenience sampling technique.

The data was analyzed using mean value, standard deviation, t-test, Kruskall-Wallis test to analyze the HBE and also how HBE has influence the future intentions of customers. Findings showed that location was the most important item and key element of the HBE. Pousada guests' regarded HBE as appealing, and stated that the experience at the Pousada contributed to a feeling of relaxation, followed by architectural design of the building and calm ambience at the hotel. On the other hand, the worst rated aspects of the HBE are relate to its online presence, i.e., social media appeal, online reviews and hotel website. Despite these negative aspects of the HBE, overall, respondents stated that they would have wonderful memories of the Pousadas and would remember positive things. Regarding the hedonic values, they stated that taking holidays at the three Pousadas made them more knowledgeable, provided them variety in their holidays and enabled them to have a unique experience. The study results can help hotel brand managers to understand and manage better the experience of the guests within the pousadas by controlling and designing an unique experience, which is vital for the success of hotels. The new developed HBE scale can be apply in the future to all Pousadas of Portugal, a boutique chain hotel group, or even it can be adapted to any other hotel. Further research is needed regarding the relationship and impact of HBE on loyalty.

**Keywords:** Hotel Brand Experience, Pousadas Brand Experience, Hedonic Values, Behavioral Intentions, Memorable Experience, Hospitality Industry.

# The (Dis)connection between Destination Identity, Wine Culture and Tourism Destination Brand: The Case of Bozcaada, Turkey

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## ABSTRACT

Recent studies in tourism tend to reveal destinations' efforts to move towards sustainable tourism development by building upon extant assets and their cultural identity in order to build a competitive advantage. But what happens if the place culture seems aligned with a micro-cultural identity that is different than the norms the national culture represents? How does the national context affect local tourism development when moving away from cultural tourism and closer to the sea-sand-sun tourism model? This study seeks to investigate the (dis)connection between destination identity, cultural place branding and tourism development in the case of Bozcaada, in Turkey. The small island had a dominant wine culture which attracted wine tourists. Despite a strong potential for sustainable development building upon wine tourism and wine-related activities, yet, recent changes have caused a shift on its tourism development. To reach its objective, this study investigates local stakeholders' (wine producers, local business owners, local authority and residents) perspectives, highlights changes on the island's daily life, tourism perspective and traditions and determines tourism potential and development. Semi-structured interviews are deemed to be more appropriate for in-depth exploration of how local actors describe the identity of Bozcaada, its culture and wine culture and how these particularly relate to the island's identity and brand. It is seen that locals have become estranged regarding the culture in Bozcaada as the destination brand is no longer a part of the island's characteristics such as being an agricultural island and a wine island. On the other hand, as wine tourists gradually decreased as a result of sudden change in island's identity, the motivations of tourists to visit Bozcaada is now more standardized, by being limited to popularity and naturality. Prohibitions and cancellations resulting from the neoliberal policies that reflected to laws and regulations, needed to be considered as they have appeared as challenges to preserve the island's wine culture. The study also analyses the potential co-creation process that can be undertaken in order to create a sustainable destination brand from the perceptions of Bozcaada's internal audiences. A common vision among local actors and policy makers and fundamental support of authorities is found to be necessary to develop sustainable cultural destination brand. The change of both core population's and visitors' profile over years, together with the absence of institutionalised efforts to protect the island's identity and inherent culture have influenced the place brand and increased the vulnerability and sensitivity of its identity and culture. Eventually, the destination brand continued to be touched and shaped by external factors. We argue that the brand value can be revealed and a coherent, sustainable and consistent co-created destination brand can be designed in line with Bozcaada's identity and culture. Bozcaada is in the corner of running a new tourism master plan yet the blurry identification of stakeholders could mislead the plan, so innovative series of applications would radically change the island's tourism and touristic potential and would contribute with significant implications for scholars, cultural and tourism practitioners.

Keywords: Destination Identity, Culture, Place Branding, Tourism Brand Wine, Bozcaada.

## On the Role of Internal Stakeholders in Place Branding

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### **ABSTRACT**

Place branding (PB) transitioned to an interdisciplinary field of research focusing on redefining its structure, strategies, and stakeholders. The number of studies examining the roles and relations of internal stakeholders is, however, limited. Therefore, we aim to identify and classify key internal stakeholders associated with PB and particularly, the roles they play in such a process. Through an intensive search in four major global databases, 55 qualified research studies on PB were identified and thoroughly reviewed. Selected studies were examined, analysed, and classified according to five categories including bibliographic data, methodologies adopted, conceptual frameworks, empirical foundation, and stakeholders' relevance. Overall, the current study findings show there is no existing consensus over the type/role of internal stakeholders. Furthermore, the results assert the necessity of using an inclusive approach by considering a more substantial role for all internal stakeholders in the PB process. This study is based on scientific articles in English, published in academic journals, which limits the international and professional scope of the study. This study provides an in-depth identification of internal stakeholders and the roles they play in PB. It also indicates that to be successful, PB requires frameworks that, while inclusive and democratic, could be prototyped and tested before the execution. Arguably, such frameworks require a transdisciplinary and dedicated approach to PB as a strategic, iterative, and dynamic process that depends upon full engagement and support of internal stakeholders who define the brand and provide the actualisation of the brand experience. The inclusion of internal stakeholders is often requested in contemporary PB literature. This study provides an alternative perspective that helps researchers and practitioners to manage the complexity of the process, which is crucial in organising a place-brand.

**Keywords:** Place Branding, Internal Stakeholders, Co-Creation, Participatory Branding, Inclusive Approach.

## PAPER SESSION 10

# Entrepreneurship and Circular Economy in Tourism

# The Innovation Hubs: Stimulating Knowledge Spin-Off from Touristic Destinations

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## ABSTRACT

This article aims to explore the knowledge opportunities in a specific regional cluster characterized by a strong touristic positioning.

This said, it is mandatory to explore the topics that will allow a reflection on the networks associated with innovation processes, developed from the relations between the public universe (including Universities and Research Centers), and the new technology or humanistic based companies.

International approaches demonstrate that universities can play an important role as driving levers for new companies by incorporating creativity into the new businesses. It is noted that the creation of new businesses based on university research can become an important driver for the establishment of innovation policies, which is the case in many countries (Wright et al. 2007). However, it should be noted that some universities are successful when involved in the process of setting up and developing new technology-based companies, while others have many difficulties in this path. This differentiation also encompasses the way academics relate with doctoral students and entrepreneurs (Boh & et al, 2016). In this context, the characteristics of the university and its surroundings are very important (Rasmussen et al. 2015)

In a context of clear commitment to innovation at the regional level that comprises the implementation of concepts and procedures to attract heterogeneous companies, it is urgent to discuss and reflect on innovation network models as an essential element to reinforce the characteristics and scope of innovation business (Laperche et al. (2010)). This said it is required to understand the complex system of networks as an ecosystem of innovation, where the intersection of relationships between companies, universities, institutions and communities allows us to structure a conglomerate that will surpass the traditional and virtuous triple helix model (Etzkowitz & Leydesdorff, 2001). This reflection focuses on specific action measures developed within the university context in order to stimulate the implementation of informal innovation hubs, aligned or apart of the touristic sector.

In this context there are cases of companies that by integrating the regional ecosystem in the Algarve Region, assumed a clearly innovative position in a regional, national and international context.

The University of Algarve role, regarding the support to new companies, has assumed a strategic relevance, promoting and leveraging new business, namely through the establishment of competitive business ideas contests, that aim to help the modification of new project and services offered by the Region.

In conclusion, this paper intends to be a contribution to the discussion of innovation hubs and sets the preliminary issues to discuss and implement an innovation ecosystem. This said discussion is based on local evidences that were brought to light through university activities, that lead to the creation of new technology based companies, although the emerging question is: will these companies be enough to stimulate the attraction of international technological gurus and multinational enterprises to develop R&D activities in the Algarve Region? To answer this question University of Algarve, local authorities and regional companies are engaged in stimulating an existing tourist cluster through the consolidation of a technological destination, characterized by the support on a specific technological hub: "The Algarve Tech Hub".

**Keywords:** Entrepreneurship, Innovation Networks, Technology Transfer and Commercialization, University Spin-Off.

# The Circular Economy and Sustainability of Tourism: Lisbon as a European Green Capital in 2020

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## ABSTRACT

Circular Economy has, in recent years, changed the paradigm inherent in Economic Science in order to change the prototype associated with the one called Linear Economy, where there is an end to the resources and products based on the “buy-make-consume-throw-away” process. The strategic concept based on prevention, reduction, reuse, recovery and recycling not only of materials but also of energy.

Decision-making based on Circular Economy has consequences in many different areas of the social sciences, including tourism. Reduces environmental impact, increases competitiveness, innovation and growth.

The green capital distinction awarded to Lisbon in 2020 has existed since 2010. In this follow-up, we not only look at tourism from a sustainability point of view in the various cities so far awarded, but also observe the way in which the practice of Sustainability has been and is incorporated or not in the tourist infrastructure of the city of Lisbon and its economic and social impact.

Thus, this study has as its main objective to relate the pillars of the Circular Economy with those of sustainable tourism, analyzing the case of Lisbon, as the European green capital.

Keywords: Circular Economy, Sustainability, Tourism, Green City.

# The Influence of Overnight Stays on Business Growth - Insights of the Circular Economy in Algarve Tourism

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## ABSTRACT

The competitiveness of a country and its regions is mainly evaluated by the performance of its firms. However, the forces outside the business can be so significant that they influence not only the emergence of new firms, as also their own performance and even their disappearance. This reality is present in the Algarve region where, due to the development of the tourism industry, there is an economic growth with strong, although diverse, influences in different business sectors. Indeed, the effect of the tourist industry is visible on manufacturing, wholesale and retail, catering, construction or even real estate and has been essential for the development of the region, creating new businesses, jobs, wealth, skills qualification and quality of life.

This work aims to analyze the influence of overnight stays in the accommodation establishments by the main nationalities that visit the Algarve, with the number and turnover of firms belonging to seven sectors of activity. More specifically, for the period between 2009 and 2016, in ten municipalities of the Algarve, to study the influence of overnight stays from tourists of seven nationalities in four types of tourist accommodation establishments, with the business growth of the region.

We believe that the data typology of this research fits into the Three-Way Multiblock methods, namely the COSTATIS method (Thiououlouse et al, 2011). It is an exploratory method of Multivariate Data Analysis to analyze the relationships between the structures of two series of data matrices simultaneously and uses for this purpose data coupling processes such as those used in Co-Inertia Analysis (Dolédec and Chessel, 1994; Dray et al, 2003). The COSTATIS method not only allows you to find convenient ways to extract and summarize key features of data structures, but also provides a more robust and more reality-sensitive analysis because it is able to understand phenomena and essentially, capture changes.

With this methodology it was possible, among other results: a) - to determine which Municipalities and which sectors of activity were most influenced by overnight stays; b) - identify which nationality and which typology of overnight stays had the most influence on the number or turnover of the firms; c) - to elaborate a diagnosis, by Municipality and by sector of activity, directed to the future players that want to develop a business activity in the region.

Keywords: Algarve, Overnight Stays, Business Growth, COSTATIS Method.

# Firm-Specific Factors Influencing the Performance of Young SMEs Located in Algarve: The Case of the Tourism-Related Sector

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## ABSTRACT

One of the basic goals of the companies is to understand their productivity and intrinsic variables for maximizing the performance. Having a good performance in the early stage is essential for newly established companies, being important for further sustainable growth, investment in Research and Development, smart specialization and creation of competitive advantage, among others. However, during the first years, small and medium enterprises (SMEs) tend to have a high failure rate due to fragile financial capacity, informal strategies and limited access to markets.

The goal of this paper is to study how the financial performance of operating tourism-related SMEs established during 2012-2014 in the region of Algarve (Portugal) is affected by financial factors.

The sample of the study is composed of 162 Portuguese tourism-related SMEs, established between 2012-2014 period, which remain active in 2018. Their data from the year 2015 until 2017 were analysed. Descriptive statistics, group statistics, correlations, and regression model analyses were applied.

The dependent variable representing profitability was the return on assets ratio (ROA) and the independent variables were short-term, long-term and total debts, slack resources, sales growth, tangibility and size of the company. It was found a negative relationship between performance and both long-term and short-term debts, as well as a negative relationship between performance and asset tangibility. In the model of this study, there was no evidence of a statistical relationship between profitability and variables of slack resources, sales growth, and size of the enterprise.

The results of this paper could provide some implications for tourism-related activities in the Algarve. The negative relationship between financial performance and both short-term and long-term debts confirms the theory that the most profitable companies tend to borrow less as they do not need external capital. In the same way, less profitable companies run more into debt as they do not have sufficient internal funds to finance their activity. The indebtedness may limit the strategic choices of a company, affect the ability of managers to carry out critical strategic decisions, limit the company's ability to compete, and therefore harm the performance. The negative relationship between ROA and tangibility means that as the level of tangible assets lessens, more intangible assets there are. So, intangible property management is essential to acquire and protect the know-how, achieve a competitive advantage, establish an ideal network, strip out the barriers of communication and have closer access to customers and suppliers.

Keywords: Financial Performance, Tourism-Related Enterprises, Performance Determinants, Algarve.

# Plastic Use Sustainable Change in Portugal: An Analysis on Tourism Stakeholders' Actions and Programmes

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## ABSTRACT

We are flooded with alarming information on climate change that scientists have been trying to make us aware for many years, so, looking at other perspectives for the future of the planet and clarifying questions regarding its sustainability, is fundamental. In order to develop actions and products that promote the correct use of resources, to maintain Earth's liveability, it has become necessary to look at several environmental threats, such as marine litter and plastic waste.

Studies indicate that eighty percent of all Tourism in Europe is held in coastal areas. This number grows to ninety percent in Portugal, a fact that raises two distinct but equally relevant types of concerns: on one side the pressure for maintaining the shorelines and beaches clean and aesthetically appraisable for visitors, and on the other side, the massification of tourism that stands on the opposite end towards preserving the environment of the tourism locations.

The starting point considered for this exploratory study is based on the relevance of the oceans' preservation to the tourism sector in Portugal, specifically in the Algarve, the biggest coastal tourism region in the country.

Our paper is focused on how sustainability is being addressed by coastal tourism companies and government agencies when it comes to plastic use. Based on literature review and the selection of case studies, we've conducted an analysis of a set of governmental and non-governmental actions and programmes. Our findings suggest that the promotion of circular economy and the use of its principles and practices is a path several stakeholders are already undertaking to address plastic use in a more environmentally friendly tourism development. We also consider that Design can act as a facilitator towards the change of the tourism industry and all its participants to a CE model. We believe that under these guidelines it is possible to change stakeholder's behaviour thus preserving and protecting coastline locations while pacing towards a better and sustainable future.

Keywords: Coastal Tourism, Circular Economy, Portugal, Sustainability, Plastic Waste, Oceans' Preservation.

## PAPER SESSION 11

### How Theory Informs Practice

# Mapping the Memorable Tourism Experience through the Senses, Emotions and Memories

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## **ABSTRACT**

The memorable tourist experience (MTE) is an interactive process between the tourists and the destination, inspired by their expectations, needs and desires, in which the sensory perception, emotional meaning and the connexion to unique and unforgettable moments that will remain in their memory occur. The study focus is to understand and clarify the role of the senses, emotions and memories on the MTE. The main objective of the research is to map the relation between the senses, emotions and memories within the MTE establishment. For this propose, descriptive statistics with SPSS software was performed to identify and assess the degree of agreement/importance that tourists give to sensory attributes, emotional states and memorable elements. Partial Least Square – Structural Equation Model (PLS-SEM) was used with SmartPLS software to understand and map the relation between the senses, emotions and memories. A sample population of 409 tourists that visited Algarve touristic region was retrieved. The results showed that the attributes more important are sight, followed by the taste, smell, hearing and touch. In addition, the multisensory dimensions were found to be crucial for the MTE perception. The most relevant emotional states for the MTE perception are those related with joy, followed by positive surprise and the emotion of love. The findings showed that vividness was more important than recollection regarding the memorable elements that influence the MTE. The PLS-SEM analysis found that (a) senses (sight, hearing, taste and touch) have a positive influence on all emotional states (joy, love and positive surprise), (b) emotional states have a positive impact on the memorable elements (vividness and recollection), (c) the memorable elements have a positive influence on the MTE establishment, (d) the three constructs (senses, emotions and memories) explained part of the MTE in the Algarve. Moreover, results of PLS-SEM showed the discovery of three map patterns of the MTE based on the emotional states; joy, love and positive surprise. The research findings are relevant for academics and tourism industry staff to reinforce the understanding of the MTE in terms of mapping, complexity and multidimensionality. The study can help design and implement memorable tourism experiences more effectively, in terms of experiential stage planning and acting (service staff). For future research the study highlights the need to explore the senses, emotions and memories within the different experiential stages, such as: experiences of gastronomy and wine, local heritage and culture, sea and sun, sports and physical activity, health and well-being.

Keywords: Senses, Emotions, Memories, Memorable Tourism Experience.

## Experiencing Value Creation/Cocreation in Tourism

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### ABSTRACT

Previous scholars have already discussed the concept of value creation/co-creation based on Goods-Dominant logic, Service-Dominant logic, Service logic, and Customer-Dominant logic by focusing on value-in-exchange, value-in-context, value-in-use, and value-in-experience respectively during the previous decades. Goods-Dominant logic considers the role of operand resources, production, and export in the national wealth of a country based on the traditional economic theory.

On the contrary, Service-Dominant logic oscillates foci on the role of operant resources, exchange, and relationship in a service ecosystem. In this perspective, value-in-use is phenomenological, co-created by all economic and social actors who participate in an all-encompassing value co-creation process. This process derives by the institutional arrangements in micro, meso, and macro level of contexts, which may lead to individual and system well-being. In turn, Service logic stresses the managerial approach of value co-creation and experiential nature of value-in-use, which accumulates from past, current, and future experiences of the user. It defines the customer sphere, provider sphere, and joint sphere to distinguish the role of the provider and the customer and, to explore various opportunities for value creation/co-creation through indirect/direct interaction between them to reach users better off.

Although Service-Dominant logic and Service logic define value co-creation as a one collaborative, joint and dynamic process of resource integration among various stakeholders in service ecosystem, Customer-Dominant logic focuses on the value as emerged by the customers through their activities and experiences and, on value formation instead of value creation in customer ecosystem. It defines value formation as two separate but related processes, one for the customer and one for the provider. The customer forms value during his/her behavioral and mental process of interpretation while experiencing the offering in his/her everyday life that may be influenced by the other actors. The provider forms value by strategizing, designing, and implementing offerings based on its capabilities and customer logic, while other actors' actions may influence it.

Due to the complexity of value creation/co-creation process and emergence of different perspectives, this research explores the advantages and the disadvantages of each logic along with a review of the previous theoretical literature about value creation/co-creation in Tourism, particularly in Hotel Industry as well as empirical papers which focus on the implementation of the service perspective in to practice . Therefore, this study sheds lights on the adopting and implementing “Service” as a perspective and the role of the service provider as a facilitator in a value co-creation process which assists managers and the employees not only to give promises, but also to keep promises to their customers and support them in creating/co-creating desirable experiences.

**Keywords:** Value Creation/co-creation, Service Logic, Value co-creation in Tourism, Customer Experience, Tourist Experience.

# The Impact of Passengers' Flight Experience on Satisfaction, Future Intentions and Loyalty. The Case of Full-Service Airline Companies

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## ABSTRACT

The airline industry is going through fast changes and increasing competition in part due to the generation of new aircrafts, but also due to passengers' lifestyles and experience expectations in a maturing technological century. New aircrafts provide nowadays an opportunity to offer passengers improved airline services and experiences with added value. Many studies have been addressing in the past decade the airline industry studying passengers' airline experience, brands, value for money and Loyalty for example. However very few focused on the flight experience and its impacts specifically in full-service carriers in an era low cost carriers start to lead the market. In this regards, this study aims to do a systematic literature review to investigate the impact of passengers' flight experience impacts (e.g., satisfaction, future intentions and loyalty) in full-service carriers. A quantitative systematic literature review was used to select and analyze 380 papers published from 2005 to 2019 from Google Scholar and Science Direct database. This review will answer 5 questions: 1) what are the selection attributes for flight passengers? 2) Which factors influence customer satisfaction? 3) How flight passenger satisfaction influence passenger intentions? 4) What are service quality dimensions in the airline industry? 5) What are customer satisfaction antecedents and consequences? The articles were analyzed based on some specific features: methodology, the time of study, the region, attributes, journal ranking. In addition, a conceptual model is presented based on our findings showing how tangible and intangible factors influence passenger satisfaction. We also found customers' future intentions are influenced by customer satisfaction. The use of systematic review has permitted to identified gaps in the literature and directions for future studies. Implications to the academia and industry are explored. This research is relevant because the competitive environment within the airline industry requires delivering high quality service and experiences. Also, the global economic downturn led most airlines to struggle for survival, forcing them to cut costs and services as much as possible. In this context, we aim to understand what can be learnt from the research studies by categorizing and classifying articles.

Keywords: Flight Passenger Experience, Customer Satisfaction, Behavioral Intentions, Customer Loyalty in Air Transportation, Systematic Literature Review.

# Geotourists motivations, satisfaction and loyalty: The Case of Arouca UNESCO Geopark

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## ABSTRACT

Geotourism is a form of niche tourism, based on the geological environment (Dowling, 2013; Hurtado et al., 2014), that has become increasingly popular throughout the world. It is expected that it will continue to grow (Ólafsdóttir, 2019), which clearly demonstrates the importance of a better understanding of geotourists. Therefore, the main aim of this study is to explore tourists' motivations to a Geopark. Although there are several studies addressing geotourists' motivations, this research deepens our knowledge by relating these motivations with socio-demographic variables and also with satisfaction and loyalty. An online questionnaire was created aimed at visitors of the Arouca Geopark - UNESCO Global Geopark, in Portugal. The questionnaire was available in four languages and distributed through April to June of 2020. A total of 603 responses were obtained, mostly from Portuguese tourists.

Twenty-one items were used to examine tourists' motivations to the Arouca Geopark, evaluated on a 5-point Likert scale (1= Totally Disagree, 5= Totally Agree). A factor analysis revealed 6 motivations: Nature and Adventure (4.35), Escape (4.03), Knowledge (3.76), Socialization (3.63), Sports and Adrenaline (3.32) and Clueless (1.27). The Analysis of Variance (ANOVA) tests revealed that for both men and women, Nature and Adventure is the main motivation, with no statistical difference. However, Knowledge is the second main motivation for women and fifth for men, with a significant difference. Other statistically differences between genders were found for Escape, Sports and Adrenaline and Clueless (all higher for men). Older tourists are less motivated by Escape, Sports and Adrenaline and Nature and Adventure motivations. Sports and Adrenaline motivations are higher for younger tourists. Nature and Adventure and Socialization motivations are significantly higher for those with lower incomes.

Two linear regression models were developed to predict tourists' satisfaction and loyalty based on their motivations. The first regression model regarding the predictors of satisfaction was significant [ $F(6,600) = 103.009, p=0.000$ ], with an explained variance of 50.2%. Tourists predicted mean satisfaction is equal to  $1.449 - 0.175 \text{ Escape} + 0.695 \text{ Nature and Adventure} + 0.167 \text{ Socialization} - 0.133 \text{ Clueless}$ . Sports and Adrenaline and Knowledge Motivations are not significant predictors of satisfaction.

The second regression model regarding the predictors of loyalty was also found to be significant [ $F(6,600) = 66.198, p=0.000$ ], with an explained variance of 39,8%. Tourists predicted mean loyalty is equal to  $2.337 - 0.128 \text{ Escape} + 0.615 \text{ Nature and Adventure} - 0.114 \text{ Clueless}$ . Sports and Adrenaline, Socialization and Knowledge Motivations are not significant predictors of loyalty.

Correlation analyses were also conducted to investigate existing relationships between motivations and number of visits to the Geopark. The results revealed a significant positive relationship between the number of visits and the motivations of Escape, Nature and Adventure and Sports and Adrenaline. Interestingly, a significant negative relationship was found regarding the Knowledge motivation and number of visits, which means that when tourists are motivated to acquire knowledge, they do not feel the need to go more times to the Geopark to learn.

The results of this study provide a better understanding of tourists' motivations to visit a Geopark and which motivations can be considered predictors of satisfaction and loyalty. Moreover, it also highlights which motivations are more likely to influence revisiting the Geopark. This is important for a better management of Geoparks and to design more effective Marketing campaigns.

**Keywords:** Geotourists, Geoparks, Loyalty, Motivations, Satisfaction.

## PAPER SESSION 12

### Designing and Managing Tourist Experiences

# The Effects of the Economic Crisis on Tourists' Satisfaction – The Case of the Algarve Region

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## ABSTRACT

Portugal and its southern region, Algarve, is a tourism destination worldwide recognized mainly due its 3S's – sun, sea and sand. The economic crisis that affected the Europe since later 2008 until part of 2010 should have had an impact on tourists' consumption behaviour, especially outside the high season. Despite the fact that literature acknowledges the need to better understand how tourism is affected under periods of crisis, these studies are scarce. The few studies addressing this thematic tend to focus on the macroeconomic variables, such as the number of tourists, the volume of expenditure, the length of stay or the change of destination (shorter trip). Furthermore, those studies analyse the time in which the crisis occurred and do not distinguish between types of crisis (global or inbound). The main reason may lay in the fact that it is difficult to predict when a crisis occurs, so research aiming to assess the behaviour of tourists in pre and post crisis is often impractical.

The economic crisis that started in the United States in 2007 only reached Europe in the third quarter of 2008, being the richest countries the first to be impacted, while the poorest felt latter the effects of the recession. Portugal faced an inbound crisis when the Portuguese government entered at risk of facing public debt bailout (sovereign debt crisis) which required a financial rescue. Portugal, in this sense, offers an interesting case because it allows assessing how global crisis (outbound) and the inbound crisis affect the tourists' behaviour.

Using a survey that was carried out in the winters of 2008-09, 2009-10 and 2010-11 to tourists of the Algarve region at departing moment, this paper compares how tourists assess the attributes of the region between pre (2008-09) and after global crisis (2010-11) but also between the pre and during global crisis (2009-10).

This paper contributes to deepen the understanding of how tourists' assessment of the attributes of a tourism destination under normal circumstances compares with under an economic crisis. Furthermore, by considering a global and a local (inbound) crises allows to identify whether the type of crisis has a different effect on the way tourists value the attributes of the tourism destination, offering, at this regard, major managerial insights for the stakeholders of the tourism industry. The use of primary instead of secondary data allows the assessment of intangible variables such as the image of the tourism destination, not possible to capture using typical macroeconomic variables. Moreover, by considering the low season which is regarded as being more sensitive to crisis, the paper provides new findings that helps to define strategies to mitigate the negative effects of an economic crisis with several managerial and marketing implications.

Keywords: Algarve, Destination Attributes, Linear Regression Analysis, Tourists' Assessments, Economic Crisis.

## Role of Social Media in Online Travel Information Search

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### ABSTRACT

Social media is increasing on a daily basis and benefitting the travelers worldwide. Majority of travelers use search engines when it comes to making travel-related decisions. So, whether it is booking hotels, making airline reservations etc, social media websites, which appear on the search engines, are becoming preferable information sources to travelers. This study aims to examine the different impacts of the use of social media in travel planning and travel experience. The motive of this research is to investigate the role of social media presented by the search engines within Saudi Arabia, specifically Jazan region trip planning context. The research adopted quantitative method in order to enhance the understanding on the subject studied. In the end of the research, recommendations are also mentioned.

Keywords: Social Media, Online Travel Information, Search Engine.

# Faro Story Spot: A Digital and Sensory Experience in the Heart of Faro

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## ABSTRACT

Faro is a city that combines archaeological, historical and monumental heritage with an outstanding gastronomy and unique natural environment. However, its heritage is still little known. While being the capital of the region of the Algarve, the most important Portuguese touristic region, Faro never had a strong tradition on receiving tourist. Usually, the tourist arrives to Faro's airport and goes to other parts of the Algarve looking for sun-and-beach or to other specialized tourism niche like golf resorts. In the last few years, something is changing and there is a growing number of tourists looking for different experiences related with culture and nature and in this new context Faro has much to offer.

The “Faro Story Spot: a cidade e a Ria”, aims to be an example of the use of digital technologies to present the historical center and the rich heritage of Faro. The tendency of using digital technologies for presenting urban spaces and offering new tourisms experiences is growing all around the world. In Portugal we have examples such as the ‘Lisbon Story Center’ (Feijó, V., at all 2018) and the ‘Porto Welcome Center’ (Lima, A, 2018). Both centers are interactive journeys through the cities history, but including stories and connecting the visitor with inhabitants and the city surroundings. That's exactly our main objective with “Faro Story Spot”: create a place of reference for the tourists arriving to the Algarve.

“Faro Story Spot” is located in an emblematic space, an 18th century house next to Faro’s Cathedral, in the heart of the city’s historical centre. During the experience “Faro Story Spot” will present the history of the city, the economy and urban development, its surrounding territory, with a particular focus on the Ria Formosa and the Algarve Mediterranean Dieta, UNESCO heritage since 2013.

Through digital technologies, such as the use of virtual reality and kaleidoscopes that recreate the diving sensation at the Ria Formosa, “Faro Story Spot” aims to be an experience in itself, with a particular focus lead the visitor to know more about the wonderful natural, cultural and gastronomic heritage of the city. The visitor is also invited to make a tour in the historical centre of Vila-Adentro following a proposed itinerary by downloading an application they can accede with the ticket.

“Faro Story Spot: a cidade e a Ria” aims to provide more richness to the city of Faro as a destination to a tourist looking to enjoy the cultural and natural resources during their holidays in the Algarve.

Keywords: Faro, Historic Center, Digital Experience, Cultural Tourism, Gastronomy.

## Designing Compelling Accommodationscapes: Testing a Framework

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## ABSTRACT

This research empirically tests a theoretical framework composed of external stimuli to the individual which can be used holistically to design a compelling accommodationscape in a rural context through the lens of experiential marketing. Following, apart from physical stimuli and staff performance, which have been the factors more commonly examined in services marketing, the proposed construct – compelling accommodationscape – extends the servicescape approach by addressing also product-related factors, the existence of a theme, and social interactions. Structural equation modeling was used to estimate and evaluate the proposed model that links: (1) accommodationscape as a second-order construct with its first-order indicators (external stimuli); and (2) the constructs compelling accommodationscape, tourist satisfaction, and behavioral intentions. The analysis of data from a survey administered in rural lodgings in Southwest Portugal suggests that the proposed five external stimuli underlie the construct compelling accommodationscape, which can lead to tourist satisfaction and positive post-consumption behavior in a sustainable manner. Theoretical and practical implications combining design science and tourism by focusing on a managerial mindset that privileges the process of designing holistic tourism experiences are provided for scholars and rural accommodation managers.

**Keywords:** Compelling Accommodationscape, Experience Design, Rural Accommodation, Tourist Intentions, Tourist Satisfaction.

# Customers Motivations For Sharing Reviews On Booking Hostel Websites in Taiwan

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## ABSTRACT

Creating a website for online accommodation booking and adding the function of a review, this is a huge transformation to do marketing for the hospitality industry. In the past, word-of-mouth (WOM) was an important strategy to persuade and attract customers, but now customers intent to read and search for online reviews to check the quality and reliability of products before making a purchasing decision. As long as the purchasing process transferred from physical to online, that's revealing electric word-of-mouth (eWOM) has become a new challenge for business marketing strategy. Most previous researches focused on investigating the relationships between eWOM and customer purchasing decisions, however, the current study attempted to investigate the factors enforcing customers to post an online review. Based on researches on WOM motivations, four motivations were used as the independent variables in this study which are venting negative feelings (V), concern for other consumers (C), economic incentives (E), and helping the company (H). Sharing reviews on booking hostel websites in Taiwan was the dependent variable as well as three personality traits were employed as moderators including agreeableness (Ag), conscientiousness (Co), and neuroticism (Ne). A total of 286 valid respondents were used in the following analysis. Among the total respondents, 215 of them used websites to book hostels before, and only 105 of them had experiences of sharing online reviews. Logistic regression was used to test the relationship between eWOM motivations and posting online reviews. The statistical result revealed a significant positive association between helping the company (H) and posting online reviews. Among all moderating effects testing, only agreeableness (Ag) significantly moderates the relationship between helping the company (H) and posting online reviews. Discussions and suggestions are provided to enhance the theoretical and practical implications of our findings.

Keywords: eWOM, Motivation, Personality, Online Reviews, Hostel.

## PAPER SESSION 13

### **Governance of Urban Tourism Destinations: Regulation and Promotion for Success**

# How Tourism Can Make Stronger the Fragile Area. The National Strategy for Inner Areas in Italy

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## ABSTRACT

“Inner Areas” make up a large part of Italy, accounting for more than half of the territory and a little less than a quarter of the population. These areas are characterized by marginalization, degradation and abandonment and are located far from large centers. They are thus considered fragile; but they are also equipped with precious resources. In spite of the problems that affect these areas, the national government is initiating tourism-focused local development in order to enhance their local resources.

The tourism-based development of inner areas has historically been hampered by a vision of development based on territorial polarization. Like many other socio-economic phenomena, tourism has been seen in Italy through the lens of hierarchical relationships between core and periphery: visitor flows and the organization of tourist services have been concentrated in a few central cities/locations for decades.

Strengthening inner areas through tourism implies overcoming such a vision of development and developing governance capacity in these areas (Borrelli, 2009). The goal is to implement “active landscape conservation” (Salvatore 2015) based on the principle of co-evolution between place, identity, community and tourist economy. This means opting for sustainable tourism practices that aim to reactivate the place’s value and create a new alliance between city and countryside.

The Italian national government has taken this potential of the inner areas into account in the National Reform Program (NRP), which has adopted a strategy called the National Strategy for Inner Areas. This strategy aims to stop demographic decline and boost sustainable tourism practices.

The objective of this paper is to present the process of constructing the national strategy for launching the inner areas, identifying the actors involved, clarifying the strategies and objectives defined, and presenting both ongoing and completed projects. From a first glance at these projects, it seems to have been difficult to bring together the interests of policy makers, economic actors, local communities and environmental concerns. After examining this strategy, I will discuss whether sustainable tourism is possible in these areas – whether it is an oxymoron, or whether it is rather a utopia that is worth pursuing with the support of new technology.

Keywords: Sustainable Tourism, Fragile Areas, Italy, Inner Areas, Local Development Practices.

## The Urban Touristic Regime of Venice

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### ABSTRACT

According to current literature, an 'urban regime' is a system of informal arrangements through which public apparatus and private stakeholders interact in such a way as to produce and implement government decisions. The formation of an urban regime stems from an intentional coordination of objectives, which often depends on tacit agreements between public and private interests about what should be achieved and how to implement it. It is important to note that an urban regime does not involve all the groups engaged in a decision, but only those that are sufficiently stable and have access to institutional resources, thus enabling them to play a supportive role in the decision-making process. This is because local governments do not have the power to command and coordinate market forces: the inadequacies of formal government authorities are the starting point for the establishment of urban regimes and the development of informal arrangements. In this framework of agreements, business leaders, due to their direct access to institutions, are often privileged partners of government coalitions, thus creating a systemic preference in the formation of political agendas. In this respect, urban regimes are dependent both on the political and economic contingencies that manifest themselves on a local basis, and on the historical evolution of a given local context, observed within a reasonable period of time.

In the case of Venice, the formation of an urban regime aimed at exploiting tourism was established not only on the basis of the world uniqueness of the Serenissima, but also with respect to the industrial decline that began on the mainland in the 1970s, and the search for a new vocation for urban development.

With this in mind, the essay is divided into two parts.

In the first part, the essay intends to show how, starting from 1966 (the year of the catastrophic tide), different planning seasons have followed one another in Venice, which, despite their different political orientation, have kept the cultural dimension central in their urban development policies. Proposals such as the strengthening of La Biennale, of the Civic Museums, together with a wide and varied offer of cultural activities - institutional and otherwise, public and private - have crossed the explosion of the tourist phenomenon, producing an economic monoculture that has progressively erased the other productive bases of the city.

In the second part the essay raise some questions that, in the future, could undermine the stability of the Venetian touristic regime, eroding the political-economic basis on which it bases its hegemony. The explosion of some derivatives of tourism development (the unsustainability of the large cruise ships in the Giudecca canal, the proliferation of the supply of apartments through airbnb, the phenomena of overtourism, the gentrification of the residents), represent some of the clear signs of crisis that need to be interpreted and treated politically.

In the conclusions, the essay proposes some policy suggestions addressed both to political decision makers and to the main business leaders of Venetian tourism.

Keywords: Venice, Urban Touristic Regime, Touristic Monoculture, Overtourism.

# Creating a New City-Identity: How a Culture-Led Regeneration of Mestre Could Help Venice's Overtourism Effect

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## ABSTRACT

The paper discusses how an urban regeneration process, with culture as an economic asset, for the city of Mestre, could help Venice's overtourism effect, other than creating a city-brand and identity for Mestre, as well as a new habitat and economic opportunities for the local community. Often, contexts located near those ones characterized by overtourism, suffer undertourism effects, even though the latters could contribute immensely in shifting flows and creating a differentiated touristic offer.

The cities and regions who suffered the effects of post-industrial economic decline after the Seventies, went through a process of "reimagining" their brand, while tried to find new functions, in order to continue to attract investments and people. This effort, towards transforming industrial cities into service-oriented economies has been accompanied by a growing interest in using tourism as a tool for regeneration. Our case-study, Mestre, is one of those cities struggling to find a new, clear function, as it suffered a de-industrialisation process. Mestre's function was always related to Venice and to the industrial district of Marghera, and never really gained a personal identity - a brand of its own. However, Mestre could play a key-role in tackling Venice's overtourism effect and offering itself a new future. Culture-led development policies contribute not only in maintaining local professionals' activities alive, but also at the creation of new professional networks, spaces of contamination and creativity tanks, which then become also an interesting touristic destination.

The paper reports the results of a research concerning the Piave district in Mestre, an important transit zone between the railway station and the city center but also a degraded one, in which the methodology applied included residents interviews, the mapping of economic activities and press review. The intention was to propose urban policies able to start a significant valorization process. Our results show that a regeneration process, driven by cultural activity mainly, would strengthen local identity, self-confidence and local economy. Creative businesses are able to transform degraded areas, creating a vibrant ecology made by small micro businesses, young artists, new start-ups, professional aggregations and consume-oriented activities; the long-term result is not only a great place to visit but also a great place to live. The paper aims in highlighting that urban regeneration policies driven by culture, for contexts suffering undertourism located closely to those suffering overtourism, could help both in their needs: the first ones, to create a new future, identity and economic opportunities for its community and the second ones, to regulate and manage better their touristic flows.

Keywords: Culture-Led Development, Urban Regeneration, City-Branding, Overtourism, Mestre, Identity.

# A Tale of Three Cities: Genoa, Turin and Milan. From Fordism to Tourism

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## ABSTRACT

The paper focuses on three Italian cities that have experienced the transition from 'Fordism to Tourism' and adopts the theoretical framework of urban regimes.

The literature identified five different types of urban regimes, namely: 1. The city as a growth machine (Logan J.R. & Molotch H., 1976); 2. The Fordist city (Gramsci A., 1992); 3. The creative city (Florida R., 2002); 4. The city as an entertainment machine (Clark T.N. 2003); 5. The blue-green metropolis (Owen D. &, Brears R.C., 2018).

The five types identified are ideal types: they are not successive phases of an urban development trend but they can coexist to different extents. Each of the different types of regime tries to affirm its own development model.

Our case studies concern the three northwestern Italian cities known as the poles of the so-called 'industrial triangle': Genoa, Turin and Milan. These three cities, after the industrial crisis of the end of the last century, have tried to invest mainly in tourism and culture.

- The first city that realizes to be in strong industrial crisis is Genoa, a port (where Fincantieri is based) and industrial center, that has seen the gradual deindustrialization of the metropolitan area, with the loss of numerous jobs. The city tried to relocate its development betting on the Colombiadi, the celebration for the 500th anniversary of the America's discovery (1992), which embodied the very first event outside the industrial and port-based perspective.
- The second city is Turin, which has always been considered the city of the working class par excellence, a Fordist company town, strongly focused on the automotive monoculture. In 1998, the city tried to reposition its image by competing for the 2006 Winter Olympics nomination. Thanks to the mega event, the city has been able to improve urban decoration, the transport system, the restoration of monuments and tourist and cultural opportunities.
- In Milan, the process of industrial restructuring dates back to the 1980s. Since then, Milan has become the capital of fashion and design. The city did not seem interested in investing in tourism except in business tourism. The city's candidacy for EXPO 2015 has changed its orientation. After a difficult start, the mega event proved to be a success story that changed the image of the city. Recently Milan won, together with Cortina d'Ampezzo, the nomination for the 2026 Winter Olympics.

Milano was in 2017, according to ISTAT, the second Italian city for tourist bednights, after Rome, surpassing even Venice and Florence. Of all the major Italian cities, Turin and Milan have recorded, in the period 2008-2017, the highest degree of tourism development. Genoa is the city that, among others, has recorded the lowest tourist development of the decade.

Using the theoretical framework of urban regimes, presented above, the paper highlights how the academic institutions, the tourist operators and the public authorities collaborate or not for the tourist development of their cities.

Keywords: Urban Regimes, Post-Fordist Tourism, Italian Cities, Milan, Turin, Genoa.

# A Quadruple Helix Approach for the Innovation of the Tourism Sector. Transferring Knowledge among Stakeholders in the Destination of Venice

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## ABSTRACT

Venice is one of the most iconic destinations and one of the most emblematic cases of over capacity of tourism flows affecting a historic city. Here, the urban changes in the direction to tourism sector are evident, in primis the depopulation of residents and the massive growth of new of accommodation and Airbnb listings. In addition to that, new social movements against tourism have emerged as a reaction to vastly unsustainable tourist flows that have had a dramatic and transformational impact on Venetians' lives. To rebalance this situation new approach need to be taken to preserve the city centre and to develop, in a sustainable, innovative and smart way, the destination of Venice.

In continuity with what has been conceptualized on the topic of the development of smart destinations as well as the fundamental role that technologies and the systematic analysis of data and information play for the competitiveness of a tourist destination, this paper focuses on the pivotal role that the establishment of Living Labs designed through a quadruple helix approach (Björk 2014) have to support the transfer of knowledge and the stimulus to innovation among tourism stakeholders.

The Quadruple helix model, according to Carayannis and Campbell (2006) refers to structures and processes of the 'glocal' knowledge economy and society with a diversity of agents, actors and organisations: universities, small and medium-sized enterprises and major corporations, arranged along the matrix of fluid and heterogeneous innovation networks and knowledge clusters. Considering its focus on local community participation, and development and integration of intelligent solutions, Quadruple helix model enables the development and evolution of territories toward smart tourism destinations guidelines (Lopez de Avila et al. 2015).

In order to operatively verify the usefulness of a Quadruple helix-based Living Labs establishment, in this paper we study the experimentation of such an approach that took place during the year 2019 among the stakeholders of the tourism offer of Venice and its lagoon. We focus on four fundamental phases of these experiment: a) the relationships between universities, local government, industry, civil society and the media of the target area are analysed to better understand their interactions and constraints b) the quadruple helix approach application to trigger a process of innovation among the stakeholders involved c) the living lab implementation to support the transfer of knowledge and the stimulus to innovation d) analysis of the result of the Living Lab experiment through the administration of questionnaires useful for confirming whether the transfer of knowledge and stimulus to innovation has been activated, while identifying any specific trajectories and constraints characterizing these processes. The success of the transfer was in particular measured in terms of new tourism products or services discussed or planned among the stakeholders and of the ability to recognize and extract value from the Living Lab. The results of the activities demonstrate the necessity of the application of this approach to enlarge the dialogue on Venice destination that not be taken, temporary, only by the political part of the public sector, and to enforce the innovation between destination actors.

**Keywords:** Quadruple Helix, Tourism, Venice, Living Lab.

## PAPER SESSION 14

**Future-making, Trend-making**

# Comparing International Students as Hosts for Visiting Friends and Relatives (VFR) Travel in Hong Kong and Innsbruck

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## ABSTRACT

Visiting Friends and Relatives (VFR) travel has been conceptualized as an important form of tourism for over two decades (Backer et al., 2017). Although the impacts of VFR travel are often underestimated in tourism studies, the economic contribution of VFR travel, as well as its potential as a form of sustainable tourism, have been highlighted both by the tourism industry and literature (Griffin, 2013; Palovic et al., 2014). Whilst extant research points out that characteristics and behaviours of individuals hosting VFRs vary across culture, which can impact both the experience of tourists and residents, research have been focused on the demand side (tourists) rather than the supply side (hosts) (Shani & Uriely, 2012). Apart from touristic factors including trip purpose, accommodation, host advice and activities, the importance of looking at the tourist experience of VFRs as a mobility phenomenon that is strongly influenced by the hosts, as well as the pre-existing relationship between VFRs and hosts, are also highlighted in literature (Janta et al., 2015). In this vein, this study contributes to filling a research gap by empirically studying the cultural differences between VFR hosts, and, specifically, by adopting a perspective of international students living in tourist destinations and encouraging VFR travel, through a comparative study between two destinations.

Against this background, this study seeks to identify Hong Kong and Innsbruck's VFR travel potential and relevant market information from a host perspective. In particular, this research investigates a range of socio-cultural and travel characteristics of international university students based on a sample from two universities in Hong Kong and Innsbruck, respectively. The research used a two-staged questionnaire-based survey and in-depth interviews to examine the diverse cultural and behavioural patterns that drive the VFR markets between Asian and European destinations and students.

Preliminary results suggest a diverse cultural and behavioural pattern drives the VFR markets between Asian and European locations, as well as the dominance of the east (Chinese) and the west (European or German) incoming students. A combination of quantitative and qualitative inter-group comparison highlighted the characteristics of cultural differences between host experiences and behavioural intention. The research outcome contributes to an existing theoretical and knowledge gap on such cultural perspective of hosts and practical implications for VFR market development and sustainability.

**Keywords:** Hong Kong, Innsbruck, Socio-Cultural Difference, Hosting Behaviour, Visiting Friends and Relatives Travel.

# Designing Research for Maximum Impact: Increasing the Effectiveness of Knowledge Transfer through Methodology

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## ABSTRACT

Successfully conducting research in tourism often takes a unique combination of skills and techniques borrowed from various disciplines. Researchers often leverage methodologies and theories from disciplines ranging from anthropology and business to psychology and geography to examine and understand our ever-changing discipline. While these external influences create opportunities, it can create concern as we examine how we can provide industry benefit through applied research and the corresponding knowledge transfer. Unlike many other disciplines, we are directly linked to industry that has specific wants, needs and distinctive opportunities for engagement.

To further understand the uniqueness of needs of this industry, this study examines the topic of customer satisfaction and presents three specific methodologies to examine this multi-faceted construct and identify which methodology, 1) provides the most relevant information for industry to make strategic decisions (instead of looking at which methodology employs the most advanced techniques), 2) creates information that is readily transferable between the academic and applied world of industry, and 3) how the unique considerations of hospitality and tourism impacts the use of these techniques to the potential applicability of information. To successfully reach this goal, importance-performance analysis, asymmetry analysis and structural equation modeling were employed to assess service satisfaction of experiences. These methodologies represent an applied, widely used methodology with direct industry application in importance performance analysis (IPA), the asymmetry analysis (AA) methodology that examines satisfaction using an advanced three-factor theory and provides insights into satisfiers and dissatisfiers while structural equation modeling (SEM) is the most advanced technique that has found growing application within research to understand influences through model development but can have limited transferability to industry due to complexity.

In order to understand methodological differences, 5,417 responses were collected concerning golfer experiences. Respondents were asked to provide their satisfaction with 77 specific on-course features. To further understand results and potential influences, substantial focus was placed on collecting demographic, geographic, psychographic, and behavior information to account for potential differences across methodologies used. Results from this study show there are significant differences in the results obtained from the three methodologies used, specifically as it relates to the depth of knowledge and the potential application of results. For instance, we know through AA that 17 touchpoints can directly contribute to dissatisfaction but do not contribute to overall satisfaction, while IPA shows these same touchpoints fall in both the “possible overkill” and “concentrate here” quadrants. SEM then provided unique insights into how various interactions exist between these touchpoints and how that can significantly impact the importance of various touchpoints. While it was found that each methodology has its pros and cons as it relates to understanding satisfaction and informed industry practices, the final presentation will outline these differences along with a robust discussion as potential impacts on research use and information transfer, as they were not included in the abstract due to space limitations.

Keywords: Research Methodology, Applied Research, Three-Factor Satisfaction Theory.

# A Stakeholder Theory Approach to Tourism and Hospitality Management

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## ABSTRACT

There is a growing and fruitful debate regarding the connections between theory and practice in Tourism and Hospitality studies. However, the transfer of knowledge from general managerial disciplines to Tourism and Hospitality field is still limited. General management disciplines, such as strategic management, can provide the field of Tourism and Hospitality with new insights into competitiveness of organizations. There are few studies addressing strategic management research in Tourism and Hospitality literature, and theory development specifically targeting the uniqueness and features of the industry is needed. Stakeholder Theory is one of the strategic management theories that can address the diversity and complexity of the industry. The stakeholder approach considers the interests of all groups of individuals with a stake in organizations. This framework allows the identification of existing relationships among stakeholders within hospitality organizations, such as hotels and restaurants, and their dynamics in tourism destinations. The stakeholder framework not only provides a descriptive model of the relationships, but also informs managers with a better understanding on how the development of these relationships creates a competitive advantage. By referring to a comprehensive framework, Stakeholder Theory emphasizes the importance of different values, interests, and motivations. The management of stakeholder relationships is important for several dimensions of Hospitality. For instance, these relationships are critical to improve service quality and implement sustainability practices. It also plays an important role in regional development and event management. Stakeholder management approach can increase competitiveness of organizations in the industry as well as create more value for all involved stakeholders. The development of long-term relationships based on mutual trust and collaboration are central principles of Stakeholder Theory that can be considered in the hospitality industry. Based on the stakeholder framework, managers can analyze the outcomes of improved stakeholders' relationships, such as customer satisfaction, employee motivation, and firm performance. The application of stakeholder framework also brings a reflection about the mechanisms of power and interdependencies and the importance of trust, collaboration and commitment. Peculiar characteristics of the industry should also be considered, such as the participation of customers in the service process and the changes in stakeholders' relations dynamics derived from perishability, simultaneity, intangibility and heterogeneity embedded in services. Considering Stakeholder Theory as a practical framework for Tourism and Hospitality management can be mainly justified by three aspects. First, the framework leads to reflections on multiple interests and influences of the several stakeholders simultaneously involved in Tourism and Hospitality management. The second refers to the importance of exploring social and ethical issues, as well as economic ones, involved in the industry. The third aspect refers to the relational approach emphasized in Stakeholder Theory, since it does not focus exclusively on transactions but also on how organizations can build trust-based and long-term relationships. Thus, focusing on stakeholder management provides practical management solutions that create value for customers, employees, suppliers, communities, and investors in the Tourism and Hospitality industry.

Keywords: Stakeholder Theory, Tourism, Hospitality Management.

# The Algarve Sustainable Tourism Observatory: A Platform for Knowledge Transfer

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## ABSTRACT

The growing concern about the impacts of tourism, as well as the general acceptance of the commitment to sustainable development, has led the world community to reassess tourism activities in the light of long-term economic, social and environmental sustainability. Initiatives towards the analysis, monitoring and evaluation of tourism activity have multiplied, one of the most relevant being the World Tourism Organization's International Network of Observatories for Sustainable Tourism.

In Portugal, the Algarve appears as a tourist destination of excellence, and tourism activity has materialized intensely in many places in the region, changing landscapes, lifestyles and identity images and opening new investment and business opportunities, jobs creation and strengthening local economies.

The growing importance of tourism activity in the region raises the need for an ongoing assessment of how the tourism industry has positioned itself and interacted with its various value chains and their impacts, whether social, environmental or economic.

All decision makers are currently concerned with ensuring the principles of sustainable tourism in the Algarve. This means bearing in mind the close relationship between sustainability and the challenge of competitiveness, the growing concerns about the effects of climate change and the complexity of relations involving the environment, climate and tourism activities. The aforementioned situation calls for the urgency of reinforcing the need for the definition of an information system, supported by research, on the relationship between climate change, sustainability and tourism in the region of Algarve.

The Observatory for Sustainable Tourism of the Algarve was created in such context. Its mission is to support the continuous improvement of the sustainability of tourism in the Algarve and the decision-making process, aiming at contributing to the integrated development of the region in its multiple dimensions. In particular, the Observatory for Sustainable Tourism of the Algarve aims to study, analyze and monitor tourism performance in the areas of economic, social and environmental sustainability; to become a member of the World Tourism Organization's International Network of Observatories for Sustainable Tourism; and to contribute to the study and monitoring objectives of the 2027 Tourism Strategy on Sustainability.

The Observatory is operationalized through a Decision Support System on a dynamic, multidimensional online platform that will monitor, compare and simulate predictive scenarios on various indicators, with a high frequency and a high level of geographical disaggregation. For this operationalization, the close interaction with regional, public and private stakeholders, whose functions include, among others, the regular provision of data and the identification of information needs to support decision making, is essential.

Conscious of its knowledge transfer mission, the Observatory will not only provide the regional stakeholders with specific and detailed knowledge of the region, thus supporting the definition of the strategy and tourism development and competitiveness, ensuring the preservation and enhancement of local identity, heritage and values, as strategic assets, but will also contribute to increasing the general population's knowledge of tourist activity in the region.

Keywords: Tourism, Sustainability, Observatory, Algarve.

# Applying Tourism Intelligence and Visiting the Roles of the Stakeholders in Successful Tourism Destinations

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## ABSTRACT

Several studies have been indicating the importance assumed by the multiple networks of stakeholders for the tourism organization process and the development of destinations. This paper portrays an observation across decades about the dynamics between the different stakeholders during the process of tourism development based in evidence from two Christmas destinations. In this context, the paper presents a new discussion related to an exploratory model called the Intertwining Model (Dalonso, Lourenço, Remoaldo & Panosso-Netto, 2014). The present model was re-applied in the same two tourism destinations (Rovaniemi, Finland and Gramado, Brazil) which are strongly related to Christmas events and products. This analysis serves as an attempt to monitor the process for tourism development taking into account the policies implemented through time and the inter-relations that have been happening in the way. Gramado and Rovaniemi depict a similar behavior in the development process and evolution of both destinations and a novel version of the Intertwining Model was built after realizing the dynamism in the types of functions and of roles assumed by several stakeholders in each phase of the tourism destination life cycle. This was detected through interviewing the main stakeholders at public institutions and private enterprises in both destinations, such as local leaders, researchers from the area, government managers and entrepreneurs from the tourism segment. Therefore, there is evidence for the importance of the stakeholders, their networking relationships and their personal interactions in the tourism development process at both destinations. With that, the application of the proposed model brought to light its practical function, approaching the theory to the practice of tourism. Regarding stakeholders, the model has measured a strong interrelationship between planners, public and private managers of tourism, regional organizations and residents, playing distinct roles in each phase of both destinations' tourism destination phase. As the Intertwining Model has been applied to successful destinations, any factor that does not allow its applicability in the maturity phase, may place at risk the consolidated destination's condition. This can be read as a warning about the way that tourism planning connects to existing networks. By doing tourism intelligence on an earlier version of the Intertwining Model, jointly exploring the concepts of tourism models and networking relations, it became clear that further studies of this nature become necessary in different types of destinations. Finally, it is important to consider that exploratory models are instruments that propose a much more assertive than inductive analysis of a specific tourism destination life cycle.

Keywords: Tourism Intelligence, Public Policies, Stakeholders, Christmas Destination.

## PAPER SESSION 15

### Climate Friendly Travel

# Activating an Artisanal Saltpan: Tourists Crowding in or Waterbirds Crowding Out?

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## ABSTRACT

It has been found that in the Algarve (southern Portugal) there is an increasing interest for visiting protected areas. Not only ecotourists, but also generalist tourists seek to be in close contact with nature activities. Thus, protected areas are quite sensitive to human pressure and are limited to sustain just a certain carrying capacity. The purpose of the present case study is to find out which features attract generalist tourists who visit saltpans in southeast Portugal via a pedestrian tour and what sort of pressure they inflict on waterbirds behavior. The tour consists in a predefined path where outdoor boards are placed, and the guides ease the process by providing explanations to visitors. The objective of this study is threefold in order to find out if: 1) waterbirds are disturbed by the presence of tourists, 2) tourists prefer to visit saltpans instead of watch waterbirds, and 3) tourists have preferred waterbird species.

In the methodology two research instruments/methods are used. The first method consists in waterbird species identification and counting through direct observation with binoculars around the saltpan area. There are pre-defined observational schedules (days, hours, pre- and post-tourist visits), in order to find out if the presence of additional human pressure (tourist visits) contributes to disturb waterbirds (causing waterfowl to fly elsewhere). The second method comprises a short questionnaire delivered to generalist tourists after visiting the saltpan, where it is intended to collect information in order to characterize visitors and perceive their interests when visiting saltpans. Based on data obtained by both methods, the three hypotheses stated in the objective were tested.

Chi-squared test results show that waterbirds occurrence varies according to the presence or absence of tourist visits (i.e., waterbirds show different distributions). Consequently, this result emphasizes that if a reasonable distance is safeguarded and visitors are allocated into groups of few people in a pre-defined path, it enables to visit the saltpan whereabouts keeping disturbance of waterbirds to a minimum.

Wilcoxon test shows that tourists prefer to visit saltpans rather than to watch waterbirds. This result implies that some valorization is given to the salt production activity if carried out in a traditional form but keeping in mind that salt workers should not be disturbed.

Paired comparisons (Wilcoxon test) show that around saltpans generalist tourists have some waterbird species preference. This preference may add value to activities to be further developed in a salt pan setting.

The value of present research can be demonstrated by highlighting the interconnection between traditional salt production – waterfowl habitat – visitors' interest and interaction. The presence throughout the year of permanent water ponds needed for saltpans' management activities brings higher foraging opportunities to certain waterbird species. The reduction of salt-works machinery increases symbiotic relationships between the salt production activity and waterbirds. Visitors once attracted to visit traditional salt production activities while being in contact with nature (namely with high chances to find waterfowl), attach greater value to both.

**Keywords:** Ria Formosa Natural Park, Saltpan, Salt Production, Salt Tourism, Waterbird Watching.

# Impacts of Climate Change on Coastal Tourism Destination and Tourists Behavior - The Case of Algarve - Portugal

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## ABSTRACT

Recently, concerns around the issue of climate change are growing. Therefore, the scientific literature is growing very rapidly in this context. As Tourism is recognized as a highly climate-sensitive sector among all of the literature, tourism researchers are also giving special interest and more attention to the relationship between possible impacts of climate change on the tourism industry due to the growing concerns all around the globe. Mediterranean Europe is considered as one of the most vulnerable regions in the world to the impacts of climate change, and concerns about climate change impacts on tourism are growing in this region in both national and local scales. Among the countries in this region, Portugal is a good example of a high level of vulnerability to the possible impacts of climate change, especially in the tourism sector due to its high dependency on Tourism incomes. Algarve region in the south of Portugal is a major coastal tourism destination where concerns about climate change impacts on Tourism are growing. As there is little empirical research on how tourist's behavior changes according to the possible climate change scenarios in Algarve, this study's aim is to investigate the potential impacts of climate change on coastal tourist's behaviors, mainly possible changes in their expectations, loyalty, and satisfaction visiting Algarve. This study also tries to assist tourism stakeholders to reduce vulnerability and improve adaptation efforts by filling the regional knowledge gap in this context in the Algarve region and Portugal. To facilitate this, a critical review of relevant literature was undertaken, mixed qualitative and quantitative methods mainly using TCI (Tourism Climate Index) were applied in this study. TCI is a useful index developed by Mieczkowski in 1985 which merged seven climatic parameters applicable to tourism sightseeing. The TCI has been further developed and applied in different settings, for example for beach environments. TCI was applied to this study mainly in designing questions for the questionnaires and interviews considering its seven parameters to conduct interviews and apply questionnaires to the tourists visiting the Algarve.

The findings show that despite climate change impacts, most respondents will still travel to the Algarve, but not in the summer peak seasons. The research concludes that as it is expected, climate change will influence the tourism market and tourists' expectations, loyalty, and satisfaction visiting the Algarve through shifting peak seasons to shoulder seasons making a prolonged seasonality. The results showed also that although Algarve tourism managers have made commendable efforts towards formulating policies on reducing negative impacts of climate change on the tourism sector, they are not currently well prepared for the challenges of climate change because most contents of these policies are not based on primary research so more into details researches are needed. As this paper contributes to the limited climate-related aspects of the impacts of climate change on the tourism sector; therefore, further researches are needed to study the socio-economic impacts of climate change on tourism in the Algarve to assist to develop a more sustainable tourism industry in the region.

Keywords: Climate Change, Coastal Tourism, Tourist's Behavior, Tourism Climate Index.

# How do Snowmobilers Perceive Climate Change? A Study on Winter Tourist Behaviors

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## ABSTRACT

Climate change poses great risks to winter tourism, and snowmobiling is one of the most vulnerable recreation activities under changing climate conditions. Research suggests that under the high emission scenario, the demand for snowmobiling in the Northeast US might decrease more than 65% or even cease to exist in some traditionally snowmobiling-rich areas (Frumhoff, McCarthy, Melillo, Moser, & Wuebbles, 2007; Wobus et al., 2017). Moreover, because winter tourism activities are highly associated with localized economic benefits, the projected future warming and decrease in snowpack and snow season length might reduce revenue from the winter tourism industry because of insufficient days of snow supply for snowmobiling and displacement of snowmobiling experiences. Research on climate change and winter tourism primarily focuses on climate projections on temperature and how the winter season changes in different emission scenarios. Little is known about tourists' demands of winter tourism activities under climate change and related adaptation behaviors, especially for snowmobilers. Snowmobiling is highly dependent on the natural snow supply and the quality of snowmobiling facilities, which make it more vulnerable to climate change than other winter activities (e.g. skiing, snowboarding, and etc.) that can rely on snowmaking technique. However, studies on snowmobilers' perception of climate change impacts on the conditions of snowmobiling facilities and adaptation behaviors are limited. To fill up this research gap, this study aims to compare local and non-local snowmobilers' preferences for snowmobiling conditions, perceptions about climate change on VAST trails, and adaptation behaviors to varying scenarios of climate change. The study conducted an online survey to trail maintenance assessment (TMA) pass holders of the Vermont Association of Snow Travelers (VAST), and collected 1,450 completed questions. Results indicate that local snowmobilers have a higher use level of Vermont snowmobiling trail system than non-local snowmobilers. Through exploratory factor analysis (EFA), four factors for the quality of snowmobiling were identified: 1) trail encounters; 2) trail scenic views; 3) trail accessibility/connectivity; and 4) trail feature diversity. Non-local snowmobilers have a higher desirability for the diversity of trail features than do local snowmobilers. However, local snowmobilers are more sensitive to climate change conditions than are non-local snowmobilers, including the frequency of snowfall, the depth of snow, and the length of winter season. Moreover, study results suggest that local snowmobiling markets are more vulnerable than non-local snowmobiling markets to future climate change scenarios. Study findings provide land managers guidance for maintaining high quality snowmobiling experiences and adaptation planning strategies for local and non-local snowmobiling markets under future climate change scenarios.

Keywords: Climate Change, Winter Tourism, Snowmobilers.

# Tourism in Portugal: Climate Change Scenarios and the Climate Comfort Index for Tourism (ICCT)

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## **ABSTRACT**

Changes in the behaviour of climate elements are today a clear concern in global, national, regional and local public agendas. Climate change and tourism have a close relationship, as expressed in several official documents from International Conferences that reflected on this concern: e.g. Djerba Declaration on tourism and climate change (2003), Davos Declaration - Climate change and tourism responding to global challenges (2007). This is also a topic that has been gaining importance in tourism research (Scott, Wall, & McBoyle, 2005), especially related to the direct effects of climate change on tourism (Grillakis, et al., 2016; Scott & Lemieux, 2010; UNWTO, 2008), the perception of economic players (Brito-Henriques, Ferreira, Andrade, Machete, & Couto, 2011) and the adaptation and mitigation measures (Hall, 2011; Scott, Hall, & Gössling, 2012; Simpson, Gössling, Scott, Hall, Gladin, 2008; Siddiqui & Imran, 2018). The relationships between climate change and tourism are therefore multiple and complex, as are the challenges facing the organizations and stakeholders operating within the tourism system.

Due to its dependence on the territory resources: climate, ecosystems, biodiversity, landscape, water, natural and built cultural heritage, Tourism has a high sensitivity to variations in the climatic elements' behaviour. For tourist destinations, climate predictability is very important. The occurrence of unpredicted abnormal weather events produces negative impacts in tourist activity: hot and cold waves, more intense and concentrated rainfall in time and space, storms, hurricanes, etc. directly affect tourist activity, as well as leisure and outdoor tourism practices. Likewise, more permanent changes in the environment, related to sea level rise, coastal erosion, water scarcity, snow reduction, temperature increases, loss of biodiversity, etc. may force a profound transformation in the tourism offer. Bearing in mind the results produced by the predictive climate models, significant impacts related to climate change are expected on a very significant part of the most important contemporary tourist destinations.

For the destination Portugal the climate is a differentiating element for its tourist offer. In the Tourism Strategy 2027, climate and sunlight is the second of ten strategic assets listed, right after people and before history and culture; sea; nature; water; gastronomy and wines; artistic-cultural, sport and business events; wellbeing and living in Portugal. Climate and atmospheric behaviour are of particular relevance to various Portuguese tourism products: beach, golf, nautical, nature, adventure, and gastronomy and wines, may constitute an important factor conditioning their future evolution. This research proposal aims to analyse the impacts on environmental comfort related to predicted changes in the behaviour of climate elements in the destination Portugal, considering two contrasting evolutionary scenarios (optimistic vs pessimistic). The analysis is based on the determination of the Climate Comfort Index for Tourism (ICCT) (Andelković, G. et al., 2016), spatialised for the national territory. Based on this information, we intend to reflect on the inherent consequences in each of the scenarios for several tourism activities. We conclude with a set of suggestions that could be framed in the national strategy for adaptation to climate change, especially oriented to the multiple economic activities that integrate Tourism.

**Keywords:** Portugal, Destination Attractiveness, The Climate Comfort Index for Tourism (CCIT), Mitigation and Adaptation Strategies.

# Dynamic Index to Measure Tourism Destination Competitiveness. Case study: The Caribbean Region

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## **ABSTRACT**

The present research aims to measure the competitiveness of the Caribbean tourist destinations using a dynamic index. A Dynamic Goal Programming Synthetic Index is presented. The proposed method is composed of two components, called the catch-up and innovation components. These components allows measuring the changes in competitiveness over time for each destination relative to its own deviation values or, alternatively, relative to the changes of the competitiveness objectives over time. It can be used to analyse the competitiveness of a certain, or a group of tourism destinations considering the information of two or more periods, in such a way in which it is possible to analyse this phenomenon in a dynamic way, according to its nature.

The information used involves 35 indicators measured for 2007 and 2015. Among them can be found the indicators used by the World Economic Forum to create the Travel and Tourism Competitiveness Index and the Key indicators, utilized by this Organization just in an informative way; however, these indicators were included because of their representativeness in the results of the travel and tourism industry. The study comprised 33 destinations from the Caribbean Region, for which almost a half has not been included in tourism competitiveness studies before. The results permit evaluating the destinations competitiveness across time, in such a way in which it is possible to assess its performance in a time span, which is consistent to the affirmation that a higher-than-average rate for the indicators analysed could be considered a gain of competitiveness. Moreover, the information obtained allows evaluating to what extent destinations moved closer or furthering away from their competitiveness goals in different points of time, filling the gap in previous studies, which used common references for all the units.

**Keywords:** Tourism Competitiveness, Dynamic Composite Index, Goal Programming, Indicators, Caribbean Region.

## PAPER SESSION 16

### Designing and Managing Tourist Experiences - Cultural Tourism

# Mediterranean Diet Fair in Tavira/PT and the Potencial for Creative Tourism in the South Coastal of Portugal

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## ABSTRACT

Understanding tourism as a complex integrated and dynamic system is necessary to reflect new segments aimed at interaction not only in the economic, but also in the social, cultural and environmental. The general objective of the research was to describe the potential for creative tourism in Tavira-Algarve/PT in the social, cultural and environmental, where we identified in the questions related to cultural tourism as potentializers of this segment, the associativism as participation of the local community and the creative economy as vehicles of this reality. The methodological basis of the research was the qualitative with the phenomenological method was used semi-structured interview, direct participant observation and photographic record for data collection and discourse analysis for criticism. It was analyzed that the experience lived during the field activities carried out from June to September 2017 was enriching, since besides the interviews with the main managers of the sector, it was also possible to understand the dynamics of the city in daily moments, during the walks through the stone streets, the photographic records and the look of the researcher and tourist in the festivities that took place during the countryside, such as the V Mediterranean Diet fair. Therefore, it was realized that those involved with tourism in the community, enable the conduction of tourism and its participation can configure the emergence of creative tourism and creative economy as allies to cultural tourism and bathing for sustainable promotion of this activity in the Municipality of Tavira.

Keywords: Creative Tourism, Creative Economy, Sustainable Tourism, Local Community.

# Idea Laboratories: Providing Tools for Creative Tourism Agents – An Evaluation

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## ABSTRACT

In Portugal, the project CREATOUR - Creative Tourism Destination Development in Small Cities and Rural Areas – has been working with a range of cultural/creative organizations in order to implement new creative tourism offers that might contribute to social and economic development processes and sustainability of the places and regions where they take place (mainly small and rural areas of the tourist destination).

From April 2017 to May 2019, CREATOUR carried out a series of Idea Laboratories with its pilots – that are the entities that provide creative tourism experiences - focusing their creative experiences on cultural resources and community involvement. The CREATOUR Idea Labs were creative laboratories that intended to support content development, readjust and discuss pilot initiatives, exchange experience and knowledge. Triggering creativity and linking creativity to place, Idea Labs were thought to improve the tourism offers and help designing new tourist's experiences.

CIEO/Cinturs, the Algarve's research center partner of the project, was the responsible for evaluating each of those meetings and labs. Several instruments were created to make a critical assessment of the laboratories' outcomes: questionnaires, observation grids, interviews, instant reports, etc.

All events were evaluated and in each session the participants were asked about their experience, having to: grade the importance of some subjects; evaluate and name what well and wrong; identify key elements of the sessions; lessons learned; sessions that were more and less important; etc.

This communication addresses the Idea Labs carried out by the CREATOUR project, its goals and its outcomes. First, we present the Idea Labs and its development, addressing the methodology used: goals, sessions, tools. Second, the instruments created in order to evaluate the events will be explained. At last, we disclose some of the important outcomes of our evaluation, namely the impacts of pilot's participation in their ideas and strategies.

The evaluation of the CREATOUR Idea Labs allows us to better understand pilots' perceptions about the implementation of creative experiences and of what is necessary to make them stand out and become unique.

Keywords: IDEA LABS, Creative Tourism, Innovation, Designing New Evaluation Techniques, Evaluation.

# Tourism and Creative Economy as Links of Participatory Management on the Algarve Coast, Portugal

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## ABSTRACT

Tourism is a social phenomenon, complex and diverse so much that, due to its scope, today is not idealized tourism just as a leisure activity, but also allows the insertion of new ways of analyzing it, mobilizing people for various reasons, to the most diverse destinations. The understanding that it is based on a complex, integrated and dynamic system is necessary to reflect new segments, which aim at interaction not only in the economic, but also in the social, cultural and environmental sphere, permeating the actions of public policies in its core. Thus, the overall objective of the study was to analyze the development model based on tourism and the creative economy on the southern coast of the Portuguese Algarve, more precisely in the municipality of Tavira. The research was qualitative with the phenomenological method, supported by Morin's Complexity Theory (1985) to reflect on the tourism system necessary for management reflection. The empirical research used in-depth interview, participant direct observation and photographic record for data collection and critical discourse analysis, through the categorization of data that related to creative tourism and creative economy. It was possible to observe important aspects and scenarios that favor the participative management, proven by the interviewed actors, from the tourism managers of this municipality to the participants of the festivities in the city, such as the Festa dos Santos Populares, Festa da Cidade, V Festa da Dieta Mediterrânea, observed and recorded during the year 2017. At the time of the research, it was also possible to observe the creation of activities focused on Barrocal, implementing the participation of those involved with tourism in the municipality of Tavira, thus enabling its sustainable growth and consolidation as a destination for well-being and health.

Keywords: Creative Tourism, Creative Economy, Participatory Management, Algarve Coastline Portuguese.

# The Sustainable Cultural Tourism Experience

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## ABSTRACT

Tourism is considered to be one of the most important phenomena worldwide with large positive and negative impacts at various levels and with great potential for structuring and restructuring regions.

In the tourism industry, cultural tourism stands out for being one of the branches that has had the most dynamic development in the current global tourism market, both from a theoretical and practical point of view and the trend is growing.

In this context, cultural tourism or tourism driven by cultural motivation through cultural enhancement, stands out for enhancing multiple, positive impacts when properly planned and managed. Culture, as an identity and strategic element associated with tourism, is very relevant in the development of the global panorama, namely for social cohesion, welfare, attractiveness, entrepreneurship and sustainability. Both concepts of culture and cultural tourism are complex and various definitions have been put forward by researchers although these are not always consensual.

The kind of tourist experience, increasingly sought after by tourists, is associated with good management and planning as a means of achieving the sustainable development of cultural tourism. The enjoyment of these tourist experiences, far from routine, is based on the fact that they are unique, differentiating, sustainable and culturally based and are a way of adding value to tourist destinations and the dissipation of seasonal tourism.

This paper conducts a systematic quantitative literature review about the sustainable cultural tourism experience, to find out how previous studies addressed the development of sustainable cultural tourism experience(s). Scientific production research uses web of knowledge B-On, Science Direct and Google Scholar. The terms used in this research are: cultural tourism, experience tourism, tourism experience and cultural experience.

The results obtained allow the main categories associated with sustainable cultural experiential tourism to be identified. Consequently, the results and implications for both academics and the industry are discussed.

Keywords: Cultural Tourism, Tourism Experience, Sustainable Tourism, Cultural Experience.

# Cultural and Creative Tourism Policy in Capital Cities of Europe and Latin America: Overview and Challenges

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## ABSTRACT

Culture and creativity have an important role in the sustainable development of tourism. In this context, this paper aims at investigating the European and Latin America urban cultural policies that enhance cultural and creative tourism products development. The methodological framework is based on a comparative case study of these two world sub regions based on a set of tourism indicators and index such as Travel and Tourism Competitiveness Index (among others).

In accordance, after a theoretical research on cultural and creative urban tourism, its competitively and sustainable development interconnections, we discuss Europe and Latin America Sustainable Cultural and Creative Urban Tourism Policies and their main challenges for the future. This leads us to a documentary research based on several international documents such as The second Global Report on the 2005 convention (2018) and the Habitat process. The perspective, following Global Influence (2017) and UNWTO (2014) is that cities as “the new states” have also a high potential for tourism, and namely for cultural and creative tourism, and consequently they could generate a positive impact on the local economy.

The relationship between Tourism and Cultural and Creative Sector performance it's also highlighted, in order to underline the growing importance of these two sectors intersections for urban tourism sustainable development. Comparing Europe and Latin America, the two world subregions reveal the growing recognition of culture and creativity for urban tourism development. Regarding the level of policy fragmentation in Latin America, this study highlight the two representative countries of Latin America: Argentina and Brazil.

Additionally, the study underlines the importance of cultural and creative tourism in a set of cities in the Ibero american space, namely based for instance in the existence of UNESCO World Heritage Sites, international festivals, Cultural and Creative industries dynamic, among other. Simultaneously there's the comparison between policies, in the capital cities of the Iberoamerican space, namely Lisbon, Madrid, Buenos Aires and Brasilia.

In order to monitoring Cultural and creative tourism sustainable development in the four capital cities the paper considers the impacts of investments, events, or actions that can promote cultural, social, and economic benefits to cities. In this framework, the concern is to promote mutual exchange and learning between cities to boost culture-led development, namely, in two main domains: 1) cities and culture/creativity, and 2) tourism sustainability.

The results of this exploratory analysis underline the growing importance of cultural and creative tourism in the four capital cities, each one with different tourism relevance in terms of direct, indirect and induced tourism impacts (WTTC). Simultaneously there's differences in the Cultural and Creative sector structure. However there's the growing recognition of cultural and creative tourism planning and management in the framework of the cities' own strategy and simultaneously there's the growing concern with the need of monitoring cultural and creative tourism sustainable development in order to assess cultural/creative tourism dynamic and policy, once culture in the four cities is a motivator for tourists.

**Keywords:** Tourism policy, Tourism Competitiveness, Cultural and Creative Tourism, Urban Policy, Cultural and Creative Sector.

# The Hedonic Experience in Heritage Attractions: The Visitor's Perspective

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## ABSTRACT

Purpose: this study aims to explore the hedonic experience at heritage sites through the visitor's perspective and identify the elements that contribute the most for the creation of hedonic experience in heritage sites.

Design/methodology/approach: a qualitative and exploratory approach was applied, using two methods of data collection: semi-structured interviews and focus group in situ.

Findings: the symbology surrounding heritage has an important role in the construction of hedonic experiences. However, findings highlight that by exploring the physical environment, the senses, the imaginary, and emotions are stimulated and became triggers of memorable experiences.

Originality: given the scarcity of works especially dedicated to the understanding of the hedonic experience in heritage sites, this study provides a contribution by exploring the visitor's perspective and pointing out relevant insights for the management of this type of historical attractions.

Research limitations/implications: to further explore this topic a broader range of heritage attractions and perspectives from the diverse stakeholders involved in the management and consumption of these sites is needed.

Keywords: Hedonic Experience, Heritage Attraction, Visitor Perspective, Multisensory Impressions, Emotional Arousal.

## PAPER SESSION 17

### Destination-Wide Tourism Awakening

# Proposed Appraisal Methodology to Evaluate the Abracorp (Associação Brasileira de Agências de Viagens Corporativas - Brazilian Association of Corporate Travel Agencies) Value Partner Award Winner in the Airlines Category

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## ABSTRACT

The search for excellence in hospitality services enterprises is one of the main issues in this industry's agenda, mainly when it comes to corporate travel enterprises nowadays. Thus, actions such as establishing awards for the recognition of excellence are relevant means for its continuous improvement and pursuit. However, transparency and the development of methodologies that first attribute auditable criteria of fairness and worthiness, based on ethical principles, is of paramount importance to give credibility to the awards. As a result, participants know in what ways they can seek improvements so that they can be acclaimed with such recognition. Concerned with these principles, Abracorp (Brazilian Association of Corporate Travel) an association whose members account for about \$ 12 billion / year or \$ 4 billion / year in Business Travel transactions , demanded a study, which aimed precisely at the development of an auditable evaluation method. The aim is to replicate this evaluation method in other editions of the award so that it could be scrutinized by the participants in order to understand what the evaluated points were. The Abracorp Valued Partner award was proposed in order to improve the evaluation method used. The 2019 edition was the first to be submitted to this evaluation to produce the result and announce the winners in their respective areas and categories. Because of the arguments presented previously, the main aim of this research was to "propose a methodology to evaluate the Airlines Services, based on five criteria and categories". The criteria were proposed by the Abracorp staff based on their previous experience in evaluating the company's services. At first, the criteria were eight, however after a pretest of the instrument, and based on the participants' opinion, only five criteria were adopted, using a 10-point scale, which requires the respondents to evaluate all companies applying for the excellence award. The final instrument was sent to the Officers and Account Managers of the Abracorp member companies, over a period of two months. The objective was to obtain 250 responses. At the end of the collection, 212 complete responses were obtained, representing approximately 85% of participation. Data were tabulated in order to build a decision matrix. TOPSIS Multicriteria analysis was used to evaluate the decision matrix and to announce the award winners. The final outcomes were: Best National Airlines: 1st Gol, 2nd Latam, and 3rd Azul; Best Europe-Africa Airlines: 1st Lufthansa/Swiss, 2nd Air France/KLM and 3rd Latam; and finally Best Asia/Pacific Enterprises: 1st Emirates, 2nd Lufthansa, and 3rd Delta. To conclude, the main contribution of this study is the proposition of a methodology of performance evaluation, with the purpose of rewarding excellence, and creating a replicable and repeatable method.

**Keywords:** Hospitality in Competitiveness in Services, Recognition Award, Topsis, Corporate Travel Industry, Multicriteria Decision Analyses.

# Higher Education in Tourism: A Systematic Literature Review

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## ABSTRACT

The higher education in tourism is characterized as an object of study and interest for several researchers worldwide. However, it is common that the labor market (destinations or tourist attractions) and educational institutions that offer formal education in this area (workers of the sector) therefore, do not always manage to reach the minimum common denominator regarding whether is the most suitable training for recent graduates to enter the labor market. In this sense, the main objective of this study was to perform a systematic review of the literature taking into account publications of the last five years in the data base of choice (Web of Knowledge, Scopus e Scielo) in order to identify, from a set of criteria, which studies address in a further way, the relationship between undergraduate programs in tourism and the job market in constituting a formative model to be offered. To narrow down the samples, Brazil and Portugal were selected, and the criteria used to standardize the publications were the following: higher degree in tourism; drawing up of curriculum framework; studies that are applied to Brazil and Portugal; drawing up of curricula; studies that apply for Brazil and Portugal; inclusion of tourism industry perspective in both curriculum plans formulation and methodology of creating undergraduate curriculum frameworks. Once identified and selected the publications that met the criteria, it was possible to reach some results, such as the limited availability of publications that tackle these issues, particularly in this area and countries; identification of by whom and where the topics are normally published; what investigation baseline data gaps are there, which allows for new studies on the same matter to take place; what methodologies are used for curriculum definition; which authors are involved in the process and the methods suggested in those studies. The obtained results allowed the researcher to the comprehension that the process of tourism formative offer elaboration in the mentioned countries, lacks a further analysis regarding the link between educational institutions and the tourism stakeholders, it lacks an integrated view of those stakeholders in defining and implementing education curricula and formative offer. The researcher understands that there is a gap in the studies analyzed over the systematic literature review and that, with a study based on combined methodologies, where stakeholders, academics, students and coordinators are heard, laying down a qualitative and quantitative analysis, it is possible to create a model in which the actors can collaborate, integrating insights, in order to create a better formative offer, that comprises views of all those involved in the process. The study presented here is exploratory in its nature, which allows for trying out other approaches to be used and, consequently, for new possible debates concerning the themes here proposed, facing them as relevant and inexhaustible in the elaborating of new studies that search for ways of improving the comprehension of how the higher education course in tourism is drawn up, not only in Brazil and Portugal, but in any place where such formative offer might happen.

Keywords: Literature, Tourism, Industry, expectations.

# Industrial Tourism as a Means of “Made in China” Reputation Improvement

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## ABSTRACT

Today consumers in different countries know and identify very well goods and brands concerning their geographical positions such as produced in Italy, Japan, the USA and other countries.

Announced in October 2015, the Made in China 2025 plan is a roadmap for the future of the country's manufacturing sector. It intends to turn China into a manufacturing super power, and Beijing is keen to pour somewhere in the order of \$US300 billion into that lofty goal. The plan looks to target emerging industries like robotics, the manufacturing of autonomous and electric cars, artificial intelligence, biotech and aviation.

However, China has been the world factory for years but it has mainly produced low-end products. ‘Made in China’ is associated with cheap wares and low quality (Fang, J., Walsh, M. 2018). Chinese producers are known to experience well – known problems in categories such as toys (Story 2007), dairy (Orr, 2008) and automobiles which likely have had a negative effect on brands associated with China. One survey of international customers showed that in many product categories many more respondents thought highly of Indian brands than Chinese brands (Brandweek, 2007). Recent studies have showed that, with respect to perceived quality, China often lags behind other countries or regions, such as Japan, the United States, Europe and South Korea (Kumar & Steenkamp, 2013, pp 115 – 122).

It is obvious that the first step should be made in improving Made in China reputation for reaching the aim of roadmap and development of industrial tourism could be that means which would contribute in switching from negative perception into positive one.

The article discusses development of industrial tourism as a way of country of origin promotion. The paper presents the study which focuses on determining the current situation of industrial tourism in China and peculiarities of international communication strategy in promoting industrial tourism of China.

During the study the way of on-line international communication in promoting industrial tourism in China was analyzed and it was found that the mechanism of international promotion is largely related to existing standard, new communication technologies are used in limited ways, and all provided information mostly is not adopted for international target audience.

The analysis is made on the basis of theoretical and empirical data, both available in free access and author's data. Methods of data collection are analysis of scientific literature, content analysis of Internet sources.

**Keywords:** Industrial Tourism, China, Country of Origin, International on-Line Communication.

# A Responsible Communication Plan based on Social Marketing: VOLTO JÁ Senior'S Tourism Project<sup>1</sup>

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## ABSTRACT

This study aims to present a communication plan framed by principles of social (responsible) marketing based on VOLTO JÁ Project. This project intends to develop a Senior Exchange Program between Social Economy Organisations, that will have a direct impact on seniors' mobility and social inclusion, promoting touristic experiences for institutionalized elderly people. Project's sustainability will be assured by a business model, supported by a network of institutions in Alentejo and in the development of an ICT platform, to manage the program. The project is being implemented by a multidisciplinary team (Management, Social Sciences, Informatics, Tourism and Design), from two Polytechnic Institutes (IPSantarém and IPBeja). The final aim is to improve the quality of life, well-being, and happiness of institutionalized elderly people.

Sustainable Tourism (ST) has been an increasingly important theoretical and practice issue (e.g. Swarbrooke, 1999; Ritchie & Crouch, 2003, UNWTO, 2014). Since environmental and social concern is rapidly emerging as a mainstream issue for consumers, sustainability has become the key for maintaining a destination's competitive advantage in the future. Additionally, a recent trend policy from the European Union to justify social tourism initiatives on the basis that they lead to a more sustainable tourism industry with both impacts for participants and receiving community (Martinez, McGabe & Morales, 2018).

Today, tourism marketing campaigns are still very focused in a broad range of visitor segments regardless the degree of sustainability that might be exhibited in each case and the tools and techniques of social marketing may, therefore, have much to offer tourism organisations seeking a more sustainable approach to their market (Dinan & Sargeant, 2000). Moreover, social marketing is a new sub-field of marketing that should be applied in social projects such as VOLTO JÁ project, since it involves (Rangun & Karim, 1991) "(a) changing attitudes, beliefs, and behaviors of individuals or organizations for a social benefit, and (b) the social change is to be primary (rather than secondary) purpose of the campaign (p. 3).

Within this rational and considering the role of communication as a marketing tool in promoting sustainable tourism practices and social responsibility in senior tourism, the goal of this study is to explore how the communication plan of the VOLTO JÁ project is being developed, within a social marketing perspective. During the project (still ongoing), it has already been carried out several institutionalized seniors' exchanges programmes between social institutions, according to various social tourism packages. The communication of the project, as a marketing tool, take into consideration social inclusion purposes and is based on a careful and sensitive but real assessing of senior tourists' behaviour during the exchange process. Finally, in parallel to the drafting of the communication plan that is currently being done, the research team implemented some of the digital communication channels (website and social networks) and defined the communication axis regarding visual identity of the project by extending communication to merchandising products and printed communication materials. This paper intends to share the results of this work.

**Keywords:** Digital Communication, Responsible Communication, Senior Tourism, Social Marketing, Sustainable Tourism, Visual Identity, Volto JÁ Project.

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## From Food to Action, From Cheese to Tourism

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### ABSTRACT

Food tourism has become a significant area of interest in hospitality and tourism in recent decades. In this sense, travelling to experience the culinary heritages of a society is at the core of food tourism practices. Food heritages convey both the cultural and natural idiosyncrasies of a place and its people. The land and the territory contribute to the configuration of the sense of place which is a sign of identity. In this context, food tourism is the process of awarding tourism value to 'food' where a particular food is turned into a tourist attraction and a destination landmark. Food tourism also represents an avenue for sustainable development in peripheral areas. Primarily, food reflects the relationships between agriculture and tourism. These linkages rely on three concepts: authenticity, regional development, and tourist experience.

Drawing from the understanding of cheese as a cultural and natural heritage, this presentation analyses how regional landscapes are built on food, and discusses the role of cheese tourism in destinations. The research is focused on examples of European regions where cheese is not only an identity symbol but also as a factor that influences attraction in tourism. Empirical data is collected through primary and secondary sources in order to identify parameters for cheese tourism planning and development.

Food tourism activities and practices emerge as a pathway to promote the regional sense of place to visitors. Nowadays, cheese is gathering a growing attention in tourism management and tourism marketing. Specifically, cheese tourism in rural environments refers to how small, family and rural entrepreneurs attribute tourism value to cheese and, as a consequence, to rural heritages, and the land – providing with a unique and genuine taste of the territory through cheese as it happens with other food and drinks such as wine. Cheese tourism includes visits to farmers and producers, festivals, markets and supermarkets, or restaurants in order to taste cheese products or experience cheese activities. Specific examples of best practices of cheese events and tours are discussed.

This research contributes to the planning and development of food tourism in developed and developing countries, where culinary and rural heritages are significant factors to determine tourism destination attractiveness. Furthermore, food tourism activities and experiences are aligned with the UNESCO's Sustainable Development Goals, specially number 11 (sustainable cities and communities), number 12 (responsible consumption and production), number 13 (climate action) and number 15 (life on land). This presentation concludes with an analysis of how cheese tourism engages with the 2030 Agenda for Sustainable Development.

**Keywords:** Culinary Heritage, Gastronomy, Rural Environments, Sustainable Development.

## PAPER SESSION 18

### Destination Management: Challenges and Practical Opportunities

# To Adapt or Not to Adapt: Analysis of the Tourism Strategic Plans Attitude Towards Climate Change in Europe

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## ABSTRACT

Tourism industry is highly climate-sensitive and the environmental changes related to climate change will probably compel profound modifications on the actual tourism grounds. According to the European Union's Environmental Agency, the suitability of the Mediterranean for tourism is projected to decline during the key summer months, which will produce shifts in the major flows of tourism within the EU. Adaptation responses such as economic diversification are critical to limit economic losses. Under this context, it's expected that tourism national strategies might recognize climate as a valuable resource for most of the region's tourism products and understand climate change as a threat for the development of those tourism products.

In this study, we used content analysis to investigate the importance attributed to climate change on the definition of national tourism strategies public in Europe. Our analysis focused on the relevance given to climate and to climate change in the Official National Tourism Plans. Complementary to this approach, we performed a similar analysis applied to the National Adaptation Plans for Climate Change (when existed) in order to understand if tourism was considered and if changes in the strategies for tourism were proposed having in mind the expected environmental changes for the region.

Although few national tourism strategy plans recognize climate as a paramount resource for the sector, very rarely climate is analyzed in detail. National tourism strategy plans rarely mention the importance of this resource to the national strategies and do not consider possible modifications that climate may suffer in the near future.

Despite the National Tourism Boards under value climate and climate change in the strategic plans in this region; several countries have National Adaptation Plans for Climate Change that address multi sectors. In some of these documents, recommendations for the tourism sector are provided, typically advising the reconversion of tourism activities; diversification of the tourism products and infrastructure and preparedness planning.

Our study suggests that, although the National Tourism Plans in these countries aren't considering climate change in its strategies, in some cases the general adaptation plans at the national level fulfill that gap. This suggests that the tourism sector is presently delegating the responsibility to adapt to climate change as it has not been able foresee climate as a threat and to include on its own specific strategies the adaptation process reduce eventual losses.

Keywords: Climate Change, Tourism Strategic Plans, Adaptation.

## Unsustainability, degrowth, and the tourism industry

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### ABSTRACT

Concerns about the limits of growth and the planet's boundaries have been ostensibly undervalued in tourism until very recently. The triple bottom line model that has supported the mainstream concept of tourism sustainability has eluded the most of these issues in the past. Nowadays something seems to be changing. Environmental crisis is currently at the forefront of the societies' growing concerns. The fact that the number of tourists in the world continues to grow at a rate that surpasses all forecasts is no longer a matter of optimism but, on the contrary, as a cause for concern. As the same time as overtourism are entering the agenda, more and more scholars are insisting that it's time to shift our environmental thinking and that the path to degrowth will be inevitable in the next future. In this paper, I investigate and discuss the impacts of degrowth theories in tourism studies. Using a systematic literature review combined with bibliometrics as methodology, the evolution of the concept of overtourism and its relationship with the literature on degrowth are explored. On the one hand, theories on the degrowth society are shortly reviewed and summarized. On the other hand, a debate on how the tourism industry might be impacted by this new paradigm is carried. Since a reorientation of tourism towards a post-growth agenda seems to be inevitable in the next future, my main interest in this paper is to initiate a debate on the degrowing tourism and alert the industry to this paradigm shift.

Keywords: Overtourism, Environmental Crisis, 'Strong Sustainability' Paradigm, Post-Growth Development.

# Overtourism and Neighbourhood Change: A Conceptual Framework and Policy Innovations for Positive Change

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## ABSTRACT

In the 21st century tourism in cities has grown in an unprecedented way and, importantly, it takes place in residential areas that have not been planned as tourist spaces. The sharing of space between residents and tourists is a source of conflict that revolves around competition for resources, facilities and the rights of access to these, resulting in an increased community opposition against urban tourism at an international scale. To understand this opposition, an exploration of the effects that the leisure industry has on cities is needed. This is the first aim of this paper. Based both on the discussion of the international literature on the field and on empirical research conducted in the city of Lisbon, the paper provides a framework towards understanding the socio-spatial impacts of urban tourism. We suggest that tourism has an impact on both housing market dynamics and neighbourhood life. On the one hand, we will show how tourism undermines the right to housing for a number of reasons. On the other hand, the fact that residential neighbourhoods become spaces of entertainment and consumption for visitors leads to a daily pressure that dramatically undermines the quality of life of residents. We suggest that it is the combination of the impacts on these two scales – housing and neighbourhood – what makes tourism an increased topic of contention. Based on our framework, the second aim of the paper is to suggest policy instruments for the development of sustainable urban destinations. In particular, the view and experiences of residents in tourist areas should be taken into account in the planning of destinations to find a sustainable balance between tourist and residential uses of urban spaces. A central instrument that local governments should implement is annual surveys to examine the stress of communities impacted by tourism. Additionally, our findings suggest that changes at the neighbourhood such as retail restructuring and overcrowding of public space are key concerns for residents in tourist areas. These findings are important for local public policies because city councils have strong competencies in both retail licencing and use of public space.

Keywords: Overtourism, Neighbourhood Change, Impacts of Tourism.

# Unpacking the Evolution of Urban Tourist Spatio-Temporal Behavior Using Social Media Data

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## ABSTRACT

The study of tourism consumption on urban destinations has been considered an important topic with significant contributions to city planning and management, although with limitations on availability of suitable data. Detailed analysis of urban tourism needs to focus on both tourist behavior and destination development evolution. Traditional data sources provide a static snapshot of tourist mobility. To overcome this limitation we use the spatial references of tourist geotagged photos from social media (between 2007 and 2017) as a collective indicator of the most visited areas, and as traces of individual movements amongst the core touristic areas in Lisbon. This study differs from the related works by introducing yearly data from digital footprints to explore tourism intensification. Assessment of the temporal trend of tourism clusters in the last decade as well as the yearly evolution of tourism flow between urban core areas. Empirical evidences suggest: i) the spatial distribution of tourism demand has been configuring as a long-lasting trend towards a fragmented concentration with varying intensity, ii) there is an homogenous pattern over time advocating a core-periphery interaction. These findings are useful for decision-making processes as they show that the tourism phenomenon is far from traditional theories of simplified models of destination cycles. This research is innovative as it proposes a method for long-term monitoring of online-digital footprints in order to derive an overview of touristification patterns in cities.

Keywords: Spatio-Temporal Behavior and Patterns, Social Media, Evolutionary Approach.

## Destination Management in a Digital Era

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### ABSTRACT

In a digital economy, tourist destinations face management challenges like never before. As tourism has become a global industry, destinations compete with other destinations worldwide. New technologies have accelerated tourism growth, bringing supply and demand closer, facilitating travel planning and booking and transforming marketing operations and business models. In the last 20 years, travel aggregators, online travel agencies, social media applications, metasearch engines and a host of new players have significantly transformed the tourism business and influenced demand behavior. New technological developments have made new data sources such as booking data, credit card usage, social media, digital campaigns, mobile data, robust GIS systems accessible. Although limited in terms of access and use, especially for cost or skill analysis purposes, the use of these sources is becoming increasingly important, transforming the sector's knowledge base and decision-making models of public and private organizations. In this context, the use of data to build a new destination management framework is a growing research topic and it is transforming the core business of destination management entities themselves. This paper aims to reflect on cases of effective use of new data sources in destination management and the impacts they have on the functions and structure of destination management entities.

Keywords: Destination Management, Data-Driven Management, Smart Destinations.

# Application of Service Design in Smart Tourism: Enhancing Customer Experiences

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## **ABSTRACT**

Customer's experience has become a major concern and goal among businesses internationally. The rise of numerous channels and touchpoints has created a complex system of customer journey which draw the attentions to a shift from value creation for the firms to value creation for customers and more recently value co-creation with customers. Tourism as one of the biggest industries in the world constantly provides its customers with noble experiences. It is well-accepted that one can view the customer experience in the tourism industry from a variety of perspectives, including the customer, service provider or co-creation point of view. However, the complexity of customer journeys in multi-channel decision-making settings like tourism has led to a lack of theoretical and practical evaluation of both customer experiences and customer journeys in the field of tourism studies. The advent of information and communication technology (ICT) has provided the tourism industry with variety of new channels to interact with tourists, in which ICT has enabled both businesses and tourists to co-create and add value to the experiences. Mapping out customers' journeys can be one of the most valuable, foundational assets for any tourism service provider, wherein customer experience mapping (CEM) can have a crucial role for better illustration of the process. It provides a modelling tool to simplify the complex reality of tourism services and facilitate understanding the process of service design innovation. By designing a series of service encounters and activities that occur at different touchpoints, CEM explicitly considers the physical, virtual and ICT-based elements of services, as well as actors involved in each activity during the customer journey. This study aims to scrutinize the main touchpoints in an online travel agency (OTA) as a tourism service provider in Iran using CEM and to represent and systematize the customer experience as a guide to design better services for them. It is intended to illustrate the points where tourists have an encounter that ends up with having different experiences and ultimately design and propose a more customized and pleasant service and experience to clients. To this end, a customer journey map has been used to identify the touchpoints of smart experiences (in this study mainly the online interaction of users within a platform) and then the CEM was used to find opportunities for creating enhanced customer experiences. By mapping out smart tourism experiences and providing real examples, this research contributes to practical implications of smart tourism and customer experiences through one of the most practical tools of service design.

**Keywords:** Smart Tourism, Service Design, Experience Maps, Touchpoints, Customer Experience.

# **PAPER SESSION 19**

## **Tourism & Well-Being**

# Madeira Island Tourists Psychological Profile and Wellbeing

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## ABSTRACT

People choose a destination for many different reasons. Today as the concepts of wellness and wellbeing grow and people look for better and healthier lifestyles in their daily lives, they are also extending this “new way of being” to their travels. Thus, when searching for a new place to go, people are increasingly looking for offers that focus on wellbeing and on the idea of feeling good.

As the world changes, the tourism industry is also facing changes and challenges. People are changing and new types of tourists are emerging. The new tourist is spontaneous, experienced, looks for high quality and new authentic experiences, has an awareness of the environment, and culture of the places, and reflects about experiences and life, looking for self-development. Therefore, it is fundamental to accompany these changes and to find new ways to attract people to destinations. This paper presents the first results of an innovative project developed in Madeira Island, Portugal - “The Tourist Wellbeing Project”, that is structured in Positive Psychology concepts, such as wellbeing, optimism, creativity, and spirituality. This is a 3-year study that aims to evaluate tourists’ wellbeing from a psychological perspective and link it with the activities people undergo in this destination. By doing so it aims to “discover” the psychological profile of the visiting tourists’ and to custom their tourism experiences through their personal characteristics. Data was collected through the Tourism Wellbeing Scale, which achieved an adequate goodness-of-fit through confirmatory analysis and reliability of .874 with a one-factor structure. This measure evaluates the above-mentioned theoretical variables, and particularly the Human Optimal Psychological Experience -HOPE.

This is a quantitative and cross-cut research. Data collection is random, in the streets, to tourists who have come to visit Madeira. The completion of the scale is anonymously and on a voluntary basis. The results of this study expect the emergence of at least 3 tourists’ profiles: the creative tourist; the optimistic tourist and the spiritual tourist. It is also expected that the activities and experiences lived on the island contribute to the increase of tourists’ wellbeing, and, thus, promoting an optimal experience in this destination. Overall, the potential of this empirical research is high. By building the tourist profiles it will be possible to offer customized experiences based on their psychological characteristics and adjust current product offers and develop new marketing strategies. This study brings insights about who is the tourist, not in an economical view, which is the usual one, but from a social and a psychological perspective while aiming to promote the tourists’ wellbeing. It is a very challenging endeavour and ambitious research but a much needed and very different outlook in this field, that hopefully, will help tourism thrive and survive in this destination.

Keywords: Creativity, Optimism, Psychological Tourist Profile, Wellbeing, Tourism, Spirituality.

# The Relationship between Positive Psychological Capital and Well-Being: The Mediating Role of Job Attitudes

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## ABSTRACT

The main aim of the present research was to assess the association between the positive psychological resources of employees (i.e., positive psychological capital) and their well-being, assessed through the construct of work engagement. Also, it was intended to understand how job attitudes, job satisfaction and affective commitment, mediated the relationship between positive psychological capital (PsyCap) and work engagement. To accomplish these objectives, a sample composed by 168 employees (56% females and 44% males) from the hospitality sector of the Algarve was collected. This sector has grown significantly over the last few years in Portugal, especially in the Algarve region. To perform this research, a quantitative methodology was followed and four self-report measures, destined to assess PsyCap, job satisfaction, affective commitment, and work engagement, were used. Also, the participants answered a sociodemographic questionnaire, containing questions about their age, sex, education level, marital status, type of work contract, and classification of the hotel. The adjusted model explained 57.1% of the variance of work engagement, only affective commitment did not establish a significant association with the well-being indicator. The absence of a significant association between affective commitment and work engagement can be explained by the seasonality that characterizes the employment in the hospitality sector in the Algarve, where the length of a labor contract is not sufficient for the development of an identification with a hotel's mission, vision, and goals. Furthermore, job satisfaction partially mediated the association between PsyCap and work engagement. These results may have influence at the human resources management level, because they underline that hotels from the Algarve region and their managers should promote the positive psychological resources of employees. This will lead to desirable job attitudes (job satisfaction and affective commitment) and occupational well-being (work engagement), which will be useful to improve the tourist experience, e.g., satisfaction with the service provided. By increasing tourist satisfaction, hotels guarantee an improvement in their financial performance, which will translate into a better economic performance of the Algarve.

Keywords: Affective Commitment, Hospitality, Job Attitudes, Job Satisfaction, Positive Psychological Capital, Work Engagement.

## Senior Tourists Booking Online to the Azores

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## ABSTRACT

Senior travelers are a very attractive market segment and increasingly participate in an internet-mediated society. These new senior tourists use Information and Communication Technologies in the pre-trip stage of the tourism customer journey: to inspire, plan and book the visit. This study examines the profile of senior tourists who booked their trip to the Azores using Online Travel Agencies. The purpose is to analyse the motivation factors based on the Travel Motivation Scale for Senior Tourists (three factors: “Knowledge about destination and personal learning”, “Sociability and fun” and “Well-being and self-knowledge”), using 17 items related to the motivations for visiting the destination, and to ascertain whether there are different groups of senior tourists based on sociodemographic characteristics, travel motivations and experiences performed. Using a structured questionnaire and a sample of 252 senior tourists, the results show that they are mostly foreigners, coming from Europe, with a high level of education, aged 55-64, retired, and show high satisfaction with life. They travel with family and friends and report a high level of satisfaction with the visit. Three distinct clusters of senior tourists are obtained. The “Nostalgic contemplatives” consider “Knowledge about destination and personal learning” and “Sociability and fun” very important. The “Adventure seekers” consider “Sociability and fun” very important. Finally, in terms of travel motivation factors, the “Experienced in travelling” consider none particularly important. They are the most pleased with the visit and repeaters. There are statistically significant differences between the three clusters of senior tourists, according to the motivation factors of the visit. The “Nostalgic contemplatives” give the most importance to these three factors, and the “Experienced travellers” are which, comparatively, attach the least importance to these factors.

Keywords: Senior Tourism, Trip Booking, Online Travel Agencies, Travel Motivation Scale For Senior Tourists, Experiences.

## Senior Tourism: Tourists, Hoteliers and Policy Makers

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### ABSTRACT

The Azores are a very attractive destination for senior tourism, due to their distinguished culture, nature and landscapes and maritime attractiveness. Because of that, tourists come to the Azores more often and senior tourists already make a significant economic contribution to this region. One of the peculiarities of senior tourism is the needs of the elderly, such as mobility conditions and medical care. In this sense, and knowing that the senior tourists are increasing in the Azores, we intend to study their concerns when planning a trip to this region, in order to promote better experiences in the destination. In addition, it was also our goal to understand if hoteliers and policy makers have the same concerns as senior tourists when planning a trip, in order to analyze if these stakeholders understand the needs and concerns of senior tourists. This mixed study involves a quantitative analysis with senior tourists in the Azores and a qualitative analysis with hoteliers and policy makers, through the SPSS (V. 21) and MAXQDA Miner Lite software programs, respectively. Our sample is composed by 1000 senior tourists (aged between 55 and 94 years old ( $M= 64.87$ ;  $SD= 7.37$ ), 45.8% male and 54.2% female, mostly married (71.5%), foreigners (52.1%) and retired (62.9%)), as well as by 17 hoteliers (aged between 43 and 59 years old ( $M= 51.15$ ;  $SD= 6.00$ ), 64.7% male and 35.3% female, mostly married (64.7%), with higher education (70.6%) and with director position (52.9%)) and by 23 policy makers (aged between 29 and 73 years old ( $M= 50.31$ ;  $SD= 12.98$ ), 78.3% male and 21.7% female, mostly married (34.8%), with higher education (52.2%) and with President position (43.5%). The results show that tourists are very concerned with destination safety (47.2%), health care (36.9%), comfortable accommodation and hospitality of residents (36.1%), while hoteliers attach great importance to food quality (11.8%) and policy makers to destination safety and financial conditions (13.0%). These results allow us to understand that older tourists and hoteliers have different concerns when planning a trip, as well as older tourists and policy makers have the same concerns with destination safety, which is good for developing new tourism policies in the region, in order to promote senior tourism. In this sense, and as policy makers seem to be aware of the needs and concerns of senior tourists, unlike hoteliers (although they have more direct contact with tourists), we highlight the importance of networking and collaboration between these two groups of stakeholders, in order to create better senior tourism experiences and promote this market segment in this destination.

**Keywords:** Travel Planning Concerns, Tourists, Hoteliers, Policy Makers, Azores, Mixed Study.

## Exploring the Role of Individual and Job Resources in Professional Satisfaction: The Case of the Hotel Sector in the Algarve

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### ABSTRACT

Nowadays tourism occupies a central role in the development of the world economy. However, the empirical evidence on the direct and indirect mechanisms that contribute to improve the job satisfaction of hotel employees is still scarce. The present study followed the motivational process of the Job Demands-Resources (JD-R) model to understand how: two job resources (organizational health and perceived organizational support) were related to work engagement through intrinsic motivation (individual resource); and intrinsic motivation was associated with job satisfaction through work engagement. Data was collected from 504 hotel workers, from establishments with four or five stars, in Algarve Portugal. Through structural equation modelling (SEM) nine research hypotheses were tested, six of them were corroborated. The obtained results showed that job resources, mainly organizational health, were associated with intrinsic motivation to foster work engagement. Furthermore, it was also observed that work engagement mediated the relationship between intrinsic motivation and job satisfaction. According to these results, a set of suggestions were presented for hotel managers to improve the satisfaction of their workers and, consequently, the performance of their hotel units.

**Keywords:** Intrinsic Motivation, Job Demands-Resources, Job Satisfaction, Organizational Health, Perceived Organizational Support, Work Engagement.

## PAPER SESSION 20

### Accessible and Inclusive Tourism

# Collaborative Approach in the Design of an Accessible, Smart and Sustainable Bus Stop at Faro International Airport

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## ABSTRACT

The incorporation of Universal Accessibility, and the associated Universal Design's concept, into Civil Engineering's curricula, at University of Algarve, has been going since 2001, in the Institute of Engineering, in the course unit of Roads and Streets. The focus was placed on urban, architecture and transport engineering curricula. This program was assumed in view of the social dimension of sustainability that considers specific objectives alluding to social equity, equal opportunities in the access of goods and services, and the active participation of all citizens in society. These attributes are also associated with the social inclusion paradigm that must be incorporated in urban design. More recently, these curricula were integrated in the Tourism degree at the School of Management, Hospitality and Tourism in the course unit Transports and Accessibilities in Tourism. In this case, additional focus on accessible services and communication is reinforced because accessible tourism demands societal, psychological and cognitive issues.

These teaching-learning experiences focus on the consideration of innovative technical concepts in the design of the built environment (obstacle-free walkways, smooth slopes, antishaking pavements, tactile surfaces, colour contrast furniture and materials), but also on the development of professional acts taking into account technical standards and also, taking into consideration the perceptions of the users of the spaces, whether they are people with disabilities, the elderly, parents with pushchairs, tourists with trolleys or children.

In fact, traditionally, regulations and technical norms of Universal Accessibility have been developed by architects, engineers and product designers. Nowadays, the processes integrate the collaboration of associations of people with disabilities, elderly and other communities. As Universal Design Principle 3 states, actions must be "simple and use intuitive" and as such, design process must be consistent with user expectations and intuitions, and so, must evolve people with disabilities to understand those.

This is the context of the emergence of the research project Accessibility for All in Tourism (ACCES4ALL), developed between 2017 and 2019, focuses on modal interfaces designed to be age friendly and on accessible tourist's routes. Its main objective was to develop a pilot study of an accessible, smart and sustainable bus stop to be located at Faro International Airport. The layout was done beyond the consideration of (inter)national technical norms and considers the human diversity. The design process was collaborative, focusing on the users' needs. It was a humanized process that required an integrated team constituted by professionals of civil and mechanical engineering, architecture, geography, design, information and communication and tourism, which worked with people with disabilities through national associations and took into considerations the senior tourists' perceptions through an inquiry survey. Students at University of Algarve and Polytechnic Institute of Viana do Castelo were evolved. This paper describes the collaborative approach that was developed in the project ACCES4ALL.

**Keywords:** Accessible Tourism, Collaborative Approach, Accessibility for All, Universal Design Pedestrian Infrastructures, Age Friendly Bus Stop.

# The Integrated Planning for an Accessible and Inclusive Tourism - Do Much More with Much Less...

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## ABSTRACT

In general, the planning and the landscape planning processes have a time frame of adjustment and operationalization out of step with the pace of the society transformation. Urban models and policies designed in the context of demographic and economic growth, no longer respond to current needs.

Expansion models of urban boundaries supported in individual transport, which have led to processes of "gentrification" and social exclusion, inducing unequal dynamics of territorial competitiveness, new centralities and new approaches to old centralities have failed to respond to the wanted of quality of life of the populations and are inadequate to sustainability standards.

In a current context of global aging, facing the need for an urgent reduction in the carbon footprint and when the wellbeing goes through the precession of the quality of territorial experience, the time has come to review paradigms. In this environment of systemic changes, society has to find mobilizing factors, capable of adding wills and accelerating transformations.

Tourism, as activity with a strong connection to the territory and with capacity of consolidating a cluster with transversal impact, can be a relevant drive to induce changes in the relationship between public and private entities. In particular, the dimension of accessible and inclusive tourism, by the multifactorial relationship it induces and the effects it has on the resident population, can be, if with the right integrated scope, a structuring basis for the process of change.

Tourism sector, usually emerges as a demanding player for entities with the responsible for territorial management and regulation, but more than part of the problem, it can be part of the solution, assuming itself as a dynamic partner in the transformation of the urban landscape.

The paradigm shift involves territorial partnerships between public entities and territorial agents of change, which impose a new dynamic, necessarily flexible, leading to a sharing of responsibilities and new models of public and private intervention.

Are we all ready for this "revolution"?

Can and should tourism be the engine of this change?

**Keywords:** Land Scape Planning Processes, Accessible and Inclusive Tourism, New Models of Public and Private Intervention, Territorial Partnerships, Wellbeing.

## Cultural and Accessible Tourism in Algarve

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### ABSTRACT

For an accessible tourism it is considered necessary to have a group of infrastructures with attributes that allow usability for all. The existence of accessible pedestrian paths permits all visitors and residents to enjoy physical environment with smooth and pleasant walk travel.

The accessible tourism can promote the development of leisure activities in cultural spaces, museums, venues, archaeological stations or even outdoor activities, at public space and in contact with the urban and architectural heritage landscape. Several of these spaces, mainly in historic centers, their architectural and urban characteristics lead to physical barriers. This situation can be also identifying in their cultural venues, where can occur some physical and cognitive barriers.

Thus, the principles of universal design are fundamental in an architectural quality and inclusive design. These are recent principles and innovative approaches in Portuguese and Algarve cities, also at urban regeneration interventions. This type of intervention, undoubtedly, enhances the implementation of cultural and accessible tourism. In the Algarve region, the measures that have been applied in recent decades at Faro, Loulé and Portimão municipalities' venues, were related to the elimination of architectural but also psychological barriers.

The needs and expectations of people with disabilities go beyond physical accessibility issues. So, these interventions had promoted not only better conditions of mobility but also better information and communication.

Many of the cities of Algarve region over the last decades have given greater importance to inclusive mobility universal accessibility policies. The cities of Loulé, Faro and Portimão belong to the National network of cities and towns with mobility for all (Rede Nacional de Cidades e Vilas com Mobilidade para Todos), promoted by Portuguese Association of Territory Planners (Associação Portuguesa de Planeadores do Território) and share a common mobility and accessibility strategy.

All those cities, have universal accessible plans (Planos de Promoção da Acessibilidade), which had promoted the implementation of innovative tourism infrastructures. Some examples are: the accessibility plan for Vilamoura, which has made a touristic place more accessible and sustainable and Accessible Network of Portimão (Rota Acessível de Portimão) considered the first accessible tourist route in Portugal.

Also are several international examples of urban accessible plans that benefits direct and indirectly the tourism. The walkability plans designed by the architect Zaha Hadid for London city promotes the walk freely for all on the London's streets, and enable the reduction of pollution sources. In Milan city, for the event Expo 2015, had implemented an urban plan with accessible measures and tourism strategy The Breda city, Netherlands, accessible city winner of 2019, have an accessible urban plan 2017-2030, that's includes the promotion of better conditions for cultural tourism. In sum, the urban plans and related with the accessibility can strongly benefits the tourism in cities, mostly the historical quarters or centers.

This study consists of a literature review and the state of the art about the accessible and cultural tourism in the Algarve region. Also some international practice will be consider in other to identify commonalities and differences.

The aim of this study consists in demonstrate that accessibility for all, in the historic centers, is a positive reality in Algarve region and in Europe. It is a thematic and a segment that it's in a process of growing and can lead to a better performance of sustainable tourism management destination, including the Algarve region.

**Keywords:** Cultural and Accessible Tourism, Historic Centers, Heritage, Sustainability, Tourism and Governance.

# Accessible Tourism in Terms of Formal Planning: The Case of the Istrian County, Croatia

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## ABSTRACT

Accessible tourism has the purpose to create a world without barriers where all destinations, products and services are accessible to all groups of people irrespective of their physical limitations, disability or age. About 15% of the world's population lives with some forms of disability according to the World Health Organization's report on disability (2011). When the number of older people and the number of families with young children (babies and toddlers) are counted, it is clear that a significant share of people in the world's tourist market faces various obstacles in achieving their fundamental human rights in accessing tourist destinations and related infrastructure. These segments of the market encounter various challenges when they do travel, while many refrain from travelling at all. Due to the demographic trend of population aging, by 2030, 33% of European population (including travellers) will be elderly, active people who will need destinations adapted for persons with disabilities (European Commission, 2014).

The theoretical framework examines the concept of accessible tourism and provides a review of the necessary preconditions for forming such a tourist offer available to everyone. Contrary to common belief, accessible tourism surpasses the issues mobility, as it also includes people with mental, mood, vision, speech, hearing, stroke and other conditions. Examples of good practice are also provided as an incentive for the design and implementation of future inclusive projects, representing the aim of this paper.

A research featuring various categories of the tourism offer available to everyone on the case study of the Istrian County is also presented. The analyses compare major towns in Istria and the degree of their adaptation to the needs of this market segment, whereas many practical implications have emerged.

The concept of accessibility lies on three key pillars: physical, informative and service-based. Thus, removing physical barriers, incorporating the principles of universal design into every new building's design, as well as educated staff are key factors in creating additional tourist value.

Keywords: Accessible Tourism, Istria, People with Special Needs, Disability, Mobility, Senior Citizens.

## PAPER SESSION 21

# Intelligence-Based Innovation for Hospitality Management

# Forecasting Hotel Demand for Revenue Management Using Machine Learning Regression Methods

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## ABSTRACT

This paper compares the accuracy of a set of 21 methods for short-term hotel demand forecasting for lead times up to fourteen days ahead. Machine learning models are compared with methods ranging from naïve until exponential smoothing methods for double seasonality proposed by De Livera et al. (2011). The machine learning methods considered include a new approach based on arbitrating, in which several forecasting models are dynamically combined to obtain predictions. Arbitrating is a metalearning approach that combines the output of experts according to predictions of the loss that they will incur. Particularly, the dynamic ensemble method proposed by Cerqueira et al. (2019) is used. The methods were compared using a real time series of daily demand for a four-star hotel located in the south of Europe. The forecasting performance of those methods was assessed using three alternative accuracy measures. Results from extensive empirical experiments led us to conclude that machine learning methods outperform traditional hotel demand forecasting methods. We found that the use of machine learning models can reduce the mean absolute forecast error up to 56% for a 1-day forecast horizon, and up to 32% for a 14-days forecast horizon, when compared with traditional exponential smoothing methods.

Keywords: Hotel Demand, Forecasting, Machine Learning Methods, Metalearning Strategy.

# Revenue Management Practices in High-Speed Trains: Online Pricing Strategy

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## ABSTRACT

Revenue Management was born as a management strategy and as a field of study in the airline industry and expanded over time to other sectors. However, it is not so consolidated in railroad activities, and neither is there so much academic research about it.

Train management awakens interest for Revenue Management implementation in general. However, it has been further studied in the particular case of high-speed trains (Ben-khedher, Kintanar, Queille, & Stripling, 1998; Finez, 2015; Guzman, Preston, & Vasallo, 2016; Mitev, 1996). In the near future, great changes will occur in this sector after the single European Railway Area enters the picture, leading to an increase in competition and to advances on pricing (Abbate, Viglia, Sánchez-García, & Forgas-Coll, 2016; Lang, Laperrouza, y Finger 2013; Ruiz-Rúay Palacín, 2013).

Most recent research takes into account pricing policies depending on the booking horizon. The period considered varies between case studies: Chuang, Chu, & Niu (2010) observe a fourteen days long period, and Zheng, Liu, & Clarke (2017) twenty days prior to departure. In addition, Abbate, Viglia, Sánchez-García, & Forgas-Coll (2016) analysed a 60 days booking horizon. Nevertheless, the target in these studies differs from our mission. The two first analyse a pricing strategic focus on the competition between trains and other means of transport (basically, airlines); and the latter is concentrated on demand behaviour knowledge.

This paper focuses in general on the application of revenue management in the rail passenger transport and is particularly centred on the online pricing policies applied by high-speed trains. It makes advances on how managers define the pricing grid considering a medium time horizon before customer departure, for two kinds of high-speed trains (regular and low-cost), in an origin-destination framework.

Different prices applied in an origin-destination route by the Spanish train company (Renfe) in two high-speed trains have been studied., the special (AVE) and the low-cost (AV City). Data considers around 2 months before the customer departure date for two future target days including both a public holiday weekday and a working-day weekday. Prices contemplate 6 different fare types and departure times. The dataset has been retrieved from a train distribution website. Renfe is the state company of trains in Spain that, to date, operates without competitors.

Our results confirm that Renfe is applying different pricing strategies depending on seasonality, train and fare types and departing hours. In addition to this, the implementation of flexible pricing strategies in Renfe's low-cost high-speed trains (AV City) is proved, as well as more complex and dynamic pricing strategies in the regular high-speed train (AVE). This latter ensures that Renfe partly applies Revenue Management strategies.

The present study has some limitations most of them derived from the methodology applied. The study considers high-speed trains in Spain and the results are obtained with a total of 131 samples extracted for two target days. Future research could consider a broader scope in terms of further variables or the comparison between countries to consolidate theories about the relations between the variables.

Keywords: Revenue Management, Rail Passenger Transport, Online Pricing, High-Speed Trains.

## Revenue Management Implementation in Melia Hotels

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### ABSTRACT

There are success cases of the implementing of Revenue Management in the hotel sector documented for different hotel chains which operate internationally, such as Marriott International, Intercontinental Hotels, Hilton and Starwood (Hormby, Morrison, Dave, Meyers, & Tenca, 2010; Cross, Higbie, & Cross, 2009). However, in the specific case of Spanish firms, this topic has not been sufficiently addressed, in spite of the privileged position which Spain has in the international tourist market.

This research means to study the process of implementing Revenue Management in Meliá Hotels International. Specifically, it distinguishes between the periods of its introduction (2002-2007), strategic consideration (2008-2013) and consolidation as a management philosophy (2014-now).

The research is mainly based on the information published by the firm in its annual reports and that contained in professional journals (Meliá Hotels International, Annual Reports from 2000 up to 2019).

The Meliá chain was founded in 1956 when it opened its first hotel, in Palma de Mallorca (Spain). It currently has 391 hotels, in 44 countries, with more than 98,000 rooms (Meliá Hotels International, 2019; History).

The results demonstrate that during the first years of implementation (2002-2007), the firm based itself on three important decisions, (1) the integration of the distribution via the implementation of a technological platform, (2) the development and enhancement of the firm's webpage as a way of direct distribution in the light of intermediation both in the national and international territories, and (3) the consolidation of the loyalty programme as a way of improving knowledge of their customers and their behavior.

Between 2008 and 2013, an advance takes place towards the strategic consideration of Revenue Management. Policies of prices linked with a segmentation of the demand are designed and applied and there is an investment in Revenue Management Systems. Also, an evolution as to the indicators used for its measurement is noted in the reports. The costs are valued (GopPAR, Gross Operating Profit per Available Room) and competitive analysis between destinations at an international level (RevPAR Penetration Index) is proposed. Another fact to underscore is the extending of the strategy to resorts (mainly located in Latin America). The commercialisation through tour operators is deliberately reduced. And, lastly, there is an identification of the need to improve revenues from other services of the hotel (Food and Beverages) with the aim of applying Total Revenue Management.

From 2014, we can speak of the consolidation of Revenue Management. Until recently, the reports highlight the adaptation of this philosophy to the needs of each hotel, destination and market. There is a commitment to investment in advanced technology and the orientation towards the application of customised prices persists. The aim is to have more automated systems which are technologically more advanced and capable of making forecasts and making price recommendations, working in conditions of efficiency and for large volumes of data. This is the main challenge proposed for the coming years.

Keywords: Revenue Management, Hotel Chains, Melia Hotels International.

# Do Loyalty Programs Drive Direct Website Traffic? An Empirical Analysis of Global Hotel Brands

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## ABSTRACT

Facing a highly competitive environment and selling a product that consumers increasingly regard as a commodity, hotels are intensifying their marketing efforts to attract and retain customers (van Riel, Victorino et al. 2005). A key tactic is leveraging customer loyalty programs (Hua, Wei et al. 2018). To drive more bookings through online channels, most hotel brands are currently growing program membership as well as better leveraging the resulting contact, demographic and transactional data to reach out and develop more personalised relationships with customers (O'Connor 2008). However, although widely presumed, the relationship between loyalty programs and direct website performance remains largely untested.

Using a unique dataset about the top fifty largest hotel brands assembled from multiple secondary sources, this paper investigates the possible relationship loyalty program size/satisfaction and both traffic levels and traffic sources, complementing and extending existing studies by deepening our understand of how loyalty programs can positively impact hotel performance. Research has shown that loyal customers tend to book through the brand's direct web presence (Tanford, Shoemaker et al. 2016), suggesting that brands with stronger programs should have higher proportions of direct traffic. However, they can arrive on the brand's site through a variety of different routes, including direct navigation, organic or paid search, display advertising, referrals from third party sites or from social media (Leung and Law 2008). Each has widely differing costs associated with it, affecting the resulting profitability of any resulting booking. We theorise that there is a direct relationship between loyalty program effectiveness and performance. If loyalty programs are effective, they should have a positive effect on how it attracts visitors. With an established connection to the brand, loyalty program members should already be aware of the brand's existence and navigate directly to its website. They could also arrive through brand marketing efforts that leverage the loyalty database to communicate with members, prompting them to reengage (Tanford, Shoemaker et al. 2016). In contrast, transient customers, less aware of the brand and not receiving promotional efforts, are more likely to arrive through search, and in particular paid search, where the resulting transaction costs negate many of the benefits of capturing a direct booking (O'Connor 2020).

Despite theoretical arguments, the study found little evidence that brands with larger/better loyalty programs drive more traffic through direct navigation. There is, however, some evidence that program size is positively associated with traffic generated through both email and social media, suggesting that direct marketing efforts by hotel brands may be having a positive effect. Program satisfaction has a similar effect, with the association with proportion of direct traffic both insignificant and weak, but the associations with email and social both significant, positive and moderately strong. In addition, the association between satisfaction and traffic from both referrals and display advertising is significant and negative, providing further evidence that better loyalty programs drive higher levels of direct traffic.

Keywords: Loyalty Programs, Website Performance, Hotel Sector.

# Online Reviews: A Pathway to Improve Hotel Management

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## ABSTRACT

**Purpose:** The purpose of this study is to verify how online reviews posted on review platforms, such as TripAdvisor and Booking.com can become a useful tool for the improvement of hotel performance and management through an in-depth analysis of scientific papers published between 2008 to present. In doing so, this paper aims to identify a variety of general contributions that the analysis of online reviews can bring to hoteliers, regardless their category, location or size.

**Methodology:** Based on previous works, such as Kizildag, Altin, Ozdemir and Demirer (2017), as well as Le, Scott and Lohmann (2019), a systematic literature review is conducted in the interest of gathering referred journals that explore the use of online reviews as an instrument to the hotel industry and provide meaningful insights for practitioners based on their findings. As the volume of online guests' evaluation for hotels started to become popular from 2006 (Duan, Yu, Cao & Levy, 2016), refereed journals written in English, Spanish and Portuguese, published worldwide between January 2008 to January 2020 and containing the keywords: online reviews, hotel performance, hotel improvement and hotel development were researched in 11 different databases. Only peer-reviewed scientific papers were included in the search to ensure the quality of the review.

**Findings:** Having examined the empirical content of a total of 59 relevant peer-reviewed scientific articles, a range of approaches showing how user generated content support managerial decisions, marketing strategies and business development are uncovered. Findings show that online reviews extracted from the most popular review platforms combined with data mining techniques and methodologies, such as sentiment analysis, clustering and regression analysis have been allowing scholars and researchers to understand which tangible and intangible accommodation attributes influences hotel guest's overall satisfaction, besides segmenting markets, identifying market trends as well as improvement opportunities and shifts in guests' behavior. Although a significant number of managerial implications are uncovered, research gaps are identified and clues for future studies are provided.

**Implications:** This review provides both theoretical and practical contributions. Besides contributing to the existent literature by presenting a variety of applications of online reviews, findings of this study also provide managers and marketers from the hospitality industry with insights on how to take advantage of online reviews to improve their business performance.

**Originality:** Despite the growing number of scientific publications on how online reviews can become an instrument for hotel business development, only a few studies gathered these papers in order to verify the plurality of ways it can be used and their managerial implication for hoteliers. Thus, this paper fills this research gap.

**Keywords:** Online Reviews, Hotel Performance, Hotel Management, Systematic Review.

## PAPER SESSION 22

**Breaking Old Barriers for a New Industry**

# Nature-Based Tourism Destinations Choice: A Generational Approach

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## **ABSTRACT**

Nature-based tourism refers to forms of leisure based on experiences directly related to natural attractions and it is one of the largest and fastest growing areas contributing to the growth of the world tourism industry is nature-based tourism. On the other hand, national parks and other protected areas contribute significantly to the conservation of nature and even sustainability.

Nature-based tourism attracts tourists of all generations. But the social and cultural history of each generation influences their particularly preferences and tastes and thus their travel behavior (Lehto, Jang, Atchana & O'Leary, 2008).

The concept of generational cohorts emerged from Sociology and has been applied to tourism particularly to explain consumers' past, present and future behavior. Predicting the effects of generational demographic changes in the way we live and travel is a central focus of the future tourism literature (Gardiner, Grace & King, 2014, p.705).

Given the growing demand for natural spaces as tourism destinations and the importance of generations influences in the decision choice process, the study intend to analyze the travel behavior to Nature-based tourism of Millennials, X Generation and Baby Boomers tourists, concerning to number of visits, accommodation choice, trip planning, length of stay, transportation and traveling companions. Also, the study considers the attitudes of tourists towards Nature.

Insights from an empirical study of 305 tourists - 105 Millennials; 105 Generation X and 105 Baby Boomers - who visit the protected areas of Douro Internacional, Arribes del Duero and Serra da Estrela Natural Parks, family life shapes travel preferences of Generation X, diversity is the preference of Baby Boomers and autonomy is the lifestyle of the Millennials. The findings support theoretical conclusions from previous studies, which concluded that are differences in travel planning and behavior between tourists' generations.

The study intents having better insights into how travel behavior changes during the generation transitions. Also, presents theoretical and practical implications to Nature-based destinations managers and marketers to design and create tourist experiences for different consumers in order to make their experiences more sustainable, memorable and get their intention to revisit the destination. Finally, the study presents limitations and directions for future research.

**Keywords:** Nature-based Tourism, Travel Behavior, Generations.

**Acknowledgments:** This work is financed by national funds through FCT - Fundação para a Ciência e Tecnologia, I.P., under the project UID/Multi/04016/2016. Furthermore we would like to thank the Instituto Politécnico de Viseu and CI&DETS for their support.

# The Role of Ports in Tourism: The Case Study of Porto Santo Harbour

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## ABSTRACT

The island of Porto Santo belongs to Madeira Archipelago and is seen as an idyllic paradise for its warm waters and its iconic sandy beach. Although it faces some vulnerabilities such as the insularity, small economy, geographic remoteness, scarce populations, area and available resources. Nevertheless, these disadvantages have a silver lining due to fact that small territories can act as laboratories to test and develop models, that subsequently can be implemented in larger scale.

Based on data provided by DREM, Direção Regional de Estatística da Madeira (2014), Tourism contributes approximately 18,3% of the gross value added of R.A.M. (Região Autónoma da Madeira), which means a value of 218,5 million euros. As a result, the tourism sector is one of the most important for R.A.M..

The present study presents a comparative analysis between air and maritime transportation regarding tourism. Additionally, it focus and studies the inoperability hours per year of the Port, in order to understand the impact on tourism. It also highlights some measures, intending to provide directions to increase the touristic affluence in a sustainable way, i.e. reducing tourism seasonality, the beach dependency, and embracing new trends such as submarine touristic tours, eco-tourism among others.

The main goal of this research is to understand the role of ports as a tourist booster, and the outcomes of having a faster and more diversified maritime transportation system. The climate changes and winds regime that can affect and even gradually reduce the demand of Madeira Island as a tourist destination. In this scope, Porto Santo's can be vital as strategic scaling point to mitigate accessibility issues to "Madeira's International Airport: Cristiano Ronaldo", during the before mentioned events.

Furthermore, access the relevance of implementing recent concepts, like the I.O.T. (The Internet of Things), GIS (Geographic Information Systems) based apps, and augment reality, regarding the tourism and travel industry.

On this subject, of innovation and eco-friendly measures, Porto Santo island is on the right track, considering the brilliant bet made by the Regional Government, concerning the project: Smart Fossil Free Island, which may be a significant catalyst to eco-tourism and to increase Porto Santo's international visibility.

It is noticeable that the current conjuncture is of utmost environmental sensitivity, thus being of paramount importance to improve and update the shipping industry and inherent infrastructures. Still, in this matter, there is an urgent need to regulate and to prevent the massification of this tourist destination.

The obtained, (preliminary) results suggest that diversifying the offer and the frequency of maritime transportation can improve substantially the touristic affluence and therefore the economy of Porto Santo's Island.

As a final assertion, sustainable tourism, will be the one that is highly adaptable and reliable in the long term, providing a steady source of employability and income, with unnoticeable environmental impacts and simultaneously a source of well-being and revitalization for tourism.

**Keywords:** Economic Growth, Insular Territories, Ports, Tourism Sustainability, Transportation and Mobility.

# Tourism Destination Image of Oporto City Perceived by International Tourists

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## ABSTRACTS

Destination image and associated specific destination attributes are the most significant factors in travel decision-making particularly in destination choice. Thus, an attractive and unique image is crucial to attract tourists mainly international tourists. On the other hand, destination image is critical for having successful city marketing.

The city of Oporto in Portugal is one of the oldest metropolitan regions in Europe, the second largest city in Portugal and was considered the best tourism destination in the world by the World Travel Awards.

The purpose of this study is to measure the image that international tourists hold of the Oporto city as a tourism destination. In order to do that, the study used quantitative and qualitative methodologies.

Based on a extensive literature review on tourism destination image and insights from an empirical study of 200 international tourists who visited Oporto in 2018, indicate that Oporto is associated with (1) infrastructures, accessibility and leisure activities; (2) culture and prestige; and (3) hospitality and local culture. Also, and based on top-of-mind approach – the first word replied considered the top of the mind association – the Oporto is also associated with (4) wine; (5) food; and (6) culture.

Discussion is focused on theoretical and practical implications of these findings for tourism destination planning, marketing and management. Conclusions include study limitations and directions for future research..

**Keywords:** Tourism, Destination Image, Destination Marketing, Oporto City.

**Acknowledgments:** This work is financed by national funds through FCT - Fundação para a Ciência e Tecnologia, I.P., under the project UID/Multi/04016/2016. Furthermore we would like to thank the Instituto Politécnico de Viseu and CI&DETS for their support.

# How Has Science Highlighted Sports Tourism in Recent Investigation on Sports' Environmental Sustainability?

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## ABSTRACT

Nowadays, mitigation of environmental impacts calls for urgent action, which is highlighted on the agenda of the major international organizations, such as the United Nations, focusing cross-cutting areas of intervention. Among these areas are sport and tourism, in which specific concepts such as sustainable tourism and ecotourism have emerged. The present work aimed to understand how scientific research has recently studied the environmental sustainability of sport services and practices in the tourism contextualization.

A systematic literature review was developed, considering the time interval 2013-2018, approaching the theme by focusing and comparing the individual sports actors and sports organizations. Data were collected from four scientific databases - Scopus, Web of Science, Sage and Science Direct - and were scrutinized in the PRISMA protocol. The data analysis was done using the methodologies of systematic quantitative literature review and content analysis, supported by software Nvivo 11 and EndNote X7.

Among the main results, the following stand out:

- a) More than half of the studies (99 publications) on the relationship between sport and environmental sustainability captured in this review focused on sports tourism, in which the study context of natural and protected areas, including the marine ones, assumed a great expressiveness;
- b) The environmental pillar of sports tourism has been predominantly investigated through the study of the sports tourist (67 publications), mostly as a sports practitioner. Conversely, the spectator's role has received much lesser attention from science. Research on sport tourists has had a greater focus on the study of factors influencing greener behaviour. In this context, both recreation specialization and environmental attitudes were identified as the studies' predominant variables. Moreover, the satisfaction and perception of the destination's ecological image, according to the sports practitioner's perspective, also proved to be factors capable of influencing the sports tourists' environmental behaviour, producing several implications for tour operators.
- c) The study of environmental sustainability in sports tourism organizations has received less attention from research (36 publications). In this context, natural areas management organizations and sport tourism operators were the most studied organizational typologies, and collaboration among stakeholders was highlighted as a key factor in achieving a more ecological management practice.
- d) At the organizational level, several studies have identified strategies and tools to support the environmental sustainability of sports tourism (24 publications). The first point to the dissemination of environmental information that focuses on the sport tourism context and the desired sports tourists' environmental behaviour, and also to the management and planning of the sporting offer segmenting the type of sport tourist that is intended to reach. Regarding tools, most studies have identified scales and maps for environmental impact assessment in specific geographic contexts, such as protected areas, coastal and marine areas as well as ski areas, to help sports organizations plan and manage resources in a more environmentally sustainable way.

The results of this study provide valuable information regarding the theme of environmental sustainability, mapping the sports area in the tourism context through an innovative approach, focused on sports actors at the individual and organizational levels.

**Keywords:** Environmental Sustainability, Nature-Based Activities, Protected Areas, Sports' Actors, Sports' Organizations, Sports Tourism, Tourism.

# Architecture at the Service of Nautic Tourism in Portugal Contexts and Practices in a Country of Tourist Vocation

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## ABSTRACT

In contemporary society, sport is considered as a social event of the utmost importance, whose practices are based on the emergence of new paradigms, having as its field of intervention, the society of leisure and consumption. A paradigm at the level of specialization factors, in the organizational, political and institutional dimension. Due to its ability to mobilize wills, feelings, emotions and universal appeal, sport is considered one of the largest social phenomena in the world (Macpherson and Curtis, 1989).

Portugal has a unique climate in Europe for sea-related activities, with 2800 km of coastline, rivers and dams. But there are still several obstacles, from bureaucracy to the need for consistent measures, to medium and long-term financing. The data point to an increase in demand in this sector over the next decade and among experts, entrepreneurs and other players, all agree on the need for the bet. But there are still several obstacles, from bureaucracy to the need for consistent measures, to medium and long-term financing. The data point to an increase in demand in this sector over the next decade and among experts, entrepreneurs and other players, all agree on the need to invest in nautical tourism.

The aim of the study is related to the need to know if an archetype of sports equipment serves the interests of those involved in sports and nautical tourism, belonging to the central coast of Portugal, particularly the Baixo Mondego sub-region, in particular the territory of Figueira da Foz. This is a qualitative and interpretative research, based on a case study, and the questionnaire survey is the primary primary data collection technique, complemented by documentary analysis, with respect to data collection from secondary sources.

The prototype conceived represents a 'New Concept', of variable geometry, in a format adaptable to the different demands and contexts of nautical tourism practices and consumptions, respecting the needs of the practitioners and potential interested, in the leisure nautical aspect, competition and training, informal practice, comfort, training, research and innovation in the manufacture of materials, clothing and accessories for the practice of different sports.

Keywords: Architecture, Sport Management, Sports Facility, Sociology, Nautical Tourism.

# Innovative Sports Experiences in Algarve Hotels: Experiential Learning in Sport Tourism Curriculum

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## ABSTRACT

The tourist experience is conceived as an escape from everyday life, composed of elements such as dream, playfulness, authenticity, happiness, imagination, and satisfaction (Sheng & Chen, 2013). Within this context, sport practices are one of the essential elements in the creation of meaningful tourist experiences (Mikulić & Prebežacm, 2011) which should integrate the practices (sports), the people (tourists), and the place (local community and their culture) - the 3'P of sport tourism - (Pereira & Carvalho, 2004).

Through a process of experiential learning, innovative sports experiences in Algarve hotels were developed by students within the module “sport, leisure and tourism” in the 3rd year of studies within Sports undergraduate degree. This process had five stages which comprised: 1<sup>a</sup> - an initial interview and direct observation. The business process management model (Ko, Lee & Lee, 2009) was followed by the students in order to optimize resources and increase customer satisfaction; 2<sup>a</sup> - the students started the case analysis in class but also in the real context by analyzing: i) data from interviews; ii) items of natural and patrimonial contexts; iii) facilities and sport equipment of the organization; iv) benchmarking with similar organizations; v) research papers about market demands and their trends; 3<sup>a</sup> - a portfolio of solutions was designed and presented by the students to directors of hotels, followed by finding a solution for the case in terms of service(s); 4<sup>a</sup> - creation of an action plan with (sub)tasks, timeline, resources in order to plan the implementation of the solution; 5<sup>a</sup> - implementation of the solution and the report of the case study.

This case study allied to experiential learning allowed: i) the creation of a tourist sport package that fitted the needs and objectives of the hotels in the Algarve; ii) the innovation and diversification of offers, and attracted new (senior) clients; iii) the creation of an awareness among the students/future professionals of sport and the CEO of the hotels about the importance and ways of linking sport and tourism and; iv) the transferability of knowledge/intelligence from the university to the tourism, and helped to bridge sport tourism theory and tourism practice.

Keywords: Experiential Learning, Hotels, Innovation, Sports Experiences, Sport Tourism Curriculum.

## PAPER SESSION 23

**A Nice Place to Live Is a Nice Place to Visit**

# Gendered Perceptions of Tourism Impacts in Small Communities

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## **ABSTRACT**

Tourism is one of the largest pillars of world economies being responsible for greater globalization and socio-cultural openness, attraction and fixation of business, diversification of services, and greater opportunities for employability (Dwyer, Forsyth, Madden, & Spurr, 2000). Tourist activity gradually transforms destinations and consequently the daily lives of its inhabitants. Despite the importance of residents to tourist destinations and local communities their role is often overlooked (Jordan, Spencer, & Prayag, 2019). The residents' gaze is a key point for the research of tourism impacts, given the fact that they are the ones who have the most emotional and cognitive connection and attachment to these destinations and are witnesses of major changes in their hometowns.

Therefore, residents' perceptions are crucial to a better understanding of the general insights of tourism impacts, particularly in small cities where those transformations are most evident (McGregor & Thompson-Fawcett, 2011). On the other hand, the gender study in tourism is vital for a better understanding of the tourist reality as a social phenomenon. Thus, the perception of positive and negative effects of tourism may vary depending on the moral and social attributes of each individual. Considering this factor, this study takes a gender approach in order to better understand the perception of tourism impacts by establishing a gender comparison.

The present work aims to analyze the gender-based relation between place-attachment and tourism impacts from the resident's perspective on small communities. The study is grounded on 300 valid surveys of small-town residents in Portugal. The measurement instrument was structured in two parts: the first one measures residents' perceptions of the effects of the tourism development, considered 50 items of positive and negative cultural, social, economic and environmental impacts through a 5-point Likert scale. The second part measures the level of place-identity and place-dependence, totaling 16 items and measured using a 5-point Likert agreement scale. According to the results, positive sociocultural impacts are more perceived by female respondents than by male respondents. Using the hypothesis test it is concluded that the differences between male and female regarding positive socio-cultural impacts are actually statistically significant. Also the negative socio-cultural impacts are more perceived by female respondents compared to male respondents. From a purely descriptive standpoint, negative economic impacts, are more valued by male respondents than female respondents. However, these differences were not found to be statistically significant.

The tourism impacts are significant to different communities, groups and individuals depending upon their gender, personal characteristics, values, attitudes and the type of resources available for tourism development. Within this, the study aims to contribute to the development of the literature regarding the perception of the impacts of tourism linking with the residents' perspective on small communities. It is intended to contribute to a greater awareness of the effects of tourism by helping to implement long term policies that benefit the community by improving their quality of life. and strengthening the bonds between people and people and place.

**Keywords:** Tourism Impacts, Residents Perceptions, Gender, Small Communities.

# Place Attachment and Authenticity Perception of World Heritage Sites - Do visitors and users feel the same?

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## **ABSTRACT**

Since its first classification in 1978, World Heritage Sites (WHS) and tourism have shared a long and common history, since these places are recognized as icons and are highly valued as tourism destinations by the international community. As predicted by Russell Train, a mentor to the World Heritage Convention, the “World Heritage” classification would be eagerly sought and the sites identified would become “five-star” world attractions and play a huge role in the fast expansion of the tourism business (Rao, 2010). WHS are extremely important tourism destinations, increasingly sought by tourists who want to experience authentic places, with strong historical and cultural roots related to the community and the territory (NCDOT, 2000).

WHS are treasures that belong to everyone, so they must be available to the community and to tourists and simultaneously be protected to be enjoyed by future generations. WHS are regarded as places whose authenticity makes them different and unique (Turok, 2009); they are granted a universal value (Naou 2004, Kolar and Zabkar 2010), and a cultural and a heritage value (McKercher and Du Cros 2003). The latter being one of the factors that will have the highest impact on tourists' destination choice (Yeoman et al., 2007).

World Heritage Sites (WHS) represent the culture of the country in which they are located and, at the international level, are symbols of these places (Shackley, 1998). From a human, social and cultural perspective, a WHS is much more than a collection of buildings representing the accumulation of cultures and traditions and the heritage values that these cultures have produced or reused. More importantly, WHS are places made of people: residents, communities, visitors, tourists (Su and Wall, 2014).

Specifically, in WHS that are inhabited or fully functioning, the relations between residents or users and visitors and tourists are especially complex. In addition, the connections those different players establish with the place itself is multifaceted. Also, residents have a crucial role in WHS destinations fruition since they are the protagonists of tourists' immersion in experiences that are intended to be unique and authentic (Ashworth and Tunbridge, 2000). Residents relate with the tourists and perform storytelling experiences giving meaning to the place. However, the authenticity of WHS is faced in different ways by residents/users and visitors/tourists. Residents/users have a constructive perception of authenticity connected with cultural and social references; instead, visitors/tourists have a more existential perspective that is linked with their enjoyment and entertainment (Richards, 2007).

The current research paradigm reinforces the importance of studying and understanding the subjective, emotional, and symbolic meanings that individuals attach to places (Williams & Vaske, 2003). The main goal of this paper is to analyze the place-attachment and authenticity perception that two different players – users and visitors – develop with a WHS fully functioning, the University of Coimbra, UNESCO WHS since 2013 (UNESCO, 2019). From a database of 2550 users and visitors it was possible to conclude that there are significant differences those two very different players have with the WHS regarding: i) place-attachment, namely place identity, place rootedness, place familiarity and place memory; and ii) authenticity perception attributed to the object and the experience that. The results allowed drawing significant implications for science and management.

**Keywords:** Authenticity, Place-Attachment, Residents, Tourists, World Heritage Sites.

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# Looking at the Relationship Between Tourism and Sex Beyond Sex Tourism

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## ABSTRACT

Literature is unanimous about the sexual nature of tourism. Sex is part of life and if people participate in sexual activities at home, then certainly one must expect them to participate in sex when they travel (McKercher & Bauer, 2003). Actually, one must expect them to engage in more sexual experiences, due to the liminal nature of tourism or, at least, one must expect those experiences to be more intense, due to the loosening of social control.

Most of the studies produced under the relationship between tourism and sex has focused disproportionately on commercial sex tourism, child sex tourism, tourist orientated prostitution, human trafficking, gender inequalities, violation of the human rights and the spread of HIV as a result of sex tourism (Carter & Clift, 2000; Cohen, 1982; De Albuquerque, 1998; Kempadoo, 1999; Michel, 2009; O'Connell-Davidson, 2001; Oppermann, 1999, 1998; Piscitelli, 2004; Ribeiro & Sacramento, 2006; Sanchez-Taylor, 2000, among others).

Despite the importance of these studies, helping raise awareness of legitimate issues, the commercialization of sex is only a small portion of the total spectrum of human sexual behavior in tourism context (Carr & Poria, 2010; McKercher & Bauer, 2003; Ryan & Hall, 2001). For many people, especially couples or families on vacation, sex is a continuation of their regular lives, although possibly at a higher frequency and intensity (McKercher & Bauer, 2003). In fact, the vast majority of people who have sex when traveling, do it with their regular partners or with new partners in a short, but consensual and gratifying relationship (Idem).

The purpose of this study is to examine tourists' perspectives and practices related to sex and romance in one of the most recognized sun and beach tourism destinations in Europe, the Algarve (South Portugal). The Algarve is not a sex tourism destination. It is a destination for families, couples, and friends on vacation, where sex plays a central role, far away from home and the daily life constraints. Therefore, there is a need to understand tourists' sexual behaviors beyond "sex tourism paradigm" (Carr & Poria, 2010).

The research used a mixed methodology and the data were collected during the summers of 2014 and 2015. Tourists were invited to participate, answering a semi-structured interview guide and a questionnaire. In total, 29 interviews were recorded and 1.015 questionnaires were fulfilled.

The results show the strong relationship between holidays and romantic/sexual encounters, in terms of new involvements and in strengthening the existing relationships. The liminal nature of tourism provides new opportunities to engage in sex and romance with the usual partners or with new found partners. Because vacation time is limited, tourists live sex and romance in an extraordinary way, creating good memories about the experiences and the destination.

In addition, the results show different behaviors according to gender. Sex double standard still constrains sexual perspectives and practices, in the case of women (Connell, 1987; Jackson & Scott, 2002). Occasional sex is mainly part of the male imaginary, while women relate vacation trips to the ideal of investing in the existing relationships.

**Keywords:** Sex, Romance, Tourism, Liminality, Gender, Sexual Double Standard, Algarve, Mixing-methods.

# Rural Territories and Residents' Perceived Image: A Generational Analysis

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## **ABSTRACT**

Places are social and cultural productions more than simply physical areas and powerfully marked by people's imaginary. Rural spaces are socially constructed and provide positive associations with attributes that are very attractive to urban tourists and qualify residents' life. Rural spaces are embedded in a nostalgic atmosphere and have tangible and intangible attributes that are part of an idyllic place where quality of life through less rushed, complex and stressful lifestyle, a simpler and healthier life, is kept.

There has been an increasing focus on the social construction of the rural in which perceptions, representations and images have become important aspects in the analysis of the rural image (Vik & Villa, 2010, p.158), mostly because how a place is represented, influence people to live, visit and re-visit it (Morgan et al. 2002).

The attractiveness of the rural spaces is indeed strongly linked with its image and within the context of perceptions of rural areas, the purpose of this study is to identify the rural destinations' images from the perspective of residents through different generations.

The data was performed using content analysis procedures through a coding process. The registration unit chosen was the topic itself and frequency chosen as the enumeration rule. The categorization mode used was the topic (Mucchielli & Montorio 1972) and the categories were selected a posteriori after a first reading of the answers (Bardin 1977).

The findings of this study confirm the previous research findings, which states that the images associated with the rural areas are mostly positive and attractive for all generations (Vik & Villa 2010). Also, to Baby boomers, Generation X's and Millennials, rural spaces are identified with their physical features. However, there are differences when each characterizes those places.

The work identified those differences and also study implications and study limitations are presented.

**Keywords:** Rural Territories, Generations, Perceptions, Residents, Tourism.

Acknowledgments: This work is financed by national funds through FCT - Fundação para a Ciência e Tecnologia, I.P., under the project UID/Multi/04016/2016. Furthermore we would like to thank the Instituto Politécnico de Viseu and CI&DETS for their support.

# THE T-FORUM PROGRAMME

**WEDNESDAY, NOVEMBER 4<sup>th</sup>**

**14:00–14:30**

## **Opening Ceremony**



Paulo Águas, University of Algarve, Portugal

Pedro Lopes, Pestana Group, Portugal

João Fernandes, Algarve Tourism Board, Portugal

Patricia Pinto, CinTurs, University of Algarve, Portugal (Moderator)

Jafar Jafari, The t-Forum Co-Founder

Rita Marques, Secretary of State of Tourism, Portugal

**14:30–16:00**

## **Panel 1 - Plenary Session What the Industry wants the Academia to Investigate**

Alexandra Rodrigues Gonçalves, CinTurs, University of Algarve, Portugal, Moderator

Francisco Serra, University of Algarve, Portugal

Mário Candeias, Espinas Hotel Group, Iran

João Ministro, Proactivetur, Portugal

**16:00–16:30 t-Break**

**16:30–17:00**

## **Keynote Talk - Knowledge as the Driving Engine of Sustainable Tourism**

João Albino Silva, CinTurs, University of Algarve, Portugal

**17:00–17:30**

## **Keynote Talk - Utilizing Hotel Data to Maximize Tourism Intelligence**

Steve Hood, STR, USA

**17:30–19:00**

## **Parallel Presentations**

### **Workshop 1 - Aligning the Shared Tourism Economy with a Destination Brand**

Duarte B. Morais, North Carolina State University, USA, Moderator

Gene Brothers, North Carolina State University, USA

### **Paper Sessions - Concurrent Sessions**



**THURSDAY, NOVEMBER 5<sup>th</sup>**

**09:00-09:30**

**Keynote Talk - How to Reduce Operating Cost, Increase Environmental Sustainability and Improve one's Image**

Sara Dolnicar, University of Queensland, Australia

**09:30 -11:00**

**Panel 2 - Plenary Session Covid-19 and the New Challenges for Tourism: shaping a new reality**

Leonídio Paulo Ferreira, Diário de Notícias, Portugal (Moderator)

Elidérico Viegas, Algarve Hotels and Resorts Association, Portugal

Cristina Siza Vieira, AHP – Portuguese Hotels Association, Portugal

João Fernandes, Algarve Tourism Board, Portugal

Alberto Mota Borges, Faro Airport Director, Portugal

**11:00-11:30 t-Break**

**11:30-13:00**

**Parallel Presentations**

**Panel 3 - Managing Tourism Under Uncertainty (RTA)**

Luís Serra Coelho, University of Algarve, President of the Algarve Regional Delegation of Economists Order, Portugal, Moderator

Luís Correia da Silva, D. Pedro Golf CEO, former Secretary of State for Tourism, Portugal

José Lopes, Portugal Easyjet Country Manager, Portugal

Ana Carvalho, Executive Member of COSEC, Portugal

Mário Azevedo Ferreira, NAU Hotels & Resorts CEO, Portugal

**Paper Sessions - Concurrent Sessions**

**13:00-14:30 Lunch Break**

**14:30-16:00**

**Panel 4 - Plenary Session Covid-19 and the New Challenges for Tourism: from crisis to recovery**

14:30-14:45 Francisco Calheiros, Portuguese Tourism Confederation, Portugal

14:45 -16:00 Luis del Olmo, Passionality Group, USA, Moderator

Pedro Lopes, Pestana Group, Portugal

Tom Jenkins, representative of European Tourism Association, London

Francisco Pita, Representative of ANA, Portugal

Nuno Pimenta, Representative of Google, Portugal

**16:00-17:30**

**Parallel Presentations**

**Panel 5 - Smart Destination – Solutions Made in Algarve (CCDR)**

Francisco Serra, University of Algarve, Portugal, Moderator

Adelino Venturinha, Itelmatis, Portugal

João Raposo, Âmago, Portugal

Bruno Martins, Conceptek/Shiji, Portugal

Paulo Bica, SPIC, Portugal



**Workshop 2 - Introduction to Fuzzy Set Qualitative Comparative Analysis**

Hessam Sarooghi, Butler University, USA

**Paper Sessions - Concurrent Sessions**

**17:30-18:00**

**Keynote Talk - Tourism Research, Policy and Industry: Forging a Common Ground**

Renata Tomljenović, Institute for Tourism, Croatia

**FRIDAY, NOVEMBER 6<sup>th</sup>**

**09:00-09:30**

**Keynote Talk - Tourism Experiences**

Noel Scott, University of the Sunshine Coast, Australia



**09:30-10:30**

**Panel 6 - Plenary Session Tourism Experiences for Success**

Noel Scott, University of the Sunshine Coast, Australia, Moderator

Jianyu Ma, Shanghai Normal University, China

Serena Volo, Free University of Bozen-Bolzano-Brunico, Italy

Magdalena Osmola, Vale do Lobo, Luxury Golf & Beach Resort, Portugal

**10:30-11:30 t-Break**

**11:30-13:00**

**Parallel Presentations**

**Panel 7 - Road-mapping Training/Education for Boots on Tourism Grounds**

Fanny Vong, Macao Institute for Tourism Studies, China, Co-Moderator

Kazem Vafadari, Asia Pacific University, Japan, Co-Moderator

Diamantina Rosario, Macao Institute for Tourism Studies, China

Ali Jafari, Indiana University, USA

**Paper Sessions - Concurrent Sessions**

**13:00-14:30 Lunch Break**

**14:30-15:00**

**Keynote Talk - Climate: An Existential Crisis**

Geoffrey Lipman, SUNx, Malta

**15:00-16:30**

**Panel 8 - Plenary Session Climate Friendly Travel by Águas do Algarve**

Geoffrey Lipman, SUNx, Malta, Moderator

Herbert Hamele, Ecotrans, Germany

Gordon Sillence, Janela Aberta 2, Portugal

Leslie Vella, Malta Tourism Authority, Malta

Teresa Fernandes, Águas do Algarve, Portugal

**16:30-18:00 Closing Session**

**Panel 9 - Plenary Session Agenda for Mobilizing Intelligence in Tourism (the t-Forum)**

Alfonso Morvillo, The t-Forum Co-Founder

Geoffrey Lipman, SUNx

Jafar Jafari, The t-Forum Co-Founder (Moderator)

João Albino Silva, CinTurs, University of Algarve

Pedro Lopes, Pestana Group, Portugal

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