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2

Table of Contents

Towards an innovative classification - grouping of variables that compose organizational culture

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Abstract

Through the thorough content analysis of the theories of: Handy (1976), Hofstede (1984), Cooke (1988), Goffee & Jones (1998), Deal & Kennedy (2000), Cameron & Quinn (2011), Yaakov & Shlomo Yedidia (2012), Yahyagil (2015) and Bavik (2016) regarding the types of organizational culture, the researchers concluded that the culture of an organization is determined by seventeen different groups of elements, which formed a seven-grade classification ladder. This classification ladder reflects the extent to which each group of elements is considered significant or not in determining organizational culture by each one of the above-mentioned authors/ researchers. Particularly, the grouped elements incorporated in this seven-grade classification ladder according to how many of the above authors/ researchers refer to this group of elements. It was found that the groups of elements named: change and power, hierarchy and structure are the most important in determining organizational culture, since they are reported by a total of eight out of nine authors/ researchers. While the group of elements named: vision and goal setting is considered the least important since it is only mentioned by two main authors.

1   INTRODUCTION

The literature review revealed numerous researchers and authors (Fletcher & Jones, 1992; Panayotopoulou, Bourantas & Papalexandris, 2003; Vilkinas & Cartan, 2006; Marlen, 2010; Chen, 2010; Cameron & Quinn, 2011; Yahyagil, 2015; Bavik, 2016 and others) who seek to classify the different types of organizational culture, using specific elements. The analysis of the different theories regarding the types of culture, in combination with the codification of the elements of organizational culture will lead to a deeper understanding of the concept of culture within an organization, as well as to the definition of specific elements that define organizational culture. Based on the above, on the near future a model will be created which will measure the role as well as the extent to which the reward systems affect the processes of change of organizational culture in five-star hotels.

2   METHODOLOGY

The present manuscript is divided into three sections. The first section presents in a concise manner the main categories of elements that constitute organizational culture in three levels (shell, mantle and core). In the second section the classification of the different components of organizational culture is performed, according to the findings of the first section as well as on the way those components are presented through the different theories regarding the types of organizational culture. This was conducted through the combination of similar or related concepts, in accordance with the spirit of: Handy (1976), Wilkins & Ouchi (1983), Hofstede (1984), Cooke (1988), Cooke & Szumal (1993), Bignardi (1996), Goffee & Jones (1998), Deal & Kennedy (2000), Harris & de Chernatony (2001), Sorensen, (2002), Lewis (2002), Melé (2003), Lok & Crawford (2004), Denison, Lief & Ward (2004), Dowton, (2005), Balthazard, Cooke & Potter (2006) Powell (2006), Marlen (2010), Minkov & Hofstede (2011), Cameron & Quinn (2011), Yaakov & Shlomo Yedidia (2012), Bolman & Deal (2013), Klein, Wallis & Cooke (2013) and Venaik et al (2013). In the third section, based on the classification of the components of organizational culture, the researchers proceeded to the ranking of the classified elements of organizational culture. This ranking was based on the extent that the nine most relevant authors/ researchers (Handy, 1976; Hofstede, 1984; Cooke, 1988; Goffee & Jones, 1998; Deal & Kennedy, 2000; Cameron & Quinn, 2011; Yaakov & Shlomo Yedidia, 2012; Yahyagil, 2015 and Bavik 2016) refer or not in each separate component of organizational culture. For example, the concept of "change" as an element of organizational culture is referred by eight out of nine relevant authors/ researchers, while the concept of "risk/ innovation" is referred by five out of nine relevant authors/ researchers. It is important to mention that from the study and the classification of the international literature emerged that, many of the elements of organizational culture in their various manifestations are treated simultaneously as elements of the surface, the mantle and the core by the same relevant author/ researcher. In that case, the

recording of the relevant author/ researcher is unique, i.e., the name of an author/ researcher cannot be counted twice in the definition of the final classification.

3   ORGANIZATIONAL CULTURE

The theoretical approaches of Kilman, Saxton & Serpa (1985), Kotter & Heskett (2011), Johnson, Scholes & Whittington (2007) and Schein (2010) agree that the elements that constitute organizational culture are displayed at different levels of depth and degree of visibility to the observer within an organization. The authors, in the following figure, present the summary of the above findings.
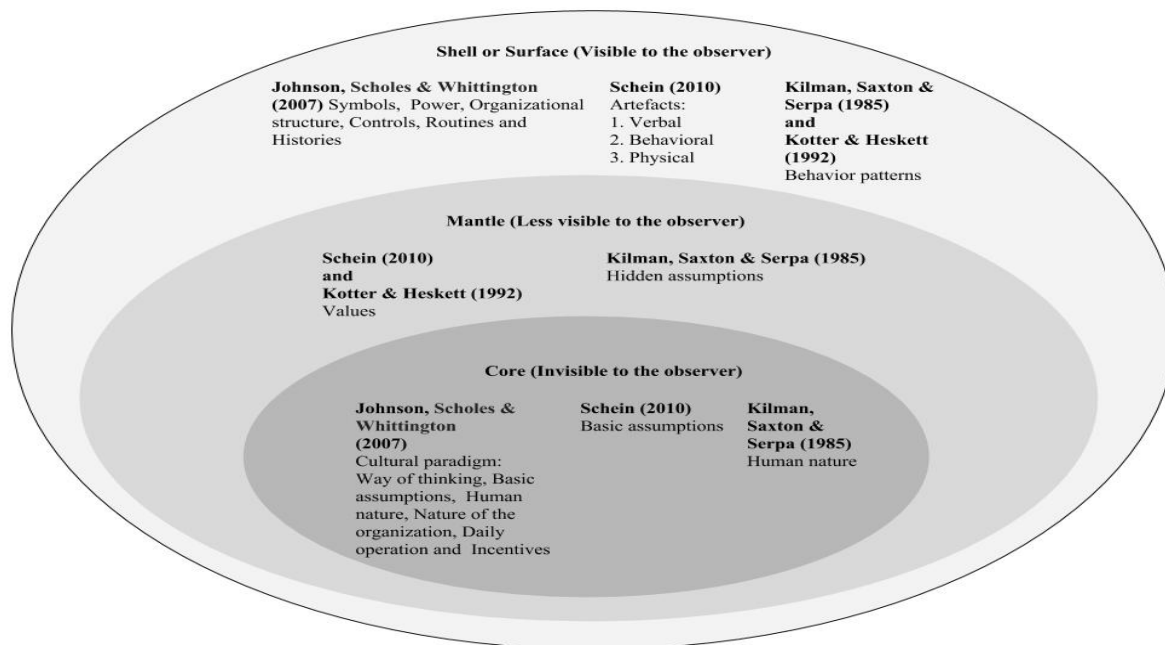
Figure 1, The elements of organizational culture

Source: Stavrinoudis & Kakarougkas, 2016

4   CLASSIFICATION OF THE ELEMENTS OF THE ORGANIZATIONAL CULTURE, ACCORDING TO THE THEORIES OF ORGANIZATIONAL CULTURE TYPES

Table 1 presents and classifies the different elements composing the organizational culture in accordance with the theoretical framework of: Handy (1976), Hofstede (1984), Cooke (1988), Goffee & Jones (1998), Deal & Kennedy (2000), Cameron & Quinn (2011), Yaakov &

Shlomo Yedidia (2012), Yahyagil (2015) and Bavik (2016). The classification of the different elements of organizational culture will be completed with the development of Figure 1.

Table 1. Classification of the elements of the organizational culture

Organizational culture elements by:			
Handy (1976): **Four Types of Culture** (Bignardi, 1996; Lewis, 2002; Bolman & Deal, 2013)	Core elements: 1. Power 2. Role 3. Project 4. Person	Mantle elements: 1. Leading figure 2. Position, hierarchy and the role of each employee 3. Project implementation capability 4. Individualism (strong/ weak)	Shell elements: 1. Bureaucracy (small/ large) 2. Rules (many/ few) 3. Decisions (fast/ slow) 4. Change (fast/ slow) 5. Entrepreneurship
Hofstede (1984): **Culture Dimensions** (Powell, 2006; Minkov & Hofstede 2011; Venaik et al, 2013)	Key elements (Core & Mantle): 1. Power Distance Index 2. Individuality vs Collectivism 3. Avoidance of uncertainty 4. Masculinity vs Femininity 5. Long-term orientation against short-term orientation 6. Pleasure against Restraint		Shell elements: 1. Power (acceptance or non-acceptance) 2. Teamwork (acceptance or non-acceptance) 3. Change (acceptance or non-acceptance) 4. Distribution of roles (based on gender) 5. Programming (short or long) 6. Wishes/ impulses (control or not)
Cooke (1988): **Organizational Culture Inventory**	Core elements: 1. Constructivism 2. Passive/ Defensive	Mantle elements: 1. Result (Quality vs Quantity) 2. Change (Adaptability	Shell elements: 1. Achievement 2. Self-realization 3. Humanitarian

(Cooke & Szumal, 1993; Balthazard, Cooke & Potter, 2006; Klein, Wallis & Cooke, 2013)	3. Aggressive/ Defensive	against stagnation) 3. Rules (Creativity vs Conformity) 4. Teamwork (Cooperation vs Competition) 5. Total/ Collectivism (System vs Unit) 6. Bureaucracy (Small vs Large) 7. Hierarchy (Small vs large) 8. Strategy (Short term vs Long term)	encouragement 4. Acceptance 5. Approval 6. Conventionality 7. Dependence 8. Avoidance 9. Opposition 10. Power 11. Competition 12. Perfection
Goffee & Jones (1998): Corporate Culture Framework (Melé, 2003; Lok & Crawford, 2004; Dowton, 2005)	Core elements: 1. Sociability (high vs low) 2. Solidarity 3. (high vs low) 4. Community/ communal organization 5. Fragmented organization 6. Networked organization 7. Mercenary culture	Mantle elements: 1. Common goal 2. Strong leadership 3. Vision 4. Teamwork (Cooperation vs Competition) 5. Total/ Collectivism (System vs Unit) 6. Rules (Many vs Few) 7. Hierarchy (Small vs Large) 8. Working environment (Loose/ friendly) 9. Individualism (Strong or Weak) 10. Programming (Clear priorities)	Shell elements: 1. Organizational characteristics (Age and size) 2. Long term planning 3. Recruitment of suitable human/ units 4. Communication 5. Meals and social events 6. Innovative ideas difficult to implement 7. Frequent layoffs/ staff turnover 8. Innovation

		11. Change (Adaptability vs Stagnation) 12. Strategy (Short term vs Long term)	
Deal & Kennedy (2000): Corporate Tribes Culture Model (Harris & de Chernatony, 2001; Sorensen, 2002; Denison, Lief & Ward, 2004)	Core elements: 1. Work hard/ play hard culture 2. Masculinity culture 3. Procedure culture 4. Bet the company culture	Mantle elements: 1. Teamwork (Cooperation vs Competition) 2. Feedback from the social environment (Rapid vs Slow) 3. Change (High vs Low resilience) 4. Individualism (Strong or Weak) 5. Teamwork (Cooperation vs Competition) 6. Risk profits (Low vs High)	Shell elements: 1. Production-quantity 2. Working environment-pressure 3. Change (Fast/ Slow) 4. Bureaucracy (Small vs Large) 5. Organizational characteristics (size) 6. Planning (Short or Long term) 7. Hierarchy (Small vs Large)
Cameron & Quinn (2011): Competing Values Framework (Wilkins & Ouchi, 1983; Marlen, 2010)	Core elements: 1. Culture type "clan" 2. Culture type "target" 3. Culture type "market" 4. Culture type "hierarchy"	Mantle elements: 1. Dominant organizational features 2. Leader Style 3. Ties between members 4. Strategic focus Forming: <u>First dimension:</u> 1. Flexibility	Shell elements: 1. Exchange of information 2. Guidance from a leading figure 3. Security 4. Teamwork (Cooperation vs Competition) 5. Talent Management 6. Empowerment 7. Interpersonal relations 8. Participatory decision making

		2. Judgment	9. Innovation
		3. Dynamism	10.Creativity
		4. Stability	11. Vision for the Future
		5. Class	12. Development
		6. Control	13. **Entrepreneurship**
		Second dimension:	14. External support
			15. Acquisition of resources
		1. Internal-orientation integration, cooperation and unity	16. Competitiveness
			17. Change (Fast/ Slow)
			18. Determination
		2. External orientation-differentiation, competition and rivalry	19. Productivity
			20. Clear target
			21. Guidance through obstacles
			22. Efficacy/ achievement
			23. Routine and predictable procedures
			24. Construction system
			25. Documentation
			26. Evaluation and assessment
			27. Collection and control procedures
			28. Stability
			29. Improved efficiency and continuity
Yaakov & Shlomo Yedidia (2012): The Use of Corporate Culture Analysis on Mergers Acquisitions Process	Key elements (Core & Mantle) Defining dimensions and perceptions: 1. Approach concerning innovation in activity (pronounced degree or not) 2. Approach concerning risk (pronounced degree or not) 3. Horizontal relationships between		Shell elements: 1. Change (Adaptability against stagnation) 2. Feedback from the social environment (Rapid vs Slow) 3. Investments

		4. Acquisition of new equipment and technology
	members 4. Vertical communication and contact between members 5. Autonomy and decision making 6. Approach to performance 7. Approach to remuneration	5. Level of investment in research and development 6. Management of cash balances 7. Individualism (Strong or Weak) 8. Teamwork (Cooperation vs Competition) 9. Relationship between superiors and subordinates 10. Organizational structure 11. Roles of members 12. Procedures 13. Requirements of the organization towards its members 14. Evaluation of the performance of the organization's members 15. Reward systems
Yahyagil (2015): A Typology of Culture in Organizational Behavior	Key elements (Core, Mantle & Shell) • Perception of self in relation to others • Attitude towards nature • Attitude towards power • Attitude towards life • Social behavior • Attitude towards change • Particularism vs Universalism: Attitude towards diversity • Way of communication	

	• Living vs Loving: Attitude towards life and human relationships
	• Procedural vs autonomous attitude to rules and procedures
	• Family type versus professional: Balance between family and professional life
	• Desolation versus gratification: Attitude towards pleasure and hedonism
Bavik (2016): Organizational Culture in the Hospitality Industry	Nine dimensions determining the organizational culture of a hotel at all levels (Core, Mantle & Shell) 1. Level of cohesiveness: Attitude towards teamwork and collaboration between employees 2. Ongoing-onboarding: The degree to which supervisors communicate effectively with their employees 3. Work norms: Formal and informal rules 4. Social motivation: The efforts made by the administration for the welfare of the employees 5. Guest focus: Attitude towards guests and the satisfaction of their needs 6. Human resource management practices 7. Communication: Attitude towards the exchange of information 8. Innovation: The extent to which members are encouraged or not to produce new ideas 9. Job variety: Degree of diversity at work and pace of work

5 CLASSIFICATION OF THE COMPONENTS OF THE ORGANIZATIONAL CULTURE

Subsequently based on the above, Table 2, Classification of elements that compose organizational culture was formed.

Table 2. Classification of elements that compose organizational culture

1st Rank: Change (Referred to 8 out of 9)

- Fast/ Slow/ Flexibility S[1]- Handy (1976) S- Deal & Kennedy (2000) S- Cameron & Quinn (2011)

- Acceptance or Denial S- M/ C Hofstede (1984)

- Adaptability vs Stagnation M- Cooke (1988) M- Goffee & Jones (1998) M- Deal & Kennedy (2000) S- Yaakov & Shlomo Yedidia (2012)

- Attitude towards change S- M/ C Yahyagil (2015)

1st Rank: Power/ Hierarchy/ Structure (Referred to 8 out of 9)

- Acceptance or Lack of acceptance S- C Handy (1976) S- M/C Hofstede (1984) S- Cooke (1988) S- M/C Yahyagil (2015)

- Size- Small vs Large M- Cooke (1988) M- Goffee & Jones (1998) S- Deal & Kennedy (2000)

- Organizational structure S- Yaakov & Shlomo Yedidia (2012)

- Gender based role allocation S- M/ C Hofstede (1984)

- Role allocation S- Yaakov & Shlomo Yedidia (2012)

- Role/ Hierarchy/ Position M/ C- Handy (1976)

- Culture type "hierarchy" S- Cameron & Quinn (2011)

- System building/ Concentration and control of the procedures/ Order/ Control S- Cameron & Quinn (2011)

- Approval S- Cooke (1988)

- Procedural vs Autonomous S- M/C Yahyagil (2015)

- Autonomy and decision making C- Yaakov & Shlomo Yedidia (2012)

2nd Rank: Individualism (Referred to 7 out of 9)

- Strong or Weak C/M- Handy (1976) M- Goffee & Jones (1998) M- Deal & Kennedy (2000) S- Yaakov and Shlomo Yedidia (2012)

- Individualism vs Collectivism C/M- Hofstede (1984)

- Perception of self against the others S- M/C Yahyagil (2015)

- Fragmented organization C- Goffee & Jones (1998)

- Opposition/ Competition/ Perfection S- Cooke (1988)

2nd Rank: Teamwork (Referred to 7 out of 9)

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[1] S= Shell, M= Mantle and C= Core

- Acceptance or Lack of acceptance S- Hofstede (1984) S- Cooke (1988)

- Cooperation vs Competition M- Cooke (1988) M- Goffee & Jones (1998) M- Deal & Kennedy (2000) S- Yaakov & Shlomo Yedidia (2012) S- Cameron and Quinn (2011)

- Collectivity (System vs Unit) M- Cooke (1988) M- Goffee & Jones (1998)

- Connections between members- integration, cooperation and unity M- Cameron & Quinn (2011)

- Community/ communal organization/ Solidarity (High vs Low) C- Goffee & Jones (1998)

- Participatory decision making/ Security S- Cameron & Quinn (2011)

- Dependence S- Cooke (1988)
- Level of cohesiveness S- M/C Bavik (2016)

2nd Rank: Bureaucracy/ Rules (Referred to 7 out of 9)

- Small/ Large S- Handy (1976) M- Cooke (1988) S- Deal & Kennedy (2000)

- A lot/ Few S- Handy (1976) M- Goffee & Jones (1998)

- Creativity vs Conformity M- Cooke (1988) S- Cameron & Quinn (2011)

- Routine and predicted procedures/ Documentation S- Cameron & Quinn (2011)

- Procedures S- Yaakov & Shlomo Yedidia (2012)

- Procedure culture C- Deal & Kennedy (2000)

- Conventionality/ Avoidance S- Cooke (1988)
- Work norms S- M/ C Bavik (2016)

3rd Rank: Result/ Work execution (Referred to 6 out of 9)

- Quality vs Quantity M- Cooke (1988)

- Production- quantity S- Deal & Kennedy (2000) S- Cameron & Quinn (2011)

- Approach to performance M/ C- Yaakov & Shlomo Yedidia (2012)

- Requirements of the organization towards its members and Evaluation of the performance of the organization's members S- Yaakov & Shlomo Yedidia (2012)

- Ability to execute works M- C Handy (1976)

- Achievement S- Cooke (1988)

- Appraisal and measurement/ Improvement of the effectiveness and the continuity/ Effectiveness/ Achievement S- Cameron & Quinn (2011)
- Guest focus S- M/ C- Bavik (2016)

4th Rank: Risk/ Innovation (Referred to 5 out of 9)

- Profits risk- Low vs High M- Deal & Kennedy (2000)

- Attitude towards risk- Intensity or Lack of intensity S- M/ C Yaakov & Shlomo Yedidia (2012)

- Innovative ideas difficult to implement S- Goffee & Jones (1998)

- Attitude towards innovation on the activity- Intensity or Lack of intensity S- M/ C- Yaakov & Shlomo Yedidia (2012) S- Cameron & Quinn (2011) S- M/ C- Bavik (2016)

4th Rank: Sociability/ Extraversion (Referred to 5 out of 9)

- Feedback from the social environment (fast vs slow) M- Deal & Kennedy (2000) S- Yaakov & Shlomo Yedidia (2012)

- Sociability (High vs Low)

- Meals and social events S- M Goffee & Jones (1998)

- External support and External orientation- differentiation, competitiveness and rivalry S/M- Cameron & Quinn (2011)

- Networked organization C- Goffee & Jones (1998)

- Interpersonal relations

- Competiveness S- Cameron & Quinn (2011)

- Social behavior S- M/ C- Yahyagil (2015)

4th Rank: Communication (Referred to 5 out of 9)

S- Goffee & Jones (1998) and S- M/ C- Bavik (2016)

- Horizontal relations between the members

- Vertical relations between the members

M/ C- Yaakov & Shlomo Yedidia (2012)

- Relations between provosts and subordinates S- Yaakov & Shlomo Yedidia (2012) and S- M/ C- Bavik (2016)

- Information exchange S- Cameron & Quinn (2011)

- Way of communication S- M/ C- Yahyagil (2015)

5th Rank: Human Resource Management (Referred to 4 out of 9)

- Humanitarian encouragement, Self-actualization S- Cooke (1988)

- Recruitment of the right people/ Frequent dismissal/ employees turnover S- Goffee & Jones (1998)

- Talent management/ Empowerment S- Cameron & Quinn (2011)

• Human resource management practices S- M/ C- Bavik (2016)

5th Rank: Work environment (Referred to 4 out of 9)

- Relaxed/ friendly M- Goffee & Jones (1998)
- Work environment- pressure S- Deal & Kennedy (2000)
- Way of life and human relations
- Family type vs professional
- Particularism vs Universalism
- Attitude towards nature S- M/ C- Yahyagil (2015)
- Job variety S- M/ C- Bavik (2016)

6th Rank: Leading figure (Referred to 3 out of 9)

M- Handy (1976)

- Strong leadership M- Goffee & Jones (1998)
- Leader style/ Guidance by a leading figure S- M- Cameron & Quinn (2011)
- Determination, Guidance through obstacles/ Judgment/ Dynamism S- Cameron & Quinn (2011)
- Decisions (Quick/ Slow) S- Handy (1976)

6th Rank: Programming (Referred to 3 out of 9)

- Short- term or Long-term S- M/ C- Hofstede (1984) S- Deal & Kennedy (2000)
- Clear priorities M- Goffee & Jones (1998)
- Long term programming S- Goffee & Jones (1998)

6th Rank: Strategy (Referred to 3 out of 9)

- Short-term vs Long-term M- Cooke (1988) M- Goffee & Jones (1998)
- Strategic emphasis M- Cameron & Quinn (2011)

6th Rank: Entrepreneurship (Referred to 3 out of 9)

S- Handy (1976) S- Cameron & Quinn (2011)

Mercenary culture C- Goffee & Jones (1998)

6th Rank: Desires/ Impulses/ Rewards (Referred to 3 out of 9)

- Control or lack of control S- M/ C- Hofstede (1984)
- Attitude towards reward M/ C- Yaakov & Shlomo Yedidia (2012)
- Reward systems S- Yaakov & Shlomo Yedidia (2012)

• Desolation versus gratification S- M/ C- Yahyagil (2015)

7th Rank: Vision/ Goal setting (Referred to 2 out of 9)

- Vision for the future M- Goffee & Jones (1998) S - Cameron & Quinn (2011)

- Common goal M- Goffee & Jones (1998)

- Clear goal S/ C- Cameron & Quinn (2011)

Items who cannot be grouped and are not classified

Shell elements:

1. Age of the organization, Goffee & Jones (1998)

2. Development, Cameron & Quinn (2011)

Core elements:

1. Constructivism

2. Passive/ Defensive

3. Aggressive/ Defensive

Cooke (1988)

4 Work hard/ play hard culture

5. Masculinity culture

6. Bet the company culture

Deal & Kennedy (2000)

7. Culture type "clan"

8. Culture type "market"

Cameron & Quinn (2011)

S= Shell, M= Mantle and C= Core

6 CONCLUSIONS- PRACTICAL AND SCIENTIFIC IMPLICATIONS

From the literature review and the study of Table 2, which was based on the content analysis of the theories of: Handy, 1976; Hofstede, 1984; Cooke, 1988; Goffee & Jones, 1998; Deal & Kennedy, 2000; Cameron & Quinn, 2011; Yaakov & Shlomo Yedidia, 2012; Yahyagil, 2015 and Bavik 2016 the following findings are arising. The culture of an organization is determined by seventeen groups of distinct elements (variables). Each group of elements can be integrated into a seven-grade rank according to the number of authors/ researchers mentioning this group of elements in their research- scientific papers. This seven-grade rank reflects the extent to which each group of elements is considered significant or not by each author/

researcher in the determination of the organizational culture. Resulting that the group of elements that are referred the most by the nine relevant authors are the most important.

For example, the group of elements called "change" is considered very important in shaping organizational culture since it is mentioned by eight out of nine relevant authors/ researchers. While the group of elements called "vision/ goal setting" is considered less important, it is mentioned by two out of nine relevant authors/ researchers. Specifically, the first rank is composed by the groups of elements named: change and power/ hierarchy/ structure. The second rank is composed by the groups of elements named: individualism, teamwork, and bureaucracy/ rules. The third rank is composed by the groups of elements named: outcome/ project performance. The fourth rank is composed by the groups of elements named: risk/ innovation, sociability/ extraversion and communication. The fifth rank is composed by the groups of elements named: human resources management and working environment. The sixth rank is composed by the groups of elements named: leading figure, planning, strategy, entrepreneurship and desires/ impulses/ reward. The seventh rank is composed by the groups of elements named: vision/ goal setting.

The above findings lead to conclusions some of which were expected, while others were controversial. Moreover, the most important of these conclusions will be presented. The element of "change" in the sense of: degree of acceptance or not, flexibility of the organization and size of change (when it happens) is considered the most important element determining organizational culture. This finding was expected since Werkman (2009), Schein (2010) and Van de Ven & Sun (2011) support that modern organizations must show great adaptability to survive in a highly competitive environment. Further to the above conclusion, most relevant authors show a clear preference to the "formal/ revolutionary" direction of change (Stavrinoudis & Kakarougkas, 2016) since power, authority, hierarchy and organizational structure are fundamental elements of the specific direction, belonging to the first rank next to the element of "change". Furthermore, the elements of teamwork and individualism holding the second position of this classification are mutually contradicting one another. Specifically, "teamwork" is in convergence with the concept of "change" as a component of organizational culture since it promotes and supports change (Marks & Mirvis, 2011; Weick, 2011 and Fortado & Fadil, 2012). In contrast individualism as a component of organizational culture constitutes the main obstacle to change (Macadam, 1996; Rashid, Sambasivan & Rahman, 2004 and Carnal, 2007). Finally, the most controversial finding is that the grouped element of "vision/ goal setting" occupies the last place of the ranking. Since, this finding come in contrast to the "hybrid" and "informal/ evolutionary" direction of change, who consider the existence of a positive vision for the future crucial for the successful implementation of cultural change (Stavrinoudis & Kakarougkas, 2016).

The scientific and practical value of this manuscript is based on the fact that it is adding an original and innovative classification- grouping of variables that formulate and define organizational culture. Furthermore, the conclusions of this manuscript can be a step for further

study on the culture of organizations. Along the same lines, the authors intend, in the near future, to carry out a primary research on the change of organizational culture to luxury hotels throughout Greece.

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Work-Family/Family-Work Interference of Back-Area-Managers: The Effect on Job and Life Satisfaction

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ABSTRACT

Work and family are domains of greatest importance to individuals. Both work and family roles can have meaningful impact on psychological well being and satisfaction. Moreover, the hospitality industry has been recognized as one where managers sometimes have to sacrifice their family responsibilities and personal lives for ensuring performance and service quality at work. As a result, work-family interference (WFI) and family-work interference (FWI) may occur. This is a critical cause of high labor turnover, poor morale, and ultimately low performance.

Meanwhile, Egypt has witnessed several changes in the work force demographics, like rising number of women, escalating number of dual income families, single parent families and escalating proportion of divorces. These rapid transitions put substantial strain on men and women to balance their work and family life. Traditionally, family is considered the most central element of Egyptian culture; an important factor that raises the need to 'work-life balance'.

The current study attempts to explore whether hotel back-area managers are experiencing (WFI) and (FWI) and to investigate the impact of (WFI), as well as, (FWI) on job and life satisfaction among these managers. Data were collected through questionnaires distributed to back area managers in five-star hotels in Cairo and Alexandria.

The study contributes to better understanding of the interrelationships between work, family and job/life domains. This is practically important as it provides implications for employers to attract and retain the most skilled human resources by increasing their job and life satisfaction. Hotel management should pay more attention to work and life balance, and implement effective family-friendly human resources policies.

Keywords: Work-Family Interference (WFI), Family-Work Interference (FWI), Job/Life Satisfaction, Back-Area Managers, Egypt

1 INTRODUCTION

Both work and family roles can have meaningful impact on psychological well-being and satisfaction. Employers and employees attempt to strike a balance between the two domains in order to minimize the clashing conflicts between both of them. This is coinciding with the changes in the Egyptian work force demographics, like rising number of women, escalating number of dual income families, single parent families and escalating proportion of divorces. In addition, the current economic situation in Egypt is adversely affected after 25th January revolution, causing increased levels of downsizing and unemployment, particularly within the tourism and hotel industry. (Zalaky, 2011) These transitions put substantial strain on employees to balance their work life and family.

Literature on work–family issues has revealed that industry context plays a critical role in shaping the relationships between employees, their jobs, and their families. (Harris et al., 2007 and Kossek et al., 2011) Research on work/family issues also includes both the impact of the workplace on home responsibilities and the impact of personal lives in the workplace. Repeatedly, it has been observed that work-to-family and family-to-work conflict negatively influence various individual and organizational outcomes. (Netemeyer et al., 2004; Grandey et al., 2005; Judge et al., 2006 and Lam et al., 2012) In WFC and FWC research, job and life satisfaction were two common attitudinal consequences in work and family domain respectively. (Shen et al., 2012)

The current research seeks to (1) explore whether hotel back-area managers are experiencing (WFI) and (FWI), (2) to investigate the impact of work family interference on job satisfaction among these managers, as well as, (3) the impact of (FWI) on life satisfaction. The affective component of job satisfaction, as opposed to the cognitive one, will be comprehensively studied. Eventually, the research would (4) provide implications for employers in the Egyptian hospitality industry to attract and retain the skilled human resources by lessening work and family inter-role conflict and increasing job and life satisfaction.

2 LITERATURE REVIEW

2.1 WFI and FWI

Work-family interference or conflict is the term often used to characterize the interfering between the work and family domains that occur when demands from the work role conflict with demands from the family role. (Ilies et al., 2009)WFC has been defined as a form of inter-role conflict in which the role demands and pressures from work and family domains are mutually incompatible. On the other side, family-work interference refers to a form of inter-role conflict in which the demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities. A reciprocal relation is noted to exist between WFI and FWI; they mutually affect each other. (Netemeyer et al., 2004 and Zhao & Qu, 2009)

Several researchers discussed the antecedents and consequences of WFI and FWI. Antecedents of WFI include long hours, lack of supervision, and other work role stressors and characteristics. Antecedents of FWI are more likely to be family role stressors such as elder care, or single parenting. (Boyar et al., 2008 and Lizano& Barak, 2012) Research also highlighted individual and organizational outcomes of work-to-family and family-to-work interference such

as job performance, job satisfaction, turnover intentions, and family satisfaction. (Netemeyer et al., 2004; Grandey et al., 2005; Judge et al., 2006 and Lam et al., 2012) Allen et al. (2000) and Grzywacz & Carlson (2007) explained how WFI influences depression, physical health problems and hypertension. Huang et al. (2004) noted that FWI is also related to lower levels of job satisfaction, higher levels of absenteeism, tardiness at work, and intentions to quit.

2.2 WFI & FWI in Hospitality Industry

Several studies noted that characteristics of the hospitality industry make it a prolific ground for Work-Family conflict, where workers are highly susceptible to strain-based conflict. (Namasivayam & Mount, 2004; Netemeyer et al., 2005 and Kong et al., 2012) Hospitality industry is known for its demanding nature, where employees are often confronted with role stress, heavy workloads, long work hours, irregular work schedules, and job insecurity. (Karatepe, 2010 and Chu et al., 2012) Further, many work schedules in the hospitality sector are countercyclical to the work schedules of most other industries. That is, the busiest shifts in hotels and restaurants are often when most other people are off from work (e.g., weekends and holidays). (Choi and Kim, 2012)

Thus, hospitality employees have to deal with incompatible role conflicts between work and family domains, which increase individuals' job tension. (Wong and Ko, 2009 and Zhao & Mattila, 2013) This issue is particularly germane to hoteliers because empirical evidence suggests that, in the service sector, employee satisfaction is directly correlated to customer satisfaction and retention. (Chu et al., 2012) Similarly, because WFI is associated with job dissatisfaction, it is also highly correlated with management turnover, which is a costly problem for the industry due to its high human component. (Matzler and Renzl, 2007; Chi and Gursoy, 2009 and Russo & Buonocore, 2012)

2.3 Hotel Back-Area Managers

The managerial work is busy, demanding, and stressful for all levels of responsibility down from supervisors up to general managers. (Karatepe, 2010) Back area managers are responsible for departments that have no or limited contact with guests, although major components of their work are to influence the quality of a guest stay; these include food and beverage manager, sales manager, human resources manager, accounting manager, chief engineer, laundry manager and chief security officer.

Employees and managers of hotel back area work in poor physical working environments, such as noise, poor lighting conditions, expositing to high temperatures and humidity, toxic substances, poor air quality and working in standing positions. They also work between rooms on different stairs with more potential accidents and health problems, if compared to front-of-the house employees. Moreover, they have less levels of payrolls and sense of respect and self-identity as well as having fewer chances for advancement and promotion routes to upper management level (Karatepe & Uludag, 2008; Karatepe & Aleshinloye, 2009; Karatepe & Olugbade, 2009 and Wong & Ko, 2009). Given that, the working environment of back-area managers, not only affects their job satisfaction, but also influences their lives and subjective well-being.

2.4 WFI & FWI and Job Satisfaction: Affective Reaction

Job satisfaction is defined as a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience. (Zhu, 2013) The job satisfaction is gradually taken as an affective reflection to the work, i.e. like or dislike of a job.

Several studies found diverse relationships between the two dimensions of WFI, FWI and job satisfaction. (Howard et al., 2004 and Ilies et al., 2009) Fisher (2002) studied the affective foundations of job satisfaction for better understanding of the permeability of work and family domains. Others provided support for the importance of affect in job satisfaction based on the notion that job satisfaction is built on three related, but distinct constructs. These are evaluation of the job, beliefs about the job and affective experiences on the job. (Ilies & Judge, 2002; Weiss, 2002 and Singh & Mini Jain, 2013)

Given that, the current study proposes that both WFI and FWI have a significant negative impact on the affective reaction of job satisfaction; and this is hypothesized as forward:

Hypothesis 1: WFI is negatively correlated to the affective reaction of job satisfaction.

Hypothesis 2: FWI is negatively correlated to the affective reaction of job satisfaction.

2.5 Job Satisfaction and Life Satisfaction

Individuals experience life satisfaction when their perceived life circumstances match their self-imposed standard or set of standards. Greater levels of WFI were associated with lower degrees of job satisfaction, thereby, leading ultimately to life imbalance.(Ghiselli et al., 2001 and Shen et al., 2012) The research findings of Karatepe & Baddar (2006) and Ilies et al.(2009) supported the positive spillover from affective job satisfaction to life satisfaction and well-being. Mishra et al. (2014) suggest that job and life satisfaction have bi-directional causality. Green et al. (2011) and Hammer et al. (2011) suggest that negative feelings of working at a job could reduce an individual's life satisfaction, and vice versa. It seems logical that when individuals feel good about their job, they will evaluate their quality of life better. Thus, a hypothesis can be formulated as follows,

Hypothesis 3: The affective reaction of job satisfaction is positively correlated to life satisfaction.

2.6 Family-Work Interference and Life Satisfaction

Many studies predicted that conflict between work and non-work roles would be negatively related to life satisfaction. (Netemeyer et al., 2004; Zhao et al., 2011 and Shen et al., 2012) Meanwhile, Mesmer-Magnus and Viswesvaran (2005) found that FWC is a stronger predictor of life satisfaction than WFC. Karatepe & Baddar (2006) reported that "Family Interfering with Work" was more strongly related to turnover intentions than "Work Interfering with Family" in a sample of Jordanian hotel employees. In the same context, Judge & Ilies (2004) suggested that positive emotions experienced at work spill over onto the emotions experienced at home; individuals who are in a good mood at work should engage in both thoughts and actions that make it more likely to carry this positive affect home with them. Bearing in mind that family is considered the most central element of Egyptian culture, probable

family-work conflict would lessen individuals' value of life satisfaction; this could be hypothesized as follows:

Hypothesis 4: FWI is positively correlated to life satisfaction.

3 RESEARCH METHODOLOGY

3.1 Sampling and Procedure

Sample for the current study consists of total population of back area managers in five star hotels in Cairo and Alexandria. These proposed destinations were selected due to their high population density and high rate of immigration, as well as, being similar in population distribution, demographic features, society, and working environments. In fact, these two cities could be the ideal scale to investigate the relationship among work-family conflict, job satisfaction and life satisfaction. Two hundred and ninety-four questionnaires (seven back area managerial positions in forty-two hotels) were distributed to back area managers through the human resources manager in subject hotels (via e-mail). Two hundred and twenty-seven questionnaires returned valid providing 77% response rate.

3.2 Measurement

The measurement items were obtained from established scales and further the validity of the questionnaire translation was assured by the back-translation processes. The questionnaire is made up of four parts. The first part consists of demographic items, the second part related to the scale for family-work and work-family interference including ten items; scale reliability was 0.82 and 0.90, respectively. (Netemeyer et al., 2004) The third part related to the scale of affective job satisfaction including four items; scale reliability was 0.76 (Grandey et al., 2005 and Zhao et al., 2011) Finally, the fourth part which is related to the scale of life satisfaction including five items derived from Diener et al.'s (1985) inventory; scale reliability was 0.82. The statements in the questionnaire were initially prepared in English and then translated into Arabic; to ensure that the statements were cross-linguistically comparable the instrument translation was reviewed by three faculty members of Alexandria University fluent in both languages.

3.3 Analysis of Results and Discussion

The demographic data of the studied sample showed that the most frequent age group was 35-45 years. Males represented (86%) of the sample and the majority of the participants were married (76.2%). The most frequent degree of education was college graduate (67.0).

Table (1) Distribution of the Studied Sample Regarding the WFI / FWI Score

General score of WFI	Number	%	General score of FWI	Number	%
Strongly agree or agree	89	39.2	Strongly agree or agree	77	33.9
Neutral	77	33.9	Neutral	82	36.1
Strongly disagree or disagree	61	26.9	Strongly disagree or disagree	68	30.0
Total No.	227	100.0	Total No.	227	100.0

Table (1) shows the distribution of the studied sample regarding the total general score of WFI. It was clear that 39.2% of the studied sample were experiencing WFI, while 33.9% of them were experiencing FWI.

Table (2) Distribution of the Studied Sample Regarding the Score of Affective Job Satisfaction

General score of affective job satisfaction	Number	%
More or most favorable	41	18.1
Neutral	40	17.6
Less or least favorable	146	64.3
Total No.	227	100.0

It was clear from table (2) that 64.3% of the participants had low affective reaction towards their jobs.

Table (3) Distribution of the Studied Sample Regarding the Life Satisfaction Score

General score of life satisfaction.	Number	%
Strongly agree or agree	44	19.4
Neutral	51	22.5
Strongly disagree or disagree	132	58.1
Total No.	227	100.0

Table (3) shows that 58.1% of the participants had low levels of life satisfaction.

Table (4) Relation between WFI and Affective Reaction of Job Satisfaction

General score of affective job satisfaction	WFI						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
More or most favorable	6	6.7	3	3.9	32	52.5	41
Neutral	10	11.2	28	36.4	2	3.3	40
Less or least favorable	73	82.0	46	59.7	27	44.3	146
Total No.	89		77		61		
X2	12.65						
P	0.001*						

Table (4) shows that the majority of the participants who experienced high levels of WFC experienced low levels of affective reaction towards their jobs. This indicated a significant negative correlation between WFC and affective reaction component of job satisfaction as ($p = 0.001*$). Thus hypothesis (1) is supported. In the same context, Allen et al.'s (2000), Ghiselli et al. (2001), Grandey et al. (2005) and Zhao et al., (2011) depicted a negative relationship between job satisfaction and inter-role conflict. Ford et al. (2007) assumed that when heavy work requirements prevent an employee from fulfilling family responsibilities this reduces the ability to concentrate on work tasks, and an individual may have negative feelings about work (i.e., negative affective reaction).

Results of table (5) showed no significant correlation between FWC and affective reaction component of job satisfaction as ($p > 0.05$). This does not support hypothesis (2). In the same context, Howard et al. (2004) and Anafarta (2010) found that WFC was negatively related to carrying out job tasks, while the relationship with FWC was not consistent. Meanwhile, Edwards & Rothbard (2000) claim in their spillover theory of WFC that individuals tend to generate similarities between work and family domains and both WFC and FWC could influence job satisfaction.

Table (5) Relation between FWI and Affective Reaction of Job Satisfaction

General score of affective reaction	FWC						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
More or most favorable	18	23.4	16	19.5	7	10.3	41
Neutral	18	23.4	16	19.5	6	8.8	40
Less or least favorable	41	53.2	50	61.0	55	80.9	146
Total No.	77		82		68		
X2	0.89						
P	0.649						

Table (6) Relation between Affective Reaction of Job Satisfaction and Life Satisfaction

General score of life satisfaction	General score of affective reaction						Total
	More or most favorable		Neutral		Less or least favorable		
	No.	%	No.	%	No.	%	
Strongly Agree or agree	32	78.0	6	15.0	6	4.1	44
Neutral	5	12.2	32	80.0	14	9.6	51
Strongly disagree or disagree	4	9.8	2	5.0	126	86.3	132
Total No.	41		40		146		
X2	22.85						
P	0.001*						

Table (6) showed a significant positive correlation between affective reaction of job satisfaction and life satisfaction as ($p = 0.001*$). These results were in agreement with the hypothesis (3). Judge & Ilies (2004) and Zhu (2013) found that employees' satisfaction with their job influences the affective states experienced by employees in their daily life.

Table (7) Relation between FWI and Life Satisfaction

General score of life satisfaction.	FWI						Total
	Strongly Agree or agree		Neutral		Strongly disagree or disagree		
	No.	%	No.	%	No.	%	
Strongly Agree or agree	18	23.4	11	13.4	15	22.1	44
Neutral	20	26.0	15	18.3	16	23.5	51
Strongly disagree or disagree	39	50.6	56	68.3	37	54.4	132
Total No.	77		82		68		
X2	0.85						
P	0.771						

It was apparent from results of table (7) that there was no significant correlation between FWI and life satisfaction as ($p > 0.05$). This result is in disagreement with hypothesis (4). However, Zhao and Qu (2009) found that work interfering with family had negative effects on job satisfaction but not life satisfaction, whereas, family interfering with work had negative effects on life satisfaction rather than job satisfaction. Meanwhile, Hill (2005) found that work to family and family to work facilitation were each positively and significantly related to life satisfaction. Moreover, Zhao et al. (2011), suggest that FW Conflict has stronger association with subjective well-being than WF Conflict does. Interestingly, Adkins & Premeaux (2012) and Singh & Jain (2013) suggest that people from poly-chronic-time cultures, as opposed to mono-chronic-time ones, would have unclear boundaries between their work and non-work life, thereby, suffering adverse effects from family issues interfering with work. Middle-Easterners, Latin Americans, and South Asians are characterized as poly-chronic-time oriented.

4 CONCLUSION AND IMPLICATIONS

Cultural expectations prescribe that Egyptians place family above work. Collectivism and the relative importance of work and family are likely to influence work-family experiences. In addition, the recent critical working conditions within the tourism and hotel industry, which was adversely affected after 25th January revolution, make hotel employees struggle to manage their work and family responsibilities. As a result they are experiencing conflict between their work and family life that is affecting their job and life satisfaction.

WFC is not just a concern to social life of back-area managers but also influences job attitudes. In the current study FWI and WFI had a great influence on their affective reaction component of job satisfaction and life satisfaction. Thus, hotel organizations should be aware of the costs of WFI. It seems reasonable that family friendly hotels will achieve greater beneficial

returns if their employees feel better about their job, family, and life overall. Consequently, Hotels that focus on establishing a family friendly work environment are more likely to attract, motivate and retain talented people, and obtain greater business efficiencies by balancing labor cost, performance and employee attitudes.

Thus, a number of strategies are recommended to reduce WFI and eliminate its adverse consequences. For instance, one strategy is providing child care assistance such as on-site child-care centers. A compressed workweek is another strategy of work schedule that allows a frill-time job to be completed in less than the standard 5 days of 8-hour shifts, Its most common form is the "4-40," that is, accomplishing 40 hours of work in four l0-hour days. This benefits the individual through more leisure time and lower commuting costs. Job sharing can be also applicable to some jobs in the hotel industry, whereby one full-time job is split between two or more persons. Job sharing often involves each person working one-half day, but it can also be done on weekly or monthly sharing arrangements. In addition hotel chains could place employees closer to their families thus making it easier to reduce work family conflict and keep talented employees. Flexible work schedule further can be applicable to some jobs in the hotel industry. It is possible for the employees to set their own work schedules as part of an effort to also increase employee empowerment. Consequently, they will have a positive spillover from their jobs, increased levels of job and life satisfaction.

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Evaluating The Performance Of Some Global Distribution Systems And Its Impact On Airlines And Travel Agencies In Egypt

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ABSTRACT

Lately, Global Distribution Systems (GDSs) have had achieved tremendous progress through several updates and new innovations, which create fierce competition between some Global Distribution Systems. It has been found that updates have negative effects such as the retreat of some leading Global Distribution Systems especially in the Egyptian market. Most airlines and travel agencies impact on some Global Distribution Systems by shifting from one reservation system to another. Updates impact obviously appear at Egypt, which cause Global Distribution Systems sales to be lost and the exclusion of some systems from Egyptian market. From here, we can say that some global systems and travel agencies are subject to big pressure from global regulations and updates that contribute to weakening their competitive abilities and tend to be excluded from the global market. Yet, no previous studies have been conducted on the different performance of GDSs . Unlike previous work, this paper tends to look closer at the performance of the major Global Distribution Systems. As well, the study sheds light about the impact of some Global Distribution Systems on airlines and Low Cost Carriers.

Key words: Global Distribution Systems, Airlines , Travel Agencies , Shifting .

1 INTRODUCTION

Global Distribution Systems (GDSs) offer advanced technology solutions for the global travel industry. Not only do GDSs build strong relation between travel providers and travel agencies but also they are increasing airline's revenue and sales by expanding and strengthening airline's brand in the global markets. Furthermore, GDSs give travel agents the ability to search and book airline flight, hotel room, car rental, train, cruise, ferry and insurance services with the lowest fares possible on the world's leading airlines. At the same time, they streamline booking process by integrating mid and back office (Amadeus IT, 2008), (Amadeus IT, 2014).

They provide several updates and shopping applications to a large number of travel providers and travel agencies (Amadeus press kit, 2013). However, the updates of some GDSs can have their negative effects on the retreat of other leading GDSs. Updates not only cause system's sales declines but also extend its influence to travel agencies that do not have financial capacity sufficient to shift from one reservation system to another. Shifting not only requires financial capacity, but also requires human resources training for the new system. On the other hand, airlines have sufficient flexibility to shift from one reservation system to another because of its financial ability and ability to train staff in less duration (El-Sebai,2015). However, shifting is a high risk change and requires changes in the Information Technology

(IT) systems (NIIT Tec * , 2012). During the system shifting agents will not be able to issue tickets for 24 hours on the day of shifting. Agents will not be allowed to refund and reissue tickets on the day before shifting. Besides, some bookings will be queued and processed after the shifting is completed. Only check-in for flights departing will be available at the airport on the day of shifting (SIA*, 2012).

Not only GDSs impact Low Cost Carriers (LCCs), but they also lead to exclusion LCCs from global competitive by preventing them to appear on GDSs screens. Most LCCs do not migrate in the Global Distribution Systems because their rates can not be searched for and compared alongside legacy airlines in Global Distribution Systems (Venema, 2011; CWT *, 2012). The overall aim of the study is to evaluate the performance of the major Global Distribution Systems . The findings of the study will be useful to determine the impact of updates and marketing on some GDSs. By using comparing method, this study will be able to evaluate the performance of the major Global Distribution Systems. Furthermore, the study will present the impact of GDSs on airlines, travel agencies and Low Cost Carriers (LCCs) in Egypt.

2 METHODOLOGY

The research aims to evaluate the performance of some Global Distribution Systems by comparing the performance of Amadeus, Galileo, and Sabre and examine its impact on airlines and travel agencies in the Egyptian market. The study follows the comparing approach, which compares the performance of some Global Distribution Systems. According to Oyen (2004)

comparative research can be defined as follows " Comparative research, simply put, is the act of comparing two or more things with a view to discover something about one or all of the things being compared." This methodology choice is based on the objective of the research which is to compare and evaluate the performance of some GDSs. In addition, this study measures the impact of Amadeus, Galileo, and Sabre on airlines and travel agencies in the Egyptian market. In order to answer questions of the study and to reach its aims, both reviewing literature from books, periodicals, reports, websites and a survey are conducted. The research strategy includes face to face and telephone interviews with Travelport , Sabre and Amadeus managers. Telephone interview has been chosen because of some difficulties for travels for data collection due to the political tensions in Cairo. It also includes face to face interviews with airlines managers in Alexandria where the main offices of airlines are located. The sample size of legacy airlines consists of ten percentages of airlines in Cairo and Alexandria from the total number of airlines in Egypt. The sample was six airlines in Alexandria. Besides, it consists of face to face and telephone interviews with travel agencies employees . Telephone interview has been selected because of some difficulties for travels for data collection due to the political tensions in Cairo. The sample size of travel agencies consists of ten percentages of travel agencies in Cairo and Alexandria from the total number of the Egyptian travel agencies "category A". The sample was sixteen travel agencies from Alexandria and one hundred and ten travel agencies from Cairo . The face to face and telephone interviews have been conducted during the period from December 2013 to February 2014.

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* SIA : Singapore Airlines
* NIIT Tec : is a leading IT solutions organization
* CWT : Carlson Wagonlit Travel

3 STUDY AREA:

The research will be subject to the following limitations:

1) The study concentrates on Amadeus, Sabre, and Galileo systems, which are the most important systems at global markets and Egyptian market (Radulovic', 2013).   2) The field research will be in Alexandria and Cairo where the main offices of Global Distribution Systems, airlines and travel agencies are located.

4 RESULTS AND DISCUSSION :

The result of GDSs survey shows that Amadeus is the largest GDS provider serving the Egyptian market, with an estimated market share of 70%, followed by Galileo with an estimated market share of 20% , then Sabre with an estimated market share of 10% (Figure 1). Furthermore, the result of legacy airlines survey shows that most airlines are using Amadeus GDS, because Amadeus is the largest GDS provider serving worldwide, with an estimated market share of 37%. In addition, it is the largest GDS provider serving the Egyptian market.
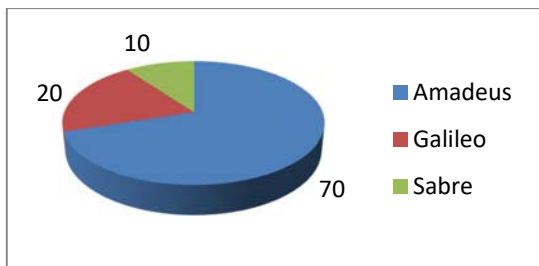
Figure 1 : GDSs Distribution in the Egyptian Market

However , the result of travel agencies survey shows that Amadeus is the largest GDS provider serving the Egyptian market, with an estimated market share of 41% , followed by Galileo with an estimated market share of 29 %, Sabre with an estimated market share of 11% , then Worldspan with an estimated market share of 1 % (Figure 2). This means that Amadeus showed superiority on Galileo and Sabre by expanding its position in the global and Egyptian markets.
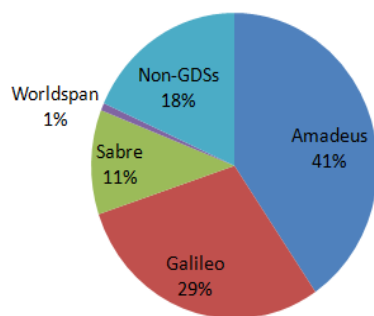
Figure 2: Distribution in the Egyptian Market

The result of airlines and travel agencies surveys show that most airlines and travel agencies shifted from Computer Reservation Systems (CRSs), Galileo, Sabre and Worldspan to Amadeus. This means that some Global Distribution Systems are retreating in the Egyptian market (Figure 3).

	Galileo	Sabre	Worldspan	
from 10 years	50	22	4	
2014	37	14	1	
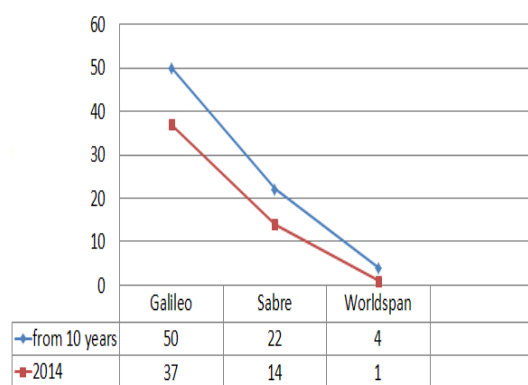
Figure 3: Retreating of Some GDSs in the Egyptian Market

All the three types of interviewees agreed that several airlines and travel agencies have been shifting to Amadeus because of the change in IT system of existing GDSs. As a result , it can be concluded that the updates of Amadeus has negative effects on the retreat of other leading GDSs. All airlines managers was hesitated about taking the decision of shifting to Amadeus, because shifting is a high risk change and requires considerable changes in the IT systems and ticketing services will be unavailable during the system shifting. Just during the system shifting, agents will not be able to issue tickets for 24 hours on the day of shifting.

The result of GDSs survey shows that Amadeus faces competition by updates and creating new versions, new applications and offers new products such as selling a ticket for cinema or amusement park, Also it enables travel agents to reissue or refund a ticket with easy and short process. However, Galileo and Sabre face competition by giving extra incentive to travel agencies more than any other GDSs and by giving extra reservation screens , improving help desk and customer service and giving monthly training to employees. This means, Amadeus , Galileo and Sabre have different strategies. Amadeus faces competition by offering new innovations and presents in many destinations. However, Galileo and Sabre face competition by offering more services to customers and employees. This is the reason, why Amadeus is the leading providers of new innovations and the other GDSs are the followers. All the three types of interviewees agreed that the biggest competitor in the Egyptian market is Amadeus. Because Amadeus is a leading provider of advanced technology solutions for the global travel industry. Amadeus successes in marketing campaigns with airlines, and nowadays most airlines are using it.

It has been found that Amadeus and Sabre are contracted with airlines and travel agencies in the Egyptian market however Galileo "Travelport" is just contracted with travel agencies in the Egyptian market. As a result, Galileo retreats in the Egyptian market because airlines are not contracting with Galileo .

The result of GDSs survey shows that the stipulations of GDSs contract with airlines depend on the number of aircrafts that airlines owned and sales volume. However, GDSs only require official papers and specify the annual cost in travel agencies contracts. However, GDSs contracts are different from one airline to another. In addition, all airlines and travel agencies must pay costs per segment to get access to the content of each segment. Furthermore, the result of airlines and travel agencies surveys show that GDSs require from airlines and travel agencies to reach a number of segments that mean they must reach a specific target. If travel agencies reach a specific target, GDSs will give them incentive. However, if travel agencies did not accomplish the specific target, they will pay expenses per segment to get access to the content of each segment.

All the three types of interviewees agreed that most GDSs enable travel agents to book the entire trips in the same PNR. In addition, the result of GDSs survey shows that the deadline for making a reservation is before departure procedures. According to the rules of airlines, travel agents can issue a ticket before departure procedures via any GDSs.   However , Amadeus is the only GDS that has the ability to display the last seat available more than any other GDSs. As a result , most airlines and travel agencies shifted to Amadeus.

The result of GDSs and airlines surveys show that non- IATA (International Air Transport Association) company can not issue tickets on legacy airlines, because they are not connected with BSPs (Billing and Settlement Plans). BSP is a daily accountable system linked with IATA. BSP is   sending bills to IATA companies either every day or every two weeks depending on the contract signed between both parties. This is why; non-IATA companies can not issue tickets on legacy airlines because BSPs can not connect with them. Non-IATA company has not any accreditation to issue tickets, only non-IATA company can issue tickets when an airline provides them an internal link. This means, if airlines refuse to provide an internal link, they will not be able to issue tickets on legacy airlines. Not only Egypt air, Saudi Arabia airlines, and Emirate airlines are preventing non -IATA companies to issue tickets but also they prevent non -IATA companies to book a seat. Egypt air, Saudi Arabia airlines, and Emirate airlines have been selected , because they are the most important airlines at the Egyptian market .

The result of GDSs survey shows that Low Cost Carriers should make codeshare agreement with legacy airlines, because they are not connected with BSPs. BSPs is a very important element for the selling process. For example , Hahn Air gets full seat from Flydubai and the trip on Flydubai flight. So Hahn Air is the mediator among GDS and Flydubai. Furthermore , the result of GDSs and travel agencies surveys show that Amadeus contracted with some Low Cost Carriers in the Egyptian market such as Flydubai, Aljazeera and al Nile. However, it is contracted with Low Cost Carriers in Europe more than Low Cost Carriers in Egypt because the integration with GDSs is expensive. The result of airlines survey shows that some airlines face competition of Low Cost Carriers flying the same routes, such as Egypt Air which faces competition from LCCs especially in Alexandria, because most LCCs are available in Alexandria. This is why; Egypt Air tries to reduce the prices of flights that depart from Borg el Arab airport or Nozha airport.

Furthermore, it has been found that legacy airlines such as Gulf carriers and Turkish airlines are also facing competition by reducing the prices of flights. Besides, European airlines such as Lufthansa and British Airway are facing competition by using short-haul flights (Table 1) (Advito, 2014). In other words , most legacy airlines are facing competition by reducing the prices of flights or by using short-haul flights.

Table1 Examples of Legacy Airlines face competition

Airlines	facing competition by
Egypt Air	reducing the prices of flights
Lufthansa	using short-haul flights
British Airway	using short-haul flights
Gulf carriers	reducing the prices of flights
Turkish Airlines	reducing the prices of flights

However, most airlines (Air France, KLM, Alitalia, and Middle East Airlines) are not facing competition of Low Cost Carriers because their airlines are flying different routes . In addition, Saudi Arabia and Middle East Airlines see that Low Cost Carriers can not compete with legacy airlines , because Low Cost Carriers are issuing non-refundable tickets, non-changeable tickets, and re-routable tickets. They also offer low fares in websites. At the same time, they offer high fares in GDSs interface because GDSs costs are expensive. This means that , Low Cost Carriers should issue refundable tickets , changeable tickets and routable tickets to strength their competitiveness.

Finally, travel agencies require from Global Distribution Systems to reduce the costs that agents must pay to get access to the content of reservation system. Some travel agencies recommend GDSs to cut costs from commissions. In addition, they require from GDSs to simplify entries. Moreover, some travel agencies recommend from Sabre and Galileo to follow Amadeus updates.

5 CONCLUSION

It has been found that Galileo retreated at the Egyptian market with an estimated market share of 10.3 %, followed by Sabre with an estimated market share of 6.34 % , then Worldspan with an

estimated market share of 2.38 %. According to the field and academic study; legacy airlines are not using Galileo. Only, travel agencies are using Galileo as a reservation system. Almost all airlines in the Egyptian market are using Amadeus GDS. Therefore, Amadeus enables agents to sell a seat at the last minute more than any other GDSs. Galileo retreats in the Egyptian market because airlines are not using it.

In addition, it has been found that only a limited number of LCCs participate in the GDSs such as Flydubai, Aljazeera and Al Nile. Because Low Cost Carriers are non- IATA so they should be linked with legacy airlines. It has been found that non- IATA company can not issue tickets on legacy airlines, because they are not connected with BSP. Besides, GDSs require from travel agencies to reach a number of segments that mean they must reach a specific target. If travel agencies did not accomplish the specific target, they will pay expenses per segment to get access to the content of each segment.

6 RECOMMENDATIONS

1- Recommendations for Global Distribution Systems
- Sabre and Galileo should expand their position in the distribution business by using different marketing strategy with airlines.

- They should follow the strategy of Amadeus especially with airlines and try to create new and several innovations.

- Galileo and Sabre must update their Departure Control Systems.   -
They also should increase the number of airlines who migrated to them by offering new innovations.

2- Recommendations for IATA   -
IATA should offer solutions to non -IATA companies, that enable agents to book and issue tickets without needing an airline internal link.   -In addition, IATA must provide solutions to Low Cost Carriers, which allow agents to book and issue tickets without linking with legacy airlines

3- Recommendations for Travel Providers   -
Travel Providers must offer low fares in the Global Distribution Systems.

- A large number of travel providers should migrate into Global Distribution Systems.   -
Travel providers should monitor the performance of their marketing campaigns via GDSs innovations.

4-Recommendations for Low Cost Carriers

- Low Cost Carriers should enable agents' to issue refundable tickets, changeable tickets, and re-routable tickets.

- A large number of Low Cost Carriers should migrate with GDSs.

- They must offer low fares in the Global Distribution Systems.

5-Recommendations for Airlines

- All legacy airlines should provide non- IATA companies an internal link.   -
Legacy airlines must ensure that agents have knowledge about all GDSs updates.

- All legacy airlines must promote and strength their brand via GDSs.

6-Recommendations for Travel Agencies   --

- Travel agencies should use GDSs shopping applications.

-They must organize training courses for junior and senior agents.

- Travel agencies should monitor the performance of agents via GDSs innovations.

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Web usage mining as a tool to identify user Behavioural Patterns to Design Effective E-Marketing Strategies for Tourism Businesses (the case of an Egyptian Travel Agency)

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ABSTRACT

Web Usage Mining is the application of data mining techniques to discover interesting knowledge about Web users through investigating behavioural usage patterns. Through mining usage patterns, Web designers and tourism marketers can better serve Web users` needs. Usage data and browsing patterns reflect the identity of Web users. This can be useful if thoroughly investigated to classify users and users` preferences to personalize Web sites accordingly and dynamically provide recommendations to build effective tourism e-marketing strategies.

The primary aim of this study is to examine and evaluate Web mining applications to develop

tourist-based e-marketing strategies. This was accomplished by using the reports of "Google Analytics", a software analytic used to analyze user behavioural patterns. The secondary data of the log files of the customers of a travel agency was used and patterns were developed. Multiple regression and correlation analyses were utilized to show relationships between variables such as bounce rate, pageviews and pages visited.

The results showed that there was a significant relationship between the variable bounce rate and loading time, bounce rate and pages visited and pages visited and loading time. Also the results showed that there was no significant relationship between the variables pageviews and loading time.

Based on the results of research, the Website of the case company was redesigned and a framework for an e-marketing strategy was introduced. The research also introduced recommendations of how to effectively use user behavioral patterns to design e-marketing strategies.

1 INTRODUCTION

The role of the Internet in promoting and distributing products and services has rapidly expanded in recent years. As an information-intensive industry, the Internet and its World Wide Web have an extensive impact on the tourism industry. According to a wide range of researchers and practitioners tourism is among several industries that can make best use of Internet potentials.

The content of a Website is thus very important, and must be updated regularly. Travellers search for information on tourism Websites, therefore the content and structure of these Websites become one of the main factors contributing to repeated visits and affecting purchase intentions (Horng *et al*., 2010).

Web mining, a type of data mining used in customer relationship management (CRM) takes advantage of the huge amount of information gathered by a Website to look for patterns in user behaviour (Searchwindowsserver, 2012).It is categorized into three active research areas namely Content mining, Structure mining and Usage mining (Liu *et al.,* 2007).

In a world with highly competitive markets, business organizations are necessarily in need to develop effective decision support systems to direct decision-making processes (Chaovalitwongse *et al.,* 2008). Web mining tools can help organizations examine data from the past, relate it to present events and thereby suggest future actions.

The increase in the number of Websites offering same services presents a challenge for organizations to organize the content in a way that attracts its customers. Modelling and analyzing Web navigational behaviours with Web mining analytics like Web Log Analyzers

provide organizations with huge information that can be processed and analyzed for pattern discovery. Results from the analysis of Website navigational behaviours are indispensable knowledge for *business intelligence applications* and *web-based personalization systems*. Nevertheless, the dynamic nature of online navigational behaviours presents a serious challenge to intelligent information extraction.

The primary aim of the study is to examine and evaluate Web mining applications to develop tourist-based e-marketing strategies. More specifically:

1. To explore customer navigational behaviours using Web usage mining.

2. To identify uses of Web mining data to develop personalized e-marketing strategies.

Thus the research hypothesizes the following:

H1: There is no significant relationship between bounce rate and loading time

H2: There is no significant relationship between pageviews and loading time.

H3: There is no significant relationship between pages visited and loading time.

H4: There is no significant relationship between bounce rate and pages visited.

2 RESEARCH BACKGROUND

A stream of researchers devoted their work to investigate Web mining techniques and tools. Others focused on Website design and the factors influencing purchasing intentions of online consumers. Only few explored the uses of Web mining data in designing e-marketing strategies.

A study by Lee *et al*. (2005) focuses on one of the Web mining methods namely; *Web traversal pattern mining* which is used to discover users' access patterns from Web logs and how to use this data to satisfy users' requirements. Several studies like the study by Jalali *et al*. (2010) and Wang *et al*. (2005), focused on using Web usage mining (WUM) as a tool to analyze customer navigational behaviours to improve the efficiency of their Websites. The study by Liu *et al*. (2007) introduces a combined methodology of Web content mining and Web usage mining of Web server logs to categorize user navigational patterns and predict users' future requests.

Intelligent systems, which are used as agents that analyze customer's behaviours and business strategies, can help travel agencies build marketing strategies and overcome the threat of disintermediation. The goal of the work by Buyukozkan *et al*. (2011) was to propose an intelligent module which can be integrated in tourism Websites to help customers in their choice of destinations during their decision-making process. A further study by Wang *et al*. (2007) proposes a method that can automatically mine key information from Web pages.

Although tourism is dominated by e-business systems and applications, also being a suitable candidate for these applications, relatively few attempts have been made to explore the huge potentials of Web mining in e-tourism. In their attempt to model the navigation behaviour of

hotel guests, Schegg *et al*. (2005) analyzed log-files of 15 Swiss hotels. Their findings identified the average visitor stay at a site, views, search keywords, top 10 search words and referring search engines.

Some researchers focused on evaluating electronic tourist-based Websites like the study by Choi, *et al*. (2007) that attempted to identify the image representations of Macau on the Internet by analyzing the contents of different Web information sources—Macau official tourism Website, tour operators and travel agents' Websites, online travel magazine and online travel ''blogs.''

A study by Liao *et al* (2009) sheds light on customer relationship management as a competitive strategy that businesses should use in order to stay focused on the needs of their customers. The study uses a data mining algorithm, which is implemented for mining customer knowledge from a firm in Taiwan. Knowledge extracted through data mining showed patterns that can be used by the case firm for new product development and customer relationship management.

A study by Pitman, *et al*. (2010) introduced a workflow for utilizing Web server log data in Web Usage Mining.

Built upon a number of previous studies, a research by Xiang *et al*. (2011) was conducted to identify patterns in online travel queries across tourist destinations. They utilized transaction log files from a number of search engines.

The study by Olmeda *et al*. (2001) analyzes the potential uses of Data Mining techniques in Tourism Internet Marketing and electronic customer relationship management.

3 LOG FILES AND PATH TRAVERSAL PATTERNS

The main data source for Web usage mining, Web server log files are generally stored in *Common Log File format*. Every log entry traces and records the path of the user from one page to another, storing user IP number or domain name, time and type of access method (GET, POST, etc.) and address of the page being accessed. This format was later expanded *(Extended Log Format)* to include more fields, such as referrer address (i.e. Web page that originated the access) (Boullosa *et al.,* 2002).

Access logs are the source of information which records every transaction between the server and browser. We can detect and analyze users' activities on a Website using Web servers' access log. The following figure (1) shows the different fields of an access log with a common log format.
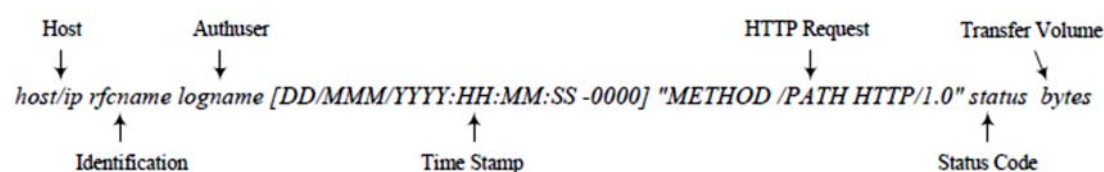
Figure 1: Fields of a Common log format.

Source: (Fong *et al*., 2002)

Log files are a valuable tool for Web developers to learn about why and when clients are accessing the Website. Although log files may not immediately provide details of user patterns of each visit, they may reveal meaningful and useful information by further analysis. Several studies tried to introduce approaches to visualize path traversal patterns or paths of Web surfers like Wang *et al*. (2011).

Knowledge gained from Web usage mining can help organizations predict user behaviours within the site; identify mostly visited sites and the sequence in which customers access the sites.

4 RESEARCH METHODOLOGY

This study could be categorized as being a descriptive-analytical research, since it involves gathering data from a private tourism Website through Web usage mining techniques and software analytics, analyzing data, discovering patterns and finally putting guidelines for an effective e-marketing strategy.

Web Mining software analytics were utilized to extract data from the Website of a private tourism company. This is accomplished by analyzing *Web server's log files* which are a commonly available data source for learning about visitors' navigational behaviours.

The secondary data conveyed by Google Analytics was used in SPSS (version 20) to manoeuvre with the data and get more sophisticated and clear insights about customer behavioral patterns. Statistical analyses like correlation and regression were used to identify the relationship between variables and test hypotheses.

The final includes setting up a framework for an e-marketing strategy using the results of previous steps. A framework for developing e-marketing strategies called SOSTAC model will be applied.

In this research data collection was mainly based on self-administrated survey since it involves analyzing and evaluating the Website of the case organization.

This research falls into the category of *non-probability sampling*. This *purposive or intentional sampling method* was chosen due to the nature of research. The case study was purposely chosen based on the fact that it is a well-known brick-and mortar tour operator, existing since 1955 and has a solid base concerning Internet-based services. In addition to that, this company was a Google analytics subscriber.

4.1 Google Analytics Reports

Web analytics in general enable organizations to examine visitor traffic and their activities across their sites. Web analytics are a precious tool to achieve a dynamically targeted content, and justify budgets based on historic and predictive modelling.

4.1.1 Visits

Visits are one of the most basic metrics and a starting point for analysis. Visits can give general insights into the Website traffic.

Examining the visits numbers using different time spans, monthly sum and mean it can be noticed:

The figures of the variable visits dropped out remarkably from the 6th of October 2012 till the 6th of October 2013. Tracking the monthly *sum* of visits it can be noticed that it started with 10000 visits per month, then it started decreasing with a slight fluctuation till it reached 1408 visits at the end of the tested period. This means that the visits dropped from the beginning of the period till the end by 86% which is a remarkably high drop-out rate. The chart in figure 2 obviously visualizes this drop-out trend. Consequently, the average visits per month also dropped remarkably starting by average visits of 322 per month till it reached an average of 46 visits at the month of November 2013.
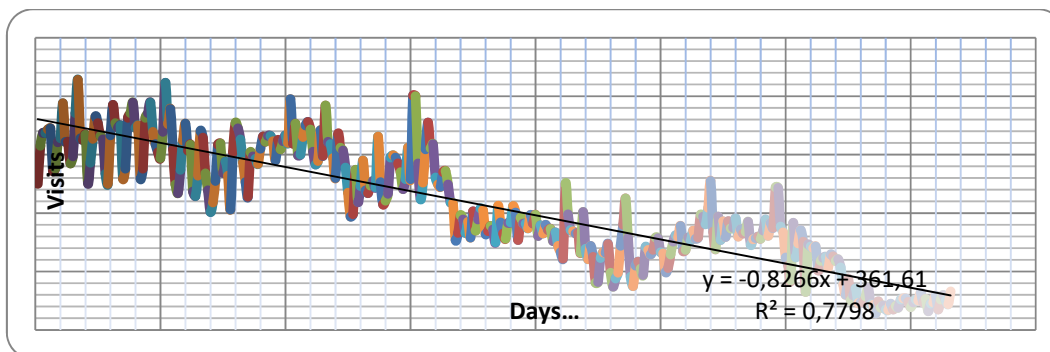
Figure 2: Graphical representation of the variable visits

Source: Based on the data of Google Analytics, 2013.

Comparing the number of visits of the year starting from October 2012 till October 2013 and the previous year it can be noticed that the overall number of visits dropped by approximately 13% from the year 2012-2011 compared to previous year accounting for 86,388 as total number of visits in 2011-2012 versus 74,858 in 2012-2013 (Figure 3).
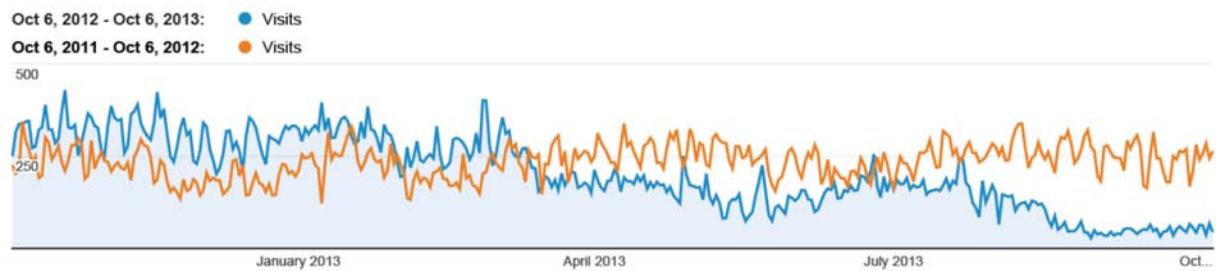
Figure 3: A comparison of the Visits figures of the yearly period starting from 06 October 2012-06 October 2013 and the previous year.

Source: Google Analytics, 2013.

4.1.2 Page views:

According to Stokes (2011) page views are "the number of times a page was successfully requested". In order to improve the user experience, information architecture and relevancy of content on the site, it is important to keep an eye on the page views metric.

Examining page views numbers revealed: The figures of the variable page views dropped out remarkably from the 6th of October 2012 till the 6th of October 2013 which goes parallel to the drop-out trend of visits. Tracking the monthly *rates* of page views it can be noticed that it started with 21846 page views per month, and then it started decreasing with a slight fluctuation till it reached 2787 page views at the end of the tested period. The page views figure dropped from the beginning of the period till the end of the same period by approximately 88%, which is considered a high withdrawal in the page views rate. Comparing the performance of the page views with the previous year 2011-2012 it can be noticed that the overall pageviews dropped by 19%.

4.1.3 Pages / Visit (Page views per visit)

According to Stokes (2011) page views per visit are – "the number of page views in a reporting period divided by the number of visits in that same period to get an average of how many pages are being viewed per visit".

Table 1: Average page views per visit per month in 2013

Date	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Averg. Pageviews per visit	1.15	1.16	1.17	1.18	1.19	1.20	2.28	1.21	1.22	1.23	1.24	1.25

Source: Adopted from Google Analytics, 2013.

Examining the variable page views per visit of the company, it can be noticed that there are no major changes in the averages per month. As page views per visit is a **composite variable,** which can be split into total page views and total visits, this decrease could be due to fluctuations in the figures of page views or visits of each month (Table 1).

4.1.4 Bounce rate:

Bounce rate are "(sometimes confused with exit rate) is an Internet marketing term used in Web traffic analysis. It represents the percentage of visitors who enter the site and "bounce" (leave the site) rather than continue viewing other pages within the same site" (HMTWeb.com). Bounce rate is one of the most important metrics to observe. There are a few exceptions, but a high bounce rate usually means high dissatisfaction with the Website (Stokes, 2011).

High bounce rates could be the result of some factors. Some of these factors may be loading time, poor content or dazzling Web layout. There are several strategies that could be taken in order to improve bounce rates. Bounce rates affect total page views, pageviews per visit and average visit duration.

Table 2: Average Bounce rates per month for the Website

Date	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Averg. Bounce rate per month (%)	68.2	71.9	74.4	71.1	73.2	69.4	69.5	70.6	74.5	80.3	77.1	71.0

Source: Based on Google Analytics data, 2013

Examining the bounce rates of the case study shows (Table 2), that there is a slight change in the bounce rates and that the average bounce rates of the year accounts for 72.60%. Comparing this average with the average bounce rates of Alexa on the 31st of October 2013 (Alexa rates are average rates of the last three month) of some relevant e-mediaries and local and international travel agencies and tour operators it is clear that the bounce rates of the case study are far away from the average bounce rates of the comparative cases. The average bounce rates of the

comparative cases range from 17% to 37%.

4.1.5 Hourly and daily overview:

Looking at the **visits`** hourly overview of the case company for a ten day time span starting from 25th of October 2013 to 04 of November 2013 it can be noticed that (Figure 4):
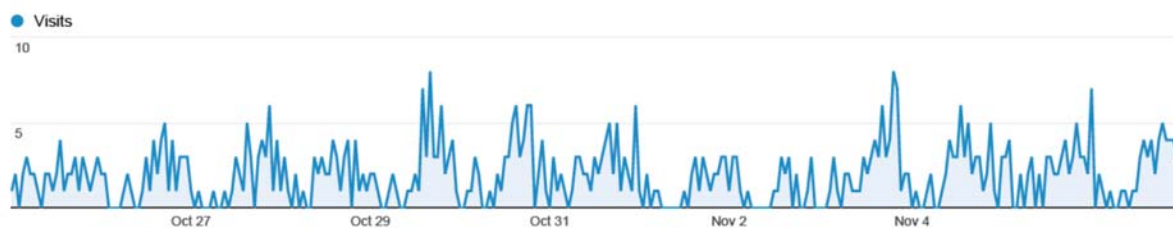
Figure 4: Hourly overview of the numbers of visits

Source: Google Analytics, 2013.

There is an hourly trend. Most visits are accumulated in the hours between 9am and 23pm. Visits increase gradually from 9 am till they reach the peak at 3 pm, start to decrease gradually till 6am, then an increase till 23pm can be noticed. This trend can have certain implications concerning the choice of the timing of certain marketing activities specially when linked with the gender and interests report provided by Google Analytics. Weekday distribution of the visits shows that most traffic is generated at the weekend (Thursdays and Fridays).

4.1.6 Social media overview:

The social media overview report gives the user a glance at how social media platforms are contributing to the overall activity of the company`s Website.

The social media overview report shows that the total visits for a year span accounted for 74,858 while visits via social media platforms accounted for 459 visits, contributing by 2 conversions with $2.00 value of total 412 site conversions ($412.00 of total value).

A visit from a social referral may result in a conversion immediately, or it may assist in a conversion that occurs later on. Referrals that generate conversions immediately are labelled as "Last Interaction Social Conversions" in the graph. If a referral from a social source does not

immediately generate a conversion, but the visitor returns later and converts, the referral is included in "Assisted Social Conversions" (Google Support, 2013). In the case company "Last Interaction Social Conversions" and "Assisted Social Conversions" accounted for 2 each.

4.1.7 Landing pages

The Landing Pages tab shows the top landing pages from social visits.

Table 3: Social landing pages

Shared URL	Visits	Pageviews	Avg. Visit Duration	Data Hub Activities	Pages / Visit
1. uk.memphistours.com/Egypt/index.php	62	135	00:02:20	2	2.18
2. uk.memphistours.com/Egypt/Egypt-Travel-Guide/Luxor-attractions/wiki/Mummification-Museum-in-Luxor	54	58	00:00:37	0	1.07
3. uk.memphistours.com/Egypt/Egypt-Travel-Guide/Alexandria-Attractions/wiki/Catacombs-of-Kom-El-Shoqafa	44	55	00:01:03	0	1.25
4. uk.memphistours.com/Egypt/Nile-Cruise-Boats/Egypt-Nile-Cruises	17	60	00:05:10	0	3.53
5. uk.memphistours.com/Egypt/Excursions-And-Attractions/Marsa-Alam-Excursions	15	78	00:03:23	0	5.20
6. www.memphistours.com/facebook2/index.php?fb_source=search&fref=ts&ref=ts	11	12	00:00:03	0	1.09

Source: Google Analytics, 2013

Table 3 it can be shows, that the homepage of the company is the most popular landing page being shared with 62 visits for a year time span. It can be noticed from Table 4 that most visits originated from Facebook followed by TripAdvisor and that TripAdvisor has the highest average pages per visit (00:04:45), highest pageviews and highest average pages/visit. This can give insights to marketers when planning their social media campaigns to focus on quality channels.

Table 4: Breakdown of social networks related to the first landing page.

Social Network	Visits	Pageviews	Avg. Visit Duration	Data Hub Activities	Pages / Visit
1. Facebook	19	28	00:02:35	0	1.47
2. TripAdvisor	15	73	00:04:45	0	4.87
3. Flickr	7	8	00:00:05	0	1.14
4. LinkedIn	3	3	00:00:00	0	1.00
5. WordPress	3	3	00:00:00	0	1.00
6. Dailymotion	2	2	00:00:00	0	1.00
7. Slashdot	2	2	00:00:00	0	1.00
8. TypePad	2	2	00:00:00	0	1.00
9. YouTube	2	5	00:03:15	0	2.50

Source: Google Analytics, 2013.

4.1.8 Conversions

Google Analytics give the user the opportunity to identify the full value of traffic coming from social sites and determine how social media platforms lead to direct conversions or assist in future conversions. Companies can, for example, measure the effect of a newly published video or blog on the traffic and whether it was shared and led to conversions. Social media contributed in this case to only two conversions in a year span from Youtube generating $2.00 as a conversion value. This should give an alert to the case company that they should try to reconsider their strategy concerning social media and try to harvest the wide-ranging benefits of social media and viral effect created by these platforms.

4.1.9 Overview

This report provides marketers with an overview of conversion metrics for all goals and also for every goal separately.

It can be detected that the company`s Website generated 418 total conversions with a total of $418 as goal value. The *Sightseeing Reservation Goal* has the most goal completions (198). It can also be noticed that the *Transfer Reservation Goal* hasn`t achieved any goal completions (Table 5).

Table 5: Conversion overview report

Goal Completions	Goal Value	Goal Conversion Rate	Total Abandonment Rate	Sightseeing Reservation (Goal 2 Completions)
418	$418.00	0.56%	0.00%	198

Nile Cruise Reservation (Goal 3 Completions)	Packages Reservation (Goal 4 Completions)	Transfer Reservation (Goal 7 Completions)
115	54	0

Source: Google Analytics, 2013.

4.1.10 Funnel Visualization

The marketer sets up a funnel that he thinks prospects should follow in order to achieve a certain goal. At each stage, the marketer can see how many people enter at that stage, how many people are continuing in the funnel from the previous stage, how many people leave at that stage without completing, and perhaps most importantly, where they are going (Google Analytics, 2013). The case company hasn`t set up any funnels.

4.1.11 Goal Flow

The *Goal Flow Report* visualizes the path visitors used through a *funnel* towards a *Goal*. The final node in this report represents the Goal, and the other nodes represent funnel steps (Google Analytics, 2013). Examining the goal flow report users might find a page in the funnel that leads to a large amount of exits or that the navigation from a visitor's perspective is different than that expected path set up by the marketer when he developed the funnel. The analysis shows that for Goal 2, 198 conversions took place. But as the company did not set up any funnels, no funnel conversion rate can be detected. Figure 5 shows that Google as a source is generating most conversions for Goal 2 accounting for 85 conversions. This is followed by direct searches accounting for 2 conversions.
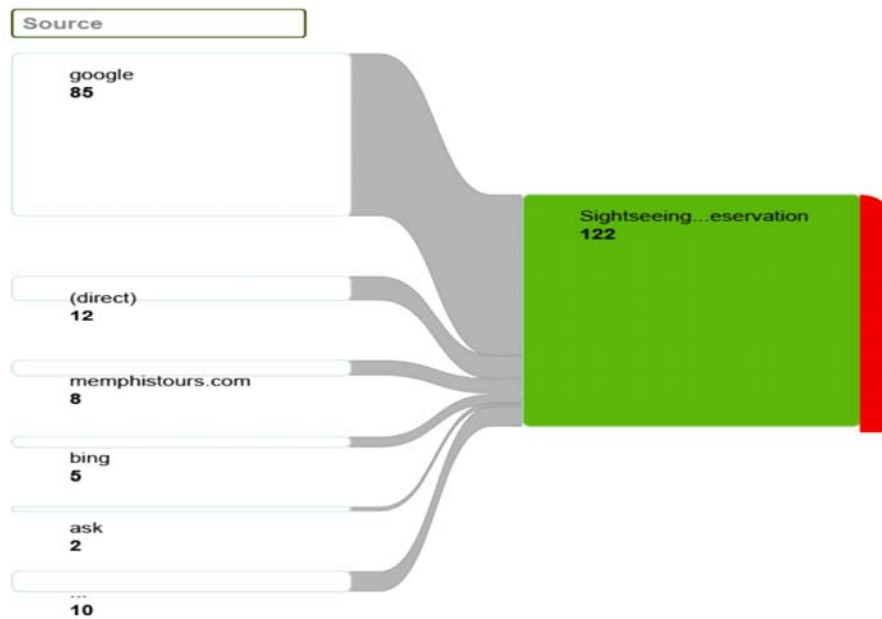
Figure 5: Goal flow for Goal 2 by source.

Source: Google Analytics, 2013.

4.1.12 Path length

The path length report shows the number of interactions that took place before a conversion happens. This is important in showing whether visitors need several clicks in order to reach the goal. If so, marketers should be considering eliminating unnecessary pages in order to reduce confusion and make visitors find quickly the information they need. Table 6 shows the number of interactions with its associated conversions. It seems that 72% of the conversions took place after one interaction. 16% of the conversions took place after 2 interactions and 5% of total conversions happened after three interactions.

It seems that the visitors that convert after one interaction are transferred directly to the landing page which is in that case the last page in the funnel. Also the fact that 15% of the conversions happened after two interactions infers a plus for the company Website.

Table 6: Path length

Path Length in Interactions	Conversions	Conversion Value	Percentage of total
			Conversions / Conversion Value
1	304	$304.00	72.73% / 72.73%
2	66	$66.00	15.79% / 15.79%
3	22	$22.00	5.26% / 5.26%
4	11	$11.00	2.63% / 2.63%
5	3	$3.00	0.72% / 0.72%

Source: Google Analytics, 2013

5 HYPOTHESES TESTING

5.1 Using Person`s Correlation:

Experimenting with different functional forms including linear, semi-log and double-log functions, the double-log-function fitted the data the most.

Running Durbin-Watson statistic on initial regressions showed valued below 2 (DW significantly below 2 indicates high autocorrelation). Therefore, a lag variable was introduced in the equation to reduce the effect of autocorrelation.

The researcher performed a Pearson`s correlation to examine the relationship between multiple variables. These variables are: pageviews, loading time, visits, bounce rate, pages visited and time. The analysis showed the following relationships (Table 7):

1. *Page views and loading time:*

Pearson's r is - 0,269 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between loading time and pageviews. In this example, Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the loading time increases pageviews decreases or when the loading time decreases the variable pageviews increases.

Table 7: Pearson correlation of multiple variables

Correlations		lnpageviews	lnloading	lnbounce	lnvisits	lnpagevisited	lntimeindex
lnpageviews	Pearson Correlation	1	-.269**	-.234**	.910**	.382**	-.675**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	366	363	366	366	366	366
lnloading	Pearson Correlation	-.269**	1	.279**	-.223**	-.281**	.321**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	363	363	363	363	363	363
lnbounce	Pearson Correlation	-.234**	.279**	1	-.097	-.711**	.269**
	Sig. (2-tailed)	.000	.000		.064	.000	.000
	N	366	363	366	366	366	366
lnvisits	Pearson Correlation	.910**	-.223**	-.097	1	.172**	-.654**
	Sig. (2-tailed)	.000	.000	.064		.001	.000
	N	366	363	366	366	366	366
lnpagevisited	Pearson Correlation	.382**	-.281**	-.711**	.172**	1	-.218**
	Sig. (2-tailed)	.000	.000	.000	.001		.000
	N	366	363	366	366	366	366
lntimeindex	Pearson Correlation	-.675**	.321**	.269**	-.654**	-.218**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	366	363	366	366	366	366

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS

2. *Page views and bounce rate:*

Pearson's r is - 0,234 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between bounce rate and pageviews.

In this example at hand Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the bounce rate increases pageviews decrease or when the bounce rate decreases the variable pageviews increases.

3. *Page views and visits:*

Pearson's r is 0,910 with high significance value (p= 0.000). This number is close to 1 which indicates a strong relationship between visits and pageviews.

Pearson's r sign is positive. This indicates a positive relationship between the two variables, i.e. when the visits increase pageviews also increase or when the visits decrease the variable pageviews decrease.

4. *Page views and pages visited or pages visited and visits:*

The correlation between the two variables won`t be accurate as pages visited is a composite variable from visits and pageviews.

5. *Page views and time:*

Pearson's r is - 0,675 with a high significance value (p= 0.000). This number is close to 1 which indicates a strong relationship between time and pageviews.

In this example, Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases pageviews decrease or when the time index decreases the variable pageviews increases.

6. *Loading time and bounce rate:*

Pearson's r is 0,279 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between the two variables.

In this example, Pearson's r sign is positive which indicates a positive relationship between the two variables, i.e. when the loading time increases bounce rate also increases or when the loading time decreases the variable bounce rate decreases.

7. *Loading time and visits:*

Pearson's r is - 0,223 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between the two variables.

In this case, Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when loading time increases visits decrease or when the loading time decreases the variable visits increases.

8. *Loading time and pages visited:*

Pearson's r is - 0,281 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between loading time and pages visited.

Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the loading time increases pages visited decreases or when the loading time decreases the variable pages visited increases.

9. *Loading time and time:*

Pearson's r is 0,321 with a high significance value (p= 0.000). There is a moderate relationship between the two variables.

In this example, Pearson's r sign is positive. This indicates a positive relationship between the two variables, i.e. when the time index increases loading time also increases or when the time index decreases the variable loading time decreases.

10. *Bounce rate and visits:*

Pearson's r is – 0.97 which is only significant at point 0.1 level (p= 0.064). This number is close to 1 which indicates a strong relationship between the two variables in the opposite direction.

11. *Bounce rate and pages visited:*

Pearson's r is - 0,711 with a high significance value (p= 0.000). This number is close to 1 which indicates a strong relationship between the two variables.

Pearson's r sign is negative which signifies a negative relationship between the two variables, i.e. when the bounce rate increases pages visited decreases or when the bounce rate decreases the variable pages visited increases.

12. *Bounce rate and time:*

Pearson's r is 0,269 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between bounce rate and time.

In this example, Pearson's r sign is positive. This indicates a positive relationship between the two variables, i.e. when the time index increases bounce rate increases or when the time index decreases the variable bounce rate decreases.

13. *Visits and time:*

Pearson's r is - 0,654 with a high significance value (p= 0.000). This number is close to 1 which indicates a strong relationship between the two variables. Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases visits decrease or when the time index decreases the variable visits increases.

14. *Time and pages visited:*

Pearson's r is - 0,218 with a high significance value (p= 0.000). This number is close to 0 which indicates a weak relationship between time and pages visited. Pearson's r sign is negative. This indicates a negative relationship between the two variables, i.e. when the time index increases the variable pages visited decreases or when time decreases the variable pages visited increases.

5.2 Regression

a. Regression: Pageviews and Loading

SPSS will generate a few tables of output for a regression analysis. The research will be only focusing on the tables and coefficients required to understand the regression output.

* Determining how well the model fits (Model summary table):

- The **R** shows the correlation between the observed and predicted values of dependent variable. Here the correlation coefficient is 0,914 which indicates a strong positive relationship between the two variables.

- **R-Square** - This is the proportion of variance in the dependent variable (**pageviews**) which can be explained by the independent variable (**loading time**).

The R-square value is 0.835 which indicates that the independent variable (**loading time**) explains 83% of the variability of the dependent variable (**pageviews**) (Table 8).

Table 8: Model Summary for the variables loading and pageviews

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.914^a	.835	.834	.27216	2.416

a. Predictors: (Constant), lnloading, laglnpageviews

b. Dependent Variable: lnpageviews

Source: SPSS

** Statistical significance: (ANOVA table):

The **F**-ratio in the **ANOVA** table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable as **F**= 910, **p** < .0005 (i.e., the regression model is a good fit of the data) (Table 9).

Table 9: ANOVA table for the variables loading and pageviews

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.838	2	67.419	910.189	.000^a
	Residual	26.592	359	.074		
	Total	161.430	361			

a. Predictors: (Constant), lnloading, laglnpageviews

b. Dependent Variable: lnpageviews

Source: SPSS

***Parameter estimates (Coefficients table):

The following output is obtained from the **Coefficients** table (10), as shown below:

Table 10: Coefficients table for the variables loading and pageviews

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.533	.178		2.996	.003
	laglnpageviews	.916	.022	.910	40.780	.000
	lnloading	-.015	.028	-.012	-.542	.588

a. Dependent Variable: lnpageviews

Source: SPSS

The Model column shows the predictor variables. **B** stands for the values for the regression equation for predicting the dependent variable from the independent variable. The coefficient for **loading time** is -0.015. So for every 1% increase in **loading time**, a 1.5 % decrease in **pageviews** is predicted, ceteris paribus (holding all other variables constant).

- **t- values** and **Sig**. - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. As p **is not** $< .05$ it can be deduced that the coefficients are not statistically significant, i.e. loading time cannot predict the variable pageviews.

Applying a linear regression it showed the following:

- The regression model is a good fit for data as **F**= 910, **p** $< .0005$.

- R-square value is 0.83 which shows that the independent variable (loading time) explains 83% of the variability of the dependent variable (pageviews).

- The coefficient for **loading time** is -0.015. So for every 1% increase in **loading time**, a 1.5% decrease in **pageviews** is predicted, holding all other variables constant.

b. Regression: Loading and Pages visited

The first table of **Model Summary** as previously stated determines how well a regression model fits the data (Table 11):

Here the correlation coefficient is 0.47 which indicates a moderate positive relationship between the two variables.

R-Square - This is the proportion of variance in the dependent variable (**pages visited**) which can be explained by the independent variables (**loading time**).

It can be dedected from the value of 0.22 that the independent variable (**loading time**) explains 22% of the variability of the dependent variable (**pages visited).**

Table 11: Model Summary for the variables loading and pages visited

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.472[a]	.223	.218	.14964	2.116

a. Predictors: (Constant), lnloading, laglnpagesvisited

b. Dependent Variable: lnpagevisited

Source: SPSS

The **F**-ratio in the **ANOVA** table (12) as previously mentioned tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable as **F**= 51, **p** < .0005 (i.e., the regression model is a good fit of the data).

Table 12: ANOVA table for the variables loading and pages visited

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.303	2	1.151	51.413	.000[a]
	Residual	8.039	359	.022		
	Total	10.341	361			

a. Predictors: (Constant), lnloading, laglnpagesvisited

b. Dependent Variable: lnpagevisited

Source: SPSS

The coefficient for **loading time** is -0.054. So for every 1% increase in **loading time**, a 5.4% decrease in **pages visited** is predicted, (holding all other variables constant). As **p** < .05, it can be concluded that the coefficients are statistically significant (Table 13).

Table 13: The Coefficient table for the variables loading and pages visited

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.552	.066		8.402	.000
	laglnpagesvisited	.397	.049	.396	8.150	.000
	lnloading	-.054	.016	-.166	-3.413	.001

a. Dependent Variable: lnpagevisited

Source: SPSS

The regression model is a good fit for data as **F**= 51, **p** < .0005. R-square value is 0.22 which shows that the independent variable (loading time) explains 22% of the variability of the dependent variable (pages visited). The coefficient for **loading time** is -0.054. So for every 1% increase in **loading time**, a 5.4% decrease in **pages visited** is predicted.

c. Multiple regression: Bounce as dependent variable and loading time and time index as independent variables

The **Model Summary** table (14) as previously mentioned can be used to determine how well a regression model fits the data and it includes: Here the correlation coefficient is 0.34 which indicates a weak positive relationship between the dependent and independent variables.

R-Square - is the proportion of variance in the dependent variable (**bounce rate**) which can be explained by the independent variables. The R-square value is 0.11 which indicates that our independent variable explains 11% of the variability of the dependent variable (**bounce rate**).

Table 14: Model Summary for the variables bounce, loading and time index

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341[a]	.116	.111	.07632

a. Predictors: (Constant), lnloading, lntimeindex

Source: SPSS

The F-ratio in the **ANOVA** table (15) shows that the independent variables statistically significantly predict the dependent variable as **F**= 23, **p** < .0005 (i.e., the regression model is a good fit of the data).

Table 15: ANOVA table for the variables bounce, loading and time index

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.276	2	.138	23.678	.000ᵇ
	Residual	2.097	360	.006		
	Total	2.372	362			

a. Dependent Variable: lnbounce

b. Predictors: (Constant), lnloading, lntimeindex

Source: SPSS

The following output is obtained from the **Coefficients** table (16), as shown below.

Table16: Coefficients table of the variables bounce, loading and time index

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.509	.028		-18.412	.000
	lntimeindex	.017	.004	.207	3.958	.000
	lnloading	.033	.008	.212	4.059	.000

a. Dependent Variable: lnbounce

Source: SPSS

The coefficient for **loading time** is 0.033. So for every 1% increase in **loading time**, a 3.3 % increase in **bounce rate** is predicted. The coefficient for **time** is 0.017. So for every 1% increase in **time**, a 1.7 % increase in **bounce rate** is predicted. As **p** < .05 it can be concluded that the coefficients are statistically significant.

The regression model is a good fit for data as **F=23, p** < .0005. R-square value is 0.11 which shows that the independent variables explain 11% of the variability of the dependent variable (**bounce rate**). The coefficient for **loading time** is 0.033. So for every 1% increase in **loading time**, a 3.3 % increase in **bounce rate** is predicted. The coefficient for **time** is 0.017. So for every 1% increase in **time**, a 1.7 % increase in **bounce rate** is predicted.

Based on the results of the Correlation and regression analysis it can be deduced that:

H1: There is no significant relationship between bounce rate and loading time.

** H1 can **<u>be rejected</u>** substantiated by the results of correlation and regression analysis.

H2: There is no significant relationship between pageviews and loading time.

** H2 **<u>cannot be rejected</u>** substantiated by the results of regression analysis.

H3: There is no significant relationship between pages visited and loading time.

** H3 can **<u>be rejected</u>** substantiated by the results of correlation and regression analysis.

H4: There is no significant relationship between bounce rate and pages visited.

** H4 can **<u>be rejected</u>** substantiated by the results of the correlation analysis.

6 DEVELOPING AN E-MARKETING STRATEGY FRAMEWORK USING WEBMINING APPROACHES

In order to compete successfully in a market it is essential to develop an integrated coherent and customer-focused marketing strategy. The virtual space has its own characteristics that have to be put into consideration when developing an e-marketing strategy. The following part will examine how Webmining approaches and techniques could be incorporated in the SOSTAC model. This model can be divided into five stages according to Chaffey *et al.* (2008) in order to help electronic enterprises facilitate their strategy design.

First stage "Situation Review":

A situation review has to take place as a first step in the formulation of an e-marketing strategy. This situation review incorporates several analyses e.g competitor analysis, customer research…etc. Using Webmining approaches could provide strategy developers with precious information that could help them build their strategy.

a- The first part of the *situation review* includes examining the contribution of the Internet to the organization. The approach in this study suggests that the analyzer could effectively use WUM software in order to extract useful data. Path traversal patterns and reports generated by WUM

analytics are utilized in order to show entry and exit points, user access patterns, association rules between pages, conversion rates and predict future user navigational behaviors. This kind of information can depict a clear view of the real contribution of the Internet to the organization.

b- Also Webmining approaches can be utilized when performing *resource analysis*. A resource analysis involves reviewing the capabilities of the organization in delivering its online services. Online market share could be revealed using tools such as Hitwise and Netratings. In addition to that, technology infrastructure resources which include assessing performance and speed of the Website, the need for applications to enhance customer experience like on-site search or customization facilities, some concepts like content management, customer relationship management using WSM for ranking and backlink and WCM for a fine-tuned content may be utilized.

c- Customer research and building customer databases could be also performed using WUM tools. WUM software generate reports which include some primary information about customer behaviours like entry hours and days, nationality of Website users and also a full view of customer profiles (e.g Alexa). A variety of Web mining algorithms are now available and can be used to generate more sophisticated customer KPI (Key Performance Indicators).

d. WSM could be also of great help when generating a competitor analysis. Page ranking which relies on assessing popularity of the site can depict a clear view of the status of the Website compared to other competitive Websites.

e. Nevertheless, information for intermediary analysis could be also provided by using WUM software which report referrer pages. This can indicate whether intermediaries are playing an effective role in promoting the site.

f. The SWOT analysis can also be performed using the information generated by WUM, WSM and WCM tools.

Second stage: Setting objectives:

Looking closer at the main advantages which can be at the same time the objectives of Internet marketing, it becomes clear that Web mining approaches can play a major role in achieving the objectives and at the same time maximizing the advantages.

Webmining approaches could be used in order to achieve e-marketing objectives. For example WUM approaches with path analysis could be used in order to identify customer needs and preferences or perform collaborative filtering techniques; thus make personalized recommendations to customers to maximize sales. Also tracking customer navigational behavior can help developers identify points where customers leave the page without reaching the goal. Also restructuring the Web pages and omitting pages which are unnecessary can maximize conversion rates.

Furthermore, using WUM and WSM techniques can help better *serve* customers. Personalized

recommendations, tracking customer access and exit points, clustering customers in groups and predicting customer navigational behavior can be very helpful in customer relationship management strategies. In addition to that using WSM for page ranking could also be of great help to developers to get an idea about page popularity in the virtual competitive space.

WCM and WSM techniques and approaches can also help marketing strategy developers *speak* to their customers. WCM software can show relational word clusters and word associations. In addition to that, WSM can show page popularity by identifying front- and backlinks which show how much this page is cited by other popular pages.

An organization can also save some costs by using WUM and WSM techniques. Market basket analysis, personalization, association rule mining can help organizations plan cross-selling strategies, recommend personalized recommendations and avoid churn.

Last but not least using WSM techniques like page rank can give strategy developers guidance to launch SEO or PPC campaigns to rank higher in the SERP and thus maximize brand awareness. Using popular keywords in titles and metatags can help to rank higher.

Third and fourth step "How do we get there" and "How exactly do we get there":

After the e-marketing developer identifies the Internet marketing objectives the strategies should be formulated and ways depicted of how to achieve these objectives. There are several competitive strategies that can meet the desired objectives. The following table (17) shows several marketing objectives, Webmining approaches and related marketing tactics. These marketing tactics can be used in order to achieve marketing objectives. The following review will explain how every marketing objective can be accomplished by using Web mining data extracted from the Websites.

Table 17: Marketing strategic objectives and related Web mining techniques and approaches

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
Differentiation	Offering more value to customers to gain a competitive advantage.	WUM WCM	- Web analytics reports. - Recommender systems using collaborative filtering)	- Personalization - enhance page - WebPR - e-mail marketing

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
			- text mining	- customer reviews
Product development	Products are developed according to customer needs.	WUM	- Path analysis - Market basket analysis - shopping carts analysis - association rule mining - classifying customers	- cross-selling - discount vouchers - promotions on certain items
Customer acquisition (Brand awareness)	The Internet is used to sell existing products to new customers. Selling into new geographical areas taking advantage of the low cost advertising opportunities without the necessity of setting up sales infrastructure in the customer countries.	WSM WUM WCM	- referrer pages - path analysis - page ranking - content mining	- SEO (better ranking and landing pages) - PPC - affiliate marketing - online ads - enhance page - WebPR - ORM (Online Reputation Management
Customer retention, to avoid churn		WUM	- clustering - prediction - recommender	- Personalization - pop-ups - reminder e-

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
			systems	mail - ORM (Online Reputation Management
Focus, targeting and communication	Perform some functions to speak and listen to customers	WUM	- Web log analysis -clustering classification, collaborative filtering	- personalization - SEO,PPC - social media - e-mail marketing
Cost leadership And value chain efficiencies	- decrease operation costs by attracting customers to do transactions online - decrease marketing costs by delivering customized offers	WCM WUM	- text mining - Keyword analysis - path analysis - collaborative filtering	- SEO, PPC - personalization
Market penetration	Selling existing products in existing markets.	WSM	- page ranking	- SEO - PPC - social media -e-mail marketing - WebPR
Diversification	Selling more new products in new markets	WCM WUM	- text mining - collaborative filtering	- enhance the page - personalization
Revenue	Completing transactions online	WUM	- Entry and exit point identification	- enhance the page layout and

Marketing strategic objectives	Definition of Marketing strategic Objectives (Chaffey et al., 2008)	Web mining approach	Web mining technique	Marketing tactics
generation			- shopping cart analysis - path analysis	navigation - personalization
Channel partnership	Choosing affiliates which are highly ranked to insert hyperlinks of the brand in these sites to drive traffic my own web site	WSM	- page rank (back and in-links of affiliates)	- affiliate marketing - PPC
Customer conversion and enhancing customer experience	- safe payments - bouncy rates - convert visits into leads	WCM WUM	- text mining - path analysis	- personalization - customer reviews and ratings - tailored promotions - improve on-site search engines

1- Differentiation: could be a strategic objective and aims at offering different services to customers. Using Webmining approaches could be a bonus for the organization to differentiate from others. Using WUM techniques for instance like path analysis to track customer navigational behavior can be very useful to developers in avoiding unnecessary Webpages which distract users or force them to migrate away. Also by using collaborative filtering algorithms, the organization can recommend products and services according to similar user`s preferences. Also differentiation tactics involve performing e-mail marketing, communication with the customers using WebPR activities.

2-Product development: Products should be developed according to customer needs. WUM techniques and algorithms like path analysis, Web log analysis and shopping cart analysis could give insights about the products that are mostly favoured and purchased by customers. That way

the organization can use some marketing tactics like cross-selling strategies or offer discount vouchers and promotions on certain items.

3- Customer acquisition or brand awareness: can be accomplished by performing Search Engine Marketing (SEM) approaches like SEO or PPC. *Search engine marketing*, or SEM, is a form of Internet marketing that aims at promoting Websites by increasing their chance to appear in Search Engine Result Pages (SERPs). Search engine marketing covers a number of techniques or strategies to enhance the Website's visibility in SERPs (**Xiang *et al*., 2011).**

4- **Customer retention (avoid churn):** in order to keep customers loyal to the brand, strategy developers must perform some activities that optimize customer loyalty. Some of these activities include personalized offers, recommendations, pop-up, after-sale follow-up e-mails and online reputation.

In order to keep customer loyalty through the above mentioned activities, the organization must keep a solid customer base. This can be achieves through WUM techniques like analyzing cookies and Web logs and performing some datamining techniques on the extracted data like clustering, prediction and classification. Categorizing customers in groups makes them easy to target with e-mails, online ads and promotions.

5- **Focus, targeting and communication**: One of the mostly used marketing strategic objectives is focus and targeting. Segmenting customers and focusing on one cluster and directing marketing efforts to it can be beneficiary. WUM techniques can be very useful in performing segmentation, clustering and classification. Also collaborative filtering; making recommendations based on similar preferences of previous customers can be very useful in this domain. Marketing tactics for focus and targeting include personalization and recommendation systems and e-mail marketing. Communication can be accomplished through SEO, PPC and monitoring social media activities (CGC- Customer Generated Content).

Fifth step "The details of tactics, who does what and when":

In this step Webmining approaches cannot help developers in assigning responsibilities on the employees as it is more an administrative task. Nevertheless, Webmining approaches can give some information about how much external agencies are playing an important role in promoting the services and products of the organization. This can be examined from the reports of Web log analyzers, which show referrer pages. Also, the importance of external agencies or intermediaries can be assessed by evaluating PPC campaigns on sales, brand awareness and conversion rates.

Sixth step "How do we monitor performance":

The five diagnostic categories for e-marketing measurement include: business contribution, marketing outcomes, customer satisfaction, customer behaviour and site promotion. These insights can be described by using key metrics. For example business contribution can be

measured through monitoring online revenue contribution, costs and profitability. Customer satisfaction can be measured through site usability, opinions and repeated visits and purchases.

These were the steps for developing an e-marketing strategy based on the framework of Chaffey *et al.* (2008). Web mining approaches were used in order to extract useful information that can be successfully used to design e-marketing strategies.

6   RECOMMENDATIONS

The recommendations can be used by private and public tourism organizations with Web presence to improve their position in the market.

a. Case company Website:

The company should be focusing on retaining their online customer base and try to attract their off-line customers to their Website. More attention should be given to Website quality features especially navigation and accessibility.

The company should be integrating online and offline marketing activities and linking visits to the Website with special offers and promotions. Harmony should exist between off-line and online marketing activities to avoid channel conflict.

It is crucial that the company makes best use of Web mining results and activate disabled features in Google Analytics. It is also recommended that the company uses other Web analytics that have different features than Google Analytic.

It is also recommended that combined analytics, which links Web Structure Mining, Web Content Mining and Web Usage Mining together to make utmost use of extracted data. New dynamic decision tree models should be introduced with the aim to show continuous changes in users` patterns.

The company should be considering decreasing the use of flash and videos to reduce distraction and decrease loading time. SEO strategies should be carefully designed. They include: fine-tuned content in the landing pages, designing successful meta tags and increasing backlinks. Also it is useful for the company to be listed in official Website`s directories like yellow pages for higher rankings.

The company should segment its customers using Web mining results for personalization and target marketing. More attention should be given to PPC campaigns and keyword choice. The company should be focusing on the returns generated by social media. Furthermore, an effective ORM is crucial for viral exposure.

More attention should be given to technical considerations concerning new applications like mobile and tablets. The company should be also considering promoting their Website in numerous search engines like Yahoo for example.

Diversifying the services offered on the Website, specializing in niche services, cross-selling can help the company overcome the instabilities of the tourism sector.

Affiliate campaigns and co-branding can be of great importance for effective marketing.

The company should be taking confident steps towards changing the site from a promotional model promoting brand awareness to an e-commerce model supporting secured e-payments. The company should strengthen the confidence in its online payments.

b. Private and Public tourism organizations Websites:

- The goals of the tourism Website should be a part of the organization-wide strategy.
- Web mining approaches have a huge potential and should to be efficiently used to guarantee satisfactory customer experience.
- Web analytics provide organizations with a wide range of information. This information ought to be used to either develop customer-focused e-marketing strategies or utilized to optimize Web designs.
- The objectives of the Websites should be clear, flexible and concise.
- The data that is provided by Web analytics can be either used as raw data giving primary insights about customer behavior or they can be subject to further analysis to convey more sophisticated outcomes.
- Website design should be given first priority, as Websites are the tool used by the company to transmit brand image.
- Companies should be using SEO and PPC to rank higher in the SERP.
- Social media is nowadays the key to rank higher, to viral exposure, to successful customer relationship management and effective online reputation management.
- Marketers should pay attention to Web site quality features and effectively combine it with Web mining outcomes to develop customer-based Websites.

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Legislative and policy efforts to control 'sharing economy' local accommodation as a way to prevent cultural identity loss in Portugal

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ABSTRACT

This study seeks to fill an epistemological gap regarding the legislative and regulatory means of managing local accommodation associated to the 'sharing economy', as it relates to the cultural identity of cities and parts of cities in Portugal. We presume such a cultural identity to be a complex entity which is built in part in negotiation with the tourist, but one that is currently risking an imbalanced relationship. This study is conducted from a law studies point of view, seeking to draw conclusions from recent touristic trends in the cities of Porto and Lisbon. As a way to stimulate entrepreneurship in the tourism sector, local accommodation was constructed as juridical concept in Portuguese law, creating a separate regimen from traditional touristic establishments such as hotels, rural tourism and camping places. This also created the possibility

to institutionalize a number of informal situations which operated in these cities (especially in light of the Governmental Decree nº39/2008, March 7th, which extinguished the legal background of businesses as pensions and motels), allowing these to continue their activity - preventing the economic impact which their closing would bring. The specific law which was implemented - Governmental Decree nº128/2014, August 29th brought with it some dangers which have been at times posed to municipal institutions: the risk of 'desertification' of the center by local citizens, rent pressure, social polarization, amongst other risks. It is important to note that these factors are very localized in Portugal – one can note that the gross majority of local accommodation of Lisbon is centered on a small and central area. These social factors are aided by complex cultural transactions which may force out specific cultural forms of neighbourhoods and areas of these cities – although this question may be less linear than one would which. And likewise the economic impact of the informal local accommodation sector poses a risk which ought to be taken seriously in lack of effective policing. With such an appealing legal structure, which made local accommodation a viable opportunity not only for homeowners but also property developers – which also brings urban regeneration – one has to wonder what sort of policing and regulation is made on these spaces. Noting that this function belongs to ASAE (Authority for the Safety of Economic Activities), whose contingent and power has been reduced, can one truly delegate to a national organism a localized factor such as this? Or ought we to look at community or private enterprise options for this task? On the course of this study we propose to approach this problem with a solution-oriented approach that seeks to hint on possible solutions for Portugal which might be of interest on an international level.

Key Words: Local accommodation; cultural identity; digital platforms; control efforts; tourism.

INTRODUCTION

Before Decree Law nº39/2008 of March 7th, the Portuguese legal regime on touristic enterprises was rather opaque and prone to produce informal economies – whether through temporary or occasional occupation of houses – which were by definition neither subject to minimum lodging requirements nor any fiscal measures (Quintas, 2003). The above cited diploma sought to regulate those same forms of lodging, providing them with the legal framework of "local accommodation" or "local lodging". This was followed by Ordinance nº517/2008 of June 25th, which sought to extend the activity of some extinct forms such as pensions, motels, lodging houses and inns, which did not fulfil the requisites for touristic enterprise, providing them with the legal characteristics allowing lodging of tourists, statistical accountability and taxation (Quintas, 2014).

This Ordinance described three types of local lodging: apartments, houses, and hospitality establishments, with specific safety and hygiene minimums to be followed. Furthermore, the exponential growth of the local lodging dynamics led to a successive update of

its legal regime with Decree Law nº128/2014 of August 29th, which took into account the consistent and global nature of the phenomenon, as well as its social, economic and cultural relevance. Seeking to better adapt the recent figure of "local lodging" to the wide array of temporary accommodation services, this diploma established the legal terms of exploration of local lodging establishments, giving it a new and autonomous treatment (Cunha, 2013). Likewise, it also provided specific norms regarding the supply of lodging services and their distribution, noting the need to densify the "hostel" regime appointed by the above mentioned Ordinance.

However, so as to minimize dispersion of normative instruments over a single reality, and taking into account the simplification of the access to temporary lodging activities and enterprises, the densification of the "hostels" is well justified in incorporating the textual body of the Decree Law on local lodging, with the Decree Law nº63/2015 of April 23rd establishing norms and rules that seek to minimize the sociological, cultural and economic impacts of local lodging through unregulated and arbitrary forms – which we will be exploring throughout this paper.

OBJECTIVES

General goals

To demonstrate the need for active inspection and supervision of informal local lodging, so as to minimize the potential loss of cultural identity of certain areas of the main cities of the country. Likewise, to point out some of the unused mechanisms to control such a touristification.

Specific goals

The specific objectives of this research are:

- To analyse the legal evolution regarding the new classification of local lodging;

- To analyse the suggested or apparent impact produced by this new supply of lodging, with the visible positive and negative outcomes;

- To analyse the control mechanisms and supervision efforts, whilst suggesting new forms of institutional intervention which may allow the minimization of the pernicious effects of touristification.

Methodology

The Methodology includes:

- Comparative analysis of diplomas which regulate the legal figure of Local Accommodation;

- Analysis of current data on the registration of property for local lodging purposes, in various booking platforms;

- Analysis of a study elaborated by ISCTE-IUL where the need for a re-vitalization of the touristic market supply is considered;

- Analysis of data from the National Tourist Office (Turismo de Portugal) about RNAL (National Registration of Local Lodging) in which the operational capacity of local power to regulate those properties allocated to this touristic offer.

ANALYSIS

It is first of all important to consider that the legal figure of Local Lodging was created in 2008, by Decree Law nº39/2008, since many properties which provided touristic lodging did not meet the required standards of health and quality to provide as such on formal terms (Quintas, 2015).

As such, the mentioned diploma was introduced to define the essential parameters of a given enterprise that enable it to be qualified as touristic, allowing the owners of apartments, houses and other types of lodging sites such as inns, motels or pensions, to continue benefitting from the providing of touristic services. These were given the possibility to convert to Local Lodging, legalizing their status through a registration with the municipal authorities, who were in turn responsible to attest the minimum requirements of the establishment.

This phenomenon has seen in Portugal, much like on a global scale, a tremendous increase in the last few years, and has served to a great extent to revitalize historical city centers, where long term abandonment and disinterest had led to degradation and need of intervention (Gagliardi, 2009). This follows suit with many of the recent tendencies of a "return to the center" in Portugal as in other countries - namely "gentrification", economic "core" activities concentration, and wide-scale urban regeneration efforts - which brings with it many associated risks (Richards, 2014). Specifically, in terms of tourism, three major concerns can be seen as vital: economic sustainability, assuring that local assets are not wholly overturned by touristic activities, which might put the territory in a path-dependent development with few options should tourism fade in time; social concerns regarding the demographic conditions of inner city, the logics of social displacement caused by housing market price fluctuations as well as limited political action; and cultural sustainability, presuming the risk to cultural assets by action of tourism (Richards, 2016). Namely, the latter question can be thought of in the following way: how would the cultural value of Lisbon or Porto's city centers be changed with the influx of

touristic lodging in its old buildings? Can there be tourism without a threat to the 'cultural identity' of these spaces? (Gottdierner & Lopoulos, 1986)

To properly consider this, it might be necessary to briefly introduce some concepts of cultural identity. Following Bourdieu, and placing it in an urban context, we can consider the cultural identity of a "city" or a "neighbourhood" as a definition of entities which belong to such identity, to the exclusion of others, with a valuation of them, in a complex and unequal process between inhabitants, local and national authorities, transnational actors (such as tourists) and specific group identities, towards specific processes of social and cultural distinction (Bourdieu, 1984). In what concerns us, this reading allows us to see a specific factor: that "authentiticy" is not an ontological factor, but a discursive one, and one which derives from collective bargaining and conflict (Shepherd, 2002). As such, neither the sardine nor the castle nor any actual fact about the history of Lisbon best represents it on an essential level, although many can be collectively agreed to better represent it.

With this said, the risk becomes that tourism can, through its demands and localization, shift the interest to some of these entities to the detriment of others, leading to loss of heritage (Wang, 1999). These concerns however, hinge on a certain understanding of the massive nature of the phenomenon - if one is concerned for instance with "traditional" ways of living, it becomes a problem when none of the "original population" live in the city centers. And more so, it can hardly be seen as a singular phenomenon, divorced from its social, economic and urban conditionings. In that sense, one must pose the question: can the cultural value of traditions overrule the regenerative potential of touristic activity in urbanistic and social terms? (Grazian, 2010).

As one can note by their location, and the term "sharing economy", the ideal of local lodging is for the tourist to share the way of life of those individuals who host him, in typical and well-located properties. For various reasons - many of which economic, as captured by Neil Smith's concept of "rent-gap" - the regeneration of heritage towards these ends was widely seen in Lisbon and Porto by private initiative as a safe investment. Although the reasons are not explicit, it seems safe to assume that a great part of the 10.000 buildings regenerated in these two cities (40% of which were abandoned) were due to investment in local lodging and tourist activities.

However in over 60% Local Lodging is the primary economic activity of house owners in the touristic business, with the incomes from short term rental largely surpassing more traditional forms of rental. This leads precisely to a professionalization of these activities, which defeats the concept of sharing economy, and raises concerns over mass tourism, with the economic monofunctionalization and cultural degradation to which we alluded. It was in this sense that Decree Law nº63/2015 was passed with the idea of putting into one decree the regulation of the hostels as a way to provide local accommodation and also make sure that the owners of the buildings will not turn the building as the owner will not be able to explore more than nine places

of local accommodation in the same building. This regulation answers the need to clarify some aspects of the local accommodation legal regime (Silva, 2017).

So as to contain the unreined growth of this type of accommodation, the National Tourism Office determined an analysis of the state of art of the touristic supply, so as to contribute to an evaluation of its strong points, and to attempt to tackle the weaknesses (Brito, 2011). This study notably realized that the eclectic educational trajectories of individuals in the sector lead often to an amateurish understanding of touristic management, which in turn raises the question of their efficiency and long term sustainability. This lead the Portuguese Hotel, Restaurant and Similar Activities Association (AHRSEP) to propose a standard of service program to the sector: Program "Quality", developed by the association towards an apt response to the growth of the sector. It served namely to institute those standards and regulations which the hotel sector already has. As Ana Jacinto, coordinator of the program, notes: "Let those new spaces of local lodging come, but in such a way as not to taint the expectations of tourists and taint Portugal's reputation as a destination of excellence". This program has served in a way, to complete Decree Law nº63/2015 in a double bind: whilst the latter provides specific rules and limitations to the number of professional owners, the former seeks to capacitate and help individuals in terms of management.

This implies also many questions which relate to the cultural and social conditions of touristic areas, and which have often been the subject of justified complaints: noise and ecological limitations, much like these activities integration in their area, producing a benchmarking manual in terms of management - and eventually in a "seal" to be attributed by the AHRESP, certifying lodging units in quality norms. The pilot project took place in Mafra, in the periphery of Lisbon, and seeks to extend throughout the country.

Amongst the over 35.000 Local Lodging units in Portugal, the potential for these dynamics in terms of cultural heritage is indeed notable, since it allows the rehabilitation of spaces with collective identity and memory - such as "Casa Balthazar" in Lisbon, one of the more distinguished properties in the digital platforms, which had a long family and local history, and which under the local lodging regime gained sufficient economic return to merit a full scale intervention.

One of the points we notice is lacking in the recommendations of the AHRESP, and which might merit some attention, is the importance of local resources to touristic activity - specifically, the need for interaction between territorially adjacent economic actors - and could merit some attention in terms of associative as well as political actors.

Arriving at this point however, it has become clear that the problems often touted as a result of local lodging are more than anything a problem of regulation - namely the informal status of most of these enterprises - which raises the question: is the legalization in this sector subject to many bureaucracies, in a long and/or expensive process?

Seeing as though the process was placed on a municipal level, and made to run swiftly, this does not seem to be the case. The requirements are the local inscription of the location of the property, so that a registration number can be produced, and which is communicated to the National Tourism Office in the National Registration of Local Accomodation platform. No proof of titularity of the property is required, and currently, no inspection of the previously noted requirements is made, which has fomented the parallel economy to which we have alluded. This tends to be circulated in the digital platforms in a non-indexed manner, whether these platforms are legalized or not, and regardless of their fiscal status - most of them not issuing receipts, multiplying biddings, and incurring in massive fiscal flight (Castells, 1996).

This was noted in the above mentioned study by ISCTE, which noted that the owners of local accommodation houses in the parishes of Santa Maria Maior and Misericórdia in (the city center of) Lisbon and the center of Porto, are the ones with the highest rates of fiscal flight, which was noted by crossing the data between those online platforms such as Airbnb or Booking.com and the National Registration platforms - with 59% more units in Airbnb than those listed in RNAL, a number that reaches 98% in Porto, as well as a difference between the 45.000 units in Airbnb compared to the 31.330 officially listed ones.

This raises an important, if slightly prosaic, question: if such numbers point us to the sort of concerns which we previously noted could bring tremendous consequences, why does the supervising entity make no effort to fight this tendency by using the same methods (i.e. cross-checking official and non-official data)?

In Portugal, the entity responsible for the inspection of touristic supply registration in RNAL is the Authority for the Safety of Economic Activities (ASAE) - which notably has a very wide range of action, from night-time entertainment to restaurants and shops, which leads to its few human resources being overtly extended, and a lack of effective monitoring of local lodging activities. This leads to many cases of activities which fail to meet even the minimum standards of health and safety conditions. This importantly threatens not only the specific experiences of costumers, but the sustainability of the business, by risking the jeopardizing of reputation, as seen earlier in the quote of Ana Jacinto.

Joined efforts by the Government and Airbnb, issuing statements for owners to register their properties, and direct inspections by ASAE (which in the 1st semester of 2016 produced over 500, where 15% of properties detected were irregular) have been undertaken, and have indeed lead to the increase in registration. However, besides not being able to carry out more thorough inspections, ASAE has difficulties of action since it is limited to a supervisory role - it cannot produce persecution processes, without verification of irregularity in loco, that is, the cross-referencing of data from lodging platforms does not presently constitute any form of evidence.

In that sense, the production of mechanisms which serve to make the supervision and counter-ordinance processes more swift would serve to combat parallel economy and would be a way for proprietors to legalize their situation, as well as help them give a better service. The

possibility offer to the police to relate all the signs that apply to a local accommodation as well as the report to court of illegal cases noted, with the possibility of a fee application would prevent the use of a parallel economy.

The effort made by the government to recruit and give special formation to a new kind of inspectors whose intervention would be confined to the respect of all the rules applied to the local accommodation, providing the power to make them pay in case of failure, would surely compensate the salaries and the profits taken from the state (Silva, 2017).

Another way to control these counter-ordinance could be carried out by the report of digital platforms such as Airbnb or Booking that identify that the offer sent to be published doesn´t have a registration in the National Registration System. In this case, the notification would be much easier and the proprietors could have some time to fulfill the demands or otherwise, the ASAE must go there and take measures such as to forbid that activity.

If measures are not taken, and the owners are not identified and charged with the responsibility of legalize the local accommodation they provide, we take a serious risk of giving a bad idea of our system, which is wrong because we have a perfect regulation but an inefficient way of controlling the appliance of rules. The Portuguese people are not prepared to the revolution taken by this touristification and we must be able to provide excellent experiences to the tourists, to let them contact with our way of life and to live amongst us, if only for a day or two but also controlling this economic activity and make sure that we all pay our taxes. That is why the Government as delivered some mechanisms of tax inspection to control the existence of a parallel economy and identify the tax evasion. If so, the proprietors are able to pay the fines and the opportunity to apply the rules to have a legal situation.

CONCLUSIONS

The Portuguese touristic offer has become more diverse and adapted to the demands of tourism, which follow suit with the wider social and economic transformations (Cunha, 2013). Local lodging in the capital and in the city of Porto is a sector with a great margin of development but which must invest in the quality, certification and diversity of its communication platforms.

It is likewise relevant that, in considering the cultural and economic conditionings, entrepreneurs of the sector should consider the need to regularly change the supply and offer aggregatory solutions "which allow tourists to know the characteristics of the destination, the local inhabitants conditions, marking the difference in the moment of choice." That means investing in the production of sectoral partnerships with proximity commerce and which can allow social, economic and cultural sustainable patterns of production – and in that sense, minimizing the risks of strain in these respects (Russo, 2012).

The impact of local lodging for the regeneration of cities has produced many positive consequences, and has led to many spaces of degradation and abandonment in city centers regaining their status. The need to analyse the impact of this legal figure has led us to conclude

that the present substantial legislation is not the issue, but rather the processes of inspection and supervision have been in the lacking. These are in themselves crucial for the very sustainability of tourism: the expectations and responses of tourists are crucial in the reproduction of localities as touristic attractions, and the dismantlement of cultural factors considered important by these social actors can lead to the decline of tourism as a central activity.

A way that this can be produced – and one to which we have alluded throughout this text – is the investment in affective projects which lead some owners of old properties, such as buildings of historic interest, small palaces and similar properties, to comply with the regulations present in the remaining hospitality business, allowing the experiencing of lifestyles which are considered peculiar or quaint by tourists.

As of now, the present mechanisms – with the registration in RNAL – does not guarantee this regulation, with weak inspection efforts by ASAE, and the proliferation of parallel economies in digital platforms. However, the production of mechanisms which quicken the processes against illegal situations – so as to dissuade such practices – can seek to fulfill this gap, and can be carried out in such ways as heavy fines.

In some other countries, as a way to guarantee the regulation, the government allows companies to be built with the aim to identify the illegal situations and report them to the legal institutions, so these can take action. But what could it be in a country where the people as reacted against local accommodation in such a strong way that court as already taken decisions in favor to local accommodation, but remembering the owners that they must assure the rules of each building, such as noise making, as well as garbage and the use of common parts of the building.

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An assessment of the hospitality curriculums and their impact on the students' preparedness for future career

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ABSTRACT

Hospitality educational institutions' main role is to provide the hospitality industry with professionals who can perform the varied tasks in the future. However, many employers argued that graduates are not enough qualified. Accordingly, a lot of hospitality organizations do not require a hospitality degree as required in the job description. They ask educational institutions to do more effort to enhance their student' knowledge and skills. The objective of this study is to evaluate the effectiveness of hospitality curriculums to prepare students for their future career. This objective was achieved by assessing both the respondents' skills and overall preparedness for the industry. The study was carried out on hotel studies program in Alexandria University, Egypt. Only 4th year students and recently graduated were asked to participate in this study; they are more able provide helpful insights than others. Data were collected by using questionnaires. The findings indicated the importance of four skills; generic skills, fundamental skills, functional related areas skills and concentration related areas skills for the students' preparedness to their future career in the hospitality industry. The study found that respondents who had these skills were more ready for their career. Moreover, it was found that respondents who had work experience in the industry were more prepared than other who had no work experience. Finally, the study advises the educational hospitality institutions to consider the four mentioned skills in their curriculums as well as increasing their students' experience through practical training and field trips to the industry. The study also concludes the necessity for hospitality educators to open lines of communication with the industry professionals to get information about changes in the industry and to provide their students with the up-to-date skills needed for their careers in the hospitality industry.

Key words: hospitality curriculum, preparedness, Alexandria University, Egypt

1.   INTRODUCTION

Although, educational institutions have a great role in providing hospitality industry with skilled employees however, there are many complaints from employers that the students are not well prepared to join the career (Kember & Leung, 2005; Barrie, 2006). Students need to get knowledge and experience from their educational institutions about their professional life. Both the well-developed academic curriculum and real life experience are needed to prepare future professional employees (Chuang et al., 2009). In fact, hospitality educational institutions should offer curriculum of hospitality that is able to prepare students for the required skills for the industry such as interpersonal communication, leadership, and management skills (Ozgit & Caglar, 2015). The continuous cooperation between the educators and persons from the industry is very essential to make sure the changeable needs of the industry (Sarkodie & Adom, 2015). Moreover, a continuous assessment of the hospitality curriculums should be done by both students and educators. This assessment helps to see to what extent students are ready for their future career (Swanger & Gursay, 2007; Ring et al., 2009). This study is aiming to evaluate the level of skills that students gain from their hospitality curriculums and their preparedness to their future career.

2.   LITERATURE REVIEW

Many authors such as Jayawardena (2001) and Huang (2014) argued that most hospitality programs in the educational institutions in the developing countries are not able to adapt with the industry needs. Chen et al. (2011) also emphasized that most traditional educations care only about providing their students with the theoretical knowledge and neglecting the practical skill that the industry needs. Therefore, employers often ask universities to produce more prepared graduates Kember & Leung, 2005; Barrie, 2006). Only graduates who have enough employability skills can find career opportunities over their life. In this, hospitality curriculum should provide their students with the skills and competencies needed in the workplace (Barrows et al., 2008). When graduates of hospitality programs are provided with the required skills for the workplace, they will be more useful to their employers and the customers as well (Sarkodie & Adom, 2015). Educators may waste their time in providing their students with conceptual and analytical skills which are not required or valued by employers (Raybould & Wilkins, 2005). Hence, it is very important to know what the employers expect from the new employees and try to change the curriculum according to these needs and expectations (Kim, 2008). Consequently, curriculum can be updated to meet the needs of the ever-changing workforce and hospitality courses must be related to the environment of the workplace and innovative learning methods should be used (Pratt & Hahn, 2016).

It is the responsibility of current universities to provide their graduates with more transferable skills that can be required into the workplace (Smith, Clegg, Lawrence & Todd, 2007, Barrie,

2006; Kember & Leung, 2005). It is very essential for hospitality educational institutions to teach their students both professional and open-minded aspects (Inui et al., 2006). Hospitality curriculum and courses must consist of strong practical skills as well as 'soft' people management skills (Connolly & McGing, 2006). Communication skill, multi lingual, operational skills and computing skills are essential for the graduates to fit into the workplace (Sarkodie & Adom, 2015). It is also the responsibility of industry professionals and stakeholders to provide educational institutions with information about the current needs of the industry. Industry professionals can invite educators to attend industry seminars and communicate openly about new research projects, problem solving, and, in general, networking. Accordingly, the educators can consider the required competencies into the courses they teach and add them in job descriptions. In addition field trips to the industry and guest lecturers should be considered (Millar et al., 2011). Moreover, internship is very important to develop the students' practical skills (Chen et al, 2011). Moreover, Pratt and Hahn (2016) indicated that computer-based simulations have been found to bridge the gap between didactically presented information and experiential learning. A simulation is a specified sequence of "*real-life*" activities designed to convey lessons to the participants on the properties of a real-world situation.

Many researchers discussed skills that are required for future successful employees in hospitality industry. For example, Breiter & Clements (1996) indicated that human resources skills, conceptual skills and planning skills as necessary to be considered into hospitality curriculum. Ladkin & Juwaheer (2000) also added that effective communication skills are fundamental for career development in the hospitality industry. In addition, Robinson (2006) indicated that leadership skills and conflict management skills are more desired by employers as employability skills. Moreover, Sheriff (2013) emphasized the importance of hospitality functional skills, personal skills and analytical skills as important skills that graduates should have to fit into the industry. Furthermore, Horng & Lu (2006) categorized competencies that students should have into a cognitive domain, skill domain, and affective domain. The cognitive domain includes knowledge about management, sales and marketing, market analysis and knowledge of food and beverage. The skills domain includes self management, leading and staffing skills. It also includes evaluating the quality of food and drinks, work commitment, work effectiveness, and respect for others.

Kretovics, (1999) categorized four groups that involve 12 skills that are required to join the hospitality industry. The first group is interpersonal skills and includes help skills, leadership skills and relationship skills. The second group is information gathering skills and includes sense-making skills, information gathering skills and information analysis skills. The third group is analytical skills and includes goal- setting skills, action skills and initiative skills. The fourth group is behavioural skills and includes theory skills, quantitative skills and technology skills. In addition, Wood (2003) collected many skills required by the industry such as search skills, hospitality law, tourism promotion, computer applications, strategic planning, development planning, forecasting and budgeting, operational controls, rooms division management, sales technique, food& beverage management, employee training, managerial communication,

leadership, employee relations, guest services and staffing. Moreover, Nolan et al. (2010) grouped professional knowledge, operational skills; interpersonal skills, communication, information technology, human resources, finance, sales and marketing as eight necessary competencies. Although it is very useful for students to acquire all the mentioned skills to perform their roles successfully in their future career (Raybould & Wilkins, 2005) however, it is very important to shift from the technical skills to the generic skills (Raybould & Wilkins, 2006; Martin & McCabe, 2007; Wagen, 2006). These generic skills which are also called employability skills enable students to be interpersonal, creative and open minded in performing their roles and to develop their characters for the career (Raybould and Wilkins, 2005; Martin & McCabe, 2007). Conradie (2012) used a conceptual framework that consists of four elements; generic skills, fundamental curricular related skills, functional areas specific skills, and concentration areas specific skills. He used this framework to evaluate both the hospitality curriculum and students' preparedness for the career. He indicated that generic skills involve communication, conceptual, analytical, teamwork, leadership and interpersonal skills. He also indicated that fundamental curriculum related skills are experimental learning and application, experience based- learning and application and understanding current issues and practices in the hospitality industry. Moreover, he stated that the functional skills are based on the functional areas in the courses of the curriculum and involve marketing, human recourses, finance, hospitality operations and technology information. Concentration areas related skills are five which deprived from the analysis of the courses of the curriculum; lodging management, food and beverage management, club management, casino management and convention and events management

3. HYPOTHESES

1. There is a positive relation between students' level of generic skills and their preparedness to future career.

2. There is a positive relation between students' level of fundamental curruclum related skills and their preparedness to future career.

3. There is a positive relation between students' level of functional area related skills and their preparedness to future career.

4. There is a positive relation between students' level of concentration area related skills and their preparedness to future career.

5. Students' preparedness to future career is varied significantly according to their profile (gender, age, academic year and work experience)

4. METHODOLOGY

The target population of this study consisted of students of hotel studies program in Alexandria University. Only 4th year students and who are recently graduated are asked to participate in this study as they are more able provide helpful insights than others students. Data were collected by using questionnaires. The questionnaire is divided into three sections. The first section consists of 41 items asking about the respondents' level of generic skills, fundamental curriculum related skills, functional skills and concentration areas related skills. Students were asked to rate their skills on 5 point scale as 1 very poor, and 5 very good. The second section consists of 9 items aiming at measuring the participants' perceptions of how career-ready they are as a result of their studying the college's current curriculum. Students were also asked to rate their preparedness to the future career on 5 point scale as 1 "very poor", and 5 "very good". The third section asked participants to rank their skills of the functional areas as well as their skills of the concentration areas. They were asked to rank items from the highest to lowest priority as 1 is the highest and 5 is the lowest. The fourth section involves demographic questions such as gender, academic year, and work experience. The questionnaires were distributed to 100 respondents and only 81 were returned and valid for the statistical analyses.

5. RESULTS

5.1 Reliability and validity analysis

First, the survey was pre tested with academic experts to consider comments concerning structure, wording, and items of the survey. Second, the data for the entire study were input into the Statistical Package for Social Sciences (SPSS, version 20) program for Windows to interpret results. A reliability analysis (Cronbach's Alpha) was conducted to ensure the validity and reliability of the questionnaire items. All the study's constructs have considerably high reliability as all values of Cronbach's alpha for these constructs are high as shown below in table 1.

Table 1 Reliability Analysis for Survey's Constructs

	Number of items	Cronbach's Alpha
Generic skills	21	.858
Fundamental curruclum related skills	3	.950
Functional skills	9	.979
Concentration skills	10	.938
Overall preparedness	7	.876

5.2 Descriptive analysis of the Demographic profile

Demographic data indicates that most respondents were males (63%). The majority of the respondents were graduated recently (55.6%) and the rest (44.4%) are in the fourth year.   Many respondents (54.3%) answered they have experience and training in the field of the hotel while others (45.7%) answered they have no experience or training. In addition, low percentage of respondents (37%) answered they currently work in hotels while the majority (63%) do not work.

5.3 Descriptive analysis of the study's variables

Table 2 summarize the attitudes of the respondents' answers to the survey items. Respondents perceived their level of the generic skills as "fair". They perceived all communication skills "good" as mean values ranged between 3.62 and 3.91. "*Writing skills*" as communication skills were perceived the highest followed by "*speaking skills*", "*presentation skills*" and "*listening skills*". "Conceptual related skills" were perceived "fair" as mean scores ranged between 2.63 and 3.25. "*Hospitality law*" as conceptual related skills was the lowest perceived while sales techniques were the highest. Analytical skills were percieved " poor" as it has an average mean (2.47). Although "*using numerical and forecasting*" as analytical skills were perceived "poor" however "*problem solving and critical reflecting thinking skills*" were perceived "fair". Teamwork skills were perceived "good" with average mean score 4.05. "*Providing feedback and motivating others*" as teamwork skills were perceived "very good". Although leadership related skills were perceived "fair" as average mean score 3.18, however, "staffing skills" were perceived "good". Interpersonal skills were perceived "good" as average mean score 3.77. "*Self-management*" and "*adaptability and learning skills*" were perceived "fair" but "*Ethical behaviour*" and "*Passion for service to the industry*" were perceived "good".

Respondents perceived fundamental curruclum related skills "good" as mean score 3.44. Results clarified that their "*understanding of current issues and practices in the hospitality industry*" is "good" but their "*Experience based- learning" and application*" and "*Experimental learning and application*" are seen "fair". Repondenteds percieved their skills of the hospitalty functional areas "fair". "*Understanding and applying human resources functions and polices*" was seen the most prepared by the respondents while "*understanding and applying hospitality financial management fundamentals*" was seen the least prepared. In addition, they were also asked about their level of skills of the hospitality concentration areas. Results showed that their skills were "fair". "*Understanding the different functional areas of hotels, and resorts such as front desk, housekeeping, etc.*" was seen the higher which means the most prepared for them while "*Demonstrating in-depth club knowledge, understanding and applying the fundamentals of club management* ", "*applying casino management competencies*" and "*understanding both internal and external casino environment*" were the lower in their mean scores which mean they are the less prepared. Finally, results showed that repondents' overall preparedness to the future career was "fair". Although their "*Level of preparedness to work in the industry*" and "*Level of overall*

satisfaction with learning in the hospitality program" were "good", however " their "*likelihood of recommending this hospitality program to others*" was "fair".

Table 2 Descriptive Analysis of Data

	Mean	Attitude
Generic skills	**3.38**	**Fair**
Communication skills	3.76	Good
Conceptual skills	3.05	Fair
Analytical skills	2.47	Poor
Teamwork skills	4.05	Good
Leadership related skills	3.18	Fair
Interpersonal skills	3.77	Good
Fundamental Curruclum Related Skills	**3.44**	**Good**
Experimental learning and application	3.10	Fair
Experience based- learning and application	3.24	fair
Understanding current issues and practices in the hospitality industry	4.00	Good
Functional Area Related Skills	**3.09**	**Fair**
Understanding marketing concepts and applying hospitality marketing functions.	3.79	Good
Understanding and applying hospitality promotion, sales, advertising techniques.	3.47	Good
Understanding and applying human resources functions and polices.	4.21	V.good
Understanding of employment potential of identified supported populations and labour relations.	3.52	Good
Understanding and analyzing accounting data.	2.99	Fair
Understanding and applying hospitality financial management fundamentals	2.20	Poor
Demonstrating skilful use of IT for processing and communicating information in the industry.	2.43	Poor
Applying analytical skills related to the hospitably industry.	2.53	poor
Demonstrating knowledge and food service systems including PMS, POS, and revenue management.	2.69	Fair

Concentration Area Related Skills	3.08	Fair
Demonstrating a clear understanding of the principles of food fabrication, production, nutrition, safety, quality, services, purchasing, cost controls, and critical issues related to F & B management.	3.10	Fair
Identifying types of beverage and demonstrating knowledge of beverage management.	3.21	Fair
meetings and convention management skills.	3.11	Fair
Level of preparedness in event management skills.	3.04	Fair
Demonstrating catering and banqueting functions and skills.	3.74	good
Understanding the different functional areas of hotels, such as front desk, housekeeping...etc.	3.91	Good
Demonstrating club knowledge, unserstanding and applying the fundamentals of club management.	2.22	Poor
Understanding both internal and external casino environment.	2.49	Poor
applying casino management competencies.	2.42	Poor
unserstanding the overall hospitalty phonemenon and applying management competencies.	3.56	Good
Overall preparedness	**3.35**	**Fair**
Level of preparedness to work in the industry.	3.60	Good
Level of overall satisfaction with learning in the hospitality program?	3.42	Good
level of overall quality of education in the current program	3.35	Fair
Likelihood of recommending this hospitality program to others	3.13	Fair
I am happy I am majoring in hospitality and tourism management.	3.22	Fair
I have received a great education from this hospitalty program based on what I have paid for.	3.09	Fair
I believe that hospitalty and tourism management in a good course to study.	3.05	Fair

Respondents were asked to rank their level of skills to the functional areas of the hospitality management program. The results are summarized in table 3 and it is clear that human recourses were considered the most prepared while finance and accounting were the least prepared. Respondents were also asked to rank their level of preparedness of hospitality concentration areas. According to the results in table 3, food and beverage management was the most prepared followed by lodging management while convention management was the least prepared.

Table 3 Ranking Students' Skills

Functional Areas Related Skills	Mean	Rank	Concentration Areas Related Skills	Mean	Rank
Human resources	1.62	1	Food and beverage management	1.87	1
Marketing	1.86	2	Lodging management	2.28	2
Hospitality operation	1.93	3	Club management	2.48	3
Information technology	2.26	4	Casino management	2.60	4
Finance and accounting	4.23	5	Convention management	2.65	5

5.4 Testing Hypotheses

The statistical Pearson was used to test the four hypotheses as seen in table 4. The statistical Pearson test revealed a significant and positive correlation between generic skills and the preparedness to the future career. It recorded a positive correlation (.931) with high significant ($P < 0.01$). Therefore, hypothesis H1 is supported. Hence, the more students have generic skill the more they are prepared to their future career. The statistical test also revealed a significant correlation between fundamental curriculum related skills and the preparedness to the future career. It recorded p-value (.000). Therefore, hypothesis H2 is supported. In addition, functional skills were seen to be related to the preparedness of future career as the statistical test recorded p value (.000). Therefore, H3 is supported. Moreover, the statistical test revealed that concentration areas related skills have a positive relationship with students' preparedness as p value (.000). Therefore, H4 is supported.

Table 4 Correlations Analysis

	Students' Preparedness			
H1	Generic skills	Pearson Correlation	.931**	**Supported**
		Sig. (2-tailed)	.000	
H2	Fundamental curriculum related skills	Pearson Correlation	.919**	**Supported**
		Sig. (2-tailed)	.001	
H3	Functional area related skills	Pearson Correlation	.928**	**Supported**
		Sig. (2-tailed)	.000	
H4	Concentration areas related skills	Pearson Correlation	.895**	**Supported**

		No	Mean	Sig. (2-tailed)	.003	

**Correlation is significant at the 0.01 level (2-tailed).

Mann Whitney test was conducted to see if there are statistically significant variances of the respondents' preparedness according to their gender, academic year and work experience (see table 5). The results showed significant variances as p value was < .01. Males were found to be more prepared to the future career than females. Respondents who were recently graduated were also found to be more prepared than fourth year students. Moreover, respondents who had work experience were found to be more prepared than respondents who had not. Therefore, H5 is supported.

Table 5 Results of Mann Whitney Test

	No	Mean	p. value	Testing hypothesis
Gender				
Male	51	3.76	.000	
Female	30	2.67		
Academic year				
Fourth year	36	3.96	.000	**H5 supported**
Recent Graduated	45	2.87		
Work experience				
Yes	44	3.86	.000	
No	37	2.76		

6. DISCUSSION

According to many researchers such as Conradie (2012) and Rahman (2010), students should acquire four types of skills in order to join the career of hospitality industry. These skills are generic skills, fundamental skills, functional areas related skills and concentration areas related skills. The respondents in this study were asked to evaluate their perception about these four types of skills. First, they were asked to evaluate their generic skills (communication skills, conceptual skills, and analytical skills, teamwork skills and interpersonal skills). Communication skills, teamwork skills, interpersonal skills were perceived good. Conceptual skills, leadership skills were perceived fair. Analytical skills were perceived poor. In fact, this

result indicates that graduates need to be consistently trained through formal courses or trainings to improve all their employable/generic skills and to increase their self confidence, self esteem and the value of contribution to the industry (Raybould & Wilkins, 2006; Subramonian, 2008; Rao, 2010). Second, respondents were asked to evaluate the fundamental skills. Although fundamental skills such as understanding current issues and practices in the hospitality industry were perceived good. However, experimental learning and application and experience based- learning and application skills were perceived fair. Rahman (2010) concluded that fundamental skills are important and required hospitality skills that should be more considered to meet the satisfaction of the industry. Simulations, experiential learning, and case studies skills are recognized to develop key competencies for hotel management students (Ineson et al., 2011). Third, respondents were asked about the functional areas related skills. These skills were perceived fair. According to literature review and the results of the study, students should be more provided with functional areas related skills which are human resources, marketing, hospitality operation, information technology and finance and accounting (Rahman, 2010). Fourth, respondents were asked about the concentration areas related skills. They were perceived fair. Hence, it is very important to focus more to improve the students' level of these essential skills. According to literature review, students should have concentration areas related skills namely; food and beverage management, lodging management, club management, casino management and convention management (Bach & Milman, 1996; Barrows & Walsh, 2002; Rahman, 2010).

In general, generic skills, fundamental areas related skills; functional curriculum related skills and concentration area related skills were significantly correlated to the respondents' preparedness to the future career. This result was agreed with Rahman (2010) and Conradie (2012), they indicated that students are quite well prepared for their career when they have these skills. Hence, educational hospitality program should increase their students' knowledge and experience (Chen et al., 2011). In other words, the education institution must take into account the competencies represented by the industry expectations based on the fact that these competencies must be possessed by the graduate in order to survive in working within the industry environment (Shariff, et al., 2014). Finally, it was found that respondents' preparedness is significantly influenced by their previous work experience; they will be more prepared for the career when they have work experience This result was well-matched to Schoffstall (2013) as he found that the skills and general experiences gained by students working in industry during completing their degrees significantly influence their preparedness to the career.

7. CONCLUSION AND IMPLICATIONS

The objective of this study was to evaluate the effectiveness of hospitality curriculums to prepare students for their future career. This objective was achieved by assessing both

respondents' skills and overall preparedness for the industry. The findings indicated the importance of four skills; generic skills, fundamental skills, functional related areas skills and concentration related areas skills for the students' preparedness to their future career in the industry. The study confirmed that respondents who had these skills were more ready for their career. Moreover, it was found that respondents who had work experience in the industry were more prepared than other who had no work experience.

The study concluded the necessity for hospitality educators to open lines of communication with the industry professionals to get information about changes in the industry and to provide their students with the up-to-date skills needed for their careers in the hospitality industry. Educators should also attend industry seminars and communicate openly about new research projects, problem solving and challenges of the industry. Accordingly, this study calls educational hospitality institutions to review their curriculum in order to keep the changes and challenges of the industry. The study also calls the educational hospitality institutions to consider the four mentioned skills in their hospitality programs as well as increasing the students' experience through many practices such as practical training and field trips to the industry. They have to make sure that academic courses are related to the generic employability skills. Moreover, this study call students especially females to do more efforts to increase their work experience during their learning and after their graduation as it helps them improve their confidence and preparedness to join the industry.

8. LIMITATIONS

The used framework that consists of four types of skills in this study is only evaluated according to the students' and graduates' perceptions. This framework could be evaluated in the future researches by both the instructors who are preparing the curriculums as well as the industry professionals. This study was only applied on Alexandria University's students. Future researches may be applied in other universities and make comparative analysis.

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The dynamization of Higher Education Institutions for the creation of Tourism Companies in Portugal

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ABSTRACT

The main objective of this research is to identify if the Institutions of Higher Education (IHE) impel the creation of tourism companies, and in what form. The theoretical approach, based on the theory of networks and the theory of entrepreneurship, supports the basic idea of the importance that innovation networks have in the process of business creation, as they allow to

bridge deficiencies and reinforce positive aspects in order to influence the creation process of companies. For the data collection, a questionnaire was developed, answered by the nascent entrepreneurs belonging to IHE, obtaining a total of 255 responses. The results show that the cooperation and the development of relations with other agents in the innovation network appear as the main ways in which the IHEs encourage the creation of tourism companies, and the results show that the attitude of the IHE for the creation of companies influences the decision of the nascent entrepreneurs to move forward to the process of setting up a company. As for identifying the factors that facilitate the creation of companies supported in innovation networks, the main ones are the actors of the network and the organizational resources. In addition, in identifying and analysing obstacles to the creation of companies supported in innovation networks, it was found that the main factors are knowledge and location. The main conclusions of this research highlight the importance of IHE in the phenomenon of tourism business creation when inserted into innovation networks.

Key Words: Tourism Companies, Information and Communication Technologies, Innovation Networks, Institutions of Higher Education (IHE), Knowledge-based economy.

INTRODUCTION

In today's world of intense globalization and fierce competition, new venture creation contributes to introduction in the business sector of new technologies, new products/services and new forms of organization, and is shown to be one of the fundamental factors for economic growth, job creation, market efficiency, renewal of economic structure and spread of innovation, as well as for ventures' and countries' improved global competitiveness (Hamermesh, 1993; Keister, 2000; Reynolds et al., 1995; Simoes et al., 2014; Wennekers & Thurik, 1999). In parallel, we find that innovation networks, besides allowing reduced uncertainties through cooperation among agents, aim to produce and share knowledge and scarce resources, share costs and risks, and obtain gains in efficiency due to division of work, among other benefits (Braunerhjelm, 2008; Camagni, 1991; Cassiman & Veugelers, 2002; Felman et al., 2006; Weber & Khademian, 2008). In these innovation networks, higher education institutions (HEI) play an important part, since they allow stimulation and spread of the various contributions offered by the network, not only locally and regionally but also nationally and globally (Audretsch & Phillips, 2007; Braunerhjelm, 2008; Felman et al., 2006).

In the current economic climate faced by various countries in the European Union in general, and Portugal in particular, and given current rates of unemployment, which have been increasing recently, stimulating entrepreneurialism able to lead to venture creation, seems to be one of the measures that can make a contribution to minimizing economic and social problems which have hit the country in recent years. Therefore, in the Portuguese context, it becomes

fundamental to analyse the factors that can contribute to promoting venture creation. More investigations are needed to study the factors stimulating and restricting the venture creation process.

This research aims to analyse whether venture creation is stimulated by higher education institutions through innovation networks. The central question for investigation is the following: What is the role of HEIs in venture creation within innovation networks? To answer this question, investigation hypotheses are formulated to be tested empirically. These hypotheses are related to two specific objectives, namely: (i) to identify the attitudes of HEIs towards venture creation, analysing the best ways to stimulate venture creation from HEIs set in innovation networks (ii) to identify the factors facilitating venture creation.

The paper is structured as follows: the next section reviews the literature on venture creation associated with innovation networks. In the same section, the investigation hypotheses are formulated regarding the specific objectives presented. The following section describes the investigation methodology used to test the hypotheses. In section four, the results are presented and discussed. Finally, the fifth section presents final conclusions, and future investigations to be developed on this topic are suggested.

LITERATURE REVIEW

In network research, the last two decades revealed a new interconnected phenomenon: entrepreneurship (Hoang & Antoncic, 2003; Woollard et al., 2007). Concerning network contents, inter-personal and inter-organizational relationships are seen as the means by which actors gain access to a variety of resources, including knowledge, helped by other actors (Hoang & Antoncic, 2003). Consequently, HEIs will be an important source of knowledge. When competitiveness was based on routine tasks, HEIs played an important social, political and cultural role, but in economic terms, they played a less direct role, concerning mainly the training of future venture collaborators (Audretsch & Phillips, 2007). However, as competitiveness became dependent on knowledge, ideas and creativity, HEIs became crucial for economic development, giving rise to the concept of entrepreneurial universities (Audretsch & Phillips, 2007; Clark, 2004; Van Vught, 1999). In this connection, HEIs emerge as central actors in a knowledge-based economy, with the expectation that they play an active part in promoting innovation and technological change (Bramwell & Wolfe, 2008).

In this context, entrepreneurial universities are found to be actors belonging to an innovation network made up of diverse actors, where government and public policies will have a relevant role. For HEIs to be able to spread their knowledge as actors, they must be inserted in innovation networks, but how can they stimulate the spread of knowledge and venture creation?

Therefore, innovation networks can bring key benefits for venture creation, such as:

- Network contents (Hoang & Antoncic, 2003; Marouf, 2007);

- Network management (Granovetter, 1973; Huang & Chang, 2008; Marouf, 2007; Nelson, 1989);

- Network structure (Granovetter, 1973; Huang & Chang, 2008; Marouf, 2007; Nelson, 1989).

These three components emerge as key elements in models aiming to explain innovation networks that develop entrepreneurial activities, just as the network's impact on the results of these activities. The entrepreneurial process, according to Shane & Venkataraman (2000), consists of distinctive activities, such as identification of opportunities, mobilization of resources and creation of an organization. It follows that HEIs will be understood as actors par excellence to integrate an innovation network, since they possess teaching staff and various units of investigation that can help venture start-ups, young entrepreneurs, to identify opportunities, mobilize resources and create an organization (Braunerhjelm, 2008; Eiriz, 2005; Felman et al., 2006; Huang & Chang, 2008; Smith, 2003; Weber & Khademian, 2008).

Therefore, the process of developing an innovation network, at the initial creation stage, will surprisingly be related to the characteristics of the entrepreneurs (Hoang & Antoncic, 2003). Consequently, when the entrepreneurs develop the business plan, this will be of high quality, since by belonging to an innovation network, they will be able to incorporate its benefits. So the closer the contacts between the various network actors, the higher the quality of information.

The concept of entrepreneurial universities emerged with Etzkowitz, in 1983, describing the institutions that perform a critical role in regional economic development (Audretsch & Phillips, 2007; Bramwell &Wolfe, 2008; Clark, 2004; Muller 2006; Veciana, 2008; Woollard et al., 2007). The term of entrepreneurial universities, always involved in an innovation network, was adopted by academics and politicians to describe HEIs that carried out this mission (Clark, 2004; Huggins et al., 2008; Van Vught, 1999). Development of an entrepreneurial culture can be seen as an essential mechanism for HEIs to become effectively involved in economic development, Etzkowitz & Leydersdorf (2000) having described the evolution of tripartite relationships between HEIs, industry and government through the Triple Helix III model (Bercovitz & Feldman, 2006), emphasizing the relevance of the relationship between HEIs and industry, stating that this relationship reveals the importance of HEIs for the regional system of innovation, this form being the basis for economic development.

The relevance of the entrepreneurial university is shown by being inserted in an innovation network, since it stimulates contributions at the local, regional and even national level. With this direction, HEIs make a key contribution, generating new ideas and knowledge in the basic disciplines that are the traditional nucleus of HEIs. When the demand for knowledge and practical applications increased, programs were created which were applied and adapted to the world of work. A crucial distinction between those applied programs and basis disciplines is the trainer's orientation towards making a contribution to society beyond the walls of the HEI.

To be sustainable over time, applied programs require a demand and interest outside the HEI. On one hand, their development and evolution are typically formed by society's needs and interests; on the other, the evolution and development of basic disciplines tend to be molded and influenced by the disciplines themselves (evolution of knowledge) (Audretsch & Phillips, 2007; Woollard et al., 2007).

However, not even the addition of applied investigation and professional education generates sufficient spillovers from the source of knowledge – the HEI – to commercialize the increased generation of innovations in regional and national economies. Investment in traditional subjects and applied programs is not enough. In an effort to penetrate the knowledge filter and ease the spillover of generated knowledge and ideas from the HEI, a third area was developed, representing the mechanisms for transferring knowledge and technology created in the HEI, such as technology units, incubators and centers of investigation in HEIs. These units have mechanisms that aim to facilitate the spillover of internal knowledge to the outside (Veciana, 2008; Woollard et al., 2007).

As referred to above, knowledge spillovers are the way of transferring knowledge directly or indirectly from one party to another (Deeds et al., 1997; Gilbert et al., 2008; Malecki, 1985). Spillovers are generated by institutions that have innovative activities and are valid because these activities provide knowledge that is new and relevant for the institution receiving (Deeds et al., 1997; Gilbert et al., 2008; Malecki, 1985). Therefore, HEIs will transfer the knowledge they create, through an innovation network, but will also receive knowledge and innovation generated by the various actors making up that network.

In this connection, the conceptual investigation model aims to determine the main factors influencing the creation of tourism ventures, stimulated by HEIs within innovation networks. Figure 1, contemplates the dependent variable of tourism venture creation and a set of explanatory (independent) variables, referring to HEIs and innovation networks. The variables associated with HEIs and innovation networks are related to the relationships HEIs maintain with existing organizations, with the knowledge they have available, with the training supply they offer, and the forms and activities that stimulate venture creation which are used in HEIs.
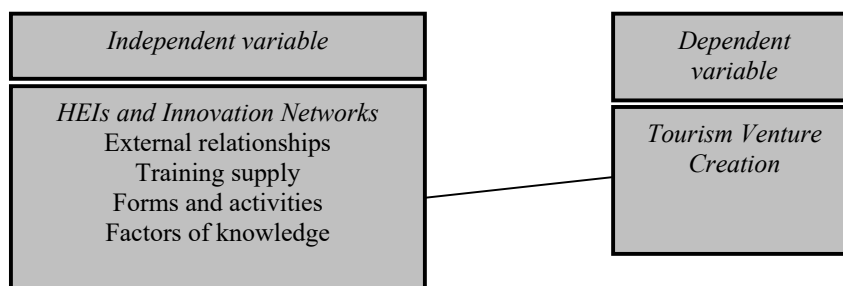

Figure 1 – Conceptual model

From the literature review, a set of hypotheses are formed to be tested empirically.

Concerning the attitude of HEIs having an influence on tourism venture creation, the HEI makes a key contribution, generating new ideas and knowledge in basic disciplines that are the traditional nucleus of HEIs. This investigation aims to identify if the training supply provided by HEIs influences tourism venture creation. Therefore, the following hypotheses are presented:

Hypothesis 1: Short courses influence tourism venture creation positively;

Hypothesis 2: The place the nascent entrepreneur is educated has a positive influence on selection of the institution to provide training about tourism venture creation.

It should be noted, however, that in a knowledge and information society, the people best prepared to create and grow ventures based on new technology, and therefore with high added value, able to compete internationally and create well-paid employment, are those who are technically best prepared and motivated (Braunerhjelm, 2008; Cristóbal, 2006). In this connection, (Bramwell & Wolfe, 2008; Cox & Taylor, 2006), agree that entrepreneurship is one of the most important factors for future economic development. In parallel, the aim is to identify and analyse the best forms used by HEIs to encourage tourism venture creation within innovation networks, and so the following hypotheses are presented for investigation:

Hypothesis 3: HEI cooperation with other organizations influences tourism venture creation positively;

Hypothesis 4: Scientific investigation developed in HEIs influences tourism venture creation positively;

Hypothesis 5: Training given in the field of entrepreneurship influences tourism venture creation positively.

RESEARCH DESIGN

Sample and data collection

The data used were gathered from a questionnaire, which made a survey of nascent entrepreneurs from HEIs. It contemplates, therefore, potential entrepreneurs, i.e. people who are interested in starting a new tourism business, who hope to be the owner of a new business or part of it, and who have been active in trying to start up a new business in the last 12 months (Wagner, 2004).

In this research, the population is all nascent tourism entrepreneurs from universities and polytechnics in the state sector. It is therefore made up of individuals who participated, of their own free will, in events with a view to venture creation and development of entrepreneurial

initiatives, namely: competitions (Empreenda, PoliEmpreende 6th Edition and START and technologically-based entrepreneurship courses (CEBT and CEBCT)).

The population is composed of 834 participants, to whom questionnaires were sent and later completed by the respondents, the total number of questionnaires received being 255, representing a reply rate of 31%. Consequently, the sample error obtained can be calculated according to (Hair et al., 1998). After calculation, the sample error obtained in this research was 5.2%.

Description and data characterization

This study is a guide to allow higher education institutions to identify and analyse the possible relationships between the nature of HEI actions and new tourism venture creation. This research aims to determine the factors that have an influence on stimulation of tourism venture creation by higher education institutions through innovation networks. Therefore, the aim is firstly to analyse if HEIs encourage tourism venture creation through relationships developed between the actors of HEIs and innovation networks, and secondly, the factors that facilitate tourism venture creation.

In this study, creation of new tourism ventures is measured from the information gathered about nascent entrepreneurs' intentions to create a new tourism venture or develop a project within an existing venture, this being considered the dependent variable. Regarding the independent variables, these are represented by the best ways to stimulate tourism venture creation (Table 1) and by the factors within HEIs that facilitate tourism venture creation (Table 2).

ANALYSIS AND DISCUSSION OF THE RESULTS

The majority of respondents are male, with the majority in the sub-system of polytechnic education presenting an age-group between 20 and 30, while in university education this presents an age-group between 20 and 35. In this connection, according to (Kim et al., 2003; Simoes et al., 2014; Wagner, 2004), the age of nascent entrepreneurs is related to expectations of return on investment, together with their academic qualifications, aversion to risk and the characteristics of the region where they live.

It can be summarized that the respondents, whatever the sub-system of higher education, in most cases have a first degree, the majority belonging to the scientific domains of Economics/Business and Engineering (around 91% of respondents). Another characteristic of respondents is that they do not have previous experience of tourism venture creation or in the sector of activity where they develop the business initiative and have not previously carried out management functions. Another finding of the research into general aspects of the respondents is

that they would pay for specific training, but their opinion is that this should be included free of charge in academic studies.

The data obtained from the questionnaire were subjected to the statistical treatment of factor analysis. Considering the aim to identify the attitude of the HEI towards tourism venture creation, the best ways to stimulate tourism venture creation from HEIs within innovation networks were analysed. The factor analysis using principal component analysis and varimax rotation with the Kaiser– Meyer – Olkin KMO (0.80) method Bartlett Test of Sphericity =631.879 and significance < 0.001, providing support for convergent validity. From data analysis, three factors were identified, in which the variables were grouped as follows (Table 1):

Table 1– The best ways to stimulate tourism venture creation

Variable	Factor 1 Cooperation and evelopment	Factor 2 Scientific esearch	Factor 3 Training
Partnerships with HEIs	0.781		
Post-graduate courses	0.743		
Masters	0.663		
Organizations	0.628		
Partnerships with tourism usinesses	0.601		
Conferences and seminars		0.775	
Spreading awareness through rticles		0.737	
Publication of pedagogical aterial		0.714	
Tourism courses			0.833
Competitions			0.735
Subjects included in degree ourses			0.572

We find that cooperation and development, which cover various forms of cooperation with other organizations and consultancy, are believed to be the best way, as they reach a wide public and will be an excellent way for HEIs to encourage tourism activities.

Concerning the objective of identifying what facilitates tourism venture creation, the data obtained from factor analysis allowed identification of two factors (Table 2), where the variables are grouped as follows:

Table 2 – Reasons for choosing the importance of factors that facilitate tourism venture creation

Variable	Factor 1 Network actors	Factor 2 Organizational resources
Training provided by professionals in the business sector	0.772	
Participation/proximity of the school to organizations related to tourism	0.656	
Services provided to the community		0.718
Information, orientation and accompaniment provided by bodies existing in the school (OTIC, GAPI; among others)		0.667
Training given by teaching staff		0.586

The factor analysis using principal component analysis and varimax rotation with the Kaiser– Meyer – Olkin KMO (0.54) method, Bartlett Test of Sphericity = 93.994 and significance < 0.001, providing support for convergent validity.

We find the factor identified as network actors was identified by tourism nascent entrepreneurs as the most important.

CONCLUSIONS

The main objective of this research is to identify the factors that influence the capacity of HEIs to stimulate tourism venture creation through innovation networks. Based on the theoretical review of the literature, it was found that tourism venture creation is influenced by a vast and complex number of factors, which are not dealt with exhaustively in this study. However, a set of internal and external factors of HEIs stood out as being able to influence tourism venture creation within innovation networks. By analysing the contribution of each of these factors to the phenomenon of tourism venture creation in HEIs, it was found that the variables associated with HEIs and innovation networks are connected to the relationships HEIs form with existing organizations, with the knowledge they have available, with the training they provide, and with

the forms and activities that stimulate tourism venture creation and which they use. The conceptual model presented proposes that the characteristics of HEIs influence tourism venture creation through innovation networks.

The principal results obtained with factor analysis took into consideration the previously mentioned objectives of the organizations.

As for identifying the attitude of the HEI towards tourism venture creation, based on identification of the best ways to create tourism ventures; we can conclude that cooperation and development are understood as the best way for HEIs to encourage tourism activities. From the factors assumed by the respondents, it was curious that they consider scientific research a better way to encourage tourism activities than training, a situation which will probably have to do with the demands of the market to guarantee the creation and development of new tourism businesses by nascent entrepreneurs.

Regarding the objective of identifying what facilitates tourism venture creation, the nascent entrepreneurs selected the factor identified as network actors as the most important, as this has variables, as the very name indicates, that incentivize and dynamize the diverse elements integrating the innovation network, promoting the share of knowledge and supporting nascent tourism entrepreneurs at the various stages of tourism venture creation.

From careful analysis of previous results, it is possible to detect some limitations in the study carried out. Certainly, the main limitation of this research derives from the subjects for study being only tourism entrepreneurs participating in the selected competitions and training courses. Regarding suggestions for future researches related to tourism venture creation, it could be important in other researches to make a careful analysis of the various ventures formed and which institutions stimulated their creation.

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Senior tourism and cultural diversity in development of territories

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ABSTRACT

Tourism plays an important role in the culture, in the environment, in social equity, in the well-being of citizens, among others. The Global Code of ethics for tourism of the World Tourism Organization (UNWTO, 1999) considers that tourism "represents a living force in the service of peace, as well as a factor of unity and friendship among peoples of the world" (p. 37).

In this line of understanding, Devile (2009) considers tourism to be "a basic social asset, an essential aspect of the quality of life and should therefore be within the reach of all people" (p. 39).

The growing ageing of the population has led to the emergence of senior universities across regions. Senior universities have improved the quality of life of those who participate actively in the activities provided by them, thus contributing to the social inclusion of the population in the process of development of the territory where they are integrated. Putnam (1993) it is argued that territories which foster participatory and cohesive initiatives will become more efficient (p. 67). Socio-cultural inclusion and innovation is measured by the collective and transformative nature of social relations (André & Abreu, 2006). A plural society should enable civic engagement, essential to ensure the construction of citizenship, social innovation and creative diversity in the territory (Lopes & Rosa, 2016).

The research focuses on senior tourism and senior university attendance practice. Its main objectives are to understand the importance of senior universities linked to municipalities in contexts of quality of ageing, socio-cultural inclusion and promotion of territories. The methodology used was the theoretical revision of the contexts of tourism, universities and patrimonial and tourism education, where questionnaires were carried out at the University of Tomar (Portugal). The study under analysis allows to conclude that tourism and social innovation for the senior university of Tomar, cause social change to those who attend it, contributing to the development of the territory.

Keywords: tourism, heritage education, senior universities, territorial development.

1 INTRODUCTION

The recognition of the potential of senior tourism was due to the deepening of knowledge about this market through various studies and conferences and the creation of new tourism products specific to this sector. Currently, the offer of diversified tourist products for senior tourists, promoted by operators or travel agencies from around the world, seek to respond to the different preferences of senior tourists. In Portugal, the Portuguese Tourism Confederation (CTP) has contemplated in its strategies vast programs for this sector, aimed at attracting European senior tourists.

Operators and travel agents from around the world have been adapting products and services by developing products aimed at senior tourists.

There is a growing demand for quality, comfort and safety, as well as a growing demand for entertainment infrastructures which allow relaxation and tranquility. A greater emphasis is given to comfort rather than age (EC, 2017).

Senior tourism is a dynamic market, where the characteristics and consumption patterns of seniors vary over time. In fact, several studies show that seniors in the past are different from today and will tend to be different in the coming decades because they correspond to different generations (Lohmann & Danielson, 2004).

As in the case of senior tourism, senior universities have also assumed an increasingly dominant role nowadays. They are the reflection of the paradigm changes of the senior adult, allowing many possibilities and activities oriented to the senior tourist practice. The proposal of new practices and methodologies is desirable from innovative teaching didactic approaches that try to follow the availability of information facilitating access to knowledge.

Furthermore, the new reality brought about by the ageing of the population, combined with the process of globalization and the economic and social environment, presents new challenges to education. Education plays a key role in ensuring that all citizens acquire the competencies which are needed and will allow them to adapt with flexibility to these changes (Patrício & Osório, 2013, p. 3603).

This study which focuses on senior tourism and senior university attendance as a case of study, aims to: a) know the motivations of the senior for the practice of senior university attendance; b) discuss the role of the senior universities associated to the municipalities; c) how they contribute to the social increase, the quality of the process of ageing people and for the promotion and local development of the territory.

2 TOURISM AND SENIOR UNIVERSITY IN THE PROMOTION OF TERRITORIES

Ageing is a natural and gradual process in an individual's life cycle, with changes at the biological, psychological and social levels. Their knowledge and understanding takes on particular importance given to their influence on the way of life and attitudes of elderly people, and consequently on how they perceive and enjoy from tourism activities (Salgado, 2000). In fact, lifelong education is one of the major concerns of today's world. There is a need for a new intergenerational unity contract (Albuquerque, 2014).

In this context, lifelong learning is also at the heart of UNESCO´s mission, since its foundation has played a pioneering role in defending the crucial role of adult education, in the development of society and the promotion of a comprehensive approach to lifelong learning (UNESCO, 2010, p. 9). Everyone has the right to quality and inclusive education, training and life-long learning in order to maintain and acquire skills that enable them to participate fully in society and manage successfully transitions in the labour market (EC, 2017, p. 6).

The Lisbon charter of senior tourism (WTO & INATEL, 1999) refers to some of the basic factors that senior tourists value during a tourism experience in a tourist destination (Table 1). The welcoming conditions, the quality of tourist products of the region and the promotion with foreign clients are also mentioned (Pochet & Schéou, 2002).

1	Security
2	Hygiene and health
3	Environmental issues
4	Independence
5	Accessibility to services and facilities
6	Consumer protection standards

Table 1 - Basic quality factors of senior tourism.

Source: Lopes (2017), adapted from WTO & INATEL (1999).

Another factor valued by senior tourists is the environmental quality and the quality of the landscape of the territory and the possibility of discovering the natural and cultural values that it possesses. Thus, there is a need to develop interventions in the tourist destination, aiming at urban qualification, the protection of natural and landscape resources, and the valorization and recovery of the existing historical and cultural heritage (Handszuh, 1997).

A final unanimous aspect for the quality of senior tourism that will have to be considered by the tourism sector (Table 2) and other agents of the territory is the accessibility. According to Handszuh (1997), these should be anticipated in tourism infrastructures and services.

► Removal of Architectural barriers
► Usage of ergonomic furniture
► Adequate lighting in tourist facilities (namely hotels) and respective access areas
► The use of (travel literature, roadmaps, etc.), signage and symbology for easy reading and understanding
► Easy oral communication, namely, the languages used by foreign tourists

Table 2- Quality of senior tourism.

Source: Lopes (2017), adapted from Handszuh (1997).

The process of research and action on lifelong learning, which senior universities are a good testimony, is closely related to a methodology of learning communities, where they have new objectives, articulating them with cultural tourism products formats. This is a reality that

includes quick changes which require a new governance based on cooperation among various stakeholders (Valdés, Pilz, Rivero, Machado, & Walder, 2014).

This reality of governance, must contemplate the current and future context of Portugal that may become the second oldest country in the world in 2050 (Campos, 2013). These figures have allowed greater visibility to the senior tourism segment and senior universities, making this tourism sector increasingly decisive in the discussion of demographic ageing (Eurostat, 2012).

It is from this new demographic framework which makes perfect sense that senior universities have an increasingly significant role in society.

Currently, almost every country in the Western World feels the need to implement an economic, social and family policy that can change the social balance in crisis.

The promotion of active ageing integrates policies such as the development of activities to optimize individual capacities and maintain the health status of each citizen (Commission of the European Communities, 2011, p. 18). The World Health Organization (WHO) defines active ageing as the process of optimizing opportunities for health, participation and security in order to improve the well-being of people (WHO, 2002, p.13).

In this sense, senior universities should be understood as social intervention organizations, providing their senior students with an active and participatory ageing, stimulating them not only psychologically and physically but also to a cognitive level, as well as improving their integration and active participation in society.

The World Health Organization (WHO) says that quality of lif is the individual's perception of his position in life, in the context of culture and values in relation to their goals, expectations, standards and concerns (WHO, 1995, p.4). The quality of life is thus directly dependent on the interaction of the individual with others and with society.

The articulation between the senior university and tourism can contribute greatly to the development of the territory. It is a development that is based on people and local communities. According to Amaro (2003), the development of the territory is reflected in the process of satisfaction of needs and improving the living conditions of a local community, based essentially on their capacities, which assumes the main role in this process and in accordance with an integrated perspective of the problems and responses (p. 26).

The dynamic of territorial development is constantly under construction, however, there is a general understanding that in this dynamic, the participation of citizens/actors, will be a condition of social durability (Deffontaines & Prod'homme, 2001).

The process of development of the territory from different dimensions (environmental, social, cultural, economic, institutional) seeks to highlight the importance of linking senior universities with tourism in deepening knowledge, appreciation and reanimation of local resources (Figure 1).
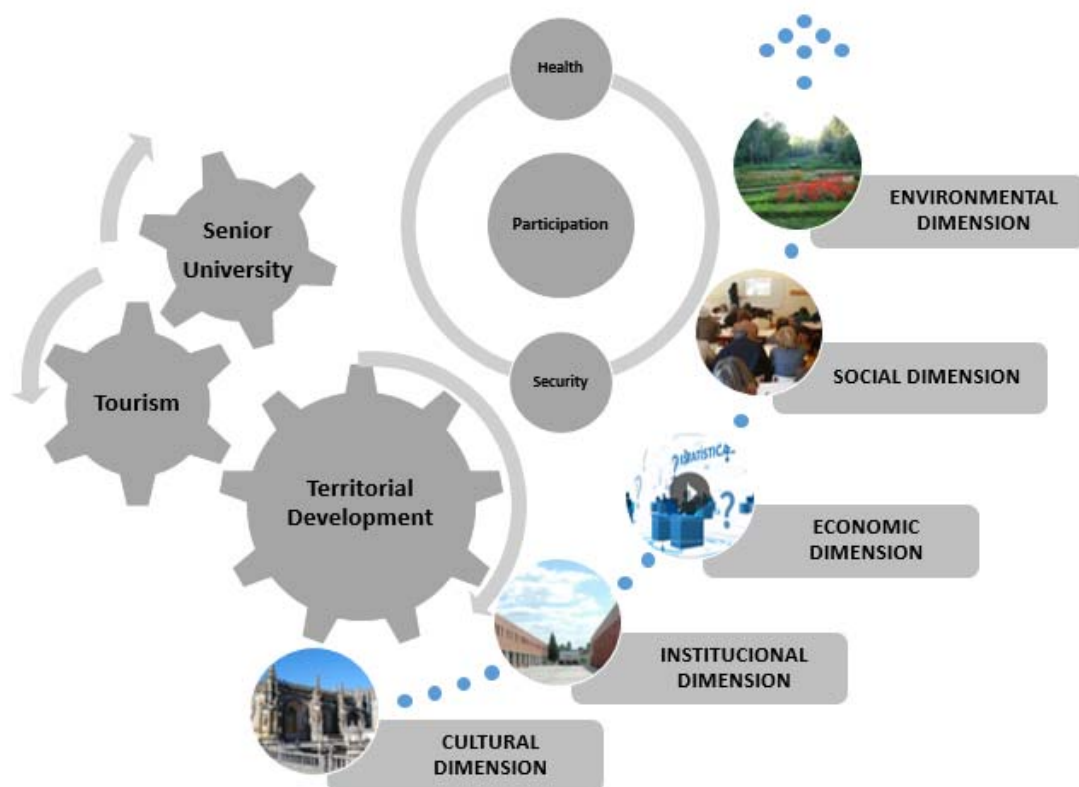
Figure 1 – Tourism and senior university: dynamic of territorial development.

Source: Lopes (2017).

The development of the territory depends on how the population organizes and transforms its territory, in which civic participation has an important role to play (Deffontaines & Prod'homme, 2001).

In this line of interconnection between tourism and senior university, the promotion of the territories, the strategic value of the tourism for the development of the territories, is of particular acuity. At a local level, it represents the creation of wealth, employment and different businesses, thereby attracting people to stay. Other effects are equally important, such as the preservation of local culture, values and identity, able to promote territorial development.

3. METODOLOGY

The methodology followed a theoretical revision of the contexts of senior tourism and senior universities (education, ageing and lifelong learning). The present study is based on the senior university of Tomar (suT, Portugal). A questionnaire survey was chosen for showing the quantitative instruments and it was applied to senior students. The proposed survey was divided into three parts, aiming to analyze the importance of the senior university of Tomar to its senior

students and to analyze the importance of the senior university in promoting the development of the territory. Based on these objectives, the questionnaire was divided into three parts: 1) Identification of personal benefits of attendance in the suT; 2) Consideration about the importance of the suT in the promotion of active ageing 3) Contribution of the suT in the territorial development.

4 ANALYSIS AND DISCUSSION OF THE RESULTS

The information contained in this point of the study concerns to the interpretation of the results collected through the analysis of the answers to the questionnaire survey, carried out to the students of the senior university of Tomar. In this sense, when analyzing all the data collected in the field work, we tried to understand and analyze the importance of the senior university of Tomar for senior students and for local development.

The main results are: A) significant attendance of female senior students [75%]; opposing masculine attendance [25%]; B) the age group is predominantly between [59-63], [69-73] and [74-78]; C) their education is the secondary level [54%] and basic education [27%]; D) the majority attend the university of Tomar (usT) motivated by the conviviality [47%]; enrichment of knowledge [33%] and occupation of leisure time [12%]; E) they were aware of the existence of the university of Tomar (usT), through friends [51%] and through information of the municipality [17%]; F) the majority of those who attend the university of Tomar (usT) are satisfied with the activity developed by suT [53%]; G)and consider that the university of Tomar (usT) contributes to local / community development [77%] finally (h) there is unanimity in considering that it has benefits for their personal and social life.

5 CONCLUSIONS

The growing ageing of the population has provided an increase of tourism and senior universities on several regions. The inclusion of the population in the process of development of the territory through the senior universities promotes the quality of life of those who participate actively in the activities provided by these institutions. The integration of the territory as a privileged space of the development process and the involvement of the local inhabitants in this process is another of its essential peculiarities (Polèse, 1998, p. 218).

It is understood that the existence of senior universities and the senior university of Tomar in particular in this study, allows the emergence of what can be called intentional learning processes. The attendance of the senior university is not characterized as a mere moment of leisure or socializing, but as an appreciation of personal life and social intervention. The increasing number of senior students demonstrates the motivation and permanence of those

enrolled in the senior university, facilitating the perception of the main reasons of their motivation, their attendance, and the increasing overall satisfaction of the senior student.

The promotion of a local service to the community, based on the knowledge of the specific needs of the target public, allows the tourism-cultural programs to be dynamized successfully. Increasing the participation of seniors in social and cultural life and the constant activity, as well as updating the different areas of knowledge is what will dictate the success of senior universities.

The connections established between tourism and universities will be stronger in the management made by these institutions in the territories in which they are integrated. The social innovation is not only verified by the technological side, but by the collective character and the transformative of social relations (André & Abreu, 2006).

The review of the study leads to the conclusion that tourism, cultural diversity and the benefits deriving from the frequency of seniors to the cultural and tourist programs of the senior university of Tomar, brings fresh insights, deepens knowledge already acquired, benefits integration and social change to those who attend and remain at the senior university of Tomar, thus contributing to global citizenship and territorial development.

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The Exchange Rate Fluctuations and its Effect on International Tourism Demand Case study: Egypt, the period (2000-2016)

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ABSTRACT

Egypt is one of the top tourism destinations in the world and the tourism industry has become an indispensable source of income, tourism is an important industry, especially for tourist receiving countries where tourism is a major source of foreign exchange earnings. The recent exchange rate fluctuations in Egypt have been a matter of concern for the top leadership in the country particularly tourist policymakers.

The main objective of this paper is to explore the impact of exchange rate fluctuations on Tourism magnitude coming to Egypt and the Competitive tourism sector by reviewing the current situation of the Egyptian tourism sector compared to other countries in the world using time series analysis techniques, and reconnaissance study on tourists coming to visit the most important tourist sites in Egypt regions of Luxor, Aswan and South Sinai, where a random sample of 400 tourists from the eight most important nationalities (Germany, Ukraine, Britain, Italy, United States, China, Russia and Saudi Arabia).

The authors apply time series analysis techniques and reconnaissance study, the results show the real effective exchange rate is statistically significant and negative impact, but low explanatory power of the independent variable indicated the presence of other determinants

influenced the situation of Egypt's competitive finding that it is a major factor in the determination of tourist arrivals. They also analysis the impact of several de facto exchange rate arrangements on tourism, finding that less flexible exchange rates promote tourism.

For the period 2000 - 2016 are investigated using time series analysis and reconnaissance study results clarified that the real effective exchange rate is statistically significant and negative impact which is confirmed by economic theory that the increase in exchange rate lead to a decrease in foreign tourist demand.

Keywords: Exchange rates, Tourism, Time series analysis, Egypt competitive situation.

INTRODUCTION

The study of exchange rate fluctuations and its effect on international tourism demand is an important subject in order to identify and clarify the factors and effected determinants on the tourist activity of a specific destination, so the International Monetary Fund (IMF) defined the exchange rate is the price of one currency expressed in terms of another currency, so we have two conventions first E: Price of home currency in terms of foreign currency and R: Price of foreign currency in terms of home currency. (Govil, 2014)

$$E = 1 / R$$

Also the real exchange rate definition is when R_t increases (a real exchange rate appreciation), the domestic consumption basket becomes more expensive than the foreign basket.

$$\Delta R_t \% = \Delta P_t \% - (\Delta P_t^* \% - \Delta E_t \%)$$

R_t = Foreign currency
P^*= the foreign price level
E_t = the nominal exchange rate
P_t= the domestic price level

Second important definition the tourist demand is defined Total buyers are willing and able to buy the amount of tourist services at a certain price and within a specified period of time (Orchard & Glen & Eden, 1997), also tourist demand defined as the group of goods and services consumed by tourists in specified period, where the tourist demand is known as a group of tourism products that the consumer's visitors wants to obtained it in a certain time and specific circumstances, controlled by the explanatory factors used in the demand function. (Song & Witt, 2000).

The tourism demand is generally measured by using one of the following indicators (bin Abdulrahman, 2016a):

- Number of arrival tourists.
- Tourism revenues.
- Length of residence or number of tourist nights.

The monetary approach (financial), is the most suitable for modeling tourism demand in its economic dimension however, the most commonly used measure is the number of arrival tourists due to the difficulty in obtaining relative data on tourist revenues as well as the difficulty of obtaining all deals of a tourist feature; where there are many factors that can effect on the tourist demand for a certain destination, but the most important variables are those variables followed to the classical theory of demand and represented by tourism revenues and the prices of tourism services . (Proenca & Soukiazi, 2005).

Middleton summarizes the determinants in economic factors and relative prices, demographic factors, geographic factors, social and cultural attitudes of tourism, mobility, government / organization, media and Communications, environmental information technology and the demand for more sustainable forms of tourism, International political developments and terrorist acts; but also the exchange rate is among the most important economic determinants affected on the demand for tourism exports, The increasing exchange rate of the Egyptian pound against foreign currencies leads to a decrease in local exports Including tourism because their prices become high in exchange for competitive external prices, and for that the demand for local exports will decrease, in the case of a decreasing of the exchange rate of pound against foreign currencies, the prices of tourist exports will decrease compared to the external prices and become more competitive and the demand will increase.(vanhove, 2011).

The exchange policy is a group of specified measures or arrangements by governments to control the exchange rate, in order to facilitate the achievement of macroeconomic objectives, including the purchase. sale of currencies and the local currency in the exchange market, where their application id different from weak currency policy and strong currency policy, The weak currency policy is to devalue the current monetary system, this mechanism is based on the theory of critical flexibility for (Marishall - lerner), and the devaluation helps to restore trade balance, as far as the strong currency policy is intended to revalue the currency, which increases export prices and decreases import prices, whereas increasing export prices lead to improve competitiveness through increasing productivity, the exchange policy directly affects the tourism. (Ghadban, 2013a)

Exchange rate fluctuations affect international tourism operators who fall into two categories, international tourists and the tourism companies. The acceptable exchange rate and the unacceptable exchange rate may incite or versa to restrain local tourists in their travel abroad, as the change in the exchange rate in the receiving country may change the selection of tourists to the destination, and the decision of international tourists is according to the attractiveness of prices, whatever inflation policy. (Ghadban, 2013b)

The regions of Luxor, Aswan and South Sinai in Egypt are one of the most important tourist attractions, due to the originality and diversity of its natural and cultural heritage (archaeological regions, customs and traditions, cultural celebrations ... etc), thus these regions are targeted by foreign tourists, in this regard, it is important to study the impact of the exchange rate on the international demand to the Arab Republic of Egypt in order to identify and clarify the determinants affecting tourism activity and demand in these regions through an exploratory study was also conducted on this subject, Where the most important seven countries in the world in terms of ranking of exporting countries of tourism to Egypt, according to data from the Central Agency for Public Mobilization and Statistics, was selected a random sample to learn how to choose their tourist destination.

THE PROBLEM OF THE STUDY

The recent exchange rate fluctuations in Egypt have been a matter of concern for the top leaderships in the country, particularly tourist and economic policymakers. Although there are many studies that measure and analyze the impact of exchange rate on tourism demand, as Egypt has showed during the past five years a large fluctuation in exchange rate, as well in tourism demand was imbalanced, which shows a conflict with the economic theories of exchange rates. This requires further study of the situation in Egypt; analysis economic and tourism indicators, especially with regard to the subject of this paper.

So the main question of the study is "Are the exchange rate is statistically significant? and Had they have a negative effect which is confirmed by the economic theory (the increase in the exchange rate lead to a decline in foreign tourism demand)? The Coefficient of determination shows that the model has no good interpretive ability".

IMPORTANCE OF THE STUDY

The exchange policy followed in Egypt during the period of study significantly reduced the impact of the consecutive rising in the internal prices of Egypt so, it reduced the cost of living of foreign tourist, thus contributed to stimulate the international tourism demand arrival to Egypt (with its three indicators), except for the period (2003-2006 and 2011-2014) which attended the applicability of the liberalization policy dealing with foreign exchange, It was noted that despite the decline in the exchange rate of the Egyptian pound in 2003, the international tourist demand arrival to Egypt has increased, while the period from 2004 to 2006, during which the Egyptian pound exchange rate has increased slightly, we found that demand is also increasing, which leads to the conclusion that the international tourist demand coming to Egypt is affected by several factors including the change in the exchange rate of the Egyptian pound, While the period from 2011 to 2014, both of the exchange rate and tourism demand have decreased.

Egypt is one of the oldest civilizations on earth and one of the most important tourist destinations in the world for its excellence in the abundance of tourist attractions of all kinds, the spread of temples, museums, monuments, historic and artistic buildings and vast gardens on its land, and possess a strong infrastructure based on serving the tourism sector including hotel rooms, villages, tourist resorts, in addition, UNESCO selected six cultural heritage sites in Egypt, including ancient Egyptian, Coptic and Islamic sites, as well as a natural heritage site in the list of World Heritage sites, tourism in Egypt is one of the most important sources of national income in terms of its revenues from foreign currency to contribute significantly to the gross domestic product and to combat unemployment. The number of tourists to Egypt reached 14.7 million in 2010 and the revenues amounted to one and a half billion dollars, the study of exchange rate fluctuations and its impact on tourism demand Topics should be studied carefully to try to attract more tourists and contribute to the recovery of the economy. (UNESCO, 2017).

Figure No. (1)

NUMBER OF TOURISTS COMING TO EGYPT ANNUALLY BY MILLIONS
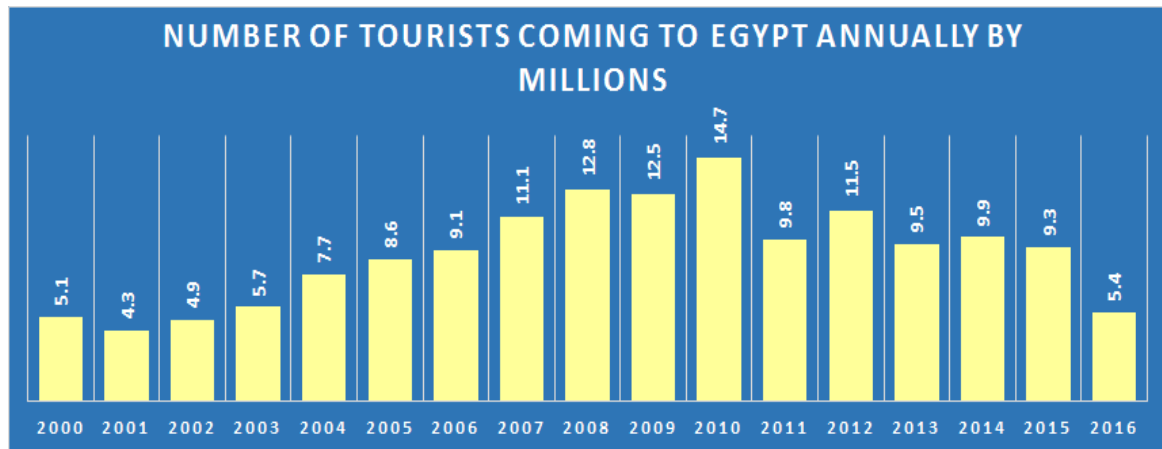
The Figuer shows that the number of tourists between 2007 and 2010 was constantly increasing, that could be a result of security and stability that have been achieved by Egypt. While the number of tourists between 2011 and 2016 was decreasing, that is clearly because the terrible situations Egypt was passing through. However, after Egypt has recovered there's an increase of the rate of tourism which would be noticed in future

Hypotheses of the study

1- There is a relationship between changes in the exchange rate and the demand for tourism.
2- The increase in the exchange rate lead to a decline in foreign tourism demand.

PREVIOUS STUDIES:

A study Mohamed Bouzahzah, Younesse El Menyari, take the international tourist demand guided to Morocco for the three essential nationalities is France, Spain, Germany in the extended period (2000-2009), the results showed that the influx of international tourism is positively affected by income, housing and exchange rates, and is negatively affected by the rate of relative price and external shocks. (Bouzahzah & El Menyari, 2013)

A study of PhD thesis was discussed in 2013 at the University of Toulon in France for Socrat Ghadban which studied the impact of the exchange rate on tourism demand, where tourist revenues were selected as an indicator of the measurement of tourism demand for the period 2000 – 2010, and its results showed that the exchange rate has a statistically significant impact on French tourism revenues by taking a fixed value of the number of arrival tourists and the price of oil, which the change with parentage of 10% in the annual nominal exchange rate leads to a reduction of tourism revenues by 4.2 billion euros, which is a considerable value.(Socrat,2013).

131

A study Akay, Cifter and Teke examines the effects of the exchange rate and income on Turkish tourism trade balance (TB) using quarterly data for the period 1998–2011, the authors use tourism trade-weighted exchange rate indices and foreign income derived from country-based tourism trade, they employ income on tourism, and employ an error correction model to analyse the short-run effects. The empirical results suggest that income is the most significant variable in explaining, tourism TB in the long run, the exchange rate and foreign income positively affect the TB, while domestic income negatively influences it. In the short-run, domestic income is the only significant factor, the authors also find no evidence of a J-curve effect in the Turkish tourism TB, and these findings are robust to using nominal values. this note employs Johansen's maximum likelihood technique to show the long-run effects of real exchange rate and real income on tourism, also the study analyses the short-run effects using error correction model, the empirical results demonstrate that real income is the most significant variable in explaining tourism TB in the long run. The real exchange rate and real foreign income positively affect the TB, on the other hand, real domestic income negatively influences the TB, the coefficient for the real exchange rate is less than zero, which implies that ML condition is not valid, finally the study find no evidence of a J curve effect, these findings are also checked using nominal figures, and we find similar result, the present article can be used to provide important recommendation on tourism policy in developing countries. (Akay et al., 2017).

A study is a doctoral thesis was discussed in 2008 at the Ain-Shams University in Egypt for The impact of the change in the exchange rate of the Egyptian pound on the performance of the tourism sector in Egypt an Empirical Study, the study aims at assessing the effects of the change in the exchange rate of the Egyptian pound on the international tourist demand coming to Egypt during the period (1991-2006), The results of the laboratory application resulted in the following:

1) The number of tourists coming to Egypt is closely related to the level of tourist income coming from the countries sending tourists. The second affects the first positively positive effect when applying the model in its static and dynamic conditions, in accordance with economic theory and the results of previous applied studies in this field.

2) The Egyptian pound exchange rate affects the number of tourists coming to Egypt (from the countries of the study sample) with a negative effect when applying the model in its static and dynamic cases. This result is identical to the economic theory and the previous applied studies in this regard, Egyptian economy as a result of the increase in the number of tourists coming to Egypt during the study period. (Elsherbini, 2008).

DATA AND METHODOLOGY

In this paper, we used two types of first analysis First: a simple analysis through a survey. A random sample of 400 tourists representing the most important nationalities worldwide which chose Egypt as a tourist destination it was selected according to the 2016 statistics (Germany, Ukraine, Britain, Italy, United States, China, Russia and Saudi Arabia),the main question was.. is the value of the currency the principal indicator or are there any other elements and what are they? Second: we used time series analysis methods for analyzing time series data in order to extract meaningful statistics and other characteristics of the data, the purpose of using time series

techniques is the use of a model to predict future values based on previously observed values, while regression analysis is often employed in such a way as to test theories that the current values of one or more independent time series affect the current value of another time series, the following data have been used that affect the exchange rate on tourist demand: Tourist spending, number of tourists, number of tourist's nights, exchange rate and tourism revenue During the period 2000 to 2016.(Imdadullah, 2014).

The use of the time series analysis of the total statistical data for Egypt was carried out through the application of the following information Dickey – fuller test and Durbin Watson test.

Statistical Study:

Data and variables:

Table (1) defining variables

Variable	Name
Tourist spending	EXP
No. of tourists	NO
No. of tourists nights	NO- N
Exchange price	EX
Tourism revenue	RE

Table (2) shows the variables in the study.

Table (2) unit root test results

Variable	Test statistic Dickey – fuller	Sig	Decision at α=0.05
EX_P	-2.17	0.0341	Starting at $\Delta1$ No intercept
NO	-5.144	0.0014	Starting at $\Delta1$ No intercept
NO-N	-3.78	0.0211	Starting at $\Delta1$ No intercept
EX	-2.13	0.0355	Starting at $\Delta1$ No intercept
RE	-2.961	0.049	Starting at level $\Delta0$

Table (3) shows the augmented Ducky- fuller test for stationary of the data set.
Time series analysis was used to investigate the effect of exchange price on each of (EX_P, NO, NO-N, RE) from 2000 to 2016 in Egypt.

Table (3) Relation between EX and EX_P

Variable	Coefficient	T statistic	Sig	Durbin Watson	R2	F-statistic
D(EX)	289.6	0.38	0.7	2.55	1.1%	0.706
C	238	0.408	0.68			

C: constant   Dependant = D (EX_P)

From table (4) since the sig is more than (α=0.05) for exchange price then we can conclude that there is no significant effect for exchange price changes on tourist spending in Egypt for year 2000 to year 2016. (Marno,2012)

Table (4) Relation between EX and NO

Variable	Coefficient	T-statistic	Sig	Durbin Watson	R2	F-statistic
D(EX)	208.48	0.45	0.65	2.62	1.5%	0.65
C	524	0.44	0.66			

C: constant   Dependant = D (NO)

From table (5) since the sig is more than (α=0.05) for exchange price then we can conclude that there is no significant effect for exchange price changes on number of tourists in Egypt for year 2000 to year 2016.

Table (5) Relation between EX and NO-N

Variable	Coefficient	T-statistic	Sig	Durbin Watson	R2	F-statistic
D(EX)	0.165	2.42	0.0323	1.805	32.8%	5.86
C	0.058	1.108	0.289			

C: constant   Dependant = D (Log NO-N)

From table (6) Since the sig for exchange price is less than (α=0.05) so we can say that there is a significant relation between exchange price and the first deference of log No. of tourist nights.

Since the sig for constant is more than (α=0.05) then it is insignificant in the model and we can exclude the constant from the model.

The value of Durbin – Watson statistic is 1.85 and the calculated value is between the tabulated values Du and 4- Du so we can conclude that there is no problem about autocorrelation in the error for the estimated model.

The value of R2 =32.8% and it means that the changes in exchange price explain 32.8% from the changes in the number of tourist's nights and 67.2% are due to the random error.

The following figure shows the distribution of the residuals of the model:

Figure (2) residuals distribution
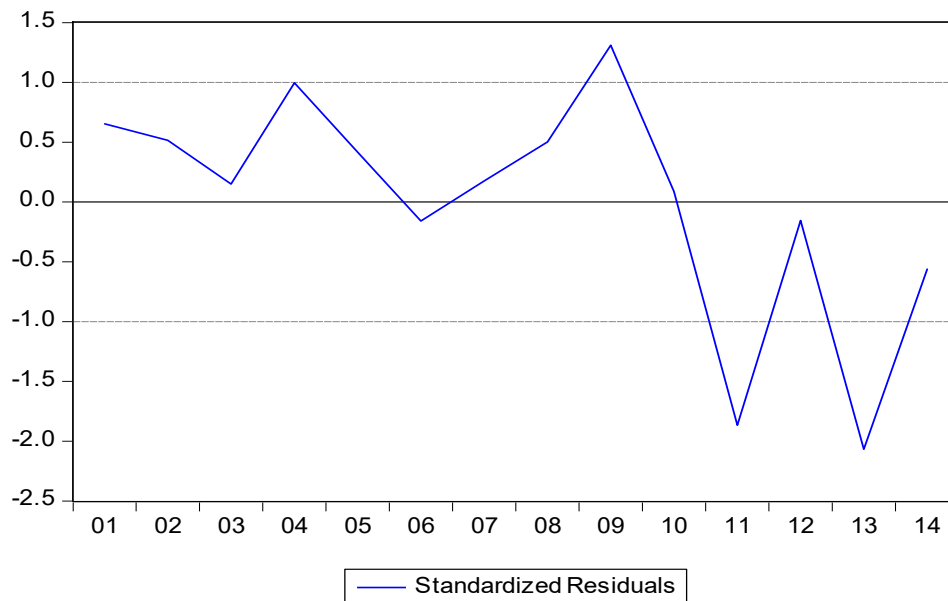
From figure (1) it was shown that the residuals has an approximate standard normal distribution. Finally, we can conclude that it was a significant effect for the exchange price in the number of tourist nights from 2000 to 2016 in Egypt.

Table (6) Relation between EX and RE

Variable	Coefficient	T-statistic	Sig	Durbin Watson	R2	F-statistic
D(EX)	-0.519	-0.72	0.48	0.478	4.2%	0.48
C	22.8	202	0.0			

C: constant   Dependant = D (RE)

From table (7) since the sig is more than (α=0.05) for exchange price then we can conclude that there is no significant effect for exchange price changes on tourism revenue in Egypt for year 2000 to year 2016.

Conclusion

This study examines the exchange rate fluctuations and its effect on tourism demand with the annual data from the time period 2000 to 2016, Egypt has been running deficit in recent years. Experiencing such a vast amount of imbalances makes tourism earnings a vital source of strengthen the balance of payments and increase its role as a large source of employment opportunities for citizens, which supports their living and social level, for this purpose, this paper employs Dickey – fuller test and Durbin Watson test technique to show the long-run effects of exchange rate on tourism demand, The findings of test results to the following:

1. since the sig is more than (α=0.05) for exchange price then we can conclude that there is no significant effect for exchange price changes on tourist spending in Egypt for year 2000 to year 2016, (Relation between EX and EX_P).
2. since the sig is more than (α=0.05) for exchange price then we can conclude that there is no significant effect for exchange price changes on number of tourists in Egypt for year 2000 to year 2016, (Relation between EX and NO).
3. Since the sig for exchange price is less than (α=0.05) so we can say that there is a significant relation between exchange price and the first deference of log No. of tourist nights.
4. Since the sig for constant is more than (α=0.05) then it is insignificant in the model and we can exclude the constant from the model, the value of Durbin – Watson statistic is 1.85 and the calculated value is between the tabulated values Du and 4- Du so we can conclude that there is no problem about autocorrelation in the error for the estimated model. (Relation between EX and NO-N).
5. The value of R2 =32.8% and it means that the changes in exchange price explain 32.8% from the changes in the number of tourist's nights and 67.2% are due to the random error.

We also analyse the short-run effects using Survey or Exploratory Study, the empirical results that exchange rate fluctuations is not the most significant variable in explaining tourism demand, It was found that 52% of tourists expressed their agreement that the change in the exchange rate affects their choice of tourism, while 48% of the sample did not agree that exchange rate change is one of the most important priorities, there can be many other reasons Such as GDP per capita in sending countries, relative price, security stability and other variables affecting tourism demand.

Finally, the exchange rate is statistically significant and has a negative effect, which is confirmed by the economic theory that the increase in the exchange rate leads to a decline in foreign tourism demand.

The coefficient of identification indicates that the tests do not have a good explanatory capacity, although the tests of the transactions are statistically significant, Other determinants of tourism demand in Egypt, such as GDP per capita in sending countries, relative price, security stability, and other variables affecting tourism demand.

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this research.

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Appendix

Table. Countries considered as tourist destinations.

Albania	France	Norway
Algeria	Germany	Oman
Angola	Ghana	Pakistan
Antigua and Barbuda	Greece	Panama
Australia	Grenada	Papua New Guinea
Austria	Guadeloupe	Paraguay
Bahamas	Guatemala	Peru
Bahrain	Guinea	Philippines
Bangladesh	Haiti	Poland
Barbados	Honduras	Portugal
Belgium	Hong Kong	Romania
Belize	Hungary	Saudi Arabia
Benin	Iceland	and Senegal
Bermuda	India	Seychelles
Bolivia	Indonesia	Singapore
Brazil	Iran	South Africa
British Virgin Islands	British Virgin Islands Ireland Spain	British Virgin Islands Ireland Spain
Brunei	Israel	Sri Lanka
Bulgaria	Italy	St Vincent and The Grenadines
Burkina Faso	Jamaica	St Kitts Nevis
Cambodia	Japan	St Lucia
Canada	Jordan	Sweden
Cayman Islands	Kenya	Switzerland
Chad	Korea Republic	Thailand
Chile	Kuwait	Togo
China	Luxembourg	Trinidad and Tobago
Colombia	Malaysia	Tunisia
Cook Islands	Maldives	Turkey
Costa Rica	Malta	Turks and Caicos Islands
Cyprus	Martinique	UK
Czech Republic	Mauritius	USA
Denmark	Mexico	Russia
Dominica	Dominica Morocco Uruguay	Uruguay
Dominican Republic	Nepal	Venezuela
Ecuador	Netherlands	Vietnam
Egypt	New Caledonia	El Salvador
New Zealand	Fiji	Nicaragua
Finland	Nigeria	

Examining the Athens 2004 Olympic Games Contribution to National Branding, concerning Tourism Promotion: A Holistic Approach

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ABSTRACT

The organization of such an important event as the Olympic and the Paralympic Games by a country creates conditions for global popularity, thus the advancement and promotion of economy via tourist resources. It consists of an impeccable opportunity for marketing/branding and can lead to positive results in terms of attracting tourists and ameliorating the country's profile. The organization of the Olympic and Paralympic Games 2004 in Athens was a particularly important event for Greece, with multiple economic and social impacts. The case of the Olympic Game' s hold proves that the successful organization is the key to promote nation branding and marketing, in order to long term social and economic benefits, as a stepping point for the development of a coherent and result orienting branding strategy. The challenge is whether the strategic planning will achieve its goals coping with imponderables, such as the deep socioeconomic crisis and uncertainty that Greece faces since 2009.

Keywords: Nation branding, Olympic Games, Athens 2004, Tourism business

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1. INTRODUCTION

Aim of this paper, is the socially constructed notion of a nation and the nation branding idea, in terms of popularity and long term benefit engagement. Which are the qualities that consist the general idea that we shape for a nation? Can the qualities of an imagined community (Anderson, 1997) be used for a nations' strategic plan in order to ameliorate life quality?

Organizing a global event, as important as the Olympics and Paralympics, is a significant commitment, as infrastructure is assumed. This means that in the cities that are holding the events there is the feeling of safety, the capacity to accommodate people in clean and comfortable places, the transportation is accurate, fast and pleasant, there are facilities for people with disabilities and the city is "friendly" – technically as well as emotionally (concerning the citizens) for the "users" (Belias et al., 2016; Kyriakou et al., 2016).   .

Greece is fundamentally connected with the Olympic Games, so it was really a very big deal when the Olympic Games *returned home*. This very idea of *returning home* had been the key factor to all dimensions; political, social, economical, emotional and technical. Olympic Games define and are defined by what is constructed as "greek spirit" at the global community, regarding both Greeks and *non Greeks*. There is, for sure, an imperceptible feeling of respect to such an institution that refers to the ideals of peace, noble rivalry and brotherliness (Belias et al., 2016).

Globalization has intensified competition among cities, in order to attract investment, visitors, qualified staff, as well as major events. In this context, the city marketing has become a strategic tool for promoting the competitive advantages of a city and – inductively – of a country.

The most common marketing strategies are the adoption of a brand, innovative construction of buildings, and organization of major events.

Big events can play a very important role not only superficially, but also to solve deep urban problems, as they can lead to important transformations to the urban landscape, as well as to the country' s identity profile (Belias et al., 2017).

The amelioration and promotion of a reshaped profile can lead to positive results in terms of attracting tourist's regardless sports or social events. Tourists can be attracted by landscape, culture, art and facilities, that are existent to the country that is their destination, but, most importantly, a place attracts visitors depending on the image that is promoted by the nation itself, by the strength of the Nation Branding as a successful marketing tool.

2. METHODOLOGY

This is a literature review which will examine the value of information and data management for a tourist company. Hence the methodology of this paper relies on the use of already made researches and papers; this is a literature review. The source of papers has being from various databases such as science direct and ESCBO.

3. LITERATURE REVIEW

3.1 The Concept of Nation Branding

"Brand" is a key term in marketing theory and practically can be translated as "brand", "name", "trademark" or "commercial identity" (Chernev, 2012). This term refers to a product, a service or an organization and is associated or interpreted in conjunction with the name, identity and reputation of the brand. More specifically, brands consists of a mix of tangible and intangible attributes (Hart and Murphy, 1998), usually marked with a brand (trademark) and constitute commercial properties, which with proper management can generate profits, as well as large influence on their respective market. For example, a popular trademark has loyal fans, which loyalty derives from qualitative and economic characteristics of its products, as well as from their "social capital". The latter is so important, that customers have the feeling of belonging to a certain social class or group with the same qualitative economic and social standards.

The most important meaning of the term "branding" that is useful for this analysis refers to the process of the strategic planning and management. The focus is on building the name and the identity of a product, aiming at the promotion of its comparative advantage over the existing competition; the goal that must be obtained, is non other than the best preferable position in the public' s mind and the market concerned.

Focusing on the so-called "identity management", "branding" or "brand management", the most interesting fact is that it is formed via the following consecutive procedures; identity creation, identity protection, enhancement and / or change (Belias et al., 2016).

- <u>Identity Creation</u>: It is the creation of a product's identity from scratch to its first appearance in the market; the core based work.

- <u>Identity protection</u>: The product is already shaped and gains the benefits of a successful identity of a product. The aim of this process is *the maintenance* of means when dealing with the various challenges that arise from the internal as well as the external environment.

- <u>Reinforcing an identity,</u> is an important process, and is mainly associated with the need to "modernize", so each product through the renewal of identity manages to cope with the ravages of time and the constant changes taking place in the context of an intensely competitive market.

- Finally, <u>Identity change (re-branding)</u> occurs when a product is going to fail in being competitive, either due to some errors in the original identity' s design, either because of significant problems that encountered in its path. So, in both cases, the re-branding of the product is considered necessary in an effort to save the product from the crisis situation and become competitive, by correcting errors and transform or adapt to new needs.

Furthermore, nation branding is steadily gaining prominence, with more and more countries around the world committing resources to the development of their nation-brand (Dinnie, 2008). Simon Anholt, the father of nation branding, suggested that countries have always been brands, in the way they present themselves to the other countries. The main substances that reflect the essence of each brand, are: *strategic planning* for the nation' s progress, *substance,* that reflects   the effective results on economic, legal, political, social, cultural and activity results that derive when a strategic plan is implemented   .

As Jaffe and Nebenzahl (2006) cite, Anholt defined nation branding as the "the sum of people's perceptions of a country across the following six areas of national competence: exports, governance, tourism, investment and immigration, culture and heritage, and people." Anholt has developed the hexagon model to depict the concept of nation branding. In this hexagon, each point represents a country's main pillars of its nation branding. These pillars are tourism, governance, exports, people, investment and migration, culture and heritage. Among all, tourism is the most important factor concerning nation branding.

Picture 1, Anholt's Hexagon

Nowadays, most states have undertaken major policies that aspire to increase their popularity and improve their international image. The possibility to create a positive image for the country abroad, will contribute to the achievement of obtaining a competitive advantage against other competing countries, especially in the field of tourism as well as in investments. Thus, the modern States, following the dictates of the current times, have to integrate the objectives and main goals in developing a strategy within the framework of nation branding. The upper goal is no other than promoting and "building" their reputation, in an appropriate and effective way (Belias et al., 2016; Kyriakou et al., 2016).   .

The truth, of course, is that most States intend to do the best that they can for a successful promotion and image of their products - tangible and non tangible ones – but, usually, the lack of a coordinated and technically properly edited and designed effort is evident. The various institutions involved in this process, either official or unofficial, politicians, commercial such as ministries, companies, investment vehicles or non-governmental organizations, media and interest groups, promote, de facto, their own version for the country, which, however, creates a more confusing than coherent and comprehensive picture of the country's profile (Belias et al., 2016; Kyriakou et al., 2016).

3.2 Greece and the Olympic Games

In 2004, Athens, Greece's capital, hosted the Olympic and the Paralympic Games. Taking into account the magnitude of the public expenditure for the construction of the Olympic projects, but also the financial benefit from the additional economic activity during the preparation and after the end of the Games, time proved that the conduct of the Games did not substantially burden the financial position of the country. However, poor utilization of the

Olympic heritage and the negative publicity that accompanies Greece by the end of 2009 reduced both the amount and the duration of the benefits gained. While the successful organization of the Olympic and Paralympic Games depicted that Greece, as a country, had the ability to bring out difficult operations, as the largest sporting event in the world, it showed inefficiency in maintaining that success (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).   .

With the organization of the Olympic Games, Greece undertook to confront a significant challenge that is part of a larger and even more ambitious goal: to boost the modernization of the country, especially in the capital.

The preparation for the Olympic Games led to large infrastructure projects, with long life, considerably improving city transportation and enhancing cultural heritage: the construction, extension and improvement of the Metro; the tram network, which facilitates an opening to the sea and ameliorates the urban landscape; increased and improved highways and street reconstruction facilitated access to the international airport of Athens. The archaeological sites unification network that was created was a great innovation for the city and constituted a motivation for Greeks all over the country to visit such places. It was obvious that awareness for the cultural heritage was highly raised, as mass media promoted all these new works and networks.

These changes, were expected to contribute to the successful conduct of the 2004 Olympic games, but the most important anticipation of all, was the expectation that, especially Athens, would obtain a new image to millions of visitors and spectators from around the world; a new image, modernized, that has accepted that we bring about the whole perception of "greekness"; ancient Greece's heritage, Mediterranean cultural heritage along with the globalization adaption (Belias et al., 2016).

Interventions and projects on Olympic cities significantly improve the level of urban infrastructure and come to respond to chronic and significant needs. These projects contribute to upgrade the cities profile and offer significant opportunities for employment, resources exploitation, benefiting in total local economy.

The benefits of the use and economic exploitation of sports infrastructure are of great importance, balancing long term benefits that arise from construction expense. One reason is that construction costs are on - off, while demand can create several sports projects infrastructure are, under certain conditions, effective management, recurring annually. Another reason is that public spending multipliers projects are usually less than the expenditure multipliers related services (sports and tourism), as the latter are characterized by greater added value at local level.

All of the works that were undertaken under the context of the 2004 Olympic games refer to a number of projects and actions also in the Greek provinces. The works in the four Olympic cities reinforced the emergence of four major regional development poles, with relevant development diffusing in the peripheral economies. All projects undertaken in the four cities had multiple positive effects on production and employment conditions, but also on the residents' life

quality. For example, upgrading or construction of hospitals would help to improve the health services. In addition, the improvement or construction of road projects, return faster transportation services and urban landscape improvement. Furthermore, the creation of sports facilities expanded options for quality leisure activities for the local population and especially for young people (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).

This doesn't apply only to the four Olympic cities, but also for all the Municipalities of the country, which for the first time and without distinction, in so little time high obtained quality sporting infrastructure.

Along with the Olympic games, the projects that were undertaken concerning hotels, road network infrastructure, directly and indirectly, developed and improved tourism infrastructure and also promoted the *city branding* of the four Olympic cities. The tourism promotion was successful and tourists were encouraged to visit various Greek cities and not only Athens.

Big events, especially sports events, have long lasting effects, on the social, emotional, political and economic sphere. Only through a holistic approach it can be obvious that such scale events consist of a landmark for the entire world, but especially for the host nation.

Analyzing the benefits, in the economic level, the organization and hosting of major sporting events such as the Olympics, creates new jobs and increases overall employment levels, as well as general economic growth as it attracts investments, especially in the sector of works and infrastructure; increases the activities of all economy sectors and is a source of revenue for the peripheries as well (Toohey & Veal, 2000).

Concerning the social level, there have been noted many positive effects as well. Such effects include the improvement of the infrastructure and services that are provided to the local communities, especially in the public transport field, having (re)constructed roads, tele-communications and security systems, health facilities, while the creation of new modern sport facilities is an important legacy (Frew & White, 2011; Maennig, 2012).

Considerable are also the environmental effects. A very notable one is the reduction of pollution levels due to the increase of new technology and procedures, especially in transportation and the intensification in the efforts to clean up the cities that will hold the events.

However, such organizations have also a negative impact on the hosting cities and the natural environment, as they are responsible for creating immense amounts of waste due to the consumption increase and at the same time monuments and cultural sites require extra protection, due to the increased number of visitors, as well as to the infrastructure and other works for the creation of Olympic projects (Bowdin, 2001; Karamichas, 2013).

3.3 The 2004 Olympic Games and Nation Branding for Tourism Reinforcement

The organization of the Olympic Games provided an excellent opportunity to improve Greece's international image. Big sports events that are characterized by international

recognition, have been recognized as key factors that create a generally positive image for the hosting country (Theodoraki, 2007). Such events also operate as pulling factors for tourism, as analyzed on this paper (Weed, 2008). More specifically, the very same event can be viewed as "large scale tourism product" that enhances tourism development, as it is a grave opportunity to gain the attraction of large numbers of participants, as well as spectators and visitors.

However, the beneficial contribution of the Games does not end at this point; in addition, the main gain concerning the nation branding is the increase of the country's presence in the international media, leading to the increase of its recognition that serves in attracting future visitors and tourists (Singh & Hu, 2008). To cut a long way short, the profit of increasing the country's social capital, (Bourdieu, P., 1986) is the key factor to gain competitiveness and win a high place on a global popularity board.

The Olympic Games, according to J, Nye have tremendous impacts in the increase of a country's soft power economy. According to Nye's theory, a country's soft power derives from three resources: culture, political values, foreign policies (Nye, 2006). The results are proportionally to the strategic planning success.

Recently, the competition concerning the organization and hosting of the so called "mega-events" between countries and among cities has been increased (Hayes & Karamichas, 2012). But what is the accurate meaning of this term? The events that are organized and take place for a short period of time and only once in a year or in longer intervals are characterized as major events.

These are mainly international events with specific thematic character such as sports, cultural, arts or other commercial content. Such events attract large number of people and are the means for a general overhaul, modernization and growth of the hosting places. The main indicator concerning tourism dimension is the stability and repetition of this event that is being established in the collective unconsciousness.

What is important for our analysis is that the states and the cities where these events were held acquire a particular brand name. Mega events, especially sports, have long lasting effects. It is obvious that they are a landmark for the entire world, but especially for the host nation. The impacts for the hosting country are highly important, as we analyzed in the previous chapter, affecting both internal and external characteristics, concerning the international image.

Standeven & De Knop (1999), also deduces that organizing major events, such as the Olympic Games, enhances nation image and improves living conditions for local population.

Source: Standeven & De Knop 1999 p. 5.

Source: Standeven & De Knop 1999 cited in De Groote (2005)

According to De Groote a "localised participative or spectator sports can contribute to tourism (i.e. local teams traveling to compete away from home), and that tourism in turn can lead to local sports development. But when the sport is a mega-event, the added impact and value of the media, means that the s activity is communicated to a much wider audience." The graph below depicts this interrelation between sports and tourism (De Groote, 2005)
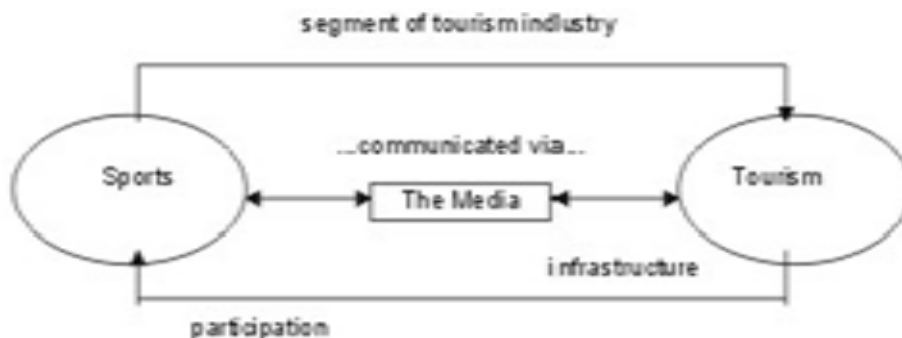
Source: Standeven & De Knop 1999 cited in De Groote (2005)

Kartakoullis et.al (2003 cited in (Bonarou, 2008)) suggests that the organization of a major event such as the Olympics have created the following advantages for Greece concerning the development of tourism that is listed below:

- Attraction of high-income tourists and creation of a new tourist's generation, willing to repeat their visit to the host country, regardless events or periods.

147

- Creation of a favorable tourist image for the destination country.

- Creation and modernization of the tourism infrastructure.

- The unique opportunity of the host country to gain profit from the international media presence and communicate various messages to the rest of the world.

- Creation of a skilled work force in the organization, management and funding sectors, with a special emphasis on hosting special sport and tourist attractive events.

Despite many fears that Greece would not be able to carry out a successful organization of such an event with multiple impacts, national and global. After the year that Olympic Games took place, at 2004, the country was considered as a "safe destination" for visitors and tourists, as the issue of national security was considered a priority among Greek policies.

In the field of nation branding, Greece achieved the goal to create a new national identity, reformed and revised, engaging the ancient cultural heritage with the European one.

The successful organization of the Games created a more positive opinion about Greece among other EU and U.S. citizens, as the remaining fact was the certainty that Greece, against all odds (and that refers mainly to the feeling that Mediterranean countries are not famous for organizational achievements), did finally managed to impress. Deductively, Greece did finally managed to strengthen the tourism sector, since visitors stated at questionnaires held their intention to visit Greece in the future as tourists (Bititci & MacBryde, 2002).

An important fact that needs to be hyper linked was that, shortly after the Olympic Games, the large majority of respondents demonstrated great interest about Greece, concerning having access to relevant information being obtained through mass media, such as television channels, magazines and advertising.

Focusing on statistics, the 2004 Olympics were characterized as "successful" by 90% of Americans and 93% of Europeans who were interrogated, while 40% of all respondents considered the Athens Games as "the best Games ever organized in the history of the modern Olympic Games" ("The Olympics improve Greece's image abroad, Branding Greece.com", 2004)

3.4 The Aftermath of the Olympic Games and Tourism Development

As proven, Greece, especially Athens, managed to gain international publicity, by hosting successfully the Games and this fact resulted in the general nation branding improvement abroad. Moreover, as already stated, this had multiple effects on the state concerning numerous areas in the economic sector on national output and employment, but most importantly on tourism.

Concerning tourism sector, Greece was expected to benefit greatly from the improved image that had been created during the Olympics, taking into account the improvements made in

transportation and accommodation infrastructure and the high quality tourist services provided (Belias et al., 2016).

The event offered an excellent opportunity to the hosting nation that goes beyond the traditional and obvious tourist by-products (Findling & Pelle, 2004). In 2015, the Foundation for Economic & Industrial Research (IOBE) investigated the influence of the 2004 Olympics in tourism attraction.

According to the analyzed data, there was a clear connection between Olympics and tourists attraction, but this connection had only short-term positive effects. The Games' impact, however, seemed to have faded away after the Economic crisis dawn. This evidence seems to validate the outcome of new theories, concerning major sport events such as the Olympics and its influence on tourism, that suggest the short term character of these effects.

Graph No 1 presents the incoming tourism in Athens from 2004 to 2013 and was produced by IOBE, taking data from the Greek statistical service (ELSTAT). As it is clearly shown by the statistics, immediately after the 2004 Olympics and until 2007, the city of Athens managed to attract increasing numbers of tourists. However, this trend ceased in 2008, after the economic recession. Concerning the reasons for this fact, we can speculate that they are twofold. The one dimension refers to the general global economic crisis that affected tourism worldwide and the second is linked to the image that was shaped after the Greek crisis that influences European economy.

A major indicator that Greece has managed to employ the 2004 Olympics success, is the Nation Brand Index that is being used for some years now in order to measure and rank the national value of a country. The ranking procedure takes into account various factors such as national identity, as well as the international perceptions of foreigners about a country.

Source: ELSTAT Data processing: IOBE
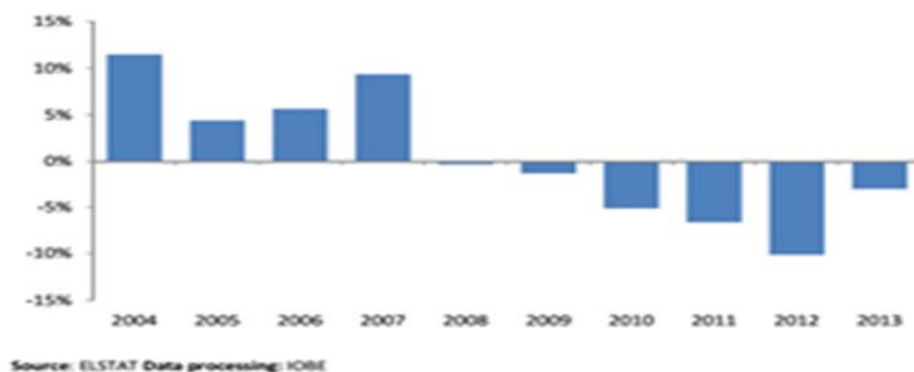
Graph 1 Arrivals in Attica, annual percentage change (ELSTAT)

Greece appeared in the Nation Brand Index only in 2007, three years after the Olympics, as a "guest country". It was positioned in the 17th place among the 50 most popular states (Sakas

& Konstantopoulos, 2010). After the end of the Olympic Games, Greek government and the Ministry of Tourism applied a marketing strategy in order to endure that the benefits from the Olympic Games would be used to upgrade tourism as a great tool for the economy and diversify the tourism base through the positive 2004 image. This strategy included several targets, such as the development and attraction of congress and exhibition tourism, the hosting of major events, promoting the Olympic cities for city break tourism et al (Sakas & Konstantopoulos, 2010; Belias et al., 2016).

In the 2015 Index the fact that Greece is found on the 21st position, shows clearly that the states have not managed to take advantage and multiply the 2004 effects. According to the relevant press release, Greece has followed a downward course in the Index, constantly losing places, due to its deteriorating economic situation and degradation of its public image ("USA regains position as top nation brand from Germany | GfK India", 2015).

During the post 2004 period and up to today we have to note that in the case of tourism and the arrival of visitors, Greece had a strong advantage over other countries, due to its unique natural environment and ancient culture that lure tourists in a global level. The ancient Greek civilization was in fact the basic element that could attract tourists to the country that gave birth to the Olympic Games. After the end of the games, however, the Greek state failed to develop a policy that would brand this success into future results, concerning tourism (Belias et al., 2016; Kyriakou et al., 2016; Belias et al., 2017).

On the contrary the Ministry of Tourism didn't succeed in taking advantage of the 2004 publicity and positive image of Greece. The 2004 heritage soon disintegrated and the rapid economic deterioration along with its social impact and political unrest, which dominated the global media, eroded the image of Greece. The discovery of the huge debt, the collapse and the degradation of the political and social tissue, eventually dismantled the tourist bloom of the previous years. All this, along with the feeling of insecurity that has prevailed for some time in the country, plus the negative image that was culminated by the international media, cumulatively resulted in the gradual deterioration of the tourism industry (Belias et al., 2016).

SETE (Greek Tourism Confederation) in a marketing proposal concerning the branding of Greece and the promotion of tourism, highlights that during the past years the Greek policy has failed to create a brand system in an organized, continuous, consistent and proficient way, presenting the national logo as a striking example via the multiple forms that it has taken since the 90's. Consistency is the secret ingredient in Greece's branding at international levels.

What is clear after this experience is that nation branding is a concept that incorporates multiple factors. The most important features, however, is the ability to demonstrate and promote a country's special characteristics that will clearly designate the uniqueness and superiority among competition. Tourism is a highly competitive industry that demands a highly effective branding strategy, in order to differentiate a country among competitors.

Undoubtedly, the application of a coherent policy is imperative should Greece decide to re brand itself. Long term policies that will promote the Greek longstanding values and elements of uniqueness are essential to achieve this aim. In addition, innovative messages are needed and old stereotypes should be avoided; such a strategy was adopted for the Olympics, but soon proved to be insufficient and was abandoned as it would lead the procedure of branding into a stalemate of promoting old traditional images.

4. DISCUSSION - CONCLUSIONS

The organization of the Olympic and Paralympic Games 2004 in Athens was a particularly important event for Greece, with multiple economic and social impacts. The successful organization appointed Greece as a developed country that has the ability to undertake and bring out successfully difficult projects, such as the preparation and celebration of the biggest sporting event globally. The hosting of the 2004 Olympic Games affected significantly positive economic activity and employment in Greece, but the incomplete utilization of the Olympic heritage and the negative publicity that accompanies Greece since the Crisis dawn, reduced benefits.

The investment to develop the country's infrastructure for holding the Games, but also the catalytic effects, transformed tourism into a main economic pole and increased productivity after maturity, positively affecting economic activity and employment in Greece. This experience showed that commitment to the goals, as also to the satisfactory degree of consensus in society, may pleasantly surprise the world community by the successesful results.

Considering the difficulties experienced by the country and the need for fast exit from the deep economic crisis, makes the course of the Olympics example for nation branding, investing in tourism, more evident and prominent than ever.

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Impacts of Economic Recession on Greek Domestic Tourism

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ABSTRACT

The global financial recession that began in 2007 and during its peak in the autumn of 2008 has affected almost all national economies. In fact, the recession had a high impact on the international tourism industry. In turn, inbound tourism in Greece was also been affected as the impact of the recessionwas also present in the years 2008 to 2010. However, from 2010 onwards, the major economies of the globe came back to growth, not the case the Greek economy, which is the last seven years in deep recession. The high increase in direct and indirect taxation, wage cuts and pensions, the increase in the unemployment rate, changes in labor relations consistsome of the outcomes that have led to strong fiscal adjustment undertaken in the Greek economy. The austerity measures implemented since then, in cooperation with the European Union (EU), the

European Central Bank (ECB) and International Monetary Fund (IMF), have significant impact both the incomes of Greek employees, professionals, the consumer and consequently the tourism behavior. This paper examines the effect of the fiscal adjustment programs implemented in Greece in recent years, the tourism behavior of domestic tourists. An attempt was made to identify the changes presented in the behavior of domestic tourists as a result of the economic recession. Such changes are shown not only in the number of trips / holidays and in their duration but also in per capita expenditure, the choice of destination and accommodation, creating a new and different complex domestic tourist characteristics, which is quite different compared with the characteristics of the Greek tourism industry before 2008.

Key words: Impacts, Economic Recession, Greek Tourism Industry. Greek Domestic Tourism, Tourist behavior.

1. INTRODUCTION

Over the last nine years (2008-2017), the economic recession in Greece has affected the country's socio-economic structures as a whole (Charduvelis 2011). International tourism, also known as the "heavy" industry of the country, contributing significant revenue to the state budget, has faced remarkable growth trends in the recent years, following a phase of recession in the early years of the crisis. Domestic tourism, which is much less dynamic than international tourism (extroverted), is nevertheless an important part of the country's overall tourism industry. However, the ongoing economic recession has greatly affected not only its quantitative characteristics but also its financial trends, which contribute to a redistribution of income within the country. The vast majority of Greeks have reduced both the number of trips / holiday they spend and their duration, since their income is insufficient to meet the specific consumer spending. The percentage of Greeks who can no longer participate in the consumption of the travel / holiday category is also very large, since their income is in many cases insufficient to cover the basic daily needs (Kyriakou, Belias, Koutselios, Varsanis, Xanthopoulos 2015).

All available data show that the tourist behavior of domestic tourists has changed significantly since 2010 to date. However, the fact that incoming international tourism shows upward trends in the corresponding period may not have made this change noticeable to the professional groups directly involved with tourism, with the exception of tourismdestinations, directly dependent on domestic tourists as well as the employees of the hotel and tourism industry (Papayiannis et all, 2015). Domestic tourism has made a small contribution to the revenues of tourism businesses in relation to inbound tourism. For many years in the past, domestic tourists covered only 25% of total overnight stays, while international tourists accounted for 75%, reflecting the high extroversion of Greek tourism compared to other European countries. However, the domestic tourist was the one who financially supported small and medium-sized tourism enterprises, given their spatial and temporal peculiarities, which significantly affect their economic function.

Furthermore, domestic tourist with its vacations / holidays was operating supportively in the country's prefectures where their tourism development was not identified with the model of mass tourism. It is therefore reasonable that groups of small and medium-sized tourism enterprises and specific prefectures have been significantly affected by the decline of domestic tourism as a result of the economic recession and its impact on the daily life of Greek citizens.

This paper investigates the effect of the fiscal adjustment programs implemented in Greece in recent years and the tourism behavior of domestic tourists.

2. ECONOMIC RECESSION IN GREECE

At the time that global economic recession started, Greece was in a phase of rapid development that had preceded the past years, which supported the "naïve" forecast that it would continue over the next years.

The model of economic growth that had prevailed until the implementation of the restrictive policies can no longer be supported, since some of its main sectors (e.g. public or private construction) have been affected as a consequence of the crisis. The effort to focus the prospects for growth on attracting large private investments and ceding public sector entities does not currently seem to constitute a tool to strengthen the economy. A precondition for stable growth prospects is the creation of targeted productive public investments, which will strengthen demand and activate the productive mechanism (Mavridakis, Dovas, Bravou, 2014).

The prevailing climate of the Greek economy at the end of 2008 and the beginning of 2009 is reflected in the Updated Stability and Growth Program 2008-2011 submitted to the European Commission on 30/01/2009, with extremely optimistic prospects for the conjuncture, It was reported that growth in 2009 would continue at a rate of 1.1%, which would accelerate to 1.6% in 2010 and 1.9% in 2011. The government deficit as a percentage of GDP, to 3,7% in 2008, would remain at the same level in 2009. The deficit would fall to 3,6% of GDP in 2010 and to 2,6% in 2011 (Bank of Greece 2014).

At that time, the seriousness of the situation and the danger of the international recession becoming a debt crisis, in countries with high deficits and debts such as Greece, was not understood. On the contrary, the international crisis (Bernanke 2004) was treated as a distant phenomenon that did not concern the country.

Since October 2008, the global financial crisis has also negatively affected the Greek economy, and all the evidence has shown that it was going to deteriorate, which was confirmed the following years (Fakiolas 2011).

In 2008, the general government deficit exceeded 4% of GDP, resulting in the country's Excessive Deficit Procedure (EDP) in April 2009, while public debt rose to close to 97% of

GDP. Then the above figures were revised with the deficit of that year reaching 9.8% of GDP and the debt at 112.9% of GDP (Bank of Greece, 2014).

In 2009, the problems of the economy, which were preexisting, became apparent, despite they were ignored in acomplacent environment. With the advent of the international financial crisis (Rajan 2009), these problems could not be controlled and addressed. Therefore, emergency measures should have beenconcerted and taken immediately, long-term planning should has been made, but it was difficultto be met by the existing socio- political aspects. In addition to, in 2009 took place two elections, both for the European Parliament in June and for the Greek Parliament in October. This fact created the country's budgetary outturn, i.e. rising public spending and loosening of the tax collection mechanism, but also prevented the political system as a whole converging on a minimal basis, for conciliation to deal with the extraordinary circumstances that were shaping up.

In January 2009, Standard & Poor's credit rating agency downgraded the country's credit rating from A to A-, due to the "worsening loss of competitiveness of the Greek economy." Due to this degradation, the yield spreads between Greek and German government bonds rose to 300 basis points in January 2009 and remained at this level until March. In the following period, spreads ranged between 150 and 200 basis points lower, while they were up again in the last months of 2009 (Alpha Bank 2009).

Greek authorities on 22nd of October in 2009 presented the deterioration of the national economic status, by proving that the annual budget deficit was more than double that projected and that last year's estimations were significantly higher than the original estimates. These new deficit data confirmed the predictionsof the markets and rating agencies that Greece's fiscal problem was much more serious than have been seemed to bebythe official figures so far. Thus, two major issues for discussion and further investigation have been placed in the attention of the markets: firstly, if the Greek authorities have the determination and willingness to implement an adjustment program capable of addressing such deficits, and secondly, if the statistical data provides country's financial situation records reliably.

Due toabove two issues, the assessment of the markets at the end of 2009 was negative and this was reinforced by the ECOFIN decision of 2 December 2009, according to which Greece did not respond adequately to the Council Recommendation in April 2009, When the Excessive Deficit Procedure (EDP) was launched. In particular, until 27 October 2009, which was due to expire, the necessary measures had not been taken. Further reports in all major international media have questioned Greece's ability to achieve the necessary fiscal adjustment, which has affected the existing unfavorable climate. These reports not only continued but also plunged in the first months of 2010, focusing mainly on public debt and the possibility of bankruptcy and exit from the euro zone. On the one hand, the unfavorable circumstances for the country were hampered by the delay of the adoption of effective fiscal adjustment measures in Greece and, on the other hand, by the EU's lagging behind.

Progress in the country's growth was mainly supported by favorable international and local circumstances in given periods, and in the end, until it became linked for all practical purposes with the European Union, it did not succeed in creating the necessary economic dynamism that would grant it a similar role in the international and European division of labor. Greece belonged to the periphery of Europe, and remained there even after its accession to the European Union (Mavridakis, Dovas, Bravou, 2016).

The unfavorable effects in2009 resulted in a derailment of fiscal aggregates, with the deficit reaching 15.7% of GDP and the government debt of 129.7% of GDP. In 2008, Greece's GDP was 232.920 million and the deficit reached 113% of GDP. From 2009 onwards, Greece's GDP shrinks each year to reach € 205,322 million in 2011, to € 177,559 million in 2014, to € 184,416 million in 2015, and € 184,317 million in 2016. It is a fact that all the financial Measures taken by the Greek governments in 2016, the country's debt amounts to 146.5% of GDP (Bank of Greece, 2017).

3. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK ECONOMY

As mentioned above, in the first years of the financial recession the impacts were not so evidentin Greece. In fact, there was a supreme optimism and an unreasonable complacency, that the situation could not prevent the development of the Greek economy. At nowadays, the country is still facing the same uncontrolled situation, and its political and socio-economical effects. Greece's debt crisis affects significantly the national sovereignty, as the economic policy isdetermined by its foreign creditors (IMF, ECB, and EU). The bankruptcy risk is threatening the socio-economic life through distressing taxes imposition.

The international financial crisis has highlighted the serious structural problems of the Greek economy as well as the significant lag in the pursuit of an appropriate economic policy (Karamouzis, Anastasatos, 2011). As mentioned above, Greece faced an acute fiscal problem before the financial crisis, due to the high public debt and deficit. The international financial recessiononly accelerated the deterioration of public finances. The specificity of Greece consists of a distinct condition of the Greek economy compared to the respective countries of the European Union. Specifically, besides any special cases and factors that arise in each separate country,in Greece, many parameters and causes have a decisive impact on the overall behavior of the country in economic terms (Dovas, Mavridakis, Politis-Stergiou, 2016).

For more than 20 years before 2010 in Greece, capital injected from EU sources and loans. These inflows were largely diverted to consumption, thus adding large categories of population to standards of living asymmetrical with productive performance (Fakiolas,2011). In contradiction, the country ranked 90th globally in production, and among the prosperous societies got the 30th rank in consumption.

The degradation of the country's creditworthiness by international rating agencies in combination with the widening of the yield differential between Greek and German bonds, since 2009 led to the transformation of the financial problem of the Greek economy into a problem of borrowing and thus the inability to finance its public debt. The Greek economy was trapped in a vicious circle, as it was forced to borrow in order to serve the loans it had received in the past, but the borrowing rates were so high that it was unable to repay the loans it would receive in the future.

Moreover, in 2008 before the crisis broke out, GDP (at current market prices) was EUR 241.990 million. In 2011, GDP reached 205.327 million € in 2015 to 184.416 million € and 2016 to 184.317. The percentage of GDP decline between 2008 and 2016 is 23,8%. The per capita income in 2008 was 21.845 €. The evolution of per capita income in the coming years was declining. Thus in 2011 it was 18.643 € and in 2014 it was 16.250 €, down 25,61% compared to 2008.

Furthermore, actual individual consumption in 2008 was 188.414 million. In 2011 it was 167.212 million€, and in 2015 it was 139.233 million€, down 26,10% compared to 2008 (Bank of Greece, 2017).

There is no doubt that the main reasons for the growth deficit arethe excessive and counterproductive public sector, the extreme delays on justice, and their relation with widespread corruption and tax evasion, complicated legislation and incredible bureaucracy. It is admitted by senior financial analysts that Greece's failed production model relied on internal oversupply and over-borrowing. Furthermore, small-sized enterprises which are flexible for the internal market, but without any unions or partnerships, they cannot penetrate foreign markets and compete in a globalized economy (SETE 2013).

4. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK TOURISM INDUSTRY

After the 2004 Olympic Games, international tourist arrivals in Greece have grown up significantly at the beginning of the 2008's of the economic recession. In the years 2009-2010, the global economic crisis had negative impacts on tourism (Varvaressos 2009), as recorded in the relative figures. Also, another factor contributing to the drop in the main tourist figures since 2009 was the negative publicity of the country, as was shown by the international media. Thus, difficult economic conditions, political instability, uncertainty about Greece's stay in the Eurozone and frequent strikes have been deterrents in reservations and buying tour packages from international tourists.

Once again, the year 2008 was positive for Greek tourism, particularly in tourism receipts, which was 11.635.9 million €, reaching their highest historical tourism expenditure and the average

tourist expenditure per capita, which was 730 euros. In 2009, the impact of the global economic crisis is evident in the respective figures. Revenues from foreign tourists who visited Greece in 2009 were 10.400.20 million and were 10,62% down compared to 2008. The decline continued in 2010, with receipts dropping by an additional 7,59% compared to 2009 and the total decrease compared to 2008 to 17,40%. From 2011 until now Greek tourism is on a steady rise. The receipts of foreign tourists in the year 2016 were 13.220 million € increased by 37,5% compared to 2010. However, international tourism receipts in 2016 showed a decline of -6.4% compared to 2015.

In addition, tourism contribution in the country's GDP from 17,50% in 2007 was 15,90% in 2009 and 16,00% in 2010. The decrease of tourism revenue in Greek GDP between 2007 and 2009 was 9,14%. Typical is also the difference in the number of people employed with tourism. In 2007, the number of employees in the tourism industry was 878.200, while in 2014 it was 699,000 reduced by more than 20,00%.

Moreover, a similar trend is also observed in the inbound non-resident travel traffic in Greece. In 2009, foreign tourists who visited Greece were 14.9 million, down 6.43% compared to 2008, the number being 15.9 million. The following year it was noticed a slight increase compared to 2009 by 0.62%, as foreigners who visited the country reached 15 million. From 2011, however, by the year 2015, the number of foreigners visiting Greece is constantly rising to reach 28.071 million visitors in 2016.

Furthermore, from 2011 onwards, Greek tourism shows upward trends. Revenue from tourism in 2014 was 13.3 billion € and in 2016 13.2 billion € increased by about 35% compared to 2010 (Bank of Greece, 2017). Nevertheless, an important element here is the reduction of the average per capita expenditure of tourists. From € 730 in 2008 it reaches € 541 in 2015 reduced by about 25,9%, falling to € 471 in 2016, down by 13% compared to 2015. Only between 2015 and 2016 the average per capita expenditure per travel is reduced by 70 euros. Thus, while the arrivals of international tourists in the year 2016 were about 28 million, increased by about 87.8% compared to 2009, which was 14.9 million, there was a decrease of 32.4% in the average tourist expenditure per capita, equivalent to 226 €. Expenditure per night in 2016 is 9,1% lower than in 2015 (2016: 68 €, 2015: 75 €), while the average length of stay is 6.9 nights, down 4.3% compared to 2015 (2015: 7.2 overnight stays).

From the above data, it is concluded that Greek tourism declined in its basic figures during 2009-2010 as a result of the global financial recession. Nevertheless, from 2010 onwards, it is on a steady rise, mainly quantitative, despite the decrease in per capita touristspending and average length of stay. The turbulence observed in this period in several Mediterranean countries, which are the main tourism competitors of the country, is also a major factor in this. Thus, events such as the war in Syria, the political turmoil in Egypt, the political scene and the terrorist attacks in Turkey contributed to the increase in the size of Greek tourism industry, since the country, despite the economic recession that exists, is still regarded as a safe tourism destination.

5. CONSEQUENCES OF ECONOMIC RECESSION ON GREEK DOMESTIC TOURISM

The economic recession has a direct impact on the holidays of the Greek citizens since 2009 and on. "Domestic tourism reflects the economy of the country," reports Andreas Andreadis, President of SETE, attributing the decrease observed in domestic tourism in recent years to the general negative economic environment, the poor financial situation of households and the capital controls imposed in the summer 2015 (www.skai.gr). From 2009 onwards, it can be observed that all figures on domestic tourism show significant degrease. The number of domestic tourists on 4 or more over nights spent in 2009 was 3.507.791€. This figure has declined in the coming years to reach a 37,58% drop in 2013 compared to 2009. In 2014, there is an increase of 18.45% compared to 2014, but again the overall decline relative to year 2009 is quite high of 26,06%(Hellenic Statistical Authority).

Moreover, arrivals in hotel accommodation and camping of domestic tourists in 2009 were 7.552.183. In 2012, arrivals were 5.257.258, down by 28.49%. In the next two years, 2013 and 2014, domestic arrivals showed a slight increase compared to 2012. In 2014 this growth was 5.32% compared to 2012 but again the overall decrease compared to 2009 is quite high of 24.69%. Respectively, similar figures are also evident on the guest overnight stays in hotels and campsites. The overnight stays of domestic tourists in 2009 were 18.366.858. In 2012 it was 12.515.232 showing a decline of 31.86% compared to 2009. In the next two years, 2013 and 2014, the overnight stays of domestic tourists showed a slight increase compared to 2012. Furthermore, in 2014, this increase was 4,27 % compared to 2012 but yet the overall decrease compared to 2009 is quite high of the rate of 28,95%. Travel costs with one or more overnight stays for domestic tourists were 3.533.272.152 in 2009. The drop in the expenses of domestic tourists was very high. In 2013, the fall was 66,18%, a direct result of the reduction of earnings of the Greek citizens. In 2014, there is an increase of 13,17% compared to 2013, but again the overall decrease compared to 2009 is very important in the order of 61,72%. The number of trips with 4 or more overnight stays for domestic tourists in 2009 was 6.917.568. In the coming years and until 2013 there is a constant decline in the number of trips. In 2013, the decrease was in a rate of 52.91%. In 2014, there is an increase of 14,92% compared to 2013, but again the total decrease compared to 2009 is very significant with a rate of 45,88% ((Hellenic Statistical Authority).

Moreover, the collapse in the size of domestic tourism in recent years due to the economic crisis is reported in a study by the Institute of Tourism Research and Estimations published in June 2016. According to this study, the expenses of the Greeks for travel within the country between 2008 and 2014 decreased by 64%. In particular, for 2014, spending was limited to 1.14 billion €, from 3.16 billion € in 2008. Also, a significant drop of 72,2% was recorded in the expenses of Greeks for travel abroad. Overall, spending has fallen by 72,2%, as in 2014 it has shrunk to 293 million € from 1 billion € in 2008. This survey concerns travels of four or more nights. In addition, domestic trips in 2014 recorded a 45,2% decrease compared to the corresponding trips

in 2008, while for the same period the voyage abroad recorded a further decline of 51,6%. An additional element indicating the negative impact of the economic recession on holiday decision making, is the extensive fall of 44.3% and 55.2% of overnight stays in hotels within Greece and abroad respectively (www.kathimerini.com).

Furthermore, the overall turnover loss in the tourism industry since 2009, due to the large decline observed in all aspects of domestic tourism, seems difficult to be estimated. Taking as "base" year the expenditure of domestic tourists (travel costs of one or more overnight stays) in 2008, is noticed that without calculating a relative growth rate per year, that over 13 billion€have been lost from the domestic Greek tourism market by the year 2015. The aforementioned amount is certainly much higher since the multiplier effect of tourism in other sectors of the economy is not calculated(Varvaressos 2013).

6. DATA ANALYSIS ON DOMESTIC TOURISM IN GREECE

According to the definition of the United Nations World Tourism Organization (UNWTO), a country's domestic tourism includes the activities of a visitor- resident within the country in question either as part of a tourist trip in the country or as part of a tourist trip abroad (Varvaressos 2013).

Greeks who choose to spend their holidays within the country are part of the domestic tourism of the country. The economic recession that has affected the country in recent years has a direct impact on the holidays of the Greeks.

According to Hellenic Statistical Authority data available, for overnight stays in hotel accommodation of domestic tourists in Greece, show that they decreased by 22,5% in the period 2008-2015, while non-residents' nights increased by 28,9% over the same period. At the same time, there is a decrease in the share of overnight stays in hotel accommodation of domestic tourists from 26,3% in 2008 to 18,6% in 2013 and to 17,6% in 2014.

The most popular destination for the Greek voyages in the country is Central Macedonia, which accounted for 15,9% of the tourists' stay in 2014 (2013: 15,3%, 2008: 16,5%). Second in the preferences of the Greeks is Peloponnese, which attracts about 10% of overnight stays in hotel accommodation over time.

The less tourismdevelopedregions of the country, such as Western Macedonia and Epirus, also attract the highest rates of Greek tourists. Thus, the share of tourists' stay in Western Macedonia in 2014 was 87,3%, compared to 90,6% in 2008. The respective rates for Epirus were 70,7% in 2014 and 77,5% in 2008. High rates of overnight stays of Greek tourists in the hotels are also recorded in the individual regional sections of Eastern. Macedonia-Thrace ranging from 77% - 88%, with the exception of Kavala where the percentage is 20% and thus the average of the region (45,9%) is moderated.

On the contrary, the island's tourist regions of the country, spatial units hosting foreign tourism, such as Crete and the South Aegean Islands, record the lowest rates of overnight stays for domestic tourists in hotel accommodation. In Crete, the percentage of Greeks stayed in hotels in 2014 was reduced to 4,4% from 7,3% in 2008, while in the southern Aegean islands from 11,1% in 2008 it fell to 6,3% in 2014.

Another element that shows the negative impacts of the economic recession on holiday preferences, is the great reduction in overnight stays in hotels at home and abroad in the period 2008-2014 (-44.3% and -55.2%, respectively). In 2014, relative to 2013, there is a reversal of the negative trend observed during the aforementioned period, with the overnight stays of Greeks in hotels within the country increasing by 20,1% and abroad by 6.9%.

Moreover, a significant decrease is also recorded in the tourist expense of the Greeks for the trips they made in 2014 compared to 2008 (concerns travel with more than 4 nights). Overall, their travel expenses for these trips declined by 66.1% in 2014 compared to 2008, while the decrease in tourist spending for the corresponding trips abroad decreased by 72.2%. The largest decrease was recorded in tourist spending for accommodation in hotels and was of the rate of 76%. The improved situation observed in 2014 compared to 2013 for overnight stays has also had a positive impact on spending, which recorded an increase of 10,7% for the domestic and 1,4% for the foreign ones.

Lastly, from the monthly distribution of the total overnight stays of Greeks for their trips in and out of the home prefecture, the pattern of seasonality emerges. Total nights spent in the summer period (June-September) account for 79,1% of the total nights spent by the Greeks when traveling domestically and abroad in 2015. It is noteworthy that the corresponding rate for the nights they spent while traveling abroad, has a significantly lower seasonality (53,6%) compared to the percentage of overnight stays in the country (82,4%).

7. CHARACTERISTICS OF GREEK DOMESTIC TOURISM

In 2015 the Hellenic Statistical Authoritypublished the Tourism Qualitative Survey (Vacation Survey) for the year 2014. This survey is conducted on a yearly basis in all EU Member States, with a view to collecting data on the characteristics of the Tourists' spending, tourism spending and participation in tourism of the various socio-demographic groups, as well as the tourist behavior of these groups. These figures are very important for the development of national and European tourism policy and concern not only the number of domestic tourists but also the number of trips, overnight stays and expenses incurred during these trips. In addition, data on the characteristics of resident tourists, such as age and gender, are collected for the type and characteristics of each trip, such as the purpose and destination of the trip, the means of transportation, the type of accommodation, etc., thereby creating their profile presented below.

In 2014, 6.334.275 trips were made by 3.644.262 Greek tourists inside the country. Of these journeys, 5,73% concerned business trips, and 94,27% related to leisure, and in particular, 63,20% concerned travel for resting, recreation, holidays, 24,27% related to a visit to friends and relatives (VFR)and 6,80% related to other trips (pilgrimage, health, education, etc.). Also during 2014, 63.977.192 hotel over nights and 1.834.964.490 € were spent. Expenditure was 8,33% in business travel and 91.67% in travelling for private reasons.

Most travels of those of leisure were made by women at 52,17%, while the percentage of men was 47,83%. As far as the age distribution of tourists is concerned, is noticed that most of them are aged between 25 and 44 with 40,06%. This is followed by ages 45 to 64 with 32,23%, 65 and over with 14.58%, and ages 15 to 24 with 13,14%.

Moreover, of the leisure trips made in 2014, 2.129.777, 35,67% were within the length of 4 to 7 nights. There are 1 to 3 nights' travels with 28,36%, 15 nights and over with 19,16%, and 8 to 14 nights with 16,81%. Most of the leisure trips were made by road αt 69,68%. The sea travel is followed by 18,11%, the air with 10,95% and finally the railway by 1,26%.

Mean of booking in accommodation was 93.94% with direct booking by the tourists themselves and only 6,06% through a travel agency.

In addition, the number of overnight stays of domestic tourists who traveled for personal reasons in 2014 was 60.247.374, up 8.4% compared to 2013. 31,89% of overnight stays were made by people aged 25 to 44, followed by people aged 45 to 64 with 31.11%, followed by people aged 65 and over with 24.92%. Most overnight stays, 78,89%, were made in non-rented accommodation (cottage, accommodation provided free of charge by relatives and friends, other privately-owned accommodation).From the above data is noticed that the domestic tourist is mostly 25-44 years of age, mainly travels personally for rest, recreation, holidays, travels by road, mainly stays in non-rented accommodation (cottage, accommodation provided free of charge by friendsand relatives, other privately owned accommodations) and makes the reservation directly.

8. SEASONALITY OF GREEK DOMESTIC TOURISM

The term Tourism Seasonality indicates the phenomenon of tourism activity at a certain time of the year (Varvaressos 2000). In Greece, the natural causes, namely the climatic conditions prevailing in the country, as well as institutional causes, which will be mentioned below, are the reasons of seasonality observed in the tourist behavior of domestic tourists (Institute of Tourism Research and Estimations, 2014).

The year 2008 was selected to compare the behavior of domestic tourists before and after the onset of the economic recession in Greece, which has highly reduced the income of the Greek citizens.In 2014, the number of trips, with 4 or more nights, made by domestic tourists was

3.743.868. The largest number of trips take place during the summer months and especially in July and August. In 2008, the number of trips made during the summer months is 61,61% of the total number of trips, while in 2014 it is 70,57%.The number of overnight stays for domestic tourists in hotels and similar accommodation amounted to 13.049.668 in 2014. We also notice that the number of overnight stays is higher in the summer months. In 2014, the figure is 42,63%, while in 2008 it is 44,17%.The number of arrivals of domestic tourists in hotels and similar accommodation reached 5.536.719 in 2014. Arrivals in the summer months in 2014 amounted to 35,02%, and in 2008 to 34.74% of total annual arrivals.From the above data, it is also observed that the behavior of domestic tourists, in terms of seasonality, has not been particularly affected by the economic recession. The figures from 2014 it is typical for the year 2014, the tourist traffic of domestic tourists increases during the summer season and peaked in August. These characteristics are minimal in 2015 absolute figures are significantly lower than those of year 2008.

9. DOMESTIC GREEK TOURISTS' BEHAVIOR

There has not been enough research to illustrate the behavior and characteristics of domestic tourists. Nevertheless, in 2008, a survey was carried out by Kapa Research for "Trends in Tourism Behavior of Greeks" for the Ministry of Tourism Development and the main findings of which are presented below:

- At the first rank of the Greeks' choice for escapes / excursions are with 58.5%the two-day or three-day getaways at random weekends within the whole year, while 37.4% are followed by two-day or three-day getaways on bank holidays. The daily trips are next at 28.5%, while it is noticed that 10,8% of tours / trips, except summer holidays, do not take excursions or summer holidays 10,7% of the respondents.

- The choice of the destination of the excursions is made through travel guides with 28,5% and descriptions from relatives / friends / acquaintances with 21.6%,.Then newspaper / magazine advertising follows, while notice that only 11.3% of respondents use the internet as a mean of selecting a destination.

- Greek tourism is characterized by intense seasonality, which is also reflected in the findings of the survey in question. 55.7% of Greeks choose August for their holidays, while July is chosen from 30,0% of them.

- The summer vacation of the Greeks in 2008 was mainly up to 10 days by 23.65%, while second in ranking is the vacation up to 2 weeks at 21,3%.Holidays up to 1 week make 19,7% and up to 3 weeks 14,2% of respondents.

- 33,7% of domestic tourists choose their own holiday cottage during the summer holidays. Here are the 22,7% rental rooms and the 16,4% small hotels / pensions. The large hotel

resors are selected from 12,6%, while it is noticed that homes of friends and relatives, as accommodation, is selected by only 5,4% of the respondents.

- The Cycladic Islands are in the first rank, with 19,7%, as a choice of destination for summer holidays of the Greeks, followed by the Ionian Islands with 11,4%, Crete with 8,9%, Dodecanese with 6,8%, Peloponnese with 6,7% and the northern Aegean islands with 6,2%. Chalkidiki is followed by 5,9% and the Sporades with 2,8%.

Moreover, traveling /holidays are now perceived in Greece by a large portion of the population as luxuriousproduct, and even those who do travel trying to do so at the lowest possible financial cost. As a result, holiday break rates for domestic tourists are declining. A survey (Voutsikidis 2016) that complements that of Kapa Research for 2015, confirms the above conclusion, and complements its gaps in the behavior of domestic tourists and the characteristics of the type of consumption they shape in an environment of economic recession. The main points of the survey in question are set out below.

- The annual income of the Greek citizens in 2015 compared to 2010 has decreased to a significant rate. 79.95% of them state that their income has been reduced. This combined with the increase in direct and indirect taxation and in general the cost of living in recent years has greatly reduced the disposable income for travel / holidays.

- Excursions / trips of domestic tourists, except for summer holidays, are 48,69% with duration 1 to 3 days. It is also important to notice that one in four people does not go on excursions/ trips in the recent years and one in three has made no travel at all,other than summer holidays in 2015.

- The duration of the summer holidays of one in three (33,47%) has a duration of 4 to 7 days. In addition, one in five (20.19%) did not go to summer holidays at all in 2015.

- The daily per capita travel / holiday expenditure in 2015 was for the majority of nationals (60,71%) to 60 € a day. This percentage increases to 68,38% among those who had travel / holiday expenses, i.e. excluding zero spending.

- One in three (33.06%) selects in 2016 for accommodation, the friend's- relative's home, ie accommodation for which they will not pay accommodation costs.

- More than half of the domestic tourists (54.77%) choose a three-star hotel for their stay. In addition, one in two (55.88%) replied that he would choose a hotelof higher category if his income had not been affectedfrom the financial recession.

- July and August, 78,01% are the months that choose to spend their summer holidays, thus enhancing the seasonality of Greek tourism.

- Six out of ten (57,95%) would not choose to visit in the summer of 2016 any of the islands that are a gateway to refugees in Greece. This is a major blow to the islands of the northern

Aegean and the Dodecanese, which have been affected by the refugee crisis in addition to the economic crisis.

- One out of three uses Internet to choose the destination of their excursions / vacations. The use of the internet has overshadowed some traditional ways of reservations such as a travel agency or travel guides.

- The privately owned vehicle (car-motorcycle) is what most people use to go on excursions / vacations.

- Rest and relaxation as well as cost-related factors such as the amount of disposable income, cost of transportation to and from the destination, and cost of living at the area of destination, are the factors that influence the decision making of the potential vacationers.

10. CONCLUSIONS AND FURTHER SUGGESTIONS - RECOMMENDATIONS

The economic recession, as all the aforementioned evidence shows, has greatly influenced the tourist behavior of the Greeks in terms of their preferences and options.

Thus, according to the above analysis, it is concluded:

A) Decrease of the departures rate for holidays of domestic tourists and increase of the extrovert character (international tourism) of the Greek tourism industry.

B) The increase in extroversion of Greek tourism, as a result of the economic recession, seems to give to tourism development model of the country the characteristics of a colonial model based on North-South dependence.

C) Increase of the percentage of domestic tourists who stay during their holidays in a second holiday home and in rented rooms as well as in relatives and friends' houses, reducing the per capita tourist expenditure.

D) Increase the seasonality of domestic tourism and its concentration, especially during the month of August.

E) Decrease of daily expenses for domestic tourists.

F) Decrease of tourist receipts in the country's tourismspatial destination areas, which have traditionally been destinations of domestic tourism, with further multiplier effects on all their economic activities.

Furthermore, income decrease, increasein taxation and unemployment rates, the unstable political scene have led the majority of the Greek population to struggle to meet its basic needs.

The creation of an overall plan for the direction of the economy in the coming period will play a determinant role for the country's future. The economic development model for the country that

predominated in the past was not economically effective (deficits, debt), nor did it create the conditions for long-term growth. The proposal for the country's economic evolution needs to take into consideration a series of conditions, which will create a model that will lead to long-term growth and stability based on solid foundations. (Mavridakis, Dovas, Bravou, 2015).

Moreover, Greece since 2008 in confronting economic recession and despite the occasional statements of the current and previous political leadership, there is not yet a clear timetable for leaving it. The increase in VAT in one additional unit, the abolition of the reduced VAT rate on the islands, a series of new indirect taxes, tax increases, pension cuts, the increase of flexible employment, etc., are responsible for domestic tourism'sfurther shrinkage. In such an economic environment, it is difficult to make suggestions to mitigate the impact of the economic recession on domestic tourism (Varvaressos 2009). Tourism by its nature is a sensitive sector directly affected by the economic environment in which it operates, and is the result of the disposable income and leisure time of the potential tourist.

In addition, in the current economic recession, given the uncertainty about the future being evident, the following proposals have as their primary objective to limit the further decline in domestic tourism. The development of domestic tourism will be evident when the domestic economy stabilizes and rebounds, since the main factors influencing the decision making for holidays are directly related to disposable income and the economic cost of holidays. Towards to meet this objective, tourism businesses should also be oriented towards flexible pricing of their services, smart offers, etc. Many businesses in the industry already offer attractive packages especially in off-peak periods, thus limiting the cost to domestic tourists. As such a policy will be generalized, it will be possible to make trips / holidays to a larger target group, since the costs will no longer constitute a barrier. The policy of "special off season" offers also contributes to reducing the seasonality phenomenon that characterizes the Greek tourism product. Furthermore, a domestic tourist should learn to search for these offers. The internet can be used as a mean towards achieving this goal. Another area of action could be the orientation of domestic tourists in the country's spatial areas with no high volume of tourism development and the subsequent exciding the over capacity of those areas which receive high volumes of foreign tourists. Prices in these areas, both for accommodation and for food and beverage, are more affordable ratherthan in other tourism developed destinations resulting in decrease in total consumption costs.

Furthermore, the Greek State should, firstly mitigate the impact of the economic recession on domestic tourism. Thus, the existing Social Tourism Programs can be adapted to cost reduction policies, such as to reimburse part of the VAT on accommodation, catering and travel costs incurred by residents. Without state support, and given the new burdens that lead to a further decrease in the disposable income of Greeks, domestic tourism will be further shrinking in the years to come. Therefore, there should be measures by both the State and the tourism enterprises that will encourage domestic tourists to make their holidays within the country, thereby enhancing both tourism and business State revenues. Diversification policies, such as special

interest forms of tourism, in contrast to the "summer holiday" model, in new countryside tourisms spatial areas, may be part of these policies. More importantly, however, is the reformation of the country's tourism development model into a more people-oriented tourism, highly oriented to domestic tourism, evenly distributed in the destination area, differentiated from the tourism development model of seasonal tourism, which without any safeguards in the particular recession period, greatly reduces the country's tourism revenues and maximizes the North-South dependency relationships.

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The contribution of tourism to local development: the case of the island of Santorini

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ABSTRACT

Tourism is not a simple phenomenon or a simple set of industries. It is a human activity that describes the behavior, the media and the interaction with other economies and environments. It involves the physical movement of tourists to locations other than their places of residence. Tourism is a sector that contributes a lot to the development of a region and hence to improve the economy of Greece. Greece is among the most touristic European countries. The advantages that explain this tourism development of our country and its regions is the natural environment, the cultural wealth, the good climate, good hospitality and rich history.

This article attempts to study the contribution of tourism to economic, social and cultural issues, as well as the unique environment of Santorini. Also the significant role of local authorities will be examined to support, maintenance and management of local infrastructure in the region and how they contribute to the promotion and advertising of tourist product, to enhance local development. Finally, efforts will be made to identify some of the problems and to draw in some conclusions on how to improve tourism Santorini.

Keywords: tourism, local development.

1. INTRODUCTORY CONCEPTS

According to UNWTO, tourism includes activities of people who travel and stay at destinations and places different than those which are their usual environment. (ex. the place of their permanent residence) and for a time period which does not exceed one year and they aim at recreation, satisfaction of their professional needs, etc. (Voumvoulaki A., 2007).

This definition helps to identify tourist activity both domestically and internationally. The word "tourism" refers to every activity of travelers and includes tourists (visitors who spend the night and excursionists (visitors of one day) (Pattas S., 2009).

Development is a procedure that aims at the raise of Gross National Product and through this procedure individual goals are accelerated such as improving housing, health, education, employment, lifestyle, environmental rescue, etc.

However, local development can be seen as a process of economic development and structural change, which leads to improvement of the living standards of the local population and which has an economic, social, cultural and political-administrative dimension.

Local development strategy treats each spatial unit in a different way according to the level of development of the local economy, the structure and functioning of the productive system, the labor market and the characteristics that define the local culture. (Constandinides E., 2010)

The term sustainable development, according to the World Commission for the Environment and Development (WCED), is defined as development that meets the needs of the present without diminishing the capacity of future generations of people to satisfy their own. (Delitheou V., 2008).

Tourism development is a process through which tourist accommodation facilities, road access networks, tourist services of the population are created, local interests for tourists (climate, environmental, cultural, historical) are promoted and advertised and it includes the continuous renewal and modernization of all these. (Spanou N., 2010).

The concept of sustainable development describes the type of tourism development that is activated in balance in the local, social, economic, cultural and environmental structure of each tourist area, while formulating conditions (services, infrastructure, know-how) for its continuous feedback. Sustainable development meets the needs of today without threatening the ability of future generations to meet their own needs (Giousbasoglou Ch., 2012).

Tourism is one of the most dynamic and fastest growing sectors of the global economy. An important feature of this sector is that its operation is linked to the internationalization of a large number of productive sectors as well as to service industries. Tourism contributes to the economic development of tourist areas at three levels, which are income generation, jobs and tax revenues. In addition, it enlarges the production base of these regions and also affects the development of other sectors of the local economy (Critikos G., 2012).

2. TOURISM IN EUROPE

Tourism is one of the most popular ways of entertainment, education, relaxation and cultural contact with different peoples. Tourism is the most important source of revenue for traditional tourist destinations (France, Spain, Italy, Greece etc.) and recent years for the upcoming tourist destinations (Czech Republic, Hungary, Croatia, Turkey, Egypt etc.) due to the attractive holiday packages offered by the last destinations (Karamanakou M. & Karamoutzou E., 2014). Tourism is a global socio-economic phenomenon with effects on human life, the environment and national economies of the states.

According to the World Tourism Organization data, 1,184 million tourist arrivals worldwide were recorded in 2015, an increase of 4.4% compared to 2014 arrivals. This increase is due to the positive results of most regions during the of the year. In particular, Europe recorded the largest increase in international arrivals (+ 5%). Followed by America (+ 4.9%), Asia (+ 4.8%) and the Middle East (+3.1%), with the African region showing a decrease in international arrivals (-3.3%) (Kamarioti A., 2013).

Europe has been leading the increase in arrivals both at percentage (5%) and in absolute gigures (609.1 million), a trend supported by the low exchange rate of euro and other currencies against the dollar. Tourism in the countries of Central and Eastern Europe grew by 6%, recovering from the negative performance recorded in 2014. Very satisfactory results rocorded in Northern Europe (6%), Southern and Mediterranean Europe (5%) and Western Europe (4%), considering that there are most touristy mature destinations in these areas. As a result, tourism receipts in 2015 recorded an increase (The Institute for Tourism Research and Forecasting, 2016).

The companies in the tourism sector are 2.3 million and employ around 12 million workers, with 7 million working in the food and beverage sector, while 2 million are employed in the transport sector. But the three industries that almost exclusively support tourism are accommodations, travel agencies / tour operators and air transport, which employ 3.3 million workers. The United Kingdom and Germany have the highest employment in the tourism industry (2.1 million workers per country), followed by Italy (1.4 million), Spain and France (1.3 million each). These five Member States account for 68.5% of employment in tourism industries across the European Union (available: http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_employment).

European Union's policy is to promote tourism because tourism contributes to its economic growth and employment, as it also helps its socio-economic integration, particularly at its coastal, mountainous, rural and island regions. It is also directly linked to the cultural and natural heritage of the European Union, which shows the urgent need to combine economic growth with sustainable development. Therefore, tourism is the most important means of promoting the European model at world level (Papoutsis A.,.xx).

3. TOURISM IN GREECE

Greece is among the most touristic countries in Europe. The natural environment, cultural heritage, rich history and good climate are the comparative advantages of Greece as a host country for tourists. It is mainly for summer holidays, but at the same time it can offer a variety of other tourist options, such as healing tourism, mountain tourism etc. (Delitheou V., Georgakopoulou S. & Psalti K., 2016).

Greek tourism has been the most important pillar of the growth of the Greek economy over the last decades and is the driving force that can pull us out of the economic stalemate according to many estimations (Mihalokiakos G., 2014). Tourism and shipping are the most extrovert branches of the Greek economy, with a very positive contribution to the current account balance (Foundation for Economic and Industrial Research, 2013).

Tourism contributes greatly to shaping our country's GDP. Moreover, due to the dispersal of tourist destinations, tourism in Greece plays an important role in the dispersion of national income in the regions of the country. Tourism, on the other hand, is a seasonal activity, with the result that natural and man-made resources are burdened by the peak and wasteful months during the winter months. Moreover, seasonal activity necessarily leads to seasonal employment with the consequent lack of employment of the tourist sector for long periods of time, resulting in income instability and significant impact on social activity in tourist areas (Ikkos A., 2015).

According to the Hellenic Statistical Authority (ELSTAT), Greece's GNP for the year 2013 was 182.4 billion euros. Respectively for 2014, due to the recession in the country, GDP was limited to 178.9 billion euros. The contribution of the tourism industry to GDP for each year was 33.4 (direct contribution: 15.2 and indirect contribution: 18.2) billion for 2013 and 37.2 (direct contribution: 16.9 and indirect contribution: 20.3 billion euros in 2014. Greece's GNP declined in 2014 compared to 2013, while the participation of the tourism industry in this increased both in real terms and as a percentage of course. In 2014, the tourism sector reaches almost 1/10 of the country's total GDP (Georganta P. et al., 2015).

The arrivals are about 23.6 million from abroad to our country in the year, ie there was an increase of 7.1% compared to the arrivals of 2014. 2015. Still, most arrivals were made by air and by road. In terms of air arrivals, Athens Airport accounted for the highest rate of traffic (17.5%), followed by Heraklion (10.6%) and Rhodes (8.0%). The main entry stations that collect the highest rate of road traffic are Evzones (9.8%) and Promahonas (6.9%) (Available: http://www.gnto.gov.gr/sites/default/files/ Files_ basic_pages / ELSTAT2015.pdf).

For the year 2015, travel receipts amount to 14,125.8 million euro, where 11,876.7 million euro is for recreational purposes, 170.6 million euro for studies, 37.3 million euro for reasons The 780 million euro for business reasons, 553.5 million euro went to Greece to see their families and the remaining 705.7 million euro for various reasons. As far as the total overnight stays in Greece were 188,012 thousand and recorded a slight increase of + 0,6%.

Table 1: Arrivals of non-residents from abroad by means of transport and entry station

Arrival stations for non residents		January - December		Change	Percentage % of the total	
		2014	2015	2015/2014	2014	2015
I. BY AIR		14.057.215	14981102	6.6%	63.8%	63.5%
1	Athens	3.321.548	1.133.018	24.4%	15.1%	17.5%
2	Zakynthos	502.730	529.111	5.2%	2.3%	2.2%
3	Heraklion	2.544.040	2.512.201	-1.3%	11.5%	10.6%
4	Thessaloniki	1.061.722	1.057.706	-0.4%	4.8%	4.5%
5	Corfu	1.046.987	1.062.064	1.4%	4.8%	4.5%
6	Kos	994.717	960.595	-3.4%	4.5%	4.1%
7	Rhodes	1.921.615	1.892.724	-1.5%	8.7%	8.0%
8	Santorini	274.442	304.009	10.8%	1.2%	1.3%
9	Chania	875.526	908.979	3.8%	4.0%	3.9%
10	Rest of the stations	1.513.889	1.620.696	7.1%	6.9%	6.9%
II BY RAIL		6.895	5.338	-22%	0.0%	0.0%
1 2	Promahona (Serres) Railway station apart from the sample	- 6895	- 5338	- -22.6%	- 0.0%	- 0.0%
III BY SEA		701.345	632.161	-9.9%	3.2%	2.7%
1	Igoumenitsa	380.560	347.124	-8.8%	1.7%	1.5%
2	Corfu	22.398	19.578	-12.6%	0.1%	0.1%
3	Patras	218.645	193.442	-11.5%	1.0%	0.8%
4	Other Stations	79.743	72.018	-9.7%	0.4%	0.3%
IV BY ROAD		7.268.007	7.980.854	9.8%	33.0%	33.8%
1 2 3	Evzonon (Kilkis) Kakkaias (Ioannina)	2.70.155 259.319 514.263	2.317.440 274.849 609.914	11.9% 6.0% 18.6%	9.4% 1.2% 2.3%	9.8% 1.2% 2.6%

4	Kipon (Evros)	1.493.598	1.624.728	8.8%	6.8%	6.9%
5	Promahona (Serres)	2.930.673	3.153.922	7.6%	13.3%	13.4%
	Road stations apart from the sample					
TOTAL ARRIVALS		22.033.462	23599.455	7.1%	100%	100%

Source: Hellenic Statistical Authority

The direct overall contribution of tourism to employment in Greece is estimated at 18.9% for the year 2015. In April 2015 there was a net increase in employment by 46.1 thousand people in accommodation, by 18.9 thousand people in the eating establishments, 8.5 thousand in the retail trade, 2.5 thousand in wholesale and 2.28 thousand in travel agencies. As a result, tourism plays an important role in increasing the employment of other sectors of the economy such as wholesale and retail trade and repairs, transport and storage, information and communication, professional, scientific and technical activities, education, health, Arts, entertainment and entertainment, etc. (SETE Institute, 2016).

Table 2: employment in basic sectors of tourism

	Companies	**Employees**
Catering	29.486	171.402
Accommodation	6.401	66.667
Travel agencies	1.672	10.479
Inland transport	9.342	38.701
Waterborne transport	747	8.338
Air transport	65	3.777
Total branches of tourism	47.713	299.364
% Contribution	21,5%	18,1%
Total	**222.281**	**1.651.176**

Source: Greek Tourism: Developments-Perspectives, SETE Institute

In recent years Greece's tourism policy has begun to form a new basis in order to cope with the latest developments in the world's tourism industry, the over-segmentation of tourism

demand, the new perception of holidays, sustainable tourism development and changes in tourism standards, while at the same time it should utilize its comparative advantages and improve its infrastructure in parallel with attracting tourists with higher income. The new tourism policy should be specialized and linked to the internal process of development of each region of the Greek space. The strategic objectives of Greek tourism policy are to strengthen their productive base, to achieve balanced development, to adopt the principles of sustainable tourism development, to serve the objective of competitiveness and to improve the quality of services provided (Tsartas P. & Lagos D., E.g.).

4. TOURISM IN SANTORINI

Santorini is one of the most popular tourist destinations in the world. Every year thousands of visitors from all over the world arrive on the island to enjoy natural beauties and beaches. But besides these visitors will have the opportunity to see archaeological sites, museums, houses built in the rock, unique beaches, wineries and beautiful Cycladic churches and chapels. Santorini's biggest attraction is its volcano and the magical sunsets that are among the most enchanting in the world. A magical pallet with all the colors of Iris as the sun sinks into the blue Aegean Sea (Available: http://www.xn--mxaaljjpjbqerup.gr/axiotheata.html). Various types of alternative tourism, such as gastronomic tourism, athletic tourism (hiking, climbing, etc.), conference tourism, healing tourism, etc. are being developed on the island of Santorini.

The economy of the island is based on agriculture, fisheries, manufacturing, services and infrastructure - construction. These sectors serve the island's main economic sector, tourism. The sectors that occupy the largest percentage of inhabitants are construction and hotels, which is why the tourist developed and developing settlements such as Perissa, Kamari, Mesaria (Operational Program of the Municipality of Thera 2013-2014) show particularly large increases in their permanent population.

In Santorini, most arrivals were made by air and by sea. In 2015, 356,443 international aviation arrivals and 361,525 domestic arrivals were recorded. As far as shipping is concerned, Santorini accepts a large number of cruise ships and passenger ships. Passenger ships operate daily flights from Piraeus to Santorini during the summer months, and the total number of passengers arrived reached 1.102.291 passengers by 2015. For the same year, the islands of Santorini and Anafi recorded 657.281 overnight stays (Statistics from The SETE).

The tourist development of Santorini had as result the increase in the tourist infrastructure, which extends all over the island. For 2016 the hotel units of Santorini were 361 to 8,396 rooms. Visitors' catering is either on accommodation and hotels or on any type of mass catering space. Moreover, tourism development creates the need to improve and develop the transport infrastructure (airport, port and road networks), which receive a huge volume of visitors every year (South Aegean Region, 2014-2020 & Statistics by SETE).

Tourism contributes both to the island's economy and to social development. From the economic point of view, the impact of tourism on Santorini is to increase business income, improve social services, develop its less developed regions, upgrade infrastructure, encourage business activity, increase employment and improve the living standard of the island's inhabitants. The social impacts of tourism are the modernization of the local community, the protection and renovation of cultural heritage buildings and the revival of arts, customs, traditions and events. Tourism also has positive effects on the natural environment, which is the upgrading of the natural environment, the protection of natural areas and the replacement, protection and conversion of old buildings into new uses (Kiliropis, 2006). It should be noted here that several areas of Santorini have been registered as protected areas. Santorini has been characterized as a natural and structured landscape, as New and Old Kameni-Prophet Elias (Natura 2000) is recorded as a biotope, and as a traditional settlement the community of Oia has been designated (building restriction in this settlement).

However, the economic crisis that has erupted in recent years has resulted in a reduction in the income of both natives and foreigners, thus affecting travel and travel spendings. The regional authorities, in cooperation with the local authorities, are trying to cope with the reversible situation that has been created in recent years in our country through targeted promotion of Santorini, local island products and air transport (Arvanitis P. & Papatheodorou A., xx) In order for the island to attract tourists through the economic crisis, businesses will still have to offer tempting and economical vacation packages to attract more people, which will be advertised through different websites or travel agencies.

Local authorities in Santorini are invited to play a very important role in the enhancement, maintenance and management of the local infrastructure of their area and to contribute with their proposals, projects and actions to the enrichment of the tourist product, with the ultimate strategic objective of strengthening the Local development (Chrysafinis A., 2008). The municipality should improve the island's road network and add sufficient signage to the roads and dangerous areas of the island to alert foreign drivers or pedestrians of the danger of the road or path to avoid accidents. Santorini has a small port with a small pier, however, there is the possibility of extending the waterfront and the creation of a multi-storey garage. This can be achieved in accordance with studies made at the port. The problems that exist are the minimum parking space for the vehicles and trucks waiting to be boarded, the lack of warehouses for the goods arriving on the island, and the inability to accommodate more than 3 large ships. In addition, due to the intense tourist traffic at Santorini Airport, local authorities should plan the upgrading and expansion of the airport in order to better serve both tourists and locals (Apostolaki M., 2007).

The tourist season in Santorini begins in April and ends late October, when many shops, restaurants and hotels close. Although in the winter some hotels and restaurants remain open for the visitors, they are few. Santorini can not develop winter tourism due to weather conditions (strong winds prohibit travel) that makes it harder for foreigners to stay on the island (Papalexi

F., xx.). Local authorities, in order to cope with the minimal attraction of visitors during the winter months, should increase the island's air connection with up to 5 flights a day, but also by boat with a ship that approaches Santorini on a daily basis (Kousounis S. 2015).

The development of tourism has shifted the "gravity center" of economy to activities related to tourism and led the primary sector to shrink. In order to achieve a balanced development of the island, it is necessary to develop the primary sector in order to meet the nutritional needs of the island as far as possible, to produce quality products and achieve its interconnection with tourism (South Aegean Region, 2014-2020).

In Santorini There is a problem with the lack of the required water resources and the quality of the groundwater. Given the tourist development of the island, as well as the qualitative upgrading of tourism, the water needs, especially in the summer months, are very high. By 2011, there were four units with a capacity of 1,020 m^3 / day with which in the summer months the tanks and production could not cover consumption (Markozannes S., 2013). The municipality plans to build a desalination plant with a capacity of 5,000 m^3 / day.

5. CONCLUSIONS

Europe is one of the most important tourist destinations in the world. Each year, it attracts a large number of tourists from other continents (USA, Asia, etc.) because of its high level of transport infrastructure, its great history and its multitude of monuments, its climate it is ideal both for summer and winter holidays, etc. At the same time, the high standard of living of Europeans and high urbanization have contributed to the rapid development of tourism among European countries. Thus, in the Mediterranean countries tourists are mainly from Germany, the UK and the Scandinavian countries (Available: http://ebooks.edu.gr/modules/ebook/show.php/ DSGYM-B106 / 382 / 2534,9828 /). European Union aims to promote tourism because tourism contributes to its economic growth and employment, as it also helps to bring its socio-economic integration, particularly coastal, mountainous, rural and island regions.

Greece is among the most touristic countries in Europe. Tourism is the most important pillar of the growth of the Greek economy and it is the driving force that will pull us out of the economic crisis. Tourism contributes to shaping our country's GDP, spreading national income in the country's regions, increasing business related directly or indirectly to tourism, creating new jobs and improving the country's infrastructure. Greece aims at strengthening its productive base, balanced development, adopting the principles of sustainable tourism development, competitiveness and quality upgrading of the services provided.

Santorini is one of the most beautiful islands in the world. Each year thousands of visitors from all over the world arrive on the island to enjoy natural beauties and cultural heritage. The main economic sector of the island is tourism. However, tourism plays an important role not only in the economy of the island, but also in society and the environment. Tourism development has

led to increased tourist infrastructure and the need to improve and develop transport infrastructure. Other weaknesses and problems are seasonal tourist activity on the island, lack of water resources, shrinking the primary sector due to the development of tourism and the reduction of visitors. Local authorities can address pathogens and weaknesses through various projects aimed at boosting tourism. This can be achieved by making proper utilization of European programs.

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Factors affecting locals' attitudes towards cruise tourism in the early stage of TALC

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ABSTRACT

In 21st century, cruise tourism is so developed in the Mediterranean Sea that some destinations already show a certain degree of hostility towards it. In order to identify the reasons for these negative attitudes and minimize their negative impacts, it is crucial to understand what the main threats to sustainability of this type of tourism are in the individual stages of its development. There is little research on how the local community's attitudes change with cruise tourism development. The paper therefore aims to determine which factors affect locals' attitude towards cruise tourism in the early stage of TALC. In this study, the residents of Koper, a small town in the north Adriatic where the first cruise boats moored only ten years ago, were asked to express their perceptions of a set of externalities caused by cruise tourism and their general attitude towards them. Ordinary least square regression was afterwards employed to identify how these distinct factors shaped local people's overall attitude. Although findings suggest that the local people's attitude in this early stage of cruise tourism development is quite positive, it is suggested that the local DMO should tackle the negative impacts if the local community's support for further cruise tourism development and its sustainability are to be preserved.

Keywords: Cruise tourism, Sustainability, Locals' attitudes, Factors

INTRODUCTION

Tourism may significantly influence the everyday life of local residents (Andereck & Nyaupane & Nyaupane, 2011). Despite the abundance of literature, researches and experiences in the area of tourism development many destinations fail to recognise the main threats to sustainability on time (Middleton and Hawkins, 2001; Nasser, 2003). Virtually for all destinations, "success and sustainability of any tourist development crucially depend on acceptance of tourists and tourist-related plans by the local community" (Bimonte & Faralla, 2016, 200; Yoon et al. 2001). Within the community tourism research, scholars are addressing also the measurement of local residents' reactions to tourism (Gu, H. & Ryan, C. 2008, Nepal 2008).

According to Doxey's Irridex, in the initial stages of tourism development locals are generally inclined to support it, but their attitude tend to evolve through time and eventually becomes dissenting if negative effects prevail (Reisinger, 2009). These tend to compound over time as a tourism destination matures (Rasoolimanesh et al., 2017), therefore it is crucial to identify problematic issues as early as possible and try to neutralize or at least alleviate their impacts. Management tackling with the cruise tourism development is, due to its gigantism, concentrated nature and high dynamism, particularly sensitive matter (Stefanidaki & Lekakou, 2014). Following this view, the purpose of the paper is to explore the perceptions and attitudes of the local community towards the cruise tourism in the early stage of tourism area life cycle (TALC).

CRUISE TOURISM IMPACT ON LOCAL COMMUNITY

We have been witnessing incredibly fast development of cruise tourism in Europe. The number of passengers has doubled in the last decade, reaching almost 6 million passengers per year (Chiappa, Lorenzo-Romero & Gallarza, 2016). The Mediterranean region has gained almost 8% of the share in only five years reaching 20.4% in 2014 in the global market (Stefanidaki & Lekakou, 2014).

Cruise tourism is in many cases an important driver for development, but has as well negative impacts on the host destination. In academic debates, these impacts are typically dealt with through the sustainability pillars - environmental, economic, (political) and socio-cultural (Andereck, Valentine, Knopf & Vogt, 2005; Brida, Chiappa, Meleddu, Pulina, 2014; Klein, 2011). Each group can induce positive or/and negative impacts that affect local residents' attitude, and they all need to be taken into account in order to secure sustainable development (Gursoy & Rutherford, 2004).

Sustainability concept has arisen "as an alternative management philosophy" (Choi & Murray, 2010, p. 576) and cannot be implemented without the involvement and support of local community (Gursoy et al. 2010; Gursoy & Rutherford 2004). Liu & Wall (2006) argue that if local residents perceive that tourism brings benefits in their everyday life, their support of

tourism will increase and of course on contrary if they do not see any benefit they will not. Their perceptions and participation is thus essential for sustainable development of tourism (Gursoy et al., 2010; Dyer et al. 2007). Origins of the theoretical framework for such evaluation of local residents' attitude toward tourism can be found in the social exchange theory (Andereck et al., 2005). According to this theory, residents are prepared to participate in the exchange if they consider that it provides them more benefits than costs (Gursoy & Rutherfor, 2004).

Carić & Mackelworth (2014, 350), however, warn that due to its rapid growth, flexibility, sporadic and very concentrated activities cruise industry is "extremely difficult to monitor and control with regards to pollution". Although several methodologies for cruise carrying capacity measurement have been developed (Stefanidaki & Lekakou, 2014), these have been often breached as the negative impacts occur concentrated in a short span of time. Klein (2011) claims that in case of cruise tourism inclusion of directly impacted local communities in the determination of sustainability cannot be taken for granted and may be quite complicated. Some analyses in fact show that environmental cost are as much as seven times higher than the financial benefit to the local community (Carić & Mackelworth, 2014) but the local community still does not react. For cruise tourism development, it is thus crucial that all the stakeholders in a given destination successfully communicate and share information among each other (Dabphet et al., 2012; Reimann et al., 2011). In this vein, Chiappa & Abbate (2012, 18) advocate "the pivotal role of internal marketing and communication operations" aimed at improvement of residents' knowledge about and attitudes toward tourism.

Therefore, constant measurements of impacts, flow of information and evaluations of local residents' attitude toward cruise tourism development (Sheldon & Abenoja 2001) as well as perception of tourism impacts are essential for sustainability (Lawson et al. 1998).

MUNICIPALITY OF KOPER

Municipality of Koper is with its 51140 inhabitants the fourth largest municipality in Slovenia. As it lies in the very north of Adriatic Sea its port presents one of the most important logistic entrance-points for the central Europe. While beside the port, car industry and agriculture were leading economic activities in the past, trade, forwarding and finance services and, especially lately, tourism have been gaining leading position in last three decades.
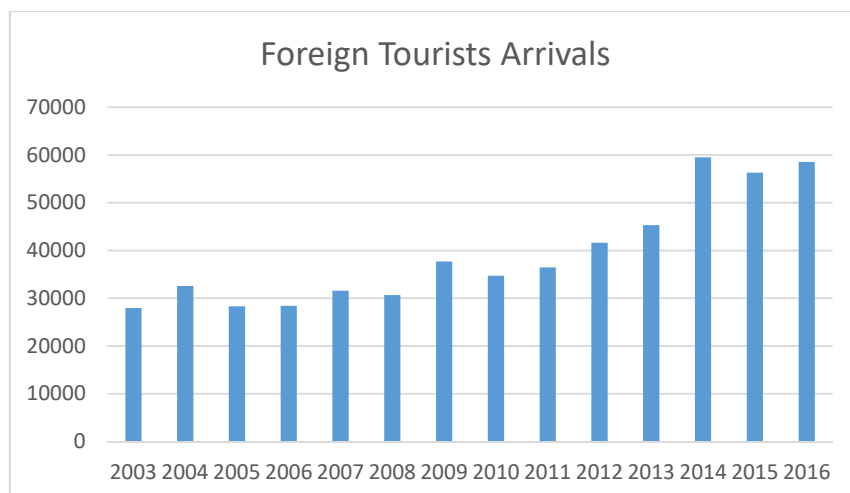
Figure 1: Foreign Tourists Arrivals

In the last 15 years, the amount of foreign tourists has almost doubled (SORS, 2017). Nevertheless, there are huge unexploited potentials for further tourism development, mostly in the hinterland, which is included as a strategic priority in the municipality development documents. In fact, the DMO which operates within the municipality administration is very active with projects aiming at dispersion of tourist flows towards rural areas.

Thus, as it can be seen from the figure 1, we can claim Koper is still in the development phase of TALC (Butler, 1980).

In 2005, a new passenger terminal was opened in the very center of the historic town, by which tourism gained new momentum in its development. The number of passengers increased from 1100 in the first year to 80000 in 2016 (Port of Koper, 2017). Comparing to similar towns with longer tradition of cruise tourism (e.g. Olbia hosts approx. 140.000 cruise tourist per year; Brida et al., 2014) that is still relatively low number, which is, however, expected to rise in the future. Perhaps at the moment the most unpleasant aspect of this type of tourism, beside the immediate proximity of the quay to the residential district and the main square (see Figure 2), is that the vast majority of passengers, who do not take part in organised trips to other towns, is concentrated in the small old town center. For this reason, it is sensible to measure the attitude of local community towards cruise tourism and to identify possible reasons for and prevent potential conflicts or resistance already in this early stage.

Figure 2: Koper Passenger Terminal (source: Zurnal24, Port of Koper, 2011)

RESEARCH

Our research was carried out as a field survey among residents of municipality of Koper in winter 2016/17. The main research questions were: how does local community perceive the presence of cruise tourism and which impacts influence their perceptions. In addition to the questions on perceptions of impacts of cruise tourism on local community and their lives and usual socio-demography, respondents were also asked about their residence, whether their professional activity is connected to tourism and if they were informed about plans on cruise tourism before it occurred. We based our list of impacts (independent variables) on the one developed by Brida, et al. (2014). This list was chosen as the two destinations in question (Olbia and Koper) are relatively similar in terms of the size and character. Two variables were added, however, which were often mentioned in Koper by the local media: "Positive effect on town image" and "Increase of air pollution".

METHODOLOGY

Due to strong multicollinearity among the independent variables we decided to use the stepwise linear regression of the statements on the perceived "overall impact of cruise tourism on local community" for exploration of causalities. Besides, *F*- and *t*- statistics were used to check for possible differences between the sub-samples. For all variables/statements (see Table 1) five

point Likert type scale was used – from 1 ("don't agree at all") to 5 ("I agree absolutely"). Data collection was performed on seven locations: main square, two malls, marketplace, promenade, and two main streets, by 55 undergraduate students of tourism under supervision of the researchers. They were instructed to address passers-by of different ages. Each of them did 7-10 surveys.

Before the analyses the data were checked for possible outliers, but none was detected. Furthermore, by Glejser test for heteroscedasticity and Shapiro–Wilk test for normality of residuals we confirmed adequacy of data for OLS analysis.

RESULTS

The final sample comprised 443 adult residents of Koper municipality. 45.2 % were men and 54.8 % women. Their age structure was: 17-34 - 34.7 %, 35-49 - 22.0 %, 50-64 - 22.9 % and 65+ - 20.4 %. The obtained structure somewhat differs in favour of younger people from the actual structure of the population, which is 21%, 28%, 27% and 24%, respectively. In Table 1 descriptive statistics of the statements grades for the whole sample is presented.

Table 1 Descriptive statistics

Variable	Mean	Std. Dev.
Positive effect on the town image	4.18	0.81
Overall impact of cruise tourism on local community	3.82	0.73
Conservation and valorization of the historic patrimony	3.74	0.97
Increase of congestion in public and recreational areas	3.71	1.19
Increase in job opportunities	3.60	1.11
Valorization of local tradition and authenticity	3.54	1.00
Increase in disposable income	3.51	1.07
Increase in quality of life	3.39	1.05
Increase of environment and marine pollution	3.38	1.18
Increase in public investment and infrastructure	3.36	1.06
Increase of waste	3.35	1.24
Cruise activity forces change in actual standard of life	3.35	1.03
Public service improvements	3.32	1.00
Enhancement of other cultural and communities knowledge	3.31	1.11

Urban and rural gentrification	3.23	1.11
Increase of air pollution	3.14	1.23
The benefits from cruise activity end to external entrepreneurs	3.10	1.11
Deterioration of the eco system	3.07	1.19
Increase in costs of living for the local community	2.77	1.15
Cruise development has a crowding out effect on other relevant projects	2.58	1.00
Micro-crime increase	2.39	1.07
Increase in traffic and road accidents	2.27	1.10

Before the arrival of the first boats, 33% of the interviewees were well informed, 20.8 % partially informed, and 46.2 % not informed at all about the new type of tourism coming to the area. By the time of our survey 58.4 % of the interviewees already personally encountered tourists from the cruise boats, while 41.6 % did not. Almost a third (30.5 %) of them were employed in one of the sectors influenced by tourism.

In Table 2 the statistically significant results of the stepwise regression are shown.

Table 2 Stepwise regression results

Variable	*B*	*Sig.*
Positive effect on the town image	0.33	0.00
Increase in disposable income	0.14	0.00
Valorization of local tradition and authenticity	0.14	0.00
Increase of air pollution	-0.09	0.00
Increase in job opportunities	0.07	0.01
The benefits from cruise activity end to external entrepreneurs	-0.06	0.02

ANALYSIS

The mean value of the "overall impact of cruise tourism on local community" (3.82) shows that local community accepts it very positively at this stage of development. By far the most important factor for such attitude seems to be its positive effect of the town image (B=0.33). On the other side, increase of congestion (3.71) was graded the highest among the negative impacts. Surprisingly, this factor did not turned out to have a significant impact on the overall perception of cruise tourism. The eight statements with the lowest mean values are denoting negative impacts on local community, confirming the positive externalities prevail. The regression results suggest that aside from image increase, also "Increase in disposable income" (B=0.14) and "Valorization of local tradition and authenticity" (B=0.14) are relatively important positive factors affecting the overall perception. On the other hand, "Increase of air pollution" (B=-0.09), "Increase in job opportunities" (B= 0.07) and "theft" of business opportunities by non-locals (B=-0.06) have statistically significant but less intensive impact on the dependent variable.

In line with the results of previous researches, comparisons between subsamples showed that information, actual contacts with tourists and professional interest positively affect peoples' attitude towards cruise tourism in its early stage. Statistically significant differences (F=4.99, *sig*. 0.01) were found between the mean values of "Overall impact of cruise tourism on local community" of the three groups being informed: well (3.95), partially (3.84) and not at all (3.69). Those who have encountered tourists from the boats graded the overall impact more positively (3.95) compared to the rest of the sample (3.63; t=4.69, *sig*. 0.00). And, as expected, people working in tourism and sectors connected to tourism graded the cruise tourism impact as more positively (3.93) comparing to the rest (3.77; t=2.19, *sig*. 0.03). Interestingly, no significant differences were found between the age groups and the subsamples living in different areas of municipality.

CONCLUSIONS

In line with theory (Reisinger, 2009), the findings of this study indicate that local residents have overall positive attitude towards tourism in the early stage of TALC. They are also congruent with several research findings dealing with "general" tourism impact on the community. In fact, Andereck et al. (2005) claim that members of community having or expecting some economic benefits from tourism, those who are well informed and those who have more contact with tourists are more likely to have positive attitudes regarding tourism.

Perhaps the most surprising finding is the striking importance the respondents assigned to the "positive effect on the town image". Obviously, people are proud of the fact their town has become visible on the international tourism map and are keen to show their customs and heritage to visitors. As Murphy (2013) points out, the pride, sense of community and belonging which can be enhanced through tourism can considerably influence the overall attitude of locals

towards tourism. This finding, however, carries inside a latent threat. The enthusiasm over the fact tourists like our destination is usually not long-lasting, and once that becomes something self-evident the general attitude might change very quickly for worse. Because of that, it is important that DMO identifies and promotes more "durable" and "tangible" benefits for local community on time if it wants to achieve a sustained support of cruise tourism. Having regard to results of the regression, promotion of local tradition and authenticity and education of local people on how to valorise them in tourism, which have already been carried out by the DMO, turned out to be a sensible decision.

Furthermore, the results suggest the systematic informing of local community can considerably improve the attitude towards cruise tourism. Several authors (e. g. Dabphet et al., 2012; Matarrita-Cascante et al., 2010) emphasise the importance of information and varieties of channels for communicating and sharing of proper information to the key stakeholders. These should beside the mass media include interpersonal communication channels as well. Social interaction itself enables the local community to be more involved in tourism. Surprisingly, almost a half of respondents claimed they were not informed at all about the fact cruise ships would start coming. Bearing in mind a straightforward influence of this variable on the perception of the impact of cruise tourism, we believe much more effort should be put by the DMO in the communication with general public in the future. Including, of course, awareness raising about the (possible) negative (perhaps hidden) long run impacts of cruise tourism, especially on environment.

The reasons why residents of the town centre, who are directly affected by negative externalities such as air pollution and crowd, support cruise tourism to the same extent as the rest of the sample can be basically sought in two directions. Firstly, as distinct from the rest of municipality population they can actually see that tourists spend their money in shops and restaurants and on this wise support local economy; and secondly, they can enjoy in cultural events and shows organised (mostly) for tourists. Maybe, a third explanation could be added, which is hard to be proven, inhabitants are already used to a certain degree of noise, pollution and traffic crush (because of trucks) caused by the port operations and perceive cruise tourists just as an additional "product" of the port.

To conclude, despite quite intense negative impacts of cruise ships on locals' everyday lives the community after twelve years still supports cruise tourism development and perceives that its positive effects prevail over the negative ones. The local DMO seems to have good insight into the developments and does its activities in the right direction. It needs, nevertheless, to put more emphasis on systematic information and internal marketing in order to keep cruise tourism sustainably acceptable for local community.

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The Impact of Mass Tourism to Traditional Settlements

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1.   ABSTRACT

The natural and cultural heritage, the peculiar and living cultures are considered a great tourist attraction. Consequently, tourism as the main growth engine of the country, especially the cultural and alternative tourism, is a field that the traditional settlements can provide an opportunity to revive their active integration into the tourism process. In Greece, the protection of remarkable residential sets was announced quite early with the Article 79 of the Building Code 1973 in order to preserve buildings or settlements with special Architectural characteristics. Reference on the protection of the cultural environment, which includes the traditional settlements, appears in Article 24 of the country Constitution of 1975.

By characterizing the settlements as traditional, automatically places them in a privileged position with significant growth opportunities. A basic precondition however, is their sustainability. This depends on how correctly they will be used and if there would take place a strategic planning procedure. In addition, the concerted effort by the State and the local community would be really helpful. The impacts of increasing tourism development are quite often extremely adverse, because of the wrong usage of the natural environment and the cultural wealth. The result is the tourist overconsumption and overexploitation to corrupt and drain the natural and cultural resources.

The aim of this lecture is to highlight that the relevant legislation and the international development of buildings protection did not have the expected results, although they led to the

imposition of rules that limited design choices. The morphological integration of new buildings in traditional architectural ensembles, the barren application of the rule, the distortion of the truth to the perception of the authentic and the really traditional folk-building, rather contributed to the confusion and abuse of the traditional architecture, than benefited. This is the reason that a set of accepted rules and policy should be established in order to protect the natural and built environment and culture from the uncontrolled tourism development. Also they will combine harmonically the terms "development" and "protection" using the architecture as a space identity. The approach of the subject will be through the presentation of examples, comparing the authentic traditional buildings with the new one.

Key Words: Architecture, Tourism, Traditional settlements, Cultural wealth

2. INTRODUCTION

In the Greek land, more and more regions have been orienting or basing their economy and their local labor market on tourism. This phenomenon has been steadily growing in recent decades, not only in Greece but also in the wider Mediterranean region. Tourism activity with elements that refer to the mass tourism model is, in many cases, highlighted as the key activity (Panagiotatou, 1988). Based on the increasing the number of tourists and maximizing the short-term economic benefits, remarkable places with specificities are rapidly becoming impersonal receivers of the accommodation and catering services provision.

According to the World Tourism Organization (WTO) surveys, however, the majority of tourists today wish to visit areas of high environmental quality and strong local culture elements. In keeping with this organization, "the development of sustainable tourism responds to the needs of modern tourists and tourist areas while, at the same time, it protects and enriches the opportunities for tourism in the future. The sustainable tourism development leads to the management of all natural resources in a way that satisfies the economic, aesthetic and social parameters and needs, and preserves cultural diversity, basic ecological processes, biodiversity and life support systems".[2]

Nowadays, consumers around the world are more aware and showing an increasing sensitivity towards environmental issues. Many tourists are now taking into consideration the "ecological footprint"[3]   that their journey leaves on their destination. Also the time will soon come when this footprint will determine the choice of destination, means of transport and accommodation. It is no coincidence that an ever increasing number of hotel businesses promote environmentally friendly policies and solutions and emphasize their eco-friendly attitude.

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[2] Tamoutseli, 2009.
[3] http://www.footprintstandards.org (23/07/2011)

Now the traveller is approaching holidays in the sense of self-fulfilment, experience and "well-being". For these consumers, the acquisition of experience and "exclusive" and personalized services are more important than anything else. "Slow travel" holidays as well as the sharp rise of agro-tourism are two illustrative examples. These holidays facilitate the development of small units that enable travellers to taste everyday life and nature in the places they visit.

How can this happen when the current tourism development model is based on mass and organized tourism? When the uniformity of this tourism development model leaves little room for an individualization of the attitudes, preferences and desires of the potential tourists? When tourism overconsumption and overexploitation alter and deplete the natural and cultural resources of our planet including the traditional settlements? Thus, a great effort is needed to balance the two goods: the good of protection and the good of growth.

3. TRADITIONAL SETTLEMENTS

From the 13,000 settlements with less than 2,000 inhabitants, 850 are characterized as traditional and a few dozen are abandoned. All those settlements (according to V. Ganyatsas) are being destroyed due to abandonment, improper transposition of urban standards and arbitrary and forced formations for tourism consumption. But "the most significant destruction is attempted by the imposition of morphological rules". Thus the morphological rules destroy the authenticity of the settlements, falsify their history and their physiognomy. This happens through the interference and ultimate dominance of poor copies of old patterns that "freeze" their developmental dynamics, turning them into a tourist setting.

In the context of cultural tourism, the requirement for authenticity has promoted the reproduction of traditional sites, monuments or events, as tourist or cultural resources. A typical example of the authenticity and identity alteration of settlements and buildings are the tourist resorts. There settlements and hotel units attempt to revive the "old" and "traditional" with great failure as they recreate old techniques and motifs in a modern way, inappropriate materials and different characteristics in order to meet the requirements they want (e.g. settlements with mills in some Greek islands, replicas of stone hotels in mountainous villages, employees masked with traditional costumes etc.)[4].

The cultural heritage of a place is a key component of cultural tourism and a valuable guarantee for the development prospect of the settlements, contributing greatly to attracting tourists who show an interest in culture and respect the environment. Traditional settlements are included in the architectural heritage of our Country, are an irreplaceable element of our cultural heritage and an important factor in its tourist future. Throughout the islands and mainland, we

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[4] Ganyatsas V., 06/02/2016, http://www.tovima.gr

find residential complexes that uniquely reflect our cultural history and are living organisms - as opposed to the very important but individual monuments - housing members of the local community even today[5].

GTO, in an effort to exploit the traditional settlements, realized their importance in good time and undertook their preservation and exploitation. Their preservation, not as inanimate museum exhibits or damaged monuments, but as a dynamic part of modern life, which would play an important role in the tourism development and the development of the country. Thus, in 1975, a program was launched to preserve, restore and preserve buildings and sets of traditional architecture and transform them into hostels or public use buildings such as museums, restaurants, community offices, etc. This would be a pilot project for other settlements. The program consisted of six settlements: Vathia in Mani (Peloponnese), Vizitsa (Pelion), Mesta (Chios), Oia (Santorini), Papigo (Epirus) and Fiskardo (Kefalonia)[6].

The above-mentioned GTO program with its implementation became the reason for re-evaluating the traditional potential of the country, both by the operators and the general public. Although it has contributed to the preservation of some buildings and residential complexes, it has not been able to contribute to the wider use of the political development of these settlements within a strong institutional framework that would protect them from over-exploitation.

Consequently, the lack of definition of land use at an early stage, the incomplete or inadequate control, the legislation for the off-plan construction, the architectural models that have been implemented and are being implemented, had as result an increase in reconstruction, the with-no-preconditions integration into the architectural environment and finally the alteration of the traditional character not only of the settlements but also of the wider region. In order to avoid the risk of converting the settlements into a hotel space, since unregulated construction can destroy their traditional sections, land use should be spatially re-examined and control over the growing structure should be applied (Bozinecki, 2008, Kathimerini).

4. THE GREEK INSTITUTIONAL FRAMEWORK

In the Greek institutional framework, the first reference for the protection of the remarkable residential complexes was made quite early with Article 79 of the Greek Building Regulation (GBR) of 1973 which provided for the preservation of buildings or settlements of a particular character. A reference to the cultural environment protection, including traditional settlements, is also found in Article 24 of the Constitution of 1975, while the term "traditional settlement"

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[5] Kiousis Panagiotis, Traditional Settlements and Cultural Tourism: an Integrated Approach, Aristotle University of Thessaloniki, Research work.
[6] Bozheki-Didoni Paraskevi, Traditional Settlements and Tourist Development: the GTO Program of 1975-1995. The Example of Oia Santorini.

appeared two years later in Law 622/1977, namely No. 4 which modified the rules of the then-existing GBR context.

More specifically, the article states that the monuments, the traditional areas and the traditional elements are protected by the State while the necessary restrictive measures of the property, the manner and the form of compensation to the owners, for their protection, would be set out by a relevant law. Since 1973, a series of laws, presidential decrees and amendments have been published not bringing about the desired result.

However, the lack of spatial planning that takes into account the place's carrying capacity and the continuous rebuilding through, on the one hand, the incentives of all Developmental Laws since the 1980s to the present day and, on the other hand, the known arrangements referring to the "off-plan construction" have undoubtedly contributed to the transformation of the place into a continuously expanding receptor of tourist accommodation with no limitation and control in terms of either number or character, type, form etc. (Klabatsea, 2009a).

Characerically, one can point out some of the consequences of the tourist accommodation uncontrolled growth and the tourism seasonal expansion. Some of them are the insufficiency of water and energy resources, the tendency for land-use change (agricultural land - residential pressures), the landscape alteration due to reconstruction, the widespread off-plan and often arbitrary construction, the lack of promotion and protection of architectural and cultural heritage, the deterioration of the settlements' traditional character, the primary sector contraction and the loss of local varieties in the agricultural and livestock sector, the lack of local population awareness about alternative forms of tourism and primary sector and many others.

The Special Framework for Spatial Planning and Sustainable Development (CFSPSD) for Tourism (2009), invoking the necessity of sustainable tourism development in the country, does not incorporate the notion of the environment's carrying capacity as a policy criterion (Avgerinou-Kolonia, 2011). Thus producing "spaces" for tourism that are governed by the philosophy of intensifying the resources and areas use, with large and complex deployments, alteration of the destinations-places identities and the imposition of a new "image".

At the same time, sustainable tourism development seems to be a recurrent goal, unrelated to the "place's identity". It is therefore viewed, first and foremost, as an economic prospect of the intervention areas and, secondarily, as a mechanism for the "preservation" of their identity. The perception of the country's settlements "image" does not appear to be an input or specification for spatial planning studies, but a parallel process to be added to urban planning, without providing for their inter-replenishment and uniform representation in the ultimate produced space.

Thus, the shift towards post-modernity and the international development of the building protection sector of previous decades has led to the imposition of rules that limit the design freedom and to the morphological integration of new buildings into traditional architectural ensembles. These rules and their sterile application helped to distort the truth about the concept

of the authentic, truly traditional-folk building, and contributed to the confusion and abuse of traditional architecture.

The degradation that mass tourism can bring to the environment and the dangers arising from a place's over-dependence on tourism is now becoming noticeable. These negative impacts of imprudent and disproportionate tourist exploitation of destinations with remarkable cultural heritage have made international organizations such as the UN through UNESCO, to design and propose a cultural central model of sustainable development, redefining the notions of growth and culture. According to this, cultural tourism has to develop within strictly defined frameworks and achieve well-defined and clear objectives.

In particular, the Cultural Tourism Charter states that "tourism development and infrastructure projects must take into account the aesthetic, social and cultural dimensions, the features of natural and cultural landscapes, biodiversity as well as the broader visual image of places of cultural heritage (2nd Principle, paragraph 2.5). It is also preferable to use local materials and take into account the local architectural character of the place"[7]. Tourism, as the main driver of the country's development and especially cultural and alternative tourism, is a field that can provide the opportunity for the traditional settlements' revival through their active involvement into the tourist process - an evaluation of this relationship is attempted.

5. THE CURRENT SITUATION

Intensive and inadequate tourism management and its related development may damage their nature, integrity and predominant characteristics. For example, in Koufonisi Island, the annual rate of building permit issuance for new tourist accommodation over the last decade is one of the highest in the country. It is a typical indication of how the island is treated as a "privileged place" of small or larger investments - redeeming its identity as "an alternative tourist destination of isolation and tranquillity with an exceptional natural environment"[8]. Hypothetically speaking, the entire land stock on the island could be converted exclusively into tourist accommodation since there are no tools or mechanisms in place up till now to hinder such a development. In this way, the ecological structure, the cultural features and the lifestyle of the host community can also be degraded, as is the visitor's experience in this place.

The same phenomenon happens in Santorini where the redemption of the sunset in Oia has made this settlement and the whole island an immense hotel, as well as in many other tourist destinations both in the islands and the mainland. The intense concentration in space and time has resulted in significant alterations in the natural and structured environment as well as in the local communities and economy. The pressures on the environment in tourist areas are strongly felt. Disproportionate residential development, illegal construction, alteration of the place's

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[7] Dimitsanou-Kremezi Ek., The Revised Charter of Cultural Tourism and the Articles that Ensure the Architectural Heritage

[8] Klabatsea, 2006, Speech at 1st Congress "Place Branding" in Volos

physiognomy and falsification of architectural-morphological characteristics of buildings, violation of free spaces and habitats, pollution and lack of water resources, all undermine the viability of the tourist product itself.

But the more tourism expands, the more tourists are looking for the local element heading towards a different relationship with the place, where the local is interpreted as a sincere and authentic approach and the question of the relationship with nature and the place with its specific features starts becoming an important element of the design. In this way, the reuse of the existing building stock, in a different way, is promoted. The stereotypes of tourist inhabitation are questioned, such as the importance of the view, the coast and the diptych "sun and sea". The proposals are simpler, the materials more basic and the tourist is required to experience a more direct relation to nature and place. The exhibitionism of the 2000s has ceased to exist and perhaps the need for a lasting connection to technology, networks and information may be revoked.

6. IDENTITY OF THE PLACE

The conversion of a place into a tourist destination involves, among other things, its recognizability as such. This recognizability often equals to acquiring "branding"[9]. The acquisition of a tourist identity can be based on natural or anthropogenic elements, parts of the evolutionary course of the place, or on modern independent interventions, oriented from the very start to cover the tourist interest by creating an additional "tourist image". As such, we can mention the case of Costa Navarino in Messinia. What should not be overlooked is that often the acquisition of a tourist identity uses or even needs the identity of the place (in the sense of a wider spatial unity) for its structuring. The identity of each place is structured through a multitude of elements of the natural and anthropogenic environment, its history and culture, its society and economy. On the contrary, in many cases, the concept of the place's identity seems to be limited or even trapped in its "image", one or more, depending on the recipient (Lynch, 2007).

Each place is a unique "organization"· it is the result of a socio-economic and environmental journey over time, with a record of the past, a reflection of the present and an indication of its future perspective. Thus its identity can only be the result of an extremely complex, multilevel and continuous evolutionary process of all natural and man-made resources of wider spatial units where it belongs and converses. The way of recognizing, reading and evaluating both resources and their evolutionary process at any given socio-economic situation can demonstrate "new" places.

Each component of a region's physical capital, every element of the structured environment, of its cultural heritage (material and immaterial), its social capital, its productive

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[9] Ibid

structure and economy, cooperate on the resulting identity (unique/exclusive or predominant/ dominant). Often, criteria such as the rarity, authenticity or fragility of a resource or element and of a potential comparative advantage contribute decisively to the identity structure of a place. The spatial extent of a historical, socio-political or cultural event often functions as the delimitation of a "place of identity".

In other words, the identity of the place where a tourist destination with an identity is emerged, created and built is claimed to be a kind of passport for the tourist identity. The degree of compatibility of both identities (that of the place and that of the tourist destination) is checked on a case by case basis, referring essentially to the manner, form and type of tourism development by location. The role of spatial planning at both strategic and local levels is gaining increasing importance in the recent period. To the extent that the tourist image is not one of the guiding principles of the tourism strategic planning in Greece, the distance between the two identities will increase to the detriment of both, distorting the place's identity and interfering with the tourist identity of each place-destination. At the same time, the tourist image definition should be based on a systematic and multi-criteria diagnosis of tourist natural and cultural resources (Avgerinou-Kolonia, 2011).

7. CONCLUSION

Tourism generates identities to a greater or lesser extent, forms narratives, transforms them and converts them into stereotypes. When somebody goes to a tourist destination, they expect to meet the fantastic image they have created. So they have predefined what they expect to meet through pictures, texts and descriptions. They have already seen what they anticipate to live and the person who is there to offer it to them is bound by all this information and impressions and must respond accordingly. All this grid of how tourism generates identities and how these identities are mutated or stereotyped is of great interest and, at the same time, extremely complex.

The architecture of tourism in Greece, however, is "pressed" by the over-exploitation and the need to offer more and more benefits and amenities. At the same time, it realizes that in the time of crisis or post-crisis, it is necessary to search for and formulate a new architectural paradigm of an architecture that will look for the "minimal" form, the unintentional materiality, and will aim at the least possible environmental footprint. To the extent that the tourist image is not one of the guiding principles of the tourism strategic planning in Greece, the distance between the two identities will increase at the expense of both, altering and interfering with the tourist identity of each place-destination.

What is needed is a "safety net" in the form of a framework law, which "in addition to protection will allow us to think about what we have to do to protect, what is being authentic and

to specify, dissuasively and persuasively, a compatible development plan for each settlement separately, respecting its peculiarity and special character".[10]

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Intangible Heritage of Alexandria: Potentials for Tourism Attraction

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ABSTRACT

Alexandria is the second largest city in Egypt with a rich history and reputation as a cosmopolitan city that gathered- throughout its history- various groups of different nationalities, ethnicity and languages. Therefore, in addition to its wealthy history and affluent tangible heritage, it is also privileged to have varied prospering intangible heritage.

The five domains of intangible heritage that were identified by the UNSCO Convention in 2003 could all be manifested in the Heritage of Alexandria. These domains included: oral traditions and expressions, performing arts, social practices (including rituals and festive events), knowledge and traditional craftsmanship.

The present research aims to present the manifestation of these domains of intangible heritage in Alexandria based on data collection from resources, interviews and questionnaires. It intends to explain how that intangible heritage is maintained and practiced and who knows about it or who benefits from it. It also aims to explain how the varied intangible heritage of the city could be promoted, marketed and used for the benefit of tourism. The study reveals that the intangible heritage of Alexandria could be linked to the events' agenda of the city and could easily enhance local tourism. It could also deepen the national loyalty and sense of identity of the Alexandrians. Moreover, it could be well used to create innovative thematic tours, walking tours and creative events that could attract tourists.

Key Words: Intangible heritage, thematic tours, Alexandria

INTRODUCTION

Alexandria was founded by Alexander the Great in 332 BC on a site that was previously known and used during the Pharonic period known as Rhakotis; which was one of several villages that guarded the coastline from possible incursions. The facing island of Pharos was a landing stage of International navigation (Morcos et al, 2003). The city was used as capital of Egypt during the Graeco-Roman period; thus its political importance grew accordingly. It also became a major commercial centre of the ancient Mediterranean. With its lighthouse and active commercial, artistic and scientific activities it remained the richest and most prosperous city in the Mediterranean for decades.

By the beginning of the Islamic era the city witnessed a drawback in importance; since the Arabs abandoned the city as a capital and established Al-Fustat instead. The city regained its importance gradually by the Fatimid period as it was used as a military harbour and commercial port. Many of the old buildings were renovated, new mosques and madrasas were built and a large number of Moroccans migrated to Alexandria and settled in it (Al-Shayal, 2000). The city also attracted the attention of the Ayyubid sultans who aimed to guard it from the Crusades; therefore, it was visited, protected and new buildings were added (Al-Shayal, 2000).

But the golden age of the city during medieval times was during the Mamluk Sultanate when the city regained its leading role as a commercial centre. Egypt was controlling the trade routes between East and West and Alexandria was one of the major transits and ports. It attracted merchants from Europe and Asia; especially that the Mamluk sultans were keen to have diplomatic relations with countries working on trade and gave their merchants benefits and incentives while staying in Egypt (Al-Ashqar, 1999). This was the real beginning for various foreign communities to settle in Alexandria. During the Ottoman period, large communities of Greeks, Italians, French, British in addition to Syrians and Moroccans lived in Alexandria. They benefited from the advantages given to them by the Ottomans to encourage trade and enforce political relations with their counties (Haridi, 2004; Ibrahim, 2013). Such communities continued to live in Alexandria till present times and the mix between them and their mingling with the Egyptians gave the city its cosmopolitan nature.

Therefore, the heritage of Alexandria is the result of a long history and was created by the contribution of the citizens and other nationalities who also considered themselves Alexandrians as a result of their long attachment with the city. The rich history of the city and its unique cosmopolitan nature differentiated Alexandria from other cities of Egypt and distinguished its tangible and intangible heritage.

INTANGIBLE HERITAGE OF ALEXANDRIA

The heritage of Alexandria is the result of many eras, each with its own features. The tangible heritage include many archaeological sites such as the Roman Amphitheatre, the necropolis of

al-Shatbi, the catacomb of Kom al-Shokafa from the Graeco-Roman period, many mosques from the Islamic and Ottoman era in addition to other monuments from modern times such as the court house and various squares and private buildings. Such sites were previously studied in detail (Al-Shayal 2000, Bayomi, 2013).

The focus of the present research is the intangible heritage of Alexandria which is not yet defined nor studied. The UNESCO convention for the safeguarding of Intangible Cultural Heritage (UNESCO, 2003) defines intangible heritage as: "*the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity*".

Based on that definition the intangible heritage could be presented through 5 manifestations (Ballard, 2008):

- Performing arts such as traditional music, dance and theatre.

- Oral traditions and expressions.

- Social practices, rituals and festive events.

- Knowledge and practices concerning nature.

- Traditional craftsmanship.

As a result, the intangible heritage is more related to people rather than to monuments. It is expressed by practices rather that by material object. Above all, it defines the national identity and fosters the feeling of belonging and continuity (Smith, 2006; Ruggles and Silverman, 2009).

Since the history of Alexandria was created throughout different eras and various ethnic groups and nationalities participated in its formation; the intangible heritage of the city is varied, diverse and unique. It could best reflect the cosmopolitan identity of Alexandria and recalls the accumulating layers of its history. Therefore, I'll try to present some of the manifestations of the intangible heritage of Alexandria.

PERFORMING ARTS

The origin of Alexandria is the village of Rhakotis which was inhabited by fishermen; therefore, fishing was the oldest profession of the original Alexandrians. Fishermen spent most of their times making fishing nets or on their boats in the sea for fishing. That profession which requires patience and persistence made them create their own way to entertain themselves; especially in the sea. Many songs about the sea, hours of waiting for fish and homesickness were created by fishermen, some of which were even accompanied with dances (figure 1). Such traditional old

songs are still memorized and repeated by old Alexandrians and the dances are performed with the traditional costume of fishermen.

Figure 1: A traditional dance of fishermen

Performing arts in Alexandria were also connected with the famous singer and composer *Sayed Darwish* who was born and died in Alexandria (1892-1923). He was considered the father of Egyptian popular music and was attributed for renovation in music and theatre. He composed songs, operettas and produced plays for theatre. His apparition of social matters and the allusions to the political situation of colonial Egypt were the reason of success of his works. He also composed traditional aesthetic music such as Adwâr (long metric composition in colloquial Arabic) and Muwashahât. Above all, Sayed Darwish composed the music for the Egyptian national anthem. (Ibrahim, 1958; Sahab, 1996) The music of Sayed Darwish is a special Alexandrian signature of music and it marks the heritage of Alexandria with a unique feature.

Another form of performing arts that was connected with Alexandria is the cinema; since the Egyptian cinema industry began in Alexandria. The first screening of a motion picture in Egypt was in Alexandria in 1896. Then, the famous Alexandrian photographers Aziz and Dorés made the first cinematic film in Alexandria in 1907 which was a documentary film. Many films were made and even the first Chamber of Cinema Industry was established in Alexandria in 1927 (Awad and Hamouda, 2007). The industry improved and Alexandria participated in that improvement with its actors, directors and producers. Alexandria was also an essential element in the Egyptian classical cinema; since it was the famous resort of the rich society in Cairo. Stanly, San Stifano and Beu Rivage were the prominent beaches where most of the movies of 1940s till 80s filmed (figure 2). The harbor was another renowned location for action and crime movies. So many classical films were filmed in Alexandria in that era. Such films could be a rich source of information about the life of the upper class in Egypt, the old buildings of the city; some of which are still existing and the fashions and styles of clothes and hairstyles at that time. Since Alexandria was the home of so many foreign communities; they were looked upon as a source of fashion and elegancy. That's why the movies showed the upper class in Egypt bragging with spending the summer or at least the weekends in Alexandria and inspiring their clothes from their friends there.

Many actors, actresses and directors were from Alexandria. The prominent director *Youssef Chahine* is a good example: His mother was Greek, his father was Lebanese and he was born in Alexandria in 1926. He was raised in Alexandria and his attachment and passion to it were witnessed in his movies, some of which were directly connected with the city and its people such as "Alexandria..why?", "Alexandria again and again" and "Alexandria-New York". *Shady AbdelSalam* is another well-known director who was born and lived in Alexandria. He worked as director assistant in many important films such as "the Pharaoh", "the Civilization" and "Cleopatra" and his greatest achievement was his movie "the Mummy" (Awad and Hamouda, 2007). Many other famous actors and actresses were from Alexandria such as: Omar Sherif, Shokry Sarhan, Hind Rostum, Nahed Sherif, Madiha Kamel, Mahmoud Abdel-Aziz and Samir Sabry.

Figure 2: A scene from a movie of *Farid al-Atrash* in Alexandria

Moreover, the list of artists who were associated with Alexandria is long and it includes non-Egyptians who were born and lived in Alexandria or even lived in the city but they were all attached to it and influenced with its unique spirit. The list includes the Greek poet *Constantine Cavafy* who was born in Alexandria in 1863 and lived most of his life there till his death in 1933. He was a writer and poet and considered one of the greatest contemporary Greek poets; therefore his poetry was translated to many languages. His house for the last 25 years of his life in Alexandria was transformed into a museum filled with many of his possessions. *Georges Moustaki* is another artist whose parents were Greeks who lived in Alexandria; where he was born in 1934. He learned French in Alexandria and traveled to France where he gained fame. He was a composer and singer and wrote and composed for many famous French singers. The Greek singer *Demis Roussos* whose father was Greek and mother was Italian; they were born in Alexandria and so was Demis (in 1946), also spent part of his life in Alexandria.

Other artist lived part of their lives in Alexandria such as *Lawrence Durrell*; the British writer who wrote his famous novel "Alexandria Quartet" that was about events and characters in Alexandria before and during World War II. The novel was ranked number 70 on the list of 100 best English novels of the 20th century.

The common factor between all those musicians, composers, writers, singers, poets, actors and film directors is their passion to Alexandria that was expressed in a way or another in their works. That's why their works relates to the city and narrates part of its story. Their works also reflect the homogeneous mix between the Alexandrians and the city and how the city influenced their taste and style of art. Thus their work is a unique part of the intangible heritage of the city.

ORAL TRADITIONS AND EXPRESSIONS

The Alexandrian dialect is a unique heritage of the city that is still living till today. The remarkable about such dialect is that it bears witness to all nationalities that lived and influenced the city. It contains so many words from Italian, Greek, Moroccan or Turkish languages. The words were used in the daily life communications till they became part of the dialect. The Alexandrian dialect is marked with the use of plural instead of singular form of first person; influenced with the Moroccans who lived in Alexandria. It also includes many Greek and Italian words and names for things such as frisca (a fresh desert sold on the beach- Italian), tromway (Tram, Italian), kat (storey of a house-Turkish), karakon (police station- Turkish), zalabia (fried desert with sugar or honey- Moroccan), mastaba (seat in front of houses and shops- Greek) …and many other words are still used till today (Table 1). Although all that words come from other languages, most of the new generation of Alexandrians don't know that and they think the words are all Arabic.

Table 1: Arabic Words used in Alexandria that were originally derived from foreign words

Word in Arabic	Transliteration	Translation	Foreign origin
استبينا	estabina	all right	sta bene (It.)
جومه	goma	rubber	gumme (It.)
ماستيكا	mastika	showing gum	mastica (It.)
مانفستو	manafesto	small book	manifesto (It.)
سكولا	skola	school	scuola (It.)
باسطا	pasta	pastry	pasta (It.)
كولة	kolla	glue	colla (It.)
السطا	alista	all ok	alla lista (It.)
بالو	ballo	troubles	ballo (It.)

روبابيكيا	robabekia	old things	roba vecchia (It.)
جونيلا	gonella	skirt	gonna (It.)
فاترينا	vatrina	show case	vetrina (It.)
جوانتي	gwanti	gloves	guanti (It.)
ماركه	marca	brand	marca (It.)
صاله	sala	reception hall	sala (It.)
بريمو	primo	first	primo (It.)
ترسو	terso	third category	terzo (It.)
جيلاتي	gilati	ice cream	galato (It.)
فريسكا	fresca	sort of desert	fresco (It.)
موبيليا	mobilia	furniture	mobilio (It.)
فاتورة	fatura	invoice	fattura (It.)
بنك نوت	banknote	money	banconota (It.)
برافو	bravo	Well done	bravo (It.)
بوسطة	bosta	Post office	posta (It.)
بيجاما	pyjama	Sleeping clothes	pyjama
كراكون	karakon	Police station	
بروفة	prova	fitting room	prova (It.)
أفوكاتو	Avokato	lawyer	avvocato (It.)
تياترو	Teatro	theater	teatro (It.)
فيزيتا	visita	payment for a doctor visit	visita (It.)
روشتة	roshetta	prescription of medicine	ricotta (It.)
فالسو	falso	false or fake	falso (It.)
انتيكا	antika	old and precious	antica (It.)

The oral traditions of the Alexandrians also include stories related to certain places such as the stories about ghosts and evil spirits that appear in the cemetery area (al-Amoud) and in the Ghosts building at Roushdy.

Recently, some oral traditions were transformed into epigraphy such as what happened everywhere in Alexandria after the January Revolution. Comic drawings, political quotes, mottos and slogans were extensively used to present ideas and thoughts on the walls of buildings especially in large squares and important streets.

SOCIAL PRACTICES

Another manifestation of the intangible heritage of the city is witnessed in social practices. The Alexandrians have their own funeral practices that many of the old women tend to maintain such as visiting the cemetery every Thursday after the death of a close relative for at least 40 days. They also visit the deceased in the beginning of every lunar month and in the annual anniversary of death. They bake special cookies or bring fruits to distribute them among poor people asking for mercy for the deceased. Although such practices are related to death, such visits to the cemetery are social gatherings for women that include family members, relatives, friends and even neighbors who participate as a sign of courtesy to the grieving family.

Sufi practices are also part of the intangible heritage of Alexandria because they are related to the well-known religious Sufi Abo al-Abbas al-Mursi who lived and died in Alexandria. Abo al-Abbas was originally born in Marsia (now Murcilla) in Andlus in 1219, then he moved to Tunisia were he learned the sufi thoughts from his master Abo al-Hasan al-Shazli. He moved with his master to Alexandria in1242, where they settled near Kom al-Dikka and used al-Attarin mosque to spread the sufi thoughts. Al-Shazli had his own sufi method and after his death, Abo al-Abbas was his successor and follower who worked for more than 30 years in Alexandria to spread that method. Abo al-Abbas became himself a master for other students such as al-Bousiri, Yaqout al-Arsh (his son-in-law) and ibn Ataa Alsakandari who consequently became famous sufis and religious masters in Alexandra. When Abo al-Abbas died in 1287, he was buried at the cemetery of Bab al-Bahr and only in 1307 a mosque was build on the tomb to commemorate him. The mosque was renovated in 1596 but it fell into disrepair. The existing mosque was built in 1942 and two other mosques were built for his students al-Bousiri and Yaqout al-Arsh (Al-Sandoubi, 1944; Bayoumi, 2013). Due to the efforts of Abo al-Abbas and his students, al-Shazlyia Sufi method was spread in Alexandria and from it to other parts in Egypt. As a result, many sufi practices and events were held in Alexandria; especially in the anniversary or the birth of Abo al-Abbas. Events for reading the Quran and practicing sufi rituals were always held in the mosque in addition to a large festival (*Moled*) for 3 or 7 days (figure 3). Most of the Alexandrians believe in the intercession of Abo al-Abbas, thus, they visit the mosque for prayer for healing or mercy for a dead person. They feel optimistic towards visiting the mosque and prefer to hold their wedding ceremonies (or at least the official part of it) in the mosque of Abo al-Abbas. Al-Shazlyia Sufi method was influential till present time that other subsidiary methods were created from it such as al-Gazolyia method in 1952 by Gaber al-Gazoli, whose method was also practiced in the mosque of Abo al-Abbas (Ahmad, 2012).

Figure 3: Moled (festival) of Abo al-Abbas and sufi practices during the festival

KNOWLEDGE

The know-how is an important part of the intangible heritage because it is only preserved in the heads and hands of their owners. It could be passed from generation to another; or else, it would disappear. One of the manifestations of the intangible heritage of Alexandria is the know-how to make fishing nets. Such heritage is as old as the city itself. But only few old fishermen still preserve that heritage.

On the contrary, the know-how to cook sea food is widely spread among the Alexandrians and it is very well preserved and maintained. Actually the Alexandrian cuisine was influenced with Greek, Italian, Turkish, Syrian and Moroccan cuisines. Nevertheless, Alexandria sea food is ranked of top of traditional dishes. *Fried fish* or *grilled with oil* and *Tageen* all with *Sayadia rice* and *fried eggplant*s are all typical Alexandrian dishes (figure 4). Other famous Alexandrian dishes include *Kebda Iskandarani* (Alexandria liver), *Koshari Iskandarani* (Alexandrian koshari) and *Gollash*. Luckily, there's no house in Alexandria that didn't preserve the know-how of these dishes. The Greek cuisine had its influence on the Alexandrian cuisine as well and the Alexandrians still cook some dishes following the Greek recipes such as *Mahshi* and *Bastrami*. The Greek club in Alexandria and some famous Greek restaurants, such as "Atinious", were and still are the best places to taste the Greek dishes.

Figure 4: Various Alexandrian sea food dishes

TRADITIONAL CRAFTSMANSHIP

Another essential part of the intangible heritage of Alexandria is the traditional craftsmanship. Some traditional crafts were practiced in the city; some of which are as old as the city itself such as making fishing nets, while others date back to medieval times such as making gold jewellery and leather bags and shoes. The former is the oldest craft that was practiced in Rhakotis and is still practiced in the same location; now Ras el-Tin district, by very few old fishermen. New boats equipped with modern equipments and nets threaten that craft with extinction.

Leather products were also made in Alexandria since the English made a large factory for dying leather in west Alexandria during the 19th century. Many small factories worked in that craft in downtown area and they sold their products in nearby shops. That craft is also threatened with imported Chinese bags and shoes that are made of artificial leather but are way cheaper than the natural-leather products. The markets of the city were flooded with imported products and thus many of the skilful craftsmen abandoned their work. On the contrary, making gold and silver jewellery is a craft that is still practiced and al-Sagha district is very famous for skilful craftsmen and small factories for gold jewellery. That craft is still surviving and flourishing.

POTENTIALS FOR TOURISM

The examples of intangible heritage of Alexandria presented in the present study are just few of many. The city is fortunate to have long history and vivid heritage covering all aspects of life and relating to all communities that inhabited the city and participated in its activities. Unfortunately, that heritage, especially the intangible, is not utilized for the benefit of tourism.

Heritage tourism is based on nostalgia for the past and the desire to experience diverse cultural landscapes and forms. It attracts tourists who search for personally rewarding and enriching experience (Prideaux and Kininmont, 1999). The manifestations of intangible heritage could best serve that meaning to create new experiences for tourists.

Figure 5: A suggested tour related to Durell's quartet

Thematic tours could be a chance to create a wide variety of tours offering diverse experiences that can suite a wide range of tourists. A "Greek Tour" can start from al-Shatby tomb then goes to the Greek cemetery, the museum of Kafafis and ends in Atinious restaurant. The "Italian Tour" can start at the mosque of Abu al-Abbas mosque –which was built by the Italian architect Mario Rossi- then walk through Shrief Street famous for its Italian-style buildings and visit Alexandria Library to attend a performance by an Italian singer or musician. A "Sufi Tour" can start at al-Attarin mosque then go to the mosques' square or Midan al-Masaged to visit Abo al-Abbas, al-Bousiri and Yaqout al-Arsh mosques and participate in sufi rituals and festivals and ends with a relaxing walk on the beach. A "Fishermen Tour" can start at al-Anfoushi cultural centre to watch a performance of traditional dances than go to the harbour area to see the ships and boats building area in addition to making fishing nets, then a visit to Qaytbay citadel and ends with seafood meal at one of the traditional restaurants in Ras al-Tin. "Lawrence Durrell Tour" can start at his house and walk through the sites and places he mentioned in his quartet. This idea was started by Alexandria Library and a map was created for the tour (figure 5). Similar tours could be designed about Sayyed Darwish or Yousif Chahine. Unlimited number of tours could be offered, with various themes, to appeal to all interests of local and international tourists.

The **Alex Agenda of events** could also be developed to present all the aspects of intangible heritage of the city. Concerts for the works of the famous artists (Sayyed Darwish, Demis Roussos and George Mostaki) should be held, poetry nights for the works of Byram al-Tounsi and Cavafy should be organized and regular performances of traditional dances should be presented. Alexandria Opera House, Alexandria Library Arts Centre in addition to cultural centers in the city should all participate to house such events and should organize their efforts to present that heritage in the most appropriate and appealing form. The marketing of the agenda should be on local and international levels to attract tourists not only Egyptians.

The **Alexandrian cuisine** could best be invested for tourism: all hotels and restaurant should adopt traditional dishes and set them on their menus. They should promote traditional Alexandrian cuisine and consider it as an asset to attract tourist. Events and competitions related to cuisine could also be organized between hotels and restaurants to attract tourists.

Those are just some ideas to use some aspects of intangible heritage for the benefit of tourism. But there are so many other potentials for intangible heritage to be used for the benefit of tourism.

CONCLUSIONS

Alexandria is rich with its tangible and intangible heritage. The latter is varied, diverse and affluent. The five main domains of intangible heritage have their manifestation in Alexandria. The unique feature of these manifestations is that they represent all the communities that lived in

the city and thus they reflect the unique cosmopolitan identity of the city. The intangible heritage can provide a wide variety of potentials for tourism. Thematic tours, walking tours and various events could be created based on that heritage. If marketed and promoted, such activities can easily attract local and international tourism. Moreover, highlighting the intangible heritage and presenting it is a way to preserve that heritage from extinction, especially that most of it is no longer practiced nor remembered. That means, preserving and presenting the intangible heritage of Alexandria is a protection to the unique cosmopolitan identity of the city and a favour for future generations of Alexandrians.

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Potentials of Underwater Cultural Heritage in Tourism from the Perspective of Tour Guiding in Alexandria, Egypt

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ABSTRACT

Underwater cultural heritage has become a new attraction in the global tourism. Egypt in general and Alexandria in particular has great potentials in this matter. Many monuments and antiquities of this great ancient city have disappeared below the Mediterranean Sea. Some have been salvaged and others are still embraced by the maritime life. The aim of the research is to study the importance of this underwater cultural heritage in tourism from the perspective of tour guiding by answering three main questions: does the underwater cultural heritage actually play a role in tourism in Alexandria? Second, how can the sector of tour guiding be useful in this matter? And third, what are the future expectations for tourism and tour guiding in this field. Seeking to answer these questions, methodology of "case study" is used, and data is collected using "semi-structured interviews" addressed to tour guides and personnel working in the management of the underwater cultural heritage of Alexandria. The study has yielded interesting results indicating the great interest of the tour guides in the area of the study and their awareness of the obstacles, which prevent exploitation of such important tourist attraction in Alexandria, and how they can be overcome. For example, the study shows that most of the tourist programs do not include the submerged monuments, and most of the time tour guides make this effort by themselves. This means there is still a lack of sufficient awareness of the importance of this cultural heritage in tourism, and more efforts should be undertaken in this direction. The study also discusses a number of recommendations made by the respondents of interviews,

and shows whether these recommendations can actually be carried out in future or not and why. The research finally concludes a highlight of the important role the underwater cultural heritage can play in tourism in Alexandria, the expected outcome of this role, and the best solutions and recommendations that can be achieved on the ground.

Key Words: Alexandria, salvage, submerged monuments, tour guides.

INTRODUCTION

Alexandria was once the most glorious and superior city of the ancient world. For a long time it represented a symbol of challenge to difficulties and successive struggles. There once stood the great lighthouse of Pharos, the seventh wonder of the ancient world, the edifice of the Museion and the Great Library of Alexandria. Sadly, natural phenomena and repeated unrests caused throughout the times, have greatly affected the monuments of the ancient city; many were destroyed and many more sank under the Mediterranean. The great underwater heritage of Alexandria tells the story of this great city throughout its history as it has witnessed many events and episodes of different eras.

Ancient City of Alexandria

The city of Alexandria was founded under the orders of Alexander the Great in 331 BC. The plot which he chose for this city was located between the coast of Mediterranean in the north and Lake Mareotis in the south, opposite an island which was later known as Pharos. He gave orders also to erect a causeway known as *Hyptasatdion* (seven *stades*) between the coast and the island; thus forming two harbours, the eastern *Portos Magnos* (the Great Harbour) and the western *Eunostos* (Good Return). The great lighthouse of Pharos was raised on the east of the island (fig.1). The city was planned and finished during the reigns of Ptolemies I and II who built the Museion and the Great Library of Alexandria in the district "B" (Brucheum), while the royal palaces were built in district "A" on Cape Lochias (today known as Silselah) (fig.1), as the city was divided then into five main districts A, B, Γ, Δ, and E (Polyzoides, 2014).
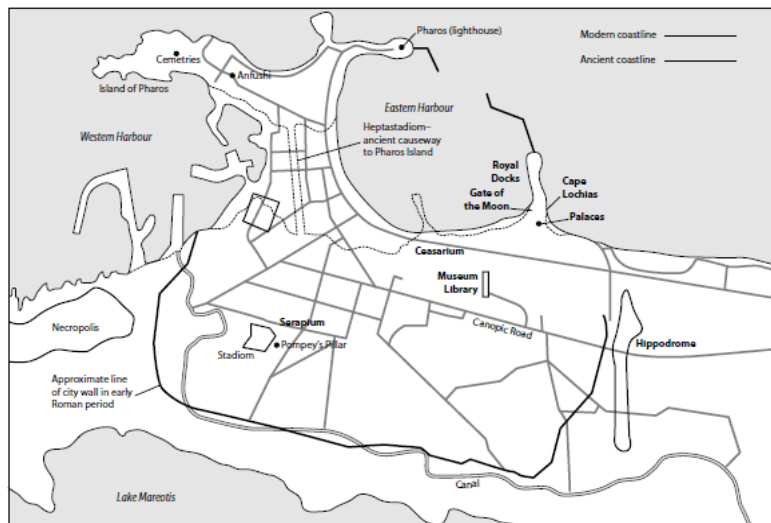
Fig.1 Map of Ancient Alexandria (Polyzoides, 2014).

Definition of Underwater Cultural Heritage

According to International Law Association (ILA) Draft Convention on the Protection of the Underwater Cultural Heritage (1994) Underwater Cultural Heritage "means all traces of human existence including: sites, structures, buildings, artifacts and human remains, together with their archaeological and natural context; and wreck such as vessels, aircraft, other vehicles or any part thereof, its cargo or other contents, together with its archaeological and natural context." According to art.1, par.1 of the UNESCO Convention on "Protection of Underwater Cultural Heritage" in November 2001, "Underwater cultural heritage means all traces of human existence having a cultural, historical or archaeological character which have been partially or totally underwater, periodically or continuously, for at least 100 years such as: sites, structures, buildings, artifacts and human remains, together with their archaeological and natural context; vessels, aircraft, other vehicles or any part thereof, their cargo or other contents, together with their archaeological and natural context; and objects of prehistoric character" (UNESCO, 2001; Rau, 2003; Frigerio, 2013).

History of the discovery of Submerged Monuments in Alexandria

The first attempt was made in 1859 by an engineer in Suez Canal called Larouse, who recorded that the ancient Canopic branch of the Nile at Abu Qir east of Alexandria extended to a distance of 8 km into the bay below seawater. In 1911, Gaston Jondet, the chief engineer of the Department of Ports and Lighthouses, observed some massive structures underwater close to the Fort of Qait Bey (fig.1) during the works of expanding the western harbour of Alexandria, which turned out to be parts of the ancient western harbour. Jondet believed that the harbour had had

roots dated to the Late New Kingdom from the time of king Ramses II or III (Jondet, 1916; Gsell, 1918). Other scholars dated it even earlier to the Old and Middle Kingdoms (El-Fakharany, 1963). Later in 1930s, a British pilot while flying from the British Royal Air force at Abu Qir remarked remains under sea water. He gave his remarks to Prince Omar Tousson who was very fond of antiquities then, and acted immediately with the help of a number of fishermen along with his engineer. They marked remains and columns of ancient buildings. This conducted him to make more effort with the assistance of Breccia and Adriani of The Graeco-roman Museum of Alexandria with the help of divers in early 1933. Their efforts came up with some important discoveries, and a map of archaeological remains under the sea was drawn (Halim, 2000).

For a long time the works underwater was suspended. In 1960s, it was Kamal Abul-Saadat, the diver who resumed the diving and surveying of the submerged monuments under the sea once again. He drew primitive maps indicating locations of antiquities underwater particularly at Qait Bey, Cape Lochias, and Abu Qir Bay (Halim, 2000). He and his crew salvaged many artifacts till his death in 1984. The project was put on hold once again (Morcos, 2000) and resumed by a French-Egyptian Expedition in 1994-1998 under Jean-Yves Empereur and the Centre d'Études Alexandrien (CEAlex) in Alexandria. The expedition undertook survey on the site of Pharos at Qait Bey Vicinity (Halim, 2000). It was the CEAlex who has made the first systematic survey of the underwater archaeology in Egypt since 1994 particularly at the area of Qait Bey. In 1996, a special Department for Underwater Antiquities (DUA) was established in Egypt to be responsible for monitoring and regulating foreign underwater missions in Egypt. Later on, this department undertook missions in archaeological sites underwater. However, the major part was undertaken by foreign expertise, due to the lack of Egyptian training and education in this field (Khalil, 2008).

In fact, promotion of the underwater heritage implies educational programs of different activities which can in turn raise the awareness of the local communities of the importance of this heritage (Frigerio, 2013; Timmermans, 2015). The idea of establishing a centre for maritime and cultural heritage underwater appeared on the scene in 2005. Alexandria University collaborated with different institutions like the University of Southampton, the Nautical Archaeology Society, and others to establish this centre funded by EU Tempus program (Singer, 2011). The centre was officially inaugurated as part of the Faculty of Arts at Alexandria University in 2009, and has provided since then education and training for maritime and underwater cultural heritage (Khalil, 2011).
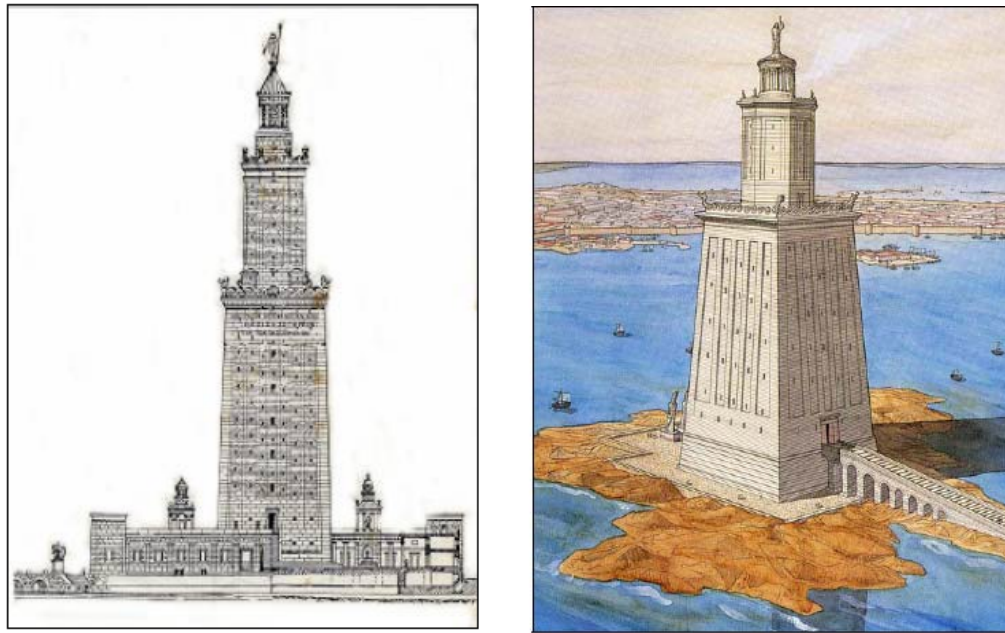
Fig.2 Graphic reconstruction of the lighthouse of Pharos (Dessandier & etal, 2008)

Underwater Cultural heritage sites in Alexandria

Alexandria owns the most important submerged cultural remains worldwide dated back to the successive periods of the history of the city, from Pharaonic period through to Graeco-roman and Islamic eras, with interesting stories and places like that of the lighthouse of Pharos (fig.2), the ancient harbours, the Cleopatra's palace and the Timonium of Mark Antony, which provide potentials of touristic attraction (Kimberly, 2004; Frigerio, 2013). The sites where most of the submerged monuments in Alexandria can be determined are: the vicinity of the Fort of Qait Bey, the eastern harbour and Cape Lochias (Silsileh), and Abu Qir Bay (Aboul Dahab, 2000).

Vicinity of Qait Bey Fort

The district bears the name of the fort of Mameluk Sultan Qait Bey, which was constructed at the eastern tip of the island of Pharos in the fifteenth Century AD (fig.2) (Empereur, 2000). A number of great artifacts and statutes have been discovered nearby, since 1960s such as a red granite statue 7 m long representing a lady wearing a Greek dress with the Egyptian knot of Isis at the chest, and her hair is plaited. This statue was recognized as goddess Isis-Pharia who received a cult on the island of Pharos being a protective deity of the sailors, and dated to the third century BC. (Morcos, 2000). In addition, many red granite blocks of the masonry of the ancient lighthouse of Pharos were also revealed by Kamel Abul Saadat and his crew (Halim, 2000) in addition to columns, capitals, sphinxes and statues were found by Empereur in 1990s,

some of them are dated to Pharaonic Period; like sphinxes of king Sesostris III of the twelfth dynasty. Around the area ship wrecks from fourth century BC to seventh century AD were found including amphorae, lamps, vases and anchors (Empereur, 2000; Empereur & Grimal, 1998).

Eastern Harbor of Alexandria and Cape Lochias (Cape Silsileh)

The causeway *Heptastadion* (7 stadia long) which Alexander the Great had ordered to be erected, divided the seashore of the city, forming two harbours; the eastern and the western (fig.1). The former was the main harbour that extended between the island of Pharos and the *Heptastadion* in the west, and the Cape Lochias in the east (fig.1). At the south-east corner of the harbour was the small inner royal port that served royalty and royal palaces on the Cape Lochias (Morcos, 2000).

Cape Lochias is the place where the temple of Isis-Lochias and the Mausoleum of Cleopatra VII stood in Ptolemaic period. The largest find of this area is a one-piece red granite Egyptian pylon tower; the only pylon found in Alexandria. It is believed that it belonged to the temple of Isis, and now it is displayed in Kom el-Dikka Open-air Museum in Alexandria (Tzalas, 2012; Tzalas, 2015).

Abu Qir Bay

Abu Qir lies at about 22 km east of Alexandria. The ancient site once embraced three settlements from the Graeco-roman period: Canopus, Heraclium (after Herakles) and Menouthis (Morcos, 2000). The underwater of Abu Qir Bay holds submerged monuments dated from Graeco-roman, Byzantine and Islamic periods in addition to the remains of the fleet of Napoleon Bonaparte which sank in the famous naval battle of Abu Qir against the British fleet in 1798. Kamal Abul Saadat marked three locations of the wrecks in 1965. He and a few divers assisted him to salvage some of the ships' belongings from 1966-1977. It was only in 1983 that the French diver Jacque Dumas along with the Marine Museum at Paris obtained the permission to dive and survey the wrecks of the French fleet under the bay of Abu Qir. The French expedition along with the Egyptian Navy defined the location of *l'Orient*, the flagship of napoleon's fleet 8 km away from the shore. Late in the same year, the sites of two other ship wrecks of *le Guerrier* and *L'Artemis* were also determined. Cannons, guns, anchors, buckles, buttons, bottles, silver coins and other artifacts were salvaged. They were first displayed in the Fort of Abu Qir (Morcos, 2000), and now some of the pieces are exhibited in the National Museum, and the others in the Antiquities Museum of Bibliotheca Alexandrina in Alexandria.

Threats of the Underwater Cultural Heritage Sites in Alexandria

In general, underwater cultural heritage suffers many difficulties of two main sources: natural agents and human activities. The protection of this type of legacy represents a great challenge. Conserving underwater cultural heritage aims to reduce the deterioration of this treasure by limiting all kinds of threats and thus ensure their study and enjoyment for generations to come (Frigerio, 2013). The Mediterranean States have adopted laws and legalizations to protect underwater cultural heritage from pollution and dangerous activities like oil spills since 1970 (Négri, 2000). In Egypt, there is no national legalization specified for underwater archaeological and cultural heritage. Yet, it is regulated by the Egyptian Law on the Protection of Antiquities, or the sites can be protected under the Law on Environment and Law on Natural Protectorates by declaring these sites natural protectorates (Frigerio, 2013; Prott, 2000).

In Alexandria, the environmental problems in general and marine one in particular have increased greatly due to the growth of population density, unplanned engineering works, and industrial developments (fig.3). Therefore, the coast is threatened by human pressure, urban acceleration and land pollution in addition to the sanitation problem, besides natural agents including erosion, destruction and exhaustion of resources, the rise of the sea level (Abul Dahab, 2000), wave propagation, and sedimentation (Aelbrecht, 2000). The Alexandrian coast annually receives a huge amount of waste water of industrial and agricultural waste, and sewage which have caused sea pollution that may cause loss of artifact remains, besides being dangerous for divers in some areas (Abul Dahab, 2000).
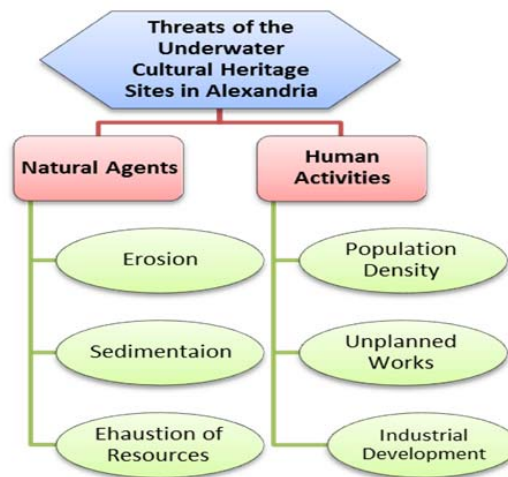
Fig. 3 Natural agents and human activities threat the underwater cultural heritage in Alexandria

Submerged monuments and Tour guiding in Alexandria

All the above mentioned details concerning the ancient history of the city of Alexandria and its submerged monuments indicate the great potentials of the underwater cultural heritage as a

tourist attraction of Alexandria. However, these potentials still up today have not been exploited optimally. In reality, tourists who visit Alexandria know about its submerged monuments through two ways; first, the exhibited artifacts in archaeological museums of Alexandria, as the salvaged pieces are distributed in different museums; some pieces are to be found in the Open-Air Museum of Kom el-Dikka, others are displayed in the Qait Bey Fort Museum, Museum of Antiquities of Bibliotheca Alexandrina, and the National Museum of Alexandria; Second, by diving. The aim of the research is to shade light on the type and amount of knowledge the tour guides in Alexandria have concerning this heritage, and their vision on how to develop its potentials in tourism, in addition to the vision of the personnel working in the Department of Underwater Antiquities (DUA) concerning the same topic. The methodology used is "case study", and data is collected using "semi-structured interviews" addressed to 15 tour guides and 5 personnel of the DUA.

The results of the interviews confirm that there is a considerable interest among the tour guides in the area of the study. All the knowledge they have about the submerged monuments is historical and archaeological, and their awareness of its importance ranges from very good to excellent. They all agree that interpreting the submerged monuments does not take sufficient time during the tours, or in museums; especially that most of the tourist programs do not include them, and most of the time tour guides make this effort by themselves on occasions in historical sites or in museums.

Concerning the questions asked by the tourists about the submerged monuments in Alexandria, the majority focus on the location of the sites of the submerged monuments, how they have been salvaged; less asked what has caused these monuments to end up under seawater, why there is no special underwater museum for this underwater cultural heritage and when it will be erected.

All the interviewed tour guides agree that all obstacles that confront more exploitation of this type of tourist attraction and constructing an underwater museum are only administrative and funding; thus ignoring the existence of other human and natural constraints as discussed above. In addition, they all agree that there are other problems in this concern related to the already salvaged pieces displayed in museums of Alexandria; due to lack of the knowledge and updated information among tour guides related to the discovery of the submerged monuments in Alexandria, lack of sufficient promotion of this type of monuments, besides not being distinctly exhibited in museums. For this matter, the interviewed tour guides recommend conducting training programs and holding more workshops for tour guides to provide them with the necessary information and practices in this field. This can be undertaken by different authorities like Ministry of Tourism, Ministry of Antiquities, and the Syndicate of the Tour Guides in Alexandria.

Concerning the diving to enjoy viewing the monuments in its context, currently there are only two centers for divining made for this purpose in Alexandria. According to the answers of the tour guides, there are problems encounter the development of tourism in this sector as well as the centers which are not properly established for tourists with a lack of qualified tour guides who

can interpret the sites historically and archaeologically to the diving tourists at these centers. There are other administrative problems concerning the long and slow procedures pursued to extract permissions for these centers and consequently for tourists to dive, in addition to the pollution and non-purity of the underwater which reduce the enjoyment of a full vision of the submerged monuments *in situ*.

Being aware of the funding and administrative problems related to the construction of the underwater museum, the tour guides in Alexandria yield interesting substitutes; first, use multimedia shows in the vicinity of one of the underwater cultural sites like the Fort of Qait Bey for tourist propaganda of the submerged monuments underwater showing how some of them were salvaged. Second, collect all the salvaged pieces to be exhibited in Maritime Museum which is under construction; and in this way it will be easy for tour guides to focus on telling the story of the submerged monuments in Alexandria and interpreting them to tourists. Third, draw a professional map of all underwater cultural and archeological sites and submerged monuments of Alexandria and place it in the archaeological museums of Alexandria.

To evaluate the recommendations made by tour guides, they had to be addressed to the personnel working in the Department for Underwater Antiquities (DUA). Most of the suggestions were appreciated by the personnel, who confirmed the necessity of constructing the underwater museum and that Ministry of Antiquities is seeking to implement this huge project and the funding has been allocated for this purpose. On the other hand, all personnel agree that there is another undergoing project to convert the vicinity of the Fort of Qait Bey (the ancient site of lighthouse of Pharos (fig.1)) into an underwater park provided with a diving center, lecture halls, different multimedia, different shows of all that is related to the submerged monuments of Alexandria and how they are recovered, and underwater live video tours. They add that today, tourists who are interested in diving to sightsee the submerged monuments *in situ* can dive at diving centers owned by individuals under the supervision of the DUA, and that they can dive in the three sites of Qait Bey, the eastern harbour, and Abu Qir Bay. Up till now there is no studied plan or project of a virtual museum of the underwater cultural heritage in Alexandria. They conclude that tour guides can play a great role in future in the field of the underwater cultural heritage of Alexandria, especially when the two mentioned projects (the underwater museum and the underwater park) are finished.
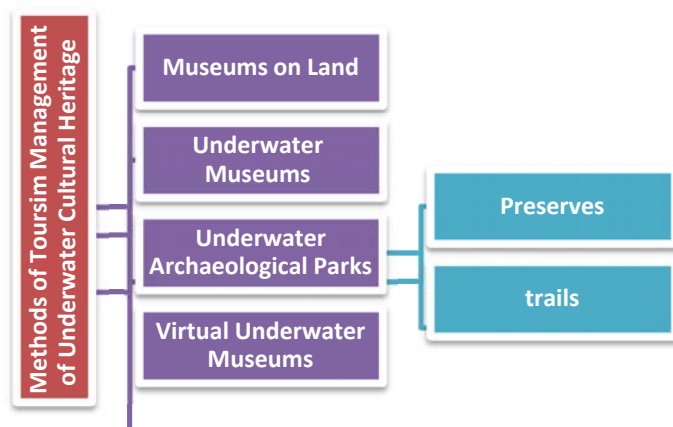
Fig. 4 Methods of tourism management of underwater cultural heritage

Toursim Management of Underwater Cultural Heritage

There are different methods of management of the underwater cultural heritage in general and tourism in particular. The methods can be chosen and used according to the nature of the underwater cultural sites; in each case one method can be more appropriate than the other, or two or more methods can be used altogether. The tourism methods are (fig.4):

Museums on Land

They are museums that exhibit and store the recovered archaeological objects and shipwrecks and allow people enjoy learning about the sunken heritage. However, the costs of conserving the pieces in these museums can be extremely high; it requires well-equipped laboratories especially for long-term conservation process and qualified conservators This method can be used in two main conditions; 1.When it is difficult to conserve underwater heritage *in situ* due to risks of loss, 2.when recovery of the site is important for scientific studies. All over the world, there are good examples of this type of museums; such as Wasa Museum in Sweden, and the National Museum of Underwater Archaeology at Murcia in Spain, (Frigerio, 2013; UNESCO, 2001).

Underwater Museums

Underwater museum is a construction that can create a connection between land and the underwater cultural site, which provides the visitors an opportunity to directly enjoy the submerged heritage *in situ* but without being wet. However, they are not common due to many constraints. First, the site should be close to the coast, stable and solid enough to resist the

destructive waves and currents. Therefore, sunken cities and ancient structures of harbours are more suitable for this type of museums. Second, such construction can represent in some cases a risk of site destruction due to the use of heavy tools and dangerous materials, and hence measures should be provided to ensure the required protection of the site. Third, the guarantee of safety of the visitors and avoiding collapses should be considered. Fourth, such project implies extremely high costs (Frigerio, 2013). The first underwater museum in the world "Baiheliang Underwater Museum" was inaugurated in china in 2009 on an area of 12 million m^2 (UNESCO, 2001; Frigerio, 2013; Khakzad, 2014).

The preservation *in situ* comes as the first choice as there is a fact that after a certain period the underwater artifact finds a sort of equilibrium with the maritime environment and not threatened by degradation; besides, the authenticity of the submerged monuments is best enjoyed by tourists when it is *in situ* as a particularity of this heritage (Frigerio, 2013).

Underwater Museum in Alexandria

Constructing an underwater museum in Alexandria has become essential and is actually an opportunity to develop the city and provide it with a new tourist attraction that can be a turning point for the development of the whole city. The first proposal for constructing this museum was made in 1997 by the Egyptian Department for Underwater Antiquities (DUA) and the UNESCO. The design was made by the architect Jacques Rougerie and feasibility studies started in 2009 (Frigerio, 2013)

The location has been proposed for the construction of the museum at the area of the eastern harbour in front of the modern Bibliotheca Alexandrina. The advantages of this location can be summarized in the guarantee that the structure will not be made above historical remains in addition to the natural conformation in the area that make it protected from storms and waves (Frigerio, 2013). Moreover, this location is characterized by its ancient history being once the approach from the great eastern harbour and near the district of the Ptolemaic royal palaces facing the lighthouse of Pharos. Part of the museum is intended to be open to the sky, and the rest of the museum building descends gradually under the water of the Mediterranean (fig.5) (Hafiz, 2011).
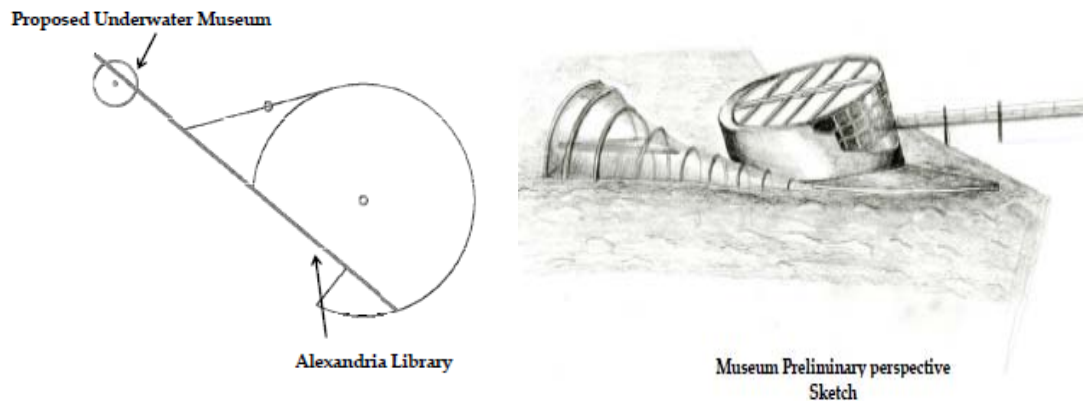
Fig.5 Proposed underwater museum near Bibliotheca Alexandrian (Hafiz, 2011)

There are a number of obstacles and barriers to the project:

1- High costs which can be up to $140 million for the development of the planned museum.

2- The structural organization may cause intrusive effects on the disposition of the remains of artifacts.

3- The risk of damaging the site during the construction of the museum.

4- Pollution that causes poor visibility and impedes full enjoyment.

5- Exhibited artifacts would be brought from different underwater locations cause loss of authenticity.

6- The safety and stability of the submerged structure due to the strong underwater currents in the area (Abul Dahab, 2000).

Underwater Archaeological Park

It is another more practical method used to exhibit underwater cultural heritage *in situ*. It can be divided into two types: underwater archaeological preserves, in which access is controlled by different procedures like allowing a visit only when accompanied by a guide, or obtaining license, and underwater archaeological trails in which the public access is totally open and free of charge. In general, these parks are more practical as they make archaeological sites accessible to the divers; it provides knowledge of the underwater heritage by waterproof guides that offer visitors information and map of the sites, and installing buoys underwater; besides being officially recognized by the authorities (Scott-Ireton, 2005; Frigerio, 2013).

Such underwater parks are to be found in different places all over the world; in seas, rivers and lakes. Among the most famous is that of Baia in Italy, and the Florida's Underwater Archaeological Preserves with eleven sites of shipwrecks. Devices of mooring buoys are used at the sites for protection and safeguarding, and guiding divers to the locations of the sites (Scott-Ireton, 2005; UNESO, 2001; Frigerio, 2013).

There are special criteria to organize an underwater cultural heritage park; first, the site should be easily accessed; second, environmental conditions should be suitable like clear warm and shallow water; third, being surrounded by diverse maritime ecosystems; fourth, the well state of preservation of the submerged site. It should be taken into consideration that not all underwater cultural heritage sites can be used as underwater parks; the sites should be able to sustain the increase in the number of visitors as well (Frigerio, 2013).

Virtual Underwater Museum

It is also called "electronic museum, digital museum, online museum, hypermedia museum, meta-museum, web museum, and cyberspace museum" (Varinlioğlu, 2011). Virtual museum is simply defined as "a collection of digitally recorded images, sound files, text documents, and other data of historical, scientific, or cultural interest that are accessed through electronic media" (Sschweibenz, 1998). There is always a challenge to achieve a balance between the development of the underwater cultural heritage brought by tourism and its protection. Recently, some underwater parks have established a virtual tour through the official web-sites, provided with videos and multimedia. The multimedia used can be Virtual 3D reconstructions (which is a rebuilding of to its form in the past in a three dimension space) (Georgopoulos, 2014), augmented reality or mixed reality (which is reality enhanced by superimposing additional graphics) (LaValle, 2017), ROV (Remotely Operated Vehicles), interactive mobile applications, and real time videos that are also considered as a useful alternative for the visualization in the cases of deep sites, unclear water or heritage sites being located away from the coast. The multimedia can even help increase the attraction of an already existing underwater parks and museums (Varinliglu, 2016; Frigerio, 2013).

CONCLUSIONS

Ancient Alexandria, the great capital of Graeco-roman Egypt that had been founded under the orders of Alexander the Great stood up various historical unrests throughout its history. Its steadfastness has not stopped at this point, but extended to include tidal waves and natural constraints that have caused the erosion of its coast and the sinking of many buildings of this beautiful ancient city. Among the most important submerged monuments today found under the Mediterranean Sea in Alexandria are the remains of the great lighthouse of Pharos, the royal palaces of the Ptolemaic kings and ancient Greek and Roman settlements at Abu Qir, in addition to a great number of statues, stelae, inscribed blocks, shipwrecks and their contents, vessels,

anchors and …etc. All this makes Alexandria the most owning underwater cultural heritage city all over the world. In other words, Alexandria with its underwater cultural heritage owns great and distinctive tourist attraction that can be a turning point not only for the development of tourism in the city, but it can allow it to take an important position on the global tourism map, particularly that discoveries of such underwater heritage has started since the beginning of the twentieth century and excavations are still undergoing up to this moment in many sites underwater.

Despite that, the Alexandrian underwater cultural heritage has not been exploited optimally in tourism. Today, tourist can enjoy viewing this heritage through two methods; first in museums of Alexandria where many salvaged pieces are exhibited (Open-Air Museum of Kom el-Dikka, Qait Bey Fort Museum, Museum of Antiquities of Bibliotheca Alexandrina, and the National Museum of Alexandria); second, by diving through individually owned diving centres in threes underwater cultural heritage sites, which are the vicinity of the Fort of Qait Bey where remains of the ancient lighthouse can be found, the ancient eastern harbour where remains of the royal Ptolemaic palaces and buildings can be enjoyed, and Abu Qir Bay where the fleet of Napoleon Bonaparte sank and remains of ancient settlements can be seen.

The results of the study indicate the good knowledge and high awareness of the tour guides of the importance of the underwater cultural heritage of Alexandria on the three levels of history, archaeology and consequently tourism.

When applying the tourism management methods of the underwater cultural heritage in Alexandria, it is found that:

1- Museums on land, is already applied in Alexandria, however the artifacts are exhibited in different museums in Alexandria, and according the vision of tour guides it better to be exhibited in one museum.

2- Underwater museum is a necessity in Alexandria due to the huge historical heritage underwater. Despite the obstacles confronting the erection of such great project, it is already planned and funding is allocated for it.

3- Underwater archaeological park is another important project, very recommended by tour guides especially if provided with multimedia and tourist services. The project is still under study and highly recommended by the personnel of DUA as well.

4- Virtual underwater museum is the least costing and most executable method which can be a great promotion along with the other two methods of "underwater museum" and "underwater archaeological park". Moreover, it is highly recommended by the tour guides particularly because it can be a good solution and substitute until the study and the implementation of the two previously mentioned projects have been completed.

To sum up, the sector of underwater cultural heritage in Alexandria owns great potentials for tourism from the tour guides' point of view. In future, tour guiding will play a

great role in this concern, especially with the establishment of the underwater museum and underwater archaeological park. Many training programs and workshops should be planned and conducted in order to provide the tour guides with the required information and practices related to the underwater cultural heritage of Alexandria.

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Promotion of Accessible Tourism through digital content. A case study in the Municipality of Tomar

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ABSTRACT

In the context of the Investigation Seminar of the Masters in Digital Content Production by the Tomar Polytechnic Institute, a project was started in collaboration with the Tomar City Hall to promote digital content for tourism and to promote the cultural heritage of the city, making it accessible to everyone. Through the use of ICT, the project intends to develop interactive experiences which have an impact on the visitor, increasing his satisfaction and his potential to come back. At the same time, it tried to develop information for visually impaired people as well as for foreigners. In the first stage of the project, QR codes were developed for the main monuments of the city. Each provides a link to the history, timetable, weekly schedule, and other relevant information concerning the respective monument. In this stage, audio-guides were likewise developed and promoted on the city website. These are intended to be also distributed

on the Audite platform (online audio-guide platform) and on the monument. The use of these technologies in a variety of pedagogical and leisure activities is being considered and a pilot activity has already been developed. The second stage of the project aims to create a platform to update digital content of several online instances of the City Hall, as well as a promotional video to be broadcasted in the social media. With this project, we sought to promote and develop cultural tourism activities in the city of Tomar as well as to increase tourism accessibility so that all may have access to information regardless of limitations and knowledge.

Key Words: ICT, accessible tourism, Tomar City Hall, digital content

INTRODUCTION

The success of tourist activities is ever more contingent on processes of innovation, creativity, and the ability to generate added-value initiatives that attract tourists (Turismo de Portugal, 2015). In this context, Information and Communication Technologies (ICT) can play a major role in generating such developments (Katsoni, 2011; Usoro, 2007; Shanker, 2008). ICT's provide powerful instruments that can promote competitive advantages in terms of touristic promotion (Govers, Go & Kumar, 2007; Shanker, 2008), the strengthening of industry strategies and operations (Buhalis, 2004; Katsoni & Laloumis, 2013) and the promotion of accessibility to infrastructures, equipment and touristic services (Graham, 2013; Pühretmais & Nussbaum, 2011). It is crucial that tourist sector economic actors develop products and services accessible for all: "Customer satisfaction depends highly on the accuracy and comprehensiveness of specific information on destinations' accessibility, facilities, attractions and activities" (Buhalis, 1998).

In this sense, the use of ICT in municipal policy for the promotion of tourism has marked the attempts by local authorities to promote heritage and cultural tourism. The city of Tomar in Portugal is no exception. Conquered by the Portuguese King Afonso Henriques in 1147 to the moors during the "Reconquista", the city was donated as feudal land to the Templar Order. The Grandmaster of the order, Gualdim Pais, initiated in 1160 the construction of the Castel and Convent which would serve as the headquarters of the Templar Order in Portugal, being considered a city by decree in 1162 (Rosa, 1988). Tomar is in that sense deeply tied to the history of Portugal in the world, namely in its modern-day status as the international headquarters of the contemporary Templar Order. In that sense, the city possesses a notable cultural and natural heritage, which provides it with great potential for touristic activities, and its promotion through ICT, modernizing structures and investing in distinct offers to increase tourist satisfaction.

In this paper we detail a project designed to promote the city's heritage, in a partnership between the Municipality and the Polytechnic Institute of Tomar, which involved the creation of digital content to increase visitor satisfaction and to promote accessible tourism.

ICT AND TOURISM

There are currently 4.92 billion people using mobile devices of some sort (We Are Social, 2017) with Portugal having close to 17 million such devices presently active (Autoridade Nacional de Comunicações, 2017). It is predicted that this year Wi-Fi and mobile-connected devices will generate 68% of all Internet traffic (HostingFacts, 2016). Tourism, like other strategic economic sectors, should seek to make the most out of this technological development (Egger & Buahlis, 2008; Luz, Anacleto & Almeida, 2010; Wang, Park & Fesenmaier, 2011) since tourists bring with them a number of mobile devices such as telephones, smartphones, tablets, netbooks among others.

These devices are used in a number of different ways, from getting directions, taking photographs, obtaining information about certain locations, finding attractions, events, shops, restaurants and bars, check timetables, buy tickets, make reservations and make translations (Statista, 2014). "Mobile devices used by people when vacationing impart benefits associated with timeliness, ubiquity and convenience" (Karanasios, Sellitto & Burgess, 2015), constituting an important instrument in promoting accessibility of information (World Tourism Organization, 2013).

The importance of digital content for mobile phones, which meet touristic needs and increase their satisfaction and promote accessible tourism has reinforced technologies such as QR codes, audio-guides, digital guides, augmented and virtual reality. This project seeks to give emphasis to the first two, showing their potentialities.

QR codes is a two-dimensional code developed in 1994 by Japanese company Denso-Wave, which possesses a substantially superior capacity to conventional barcodes. This code started being applied to the automobile industry, and rapidly expanded to a variety of sectors, namely, tourism. Its scanning and translation does not require any specific equipment, being possible to do it with any mobile device (Marques, 2016). In what concerns tourism, QR codes can be used for instance in location-based services at places with historical relevance, supporting event promotion, ticket distribution and access control with a mobile ticketing service, enriching products of the souvenir shop by attaching mobile content (Canadi Hopken, & Fuchs, 2010).

Audio guides are sound files, generally in the form of MP3, which can be downloaded from the Internet or in specific hotspots, making use of wireless technology (Marques, 2016). Their reproduction can be made manually or geopositionally with the use of coordinates. There are inclusively some devices which already possess the audio-guides. The use of audio-guides allows tourists to know relevant locations at their own pace and interactively (Suh, Shin & Woo, 2009) eliminating many barriers such as linguistic ones. These technologies are today a reality for tourist business, constituting important tools in increasing satisfaction and promoting accessibility to information, with the Cupertino de Miranda Paper Money Museum (Porto, Portugal) providing an excellent national example.

PROJECT DESCRIPTION

In 2011 Santa Maria dos Olivais parish initiated a project that sought to create a website adequate for the use of mobile devices, as well as QR codes and audio-guides, to promote notable locations in the urban parish (Marques & Santos, 2012). With the municipal administrative reform of territorial bases, stemming from the application of Law nº22/2012 of 30th of May, the Santa Maria dos Olivais parish was extinguished and emerged as the Union of Parishes in Tomar, constituted by the former as well as the São João Baptista parish. The project was duly adapted, but new legal frameworks as well as political contexts led to a pause in the project, only being reattached in 2016 in the context of the II Seminar of the Masters in Digital Content Production in the Technology School of the Polytechnic Institute of Tomar (Marques, 2016a).

With the help of the Tourism and Culture Division of the Tomar Municipal Chambers, the project was promoted maintaining its previous objective: to promote the knowledge about the heritage of the city, increasing its visitors' satisfaction.

Specific objectives were laid out:

- To promote the heritage of the city of Tomar through QR codes and audio-guides;

- To promote accessible tourism in the city of Tomar;

- To centralize the management of electronic content in the Tomar municipal chambers;

- To publicize the heritage of the city of Tomar beyond local and national borders.

The development of the project implied two stages. The first stage has been concluded and concerns the first specific goal. The second stage implies the remaining goals and has recently taken its first steps.

FIRST STAGE OF THE PROJECT

In the first stage of the project we proceeded to create QR codes and audio-guides for the main locations of interest in the city: monuments, museological spaces, among others. The choice of these locations and their texts and images was done by the Tourist Division of the Tomar Municipal Chambers.

The QR codes were developed through the QR code Monkey tool, and possess the logotype of the Tomar Municipal chambers at the centre (figure 1).

Figure 1: QR code of the Tomar Synagogue

Through QR codes, users could consult relevant information about the space such as its history, photos, timetables, weekly schedules, amongst other relevant data. This information is available at a website (Figure 2) which can be easily updated. In this way, it is possible for the Municipality to provide updated information about spaces without the need for manual replacement of QR codes.
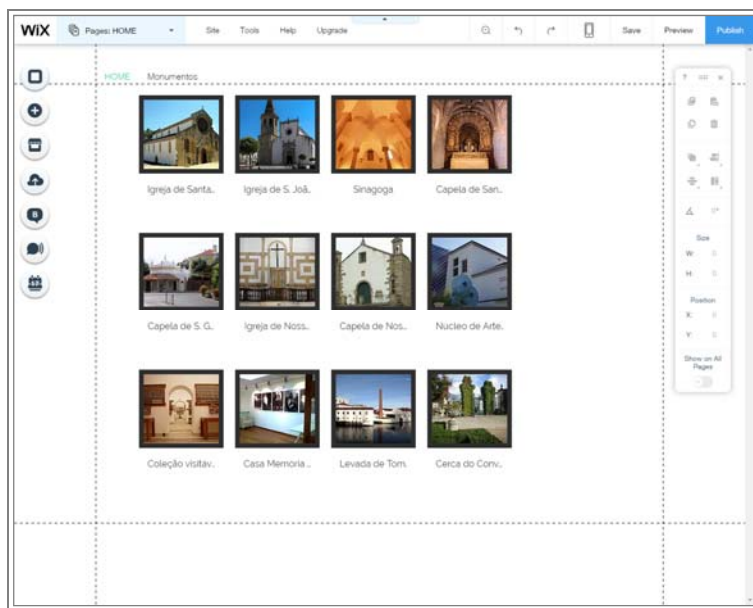

Figure 2: Website that manages the information provided by the QR codes

Currently each space has a QR code that points to information in Portuguese, however, it is the projects desire to provide information in other languages. In this first stage QR codes were created for 12 spaces (Table 1).

Table 1 QR codes created by the Tomar Municipality

João de Castilho Municipal Museum – Contemporary Art Hub	Convento de Cristo Woods or National Sete Montes Woods
Santa Maria do Olival Church	Nossa Senhora da Graça/Misericórdia Church
S. João Baptista Church	Nossa Senhora da Piedade Chapel
Synagogue	Matchstick Museum
Santa Iria Chapel	Lopes-Graça Memory House
São Gregório Chapel	Tomar "Levada" – Mills and Royal Oil Presses

Audio-guides were created in the facilities of the Technology School of Abrantes with the use of a digital recorder Zoom H4nSP and in an amateur studio. The narration was done by an experienced individual. In editing and production, discourse rhythm was optimized, with correction of parasitical noise and less clear diction. The audio was exported to wav in 48 Khz and 32 bit quantization, allowing future editing and web compression with lossless quality. 27 audio-guides (Table 2) were produced and are available in the official website of the Municipal Chambers.

Table 2 Audio-Guide list created for the Tomar Municipality

1. Templar Castel and Convento de Cristo	15. Convento de Cristo Woods or National Sete Montes Woods
2. Santa Maria do Olival Church	16. S. Francisco Church and Convent
3. S. João Baptista Church	17. City Hall
4. Synagogue	18. Casa dos Cubos
5. Santa Iria Chapel	19. Pillory
6. São Gregório Chapel	20. Vieira de Guimarães House
7. Nossa Senhora da Graça/Misericórdia Church	21. Estaus
8. High Pegões Acqueduct	22. Initiative and Tourism Commision House
9. Nossa Senhora de Conceição Chapel	23. Phillippine Monument
10. Nossa Senhora da Piedade Chapel	24. Paraíso Cine-Theater

11. João de Castilho Municipal Museum – Contemporary Art Hub	25. Manuel Guimarães House
12. Matchstick Museum	26a. S. Lourenço Chapel
13. Lopes-Graça Memory House	26b. S. João or Round Redondo Pattern
14. Tomar "Levada" – Mills and Royal Oil Presses	

In this first stage audio-guides were created solely in Portuguese. It is however the intention to produce them in other languages. In figure 3 it is possible to situate the spaces where audio-guides were created.
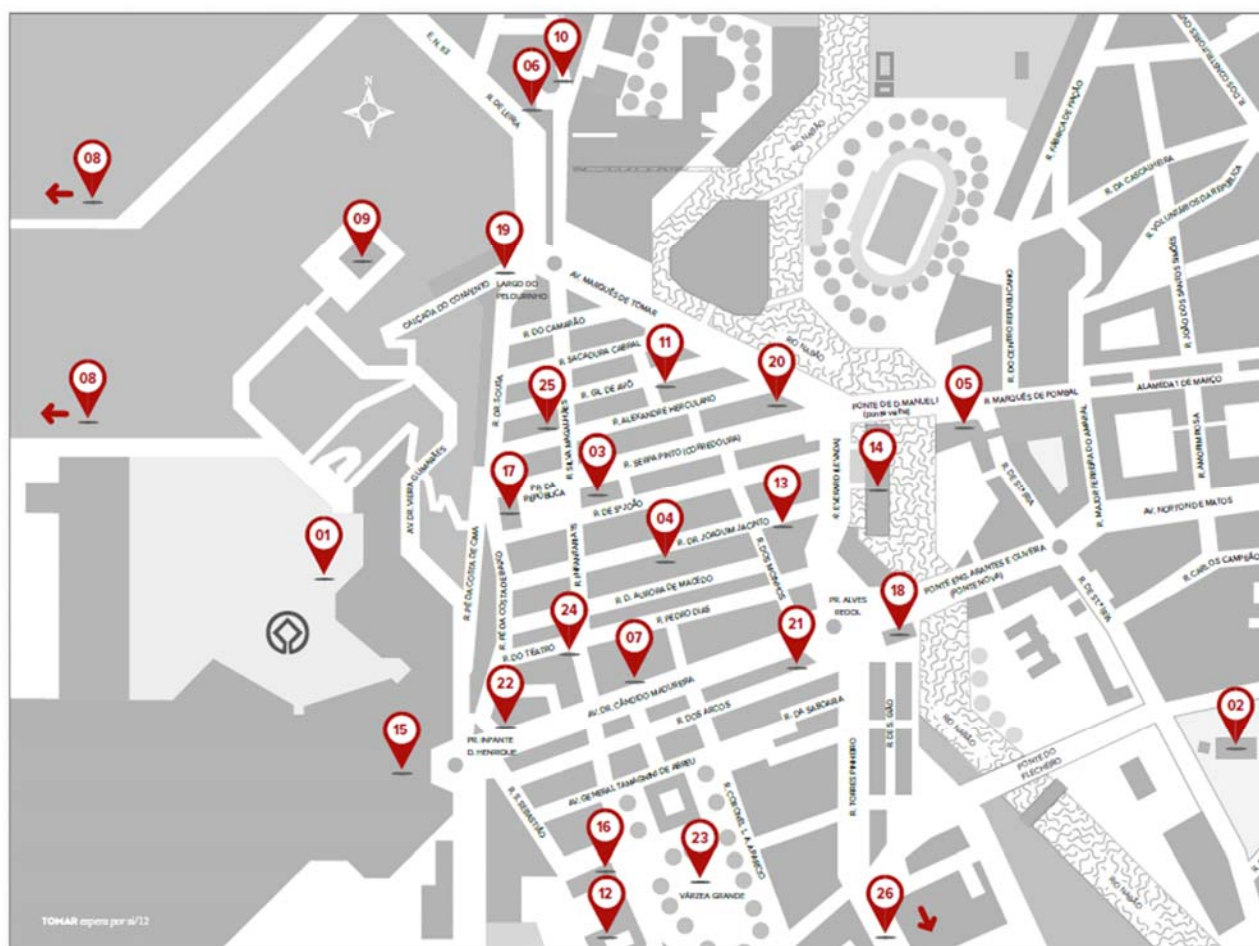

Figure 3: Location of audio-guides in the city of Tomar (Adaptation from the Município de Tomar, 2015)

SECOND STAGE OF THE PROJECT

In the second phase of the project we intend to widen the production of QR codes to other locations and to provide information in various languages, as well as producing audio-guides in other languages, promoting accessible tourism. Likewise, currently the audio-guides must be downloaded from the municipal website, however, it´s project's intent that they be downloadable *in loco*. The use of QR codes is a possibility to achieve this, as are Bluetooth or automatic activation through GPS coordinates.

Audio-guides will also be available through the Audite Platform which gathers audio-guides from the main monuments and national museological spaces (Figure 4).

Figure 4: Audite Platform

In this second stage of the project we will likewise develop an electronic data management platform for the municipality of Tomar that centralizes and facilitates the updating of information in diverse electronic mediums used by municipality (Figure 5).

Figure 5: Eletronic Content Management Platform

The creation of a promotional video that promotes Tomar beyond borders is another objective, having been previously defined by the guidelines of the Municipal Chambers and with the Coordinator of the Tourism Courses in the Polytechnic Institute of Tomar.

CONCLUDING NOTES

Accessibility to spaces and promotion of content in accessible formats to all citizens should be a municipal priority, seeking to adapt the touristic product to the various citizens rather than make them go through the obstacles themselves. Through this project we seek to promote the heritage of the city through ICT whilst making information to blind or amblyope individuals, as well as foreign visitors, through QR codes and audio-guides, thus seeking to promote a more equal opportunity to everyone that potentiates their return (Costa, 2005).

In the first stage of the project audio-guides and QR codes were created in portuguese for the main attractions in the city. In the second stage of the project we sought to widen this to other technologies and languages, as well as the development of an electronic platform that facilitates the management of electronic data for the municipal chambers, and the production of a promotional video the script of which has already been finished.

These technologies will allow the gathering of information about visitors and visited locations, allowing the Municipality the crossing of data with other data-sources (respecting data privacy), thus obtaining strategic information that will conveniently direct marketing strategies. Concurrently, this initiative can serve as an impulse to the creation of similar projects in terms of

restaurants, hospitality industries, local commerce, etc., promoting the local economy and entrepeneurship.

It also goes in line with efforts to use the technologies in pedagogical activities, with tests having been conducted in the Regional Education Seminar, which brought geocaching into dialogue with this project (Marques, 2016b).

The created products will be validated by users and specialists and surveys will be conducted to resident population and visitors towards improvements in the project.

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Architectural Lighting, a way to transform Space, a new way to satisfy the Visitor

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ABSTRACT

Architecture and Lighting are two important domains strictly connected during the design procedure of the space and especially during the use of the Built environment. In this paper it will be sited the interaction of the Architectural design with the Lighting design in order to satisfy the user, in order to please his visual and sensual needs. The appropriate combination of these values (Architecture and Lighting) provides the host an essential formula to satisfy and to present a space full of experience.

In Tourism the basic value is to satisfy the most special needs and the designed built space and outdoor environment become the shell to achieve that gold. It is important to realize that visitors' needs and cultural background might vary. As a result the notion of a qualitative visual environment might vary as well.

How much light is needed in Tourism facilities? Is the quality and the quantity of the lighting related to the visitor's background? What type of lighting sources and lighting installation to achieve a sustainable design? Is colour appropriate to attract and satisfy? Does Light and Lighting (the light as a mean and the light as an effect) become visual stimuli? Do they enrich the image projected to the eyes of the user? Which are the boundaries of exaggeration? Should the location and the quality of Natural light affect the design process?

These questions sited above are the basis of an analytical presentation of touristic spaces, of possibilities to enhance the spatial qualities through Light. Tourism is not a trend. Architectural and Lighting design are not trends too. New ways to conceive and to design tourism facilities are mandatory. The visual environment in touristic amenities satisfies and

pleases through a holistic view in order to offer great and new experiences concerning the use of the built space.

Key Words: Architectural Lighting and Hospitality, Lighting and Tourism, Light Attraction, Hotel Lighting

INTRODUCTION

Tourism is a Domain, an "Industry", which has been totally reviewed since the past years. During the last years a number of facts affected and inspired the notion of Tourism, the philosophy of the host and the requirements of the visitor. A given place, its history and its environment are not enough anymore to please all kind of visitors. The provided touristic product has totally changed. It has been enriched by new services, new uses and especially new experiences. Visitor during the last years has changed too. His philosophy of visiting, his willing and his interests have increased. He demands rather new experiences than a usual hospitality, not only based on the tradition, the sun and the sea.

The visitor wants to live in the place and not only to visit the place. That is to say, that the meaning of how hospitality is recognised has totally changed, transformed and it is evaluated in a different way than before. The fast-forward transmittance of information in real-time, the huge number of offered options, the possibility to make comparisons, the easiness to travel, the globalised traveler constitute some reasons to develop Visitor's criteria.

In order to accomplish, to please the most challenging visitors' demands, there is worldwide a tremendous increase of building-refurbishing-renovating Hotels - of all scales. The Design procedure of a new or a renovating establishment is based on a numerous facts provided by the business plan and the target group. How to please the customer and how the customer is be to be pleased are setting the new reality. Architectural design is called to fill in the new map of demands. It is the provider of the final shell – interior and exterior – in which the Guest will act, feel, see and generally experience. Throughout the detailed recognition of the business plan and the given facts, Architecture provides with the adequate solutions, of all scales, to accomplish the gold. A strictly connected domain to the architectural Design is the Lighting Design. Artificial and Natural light constitute values of the built space that are lately incorporated to the design process in order to offer fresh qualities on the built environment and new experiences to the user.

ARCHITECTURAL & LIGHTING CONCEPT – DESIGN PROCESS

A given project has some given facts. The master plan and business policy, the target group, the site, the general concept of the touristic establishment, the budget, constitute key elements of the

forthcoming project. Throughout the design Procedure all the related parts take into account the given facts and each one proposes the appropriate solution referring to its domain.

On the design scope, the Architect is analysing the main topics searching the appropriate design solution to service the needs of every space. Forms, Volumes, Textures, Colours are some of the means to accomplish the design purpose and to transmit the wanted feeling to the guest. The final atmosphere of the space is based on a consistent correlation and intervention of other specialities too. Lighting design comes to reveal the initial implemented qualities and to provide with new experiencing ways the designed-built space.

Before analyzing the way of reading the built space through the lighting design it should be important to discuss what is lighting and what is light. Except its nature under the scope of a Physician, light is the mean to communicate messages, often, Light is the message. All the lighting proposals should be based on a philosophy in which the aesthetical, technical, financial and technological aspects are deeply examined. By working and analyzing the Lighting Design in all possible scales - from masterplan design to an object creation- it is obvious that its implementation recreates and changes the lit target. The basic tool in all lighting interventions is to understand and to feel the design concept. It is the concept, the basic idea that follows all the steps during the lighting design process where all the essentials of the architecture and the users' needs have to be incorporated. Lighting concept is related to the holistic design process taking into account the sum of aesthetical, technical and functional issues.

If someone could divide lighting involvement based on the scale of the project it could be said that depending on the architectural scale and the business policy, these interventions could be analysed as:

_ *Master plan Lighting*

_ *Architectural Lighting (and Use)*

_ *Point Lighting-Visual Stimuli*

_ *Semiotic-Artistic Lighting*

MASTER PLAN OF LIGHTING

The Master plan lighting proposals relate to the general business identity and policy, to the site of every project and the policy decisions of how much light and its quality are to be decided by the design team. Geography and the surrounding environment of the project have to be examined with a great respect. The incorporation of the natural light and sunlight has to be examined. The approach of the lighting designer might alter a lot if the project is to be established in an urban or a rural environment. The illuminance and luminance levels may vary. The background, the history and the cultural elements of the site should be somehow implemented. The potential

background of the visitors must be incorporated to the overall lighting policy especially concerning the style, the quality and the quantity of light. In this step, areas of different use and points of interest within a certain touristic complex, may be confronted in a special way and may be highlighted inside this built complex. Masterplan lighting deals with topics like the general style, the general feeling (low/high light levels, security lighting, amenity lighting etc.) and generally the spatial atmosphere. The minor detail may have an extreme role of understanding the space, in affecting user's psychology.

ARCHITECTURAL LIGHTING AND USE

The Architectural lighting relates mostly to space and its use (reception, room, corridor, restaurant, etc.) concerning the human perception, the human scale and dimensions. It is related to the activities and the use of the space (to reveal and service a given use, to fulfil the visual tasks, to make comprehensive and readable the scale, the materials, the textures etc). It reveals the forms and volumes; it highlights the architectural qualities of the space by offering new way of seeing to the visitor. It is very important to be dealt both on the technical and aesthetical aspect of the space in order to achieve the best result for the viewer and to attract his visual interest.

POINT LIGHTING – VISUAL STIMULI

In this category light is focused on a minor scale; a small niche, an architectural element, a water feature, an object. Points of interest, pieces of art, objects, might become the main lit target. These elements by illumination could constitute supplementary visual stimuli within the built environment. These objects' qualities like shape, form, textures and their shadow projections have to be conceived with great respect on the detail. The lit target has a story to tell, a feeling to reveal. Often this category of light intervention is related to the master plan of the general lighting and the key visual themes created on and around the overall complex.

SEMIOTIC-ARTISTIC LIGHTING

The specific type of lighting project refers to the transmission of a visual message through a projected image. In this case the scale varies and this category is not strictly connected to the dimension and the size of the project. It is related to the meaning, to the message, to the event, to the surprise. Light in this case is used as a tool to please, to relax, to project a feeling, to demonstrate an idea or an atmosphere. Colour and exaggeration might be the way to communicate and to transmit these notions. Usually the character and the business identity of the touristic establishment are presented by semiotic lighting interventions.

It is of a great importance during the lighting approach the use of the lit space (or the lit target) and its nature. Every project has its different needs related to lighting; the specifications of each

project vary. Different use of space and the different users determine the illuminance and luminance levels. Meeting these needs is of a great importance to achieve a quality lighting proposal able to fulfil the visual requirements. A lobby or a restaurant, a pond or garden have not the same requirements. It is clear that the analysis of the uses and the holistic comprehension of the visual tasks provide with information about the lighting needs. Lighting designer must study the type of lighting installation, the nature of lighting scenarios and the possible lighting alterations based on possible space alterations. For example a lobby area represents the hotel's character and should be confronted with a different lighting philosophy comparing to a wellness space. The lobby lighting except of welcoming the customer and presenting the image of the business might vary by altering the light levels (low-high luminance levels). On contrary, a wellness space represents a relaxing place where intense lighting and contrasts might discomfort. The importance of understanding the lighting needs of a space is to understand the lighting needs of the user. In order to achieve that, international norms and measurements referring to the illuminance and luminance levels are some basic tools.

A qualitative space though, it is not only related to measurable facts. The quality is always an aggregation of a complex search. Psychological parameters influence the user's appreciation of a space's qualities. The quality of a lighting installation is related also to different values like hue, color, brightness and personal impression. Creating a qualitative space depends on 1) brightness levels of surfaces and objects, 2) the presence of visual stimuli and visual themes, 3) the quality of rendering colours, textures and details of the lit environment, 4) the colour temperature of the light, 5) the overall feeling of safety which the user has, 6) the ease and secure movement in the lit environment, 7) the lack of discomfort and disability glare, 8) the lack of visual and light pollution in visual field. The total impression is a combination of the above mentioned values which affect personal impression of space. Light Consultant is responsible to study and discuss their incorporation on the final proposal through his design and the final choices.

Another important issue is the aesthetical part of the lighting intervention and its materials. The objective of a light installation has to deal with a double parameter:

The first parameter has to deal with the final lighting effect of the installation on the viewer's eyes. It is related to the "projection" of light on the lit target, though the second one is related to the "projector" of light. It is of a great importance to study simultaneously the aesthetics of the lighting installation referring to the used material. The light fittings should not compete the message of the lighting concept, especially they should not struggle the spatial qualities.

The choices of lighting material though, are not only based on aesthetical and psychological analysis. The type of lighting (direct/indirect, diffusive/spot, amenity/safety etc.) and the choice of luminaires may consist the material to meet the above mentioned values but there are some criteria referring to technical, financial, energy saving and sustainability choices. In this technical part of conceiving light, lighting designer aims to propose a lighting scheme which will be finely specified concerning the way of installation and the way/rhythm of conservation. An easy installation and certainly a convenient change of damaged light sources/fittings determine the

correct conservation of the lighting installation. A successful lighting installation is often based on detailed planning and precise specification for the lighting material. So, at this point it is lighting designer's obligation to specify the type of lamps proposed, their nominal lifetime as well as their characteristics-properties concerning quality of light and energy loads. As much as the lighting choices are low energy consumption and of a great lifetime the higher sustainability and preservation of the project is achieved and ensured.

LIGHTING DESIGN CONCEPTUAL PROCEDURE

LIGHTING VALUES	LIGHTING DESIGN MANAGEMNET **MATERIALS+PARAMETRES**
- Brightness levels of surfaces and objects - Visual stimuli and visual themes - Quality of rendering colours, textures and details of the lit environment - Colour Temperature of the light - Feeling of safety - Easy and Secure movement and circulation - Lack of discomfort and disability glare - Lack of visual and light pollution in visual field	Aesthetical-Technical-Energy-Financial parameters
	A > Lighting + Luminaire = Lighting Effect (the Projection of Light) B > Lighting + Luminaire = Aesthetics of Lighting material, Objects of the lit environment (the Projector of Light)

f↔

Figure 1: Lighting Design conceptual procedure.

Generally it could be supported that the above mentioned strategies consist the steps of approaching a lighting project though different values and facts might occur. Each project has its own specifications, its classified context. The scale of the project might alter the intervention's priorities. It is a fact that a public area and a private one are dealt with a different point of view. The aesthetical and technical strategies in public space are slightly objective. Measurable levels of light like luminance and illuminance are more objective too. Similarly, it is asked to avoid extreme light levels, intense differences and contrasts, light pollution and glare. The fact is that,

especially for the public space, the proposed material should be of a great resistance against weather conditions, vandalism and characterized by quality construction (IP and IK rate of luminaire). In private spaces it is important for the user-visitor to have the choice. So, automated control systems should be implemented to the private areas (rooms, terraces, spas, etc.) for the user to change, choose and affect his lit environment. As it is quoted above, the lighting level standards vary depending on the user. The facility for the guest to alter the lighting conditions, dimming artificial light – controlling natural light, and to choose lighting scenarios might highly please him.

At this point it should be stated the study and the potential use of natural light and sunlight on Lighting conception. It is often observed that lighting interventions are not dealing properly with the natural light and sunlight.

Natural light and especially sunlight have to be confronted as a tool during the initial design. The first step for the lighting consultant is to decide whether or not to allow natural light and sunlight to penetrate the space. It is not always wanted. It might damage, it might cause glare and discomfort, depending on the use and the objects found on each space. The continuous transformation of the natural light's projection on a space depends on the time or season and may create masterpieces of illuminated space. The positive effects of natural lighting and sunlight on humans are well known by scientific researches throughout past decades. Its aesthetical impact on the architectural space is strongly recognized. The detailed observation of natural/sunlight's projections (often accidentally created) on our visual environment should be confronted as a great library of visual experiences. To understand and to analyse the nature of natural and sunlight provide us with the appropriate tools to conceive space with light and shadow.

SPATIAL LIGHTING APPROACH

The lighting scheme of a hotel complex is to be confronted as a multiple task concerning the different uses and needs, not only for the visitor, but for the staff too. Initially, lighting is one of the fundamental elements to create aesthetics, a visual environment full of experiences. Some initial principles though, would help to comprehend the qualities and the features found on every lighting installation and the way the visual perception is affected.

Firstly, the quality of light is to be determined. Good colour rendering of the lighting sources and generally warm white light (colour temperature around 3000-3200°Kelvin) is the usual tendency. Other type of colour temperatures (colder light) may be incorporated depending the design objectives but in general the warm tone of lighting enhances the mood of the visitor. At this point it is important to mention the visual adaptation referring to light levels. It is essential to set the luminance levels in order to offer a smooth transition from space to space, based on the ability of the eye to adapt to the visual environment.

The use of lighting features that cause visual discomfort is mandatory to be prevented. Visitors' ease is not only based on the offered services but also on the psychological and physical

qualitative comfort. The elimination of disability and discomfort glare as well diminishing light pollution consist great values during the design procedure, offering spatial quality.

Orientation throughout the building complex is also of a great respect. Since the arriving process to the hotel till entering the room, visitor needs to feel orientated. Moving from place to place is a common habit of the hosted people. It is a usual procedure for him to get to know better the place and "discover", to have the visual control of the space. In this case it is essential to mention the importance of the emergency lighting scheme. It has to be set up under strict International Standards and laws in order to function correctly, to guide visitors safely in case of emergency situation.

An important domain of Hotel lighting is also the energy consumption and the sustainability of the lighting installation. A fully automatic control system of lighting throughout the whole building has to be assigned. Low energy consumption light sources like LEDs and OLEDs have to replace older lighting technologies. Presence detection, zone lighting, daylight sensors related to artificial lighting, dimming possibilities of the interior and outdoor lighting, lighting scenarios, special software, could guide to a great attenuation of running costs and great savings could be achieved. The use of hotel spaces modifies during the day and night. Occupancy of spaces, visual tasks and the number of the users is decreasing during the night. Lighting scenarios provided by intelligent control systems may follow this change to adapt to the actual needs and simplify the maintenance of the installation.

ARRIVING THE HOTEL

The first impression of the hotel complex is the arrival procedure, the entrance. The combination of architectural elements and a carefully lit welcoming environment arise the feeling of the visitor. It is the first projection of the hotel and a good lighting demonstrates the character, the philosophy of the space and the secure environment to enter.

LOBBY AREA AND LOUNGE

The first visual experience of the Lobby gives rise to expectations of the service quality. Lighting, as everything else, has to be welcoming and friendly.

While entering the place the user has to be orientated. Lighting could help this procedure by emphasizing the different uses guiding the visual attention.

Lobbies and Lounges have a multiple role in the complex's operation. These place usually become meeting points, working areas or relaxing spots. So a multiple character may be introduced by using different types of light and a variety of illuminance levels; always under a holistic design. Diffused and indirect lighting additional to point/object lights may provide the appropriate visual environment to meet the multi-visual tasks.

RECEPTION

Reception areas have a double role on the overall space, a decorating and an operating nature. It is practically the first area where the customer is staying for some time, to communicate, to fill in guest forms, to ask for some information. The lighting reveals the architectural concept and aesthetics.

Often it is observed that reception desks are dark or low lit. It is mandatory for the visitor to envisage a well lit reception environment which assists the communicative process. Besides that, a well lit desk surface improves the visual performance of the reception personal. Reception areas and desks have to be illuminated by a good quality of lighting (colour rendering-colour temperature) and an adequate quantity (illuminance levels) in order to fulfill various visual tasks and to please the visual sense.

CORRIDOR-CIRCULATION AREAS

The corridors and circulation areas such as elevator areas and stairs are the transitional spaces which lead the guest to the room. A sufficient quantity of light, with no glare effects, is necessary to circulate with safety and ease. Signalizing the rooms' numbers and doors may provide the space with an additional quality.

Moreover, corridors are the intermediate space between the general impression of the building complex and the more personalized area of the room. It is a transitional space in which the visual task is just to walk and to be orientated; so, the designer may introduce different philosophies through lighting effects in order to avoid a "tunnel effect" and to transform this space to a "visual trip", where images and feelings are imprinted on the visitors mind.

Functional spaces, found in corridor areas need a careful treatment. Not only for the working person (relatively higher light levels) but also for the guest, it is important for these areas to be incorporated to the general design point of view.

ROOMS-PRIVATE AREAS

The design and style of the hotel room reflects totally the business's value of what is hospitality and comfort. The room has to be confronted as a multifunctional personalized space. The type of the guest, his background, his needs, vary; his visual preferences and performance vary too.

The basic idea for the room setting is to feel like home. To create a designed harmonious and balanced visual environment is one of the primary golds. To provide the guest the appropriate means in order to create a self adapting environment is essential. It has to be taken into account the variability of different uses taking place into a hotel room depending the nature of guest's

stay. Sleeping, relaxing, working and reading are several of these needs which demand various light levels and diverse type of designing architectural and lighting elements.

To meet up these requirements individual control systems could be implemented. By these intelligent controls the user may choose the lighting scenario to suit his visual preferences. By this digital control unit the guest may manage the blinds to adjust the natural light, may dim the light level to personalized level, may alter the lighting scenario in the restroom. A number of preset lighting scenarios could be programmed as well. A welcoming light scenario, a sleeping light scheme or a waking up light scene provide visual experiences. Safety and orientation at night should be considered too.

During the initial lighting design the design team and operator have to set the participation degree of the guest to the lighting scenery in order to assign the appropriate installation. The more the guest interacts and participates to the adjustment of his environment the more exciting the stay becomes.

Figure 2: Examples of different Lighting Scenarios for a Hotel's typical room (from left to right various adaptations: Daylighting, Welcoming, Reading (Dialux Software).

FACILITIES-AMENITIES

New uses, such as spas, wellness centers and swimming pools are introduced in hotels' facilities in order to make the stay more comfortable and the service more competitive. These spaces should be dealt with great respect to the notion of relaxation and convenience.

Controlling the light levels and especially the lighting scenarios to make diverse sceneries is an important design tool. The ability of the lighting scheme to differentiate the colour temperature (from warm light to cold light and vise versa) is a mean to recreate the space. Careful introduction of colour in lighting scenery might offer more value to the space. Introducing natural light to the space adds a quality on well-being and gives an important visual and sensual connection with the natural environment.

MULTIFUNCTIONAL ROOMS-DINING

The majority of the hotel businesses provide the customer with a variety of services except of the rooms. Dining, Conferences, Seminars, and Halls for parties and social events are usually spaces found in hotel complex. The fresh and cool design not only in lighting but in the interior decoration and architecture becomes more and more necessary to meet up the most extreme demands. Concerning the lighting it is necessary to point out several key elements that make an installation successful and adaptable to any different event.

Firstly, the most important issue is to install a good quality and totally controllable lighting scheme. Spotlights on tracks and other light fittings must be dimmable by a central control unit. The ability of dimming up and down the sum of the lighting sources may adapt to any kind of concept during a social event.

The potential of changing the colour temperature (ability of altering the degrees of Kelvin from warm to cold light) is also to be discussed.

Specifically when examining a Seminar room, there might be different space situations which demand a different type of visual environment. In such a room an oral presentation, a screen presentation or a discussion could take place. The fact of establishing a blind control system to control natural light is also important.

Another example is a dining room or the breakfast room. Both of these rooms while used during the day should have direct sight to the outdoor environment and perspective views to the outside. The good colour rendering of lighting sources and the pleasant atmosphere are mandatory for the guest to savor, communicate, discuss. While the nighttime usually it is necessary to dim down the lighting to create a more cozy and relaxing environment.

In all cases orientation, emergency lighting installation and the overall feeling of safety are very important for the well being of the use

OUTDOOR SPACES AND FACADES

The outdoor areas and the façade of a building are the identity projected to the eyes of the viewer. These are the advertising board of the hotel in the surrounding area to transform it into a landmark. Exaggerations of lighting intensities and colour may be abstained, though a holistic and conceptual installation might attract the visual interest.

The basic rules in outdoor spaces and facades are to take into account the architectural concept and forms additionally to the business plan and philosophy. These notions are the basis of establishing a contemporary lighting design which highlights the character of the company, no matter if it is a family enterprise or an international firm. It is also necessary for the outdoor lighting to avoid any visual impact on the guest's private areas like the room and its terrace.

Signalizing the entrances, the exits and fire exits, the process of arrival and the pathways are in general some key elements while conceiving lighting. The result must always be based on the above mentioned properties, the business' identity and the revelation of Architecture.

FACILITIES-WORKER'S ENVIRONMENT

In general there is a variety of different types of personnel working in a hotel complex. Their aim is always to service the customer and to offer the higher quality of hospitality for the guest.

No matter if these people are working in reception, restaurant, kitchen, technical department or cleaning personnel, their working environment should provide the appropriate standards in order to fulfill their job (qualitative lighting on the appropriate levels). For example a receptionist deals with a variety of guests' demands and has to cope with not only communicating but also writing, typing. The amount of light on the desk area should be alike to an office space (400-500lux) in order to achieve the variety of visual tasks. Likewise on a kitchen there are mandatory properties of the luminaires installed. A very good colour rendering is necessary for the cooking while high protection of fittings against moisture and heat ensure the safety above kitchen and food preparation.

CONCLUSION

Throughout the above analysis it is obvious satisfying the Guest is a complex procedure and a correlation between different professional specialties. The basic aim of Architectural and Lighting Design is to project the best image and to cooperate in order to please the eye and the brain. Sensing the space through Light and Lighting is possible; under a careful study of every spatial quality, in every project, the result enriches the environment by visual stimuli.

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Constructing Tourism in Greece in 50s and 60s: The Xenia Hotels Project

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ABSTRACT

The Xenia Hotels Project started in 1950 by the newly-founded Greek National Tourism Organization (G.N.T.O.). It was a unique Greek State program, by which different types of buildings and infrastructures were constructed all over the country, setting the standards for Greek tourist accommodation.

When and why did GNTO start the Program? Which were the aims of the Project? How did the Project change over those two decades? What are the types of the buildings? What happened to the Project? This presentation's ambition is to answer these essential questions based on documents of GNTO archives.

In the early 50s, prewar tourist facilities were ruined. At the same time, the General Secretariat of Tourism was transformed to GNTO, so that the Marshall Plan would fund four hotels. Despite wishful thinking that tourism would become a main axis of postwar economy, private investors hesitated to invest in tourist accommodation. As a result, GNTO continued constructing hotels and the Xenia Project was born. From 1951 to 1958, architect Charalampos Sfaellos was the Director of of the Technical Department. From 1957 to 1967, the pioneer architect Aris Konstantinides was the head of the Organization's Architectural Projects Sector. Thus, we can divide the Xenia hotels project into two phases influenced dramatically by the architects in charge. The buildings of the Project (hotels, motels, pavilions etc.), built in beautiful and historical sites, follow the principles of modernism mixed with local and cultural context. The Xenia Hotels set international high standards for private Greek investors in tourism. Local communities welcomed the Program, too. The Program faded out when A. Konstantinides

resigned under the dictatorship of 1967. In the following decades, mass tourism, new luxury life model and bad management led the Project to decline.

The Xenia Project not only constructed the buildings and their infrastructure, but also produced the "Xenia" brand based on sustainable policy on tourism that promoted the international "icon" of Greece as a "cultural product".

1 INTRODUCTION

As Tourism is today's most promising economic activity in a country in Crisis, it is very interesting to investigate how this phenomenon evolved in Greece after World War II (WWII), the major crisis of the 20th century. Of course, the two crises are very different (today we have an economic crisis), but after the War, all countries involved were broke and they faced the challenge to reconstruct in peace, despite their recent hostilities. Reviewing the past will reveal aspects essential to understand the present and plan for the future.

The Xenia Hotels Project marked the two decades of the Greek State's post-war reconstruction in the 50s and 60s, as a Civil war followed the world war till 1949. It was a unique State program. It started in 1950 by the newly-founded Greek National Tourism Organization (G.N.T.O.), by which different types of buildings and infrastructures, based on Modernism, were constructed all over the country, setting the standards for Greek tourist accommodation.

Modernism in architecture started to spread in the beginning of the 20th century. It was born under the spirit of neoterism during the late 19th century, as a rejection of the formal, anachronistic Neoclassical architecture (represented mostly by École des Beaux-Arts) that was dominant at that time but couldn't solve the problems and the needs of the modern way of life in industrial societies at big fast-growing cities. Industrialization, capitalism, urbanism and wars highlighted modern architecture as a fast, economical and quality solution to the contemporary mass problems of housing and reconstruction. In addition, new technologies and materials (glass, steel and reinforced concrete), the standardization of the construction by using prefabricated products and the innovative modern urban theories, fit the neoterism enthusiasm. After World War II disasters it was the dominant movement.

The Xenia Hotels Project is known in architectural, economical and tourism cycles as the program which played a significant role in the development of tourism, and the buildings are part of the modern architectural heritage. Despite that, the mainstream knowledge about the Program is still based on cliché stereotypes, speculations, obsessions or prejudice. This presentation's ambition is to reveal information about the Program, based on the unpublished records of the proceedings of the GNTO Management Council (from 1950-1969), the GNTO Plans Archive,

the Journal "Xenia" (the Journal of Hellenic Chamber of Hotels, 1950-1951, 1960-1967) and the Journals of the Greek Touring Club from 1931 till 1967. It also aims to answer the essential questions: When and why did GNTO start the Program? Which were the aims of the Project? How did the Project change over those two decades? What are the types of the buildings? What happened to the Project?

2 STATE PROGRAMS IN GREECE, TOURIST ACCOMMODATION PROGRAMS IN EUROPE & THE XENIA PROJECT

State Programs in Greece based on Modernism

Unlike the rest of Europe, in Greece we have very few examples of State Programs, all of which focused on solving very special social difficulties by using modern architecture: the School Program in the interwar period (30s) by the Ministry of Education, to address illiteracy; the post-war Housing Program by the Social Housing Organization, to provide low-cost residence to low-income internal migrants (Unfortunately this program was extremely limited comparing to the huge housing demand. Finally, housing was solved by private initiative by the phenomenon of "flats for land exchange" between small-lot owners and small-scale self-taught contractors, who built an apartment block on it.); the pre-war housing program for refugees of the Asia Minor Catastrophe, which can't be analyzed as a typical State program, as it lasted for decades (from 1922 till the 70s) and it is very complicated, involving urban planning, state loans, social housing, self-housing-constructions etc; the Xenia Hotels Project (1950-1967), to offer hospitality to high class international tourists, who brought valuable foreign exchange to a poor developing country.

All state programs of the 20th century used modern architecture to deliver fast, economical and quality results. The Kallia's Primary School Program (named after the engineer D. Kallias who settled the standards) in the end of the 19th century (1894) was based on neoclassical architecture (Kalafati 1988), as at that time modernism wasn't spread yet and local constructors had ignorance of the new material (betón armé) and technique.

Tourist Accommodation Programs in Europe

The Xenia program is unique for Greece, as it is the only state program focusing on economy. We can find tourist accommodation programs in Europe before and after WWII. In Fascistic prewar Spain, there are two kinds of building networks, the "Paradores" (hotels in historical-artistic style) and the "Albergues de Carretera" (=small road station inns) (Diez-Pastor, 2010). At the same time, Fascistic Portugal had the "Pousadas" project, which is something in between (Lobo, 2006).

In the coastline of post-war Communist Countries, we can find large-scale accommodation buildings and infrastructure, that were addressed to native and international tourists from the Communist Block that lacked coastline. In the cases of Yugoslavia (GNTO Council, 1951) and Bulgaria, special legislation helped to offer hospitality to international tourists from Western Europe, too, like the famous Black Sea's coast, the "Golden Sands" of Varna, Bulgaria (Kalanikov & Doychev, 2007). Those programs had similarities with the Xenia Project (all of them were state programs, used modern architecture, aimed to import foreign exchange) but also differences (as the communist programs were large-scale programs focusing on mass tourism; thus, many of the hotels lost their human scale, came in contradiction with the natural environment and some of them can be characterized as Brutalist architecture).

Tourism programs in Western Europe, like Spain's program, integrated into "Apertura" (=diplomatic and economic opening) of the late Franco's Dictatorship, and the "Languedoc-Roussillon Interministerial Tourist Development Mission" in France, known as "Mission Racine" (by the principal in charge) took place in the 60s, focusing on mass tourism. Both programs favored the Mediterranean coast and costed irreversible environmental degradation. On the contrary, the Xenia Project was focusing on a tourist elite and its small-scale buildings were adjusted to the landscape.

Figure 2: International Tourist Posters.
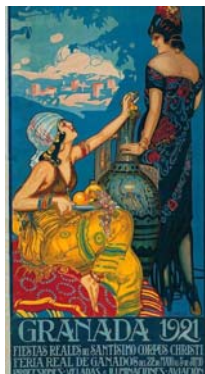
Granada   Spain, 1921

Rodes, 1927
(Italian poster)

France   railway, 1930
(Pierre Commarmond)

France, 20s/30s
(Roger Broders)

Dubrovnik, 1961

3. FOUNDING TOURISM IN GREECE

Prewar Tourism Accommodation

First modern Olympic Games (1896) organized in Athens attracted international "tourists". Until then, foreigners visiting Greece for non-commercial reasons, were romantic

travelers, "lovers" of ancient Greek civilization. Archaeologists, historians and writers came to Greece as part of the "Grand Tour" to the East (=since the 17th century, a noble should travel once in his lifetime to explore the "Antiquity", mostly in Italy and if possible in Greece).

In early 20th century, the Greek State appreciated the potential economical benefits offered by tourism, and from 1914 it started organizing official tourism bureaus in several forms, in order to attract foreign tourists and expatriates, but also to develop domestic tourism.

Table 2 Official Tourism Bureaus

1914	Tourism Bureau under the supervision of the Ministry of Economics
1919	Independent Department for tourists and exhibitions
1929	Greek National Tourism Organization (primary form)
1936	Sub-Ministry of Press and Tourism
1941	Directorate of Spa-towns and Tourism
1945	General Secretariat of Tourism
1950-today	Greek National Tourism Organization

For the same purpose, there were founded: the Traveling Association (1921) [later re-founded as a Greek Touring Club (1937)], the Greek Automobile and Touring Club of Greece (1926), the Royal Yacht Club (1933) etc and the professionals of the tourism organized unions such as the Chamber of Hotels (1935). In addition, the State established Tourist Police (1935), Tourism Schools (1936) and the Hotel Credit Organization (1939).

Travelers, traders, businessmen and tourists found decent hospitality in lodges located all over the country. They could find luxury, European-standard hotels (like the Aktaion Palace in Phaliro or Poseidonion on Spetses island) both in urban and in cosmopolitan places. In the province, they could find more humble facilities: hotels, inns or guest-houses, even rooms for rent in country houses.

At the same time, Spa-towns were organized at famous Mineral Springs (Aedipsos, Loutraki, Ypati, Kammena Vourla etc), as treatment and leisure centers, taking the example from the european paradigm. These accommodations (spas and hotels) were addressed to domestic tourism and expatriates (mainly from Egypt or from America). The buildings built since the 30s, in contrast with urban hotels, are formed in plain volumes, without any unnecessary decorations. The emphasis on simplicity, functionality and usability has been affected by the Bauhaus modernism.

Figure 3: GNTO's Tourist Posters.

Loutraki 30s   Corfou Island 40s   ^{Mycenae} 50s   Tours by pullman 50s   Greece 1961 (F. Karabot)

The first State buildings for tourism accommodation were constructed in 1930 by the GNTO - primary form- (Ekdromika 20,27/1931, 32-33,41,43/1932). They were modest guesthouses for tourists, serving overnight stay in significant archaeological places that lacked decent accommodation. We don't have adequate information about them today, as most of them are demolished. The first guesthouse was built in Sounio. The same type was used on the Acropolis of Corinth, that still exists in bad condition, currently owned by the Hellenic Archaeological Service. Another one was planned in Delos, with restaurant and hotelier's residence. This one was designed bigger than the previous guesthouses, as the archaeologists would use it, too. In 1954, it was renovated and named "Artemis". A "byzantine" style pavilion was built in Mystras. A "minoan" style was built in Phaistos. The plans were made by D. Kyriakos (known for refugees housing in Alexandras Ave.). The guesthouse had male and female dormitories for tourist groups. In 1954, it was renovated by the new GNTO.

The Organization also built tourist pavilions on Mount Parnis, in Paleokastritsa on Corfu island, in the archaeological site of Knossos (used as tourist office), on Pefkias beach at Xylokastro (used as refectory by car travelers), in Greek-Bulgarian-Turkish border checkpoint at Python (used as restroom), in the newly constructed artificial Marathon lake. Most of the tourist guesthouses and pavilions were replaced by new ones by GNTO, after WWII, as they were obsolete.

Primary GNTO also planned transformations of medieval castles into pavilions in the fortress of Patras, in Nafplion's Bourtzi, which was reconstructed and expanded after WWII (1951) by architect K. Laskaris (GNTO Council, 1950), and in the venetian dockyard in Gouvia on Corfu island by the same architect (Technical Chronicles journal, 1933), a project that was never realized, thus saving the monument.

Figure 4: The "minoan" style guesthouse built in Phaistos (D. Kyriakos).
Figure 5 & 6: The plans of the tourist pavilion in Gouvia on Corfu island (K. Laskaris).
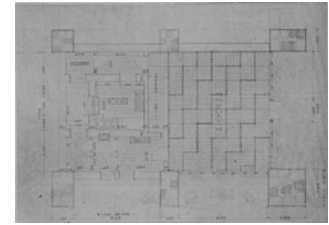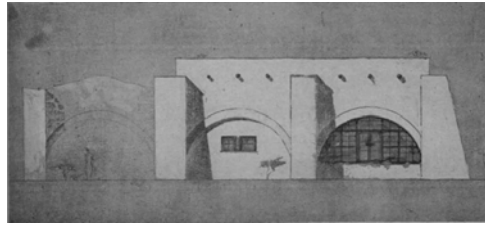
At the same time, primary GNTO planned an avant-garde program, so as to renovate and re-use abandoned monasteries as guesthouses (Ekdromika 20, 1931). Osios Loukas was the first Monastery in the list, followed by the Karyes & Vatopedi Monasteries of Mount Athos. National journal "Empros" (24/07/1930) supported GNTO's proposal, further suggesting that all monasteries be reused as sanatoriums for the public's vacations. Both articles tried to convince the Goverment to approve the program, but it seems that it was overruled. The program was revived after WWII (GNTO Council, 1954, 1955) for international tourists. The guesthouse of Osios Loukas was the first hostel completed. The two guesthouses of Meteora Monasteries (Varlaam Monastery guesthouse for men and Metamorphosis Monastery guesthouse for women) were the next and simultaneously the last projects, as the program failed, due the strict Orthodox Church tradition and the untrained (from a touristic perspective) Monks.

In 1935, Civil Engineer Ath. Manou, in his article "Tourism in Greece" published in Technical Chronicles journal, suggests the establishment of a "General Tourist Enterprise" owned by the State that would manage Spa-Towns, Archaeological places and tourist sites. Among its suggested responsibilities, the Enterprise would have to construct exemplary tourist accommodation using typology. He suggested: type A as mountain hotel, type B as Spa-town hotel, type Γ as sea-side hotel (all three with 100 rooms), type Δ as town hotel (50 rooms). He also suggested tourist pavilions with accommodation: type A (30 rooms) and type B (30 rooms & lobby), between long distanced tourist points. The buildings of the program should be built both in places that lacked accommodation facilities and in places with private facilities, as competition among them would improve the tourist services provided. The proposal stayed in theory, but it is the first time that we find such a large-scale state intervention expressed, similar to the Spanish or the Portuguese project.

The post-war projects of the General Secretariat of Tourism

During the hostilities of WWII and the Greek Civil War (1946-1949), all available accommodation facilities were requisitioned by the military occupation and later by the Greek army. The end of the wars found most of the accommodation buildings demolished and the remaining ones fully obsolete or damaged.

In 1945, just after WWII, the General Secretariat of Tourism (G.S.T.) was founded. The Tourism Reconstruction Program was planned by the *Supreme Council for Tourism*. The program proposed: the development of tourist sites (legislated in 1946), the reconstruction of Spa-Towns, the renovation of the prewar GNTO facilities, the adaptation of old buildings to hostels and new projects. The Council succeeded in reaching an agreement with the American Aid in Greece to include funding of the renovations and the new facilities in the Marshall Plan (1948-51), under the condition that all tourism projects would attract foreign exchange right away. The selected places were: Rhodes, Loutraki, Aedipsos, Corfu, Cyclades and Crete.

The program included the prewar pavilions with accommodation of: Ainos in Kefalonia (unfinished) which was abandoned in 1953 because of the earthquake, Knossos that was expanded, Sounio, Lindos Rhodes, Corinth etc. The new GST's projects are the pavilions of Palaiokastritsa (1951, architect J. Kollas), which is the first project to be completed by the American fund, of Xylokastro "Ammoudia", of Aedipsos (1951, architect M. Zagorisiou), of Epidaurus, of Mycenae, of Dafni. In Nafplion, the fortress of Bourtzi was reconstructed and expanded by architect K. Laskaris (1951). Frontier Railway Stations at Pythio and Eidomeni were planned to be renovated.

The most important projects of that period were the pavilions of Epidaurus, used as restaurant near the prewar unfinished hostel, and of Mycenae, used as refectory, both planned by architect K. Laskaris. Dafni's pavilion (architect Ch. Sfaellos) included a camping site, where the Greek Touring Club was organizing the Feast of Wine, since 1955.

All projects started by the General Secretariat of Tourism were completed by GNTO after 1950. GNTO replaced many of them with new ones, a few years later, when they became obsolete.

The foundation of GNTO & the new Tourism Programs

Despite wishful thinking that tourism would become a main axis of postwar economy, private investors hesitated to invest in tourism accommodation. As a result, in 1950, the American Aid was convinced by the *Supreme Council for Tourism* to fund four hotels in strategic places, but still had doubts about the ability of the Secretariat to manage them. Thus, the General Secretariat of Tourism was transformed to GNTO, an independent and flexible organization, authorized to: (1) manage tourist facilities owned by the state (hotels, spa-complexes etc), (2) invest in tourist projects in places lacking interest for private investments (hotels, pavilions, highway stations etc), and (3) organize commercial activities which lacked interest for private investments (festivals, tours, cruises, advertising etc).

The first session took place in great formality, on February 14th, 1951, with the presence of President S. Venizelos and the Minister of Commerce, J. Glavanis. The members of the first Council were the same as in the previous form, in order to continue the Secretariat's programs. In a two decades period, many programs were organized by a Council formed by various

counselors. Despite any disagreements between them, the counselors always respected each other, and they didn't hesitate to conflict with the Government, when that was necessary for the tourism's benefits.

The most important tourism programs planned by GNTO, which affected the position and/or the types of buildings produced, are: the "New Accommodation Program" including hotels and motels, named (after 1960) "Xenia Hotels Project" that became a model for private hotel projects, the "Tourist Pavilion Program" with or without accommodation (later integrated in the Xenia Project) including bars, souvenir shops, small exhibitions of folk art, tourist information kiosks etc, the "Development of Tourist Sites" with special legal status for tourism enterprises, the "Islands Development Program" that aimed to transform "wild" and beautiful places into cosmopolitan resorts (like Mykonos), the "Touristic Exploitation of Mount Pelion" a place that combines mountain for skiing with the sea and the tourist season extends beyond the summer period, the "Touristic Exploitation of Rhodes" the prewar cosmopolitan island, "Tours by Pullman coaches" and "Cruises" until private entrepreneurs took over, the "Road Stations Program" in partnership with private oil companies that was transformed into a motel program, the "Greece-Yugoslavia Cooperation Program", the "Greece-Italy Cooperation Program", the "Reconstruction Program for Spa-towns", the "Touristic Exploitation of Archaeological sites, Medieval Castles and Byzantine Monasteries", the "Acropolis projects", the "Touristic Exploitation of Mount Parnis" and the "Touristic Exploitation of Saronikos Seaside", both projects planned by C. Karamanlis' Government in which the GNTO was opposed to, the "Mount Lycabetus projects" etc. Occasionally, there were many other programs: transformations of old buildings to hostels, organizing festivals (Athens, Epidaurus) etc.

4. EARLY PHASE PROJECTS (1950-1957)

From 1951 to 1958, architect Charalampos Sfaellos was the Director of GNTO's Technical Department. The Architectural Design Office consisted of the young architects: M. Zagorisiou-Giannouleli, G. Georgiades, K. Spanos and H. Souffli-Spanou. The established architect Cl. Krantonellis was the head of GNTO's Projects Section (1951-53). GNTO's counselor, P. Sakellarios, prominent architect at that time, had an active role in architectural issues. Many projects were outsourced to renowned architect offices, such as Doxiades Associates.

The first 4 new GNTO's accommodation buildings planned to be funded by the American Aid were assigned to well-known architects of the time. The Americans requested the selected sites to return an immediate profit that would fund new tourist facilities. The selected places were: Delfi as one of the most important archaeological sites, Mykonos the prewar cosmopolitan resort, hestoric Nafplion the first capital of Greece and Kastoria the traditional town near the border with Yugoslavia, that provided the only car travel road connecting Greece with the western non-communist countries. The A' class hotel "Delfi" was designed (1951, expansion

272

1955) by the professor of architecture D. Pikionis, who was also involved to the Acropolis project. Architect P. Vasiliades was temporarily detached from Ministry of Reconstruction to design the hotel "Leto" (A' class, 1951) in Mykonos. The A' class hotel "Amfitrion" in Nafplion was designed (1951, expansion 1956) by Cl. Krantonellis. Unfortunately, the Americans didn't welcome the road-connection with communist Yugoslavia, and rejected Kastoria's hotel. GNTO kept up the project on its own funds. The A' class hotel "Du Lac" was designed by Ch. Sfaellos (1953) with fellow architect M. Zagorisiou. GNTO Council approved the architectural designs after several morphological   interventions (GNTO Council, 1953) aiming to harmonize the modernist building with the cultural landscape of the traditional town.

Despite the fact that the first four of GNTO's hotels were a great success, private entrepreneurs still avoided to get involved with tourism sector. Thus, the Organization continued the accommodation project by building hotels in Archipelagos, Ionian Sea, archaeological and historical sites, Pelion, Spa-towns etc.

The Archipelagos islands hotels are: "Thetis" on Skyros (B' class, K. Doxiades - A. Skepers Associates, 1955), a hotel on Samothraki (B' class, Stuart M. Shaw & K. Spanos, 1955), "Meltemi" on Paros (B' class, K. Kapsampelis, 1955), "Alkyon" on Thasos (B' class, Ch. Sfaellos, fellow architects K. Spanos & H. Spanou, 1956). The "Hermes" hotel on Syros (B' class, K. Georgiades, 1956) and the "Atlantis" hotel on Santorini (B' class, civil engineer J. Venetsanos, 50s) joined GNTO's accommodation network for financial reasons.

The hotels on Ionian Sea islands are: "Ainos" in Argostoli of Kefalonia (B' class, Ch. Sfaellos, fellow architects K. Spanos & M. Zagorisiou, 1955), "Des Fleurs" on Zakynthos (B' class, P. Vasiliades, E. Vourekas, P. Sakellarios, 1955). "Corfu Palace" in Garitsa (luxury class, P. Sakellarios, 1953) joined the network after a 50% depreciation of Greek Drachma, as the entrepreneurs had loans in USD. Due to the "Greece-Italy Cooperation Program" Ch. Sfaellos was assigned to design another hotel at Kanoni on Corfu island (B' class, 1958). In 1965, it was replaced by the "Corfu Hilton" hotel, as the unit was privatized and demolished by the new owner.

In Pylos, a place with archaeological interest, the Organization built the "Nestor" hotel (B' class, 1956), one of the less featured GNTO's units, as the Council was disappointed by the architectural result. In the spa-town of Ypatis, which fulfilled all the standards to be developed as a European bathing resort, GNTO raised an A' class hotel (Ch. Sfaellos, fellow architect D. Zivas, 1958). Due to the "Touristic Exploitation of Mount Pelion", Ch. Sfaellos designed his last project of his career in the Organization, in Tsagarada (B' class, 1957, expansion 1964), as the Council's morphological intervention was the beginning of the end for their partnership. The hotel of Ouranoupolis (B' class, P. Sakellarios, 1958, expansion 1964 bungalows) can be characterized as the last project of the early phase and the closing project of the GNTO-Church (pre-war) cooperation (the traditional town of Ouranoupolis is the passage to the autonomous Monastic State of Mount Athos). P. Sakellarios was discharged from the Council in 1958 and Ch. Sfaellos left the Organization in 1958. Their withdrawal closed the early GNTO's projects period.

Other projects GNTO executed were: tourism pavilions, traditional mansions turned into hostels (1954 "Hydra" Voudouris Mansion, Hydra, architect P. Manouilides) and frontier stations (1953, Eyzones, Evros, architect K. Spanos). The tourism pavilion project included: repair of pre-war facilities, finishing pavilions founded by the GST's and new ones, serving: beach facilities (in Mykonos, Kefalonia etc), archaeological sites (Episkopi etc) and historical places (Thermopylae, Marathon).

The Early phase projects were hotels in their majority. By that time, each hotel had its own name, originated in myths, heroes, lakes, mountains, winds and local site names. Most of the hotels were designed by the the GNTO's Technical Department. Ch. Sfaellos, particularly, had designed 6 of them himself. Beyond the use of the basic principles of modernism (grid, pilotis, standardization, functionality etc), we acknowledge his personal creativity in the use of: the upside-down cuneiform pillars of pilotis (Ainos, Thasos, Tsagarada), glass-bricks, the crook-lined wings, split levels etc, that formed his personal architectural style. In the cases of Kastoria and Tsagarada, his original plans were alienated by the Council's intervation, by using tile roofs, stonewalls etc, so as to be adjusted to traditional forms. Ainos, Thasos and Tsagarada units (before interventions) seem to be sequels of a single experimentation. Ypatis and Corfu hotels are both unique; the last one can be characterized as one of the best projects of his career.

Figure 7: The Organization's hotels designed by Ch. Sfaellos.

In 1957, in his article "Architecture and Tourism" (Architectoniki, 1/1957), Ch. Sfaellos made a report on behalf of GNTO's Architectural team, explaining that the selected sites were in "closed-loop tours", where tourists could find in "calculated distance" places to rest, eat or spend the night. Large-scale buildings had to be harmonized with the natural/traditional/archaeological landscape, without any "graphical décor". All units complied with international standards and GNTO's budget in order to become examples for private investors. At the end of his article, Sfaellos concluded that the Organization's contribution was more than tourist development of a site, it was a cultural intervention.

5. LATE PHASE PROJECTS (1958-1967)

From 1957 to 1967, the pioneer architect Aris Konstantinides was the head of the Organization's Architectural Department. He recruited a team of young passionate architects: Ph. Vokos (1958-after 1967), G. Nikoletopoulos (1957-1970), K. Stamatis (1958-1966), D. Zivas (1958-1963) and the only woman of the team, Aik. Dialeisma (1957-1963). The Organization also hired more experienced architects, such as J. Triantafillides (1958-1964) and Ch.

Mpougatsos (1958-1966). In this phase, many projects were outsourced, too, to renowned architect offices such as J. Rizos (1961, Xenia of Edessa), J. Antoniades (1961, Xenia in Mytilene), P. Manouilides (1966-76, Xenia of Nafpaktos "Evdokia"), P. Mylonas (1959, "Mont Parnes"), K. Kitsikis (1960, Xenia of Portaria), A. Papageorgiou-Venetas (1961, Xenia in Sifnos), Sp. Tsaousis (1961, Xenia Motel in Makriammos Thasos with bungalows), N. Chatzimichalis (1962, pavilion Xenia in Sounio) etc.

Konstantinides' new architectural team acted as a workshop with common architectural values, contrary to the previous early phase team that was centralized around Sfaellos. Before joining GNTO, Konstantinides had worked in the Social Housing Organization (SHO), making his first steps in standardization in Housing Programs. Nikoletopoulos and Stamatis also worked in SHO after their graduation. All members of the architectural team, even young architects, were assigned large-scale, demanding projects. Although Konstantinides is characterized as an argumentative/strict person, he trusted his team, giving them complete architectural freedom.

We can categorize the types of the new buildings of the second phase in two groups: Tourist Accommodation (Hotels, Motels & Highway Stations with accommodation) and Tourist Facilities without accommodation (Beach Facilities, Pavilions-Restaurants, Tourist Stations, Special Facilities, Frontier Stations).

Figure 8: Organizing rooms in wings. Aris Konstantinides.
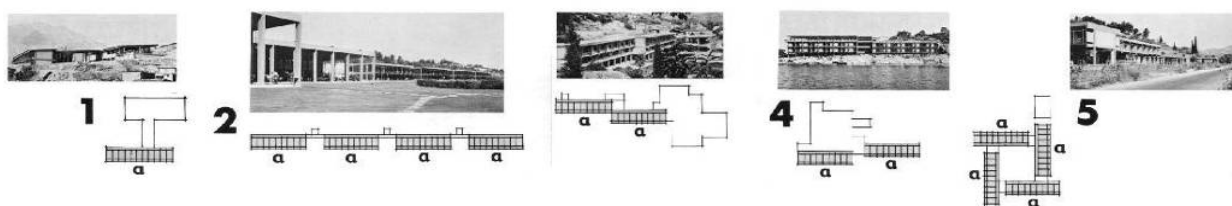
The second phase hotels are B' class in majority, contrary to GNTO's principles (supporting high-standards tourism), in order to reduce the cost per unit. For the same purpose, the first accommodation buildings of this phase still had shared bathrooms or lacked heating system, a fact that reduced the life expectancy of these hotels. Reduction of the units' cost was fundamental for the Organization, as they would build more facilities with the same budget. At that time (1958), a new type of accommodation, the "motel", was imported to Greece, targeting tourists who would travel by car around the country, spending each night at different, cozy hotels, with parking lots, built nearby national highways. Organizing rooms in wings, providing outdoor access to rooms, replacing bathtubs with showers and selecting low-cost non-urban lots, reduced the cost of construction. Highway Stations with accommodation were a type similar to motels, in smaller scale and with fewer rooms (usually with shared bathrooms), that had the potential to became a motel by future expansion. All types of accommodation buildings usually had oversized public facilities to serve future expansions and the local communities. In some cases, another new accommodation type, "bungalows", was used for expansions, as it could easily adapt to different landscapes.

The second phase projects are too many to be all analyzed (or even mentioned) in this paper, so we have to refer only to a few representative ones. The first hotel designed by Konstantinides is "Triton" in Andros (1958). His second project was the "Xenia" Motel in Larissa (1958), the first GNTO's motel. This is the first time a project is named "Xenia" (GNTO Council, 1958). At the same time, Konstantinides was studying the Motel of Igoumenitsa (1959) and he decided to experiment with the standardization of the buildings to save time and to reduce the cost. As he explained in his literature (Konstantinides, 1992, v1, pp 270-274) he took advantage of the neutral environment of both motels and designed them as "brothers". In 1960, he presented them side by side in Architectoniki magazine (24/1960, pp 71-80), exposing their similarity, without any comments. Gradually after 1958, all the projects of the Organization were named "Xenia" (even the older ones), so as to be established as a high-standard tourist-facilities brand, which is actually recognized till nowadays.

All the second phase buildings continued to support GNTO's policies on tourism. We find Xenia hotels, motels and highway stations in almost all Archipelagos islands [Andros, Mykonos, Kos, Poros, Samos, Rhodes, Skiathos, Spetses, Chios, Creta (Heraklion, Rethimno, Karteros, Chania), Patmos, Sifnos, Skopelos, Thasos], in archaeological and historical sites [Andritsaina, Olympia (Xenia Motel I, II, "SPAP"), Sparta, Nafplio (Xenia II, "Nafplia Palace"), Methoni, Kalamata], in Northern Greece [Drama, Edessa, Kozani, Komotini, Xanthi, Serres, Florina, Paliouri in Chalkidiki], in winter tourist destinations [Arachova, Karpenisi, Kastania in Corinthia, Vytina, Erymanthos], on Mount Pelion [Portaria], in Volos, on Mount Parnis ["Mont Parnes", "Parnis", "Xenia" hotel], along national highways [Kalampaka, Larissa, Platamonas] and especially for the Greece-Italy Cooperation Program" [Igoumenitsa, Ioannina, Arta, Messolonghi, Itea, Mornos, Acheloos, Parga, Nafpaktos], along Saronikos Seaside ["Asteras" bungalows & "Arion" hotel in Vouliagmeni, Grand Resort Lagonissi], in Spa-towns [Kyllini] etc.

The most well known pavilions are in: Evripos (1961, G. Nikoletopoulos), Kozani (1960, with accommodation), Antirio (1959, J. Triantafillides), Eretria (1959, Aik. Dialeisma), Livadia (1960, A. Papageorgiou-Venetas), Akropolis of Serres (1957, G. Nikoletopoulos), Sounio (1962, N. Chatzimichalis), Filopappou (1960, "Dionysos", P. Vasiliades), Loumpardiaris (1960, D. Pikionis), St. Loukas Delphi (1960, P. Pikionis), Xylokastro (1960, K. Mpistios) etc.

The second phase Frontier Stations are in: Igoumenitsa (1959, G. Nikoletopoulos), Evzones (1963, G. Nikoletopoulos), Nikis (1958, Aik. Dilaeisma), Kipoi (1961, K. Stamatis) etc.

The most popular Beach Facilities of this period are: St. Kosmas (1961, Ph. Vokos), Vouliagmeni I (1960, "Asteras", K. Voutsinas), Vouliagmeni II (1959, public beach, P. Vasiliades, E. Vourekas, P. Sakellarios), Arvanitia (1962, J. Triantafillides), Loutraki (1960, D. Zivas), Kavala (1961, G. Nikoletopoulos), Glyfada (1958, P. Vasiliades, E. Vourekas, P. Sakellarios), Patra (1960, R. Koutsouris), Nafpaktos (1962, K. Stamatis) etc.

In the second phase GNTO also transformed traditional mansions into hostels (1958, "Hydra II" Leousis Mansion, Hydra, architect Aik. Dialeisma), re-used obsolete big-scale buildings into hotels (1960, Parnis Sanatorium, J. Antoniades), renovated historical tourism

accommodation (1958 renovation & expansion, "Poseidonion", Spetses, P. Zililas) etc. At last, there are some special projects such as: the Xenia guesthouses & actors' changing rooms in Epidaurus (I & II, 1960-62, A. Konstantinides), tourist offices (Rome, Syntagma Square Athens), Glyfada Golf Club etc.

From Konstantinides literature we can summarize his personal architectural principles that he inspired to his team. The architect of each hotel would select the location where it should be built, in a privileged site, providing beautiful view, proper orientation and accessibility. The main general architectural characteristics are the following: environmental integration (natural, urban and cultural environment), proper orientation (usually south or east), a functional program of the floor plans, simplicity in forms and authenticity of the materials and techniques, a low budget construction, separation of public and private functions, relationship between inner and outer space, grid, typological organization and standardization of the construction. The materials selected were usually a combination of modern materials and materials used in local traditional architecture. Beyond these common characteristics, each building is unique.

The Program faded out when A. Konstantinides resigned under the dictatorship of 1967. Ph. Vokos took his place in the Organization, at the beginning of a new era; as mass tourism dominated in the following decades, the private sector took the baton of the tourism industry and state accommodation was no longer in need. Since 1967, the GNTO finished the projects of the previous period. Only a few units were built after the political changeover in 1974 [such as the Xenia of Lefkada (1978, F. Deligiannis) and the Xenia "Evdokia" of Nafpaktos (1966-76, P. Manouilides)]. They were planned before 1967, but the plans were abandoned due to political reasons. In 1974 A. Konstantinides returned to GNTO and lead another important accommodation program, the re-use of traditional settlements as guesthouses.

6. CONCLUSIONS

State intervention in tourism was an international practice until the 60s or the 70s. In Greece, the state intervention aimed to support the private investments in the tourism sector. The lack of private investors generated state tourism programs, not only in accommodation, but even in commercial activities.

The program known as the "Xenia Project" includes tourist accommodation and infrastructures made by official tourism organizations, from the beginning of the 20th century (the prewar pavilion-hostels of primary GNTO, the projects of the General Secretariat of Tourism, the primary and the late projects of GNTO), so as to reinforce tourism as a main axis of economy. Projects in Spa-towns are excluded from the Project, as they didn't succeed in attracting international tourism according to the model of European bathing resorts. The two phases of the Xenia projects in the 50s and 60s were dramatically influenced by the architects in charge (Ch. Sfaellos during the early phase, A. Kostantinides during the second phase). The

architect of each project designed from the architectural shells till the finishing details, which can be considered as a holistic design approach (Georgiadou et al., 2014).

The buildings of the Project (hotels, motels, pavilions etc.) built in beautiful and historical sites, follow the principles of modernism mixed with local, geographical and cultural context. Using Modernism as the official architectural style, it was a conscious political choice, not only to benefit from the advantages of the new materials, but also to promote Greece as a West-oriented progressive country. The buildings were not planned as stand-alone projects, but as part of an integrated sustainable policy on tourism. The GNTO gave priority to the provinces (usually not the urban places) and in places that lacked private tourism facilities, as the main goal was not the hotel units themselves, but the tourist development of the region. Middle-class tourism was left to private enterprises that exemplified from the Project's high standards units. Those facilities became very popular to the local societies, too, hosting their cosmic events.

The Program was lead to decline because of bad management, mass tourism and today's prevailing luxury lifestyle that is contradicting with the sober post-war modernism. From the 50s, GNTO made several unsuccessful efforts, using different models, to privatize the buildings, as a public operator could never be as flexible as a private one. But even in the cases that a unit failed as an economic activity, it always gave a long-term macroeconomic profit, because it contributed to the tourist development of that particular region. Today, most of the buildings are obsolete and abandoned. On the other hand, the architectural identity of the buildings in use is dramatically transformed by awkward attempts for renovation and expansions. The "aggressive" effort of the Association of Greek Architects (since 2007) to declare the most important Xenia Project's buildings as monuments, has saved some units for the time being. But this is only the begin of the debate towards restoration.

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Redesigning the visual identity of the objects displayed in a museum's gift shop

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ABSTRACT

The relationship of a museum, as a cultural organization, to its gift shop as a commercial product, is more critical than it seems. A contemporary museum, as a recreational space inherent in the consumption culture, asks for the redesigning of its cultural products in order to urgently finalize its fundamental survival plan. The gift shop along with its products, are both an important and a special place that allows the museum's profile strengthening, hence, substantially contributing to the economic development of the museum organization.

In recent years there is a nationwide tendency for the development, even so upgrading, the Greek souvenirs, a request that comes not only from individuals, groups and young entrepreneurs, but also from state agencies. Their demands are apparent in the subject-specific design competitions, as well as in the relevant researches held by academic institutions. The positive side of this

proactive attitude shines in the fact that some of the museum's gift shops align partnerships with professional designers, adjust their prices according to the current data, and increase the range of their products. However, it seems to be a long way ahead to run in order to reach the idea of redesigning properly such a kind of products.

In the present paper we suggest redesigning approaches implemented in some undergraduate works of the Visual and Decorative Arts Section / Department of Interior Architecture, Decorative Arts & Design / Technological Educational Institute [TEI] of Athens. An academic approach regarding the cultural product-design, is developed upon the study of history, thus based on an accurate design research, including the theories of the meaning that come along with the notions of the imaginative and the creative. Then, it presupposes a thorough analysis of interconnected complex systems that by all means it concerns museum organizations. Nonetheless, it provides cues for further inventions. In today's cultural environments, design occupies a central role in the creation and formulation of values, the structure of information flow and the aesthetics of the everyday practice. Moreover, it provides a conceptual framework so as contemporary issues and concepts can be properly addressed.

The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings. The aesthetic principle has under its skin the authenticity as a value, which, in its turn comes into existence through the systematic approach of the dynamics and effects of material and immaterial. Then, the type of a double-reference can be used and that could be an interesting idea to start experimenting upon.

To design items for a museum's shop consists a cognitive challenge; therefore it is essential to understand all the concomitant aspects. Acumen and the ability to adjust the phenomena of visual culture are presupposed in order to produce design that will not just follow the current but create the new, articulating at the same time a meaningful, complete reflection of our present cultural condition.

Key Words: Redesign, Visual identity, Museum shop, Cultural product, Souvenir

THE 21ST CENTURY MUSEUM

The international, world-wide accepted definition for the notion of 'Museum' is given in 2007, in the content of the Rules of the International Council of Museums (ICOM): A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, preserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment (ICOM, 2007).

In this context, museum forms a complex pattern of structures, organized so as to allow the contact between humans and objects through the human senses. The institution of a museum is based upon a set of standards and rules which, in their turn, are based on a system of values such as the safeguarding of a heritage, the presentation of works of art and unique objects, the transmission of scientific knowledge etc. The institutional nature of the museum not only includes the strengthening of its educational role and its authenticity with respect to science and arts, but it also encompasses the idea that museums remain in the service of society and its development (Desvallées & Mairesse, 2014).

Since 1980, museums has began to significantly change from 'vaults' of valuables - interiors obtainable only by a few, by the educated and the intellectuals- to spaces that are open and welcoming for everyone (Black, 2005). They adopted a more or less consumption model - through spectacular architecture projects, prestigious exhibitions and festivals etc.- increasing rapidly their popularity (Desvallées & Mairesse, 2014). Meanwhile, new museum functions, which had already been established by the second half of the 20th century, led to specific architectural changes within museum's structure.

Among these structures –such as, the creation of workshops, the provision of rest-areas and multiple levels of usage spaces- was also the creation of bookstores, restaurants and shops that offer for sale objects related to the museum's exhibitions. Gradually, the museums turned their attention to every guest, even to the people who do not visit them. Their current communication policy demonstrates an effort to reach a wide audience (Goulding, 2010), claiming a new role of a social action.

Today, most of the people who are visiting a museum they do not just visit its collections. Factors such as, the easy access, the convenient facility to have lunch and shop, the flexible exhibitions, the participation in various programs and/or activities, provide an important motivation in order to visit a museum. In some cases, the 'tourist' visitor seems to have replaced the typical 'target' visitor of museum market (Desvallées & Mairesse, 2014), inaugurating thereby several new prospects to the particular area in respect to its future planning.

Nowdays, the museum continues to evolve into a contemporary and socially aware organization, which emphasizes in the interaction between its entity and its visitor, in the way that its experience can be fascinating to most of the people (including children, senior visitors, visitors with disabilities etc.) (Black, 2005). The museum as an expression of cultural diversity, can be useful to society, accessible (intellectually, practically, socially, culturally, economically) to everyone (Black, 2005), inasmuch as it focuses its practices on managing successfully the overall experience of its visitors (Rentschler & Gilmore, 2002). Via those tactics that serve the entertainment of its visitors, it also educates them, offering to the public a complete museum's experience.

The trend of museum's activity to 'turn to the public', following the growing importance of the visits themselves, as well as the need to take into account the needs and expectations of the visitors, correspond to the so-called commercial trend of museums (Desvallées & Mairesse,

2014). Accordingly, the development of museum's shop may be a manifestation of such a trend (Theobald, 2000). The museum's shop was originally conceived as a means of financial support to the museum (Lovelock & Weinberg, 1989), fulfilling a significant part of museum's objectives, namely, the one that refers to its educational vision (Theobald, 2000; Mottner & Ford, 2005).

Hence, over the years, the importance of the overall life of a museum has changed, transforming it into an institution with a mission to provide products and services that support the education and the enjoyment of a visitor, even to extend and advance the visitor's relationship with the museum (Theobald, 2000; Kotler et al., 2008; Buber & Knassmüller, 2009). Particularly, a museum's shop embellishes the functional content of a museum, by developing this content towards an educational cause. Further to that, it can decrease psychological barriers such as the 'fear' of entering the museum. In addition, the same effects of the integration of new technologies, also occur with the existence of a museum's shop; it lengthens the visitor's stay, intensifies the exploration of products and gives space for social interaction which, impacts on the quality of visitor's experience of the museum's essence (vom Lehn & Heath, 2005; Buber & Knassmüller, 2009; DeLand, 2015). Nonetheless, the museum's shop enhances museum's brand, by adding a strong element to its identity.

THE MULTITASK OBJECTIVES OF A MUSEUM'S SHOP

A museum's shop is indeed an integrative component of the museum, in a sense that it constitutes the calling card of the organization. Among its objectives included its responsibility to support the achievement of the museum's educative aims and enable visitors to have information about its history and its collections. It also should take under consideration its visitors´ expectations, address its activities to the broad public and last but not least, to bear the weight of keeping upright a financial contribution to the museum.

A museum's shop can be seen as a hybrid of a gift shop and a museum exhibit. However, several features distinguish a museum's shop from a gift shop, yet, the most significant one is its educational obligations to the visitor. Let us make this point it very clear, inherent in establishing the goals of a museum' shop should be the thought that the educational mission will often take precedence over its income production (Theobald, 2000; Hata et al., 2012).

Given the specific character of a museum's shop and its important institutional role as an important, public reflexion of the museum (Hata et al., 2012), like the museum itself, it has to deal with a dual objective, financial and educational (Kotler et al., 2008). For the Federal museums, the educational objective on an ad hoc basis might explicitly be put first by law (e.g. Austria) (Buber & Knassmüller, 2009). It is this very reason due to which, the objects displayed in a museum's shop must serve the overall image that the museum wishes to project.

Yet, there are certain guidelines regarding the above issues, especially in those cases where a museum has adopted the so-called Ethics Policies (DeLand, 2015). Within the context of a museum's foundation, ethics can be defined as an exchange of views in order its core values and principles to be set and in their spectrum, the museum operations will be grounded. The ethic principles are developed and contained within the operational codes of a museum, henceforth, they sustain a moral code agreed and respected by all members of the museum's family, and its function works complimentary to the strict requirements of the law. An example of such an Ethics Code protocol is provided by the Ethics Code of the ICOM.

Following these facts, a museum's shop holds a designated meaning which, encapsulates several important obligations to the public, yet, more and above to ensure the quality and authenticity of its products. It is within the responsibilities of museum shop's involved staff, to be aware of the source, quality, and educational value of all items displayed in the shop, along with their proven authenticity (DeLand, 2015). Misrepresentations or misjudgements, concerning these values, directly reflect upon both the reputation of the museum and the museum's shop, therefore, any reproduction, replica, and relevant products should be meticulously chosen. By all means, any director of a museum's shop, along with the museum's ethics protocol, is required to ensure that the products follow the requirements of excellent quality (DeLand, 2015).

The planning of the number, the kind and the style of the products that will complete the shop's collection is a duty of the sales manager who determines the annual unit and gross-profit plans by implementing marketing strategies; analyzing trends and results. Even so, sales managers and advisors make their choices according to their intuition, adjusting selling prices by monitoring costs, competition, supply and demand, experimenting quite often, so to minimise the risk of low and/or zero sales. In any case, all the products should be examined on a regular basis and reassessed to ascertain the degree of their liaison to museum's collections, exhibitions and programs. The main criterion that they have to reply to, is to remain in alliance with the wider objectives set by the museum (DeLand, 2015).

Another issue that comes forward deals with the necessity to keep in equilibrium the museum-shops sale policies with that which a visitor is looking for or expects to find. The museum's shop should be ahead any visitor's need, and at the same time to embrace all of its visitors desiderata. The visitors; Who are they really? The demographics of museum's visitors vary, depending on the subject matter, the prestige and the location of a museum (DeLand, 2015). Thus, it is true that museum's visitors are changing due to wider societal influence, or due to their personal circumstances, but at the bottom of all these stands always the irrefutable element that the museum's shop director and its sales manager should never stop to try understand visitors and re-evaluate their selling proposition in order to continue to attract the existing and the new generations, if they are to survive (Slater, 2007).

Such an observation, firstly lead us to accept that the process of defining a marketing strategy for a museum shop, involves the 'reading' of the current visitorship (Buber & Knassmüller, 2009). Secondly, it allows us to say that the broad categorization of museum's shop visitors into three

groups -the tourist, the enthusiast and the impulse buyer- is no-longer a sufficient source of information.

Eventually, as a result of some wise and brave decisions made by enlightened directors, several museums have become desirable places to spend a leisure time. In addition, the public's idea for the products that a museum's shop has to offer is equivalent to articrafts of excellent quality and taste (Theobald, 2000). To maintain this exact expectation, the shop should present us with items that they are safe, they pursue an educational purpose and they are characterised by a higher quality (DeLand, 2015). Successful museum-shops offer unique items which, one can not find and buy anywhere else. In this way, they satisfy the visitor who seeks to take with him/her a palpable piece of evidence of the sui generis museum's experience. It is well established that the visitor's route in the museum has as its last stop the museum-shop (DeLand, 2015).

THE GREEK MUSEUM-SHOPS

The progress that has been observed in the development of museums in Greece is also remarkable. There are many, noteworthy, small and large museums, where visitors meet with the Greek cultural heritage. Greece is one of the first countries in the western world that put to a museum's objectives an educational purpose first. The evolution of Greek museums characterised by decisions that made and affected them during several periods, until they reached the last period of critical change (2008 to present) in which, inter alia, new museum spaces created and new museum programs set. At the same time, the long period of economic recession had begun to reflect upon every Greek cultural institution.

Nevertheless, Greece is widely known as the land of the Archaeological museums -maintaining archaeological collections that are valued among the most precious in the world- and their visitors are long familiar with the particular kind of museums. Yet, during the last few years, museums that differ in style and content have also been developed, giving a plenty of choices to any possible visitor. The Greek museums, archaeological and others, are now compared with the ambitious international museums, on the level of the number of their visitors, their programs, events and exhibitions (Dalakoura, 2008). Still, there is a considerable undertaking that remains to be carried in order to fulfil their social vision, especially regarding its dynamics that can be further thrived, placing at the centre of their endeavours the substantial participation of their visitor.

Similarly, Greek museum's shops, particularly those that are hosted either in the Private or in the great Public or Governmental museums, are following the international standards of products and services quality, highlighting local characteristics along with a ruling design. Other, mainly the smaller Governmental museum-shops pass their management to the Archaeological Receipts

Fund (ΤΑΠ, 2017)[11] which, organizes in museums and archaeological sites shops that sale the exclusive ΤΑΠ products, ie. casts, replicas, copies of ancient artefacts, etc.

The majority of the aforementioned museums is keeping a low commercial profile, highlighting only the value of their exhibitions along with their educational attribute. Though, since 2000, the sales of the Private or the large Public or Governmental museums-shops constitute an important source of revenue, in smaller Governmental museums, archaeological sites and monuments, the shops are operated by obsolete procedures, resulting to raise a rather dull income. Despite the different managerial tactics, there is a broad tendency for developing and upgrading the Greek souvenirs not only from the visionary individuals, groups and young entrepreneurs, but also from governmental agencies and academic institutions, which announce relevant research and creative projects.

In order to define the identity and upgrade the function of Greek museums, it is drafted a national pilot-program which, among others, included the extension of the museum's visiting hours, the employment of qualified staff, the renovation and reopening of the affiliated shops and reassess the policy regarding the collections displayed in their museum-shops, by launching competitions and collaborations with Fine Arts Universities (Figure 1). The above activity brought into light some interesting outcomes; certain museum-shops sign partnerships with professional designers, re-adjust their prices and increase the range of their products. Yet, all the involved parties agreed with the indisputable fact that there is a huge unexplored field to delve into, regarding the process of re-designing objects for a museum's shop.
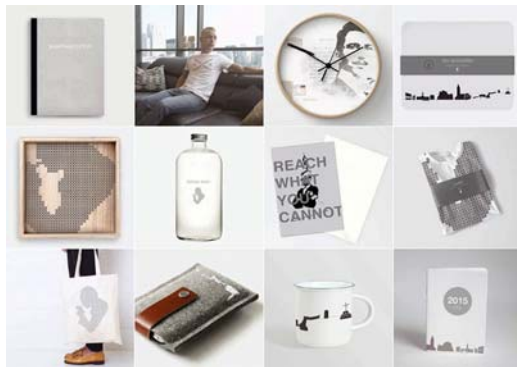
Figure 1: M. Roussaki, Designing Products for Kazantzakis Museum's Shop, Final Year Project, 2015

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[11] Public Organisation under the auspices of Greek Ministry of Culture and Sports. It is mainly a fund-rising organisation that administrates the income deriving from the management of the archaeological sites to the benefit them back.

RE-DESIGNING MUSEUM'S PRODUCTS

In this paper we present certain re-designing approaches realized in the Visual and Decorative Arts Section at the Department of Interior Architecture, Decorative Arts & Design, within the context of undergraduate works, dissertations and final projects. Here, the goal is to show the essential presence of design along with its efficient use. The academic study regarding the design of a cultural product, which takes under consideration its commercial features, additionally allows for the profound analysis of complex systems such as museum organisms. It includes the study of history, design research and the creative effort, providing some valuable suggestions for further investigation.

In our contemporary cultural environments, design holds a central role in creating and articulating values, in structuring and transmitting information and in shaping everyday practices (Julier, 2006). Moreover, it can provide a conceptual framework to address contemporary concerns and concepts. In the projects that we will present, students have chosen small museum-shops, yet, their targeted design addressed to young people, having in their mind their peers and following their own mode. With the exhibited works of art in those museums as raw models to inspire them, they re-moduled old motifs and themes, giving to old works new shapes, venturing sometimes subversive and entertaining applications.

During the early phase of the planning process and in order to develop the fundamental familiarity and the concomitant understanding of their subject, they investigated their subject through a systematic research, applying to their research qualitative and quantitative research tools. In this context the students have studied the cases of ten museums in Athens[12] and two of the Region museums[13]. It was made a use of a mixed design research: questionnaires completed by nine museum vendors in Athens, interviews replied by representatives of five Athens and regional museum's shops, behavioral observation and questionnaires.

The main reason for the foundation and the overall existence of museum's shops was and still is the financial support of the museums. An exception is provided by few museum-shops which, they have no commercial but informative and educational orientation. Such a strict policy results to limited sales, that, in their turn, lead to a collection of a small range of products, which works rather negatively for their visitors.

Withal, the percentage of museum's visitors who visiting the shop is quite high and there is also people who visit exclusively the shop. However, the sales are moderate, mainly due to a large percentage of visitor's belief that the products are expensive and for that they do not appeal to their preferences. The sale directors and the managers in both the small and the large Private have identified this precise matter or Governmental museum-shops, consequently, they are

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[12] Benaki Museum, Byzantine & Christian Museum, Acropolis Museum, Numismatic Museum, Museum of the History of the Greek Costume of the Lyceum Club of Greek Women, B. & M. Theocharakis Foundation for the Fine Arts and Music, Museum of Greek Folk Art, Museum of Cycladic Art, Herakleidon Museum, National Museum of Contemporary Art

[13] Kazantzakis Museum, Historical Museum of Crete

geared towards including in their collections more economical products. Thus, they aim to broaden their purchasing audiences, especially, the younger audiences.

Almost all museum's shops display cultural products, aiming to contribute to the acquisition of knowledge and the interpretation of the exhibits, moreover to convey an experiential type of experience for the visitor. In addition, their intention is to introduce the exhibits to a wider audience, as the aforementioned products are offered for personal and/or business gifts. The cultural products are genuine copies of significant and representative exhibits of the permanent collections of museums, as well as the periodical exhibitions. The target group of these products is mainly refers to senior visitors.

Most of the museum-shops feature contemporary, original, decorative and usable items, inspired by museum's exhibits. A tag caring specifications about their characteristics and their creator usually accompanies these products. Visitors are asking the managers of museum-shops for all sort of information; they are interested in getting familiar with the history of the objects, of how they are made, or even, information about their creator.

The creators of the objects that are displayed in museum-shops are artists, designers and craftsmen, to whose, the large museums in particular, invite their works in order to expand their shops collection. Also, there are cases where creators were discovered among workshops of social organizations. In addition, relevant competitions and partnerships with educational institutions are being carried out. Most museums collaborate exclusively with Greek artists to support the domestic production. Further to this, some museums aim to maintain and highlight traditional techniques that tend to disappear, and to support the craftsmen who are still working with those techniques.

The main criteria that are enforcing the selection of the objects have to do with their consistency of the relevance with the exhibits that belong to the permanent collection of the museum and their overall museum's identity, the innovation in their conception and design, as well as the assessment on their marketability. In their attempt to renew and update their collection -thus to attract young visitors- some shops are orienting towards enriching their collections with objects made with new, innovative materials and manufactured with the use of new technologies.

In alignment with their educational objectives, museum-shops also feature selected editions, from both Greek and international literature, and museum's printed or digital and multimedia publications. The items that are displayed in museum-shops are designed to fulfill their purpose as objects found exclusively in a museum's shop. Indeed, the products presented in a museum-shop are usually designed and manufactured to be as such, while existing commercial objects are rarely selected on the basis of their compatibility with the orientation of the museum's aspiration.

The demands and aspirations of the visitors, the association with museum exhibits, the uniqueness and originality of the object, are some of the targets that students are called to reach, when they are about to draw their first forms. The information and knowledge about the exhibited works of art, along with the design values (form, color, composition) comprises the

elements they use in order to create an item for the former purpose. A vendor product links the past to the future and works as a mediator between the museum (as an institution) and its final recipient, the public. Students recognize that these products have to 'tell a story', to be a living reminder for the visitors, so every time they see or use the product to recall their museum visit.

In order to control the quality of their results, the students made formative evaluation for each project, using low-fi prototypes. The process was developed upon a group evaluation technique. Specific group of five evaluators, observed by tutors as coordinators, examined the design results according to the specifications set by the working group in the analysis phase. Such specifications included the relevance of the object to the exhibit, the brand and the values of the museum, the suitability of the style according to the tastes of specific target group, the consistency and the uniqueness of the design innovation, thus the usability in cases where their design included changes that arrive with the use of smart materials and/or smart technologies. The members of the evaluation group completed calibrated questionnaires, on a scale of 1 to 10, which the tutors had drawn up.

Additionally, all students attended the phase of evaluation, supporting the designing process with comments, thoughts and suggestions. Each working group revisited and analyzed the results of the evaluation. These results have composed their guide to shape, furnish and finalize their proposals (Figure 2, 3). In conclusion, the evaluation process has highlighted that students understood the fact that the study of a system, such as the museum organization is, requires a complex analysis.
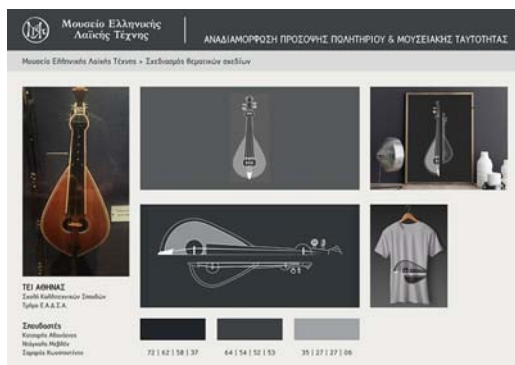
Figure 2: A. Katsaris, M. Dagala & C. Samaras, Decorative Arts: two-dimensional design, Proposal for the Museum of Greek Folk Art Shop, 2016

Figure 3: C. Varlamou, E. Konnari & C. Tsakiri, Decorative Arts: two-dimensional design, Proposal for the Museum of Greek Folk Art Shop, 2016

In their work, most of their data was obtained through research, in terms of the standard operation and requirements of the shops, the preferences of the target group, etc. However, it observed by the evaluation team that some relevant territories were under a deficient study or no study at all, as for example the history of certain periods and/or the history of the exhibits. We shall mention once again that the design of objects that are going to be placed at a museum's shop has to have cultural content and to bring with it the important obligation for quality and authenticity. For that reason, in the course of designing any cultural product, designers should be committed to a keen observation and sufficient study of the history in order to understand a(ny) culture.

They should also design objects to whom the target-market can recognize and appreciate their value, so to increase the power of communication of object's cultural message, thus to enhance its cultural authenticity. Yet, designers should be consistent with the requirements of cultural creativity and not to focus exclusively on the market needs (Chang & Wen, 2011), or, in other words, to design a cultural object requires to make palpable the best possible balance between market needs and cultural authenticity.

Aesthetics and creativity could circumscribe a gray area for the cognitive functioning of cultural authenticity, hence, designers should really work persistently upon this matter. To enhance the perception of cultural authenticity requires not only an adequate interpretation of a culture under quest, but also an emphasis on the quality of design itself. Such an emphasis makes visible the connection between the object and the cultural elements it incorporates.

THE GREY AREA OF AESTHETICS, REGARDING THE OBJECTS DISPLAYED IN A MUSEUM'S SHOP

'If we work with the surface image without understanding the underlying rationale, the results can look wrong. Sometimes they are only subtly wrong, but this can still leave us with the vague feeling that something is not quite right – even if we cannot say exactly what it is. We are

subconsciously aware of how things should be, an awareness acquired over the years', says the engineer John Thornton (2005).

A shop that is related to a museum, it is ultimately related to the managerial strategies employed by the Board that runs its operation. Since the present paper investigates the association of the objects in the shop to the pieces of art exhibited in a museum, it certainly asks for definitions and methodologies of the design practice needed to maintain such a relationship. The design of an object is a dynamic process in all respects, yet, the specific context raises a question that is fundamental to the kind of the objects presented in a museum's shop. Do the object that residue a museum shop should convey a reference to the museum experience? If yes, for those designers who seek to relate their designs to the public, the challenge of designing for a museum's shop is huge. Not only they have to process periods of art and worlds of culture, but they also have to think of how they will translate that processed information into objects and symbols that are visual and more or less functional.

Hence, the most difficult aspect to convey or reveal in the aforementioned objects is the aesthetic value. The prospect of realizing ideas into forms is a transition during which some qualities are gained and others are lost, however, a reference to museum's permanent and/or temporary exhibition seems to be for a designer an essence of a great importance. Thanks to the post-modern thinking, a reference does not offer us a rigid point of view; there is always the type of a double-reference that can be used and that could be an interesting idea to experiment upon regarding the notion of re-designing objects. A double-reference generates a period of investigation, experimentation and discussion, even in a world that constantly seeks for the new, for the different, interested in altering and changing.

It is a principal necessity to position this change in a broad context of theory, culture, history and craft, by means of to re-design necessitates to re-think about the aesthetic line that runs through our culture to now. Paul Willis (1990) in his *Symbolic Creativity* discusses the concept of grounded aesthetics which is *'the creative element in a process whereby meanings are attributed to symbols and practices and where symbols and practices are selected, reselected, highlighted and recomposed to resonate further appropriated and particularized meanings'*, and that is one thought that is worth visiting it. If equipped with a critical understanding of his/her subject, the designer will approach this transition with reliance and adapt to change accordingly.

The knowledge of the aesthetics and the experimentation upon aesthetic principles can establish the stimulating practice of designing of objects for a museum's shop as a territory to instigate rather than a space to present charming ideas. The particular practice comprises a cognitive challenge; therefore it is essential that all aspects of what is emerging from this shift are examined. The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings. The affiliated terms involve the projection of pleasant feelings, a spiritual reflection, the sense of identity, the social and intellectual sense of acceptance and/or the sense of power. Referent visual elements to the above include the shape, the size, the colour, the

lines, the ornamentation and the texture of the object that aim to trigger and/or provoke a sensory experience to the potential user (Bloch et al., 2003).

By all means, any museum's managerial strategy that makes decisions upon the products displayed for sale in their shop, holds a deep understanding of the aforementioned parameters that regulate their aesthetic quality. Acumen, to use a term by Bloch, Brunel and Arnold (2003), and the ability to adjust the phenomena of visual culture are presupposed in order to produce design that will not just follow the current but create the new, articulating at the same time a meaningful, complete reflection of our present cultural condition. *'But precisely: is there an active syntax? Do objects instruct needs and structure them in anew way? Conversely, do needs instruct new social structures through the mediation of objects and their production? If this is the case, we can speak of a language. Otherwise, this is nothing more than a manager's cunning idealism'*, says the philosopher Jean Baudrillard (2002) in *The System of Objects*.

Yet, design is indeed a context-informed practice (Julier, 2006), hence, to address to a museum's shop as a designer can itself become an immense resource for ideas, experimentation and research. Hitherto, the aesthetic value has under its skin the authenticity as a principal which, in its turn comes into existence through the systematic approach of understanding the dynamics and effects of the material and immaterial, the visual and cognitive and their relationships that grow into the interdisciplinary field of Design. With it, a designer may develop skills equal to his/her repertoire of representational skills and knowledge regarding the aesthetic of materials, mediums, manufacturing processes and details that derive from concepts. Thereafter, s/he can trespass the desire to extend the boundaries of the possible and move from a world of personal intentions to the public domain.

CONCLUSIONS

Museums, as well as museum-shops form a complex pattern of structures, organized so as to allow the contact between humans and objects through the human senses. The affiliated terms involve the projection of pleasant feelings, a spiritual reflection, the sense of identity, the social and intellectual sense of acceptance and/or the sense of power. Referent visual elements are the shape, the size, the color, the lines, the ornamentation and the texture of the object that aim to trigger and provoke a sensory experience to the potential user.

The museum's shop was originally conceived as a means of financial support to the museum, fulfilling the museum's objectives, namely, to provide products and services that support the education and the enjoyment of a visitor, even to extend and advance the visitor's relationship with the museum. Its essential institutional role is described as an important reflection of the museum itself.

As such it encapsulates some crucial obligations to the public, more and above is to ensure the quality and authenticity of its products. Successful museum-shops offer unique items, which, one

cannot find and buy anywhere else. In this way, they satisfy the visitor who seeks to take with him/her a palpable piece of evidence of the sui generis museum's experience. By all means, a museum's shop should be ahead any visitor's need, and at the same time to embrace all of its visitors desiderata.

Then, to re-design objects for a museum's shop means that you are aware of creating and articulating values, structuring and transmitting information and shaping everyday practices. Moreover, the process of re-designing can provide a conceptual framework to address contemporary concerns and concepts. Our obligation to run a workshop aiming to re-design cultural products for a museum's shop, brought to light some interesting issues regarding the demands of such a practice.

The information and knowledge about the exhibited works of art, along with the design values, comprises the elements that a designer uses in order to create an item for the former purpose. These items have to 'tell a story', to be something like a living reminder of the museum's experience for its holder. Therefore, designers should take under consideration several aspects, such as, the relevance of the object to the exhibit, the brand and the values of the museum, the suitability of the style according to the tastes of specific target group, the consistency and the uniqueness of the design innovation, thus the usability of the object in cases where their design included changes that arrive with the use of smart materials and/or smart technologies.

However, in the course of designing any cultural product, designers should be committed to a keen observation and sufficient study of the history in order to understand a(ny) culture. Since the objects displayed in a museum's shop should also 'speak a current language' (in order 'to tell a story' to the public) we proposed the use of double-reference, by means that designers should process periods of art and worlds of culture, but they also have to translate that processed information into objects that should be contemporary.

Hence, the most difficult aspect to convey or reveal in the aforementioned objects is the aesthetic value. The aesthetic value has under its skin the notion of authenticity, which, in its turn, comes into existence through the systematic approach of the dynamics and effects of the material and immaterial. We proposed to revisit the theory of 'grounded aesthetics' since it opens a field for further investigation, especially to the cases that dial with the cultural tradition of a community. The point of inquiry here is those works that convey their unique character and purpose in respect of representation, behaviour and form, moreover, their significant power to offer social symbolic meanings.

The last point we called attention to, is to re-think if to design an object for a museum's shop, as process and result, suggests a language; if objects instruct needs and structure them in anew way. In the core of this, lies a suggestion to inaugurate interdisciplinary workshops dedicated to the study of re-designing objects for a museum's shop. In it, a designer may develop skills equal to his/her repertoire of representational skills and knowledge regarding the aesthetic, history and tradition along with details that derive from contemporary concepts. It also will provide the

necessary space for experimentation and discussion regarding the design, which addresses to a world that constantly seeks for the new, for the different, destined to alter and change.

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Cultural Festivals in Memory Venues : Architecture as a Vehicle of Tourism and Civilization Junction

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ABSTRACT

This paper aims at investigating the contribution of cultural Festivals hosted in historical venues (archaeological or industrial sites) as a tourist policy instrument. More specifically, the focus is set on examining the relationship between cultural activities and the host venues in Europe as a key driver for the development of international cultural tourism.
The perception of cultural activities as expressions of aesthetic form will be examined through a brief review of international festivals. Most common aesthetic forms include theatre, performance, interventions, events taking place in urban, industrial, archaeological or historical sites. Various performances and events are linked to the architectural and natural landscape, forming living experiences, functioning as a lever for the development of alternative forms of tourism.

Key Words: cultural festival, heritage tourism, industrial heritage

INTRODUCTION

This paper seeks to examine the contribution of cultural festivals taking place in architectural heritage sites to the promotion and protection of the sites themselves, and the substantial to growth of cultural tourism, following tactics of sustainable tourism development. Tourist exploitation of the area is demanded as its characteristics are largely incompatible with the one-dimensional model of promotion of mass tourism. Specifically, since the 1960s, the tourism model of 4S (sea, sand, sun, sex), which is constantly being addressed to the same type of tourist-consumer, is being used without much consideration of the new requirements of tourism. As this model tends to saturate, new innovative approaches to designing a country's tourism promotion are needed (Galanos, 2013).

CULTURAL FESTIVAL AND POLICIES

A historiographical approach to festivals is the differentiation of the role of artistic festivals in relation to cultural policy. In the beginning, festivals aimed at collective entertainment. Since 1980 there has been a change as artistic festivals turn into an industry and prevail in modern societies. This spread of festivals has had an impact on economic, political, social and cultural fields. Then the model moved to the consumption of experience. Cultural strategies have led to an economy of experience.

Festivals include a series of connected events and are differentiated from those that include only one cultural event, such as a play or a concert (Falassi, 1987). At the same time, the audience participates in some type of action related to the features of the festival as a member of a wider community and finally participates during holidays and this is not characterized as a part of everyday life such as watching a play (Macmillan, 2015).

Festivals also create identity and help communities to unite by providing social stability. At the same time, they encourage artistic production and activity, and they attract more and more artists to create. They are linked to the place where they happen, resulting in festival cities, meaning cities that have created a new identity (re-branding) and have been re-positioned (re-position) in relation to international competition of cities as a tourist destination.

Urban policy making can employ the cultural festival for the development of urban tourism. In recent years, cultural festivals have been greatly multiplied by providing multiple benefits to host cities. The organizations responsible for them are seeking to compete with other festivals, while retaining their artistic features. At the same time, however, festivals have to evolve in terms of their characteristics and content, as they risk losing their originality and consequently their competitiveness. This development should be determined according to a policy framework of the festival by the organizations so that it can be determined in advance how they evolve (Quinn, 2010).

The rapid development of festivals in recent decades has turned them from cultural events to cultural spectacles. As the production of a new type of festival was difficult to start, many cities adopted the serial reproduction solution. This has led to a reduction in creativity and innovation in terms of outcome. At the same time, the festivals which originated from the copying other successful festivals, without adaptation, were less and less related to the specific

features of the site were they took place, such as the architectural cultural heritage and the way of life.

Public policy related to the festival is usually related to tourism, place-marketing and economic development and secondly to cultural issues (Getz, 2009). For sustainable tourism development through the festival, a policy must be followed that takes into account the stakeholders and society, while at the same time striving to meet their equal needs. This process is particularly complex as each stakeholder has different motivations, needs, aspirations and behaviours in relation to the development and realization and management of the festivals (Dredge and Whitford, 2010).

HERITAGE TOURISM HYBRIDISATION

The classic model of cultural tourism management was based on the promotion and preservation of cultural heritage. Art as a different sector contributes to the reinforcement and promotion of tourism through cultural and artistic events. The conciliation of the two sectors to the production of a hybrid product of art and cultural heritage is an important prospect for the development of heritage tourism. The two areas present an incompatibility as the cultural heritage refers to the past and tradition, while the arts look forward to the future and to innovation (Della Lucia et al., 2016). The hybridisation of art and cultural heritage has created scepticism about its necessity and its implementation, as there are very successful policy models that focus on the traditional model of cultural heritage promotion, such as several Italian cities (Center for Strategy and Evaluation Services, 2010). For the best exploitation of cultural heritage, there is also a need for change in the social behaviour of local communities so that they interact with visitors to create cultural experiences.

According to Della Lucia et al., 2017, the consideration of a hybrid art and cultural heritage model must take into account the stakeholder parameter. This creates a scheme of complete or non complete hybridisation with parallel matching of high involvement either of the public body or other parties (stakeholders). Four different urban development models occur from this model. Public patronage, a top-down practice that corresponds to the classical model with high involvement of the public body in funding for the preservation of the cultural heritage, but also in policy-making in an interventionist way, without taking advantage of modern arts, resulting in low heritage hybridisation. According to this model, urban tourism adopts traditional management models. Keeping the involvement of heritage hybridisation low, but giving the stakeholders power, leads to the model of managerial innovation. According to this, organizational efficiency and promotion are achieved, but only traditional cultural tourism models benefit from that. If the previous model with a high stakeholder role includes heritage hybridisation, the socio-cultural innovation model emerges. According to this, culture is the driving force behind urban economic development and exploits partnerships between private and public sectors. It includes artistic festivals and hybrid artistic models that are related to the local area. As there is no strong involvement of the public body, it is difficult to develop tourism development policy centrally. Finally, the framework proposes a public driven regeneration model that adopts high hybridisation with a strong public role. According to this model, the design of cultural policy is carried out centrally and supported by the state with funding. It retains from its previous model its relationship with artistic festivals (Della Lucia et al., 2017).

The above models are schematic and aim to provide a structure that describes the role of the parties involved in the design and the degrees of freedom of mixing and engaging art in the cultural heritage. The choice by each party or community may be conscious, or it can emerge as a socio-economic process. Adopting a model and having a successful outcome implies the existence of both conditions and circumstances.

INDUSTRIAL HERITAGE TOURISM

The de-industrialisation of the western world, as a result of the collapse of the model of the accumulation economy, has caused most of the industrial plants to fall into disuse. Buildings are part of the industrial cultural heritage of cities as the reason for being there is to nostalgically remind them of their industrial past and the way of life that this entails. Each region has developed into different industrial sectors and therefore the industrial heritage of each city stands out from the others, creating a different narration of the history of the place and a different scenery and atmosphere of the city of aesthetics of de-industry (Hospers, 2002).

The narrative also needs the people who participated in this process, thus reviving the memory, reinforcing the sense of identity of the locals and localisation. Industrial heritage is not limited only to buildings and equipment but also to its intangible elements such as people and their stories that are the cultural value embodied in them (Firth, 2011). However, it must be kept in mind that industrial cultural heritage has not been accepted as a tourism destination despite all the efforts made by the various stakeholders. This is due to the negative image of a collapsed world as well as due to the "good old days" that do not correspond to the image of an industrial worker of survival and harsh living conditions (Hospers, 2002). Industrial cultural heritage must be seen and presented as a living heritage. The architectural environment alongside the social history of the region can be employed to overcome the concerns, producing such a content to enhance tourism promotion.

TOURISM AND CULTURAL FESTIVALS

The modern consumer feels the future is uncertain due to political, economic and environmental reasons. They feel more secure in the past as they find it more authentic. Tourism uses the sense of authentic past and exploits it through the forms it is expressed and mainly promoting the cultural heritage, while improving the tourism product. Authenticity has been examined in a variety of ways and focuses on the following categories: Firstly, authentic is considered what has unaltered quality and refers to material objects. Object based authenticity is addressed throughout our study through the material cultural heritage i.e. the architectural heritage. Tourism relies heavily on tourists having new experiences, so the degree of authenticity of the experiences determines the quality of the tourism product. Experience based authenticity examines the engagement of the visitor's experience, whether it is real or based on his or her identity and feelings. The sense of authenticity is conveyed by the experience of the visitor, in the way he perceives himself as it strengthens the sense of personal authenticity. Through this process the visitor discovers elements of his identity that he can not experience in everyday life

(Wang, 1999), (Brown, 2013). Experience based authenticity is sought in the activities of cultural festivals and how they are experienced, especially in interactive activities. The content of the projects can reinforce the sense of authenticity through the authenticity that results from acts that we have not yet experienced but will emerge in the future. In potential based authenticity, things are authentic now because of the future reality that is presented (Cohen-Aharoni, 2017).

THE AVIGNON FESTIVAL

At this point there will be a detailed description of the Avignon Festival, as an optimal example that significantly contributed in culture, as well as in the maintenance of cultural heritage and tourism development. Avignon city, capital of the Vaucluse province, is located in the Provence district, in Southern France (map), built on the left side of the Rhone river. It has 92454 inhabitants (Kurt Salmon consulting, 2010) and is known for its architectural heritage as well as its cultural festival. Its significant architectural heritage was officially recognised as a World Heritage Site by UNESCO: 150 buildings, most of which are protected by UNESCO. In 2000, Avignon was selected as Europe's cultural capital. Avignon's cultural festival, held annually every July, is one of the biggest performing arts festivals in the world.

The Festival d'Avignon was created in 1947 by Jean Vilar. Since the first organisation of the Festival in September 1947, its program has include less known works of the international repertoire and modern texts. Four important phases of its evolution have been distinguished to date.

- From 1947 to 1963, for 17 consecutive years, the festival is organized by the same group with the same subjects and in the same place, the Grand Chapel of the Palais des papes.

- From 1964 to 1979, under particular political developments, (May 1968) young people, new groups, new content: Cinema, music theatre and dance enrich the content of the festival. New venues of cultural heritage host the festival. Chartreuse de Villeneuve lez Avignon, an old monastery of the twentieth century, becomes an international centre of research and creativity (CIRCA), where concerts and shows are hosted.

- From 1980 to 2003, a new period is taking place, inviting new generations of artists from around the world. Discussions and proposals about new modern pioneering forms of arts are being made. In 2003 the festival is being cancelled due to the big strikes.

- From 2004 to 2013, the festival aims at developing relationships between artistic events, place, local partners and the general public. The time of artistic activities is extended and now happen throughout the year. This enhances the cultural character of the festival by developing cultural links with the rest of Europe and the rest of the world ("Festival d'Avignon", n.d.).

Through the festival, Avignon is now a cultural crossroads, open to all arts, with an emphasis on forefront, debates which appeal equally to all contributors: artists, creators, spectators. Everyone is invited to experience discovery, reflection of emotions. As part of the policy implemented to amplify festivals and local communities, incentives are being given to develop all arts. Communication networks are established between the University, the Artists, the citizens and public and private sector (Kurt Salmon consulting, 2010).

The festival is hosted in places of cultural heritage:

- Cour d'honneur du Palais des papes
- Cloître des Carmes
- Cloître des Célestins
- Opéra Grand Avignon
- La FabricA
- Gymnase du lycée Aubanel
- Cour du lycée Saint-Joseph
- Chapelle des Pénitents blancs
- Cour du collège Vernet
- Maison Jean Vilar
- Cloître Saint-Louis
- Jardin de la rue de Mons
- Conservatoire du Grand Avignon
- Jardin de la Vierge du lycée Saint-Joseph
- Site Louis Pasteur Supramuros de l'Université d'Avignon et des Pays de Vaucluse
- Basilique métropolitaine Notre-Dame des Doms
- Église de Roquemaure
- Collégiale Saint-Didier
- Cour du château de Vacqueyras
- Carrière de Boulbon
- Hôtel de La Mirande
- Jardins de l'Université d'Avignon et des Pays de Vaucluse

When it comes to tourism, the Avignon region is considered to be the first in attracting French tourists, accounting for 12.5% of the tourist market and second in attracting tourists outside France. Around 4,000,000 tourists visit the area annually (Kurt Salmon consulting, 2010).

The most important attraction for tourists is the international cultural festival, which with over 50 years of operation, has managed to make Avignon world-famous, increasing the number of tourists. The operation of the festival has attracted a permanent establishment of the largest number of theatres per inhabitant in France. In the city, 19 theatrical groups, a theatre opera house, a school of fine arts and a music school have been established on a permanent basis. There are 140 subsidized cultural clubs and cultural events throughout the year. The city is transformed into an international Market of European Live Show. Tourism and Culture are directly connected to Avignon.

Typical features of Avignon's cultural tourism are: The high proportion of international tourists, great coverage of tourist accommodation needs and City short break practice outside the summer season. The attractiveness of the monuments and cultural activities of the Festival have contributed to the significant development of tourism alongside culture, offering multiple benefits to the local economy and quality of life.

ART FESTIVAL PROPOSAL, CONCLUSION

Subsequently, we will then turn to the case of Eleusis. Today, Eleusis is a small town of about 30,000 inhabitants. It is a city of the Prefecture of Attica and headquarters of the Regional Unity of Western Attica, 20 kilometres north-west of the city centre of Athens.

Its name derives from the word "helefsis" (έλευσις), meaning place of arrival, arrival, presence. It is known for its long history of ancient and industrial too. In ancient times, for 2000 years, Eleusis has been one of the five sacred cities of Ancient Greece. Eleusis is known for the great tragic poet Aeschylus, for its relationship with the goddess Demeter and the myth of Demeter and Persephone and the Eleusinian mysteries, which attracted pilgrims from all over the known world. Today, an important archaeological site is preserved.

Since the 1880s some major industries begun to be installed in the area of Eleusis until 1971. Nowadays they are inactive, leaving empty remarkable shells that make up its architectural historical industrial heritage. This zone extends to the coastal front of the city, occupying spaces of the city and also entering its archaeological site (Belavilas et al., 2011).

Eleusis is also known for the Aeschylus Festival, which since 1975 has been housed in the industrial venues of the city. The festival lasts for a month and takes place every September, at the same time as the Eleusinian Mysteries took place in ancient times. It always happens in the same places, with the same goals and organization. Today however, Eleusis is not particularly a tourist destination.

We believe that the Aeschylus Festival can help the city and the entire region of Western Attica, contributing significantly to the development of cultural tourism. We propose the correct planning of the festival and its exploitation according to modern hybrid models, as a tool for strengthening and substantially developing tourism.

The existing promotion policy follows the public patronage model, where the management of cultural heritage and policy-making is determined by the state, while modern arts are not used in combination and therefore there is low heritage hybridisation. The existence of the Aeschylus Festival in its present form does not guarantee hybridity. In response to the problem, it is proposed to adopt the public driven regeneration model, which adds high hybridisation without changing the status of the role of the public operator. The reason is that a great deal of involvement of stakeholders, even though they are models that attract innovation, does not certify that local stakeholders will be able to respond directly to such a change. The intention is for Eleusis to appeal both to the Greek public and to an international audience which will bring increasing benefits to the local community.

The hybrid socio-cultural innovation model requires the active involvement not only of the stakeholders but of the whole society by changing social behaviour so that interaction with the

303

visitors occurs. It implies a dynamic within society, a society with increased cultural reflexes that supports and reinforces actions around culture.

The proposal for public driven regeneration develops the current model of choosing a tourism policy from the central administration and makes it easy to move from the previous situation. Employing a hybridisation model enhances the sense of authenticity of the visitors. Until now, the approach was based mainly on object based authenticity through architectural cultural heritage. Enhancing the sense of personal authenticity will come through active participation in the actions taking place at the festival, which makes it necessary to develop artistic events through modern art forms, and also to interact with the local population. The particularity of the city of Eleusis has to be emphasized as it has an urban industrial cultural heritage. Experience has shown that these sites are suitable for their exploitation in relation to the arts and culture. The posible negative image of the declining industries can take on a new meaning associated with the arts, while, at the same time, creating a sense of nostalgia for the productive Eleusis.

Consequently, through such a prospect of evolution of the Aeschylus festival, the archaeological, industrial heritage and art will be brought into being as a whole, with an emphasis on the contemporary art of all forms, experimentation with the forefront of modern technology and the interplay. The cooperation of the Aeschylus Festival with the University Institutions located in Attica is considered necessary, strengthening and expanding the Festival's institution with research, artistic creation, creating new generations of artists. At the same time, the festival must work with all local partners (local clubs, businesses, etc.) and the general public with the aim of active citizens, exploitation of experiences, strengthening of culture and the local economy. Extroversion, communication and collaboration link the festival with international festivals, aiming at exchanging experiences and creating cultural ties.

The exploitation of the Aeschylus Festival through this type of development and progress wil lead to the enhancement of cultural tourism. A major challenge for Eleusis is its prospect as a cultural capital of Europe in 2021. Within this framework, a major concern is the upgrading of the Aeschylus Festival, which can contribute to the realization of the objectives of the cultural capital. (Eleusis 2021, 2016).

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Interior design and furniture in hotel complexes of Greek Modernity (1950-1970) and its influence on contemporary architectural proposals. The case of the architectural competition Room 18

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ABSTRACT

   During the period that Greek modernity was at its peak (1950-1970), a series of hotels were built in Greece, amongst them many XENIA hotels through the Greek National Tourism Organization (GNTO).   In addition to the clear architectural perception of the elements used in constructing these complexes and facilities, particular attention was given to the interior in terms of both its design and furniture. The designing quality of furniture became a reference point for architects in terms of design, materials and technology of its time. A design fully in line with the aesthetics and principles of Modernism. New elements were used for the interior design with features such as, materials, textures, surface processing and colors that mirrored the main design trends of the time under consideration. Furniture and Space of that era, are found by modern scholars to have an advanced level of material and finishing process, due to the technological evolution. The basic characteristics of this concept are used unchanged or practically unchanged with no intention of imitation but with the aim of implementing the basic idea of interior design.

   What is being sought to emerge from this lecture is that interior and furniture design in hotel complexes during the Greek modernity period has greatly influenced and is continuing to influence contemporary professionals when creating new proposals for hotel facilities.   Case studies, pertaining to the interior and furniture of hotel facilities built from 1950 to 1970, will be used as a mean of proving this influence. To present the contemporary proposals we will use Architectural Designs that have been awarded in the Pan European Design Competition "Room

18"[14] held in 2016, asking for the design of a typical hotel room 18-24m2 (This competition was a program for the exploration of the architecture of hospitality today with a view to re-thinking and the generation of ideas which will revise the current givens in the tourism sector).

These contemporary proposals bear decisive elements from the cases mentioned above as far as interior design and, mainly, furniture is concerned. The goal here is to show that the period from 1950-1970 continues, after decades, to greatly influence the modern hospitality architecture and furniture design thus proving its plenitude and its continuous contribution.

Key Words: Greek Modernism, Furniture Design, Interior Design, Xenia Hotels, Room 18.

INTRODUCTION

In the beginning of the 1960s Greece experienced tourism boom and the tourist began flocking from all corners of the globe[15] (Figure 1). During this period significant hotel complexes where implemented, with architects such as Ioannis Triandafyllidis, Aris Konstantinidis. A. Konstantinidis, as the head of the Greek Tourism Organization's study department, brings to fruition a series of hotel facilities in Greece (Xenia)• and although his work does not move away from the modern movement, simultaneously depicts a locality and uniqueness without any scenographic slips[16] (Figure 2,3).
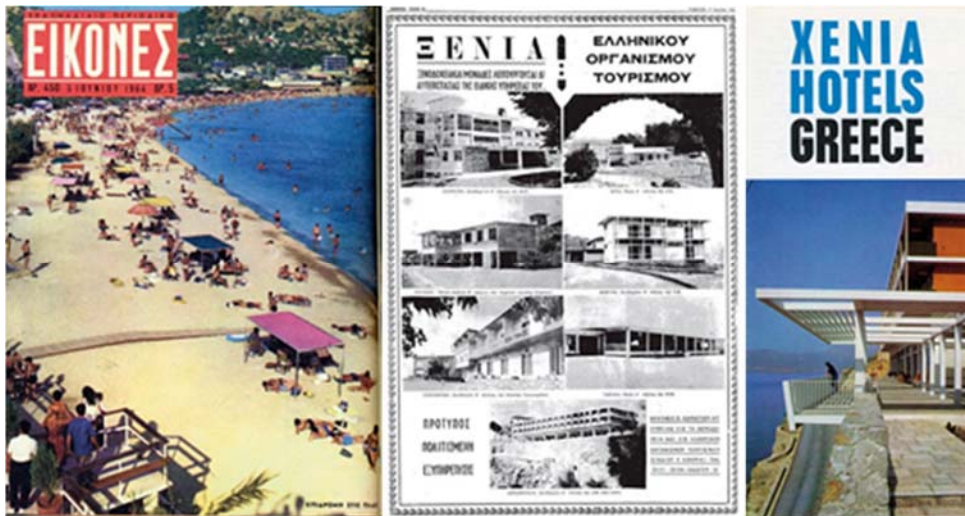
Figures 1,2,3: **Left**-Journal "ΕΙΚΟΝΕΣ", June 1964, magazine cover, source: http://parallaximag.gr/parallax-view/touristikes-egkatastasis-stin-ella. **Center, Right**- posters EOT, source: http://parallaximag.gr/parallax-view/touristikes-egkatastasis-stin-ella

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[14] A Pan-European competition for the design of a typical Greek hotel room. Organization "DOMES" magazine,
competition 21/04/2016-27/06/2016. Source: http://room18.gr/en/

[15] Konstantinidis, A., Experiences and Events - An Autobiographical Narrative, Estia, 1992, vol. 1 pp.138-139.

[16] Marnellos, D., Georgiadou, Z., Frangou, D., 'Hotel Furniture in Greek Modernity: "Xenia" and 'Amalia" Hotels cases, Journal of Tourism Research, Volume 10, 2015.

In the late 1950s and early 1960s, buildings by the above-mentioned architects and other architect specializing in hotel complexes, where noted as milestones in the history of Greek Architecture. This observation does not focus so much on the interior design and furnishing but rather on the building-shell itself as it should, since these are important components of the unbreakable unity of the whole. This overall approach resulted in the design and production of new furniture styles that follow the architectural synthesis of the hotel complexes and the aesthetic choices of the architecture they express, establishing design principles that have been occupying the researchers' minds up till now. These furniture styles are constantly being reproduced and evolving (Figure 4).

The strong relationship developed by the architects through their entire work, both the building and the interior, the materials and especially the furnishing, becomes apparent. Today, interior and furniture design is an important field of study as it shapes the lifestyle and the quality of life, leading them to primary elements[17] (Figure 5).
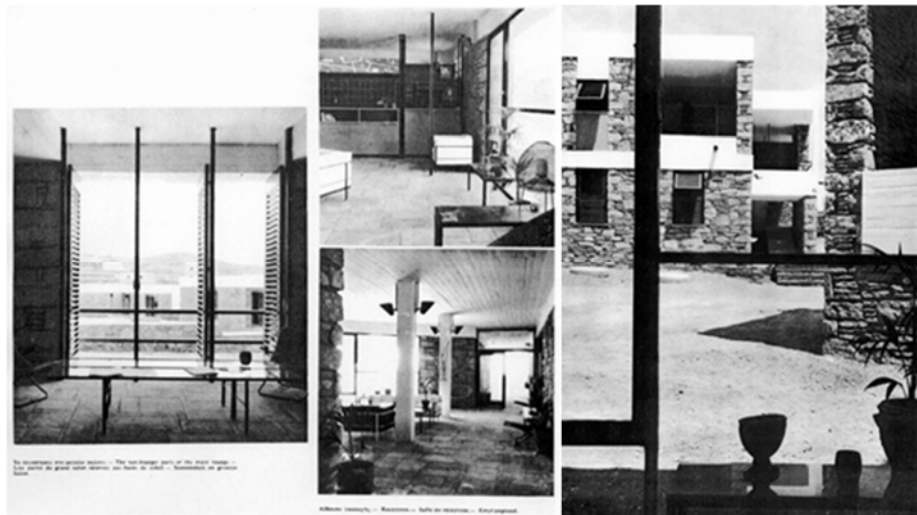
Figures 4, 5: **Left** – Interiors – Xenia of Mykonos. **Right**-Xenia of Mykonos, architect: A. Konstantinidis, source: journal "Arhitektoniki" 1960 ; yr. Δ', is. 22-23 p. 92-99.

THE FURNITURE AND ROOM OF 'XENIA' HOTELS

In the study of the 'Xenia' hotels, the hoped-for result was the standardization[18] for financial and technical reasons, such as fast efficiency and mass production. In the effort to keep costs low, a rational construction system was applied to almost all Xenia hotels, consisting of a reinforced concrete frame. This reinforced concrete frame includes a construction that holds up: columns-

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[17] Tzirtzilakis, G., Two or three things I know about Room18, The New Urban Hotel, DOMES Magazine, 2016,
      p.220.

[18] Konstantinidis A., The Architecture of the Architecture, Diary Notes, Agra, 1992 pp. 81-82.

beams- slabs and a construction that is held up: brick walls, stone and glazing that fill the gaps between the framework columns (Figure 6).

Figures 6,7: **Right**- Xenia of Mykonos. Architect A. Konstantinidis, **left**-Standardization in hotels Xenia, wings for rooms, source: Konstantinidis A, 1981. Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, p.218.

The framework that holds up is evident almost always and everywhere and stands out from the elements that cover the construction. The furnishing of these areas is along these lines, i.e. it conforms to this grid, using its aliquots, and is "shaped" inside the spaces with the corresponding variation of their dimensions and the needs they serve (Figure 7).

Field of search, exploration and experimentation are also the "new" industrial materials for the manner they will be used. Lights of this, A. Konstantinidis summarizes what architecture should or should not be: pure, not impressing or dominating, embracing man and serving him in all his functional and spiritual needs, it is beautiful when it overpowers the materials it uses without distorting its characteristic features and without deforming them with decorative add-ons, it is not to be messed around with by aesthetic pursuits, it does not speak of monuments or put on a play, nor does it create scenographies[19]. In a "new" or "modern" building and, accordingly, furniture, we simply should not distinguish the concerns and quests of the cubism-expressionism, for the building should acquire its substance through its legible constructive structure rather than having its form based on lining, coating or upholstery fabric, if it is a piece of furniture, that covers everything indiscriminately[20]. (Figure 8, 9)

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[19] Ibid, p. 173.
[20] Konstantinidis A., Contemporary True Architecture, Aris Konstantinidis, 1992, p. 24.

Figures 8,9: **Left**-Xenia of Mesologi, architect I. Triandafilidis, source: http://room18.gr/excursus/. **Right**- Xenia of Poros architect A. Konstantinidis, source: http://snobberyfields.blogspot.gr/2013/03/xenia-hotels-we-were-once-modern.html.

The logic behind the design and construction of the "Xenia" interiors follows the synthesis of the building itself with the logic behind the grid and the framework that holds up and the other elements that are held up. (Figure 10, 11)
A perfect example of this standard model is the room (Xenia of Kalambaka, Paliouri, Poros, Olympia) that follows the grid 4x6 (24m2) and draws into this construction all logic behind the arrangement of all the sub-spaces and all the furniture placed inside. The pieces of furniture that make up the typical double room are: the beds with the bedside tables, the seat-stool, the small coffee table, armchair and a specially designed adjoining system that includes a "wardrobe", luggage space and desk- dresser.
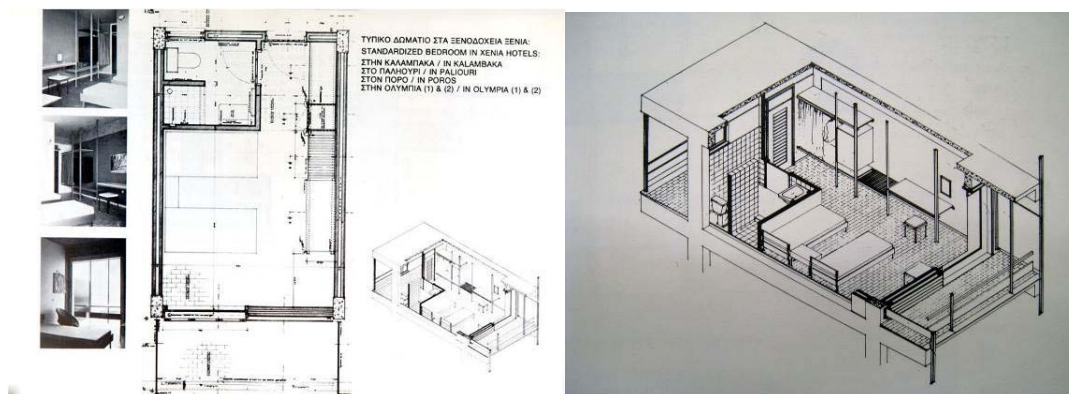
Figure 10,11: Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

This synthesis-system contains the whole basic concept of design, is consistent with the logic behind the structure that hold up everything and the element that held up, and creates styles and syntheses ahead of their time. It consists of a metal framework and all pieces that form the storage areas, providing the possibility of "infinite" linear development. (Figure 12,13,14)

Figure 12,13,14: **Left, Right**- Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis. **Center**- Theo-Xenia of Andritsaina, Wardrobe, photo: D. Marnellos (2016).

Thus, structure, functionality and simplicity characterize this construction, which is an inventive element in the design of a room and spaces in general, as well as a reference point in contemporary design of similar spaces. All furniture in the room and public rooms were designed accordingly. (Figure 15-29)

Figure 15,16,17,18: **Above: Left**- TheoXenia of Andritsaina, desk-dresser, photo: D. Marnellos (2016)., **Right:** Furniture designs, source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Below: Left**- TheoXenia of Andritsaina, bedside table, photo: D. Marnellos (2016). **Right:** TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).

311

Figure 19,20,21,22: **Above: Left**- Furniture designs (stool), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Right**: TheoXenia of Andritsaina, stool, photo: D. Marnellos (2016). **Below: Left**- Furniture designs (table), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. TheoXenia of Andritsaina, bedside table, photo: D. Marnellos (2016). **Right:** TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).
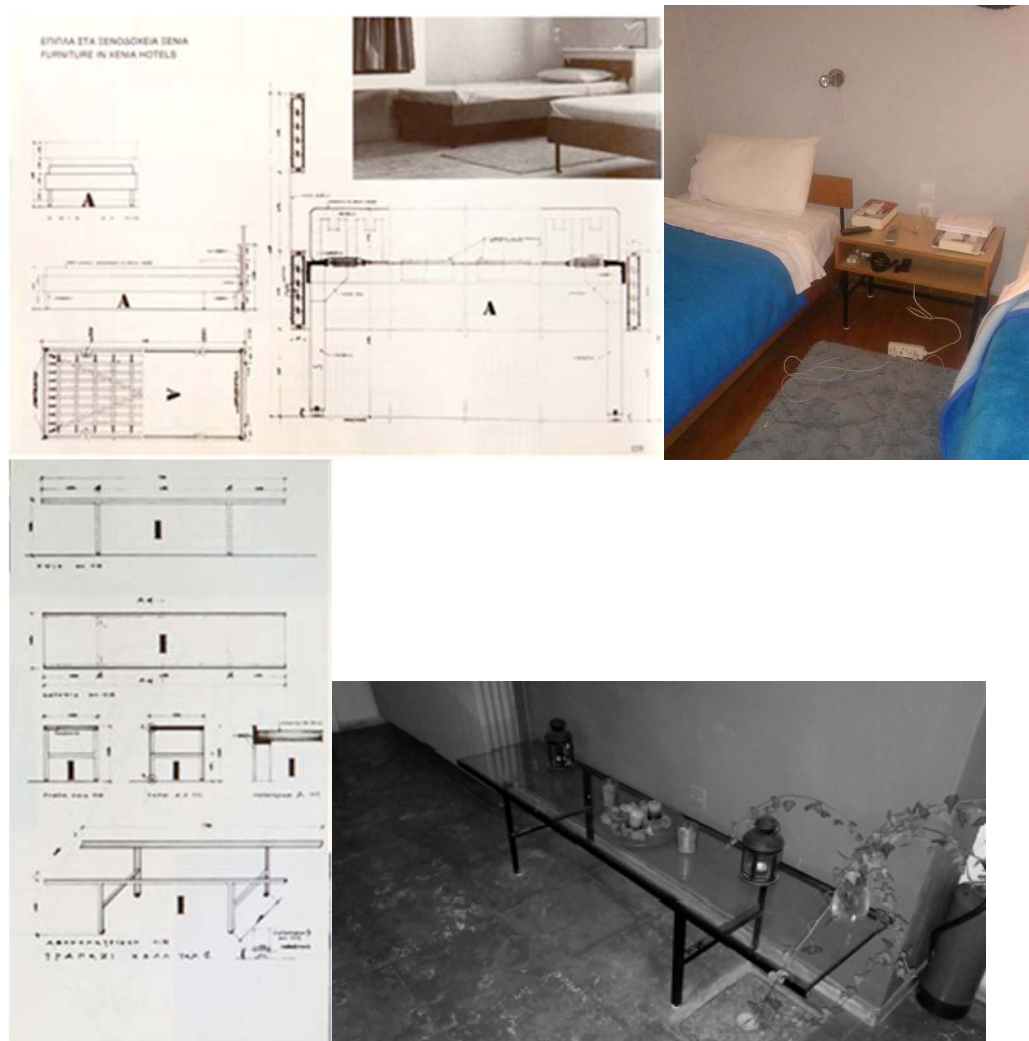
Figure 23,24,25,26: **Above: Left-** Furniture designs (bed), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Right:** TheoXenia of Andritsaina, bed, photo: D. Marnellos (2016). **Below: Left-** Furniture designs (coffee-table), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. TheoXenia of Andritsaina, coffee-table, photo: D. Marnellos (2016). **Right:** TheoXenia of Andritsaina, Luggage table, photo: D. Marnellos (2016).
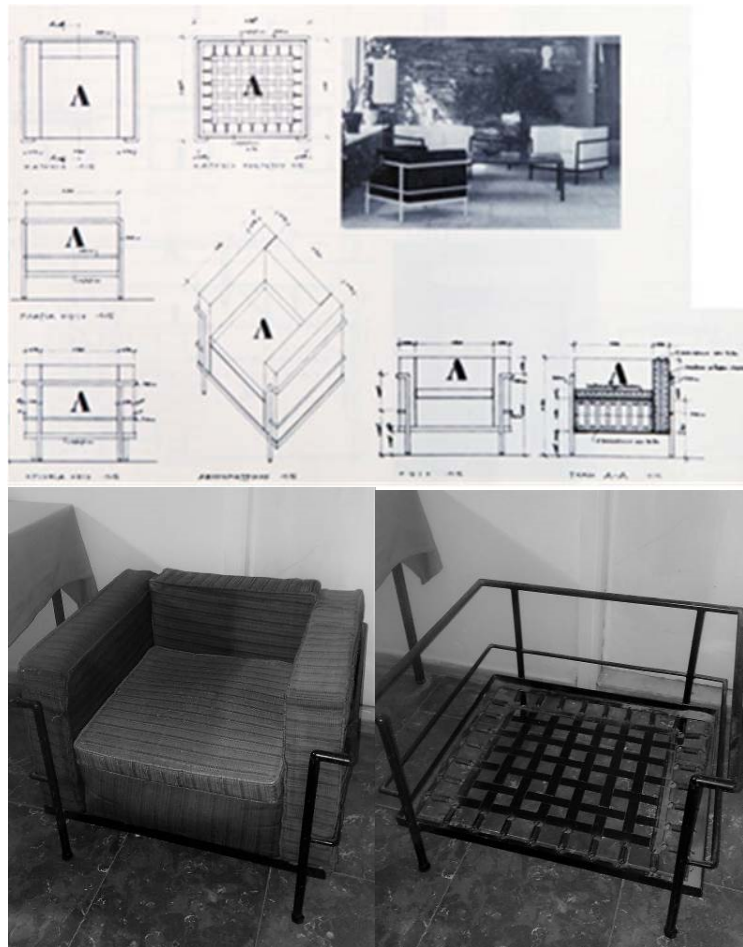
Figure 27,28,29: **Above:** Furniture designs (armchair), source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed and A. Konstantinidis. **Below: Left & Right** TheoXenia of Andritsaina, armchair, photo: D. Marnellos (2016).

ROOM 18 CONTEST, FUNCTIONAL AND MORFOLOGIKAL FEATURES OF FURNITURE-CASE STUDY

The Pan-European Room18 Design Contest was held in 2016 and involved designing a typical hotel room 18-24 m2 with 262 entries from 17 countries. Interestingly, it is one of the few, if not the only, architectural competition in Greece for interior space and more specifically for minimal space of a typical hotel room, demonstrating how important interior space and furniture is in hotels and other buildings for accommodation. In many cases, researchers do not give as much emphasis and importance to the interior as they do to the building itself and its constructional details, so the question becomes self-contained and independent from the "engagement" of the shell.

In the contest, awards and commendations[21] were given involving design principles and elements found in the "Xenia" hotels as presented. Through the proposals that stood out of the others and won awards we can see affinity.

[21] http://room18.gr/en/competition/

The third award, "The Dream Box"[22] , is based on the standardization witch was the basic feature of every successful hotel design, using a grid as a tool which, hanging from the ceiling as a finished construction, this proposal organizes space according to the logic behind the "Xenia" construction and also the room space arrangement on this grid (Figure 30). Here, it is used as a single element, but it also stands out with its construction on the ceiling.
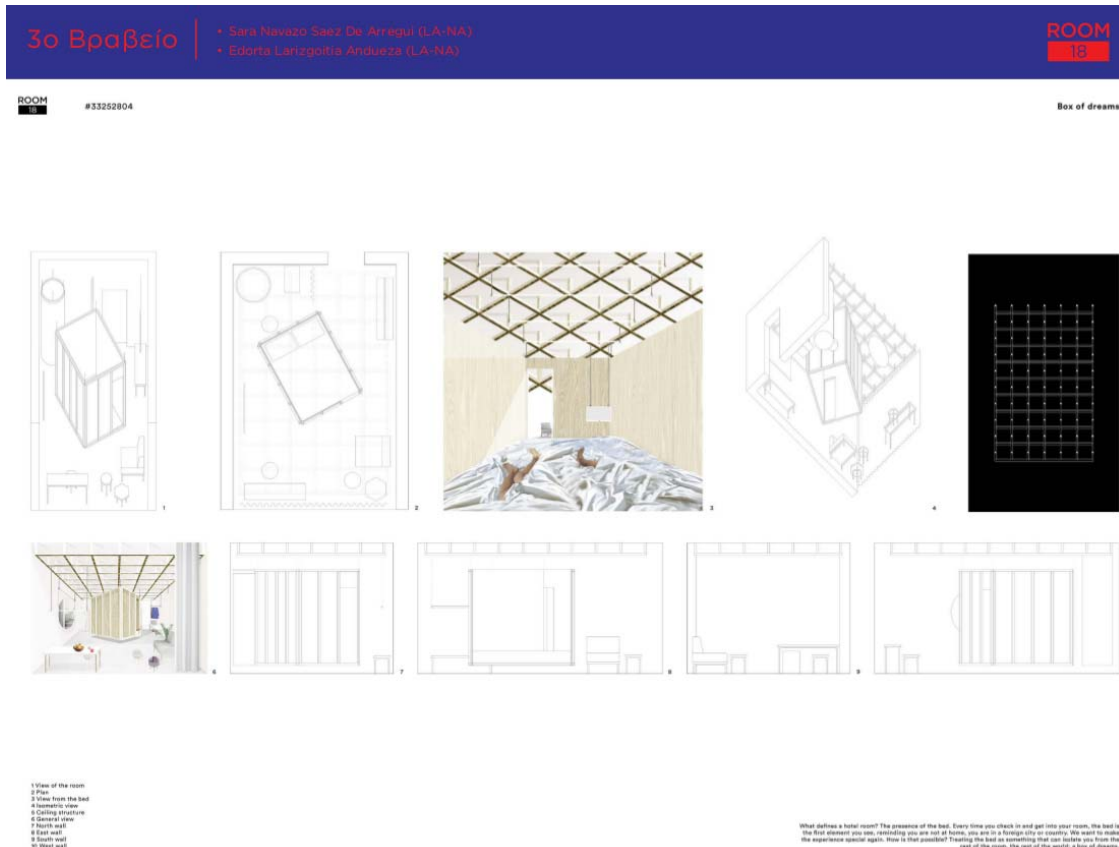
Figures 30: The third award, "The Dream Box", Sara Navazo Saez De Arregui, Edorta Larizgoitia Andueza , source: http://room18.gr/en/competition/

The second award[23], the concept of the linear room 18m2 "borrows" the idea and redefines the image of the wardrobe-furniture system construction in the "Xenia" room in a clear and absolute way (Figure 31).

By placing functions of the room in a somewhat "wardrobe" one meter wide, with linear development and the appropriate ergonomics, user-friendly, it manages to include everything in this linear "inside": useful and functional, furniture.

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[22] Sara Navazo Saez De Arregui, Edorta Larizgoitia Andueza
[23] João Prates Ruivo
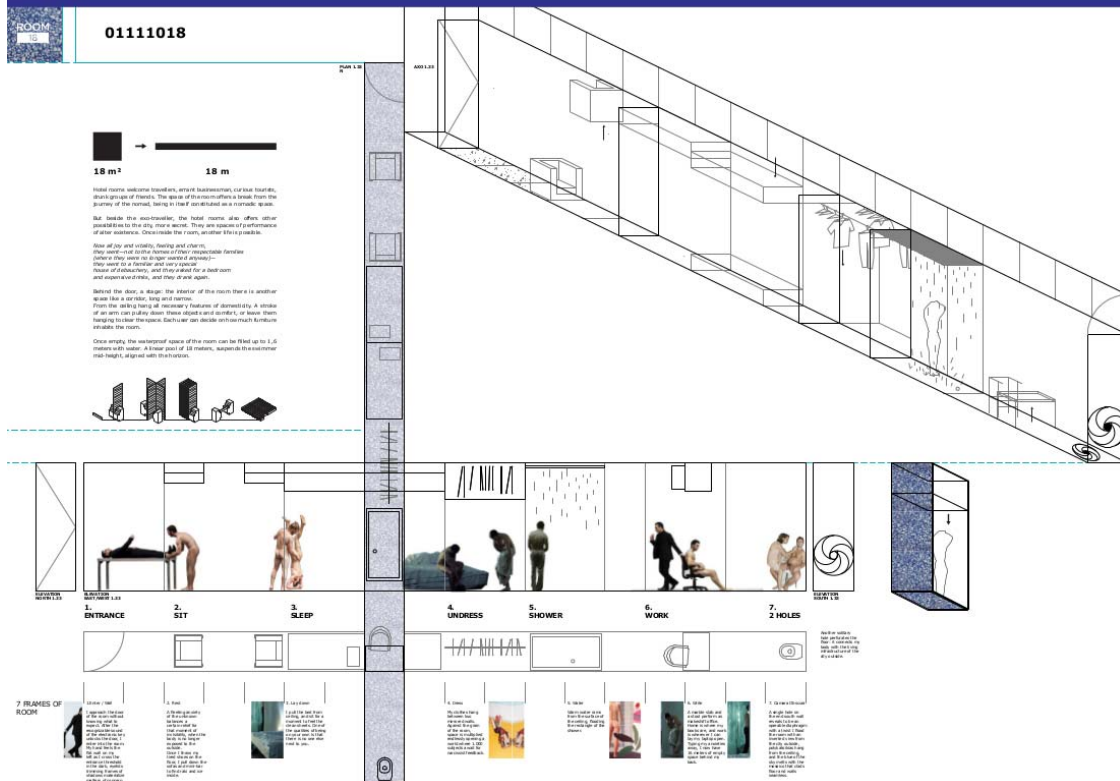
Figures 31: The second award, João Prates Ruivo, source: http://room18.gr/en/competition/

The first commendation titled "Hospitable"[24] associated the idea of building an "island" that is hung from the ceiling with a metal framework. It organizes the space and hosts all the room functions on such as "wardrobe" for clothing, lighting etc. but also inside it such as sleeping, bathing etc. (Figure 32). This construction integrates the concept of the element that contains and organizes everything according to the construction of the "Xenia" hotels.

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[24] Zisis Kotionis, Efthimia Dimitrakopoulou, Aikaterini Kritoy, Nikolaos Platsas.
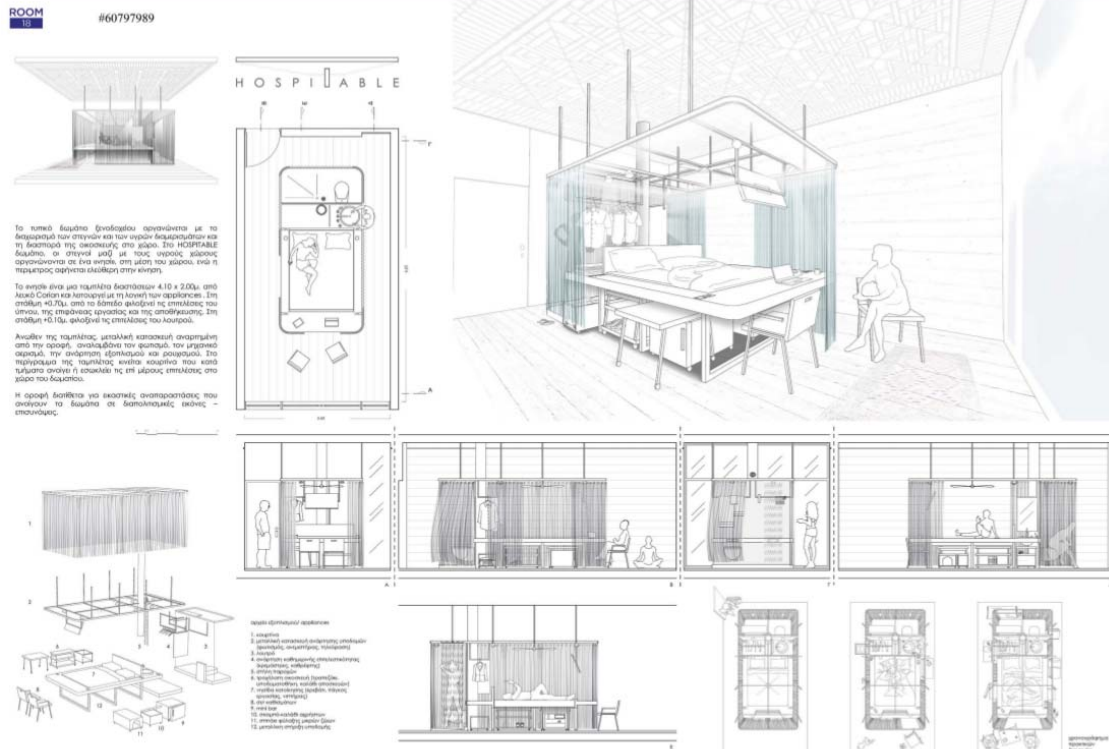
Figures 32: The first commendation, Zisis Kotionis, Efthimia Dimitrakopoulou, Aikaterini Kritoy, Nikolaos Platsas, source: http://room18.gr/en/competition/

Two proposals received the sixth commendation, one with the title «protocols of a traveler»[25] involves elements belonging to the idea we found in the "Xenia" hotels. Here the traveler moves along and amongst the arranged furniture with its in-line use, the metallic structure is the dominant element that has the role of a wardrobe and also of a partition. (Figure 33)

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[25] Vincent Meyer-Madaus, Zhi Rui Lim, Sebastian Bernardy
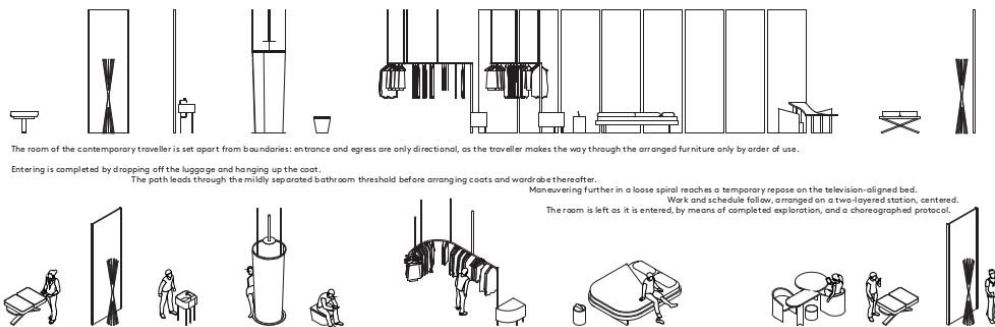
Figures 33: The sixth commendation, Vincent Meyer-Madaus, Zhi Rui Lim, Sebastian Bernardy , source: http://room18.gr/en/competition/

Two proposals received the fifth commendation, one of them with the title «Convertible system»[26] brings forth the proposal of the "Xenia" room suggesting a similar "system" which forms the interior appearance of the room and allows it to be expandable and variable. It integrates the basic functions and provides the ability to customize the furnishing according to the user's needs. This proposal involves something changeable but contains a constant principle (Figure 34) to adhere to the logic of the "Xenia" system with common elements in every aspect: idea, function, material.

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[26] Aggeliki Athanasiadou, Katerina Vasilakou, Dhmhtra Ravani, Mara Petra
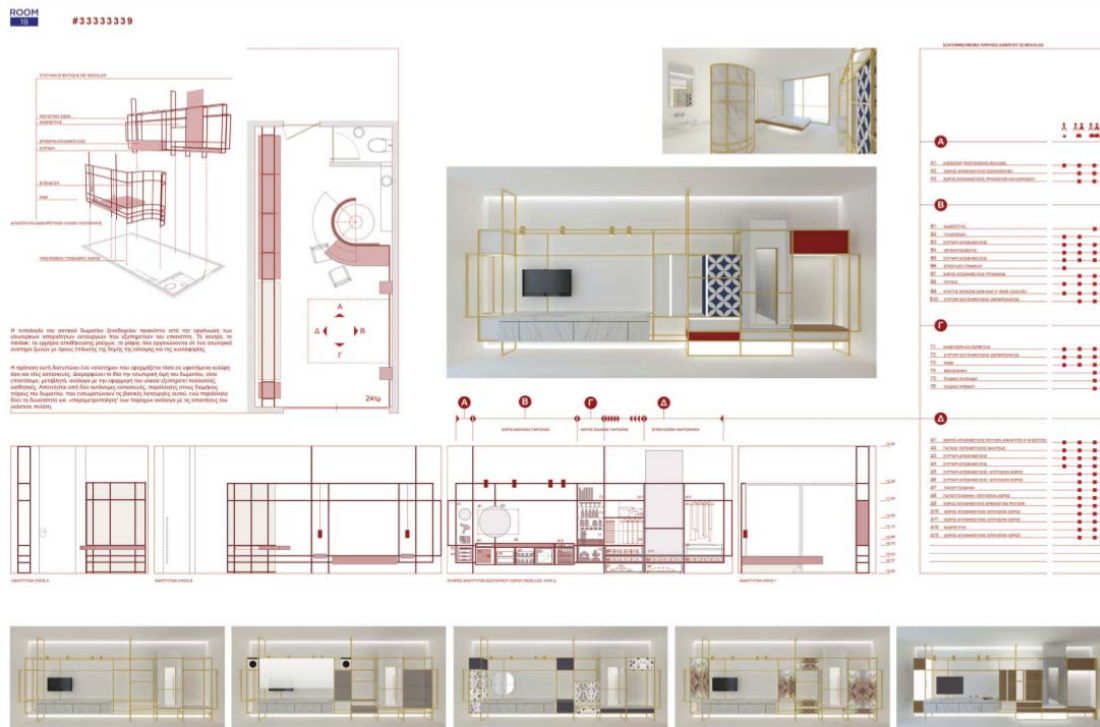
Figures 34: The fifth commendation, Aggeliki Athanasiadou, Katerina Vasilakou, Dhmhtra Ravani, Mara Petra, source: http://room18.gr/en/competition/

As we further study the others participating proposals, we discover the "affinity" that appears in many of them with the philosophy of furnishing in general, and with the synthesis-system specifically as analyzed in the "Xenia" room.

CONCLUSIONS

Having in mind the basic principles unity, synthesis, honesty of construction, austerity and functionality, the architects of "Xenia" hotels researched and come to the conclusion that these basic principles are very significant to hotels complexes. Not only are these basic principles used in the exterior of the buildings but also they are a major influence to the interior design, especially in the designing of furniture pieces.

The plan of a typical room in the Xenia complex was the model for the design continuity of the hotel room and this model is still used today (Figure 35).
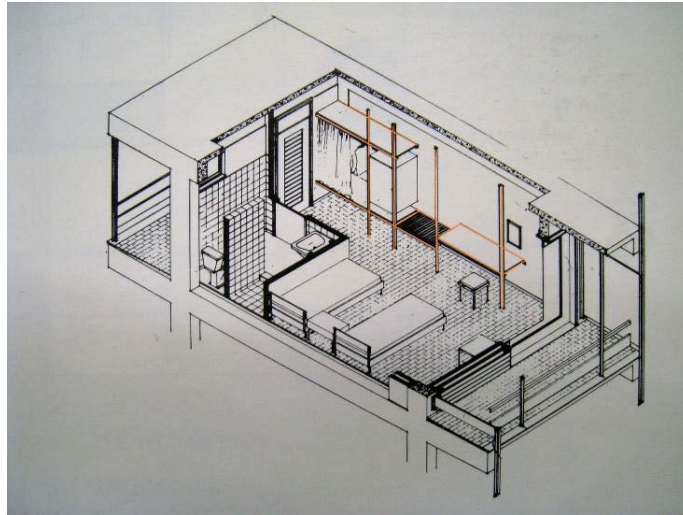
Figure 35: Standardised bedroom in Xenia hotels, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis.*

The interior and pieces of furniture are the important elements and these "details", which in addition to, and irrespective of, the details of the building as a shell, concern architects and designers a great deal. It is now imperative to resolve these details and to give them the attention they deserve to a basis more powerful than "fashion" or "commercial", at a level of design ideas and principles. These principles have been established during the period of Greek Modernity through the hotel complexes design and especially through the "Xenia" hotels.

From the modern proposals presented, the efforts of the researchers to redefine and search for authenticity in the interior, as an independent element from the existing shell, are apparent. This "absence" of the shell, however, creates the need for the interior to contain a central concept of design, an idea that gives rise to space and furnishing, an element that overall was inextricably connected to the design during the "Xenia" period.

Once we gather the elements and principles from the heritage of this period, we can see on the one hand its importance witch is demonstrated and on the other hand how its authenticity and novelty are redefined as present it, so that these elements are used again as a tool for space and furniture management in modern terms.

320

ELEVATION
EAST/WEST 1.33

1.	2.	3.	4.	5.	6.	7.
ENTRANCE	SIT	SLEEP	UNDRESS	SHOWER	WORK	2 HOLES
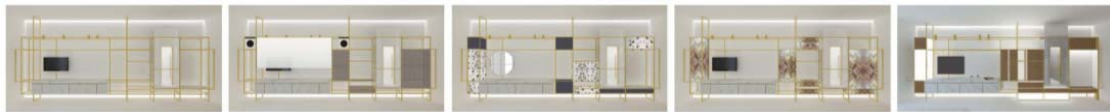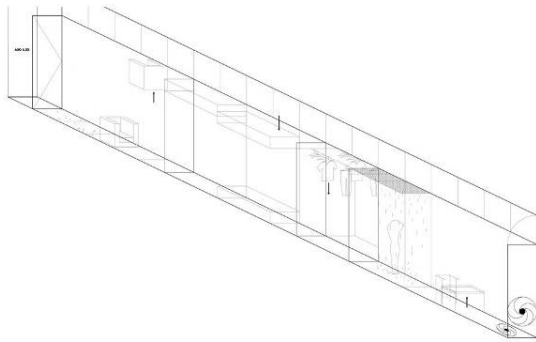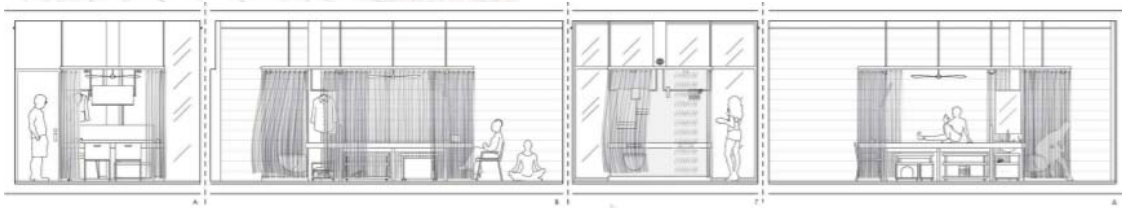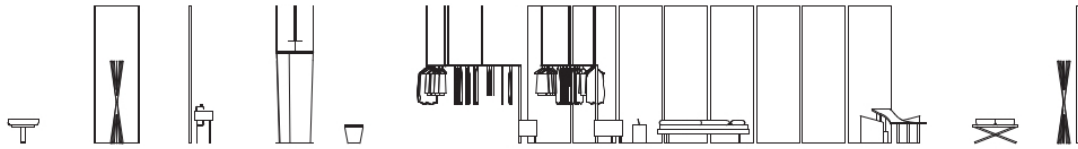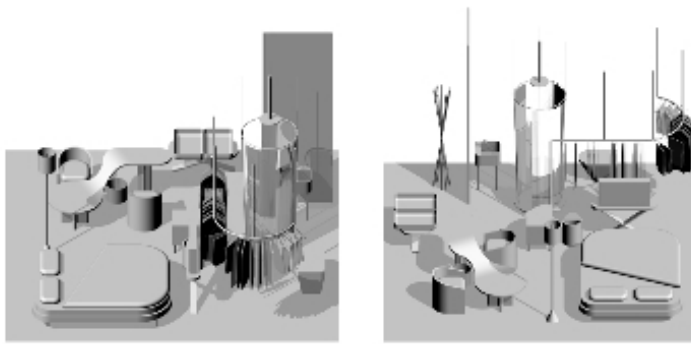
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The notion of Greek picturesque of interior spaces in tourism facilities: stereotype or authentic image?

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ABSTRACT

Creating interior design stereotypes is a common, widespread, reoccurring procedure in tourism facilities. The established stereotypes are easily acceptable by the potential visitors, as they modulate their expectations of their tourist destination, visualize its characteristics, and portray expected identities that however are more often than not- far away from an authentic experience.

Nevertheless, these trends show that visitors are able to customize their experience of stay while also reinforcing cultural tourism. Also, they have formed a new approach to tourism development focused on sustainability, reduction of the environmental footprint, experience of journeys. However, some fields are dissociated from these goals. Interior design is one of these fields as it carries the visual ideas of "picturesque", "locality", "tradition" and "decoration".

This paper refers to the illustrative dimensions of interior spaces and their contribution to the formation of "Greek" identity, especially in areas of traditional local settlements, such as the Cycladic islands. The idea of authenticity in its simplest definition describes the meaning of "construction that is made or done in the traditional or original way, or in a way that faithfully resembles an original". And authentic is "something that is real or true", as authenticity is exactly this quality. International evolutions concerning the preservation of traditional buildings and settlements have formed a whole set of regulations, laws and commitments that do not seem to be implemented in host interior spaces, although they claim the opposite, that is to say they conceptualize the envelope's interior as an "authentic" environment. This issue is not new. In 1976 Dean Mac Connell, verbalized his thesis about "dialectic of authenticity" stating that tourism gradually alters the significance of touristic destinations, and deforms the host community. Michalis Nikolakakis (2015) notes "in reaction to this tendency, tourist destinations have staged themselves in such a manner as to seem to preserve their authenticity". What is promoted as authentic, what meanings are presented in the images of host interior spaces, what are the aspects that compose the narration about "Greek local identity" and how these could affect the expectations and the experiences of tourists?

These are the questions analyzed in the present paper, by describing the term "authenticity" in touristic interior spaces with reference to bibliography and an attempt at defining their qualitative characteristics.

Key Words: authenticity, picturesque, interior spaces, tourism facilities, architectural identity, interior design.

WHAT IS AUTHENTICITY?

Authenticity in its simplest definition means the "*construction that is made or done in the traditional or original way, or in a way that faithfully resembles an original*"[27.] Something authentic is "*something that is real or true*", as authenticity is exactly this quality[28]. Etymologically authentic comes from the Greek term «*αυθεντικός*» which describes something "*genuine, veritable, original, and real*".[29]

Jean-Jacques Rousseau stated that "authenticity" referred to the personal integrity of people who are by nature what he termed "noble savages"[30]. Heidegger equated authenticity with Being so that authenticity is linked with creativity[31]. The concept of "authenticity" was at first used in relation to objects in museums so that tourists could differentiate between false objects and the real thing (Trilling, 1972)[32].

When Dean Mac Connell (1999) stated that "authenticity" is an important key topic for tourism development, he connected it with the desire of a tourist to experience the real life of the places visited[33], a rather complicated meaning. In fact if we ask a cook "what is authentic" he/she would probably focuses on the local cuisine, a singer would answer traditional music, a story- teller would provide an oral story and an architect would define the term as the cultural built environment. The material and intangible heritage of a community define the local identity, differentiate the region from other regions and describes the context and diversity of this community. The experiences of a tourist are commonly produced by a sort of open social space accessible to all visitors, often based on regular organized tours. Mac Connell argued that tourists present themselves at places of social, historical and cultural importance. Urry (1990)[34], based on Foucault (1975)[35], presupposes that sightseeing and "*the gaze[36] of tourists for them is based on a*

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[27]https://en.oxforddictionaries.com/definition/authentic retrieved 5/3/2017 and https://www.merriam-webster.com/dictionary/authentic retrieved 6/3/2017.

[28] http://dictionary.cambridge.org/dictionary/english/authenticity and http://dictionary.cambridge.org/dictionary/english/authentic retrieved 5/3/2017

[29] Babiniotis, George, (1998). *Lexicon of the New Hellenic Language*. Athens: Centre Lexikologias.

[30]Chritcley, Peter, (2003). *Autonomy, Authenticity and Authority: The Rational Freedom of Jean- Jaque Rousseau.* [e-book] Available through Academia website https://mmu.academia.edu/PeterCritchley/Books

[31]http://cnqzu.com/library/Philosophy/neoreaction/Martin%20Heidegger/ebooksclub.org__Heidegger__Authenticity__and_Modernity__Essays_in_Honor_of_Hubert_L__Dreyfus__Vol__1.pdf retrieved 7/3/2017

[32]Trilling, Lionel, (1972). *Sincerity and Authenticity*. USA: The Charles Eliot Norton Lectures. World.

[33]Mac Connell, Dean, (1999). *The Tourist: A new Theory for the Leisure Class*. Los Angeles: University of California Press. 43-48, 155-163.

[34]Urry, John, (1990). *The tourist Gaze: Leisure and Travel in Contemporary Societies* (Theory, Culture and Social Series). London: Sage.

[35] Foucault, Michael (1975). *The Birth of the Clinic: An Archaeology of Medical Perception*. New York: Vintage.P.89.

narcissistic subject within which there is a deterministic fit between the self and society"[37]. Mac Connell (2001)[38], introduces a second gaze that looks for the hidden content and forms the tourist's cultural experiences based on unexpected everyday events. This second gaze knows that predetermined sightseeing cannot fulfill the ego's demands for completeness and self-sufficiency, but looks for gaps that will help to reveal the truth of local culture. The content of the first gaze is connected with the facile view of a touristic attraction, while the second gaze offers these elements that will transform it into a cultural experience. Between the first and the second gaze lies the sense of authenticity. According to C. Michael Hall (2006)[39], "*Authenticity is derived from the property of connectedness of the individual to the perceived, everyday world and environment, the processes that created it and the consequences of one's engagement with it"*. And *"in-authenticity or fakery is identified essentially as an attempt to replicate meaning*".

All the above references show how complicated the nature of the term is- in relation to the conventional meanings as defined in the literature (interpretation of content, objective and constructive, symbolic content), as well as relating to alternative meanings such as those stated by Ning Wang (1999) of "existential" authenticity[40]. According to Wang "objective" authenticity is connected with the origins, whilst "constructive" authenticity refers to the authenticity projected on tour objects, by tourists in terms of their imagination, expectations, preferences, etc. *"The "existential" authenticity refers to a potential existential state of Being- that is to be activated by tourism activities"*.

According to the Nara Document on authenticity (1994)[41], in the chapter "Values and Authenticity" concerning conservation and preservation of Cultural Heritage (article 9): "*Conservation in all its forms and historical periods is rooted in the values attributed to the heritage. Our ability to understand these values depends in part on the degree to which information sources of these values may be understood as creditable or truthful. Knowledge and understanding of these sources of information in relation to original and subsequent characteristics of the cultural heritage, and their meaning, is a requisite basis for assessing all aspects of authenticity*". Key definitions are described in this article such as "truthful" and "creditable" as significant information sources in the characterization of authenticity, and also in the ability of the visitors to perceive their meaning, in order to understand authentic cultural heritage. This document generalizes the term "authenticity" in all parts that make up the cultural heritage, including art and its qualifications, and recognizes that "*It is thus not possible to base*

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[36] Mac Connell, (2001) stated for two tourist "gazes". The first as Urry (1990) described, aligned with the ego, installed by practices of commercialized tourism and the second that concerns something hidden, a sort of tourist's attitude that looks for the unexpected, for these events that could reveal local culture.

[37] Dean Mac Connell, (2001). Tourist Agency, *Tourist Studies*, London, Thousand Oaks and New Delhi: Sage Publications, London, Thousand Oaks and New Delhi, Vol. I (I), pp.23-37.

[38] Mac Connell, Dean, (2001). Ibid.

[39]C. Michael, Hall, (2007). Response to Yeoman et al: The fakery of 'The authentic tourist'. *Tourism Management*, Elsevier, Vol. 28, Issue 4, August 2007, p.p.1139-1140.

[40] Ning Wang (1999). Rethinking Authenticity in Tourism Experience. *Annals of Tourism Research*. Vol. 26, No. 2, p.p.349-370. Elsevier.

[41] The Nara Document on authenticity https://www.icomos.org/charters/nara-e.pdf, retrieved on 3rd of December 2010. The Nara Document on Authenticity was drafted by the 45 participants at the Nara Conference on Authenticity in Relation to the World Heritage Convention, held at Nara, Japan, from 1-6 November 1994, at the invitation of the Agency for Cultural Affairs (Government of Japan) and the Nara Prefecture. The Agency organized the Nara Conference in cooperation with UNESCO, ICCROM and ICOMOS. The final version of the Nara Document was edited by the general rapporteurs of the Nara Conference, Raymond Lemaire and Herb Stovel.

judgments of values and authenticity within fixed criteria. On the contrary, the respect due to all cultures requires that heritage properties must be considered and judged within the cultural contexts to which they belong" (article 11). But it also states that "*depending on the nature of the cultural heritage, its cultural context, and its evolution through time, authenticity judgments may be linked to the worth of a great variety of sources of information. Aspects of the sources may include form and design, materials and substance, use and function, traditions and techniques, location and setting, and spirit and feeling, and other internal and external factors. The use of these sources, permits elaboration of the specific artistic, historic, social, and scientific dimensions of the cultural heritage being examined*" (article 13).

Space is one of the most important aspects in the construction of cultural experience, as it contributes to the authenticity of experience, and is connected with the material heritage. Bruner (1994)[42], stated four senses of space authenticity, according to the case study of New Salem- a reconstructed historical village of 1930 and outdoor museum. The first one is characterized as "authentic reproduction", referring to authenticity of verisimilitude that is to say that the reproduced object resembles the original. The second is based on "genuineness", that is to say that the village appears as real. The third sense is originality versus copying. And the last sense is related to authority, that is to say the village is authentic, because an authority has authenticated it. Thus, space is this vulnerable element, on which many critical thoughts concerning its ability to preserve its characteristics throughout a tourist development procedure have been verbalized. Michalis Nikolakakis[43] (2015), notes that according to Mac Connell (1976) tourism has led to the gradual profanation of tourist destinations, a fact that has transformed the receiving community and "i*n reaction to this tendency, tourist destinations have staged themselves in such a manner as to seem to preserve their authenticity"*. And Helen Maistrou (2004) states that "*the consequences of tourism development grow to be especially severe for these cases where tourism accompanied with various forms and volumes, comprises the main expedient for the financial development of a region and constructs its evolution on the "direction" of a decorative promotion of the historical and cultural content of the place"*[44].

GREECE AND SANTORINI ISLAND

In Greece with the successive territorial registrations throughout history, cultural tourism represents a motivated instrument for overall development that was embedded in the Greek economic policies[45], shyly at first and as a national goal during the post war period[46]. Many

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[42]Bruner, Edward, M. (1994) Abraham Lincoln as authentic reproduction: A critique of postmodernism. American Anthropologist Vol. 96 (2), p. 397. https://is.muni.cz/el/1423/jaro2016/SOC283/re/ci/Bruner-Abraham-Lincoln-as-Authentic-Reproduction-AA-1994.pdf, Retrieved on 05.03.2017.

[43] Nikolakakis, Michalis, (2015). "The tourist paradox: On the history of Tourism in Greece, from 1950 to the Present Day" in Aesopos, Yannis, (edit.), (2nd edit.). *Tourism Landscapes, Remaking Greece*. Athens: Domes editions. Pp. 38-51.

[44]Maistrou, Helen, (2004). Tourism Development and Cultural Identity. The Architect's Multiple Role. *Technica Chronika*. September- October 2004, p. 22.

[45] In 1914 the Tourism Bureau was established. The Greek National Tourism Organization in a primary form was founded in 1929 under the supervision of the Finance Ministry. In 1936, there was the Sub- Ministry of Press and Tourism, in 1941 the Directory of Spa- Towns and Tourism, and in 1945 the General Secretariat of Tourism. In 1950 and up to our days, the Greek National Tourism Organization (GNTO) was established, in 2004 as part of the Ministry for Tourism Development, and from 2010, as part of the Ministry of Culture and Tourism. Two large

districts both on the mainland and the islands, which were characterized by their folk architectural tradition were suggested as settlements for tourism development.[47] Among them Santorini[48] in the Cycladic islands complex gradually became a primary tourist destination, and the traditional settlement of Oia a prominent option. The island is affected by its active volcano, which provides certain constructive materials such as Thiraic volcanic earth, pumice, red and black stone, as well as by its lack of wood. Santorini flourished during the modern period at the end of 19th century, based on viticulture and transit shipping. The traditional architecture of Oia gained its specific characteristics based on the social hierarchy. The inferior classes continued to house themselves in cave constructions with features of "picturesque" and "organic" configuration, as these are defined by Dimitris Filippidis (2010)[49], while the upper classes lived in monumental buildings with neoclassical elements. Filippidis connects the term "picturesque" with the aesthetic categorization of the irregular and non-finished (incomplete), which as a value played a significant role in creation. On the other hand "organic" is used as a characteristic referring to natural forms. In 1956 a large earthquake changed the island's prospects of development, since the state aimed at rebuilding the destroyed settlements (1958-63), although the natives seemed to reject the pre-existing traditional forms. Through the programme "Preservation and Development of Traditional Settlements in Greece" (1975-1995) the GNTO succeeded in restoring many traditional cave houses for tourist accommodation. This fact changed the development's orientation in Santorini and converted the island into a primary tourist destination. Filippidis (2010) claims that this transformation *"is materialized under the same conditions of all Greek territories, that is to exploit the historical past as a illustrative*

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projects were developed by the GNTO. The first one known as "Xenia Project" took place from 1950 to 1974. The second one "Preservation and Development of Traditional Settlements in Greece" took place from 1975 to 1995.

[46]For a long period tourism evolution was limited by the insufficiency of the net of transportations and qualitative host facilities for the accommodation of high economic status visitors at sites of great archaeological interest. Georgiadou, Zoe, Fragkou, Dionissia, & Chatzopoulos, Panagiotis, (2015). The development of the tourist model in luxury hotels: the case of Amalia Hotels in Greece, in the Proceedings of the International Conference, on *Changing Cities II: Spatial, Design, Landscape & Socio-economic Dimensions*, Porto Heli, Peloponnese, Greece, June 22-26 2015, pp. 1531-1542. After World War II the economical reconstruction of the country was focused on tourism evolution with a severe nation-wide attempt, within projects that were financed by public and private resources. During the seven years of the dictatorship (1967-74) mass tourism altered the spirit of these efforts. Georgiadou, Zoe, Fragkou, Dionissia, & Dimitris Marnellos, (2015). Xenia Hotels in Greece: Modern Cultural Heritage, A Holistic Approach. *Journal of Civil Engeeniring and Architecture*, February 2015, Volume 9, No 2, pp. 130-141. Recently the economic crisis started to destroy any form of qualitative protection focused on the goal of unconditional development.

[47]During the first period of the "Preservation and Development of Traditional Settlements in Greece" programme, six traditional settlements were included: Vathia (Mani –Peloponnese), Byzitsa (Pelion- Thessaly), Mesta (Chios Island), Oia (Santorini island), Papigko (Epiros) and Fiskardo (Kefalonia Island). These settlements were selected for the quality of their architectural and housing structure, their integration into the natural environment, their representation concerning different forms of local and regional architecture and housing typology, and the availability of sufficient un-inhabitanted buildings, as well as their ability to be developed. Until 1991 sixteen settlements and 119 buildings were preserved and adapted as tourist accommodation. For this program GNTO has received international recognition and prizes (Europa Nostra 1980 for Oia, 1989 for Papigko, 1986 Biennale Prize for Oia, Prize by the International Association of Tourism Journalists for Pelion).

[48] Santorini is in the south of the Cycladic complex, located 130 miles from Piraeus and 70 miles from Crete. It has 13 settlements and two parts of ground formation- a part with plane ground and bays, and a cliff part, the Caldera, formed by the massive volcanic explosion that blew the center out of the island about 3,600 years ago. Oia is one of the settlements built partly in a linear formation along the cliff heights.

[49] Rapoport, Amos, & Filippidis, Dimitris, (2010). *House Form and Culture.* Athens: Melissa Publications. Pp 218-235.

construction, connected with the unique landscape".[50] During this procedure the sight of the Caldera from a secondary (following the cave houses) characteristic became the primary tourist value, something reflected in the contemporary environment.

Pictures 1, 2: Oia Santorini, preserved houses through the programme "Preservation and Development of Traditional Settlements in Greece" (1975-1995) GNTO. Source: Collective, (1984). *GNTO Programme 1975-1985.* Athens: GNTO publications, p. 135 & 146.


Pictures 3, 4: Oia Santorini, preserved interiors through the programme "Preservation and Development of Traditional Settlements in Greece" (1975-1995) GNTO. Source: Collective, (1984). *GNTO Programme 1975-1985.* Athens: GNTO publications, p. 144 & 165.

[50] Rapoport, Amos, & Filippidis, Dimitris, (2010). Ibid p. 232.

The traditional cave house of Oia was based on a primitive construction of the 19th century, integrated into the extrusive rock, greenless and treeless natural environment. The difficulties in construction and the lack of water modulated these primitive houses to be built inside the rock- that was easy to burrow, and the use of supplementary building parts coming out of the cave construction, depended on the economic conditions. The poorest the house was, the most cave– like it was. The part of the settlement consisting of simple cave houses was located on the cliff of the Caldera, and in order to be protected by the south wind, high walls built at the house's façade. The caves housed mostly sailors and the crew in general, since the captains obtained bigger houses in the inner part of the settlement, protected by the winds. The houses hanging in the Caldera were based on space economy in order to serve basic human needs, plain decoration, environmental sustainability, collection of water into underground tanks, use of local materials and limited use of precious rare materials such as wood. The cave functions as regulator for the local climate conditions-wind, hot and cold weather. The rocky ground and the steep cliff made the houses follow the ground's curves, in a linear manner, and produced the required harmonic co-existence, based on the respect of the inhabitants for their natural environment. The typology is based on space succession: from the main room-"sala" to the back where is the bedroom, which is lit and ventilated by the front room. The wall between them has the same openings, as the façade. The kitchen is a small room connected to the sala and the toilet is outside the house, in the yard. Concerning the interior spaces, George Varveris (1981:60)[51] refers to the absence of adornment, attributing it to the lack of wood, and characterizes the cave house "without ornaments" and "plain". "*There is not fireplace in the room, that is filled with plates and other decoration. There is no elevated wooden bed -or the "onta" which decorates so beautifully the sleeping corner. So the cave house of Santorini has its own form and expression. Its acquaintance does not give the impression of picturesque or charming, but rather surprises and obtrudes the visitor with its simplicity and peculiarity*". Thus it is not only the lack of wood, but also poverty that could provide only absolutely necessary things. Everything else was curved in the volcanic rock, fixed and integrated in the plasticity of the structure.
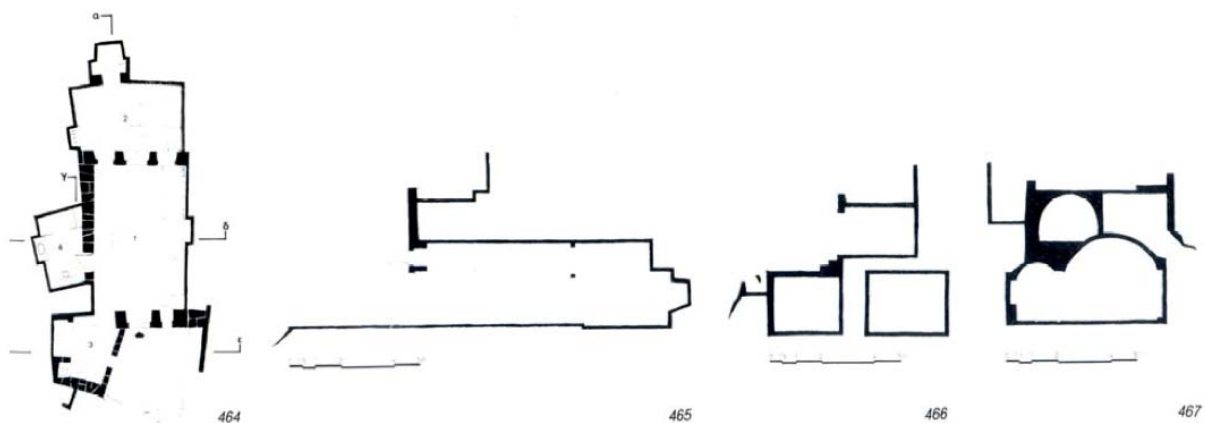
Picture 5: Oia Santorini, Theodosis cave house plans. Source: Collective, (1984). *GNTO Programme 1975-1985.* Athens: GNTO publications, p. 165.

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[51] Varveris, George, (1954-55). Houses of Santorini, in Michelis, Panagiotis, A., (edit.) (1981). *The Greek Folk House: Student projects.* Athens: NTUA Publications. P.p.41-60.

The configuration of the settlement of Oia is based on the aesthetic content of "picturesque" with irregular and incomplete, open to intervention, forms, developing as part of the surroundings. In the traditional architecture of Oia we can recognize all these factors connected with the climate conditions, as described by Amos Rapoport (2010): the adaptation of the local conditions and natural environment, social and human needs, structure and culture of the local community, materials and constructive techniques based on the land.
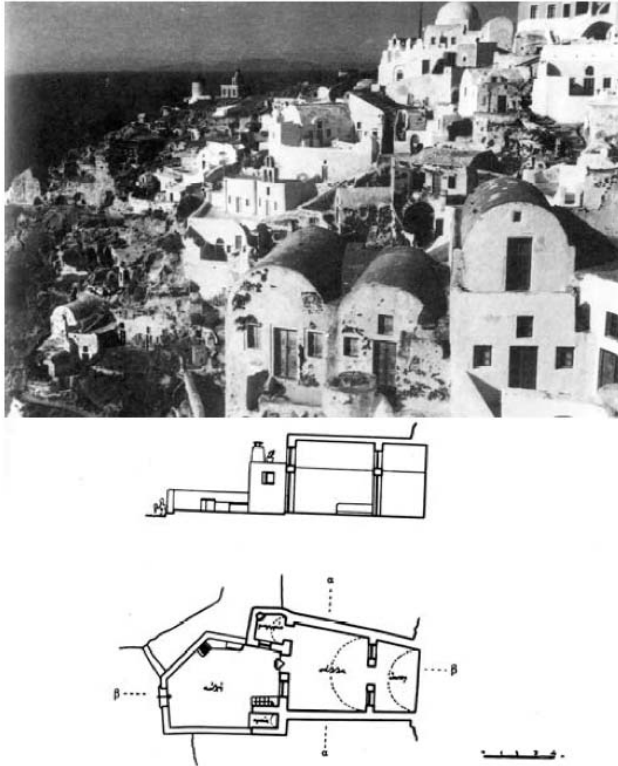
Pictures 6, 7: Oia Santorini before the GNTO programme. Source: Collective, (1984). *GNTO Programme 1975-1985*. Athens: GNTO publications, p. 151 (left). The typical cave house of Santorini. Source: Michelis, Panagiotis, A., (edit.) (1981). *The Greek Folk House: Student projects*. Athens: NTUA Publications. P. 47 (right).

However, the way of living gradually changed and the local community faced a natural disaster that destroyed structures for needs that had already changed. Rapoport (2010)[52], mentions that as soon as a culture or way of living changes, its expressive forms lose their meaning and content. He adds that many artifacts preserve their prestige, even though their creative civilization has disappeared, and the forms of the houses and settlements can be used, even if their embodied meanings have been differentiated to a high degree.

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[52] Ibid. P. 114.

HOTELLING IN OIA

Oia, Imerovigli and Fira -all sited in the Caldera, are described as primary destinations in many sites on favorable touristic destinations.

"*On the northern tip of Santorini, 12 kilometers up the coast from Firá, Ía (Oia) is a picture-perfect village of whitewashed houses, several of which have been converted into chic little boutique hotels with infinity pools, overlooking the caldera… Oia is especially known for its stunning sunsets, which attract visitors from all over the island each evening through summer …Formed by the massive volcanic explosion that blew the center out of the island some 3,600 years ago, the caldera is the sea-filled volcanic crater that remained...*"[53]

And "*Santorini is considered to be the most sought after place for a romantic getaway in Greece, since there are not many places in the world where you can enjoy exquisitely clear waters while perched on the rim of a massive active volcano in the middle of the sea! The island has a growing reputation as a "wedding destination" for couples not only from Greece but from all over the world. A trip to Santorini with the other half is a dream for anyone who has seen at least one photo of the island's famous Caldera and exchanging kisses beneath Santorini's famous sunset is the ultimate romantic experience!*"[54]

The Caldera with its view is the first point of attraction and the form of the cave houses the second, as both are connected with the sense of picturesque and are carriers of the local identity. It is already mentioned that the cave houses are inventions of the social and economic circumstances. Many cave houses have been preserved and conserved, adapting their use to boutique hotels or guest houses. Ultimately the use is the same- a house, even if temporal, and with this tradition is recreated. This cultural asset could be used as an open, active, experiential museum.

Thirty five years later looking through the Internet for accommodation in Santorini the picture seems to be replicated as exactly the same – a tourist settlement calling the visitor to participate in the phantasmagorical scenery: cave houses, or cave-like houses, facing the Caldera, swimming pools and Jacuzzi in the yard, in a waterless island, vaults with "pure" whiteness in their interiors, cement based floors, curved geometry of the built in furniture and bathrooms, hidden lighting in the bottom of the built-in beds, branded furniture in a glossy interior. What has intervened?

Pictures 8, 9: Andronikos Hotel-Santorini, Designers KLab Source: dezeen, https://www.dezeen.com/2016/07/24/klab-andronikos-hotel-santorini-greece-interior-design-curved-arches/ retrieved 03-05-2017.

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[53] http://www.planetware.com/greece/santorini-gr-aeg-santo.htm Retrieved on 05.03.2017.

[54] http://www.visitgreece.gr/en/greek_islands/santorini Retrieved on 05.03.2017.

Pictures 10, 11, 12: From the left to the right: Panorama, Oias View, Oia Mare. Source: Hotel sites.

Pictures 13, 14, 15: From the left to the right: Hotel Thira, Porto Fira, Ifestos Villa. Source: Hotel sites.

If we refer to the first period of Oia's tourism development through the preserved cave houses, under the supervision of the GNTO[55] we find out that «*the goal of the architectural intervention was the re-habitation, promotion, and restoration of the settlement and selected buildings with their initial picturesque and authentic vitality*". The attempt was focused on evaluated, abandoned houses, that had worthwhile folk architectural characteristics (humble mostly and not captains' houses), and were preserved in order to be used as host spaces, and also accompaniment buildings with supportive functions, that could motivate the settlement's re-habitation (for example weaving workshops in cooperation with EOMMEX) and construction of infrastructures (water tank, sewerage systems). During this procedure the public and the private space continued to operate as a unified entity, preserving the local identity of the settlement that served its inhabitant first and second its visitors, who could experience a genuine temporal inhabitation. GNTO's advertising posters with the title Hellas, used pictures of everyday life, paintings by well-known painters (such as Spyros Vasileiou and Panayiotis Tetsis), or graphic

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[55] Architects Paraskevi Bozeniki- Didoni and Nikos Agriantonnis.

representations of traditional settlements. The Greek culture, the sea entrancement, the whitewash geometry of the Cycladic islands consist of the main asset for the tourist development of small islands, without putting them apart from everyday qualities and their authentic expression. The first and the second tourist gaze introduced by Mac Connell co-exist easily, as the unexpected everyday events- the gap for the hidden content that forms the cultural experiences, are revealed, whilst the first gaze is not predetermined. Architectural interventions in the interiors were based on the conservation of the building's envelope authentic elements as well as the functional configuration with the least possible modifications mainly the transformation of small storage rooms into bathrooms. The destroyed parts were restored to their previous forms using documentation in the form of oral testimonies, photographic or other archive material. The humble image of these guesthouses is completed by a series of wooden furniture items designed with the simplicity of traditional Greek pieces as iron or wooden beds, stools and seats. These wooden elements stand humbly, besides traditional structural elements such as whitewashed walls and domes, semicircular window arches, alcoves, armoires, etc. The evident interventions concern confined electricity and lighting installations. The sense of "authentic reproduction" and its "authentication"[56] by the GNTO services is supported by the evaluation of various information sources that included the use and function, tradition and techniques, spirit and sensation and other internal and external aspects[57].

During the last thirty five years the transition to the post modern period, globalization, the international life-style, the changes in the means of transportation and the domination of the internet and social nets, have homogenized the tourist product and led to a different phase in tourist development as the preponderant option of the country's economical policies, that however seems to navigate to a sort of underdevelopment or to a "tourist paradox" as aptly noticed by Nikolakakis (2015)[58]. The personalization of the vacation in the sense of self-fulfillment, experience and "good living", is organized by the gaze and formed as desire and image. Thus, Mac Connell's first tourist gaze is predetermined before seeing the real image, and all the values that the tourist seeks for, are based on the beautification of a cultural environment, which is supposed to carry these local characteristics re-creating the illusion of "the local tradition". Aris Konstantinidis in his book "Two Villages from Mykonos" refers to the superficial relation of the man-lover who is not really interested in the folk architecture, but is interested in "steeling" its forms. Thus, transferring shapes of the past, devoid of their creative need, he sends up in a sort of decorative scenery[59]. The interiors of the cave houses in Santorini (as boutique hotels or guest houses now) are visually repeated as identical design stereotypes or as variations of scenes of opulence and luxury. These houses are transformed into private settlements, disconnected from their shell since when devoid of their covering dome or local traditional forms, these characteristics are constructed in order to illustrate the expected "Greek picturesque". But the uncritical and infertile replica of the past folk culture is not authentic rather it is based on the poetry of others[60]. Luxury is supported by branded furniture, private pools and Jacuzzi, always facing the Caldera. The private interiors- images framed into a completely touristic settlement- the supreme fantasy that narrates the personal history of the couple kissing

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[56] Bruner, Edward, M. (1994). Ibid.

[57] Nara Document on Authenticity, (1994). Ibid.

[58] Nikolakakis, Michalis, (2015). Ibid.

[59] Aliki, Spyropoulou, (2011). Aris Konstantinidis and Anonymous Architecture. *Newspaper Epochi*, 12/06/2011.

[60] Le Corbusier, (1986). *Art Decoratif d' Aujourd'Hui*. Champs, Flammarion.

over the Caldera, facing the sea and the sunset. Daniel, J., Boorstin's (1964) view, that the modern tourist does not seek for authenticity, seems to be extremely topical. On the contrary he is fully aware that he is part of an illusion, made just for him and in-authentic. The tourist in fact embracing this illusion seeks for in-authenticity, that is to say he seeks for the pseudo-construction.

SYNOPSIS

According to ICOMOS[61] the principles for promoting and managing tourism in ways that respect and enhance the heritage and living cultures of the host communities, so as to encourage a dialogue between conservation interests and the tourism industry are that "*conservation should provide well-managed opportunities for tourists and members of the host community to experience and understand the local heritage and culture at first hand; the relationship between heritage places and tourism is dynamic and should be managed in a sustainable way for present and future generations; conservation and tourism planning should create a visitor experience that is enjoyable, respectful, and educational; host communities and indigenous people should be involved in planning for conservation and tourism; tourism and conservation activities should benefit the host community, improving development and encouraging local employment; tourism programs should protect and enhance natural and cultural heritage characteristics*"[62]. Authenticity is a key element for the application of these principles and the designation of local identities meaning.

When looking at this process in Oia Santorini, a case of Greek traditional village, based on the aesthetic content of "picturesque" with irregular and incomplete, open to intervention, forms, we can see how tourist development affects vigorously the genuine attributes of the settlement- cultural, environmental, societal, functional and morphological. Gradually, the social structure and the sense of authenticity of the host community were critically altered with the reconstruction of the village for reasons and needs other than those of its original creation. Although Rapoport states that the forms of the houses and settlements can be used, even if their embodied meanings have been differentiated and their creative civilization has disappeared, the re-habitation process has lost its authentic components: a new idiom of an artificial identity, versus the local traditional one, has been formed. The involvement of the host community and indigenous people in planning for conservation and tourism seemed to have been successful during the GNTO program "Preservation and Development of Traditional Settlements in Greece"(1975-1995), when there was public funding and supervision. It seems also that as soon as individuals began to fund the remaking of their own cave houses as boutique hotels, handling interiors according to their sense of the "attractive image of tradition" and the notion of Greek picturesque, these interior spaces were disconnected from their authentic characteristics, and became susceptible elements that were easily altered. Public architecture in contradiction to private architecture, according to Konstantinidis allows for the transmission of authentic ideas and the expression of a "true architecture"[63].

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[61] International Council on Monuments and Sites.

[62] ICOMOS. (1999). International Cultural Tourism Charter: Managing Tourism at Places of Heritage Significance. ICOMOS. Accessed October 25, 1999. http://www.international.icomos.org/charters/tourism_e.pdf.

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Over the last two decades tourism trends have focused on globalization, cosmopolitan reality, international life style, opulence, good-living culture, and these through internet promotions and social nets to produce sentimental images and illustrations of space that feed dreams, fantasies, mirages and illusions. But the critical issue of authenticity is still essential. Interior spaces devoid of their shell become vehicles for portraying an inauthentic identity into the traditional cave houses of Santorini (and conclusively into any traditional construction). This identity is activated through recurrence of stereotypes – use of "local" materials, sculptural forms, curve-geometry, white-washed domes and walls, sophisticated furniture, etc. So Mac Connell's first tourist gaze is not followed by his second gaze of an authentic inhabitation experience that promotes the perception of the local cultural heritage. And the "objective authenticity" becomes a sort of "subjective authenticity"[64] and display the design provided by the tourist industry as determinant of the experience.

Although Santorini and the Caldera are favorable destinations and hotel accommodation is satisfied in boutique hotels or luxury guest houses, it seems that the visitors are not aware of authenticity and the indigenous people are focused on presenting the heritage of the host community as an illusion. So even if tourism benefits financially the host community, and encourages the local employment, it does not seem to improve development and does neither protect nor enhance natural environment and cultural heritage characteristics. Community's everyday life as vivid culture is absent. And here lies an open question about space: under these circumstances how then is authenticity possible at all, if the interpretation decline in the direction of stereotypes and clichés?

During a period of forty five years the biggest undertaking of Greek economy, tourism development has "*frustrated the promise for inter-cultural communication, the expectation to contribute to the showcasing of the country's cultural heritage and social expectations to contribute to the reduction of inequality vis-a-vis the other European economies. Greek society finds it impossible, to ascribe any positive meaning to it-self through tourism, yet it is condemned to persist in this effect*"[65].

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[64]Uriely, Natan, (2005). The Tourist Experience. *Annals of Tourism Research* 32 (1), p.p. 199-216. P. 206-207.

[65] Nikolakakis, Michalis, (2015). Ibid.

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