JOURNAL OF TOURISM RESEARCH

Review of Tourism Sciences

Tourism Research Institute

E D I T O R I A L   B O A R D

INTRODUCTION

Science is the knowledge of the existing, which systematically totally covers a sector of issues. Science is one and its purpose is the understanding of all phenomena. Due to human's incapability of mental controling the whole of universal rules, science is divided to partial ''sciences'' and each one covers its objective field.

The science of tourism can be divided in two parts. The sciences of understanding the tourism phenomenon and the sciences of the enterprises of hospitality and their management.

Dealing with sciences leads to complete studies whose purpose is the understanding of the reality. These studies are set to be published in refereed scientific journals. Their publication is judjed for being original, complete and correct, by members of the academic community. Then, these publications are considered as valid and can be used by other researchers for the spread of knowledge.

Aim of the magazine is the spread of knowledge related to the scientific fields of tourism. In Tourism Issues there are being published original articles and obligatorily new researches. The writing language can be Greek , English , French or German. The scripts will be evaluated by three - membered scientific committee whose members have deep knowledge of the specific fields.

Laloumis Dimitris

WRITING GUIDELINES

In "Journal of Tourism Research" can be published original articles and research studies dealing with tourism topics. The articles and the studies should have never been published before.

Every scientific paper should not exceed a maximum of 8000 words and should be sent in electronic form at info@dratte.gr.

The paper can be written in Greek, English, French or German.

Papers should be typewritten in black, double-spaced on A4 or US letter sized white paper and printed on one side of the paper only, with 1 ½ inch margins on all four sides, using 10 pts Arial characters. Pages should be numbered consecutively.

The first page of the paper should include in the following order: paper title, author's name and surname, affiliation, postal address, telephone and fax numbers, email address, acknowledgements. In the case of co-authors, their full details should also appear (all correspondence will be sent to the first named author). Also include an abstract of 200-250 words, and up to five keywords.

The second page should contain the title of the paper, an abstract of 200-250 words, and up to five keywords. Do *not* include the author(s) details in this page.

Subsequent pages: main body of text; list of references; appendices; endnotes (endnotes should be kept to a minimum).

Every paper should be accompanied by a 180-word abstract. The text of the abstract is not allowed to be part of the paper. Also, the author should propose 4 key words associated with the main fields dealt with in the paper. The aforementioned (name, title, abstract and key words) should be given in English and Greek, as well as in the language of composition in case this is French or German.

Tables, figures and illustrations should be referred to and included in the text, in gray tint. Each table, figure and illustration should be numbered consecutively (in Arabic numbers) and titled. Tables, figures and illustrations should not exceed one page and should be kept to a minimum.

The text should be organized under appropriate section headings. Section headings should be marked as follows: primary headings should be typed in upper case and bold (e.g. **INTRODUCTION**); subsection headings should be in upper and lower case and bold (e.g. **Tourism Planning**).

Quotations should be taken accurately from the original source. Alterations to quotations should be noted. Quotation marks (" ") should be used to denote direct quotes. Inverted commas (' ') are to be used to denote a quote within a quotation.

Papers should be supported by references. These should be set out according to the standard Harvard style as follows. In the text references should be cited by the author's name and year of publication in brackets – for example (Miller, 2000; Tribe, 2000, 2001), or '… as noted by Miller (2000)'. Where there are two or more references to one author for the same year, the following form should be used (Smith, 1999a) or (Smith, 1999b). Where references include two authors the form (Clarke & Little, 1996) should be used. Where references include three or more authors the form (Riley *et al.*, 1996) should be used. The reference list, placed towards the end of the manuscript, must be typed in alphabetical order of authors. The specific format is:

- *For papers in journals:* Blangy S. & Nielson T. (1995) Ecotourism and minimum impact policy, *Annals of Tourism Research* 20(2), 357-360.
- *For books and monographs:* Inskeep E. (1991) *Tourism Planning: An Integrated and Sustainable Development Approach*, London: John Wiley & Sons.
- *For chapters in edited books:* Hall C.L. & Jenkins J.M. (1998) The policy dimensions of rural tourism and recreation. In R. Butler, C.M. Hall & J. Jenkins (Eds.) *Tourism and Recreation in Rural Areas*, London: John Wiley & Sons, 19-42.
- *For reports:* Hovland N.P. (1989) *Local Economic Impact for Travelling Business: Examples from the Municipality of Risoer*, report no. 24, Telemark Research Institute, Boe.

Every paper will be examined by a three-member scientific committee. The committee's members cover cognitive fields relevant to the papers' topics and receive the papers with the author's/s' name undisclosed. The judging process will be completed with author's anonymity throughout. The judges will propose to the editorial committee the acceptance or the rejection of a paper to be published or the possibility of publishing an article after corrections suggested by the judging committee.

After the papers' judgement, the authors will be notified, either the judgement has been positive or not. The approved papers will be published according to priority of chronological order.

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ARCHITECTURAL DESIGN AS AN EFFECTIVE ASPECT FOR THE IMPROVEMENT OF THE TOURIST PRODUCT

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ABSTRACT

Greece, like many other countries in the past, was only interested in promoting tourism but lacked the equivalent interest in its quality. However, the era of "sea and sun" is now behind us. New trends and prospects of development are now focusing on the quality and alternative tourism rather than mass tourism. This development emerged in the international landscape, after the sociopolitical, environmental and economic changes that have occurred and continue to occur in recent years.

The transition from mass tourism to quality tourism is proven and necessary if tourism is to contribute to the development of Greece and the exit from the economic crisis. At this stage, however, facing the competition from neighboring countries, in terms of the product offered and target group, differentiation is a one-way road. Thus the Ministry of Tourism and the agencies involved in the tourist product are now in the process of establishing a framework which aims at the transition from mass tourism to quality

tourism. This will include, among other things, modern infrastructure and the modernization of the old one, i.e. the partial or total withdrawal of obsolete units, renewal and the reuse of important buildings or complexes.

It is a fact that quality upgrade cannot be conceptualized separately from spatial upgrade. How feasible is, however, the creation of large tourist facilities nowadays? Should priority be given to the "all inclusive" tourist model and the "ghettoization" of tourist accommodation? International studies predict that future visitors should be able to customize every aspect of their residence experience and the services offered. Is it possible to do so within the context of the large tourist units operation and what is going to happen if all small and medium-sized enterprises continue to operate causing thus aesthetic pollution to the environment?

Based on the principles of sustainability, diversity, development of small and medium-sized businesses and customized services required by the visitor of the future, modernization and refurbishment of the existing tourist infrastructure will promote alternative tourism models. This will integrated into the residential complexes of each area, giving a personal style to any small unit, so that the visitor finds what he/she wants, tailored to his/her specific needs and requirements.

This tourist model, which is based on customization of services offered, leverages the existing infrastructure because it relies on personal relationships, promotes various types of tourism and enables the extension of the tourist season. The case studies that will be analysed are excerpts of student projects and demonstrate clearly how an existing tourist facility (specifically a city hotel), based on an interesting and strong key idea, can be transformed into a design or boutique hotel with all these quality characteristics listed above. The apparent benefit of this project is the utilization of the existing shell and the enhancement of the place and the services offered.

INTRODUCTION

It is a general assumption that tourism plays a vital role in Greek economy and is one of the major sources of wealth, making a positive contribution to solving the Balance of External Payments problem. Thus, tourism development in Greece has been established

so far by the development laws which first placed emphasis on creating accommodation for tourists only. The uncontrolled tourism development, however, has created major problems. It is for this reason that the latest development laws aim at the upgrade of tourism offer and the maintenance of the environment for the purpose of enhancing the quality of services offered and improving hotel infrastructure.

According to the World Travel and Tourism   Council[1] , Greek accommodation for the year 2006 consisted of 9,000 hotels with 600,000 beds and approximately the same number of rented rooms. Only 15 % of those were 4 and 5 stars hotels, while the largest part - about 43 % - were independent accommodation, i.e. rooms for rent of varying quality, apartments and private homes. Also, a large number of luxury hotels required upgrade and modernization. About 50% of total accommodation in the country fell under the low and medium cost options, which produce low efficiency and often unreliable[2] service, mainly due to the seasonality in the tourism industry which often employs seasonal staff.

It is noteworthy that the 4 & 5 stars hotels represent only 15.9% of total Greek hotel units and at the same time 39.2% of total accommodation in the Greek territory (because of their larger average size in relation to the small and medium-sized units). To conclude, we observe that 84.1% of the Greek hotels are up to 3 stars units, while over 60% of the rooms for rent belong to small and medium-sized units (SME).

Greek reality

The Greek hotel market is primarily based on SME units. These are often family businesses employing untrained staff in order to compete with the large units of the competing countries, which have the advantage of economies of scale and professional organization, operation, networking and promotion.

Also under the new Development Law 3908/2011[3] , the 1 and 2 stars hotel units may not receive any subsidy, while the 3 stars units can but in rare occasions. It is therefore understood that a way should be found to make the best possible use of the existing potential of the SME units.

 A solution could be the transformation of many of these units into units of high aesthetics, quality infrastructure and high quality service, so as to turn a potential disadvantage to a strategic advantage[4] Additionally, the Greek hotel market faces the

challenge of the extension of tourist season, since the hotel occupancy rate for the year 2006, throughout the Greek territory, is close to or exceeds 50% only for the months of June, July, August and September, while for the rest of the months the occupancy rate fluctuates from 25% to 44%.Survey results (Andriotis 2002b) show that the contribution of accommodation enterprises to the economic development of a place is not uniform.

 More specifically, large units employ more outlandish executive staff in relation to the SME ones. Furthermore, larger units tend to buy fewer products from the local markets compared to SMEs, while small businesses employ more people from the familiar environment. Therefore, the smaller the company, the greater is contribution to the local development.

However, the contribution of small scale investments to maintaining control of tourism development of an area is also considerable, having less negative impact on society, leading thus to better integration into the existing socio-political and economic environment and the sustainable development of the area. So it would be appropriate if the development and design agencies were to identify their preferences for the small or large scale investments, depending on the types of tourists they want to attract.

3   PERSPECTIVES OF DEVELOPMENT

According to a survey (Hotels 2020: Beyond Segmentation, Fast Future Research), which predicts tourism development by 2020, visitors should be able to customize every aspect of their residence experience. The traditional way of customer classification will be set aside   and be replaced by a series of customized services within the context of creating an integrated customer service model/platform. This means that future guests will be able to adapt every aspect of their travel experience to their requirements, including technology, hotel services, accommodation, travel, expenses and communication. It is also worth noting that the aim should not be a reduction of costs and prices for competition purposes, but a rise in value and quality of the product offered and the hotel services for the consumers.

Characteristically, there are some factors advocating for the tourist facilities upgrade: A) The Earth's climate has changed and shall continue to change. Tourism is not only influenced by the environment, but it also significantly affects it. It is very likely that climate change can dramatically affect the future customer behavior in terms of traveling and travel choices in general. Nowadays, the citizens-consumers around the world are

increasingly informed of the environmental issues and exhibit increasing environmental awareness. Many tourists are now taking into consideration the «ecological footprint»[5] caused by their journey to the destination• the time is not far-off when this footprint will determine the choice of destination, means of transport and accommodation. It is no coincidence that a constantly increasing number of hotel businesses promote environmentally friendly policies and express their environmentally friendly mindset. In this context, the adoption of a sustainable development model in all issues they face is a one-way road for the viability of these companies.

 B) Socio-economic changes have been occurring rapidly in recent years, contributing to the differentiation of the consumerist behavior of tourists worldwide[6] ; consequently, the limited vacation time is replaced by a luxurious holiday, meaning customized, authentic holiday with respect to the local culture and environment.

The traveler is now embracing luxury in the sense of self-fulfillment, experience and "good living". For these consumers, experience gain and the "exclusive" and customized services are more important than anything else. Moreover, the role of technological innovations in the hotel sector (e.g. "smart" systems for effective management of the department of Food, enhanced systems of personal data security, "smart" lighting systems, alarm clocks which instead of ringing, they gradually dissipate light into the room, etc.) will become increasingly more important for the traveler of tomorrow.

A large part of the potential tourists around the world seem indifferent to the mass tourism model and prefer to differentiate themselves, choosing to escape from the daily routine and enjoy authentic experiences in leisurely pace, away from the tourist hordes. «Slow travel»[7] holiday and the vertical rise of ecotourism are two illustrative examples. These two types of vacation facilitate the development of small units that enable travelers to savor everyday life and/or nature in the places they visit. This type of vacation can be provided by hotels characterized by a small number of rooms, a distinctive architecture and decoration, a provision of personal services and high quality food, as well as the benefits of new technologies.

4   ALTERNATIVE TOURISM OR QUALITY TOURISM

The alternative or quality tourism and mass tourism can be viewed as "polar opposites", with the alternative appearing as good and the mass as bad (Lane 1989, 1991, Pearce 1992). As several researchers have noted (Andriot 2003a, Andriotis 2000, EC 1993, Romeril

1985b, Vanhove 1997), the majority of the negative effects of tourism development result from mass tourism, because this type of tourism attracts a large number of people and requires large scale investments and less participation of the local community in the developmental process (Andriotis 2002a, Doggart & Doggart 1996, Faulkner 1998). Mass tourism creates more negative impact on tourist destinations, as it is characterized by a concentration of infrastructure and tourists in space and time and appears less sensitive towards domestic wealth-producing resources, due to the intensive tourism development and the behavior of tourists attracted by cheaper options (Coccossis 1996, Coccosis & Parpairis 1996, Pearce 1989). On the other hand, the alternative tourist is more energetic and engaged in more environmentally friendly activities.

It is a fact that quality upgrade cannot be conceptualized separately from spatial upgrade. This means: a high-level architectural approach underlying both external appearance and interior fitting-out and decoration; a key concept of space design applying to all space as well as to the materials, the equipment and its individual functions; the selection of color and furniture pointing to the creation of a space with a holistic coherence; and, finally, the design focusing particularly on the detail and always taking into consideration the particular hotel location.

5 CASE STUDIES

The following examples confirm the afore-mentioned data by implementing the key concept to an existing city hotel, altering thus the aesthetic and functional treatment of its areas with a holistic approach but also with respect to sustainability and the effects on the environmental balance. These are student project of the 7th semester of the Department of Interior Architecture, Decorative art and Design, of Technological Educational Institute of Athens (TEI), under the supervision of the instructors, Mrs. Frangou Dionissia and Mr. Dimitris Marnellos. The hotel is located in the center of Athens, near Syntagma square. It was renovated in 2007 and is primarily suitable for professionals and leisure travellers. Being a historic hotel – a reference point for the city of Athens and its visitors -, it was built in the 1960s by the architect P. Valsamakis and is considered to be a specimen of its time. It has 98 rooms distributed in four floors. On the ground floor there is the reception, the lobby and the breakfast room. The hotel can provide conference facilities. The basic concept underlying the design of the space should promote quality tourism as expressed through the interior design, propose new design ideas and concepts and provide solutions to certain problems that were identified by the preceding local investigation. The studies presented were chosen for their originality, uniqueness and diversity. The same

methodology can be followed in smaller or larger tourist facilities or tourist accommodation, drawing on the existing structures and shells.

Figure 1: Reception

Figure 2: Lobby

Figure 3: Bar

Figure 4: Restaurant

Figure 5: Roof

Figure 6: Room

5.1. The interpretation of space using modern aesthetics of reproducing shell directions: The main idea of the design lies in: the creation of organized flows with the simultaneous organization of parallel or perpendicular corridors inside the carrying organization of the building; the addition of specific structures inside the building, such as wood or glass dividers; the respect of the historical significance of the city, and harmonization of the end, modern design of the hotel with the environment; its transformation into a modern design hotel so that its design reflects to a considerable degree the aesthetic typology of the time it was built; the discretionary interventions in the original aesthetic, where the technology and the hotel requirements demand modern solutions so that the outcome serves the central idea and the requirements of a hotel in the city center. (Team: E. Kokologiannis, Ch. Sebastiao, M. Tomasevic & E. Yanniou, A. Karakoussi, G. Kelpetzidis).

Figure 7: Reception

Figure 8: Lobby

Figure 9: Bar

Figure 10: Restaurant

Figure 11: Roof

Figure 12: Room

5.2. Design of space within space by deconstructing the existing shell. The objective of this proposal is the differentiation and the "break" of symmetry of the existing building. Its main element is the use of different shapes (triangles, trapeziums), irregular but sharp, contrary to the shell and any familiar form and shape that man is accustomed to use in

space and furniture. At the same time, the design also emphasizes the transparency idea selecting materials such as fiberglass, glass and lighting of the interior space.

In the interior space, the symmetric axes reading/readout and their fragmentation can be easily perceived. Onto their traces, asymmetric spaces were created inside the existing rigid shell, containing the internal uses and functions. So the reception, the bar, the circulation areas (i.e. corridors) but also the room spaces are "contained" within such types of structures and marked by them as well as by the intense presence of color. (Team: E. Americanou, M. Leontidou, K. Myrogiannis).

Figure 13: Reception
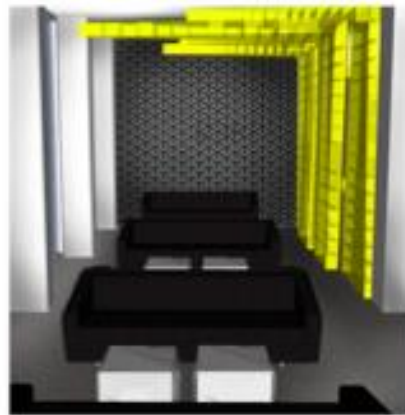
Figure 14: Lobby

Figure 15: Bar

Figure 16: Restaurant

Figure 17: Roof (inside)

Figure 18: Room

5.3. Symbolism (The elements of nature as a symbol). The key idea of the design is based on the four elements of nature: Air, Fire, Water, Earth, the sense that these elements express and the selection of the appropriate colors.

The element of Air is linked with lightweight structures and perforated materials or transparency giving a sense of freedom and "cool" atmosphere of white, blue and gray colors. It is proposed for the room space. The element of Fire is associated with the selection of warm colors such as orange, yellow, red and similar quality lighting, giving the feeling of coziness and friendliness. It is mainly selected for the dining area. The element of Water is expressed in structures characterized by plasticity-fluidity and water-like elements, offering balance and tranquility. It is expressed in colors like blue and white. It is recommended for the entrance, lobby and bar.

The element of Earth is embodied in "stable" structures and in materials such as wood, stone, fabric and upholstery, giving the feeling that nature has taken over the interior space. Shades of ocher, brown and gold colors are selected. (Head: G. Kouri, Th. Kostioutsouk) .

Figure 19: Reception
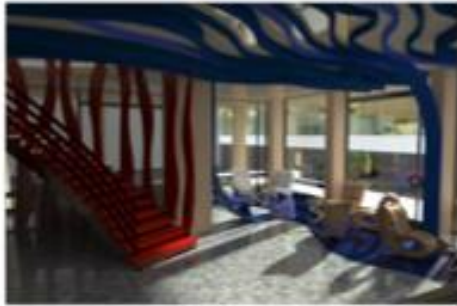
Figure 20: Lobby

Figure 21: Bar

Figure 22: Restaurant

Figure 23: Roof
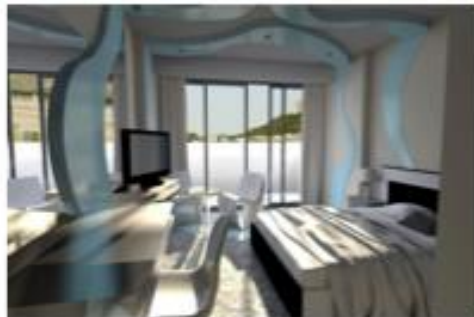
Figure 24: Room

5.4. Organic architecture. The central axis of the design is the idea of organic architecture and the forms that this approach produces. The organic architecture does not imitate

shapes of natural (organic) forms, but includes those mechanisms which govern the various physical processes. It is a form of personal expression of the architect himself and at the same time the emanation of the continuous search of the human spirit to find new ways to express memories, desires and expectations (Iliopoulos, V., (2005), Lecture: "Organic architecture", School of Architecture NTUA).

Figure 25: Reception

Figure 26: Lobby

Figure 27: Bar

Figure 28: Restaurant
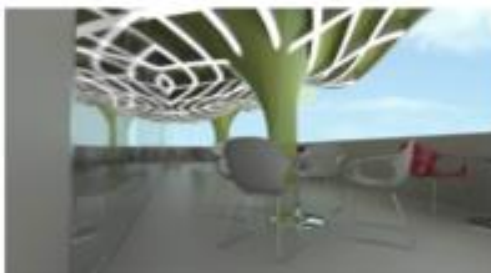
Figure 29: Roof

Figure 30: Room

The idea expresses the birth and co-existence of organic forms within the strict rules and principles of the given shell. These forms contain areas such as the reception, the restaurant itself as contour, the special ceilings with the lighting coming out of the shapes themselves without the use of lighting fixtures. The furniture chosen for public spaces (restaurant, lobby and bar) and private spaces embrace the users-clients of the hotel.

These organic forms become more dynamic in the rooms and the roof garden bar in order to experience a new accommodation environment in a modern city hotel. (Team: Ch. Alfatzis, E. Kalyva, L. Polycandrioti).

6 CONCLUSIONS

The transition from mass tourism to quality tourism is proven and necessary if tourism is to ensure the modernization of the tourist product offered but also the development of Greece and the exit from the economic crisis. This new tourism model is based on the international trends and developments, the principles that govern sustainability, diversity and development of SME businesses but also the services required by the visitor of the future. Tailored to his/her specific needs and requirements, the model establishes the customization of services offered, leverages the existing infrastructure, relies on personal relationships, promotes various types of tourism (conferences, religious or medical meetings, etc.) and enables the extension of the tourist season. In so doing, modernization and renewal of existing tourist infrastructure is achieved, promoting thus alternative tourism models integrated in the residential complexes of each area and giving a personal style to any small or larger unit. Therefore, the visitor-tourist finds what he or she wants, develops personal bonds with the place and people, reinforcing at the same time the dynamics of the Greek tourism product.

 Based on the principles of sustainability, diversity, development of small and medium-sized businesses and customized services required by the visitor of the future, modernization and refurbishment of the existing tourist infrastructure will promote alternative tourism models. This will integrated into the residential complexes of each area, giving a personal style to any small unit, so that the visitor finds what he/she wants, tailored to his/her specific needs and requirements. The apparent benefit of this project is the utilization of the existing shell and the enhancement of the place and the services offered.

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[5]   GBR Consulting (2007), Μελέτη αναβάθμισης Παλαιών Ξενοδοχειακών μονάδων, Αθήνα (για λογαριασμό της Πανελλήνιας Ομοσπονδίας Ξενοδόχων).

[6]   GBR Consulting (2002) , Έρευνα σχετικά με τα ξενοδοχεία boutique, Αθήνα.

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[1] World Travel and Tourism Council, The Impact of Tourism on Jobs and the Economy, London, 2006. Report available at http://www.wttc.org (access 01/09/2011).

[2] Finding good and qualified staff is difficult, due to the prevailing low estimate of the career prospects in tourism and the notoriety that accompanies many hotel businesses (i.e. offering low wages, irregular working hours and difficult working conditions).

[3] "Strengthening of Private Investment for Economic Development, Entrepreneurship and Regional Cohesion", GG No. 8/01-02-2011.

[4] See Koutoulas, D., (2006), The Market Influence of Tour Operators on the Hospitality Industry: The Case of Greek Resort Hotels. In: Papatheodorou, A. (ed.). Corporate Rivalry and Market Power: Competition Issues in the Tourism Industry. London: I.B. Tauris Publishers. 94-123

[5] http://www.footprintstandards.org (access 23/07/2011)

[6] SETE, 2010, Greek Tourism 2020: Proposal for a new development model, Tourism as Protagonist in the economic and social development of Greece, Athens, pp. 36-37.

[7] This refers to holidays in serene locations with loose schedule, i.e. going for walks, enjoying local cuisine, exploring urban cities, etc.

CORPORATE SOCIAL RESPONSIBILITY REPORTING IN THE HOTEL INDUSTRY

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ABSTRACT

Global trends in the field of Corporate Social Responsibility (CSR) such as the welfare of employees and the shortage of natural resources, along with technological innovations have all resulted in a new set of stakeholder requirements. Stakeholders are nowadays demanding not only for sustainable products and/or services, but also require the corporations behind the brands they are consuming to offer greater transparency and reveal their accountability with regards to the way they carry out business. Consequently, to meet the needs of stakeholders, many corporations have already incorporated the sustainability discourse in their business strategies. More recently, corporations have started to publish sustainability reports, as a means of informing their stakeholders and shareholders about their organizations' environmental and social performance.

Previous studies within the hospitality sector, indeed confirm that hoteliers have already started to incorporate CSR and the reporting practise in their businesses, as they have documented an increase in sustainability reporting in the hotel sector over the past few years. Evidence suggests that by incorporating sustainability in their business strategies, hotels can decrease their operating costs, differentiate their product, and enhance their brands' image. In addition, by drafting sustainability reports to comment upon these issues, hotels can attract more customers, provide better hospitality products, assist in the formation of sustainable tourism destinations, and improve their overall performance efficiency. The paper reaches the conclusion that sustainability reporting within the hotel sector will gain more momentum in the near future as it will become a valuable tool for gaining a competitive advantage

With this in mind, the purpose of the paper is to explore the notion of CSR within the hotel industry and to document the benefits derived by the reporting practise. For the purposes of the paper, the researchers will review existing literature in the field of CSR, sustainability and sustainability reporting in the hotel industry and retrieve data regarding the environmental and social performance from the hotels' corporate websites.

Key Words: corporate social responsibility, sustainability, sustainability reporting, hotel industry

INTRODUCTION

Global trends in the field of Corporate Social Responsibility (CSR) such as the welfare of employees and the shortage of natural resources, along with technological innovations have all resulted in a new set of stakeholder requirements. Stakeholders nowadays demand not only environmental protection and sustainable products and/or services, but also require businesses to offer greater transparency and accountability with regards to the way they carry out business. As a result, in an effort to satisfy the demand for sustainability, many business organisations are changing the way they operate and create profits, whereas they are also publishing sustainability reports in order to inform both their shareholders and stakeholders regarding their organisations' environmental and social performance.

The hotel and tourism industry, being amongst the world's fastest growing sectors (De Grosbois, 2012) with a 9% contribution to the global GDP, amounting to US $6.6 trillion (World Travel & Tourism Council, 2013 report) cannot afford to stay affluent upon

the new stakeholder requirements. According to a Deloitte survey, 34 percent of the surveyed travellers are now seeking for environmentally friendly hotels (Deloitte, 2008 in Millar and Baloglu, 2011). Mindful of the stakeholder's environmental concerns, hoteliers have started to incorporate responsible business practices into their businesses (Millar and Baloglu, 2011:302) whereas many hotel service providers have already committed in adopting the sustainability reporting practice in an effort to cover the demand for greater transparency (Dwyer, 2005; Assaf et al., 2012).

With this in mind, the purpose of the paper is to explore the notion of CSR within the hotel industry and to document the benefits derived by the reporting practise. For the purposes of the paper, the researchers will review existing literature in the field of CSR, sustainability and sustainability reporting in the hotel industry and retrieve data regarding the environmental and social performance from the hotels' corporate websites.

The need for sustainability

Corporate Social Responsibility

The notion of Corporate Social Responsibility (CSR) refers to the responsible manner by which an organisation can showcase its commitment to carrying out business and its daily operations on an ethical basis. It provides a framework by which business organisations can do well financially by doing good socially and environmentally, and it includes "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel, 2001:117). CSR actions mainly focus on the protection, conservation and restoration of the natural environment, the ethical treatment of employees and consumers, and the betterment of the society through community investment.

With the awareness growing regarding the social and environmental consequences of business activity, stakeholders such as governments, NGOs, customers and the public are nowadays demanding businesses to implement responsible business practises (de Grosbois, 2012). As a result, over the last two decades, the notion of CSR has become the new way of doing business and has gained increased popularity, as it has been implemented by a plethora of business organizations as a means of addressing their social and environmental responsibilities by adjusting their business practises to lessen their negative impact upon the environment and the wider society and positively contribute in the communities in which they operate.

Over the past two decades, many terms have been devised in order to describe the multidimensional character of businesses which adopt ethical and sustainable behaviour towards their stakeholders and the wider society. Amongst the most popular terms for the social responsibility of businesses are: corporate sustainability, corporate citizenship and corporate environmental responsibility. Emphasizing on the broad scope of CSR, which goes beyond philanthropy to operating sustainably in all aspects of business activity, the World Business Council for Sustainable Development (WBCSD) has defined CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life in the workforce and their families as well as the local community and society at large" (WBCSD, 1999: 3).

However, as there are no hard laws on implementing CSR and no specific frameworks to evaluate it, the business organizations that go over and above their legal obligations on employing CSR tend to inform the public regarding their CSR initiatives through voluntary communication practises (de Grosbois, 2012). Thus, given the voluntary character of CSR, in the 2001 Green book published by the EU Commission, CSR was defined as "a concept whereby companies integrate social and environmental concerns in their business operations and their interactions with their stakeholders on a voluntary basis" by which they can create new opportunities and gain a competitive advantage.

Sustainability in the hospitality industry

 Whereas the business case for CSR by which businesses can create long term shareholder value through the better management of risks deriving from the economic, environmental and social conditions is still developing, the hospitality industry has started to firmly embrace the notion of sustainability. In the 1987 Brundtland report, sustainability was given a holistic and future oriented definition, defined as "a development that meets the needs of the present without compromising the ability of the future generations to meet their own needs" (WCED, 1987: 45).

Business organisations are influenced by the systems surrounding them, which include the business, stakeholder and global environment, and they also have an influence on these systems themselves. As business organisations are inherent parts of social systems and ecosystems, they have an obligation to become more socially and environmentally responsible and contribute to sustainable development. Consequently, the underlying principle of sustainability, which is often referred to as the "Triple Bottom Line" is comprised by three pillars or the "3 E's" Environment, Equity, and Economics

which are seen as equal pillars in becoming a good corporate citizen. According to Assaf et al. (2012: 596), the Triple Bottom Line "reflects the firm's commitment to create financial, social and environmental values" on a balanced basis.

Many studies have proven a positive correlation between CSR and sustainability with profitability. Consequently, by addressing environmental and social impacts in a systematic way, even more hotel service providers could in fact be taking a leap towards corporate sustainability. According to an MIT study two thirds out of the 4000 survey manager respondents said that sustainability is necessary to being competitive in today's marketplace (MIT, 2012). Although the benefits from operating in a sustainable manner are mainly intangible, (ie. Competitive advantage, enhanced brand reputation, product/services innovation), business organisations are profiting from sustainability activities. Realising the potential benefits and having acknowledged the notion that the relevant stakeholders for their businesses are not only their customers and their shareholders, but also the external society and the natural environment, a growing number of hotel service providers nowadays choose to implement the sustainability discourse in their business strategies.

Sustainability reporting and its value

According to Morsing (2006:171), CSR communication is defined as the "communication that is designed and distributed by the company itself about its CSR efforts" and can be distributed through sustainability reports, advertising campaigns, the media, or the Internet (De Grosbois, 2012).   A lot of studies in the field of sustainability have proved that businesses who manage sustainability issues are financially more successful (Gaggl, 2013). However, in order for consumers and stakeholders to be informed about the sustainability efforts of businesses, companies should publish their sustainability performance. Gaggl, (2013) notes that , by drafting annual sustainability reports to comment on such issues, business organisations can enjoy:

a)   enhanced reputation and brand image for being more transparent in the provision of non-financial information

b)   better client relationships as the embedment of sustainability in all aspect of business will essentially stimulate innovation which in turn will create new products and/or services and reach new markets

c)   better investors/stakeholders relationships as they will be provided with holistic information that will create long term value for the business

Enhanced reputation for being a 'good' employer, thus, expectations for employees will have high-potentials thereby attracting top of the line staff.

The Importance of Sustainability Reporting in the Hotel Industry

Businesses are recognizing the increasing need of sustainability reporting due to pressure exerted by stakeholders and consumers Existing research has established that stakeholders are increasingly seeking for greater information and transparency from the corporations behind the brands, services and products they consume (De Grosbois, 2012). Consequently, as the provision of financial information is not enough anymore to embrace all value drivers, CSR communication and sustainability reporting has been gaining momentum.

Being a significant sector within the tourism industry, the hotel industry has a crucial role in contributing to sustainability. Although being a huge provider of social and economic benefits, the industry has a severe impact on the natural environment. Thus, due to the impact of hotels upon the environment with regards to resource consumption, the United Nations Agenda 21 includes a chapter that focuses on sustainable tourism, and has provided the industry with a comprehensive blueprint for action to be undertaken on a global scale (Division for Sustainable Development 1997 in Hsieh 2012). Agenda 21, encourages business organisations "to report annually on their environmental records, as well as on their use of energy and natural resources" (United Nations, 1992). As a result, a plethora of guidelines and standards (ie., EMAS, ISO 50001, ISO26000, GRI) have been developed, all aiming to assist organizations, including hotels, in reporting their performances while minimising their environmental footprint. A study by PwC asserts that over a dozen major hotel operators, including Four Seasons, Hilton, Hyatt, InterContinental, Marriott, Taj and Starwood, are now employing green initiatives to assist them in reaching the minimum standards for a sustainable hotel (PwC, 2008).

Given the fact that previous studies have proven that sustainability reporting has a significant impact on hotel performance (Assaf et al., 2012), the move towards sustainability reporting is justified by the hotel's need to generate economic welfare and increased profits. However, a crucial differentiation factor for hotels to enable them to derive all the benefits from operating in a sustainable manner lies on how well they

communicate their sustainability efforts. Epstein (2008) stated that in addition to the financial reports, the hotel industry must also provide communication with regards to their environmental commitment, whereas, Charkham (2005) noted that adequate flow of information is crucial for businesses' to be able to reveal their commitment to sustainability.

One way of making sure that the sustainability report fully addresses the stakeholder concerns is to base the report on the company's Corporate Social Responsibility Strategy, its different pillars and the corresponding action plans for each pillar. Through this process, there is consistency between strategy, actions and performance measurement and companies are able to focus resources on the most important issues for tracking, reporting, and improvement initiatives (Ioannou, 2012).

The rise of the green traveller

The rising ethical concerns regarding the effect that modern consumption has on the environment, the increased attention that environmental and social issues receive from the mainstream media, along with the ever-increasing availability of ethical products and services, have triggered the awareness of consumers regarding the impacts of their purchasing behaviour (Carrigan and Attalla, 2001; Connolly and Shaw, 2006; Crane and Matten, 2004). According to a study by Vora (2007), 43 million U.S. travellers expressed environmental concerns whereas the 2008 National Leisure Travel Monitor survey also found that 85 percent of leisure travellers consider themselves as environmentally conscious (Crocker 2008 in Millar and Baloglu, 2011). In addition to that, the Travel Foundation found that only 4 per cent of UK holidaymakers would choose a five-star hotel rather than a four-star hotel with better sustainability performance (Travel Foundation in PwC, 2008). Therefore, due to the fact that "tourists have become increasingly demanding", they "force hoteliers to adapt to their new tastes and preferences, including greater respect towards the environment" (Molina-Azorin et al. 2009: 517).

Consequently, by incorporating sustainability in their business strategies, hotels are likely to improve their guests' perceptions regarding the environmental quality of the hotel and the tourism product they offer, thereby obtaining differentiation from competitors (Molina-Azorin et al., 2009; Chan and Wong, 2006; Kirk, 1998). A study by Travelocity, has found that 80 per cent of travellers would be willing to pay extra so they can visit an eco-friendly destination (Travelocity in PwC, 2008). As a result of the increasing stakeholder demand for sustainability and the considerable interest in social

and environmental performance information, many hoteliers are nowadays publicly reporting their social and environmental performance and financial outcomes (Jose and Lee, 2007; Hsieh, 2012). Many hotel websites are becoming an electronic platform to disseminate this kind of information and reach stakeholders quickly and at little cost. By responding to the public's demand for sustainability and accountability hotels can develop a positive image, increase employee loyalty while also attract and retain customers. One can therefore say that the driving force behind the hotels' decision to incorporate sustainability and report accountability is the rise of the green traveller.

Reporting creates value for the hotel industry

Legrand et al. (2012a) stated that the main objectives behind the incorporation of sustainability in the business strategy of hotels are the decrease of operating costs and the building of a positive brand image. While the hotel industry is neither responsible for severely polluting the environment, nor is accountable for consuming vast amounts of non-renewable resources, the industry has a significant effect upon the use of global resources (Kirk, 1995; Chan and Wong, 2006). The vast consumption of energy and water, along with the use of consumable products and the generation of solid and hazardous waste, all have a significant impact on the environment. The costs associated with these impacts are great, thus, hotel service providers have reduced revenues, increased operating and employee costs. However, through the use of strategic sustainability and reporting, businesses can track their footprint, minimize risks and increase their opportunities thereby reducing their costs and enhance their value. This is supported by Willy Legrand who found that 74 per cent of hotels are now investing in energy savings to reduce costs (Legrand in The Guardian, 2013).

International hotel chains are nowadays making CSR the centrepiece of their business strategies, underpinning environmental and social concerns within corporate decision-making. For instance, Wyndham Hotels & Resorts (2009) see CSR as "a way of living, working and playing that embodies our vision and values, celebrates our diversity and supports a balance of professional and personal needs". By reporting their environmental performance and by communicating the initiatives and objectives of their CSR strategies, businesses in the hotel industry cannot only reach the niche market segment of green travelers, but they can also reinforce the atmosphere of partnership and fair treatment within the industry (Bohdanowicz et al. 2011). As a result, hotels have the opportunity to enhance their employees' job satisfaction (Spector, 1997) and

organisational commitment, while also attract and retain skillful employees, thereby creating long-term value for their organisations.

Reporting creates value to the destination

The hotel industry has a vested interest in protecting the environment as its success heavily depends on the attractiveness of its natural surroundings (Chan and Wong, 2006). Since many hotels are located in major cities and are often located near cultural or natural heritage sites, by attracting travellers they impose an ecological footprint (Kirk, 1995). However, given that an unspoilt environment is a vital for the attractiveness of any tourist destination, hotels must ensure the long-term environmental sustainability of tourist activity. Thus, by adopting sustainable business practices and by reporting their footprint, hotels can monitor their performance; reduce their impact upon the environment across the value chain, thereby assisting destinations to become more sustainable.

The World Tourism Organization (1981) has defined sustainable tourism as "tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be filled while maintaining cultural integrity, essentials ecological processes, biological diversity and life support systems". Given the fact that the ultimate goal of the hospitality industry is to shift unsustainable tourism development to a more favoured position hotels are nowadays choosing to report their footprint impact next to their financial results. A report by the United Nations Environment Program (2011) has identified tourism to be amongst the ten economic sectors which are the driving force behind the transition to a green economy, which aims to reduce environmental risks and ecological scarcities and increase human well-being and social equity.

By reporting on the triple bottom line, the hotel industry can measure and monitor the economic, social and environmental impacts generated by tourism. The OECD's Toward Green Growth report (2012) suggests that market instruments, such as sustainability reporting, boost green innovation and address the externalities associated with environmental challenges. Through the reporting practice, hotels can adopt and develop green innovations which will enhance their resource efficiency and lower the costs of addressing environmental challenges. Measuring thus a destination's footprint, will in turn result in the development of a decision-making framework aiming to achieve sustainable development in any given destination. As a result, by reporting sustainability,

hotels and other facilities in the hospitality value chain can create value to the destination itself.

Conclusions

The rise of CSR, which suggests that business should become more sustainable by minimising their environmental impact and more accountable towards their stakeholders, is confirmed by the fact that nearly all international companies have CSR policies in place (Franklin, 2008). Being amongst the world's fastest growing sectors (de Grosbois, 2012) and given that the conservation of natural surroundings is a vital factor for their success, the hotel industry could not afford to stay affluent upon these new demands. Thus, after having acknowledged the value of the sustainability discourse in the corporate strategies of business organisations world-wide, it is no surprise that several studies have indeed reported an increase in sustainability reporting throughout the hotel industry (Dwyer, 2005; Assaf et al. 2012; Legrand et al., 2012a; de Grosbois, 2012).

In principle, hotels, have many viable opportunities to engage in environmental sustainability. The main drivers in adopting transparent business practices which focus on ethical values, social equity and environmental conservation, are the growing stakeholders' demands, the decrease of operating costs, the differentiation of products and the enhancement of the brands' image. As a result, issues pertaining the implementation and reporting of sustainability are very relevant, timely and critical for the sustainability of the tourism industry (de Grosbois, 2012) in the critical financial times most countries are experiencing

Due to the higher-than-normal consumption of resources and the negative impact upon the environment, hotels have strong economic incentives to employ sustainable business strategies and to communicate their environmental performance to both their shareholders and stakeholders. By drafting sustainability reports, hotels can offer greater transparency and reveal their accountability through their environmental and social performance results. In addition to that, the effort to report can promote and create value not only for businesses in the hotels sector, but also for the destination itself, as it will lead to increased tourism innovation and therefore better hospitality products. It is therefore suggested that the sustainability reporting practise in the hotel industry will grow even more in the near future and will become a valuable tool for hotels worldwide for gaining a competitive advantage and improving performance levels.

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DEVELOPMENT OF HOTEL COOPERATIONS: AN EMPIRICAL AND THEORETICAL ANALYSIS WITHIN THE GERMAN MARKET

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ABSTRACT

The German hotel market is very heterogenic and diversified. 5% of all hotels account for 50% of total revenues in Germany. Furthermore, 95% of the hotels in Germany have less than 1 million Euro turnover. 88% of all German hotels have less than 50 rooms. A possible solution for these small hotels could be the access to a hotel cooperation.

The aim of this paper is to analyse the development of leading hotel cooperations from 2004-2014 with a focus on the German market and to investigate which changes are necessary for hotel cooperations in order to remain competitive. For this, we first collected data on 717 hotels of 10 well-known cooperations from 2004-2014 via a web analysis and travel journal research. Second, we evaluated this data and looked at the development of their members' number. Third, we investigated which kind of hotel cooperation developed positively or lost members during the last 10 years. When data was missing via our online research, we contacted the hotel cooperation and asked for exact numbers (telephone call).

As a result, we found that the size of a hotel cooperation in the year 2004 varied from 20 to 181 hotels (2004: min=20 , max = 181, SD= 55, M=52). Hotel cooperations developed within 10 years in different directions, visible in a cooperation, which has now 28 members, and in 2004 there were still 57 members (2014: min=28, max=202, SD=48, M=76,5). Results show that especially "green cooperations" (bio[1]-hotels, greenline hotels) with environmental and sustainable aspects have high rates of growth (greenline hotels Δ 260% and bio-hotels: Δ 262,5%). Our additional literature analysis emphasizes that guests prefer hotels with health-oriented and natural products. Furthermore, we recognize that clear and self explanatory brand names like romantic hotels have higher member numbers in comparison to cooperations like VCH hotels or CPH hotels which need more of an explanation. A further look on the actual business models of hotel cooperations show the necessity of a redesign. Business models have to be more flexible and not totally standardized. Further results based on several analyses will be presented at the conference.

Key Words: hotel cooperation, member development, empirical analysis, business models

1   INTRODUCTION

More and more sales challenges face the hospitality industry. How can a hotel manager gain new guests? Which distribution channels are efficient and affordable? Where does a hotel acquire qualified sales employees? These are all questions that apply to many hoteliers in everyday business as distribution becomes more and more laborious, complex, and difficult to handle. The German hotel market is very heterogenic and diversified. 5% of all hotels account for 50% of total revenues in Germany. Furthermore, 95% of the hotels in Germany have less than 1 million Euro turnover. 88% of all German hotels have less than 50 rooms (Warnecke & Luthe, 2014, p. 39). Standardized chain hotels with central guided programs that facilitate distribution management are easily maintained, but for private, small and medium sized hotels this can be hard to handle (Gardini, 2010). A possible solution for these small hotels could be the access to a hotel cooperation. A hotel cooperation is the horizontal aggregation of legal and economic independent hotels with the goal to achieve synergy effects which a single enterprise alone could not realize (Freyberg & Gruner & Lang, 2012, p. 35). Responding to the ever-growing specialization in the hotel industry, a hotel cooperation offers the flexibility to fulfill the special requirements of the individual market and to associate with the appropriate cooperation. Some of the oldest cooperations are "Romantikhotels" and the so called "Ringhotels". Regardless of whether it is a resort or city hotel, a family-run four star house or a luxurious

spa hotel, a deluxe or a budget hotel, more than 56 hotel cooperations exist with brand character on the German market (N.N., 2014). Hotel cooperations are trendy and a possible solution for the middle-class t retain competitive with chain hotels.

2   Research Design and Hypothesis

The aim of this paper is to analyse the development of leading hotel cooperations from 2004-2014 with a focus on the German market and to investigate which changes are necessary for hotel cooperations in order to remain competitive. This study is based on a deductive approach, which means that we start with a compelling social theory test its implications and collect data. That is, we move from a more general level to a more specific one. Looking at the literature 3 hypothesis (h_1, h_2, h_3) occur to investigate:

> *Hypothesis 1 (h_1): If the German hotel market is heterogenic and diversified, then hotel cooperations have to develop positively*

> *Hypothesis 2 (h_2): If hotel cooperations have self-explanatory brand names, then they are more successful in terms of member numbers.*

> *Hypothesis 3 (h_3): If new and flexible business models are introduced to a hotel cooperation, then it needs to increase its ability to remain competitive.*

In our empirical research we first collected data on 717 hotels of 10 well-known cooperations form 2004-2014 via a web analysis and travel journal research. Second, we evaluated this quantitative data and looked at the development of their members' number. Third, we investigated which kind of hotel cooperation developed positively or lost members during the last 10 years. When data was missing via our online research, we contacted the hotel cooperation and asked for exact numbers (telephone call). For the 3rd hypothesis we conducted a personal interview with a leading hotel cooperation in order to get a more detailed insight. This study benefits of a mixed method approach to data collection. We use the term mixed methods research here to refer to all procedures collecting and analysing both quantitative and qualitative data in the context of a single study. Our objectives are to describe how and why hotel cooperations develop in this direction and to answer our mentioned hypothesis.

3   EmPircal and Theoretical Analyses

We focused our analyses on cooperations with hotels between 20-100 rooms and not on cooperations for chain hotels, very big hotels or luxury five star hotels. Actually, the well-known brand Best Western is not evaluated, because - due to own information - they do not feel like a hotel cooperation. Furthermore, so far they only accepted hotels with more than 50 rooms (according to a magazine interview in April 2014 this strategy is currently changing) (Smola, 2014, p.3). A critical mass of hotels is essential in order to have affordable member fees and to achieve memorable brand awareness. This size today compromises of at least 70 hotels.

3.1 Development OF HOtel CooperatIONs

 Subsequently, you find a selection of well-known medium sized hotel cooperations within the last ten years with variations in their member numbers. Within these ten years, hotel cooperations have developed in different directions. This is visible in a cooperation named Landidyll, which now has 28 members, though in 2004 there were still 57 members. The Median increased from 52,00 to 76,5 hotels, the mean from 71,7 to 86,6 hotels over ten years and the maximum increased from 181 to 202 hotels, which means a general positive size development[2]. As a new cooperation. Greenline Hotels started in 2001 with 7 hotels and was, in 2004, still the smallest cooperation.
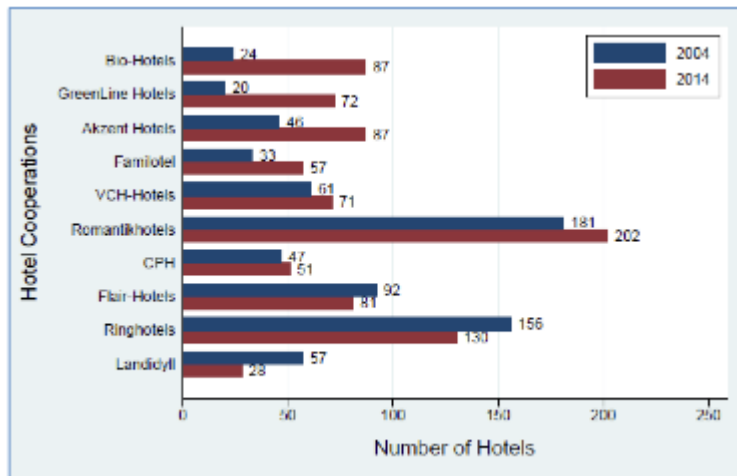
	N Valid	N Missing	Mean	Median	SD	Variance	Minimum	Maximum
2004	10,00	0,00	71,7	52,00	55,29	3056,9	20,00	181,00
2014	10,00	0,00	86,6	76,50	48,61	2362,9	28,00	202,00

Figure 1: Development of hotel cooperations 2004/2014[3]

Interestingly it is not the absolute numbers that are intriguing, but the rates of growth (see figure 2). Results show that especially "green cooperations" (bio-hotels, greenline hotels) with organic, environmental and sustainable aspects have high rates of growth (greenline hotels Δ 260% and bio-hotels: Δ 262,5%).
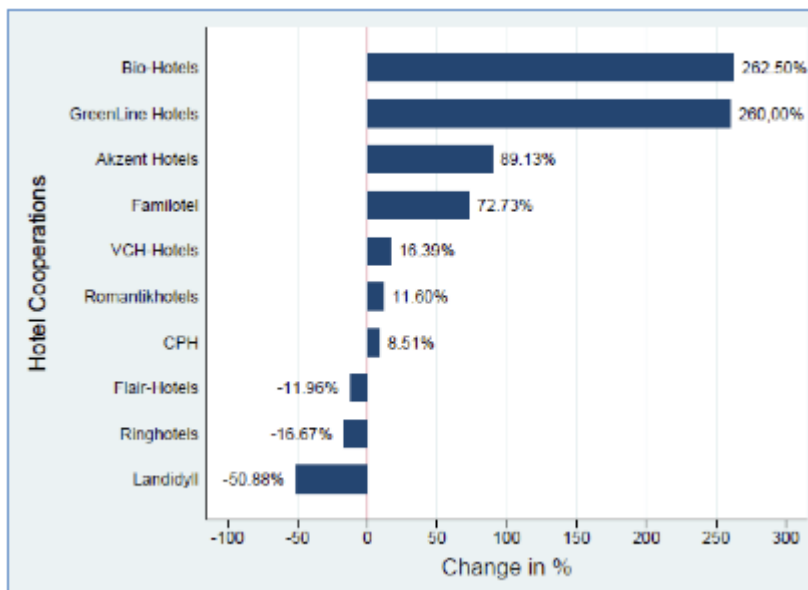
Figure 2: Rates of growth of hotel cooperations 2004/2014[4]

Both greenline hotels and biohotels developed from a very small an unknown cooperation to a remarkable size. Flairhotels, Ringhotels and Landidyll hotels have negative rates of growth. However, we have to consider that Ringhotels and Flairhotels had a much higher base level in 2004 than other cooperations and therefore rates of growth are more

difficult to achieve. Suzanne Weiß, the general manager of Ringhotels quoted, that they are planning an increase of members to 200 hotels by 2020 (Weiß, 2014).

Romantikhotels are continuously on a high level and could also generate new members during the last years. For this cooperation more hotels apply for membership that can be accepted each year. Do hotel's guests set a high value on nature, organic and sustainability or do these cooperations gain more members because of successful marketing activities? For sure a combination of both: Actual investigations show the trend of people focusing on health-oriented products and the responsible handling of natural resources is increasing in our society (Warnecke & Luthe, 2014, p. 77 / 170ff.). A current survey of hoteltonight.com shows that 97% of hotels in Germany, Austria and Switzerland respect eco-friendly processes, e.g. energy saving lamps and towel changing on guest demand. For German travellers an environmental useful handling is much more important than in other nations. The Online Travel Agency Agoda launched a study with 57,000 users: 58% of all respondents prefer to stay in a eco-friendly hotel, but only 39% are willing to pay 10 US$ more for this environmental respect. 54% of German travellers prefer "green hotels", although but only 27% are willing to pay for this environmental aspect. The biggest fans of green hotels are Chinese guests. 79% of respondents from China favour these kinds of hotels. (Henning, 2014) These data proves the importance of a green orientation and the correlation between guest wishes and the development of hotel cooperations. Coming back to our 1st hypothesis (h_1), the assumption could not be confirmed. The positive development of a hotel cooperation depends on their characteristics and the target group of the hotel cooperation. Green cooperations have much higher rates of growth than others. Therefore, this hypothesis could only be confirmed for special interest hotel cooperations.

3.2 Brand Management of hotel cooperations

Looking at the different hotels in figure 2, we can see that there are a few hotels with self-explaining brand names (Familotel or Romantikhotels) and some with only abbreviations like CPH[5] or VCH[6]. The second hypothesis deals with the question if a cooperation has a clear association / branding, do they have more members.

Branding a hotel is substantially different from branding a line of consumer products. Brand Management can be extremely challenging as managers have to consider how to market both the tangible elements of the hotel experience (room, infrastructure, food etc.) and the intangible ones (Hänssler 2004). Hotels, at their core, offer an intangible

product a good nights stay. An entry to a hotel cooperation is useful if the hotel is gaining new guests and the hotel cooperation can push the distribution activities (e.g. room occupancy). But guests of a hotel cooperation need a clear image of the cooperation and the core competences. In Germany, there are so many generally named cooperations with names like City, Country, Top, Herz (Heart) that it can lead to brand dilution. Especially international guests need a clear identification of the cooperation (Prange, 2009). Guests have to understand easily and immediately the unique selling points, otherwise a cooperation can lead to a erosion of brand profiles. Familotels appeal to family travellers, Romantic hotels to couples with the wish for a romantic stay, but what are the target groups of a ringhotels or an akzent hotels? Although these two cooperations are well known in circle of experts, guests will have problems identifying their unique characteristics according to their appellation.
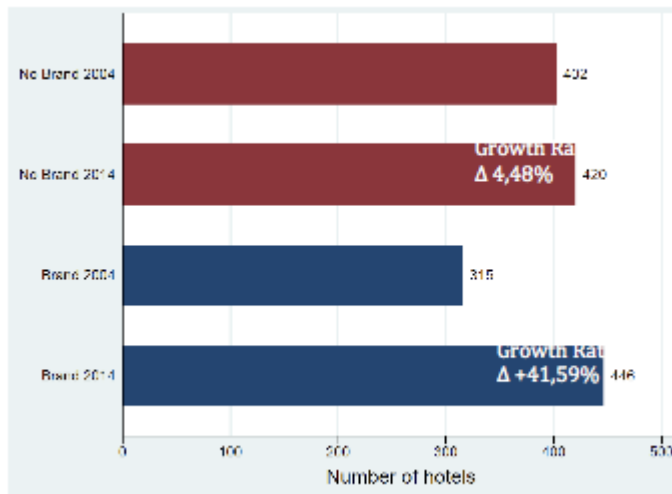
Figure 3: Growth rates und member numbers of "brand" and "no-brand" hotel cooperations 2004/2014[7]

A hotel cooperation should primarily appeal to the hotel's guests and reflect their wishes. For abstract brand names more communication activities are essential in order to create a clear consumer image. These cooperations need much higher marketing budgets in order to create strong brands. In our investigation we divided our hotels in 2 groups: One group with self-explaining names and a second group with more abstract, explicable cooperations names. In practice we have one "brand group" consisting of Bio-Hotels, Familotel, GreenLine hotels, Landidyll Hotels, Romantikhotels and one "no-brand group"

with Akzent hotels, CPH hotels, Flair-hotels, Ringhotels and VCH hotels. As you can see in figure 3 in a second step we looked on the development of the member numbers between 2004 and 2014 and got the following results:

			2004	2014
no brand	N	Valid	5	5
		Missing	0	0
	Mean		80,4	84,00
	Median		61,0	81,0
	SD		46,1	29,12
	Variance		2131,3	848,0
	Minimum		46,0	51,00
	Maximum		156,0	130,00
brand	N	Valid	5	5
		Missing	0	0
	Mean		63	89,2
	Median		33,0	72,0
	SD		67,50	66,7
	Variance		4557,5	4451,7
	Minimum		20,00	28,00
	Maximum		181,00	202,00

Table 1: Statistical SPSS results

In the brand group there are some cooperations, which are relatively new founded and therefore still very small. The maximum of hotels in 2004 and 2014 is higher than in the control group. Whereas hotels in the brand group could realize growth rates of over +40%, the hotels in the no-brand group showed minor growth rates between 2004-2014. Thus, our 2nd hypothesis could be confirmed, that if hotel cooperations have self-explaining brand names, then they are more successful in terms of member numbers.

A hotel cooperation has common guidelines and standard procedures which have to be respected, in order to guarantee the brand quality (Jaeschke & Fuchs. 2011). This is often not easy for hotel owners, to give up part of their flexibility. In a further step we will look at current business models of hotel cooperations in order to check our third hypothesis.

3.3 Business Models of Hotel Cooperations

A further look on the personality of hotel owners and managers show that these are often very individual personalities with tacking their goals on ones own account. Jens Diekmann the founder of Romantikhotels said: "A hotel cooperation is like a good marriage, both gain something new and both lose independency, therefore a good check is necessary in advance" (Prange, 2009, p. 214). To join a hotel cooperation should be an intensive consideration and an appreciation of values. Usually a hotel has to pay a special entry fee and a monthly fee for the participation in a hotel cooperation with a fixed set of services. A membership lasts at least 12 months. While traditional business models focus on large vertical span of activities, new models are distinguished by large horizontal business portfolios, with a smaller vertical range typical of manufacturing (Bieger und Rüegge-Stürm 2002). External and internal forces have been eroding the traditional business model; but this has not been a slow, gentle re-shaping. Over a period of a few years, the global recession, the rise of social media and advancements in hotel technology has combined with a myriad of other factors to reveal the new face of business (Amersdorfer & Bauhuber & Oellrich, 2010, p.3 ff). Successful business models create a heuristic logic that connects technical potential with the realization of economic value. In the most basic sense, a business model is the method of doing business by which a company can sustain itself - that is, generate revenue. The business model spells-out how a company makes money by specifying where it is positioned in the value chain (Rappa, 2014).

Looking on the current business models of hotel cooperations they are often standardized and not very flexible. Hotels can book a marketing and sales package and have to follow special rules and quality standards (Prange, 2009, p. 202). Current developments in the hospitality industry show more flexibility in guest wishes. This desired flexibility should also be transferred to hotel cooperations. To maximise value-development each hotel requires a flexible business model that creates potential for a situation-adapted strategy. A hotel manager does not want to book a full service unity; furthermore, a combination of different performance aspects would be appealing.

According to Bieger, the following eight dimensions have to be considered when developing a new business model. The later can be illustrated using a potential business model for an hotel cooperation:

Dimensions	Objectives	Activities
Performance system	For which hotel which use?\n\nTarget hotels and target benefits?	Not each hotel fits for each cooperation. Analysing the need of a hotel (efficient support, current activities).
Communication concept	How are the produced offerings positioned and communicated in the relevant market?	By building an self-explaining cooperation umbrella trademark, with the focus on online communication and social media.
Profit concept	How are revenues to be realized?	Online and offline sales support of a cooperation.
Concept extension	Which new produced extensions get evaluated?	Initiation of new technology programs and cooperations. Measurable quantity of online distribution channels.
Configuration of competence	Which core competencies are essential?	Creating innovative and memorable guest experiences in a special field by networking with other service providers.
Form of organization	What is the scope, division of labour and incentive system in the hotel cooperation?	Concentration on own competencies, which create value for the customers; outsourcing of less efficient or effective units to partners.
Cooperation concept	Who are the potential partners?	OTA's, Online reputation management tools, retail industry, new online platforms, tourism firms, hardware suppliers, policy and education.

Coordination concept	Which coordination concept is chosen?	A balancing act between a modular offering set and a holistic brand approach is necessary.

Table 2: A Business Model for a hotel cooperation

(own table according to Bieger & Rüegge-Stürm, 2002, p. 123 and 128)

The successful implementation of a new business model depends on the configuration of the referred dimensions. The goal of each business model should be to create value for customers (=hotels). Current developments in the hospitality industry show more flexibility in guest wishes. This desired flexibility should also be transferred to hotel cooperations. To maximise value-development each hotel requires a flexible business model that creates potential for a situation-adapted strategy. A hotel manager does not want to book a full service package, furthermore a combination of different service aspects would be more useful. Guests want to create individual hotel stays via Internet booking Engines (IBE). Singular modules can be booked directly online and an individual package emerges. In a personal interview with Suzann Heinemann, founder and general manager of greenline hotels, we conducted that this cooperation changed her business model strategy dramatically last year. They now provide their hotels with a "greenline-max" offer with offline entries, online services, faire participation and consulting options. For clients with different wishes they offer "greenline-flex" which includes an online representation and a booking engine. If hotel mangers like more support they can additionally ask for more assistance. In 2013 from all new members (approx.. 20 hotels), 2/3 booked greenline flex and 1/3 booked greenline max. IT is important that a few minimum criteria be maintained in order to guarantee quality standards and a corporate identity. A strict acceptance of a uniform group of hotels is essential for brand creation. A similar quality level has to be established in order to earn guest's trust and commitment (Gardini 2009). The balancing act between modular offerings and a holistic brand approach is challenging. The focus of individual elements lies especially in the online field with new technologies (e.g google hotel finder, IBE, reputation management tool, property management tool etc.). For many family owned hotels the mass of new technologies and online offers are hard to evaluate and hotel cooperation can be of use. Therefore, a participation check of the potential new client makes sense, with the goal to create an individual cooperation package for each hotel. Without quantitative evidence our qualitative interview underlined the necessity of redesigned business models. Then a

hotel cooperation attempt to increase its ability to remain competitive. Therefore, our third hypothesis can be confirmed.

4   Conclusions

This study has identified some empirical evidence about the development of hotel cooperation form 2004 / 2014. In a nutshell, hotel cooperations have developed in different directions over the last 10 years. Results show that especially "green cooperations" with environmental and sustainable aspects have high rates of growth. Our additional literature analysis emphasizes that guests prefer hotels with health-oriented and natural products. Furthermore, we recognize that clear and self-explaining brands have higher member numbers.

Kinds of "snapshot" of the situation of current business models were presented. Business models have to be more flexible and not totally standardized. The efficiency of hotel cooperations and therefore a differentiation from chain hotels depends largely upon the realization of synergy effects, especially in the online field. Our h_1 could not be confirmed; our h_2 and h_3 could be proved.

A study showed that hotels belonging to a cooperation had a better economic development than individual standalone hotels (Henschel, 2009, p. 58.) In the future, further analysis will follow up the empirical evidence suggested in this study and will be carried out to gain a deeper insight for positive or negative developments.

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[1] bio = organic

[2] The results show a positive correlation, although they are according to our SPSS analyses not significant. This is probably based on the small sample size.

[3] Own research from Nov. 2013- March 2014 based on 717 hotels via a web analysis / a travel journal research and personal phone calls.

[4] Own research from Nov. 2013- March 2014 based on 717 hotels via a web analysis / a travel journal research and personal phone calls.

[5] CPH is the abbreviation for City Partner Hotels, Conference Partner Hotels and Country Partner Hotels

[6] VCH is the abbreviation for Verband Christlicher Hoteliers e.V.

[7] Own research from Nov. 2013- March 2014 based on 717 hotels via a web analysis / a travel journal research and personal phone calls.

INBOUND TOURGUIDES'PERCEPTIONS ABOUT THE REQUIREMENTS OF TOURISM STUDENTS OF ENGLISH LANGUAGE COMPETENCE FOR THE INTERNSHIPS IN THAILAND

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ABSTRACT

English language has been playing a pivotal role as medium of communication for Tourism industries in Thailand. Thus, At Tertiary studies, the English language courses for Tourism students regarded as English for Specific Purposes (ESP) have been attentively attempted to serve the standards for Tourism workforces. The research aimed to identify the requirements of English language skills as well as associated English language competencies of Tourism students to be prepared for the internships in relation to the Inbound Tours in Thailand. This qualitative research applied In-depth interview with 5 qualified Tour guides to seek insightful information and attitudes towards the English language usages for inbound Tour Guides and focus groups with 10 Tourism students who experienced and participated in the internships. The study adopted Luka's model for the development of tourism students' ESP competence (2004) to pinpoint the students' English language competence and related skills for Tourism students for the internships. The results of this study found that the English courses for Tourism studies have been misleadingly emphasized on English language skills. Communicative competence was

found to be inadequate in practices. In addition, Intercultural competence and Professional activity competence that needed for the specific trainings for inbound tourism businesses were seriously deficiency in the English language preparation courses. Therefore, it is significant to highlight on the blind spots of English preparation courses and insufficient skills that occurred when training for the internships and revise the content and activities in the English courses to be able to work effectively through the internships for inbound Tours.

Keywords: Inbound Tourism, Tour guides, ESP competence, Internships

INTRODUCTION

English language has been manifestly continuing its implication towards Thai Education and Thai tourism Industries (Simpson, 2011, Foley, 2005, Diethelm Travel 2006, Todd, 2006). For Undergraduate Programs in Thailand, students are required to take the general English courses and English for Specific Purposes (ESP) courses in relation to their specialized areas of study (Darasawang, 2007, Sanguanngarm, 2011). Regarding to ESP courses, tourism is one of the most extensively taught curriculums in Thai universities (Sinhaneti, 1994). Particularly, Tour Guidance is a practical work which involves language skills in order to facilitate the professionals work with confidence. Each skill of English which may be required of different value in terms of their use in that specific field in order to enable students function effectively in their workplaces and academic environment (Ekici, 2003).

To gain and develop appropriate knowledge and skills through English, the students' command of the English language must reach an acceptable level in their specialist subject studies. Students, who have studied ESP during their universities years, would facilitate them to adjust to their work conditions and would be easily employed in their fields (Bracaj, 2014). Nonetheless, the study by Boonyavatana (2000) disclosed that personnel in the tourism industry confronted with listening and speaking in English in a way that was inadequate for their employment. Moreover, Wiriyachittra's research discovered that Thai graduates who involve in the tourism industry have insufficient English language proficiency. This has led to fail to serve the demand for English in the workplace (Sanguanngarm et al, 2011), particularly in the hospitality sector and incline to give foreign tourist a negative attitude towards Thailand (Wiritachittra, 2002).

As stated earlier, ESP courses for University students involve English language skills and specific content integration. Davis (1993) declares that students perform best when the level of English is slightly above their current competence level in their field of study. However, Thai ESP students have lowers both English skills and knowledge (Noom-ura, 2013). Furthermore, Fredrickson (2003) continues that the level of English proficiency of Thai university graduate was surprisingly low. Similarly to the result of the study by Suwanarak and Phothongsunun (2009), half of undergraduate students participating in their study claimed that they were unable to use English to communicate in real situations as they were weak especially in listening and speaking skills. Accordingly, with low English language proficiencies, students inevitably faced learning difficulties when continuing ESP courses. And these consequently hampered teaching and establishing ESP courses.

Even though many researches have been revealed that the failure of Thai Tourism graduates with low English language proficiency negate to meet the demand for English in the workplace, other researchers raised some problematic issues relating to teaching in ESP courses (Barjesteh & Shakeri 2013). With constraints of English teachers, teaching specialized content (Wu & Badger, 2009, Hyland, 2002), lack of cooperation with content teachers (Dudley Evan & St John, 1998, Helsvig & Kolegija, 2001) and inappropriate textbooks (Sierocka, 2008; Jones, 1990; Ahmadi & Bajelani, 2012) became major challenges to develop the ESP courses.

Referring to the ESP courses as supporting students to use a foreign language as the main communications means in communicating and cooperating with foreign partners in the professional field and real-life situations, teaching/learning ESP is believed to be specialty-oriented as it is submitted to specific (professional) needs of the students (Helsvig & Kolegija, 2001). On the other hand, Morrow (2013) proposed an example of his research in a case of ESP courses of a Thai's neighbour country, Cambodia that very few schools offer true to life communication training specifically for tourism. Hence, the people who have key roles in the education and preparation of the Tourism Operators have to be prepared for these new exigencies, with a language which will help all to share knowledge, to communicate and to make tourism an even greater source of enjoyment, of cultural sharing and ultimately profitable for all concerned (Nogueira, 2008). Consequently, the ESP courses should be able to enhance students' English proficiency with the linking of meaningful processes and activities to strengthen the English competence requirements of tourism personnel.

Therefore, this research intended to perceive the English language skills and competences that essentially required for inbound Tour Guides. The results will

continually allow the teachers and course designers expand the provision of establishing the Tourism ESP courses that should be prepared for Tourism student trainees for internships as Inbound Tour job requirements.
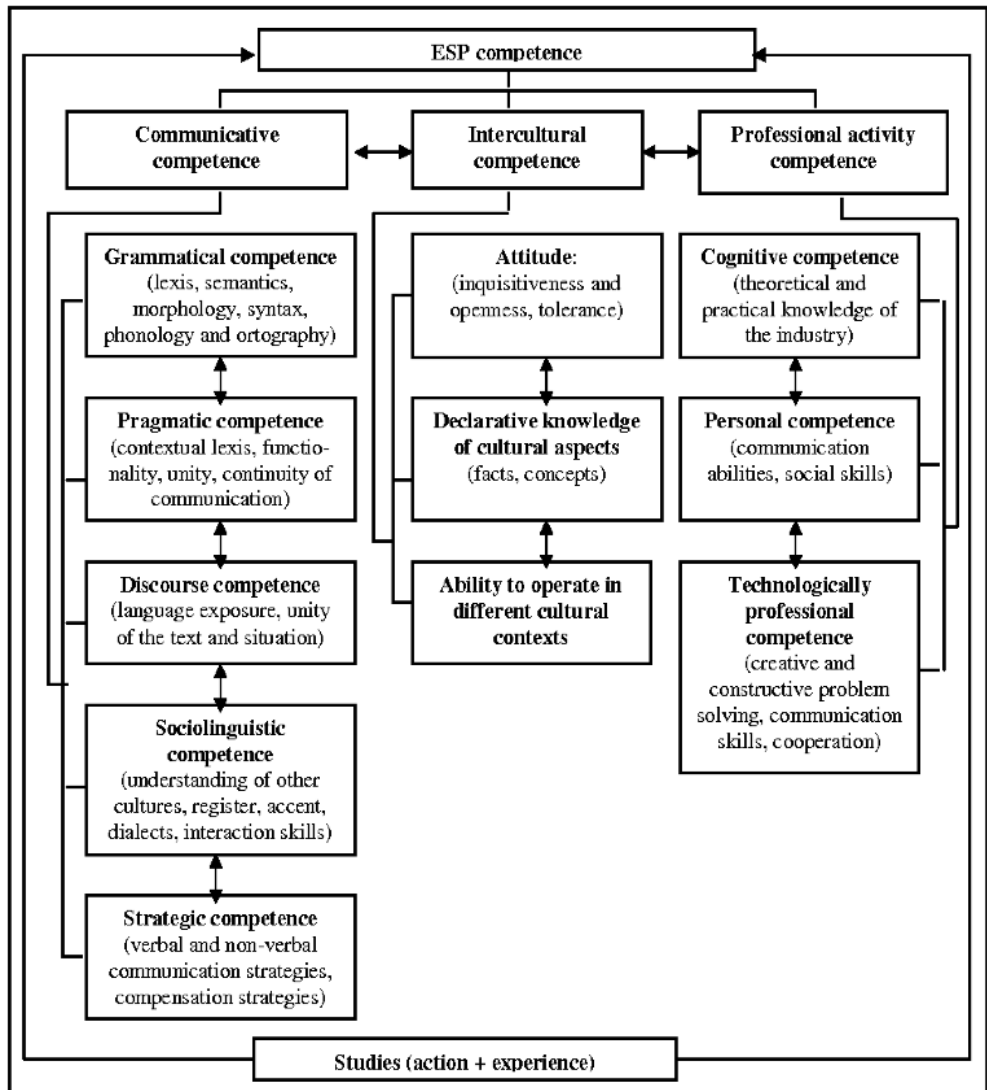
Figure 1: ESP competence for tourism specialists

ESP Competence for Tourism Specialists

To conceptualize and classify the required competencies for Tourism students, the research adopted the Luka's model of the tourism students' ESP competence which has been identified by Luka (2004) to pinpoint the essential competencies in ESP courses for tourism students. This embraces three core competences: Communicative competence (Hymes 1972; Savignon, 1972; Widdowson, 1983; Canale 1983; Bachman and Palmer, 1996), Intercultural competence (Ruben, 1976; Risager 2007) and Professional competence (Fallows & Steven, 2000) with coalition to each of sub-competence that associated with actual action and students' experiences.

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 This framework allowed the researcher to gain information about the perceptive viewpoints of the roles of inbound guides, English usages for actual practices, necessary English skills and correlated other skills that qualified for the inbound tour guide characters as well as limitations and deficiencies in the ESP courses for supporting student trainees. These enable the researcher to draw the widen pictures for preparing students to be successful in the studies and practices in applying English language usages and Tourism knowledge necessities for the inbound tour guides' roles.

Methodology

This study was a qualitative research. The data generation applied the in-depth interviews with 5 inbound Tour guides of the Private companies, a governmental organization and freelance Tour Guides to identify the essential English skills and usages in real practices and varied situations, their perspectives in terms of the initial competencies and possibility to develop the ESP courses in relation to plan the courses to facilitate student trainees for internships. The research also adopted focus groups with 10 Tourism

Management student trainees of Faculty of Management Science who experienced and participated in the inbound tour activities to identify the difficulties occurred during the trainings and English skills' deficiencies for internships. The researchers used triangulation theory to check the reliability of information to collect data in a consistent way by performing completeness checks of the information. The collected data was divided into topics and subtopics in relation to Luka's model (2004). The data and significant information were recorded and all the data had been examined and analysed to identify the research results on the subject of the requirements of English skills for Inbound Tour Guides and distinguish the importance of each competence for ESP Tourism specialists.

Findings

English skills for Inbound Tour Guides

One of the focal objectives of this study was to ascertain the English skills' requirements for inbound Tour Guides. According to the results of this matter, all participants agreed that listening skills became the most needed among all four skills of English for the inbound Tour activities that should be prepared for the internships. They continued that in practices they initially listened to the international tourists to justify the mediated ways to apply their English language skills to suit each group of tourist for the effective communication. However, the data from the focus groups with student trainees identified the difficulties when listened to the international tourists who communicated by using varieties of English. They claimed that in classes of the English courses, they were normally introduced to the lessons and practices based on the American or British usages. As a result, listening to different varieties of English of the international tourists found to be challenging and time-consuming for communication. In association with listening skill, speaking skill was similarly regarded as an inevitable usage for inbound tour activities. The tour guides disclosed that communicating with the tourists; giving information and explanations of the attractions by using English speaking skills were the major roles of the inbound tour guides. With less preparations and intensive practices, the student trainees viewed that they were unable to communicate with fluency English and led to be unconfident.

On the other hand, reading and writing skills found to be the minimum usages of English skills in the actual practices for the inbound tour activities. The tour guides claimed that reading and writing skills generally used in the Travel agent offices or indoor activities which were differently focused for the outdoor activities of the inbound tours. All students

also evaluated that these skills were too much emphasized on the English courses which they rarely applied for the outdoor activities. This linked to the perspectives of all Tour guide participants of increasing listening and speaking activities. They recommended that there should be offering more listening and speaking tasks in the English courses, supporting learning activities to serve the requirements of the inbound tour activities and contributing additional English courses for the internships in particular fields of tourism.

 It is clear that English skills for Tourism ESP courses have been less emphasized on the authentic skill usages. Listening and speaking skills for tourism ESP courses were found to be inadequate for learning activities. Accordingly, ESP courses were indicated the lacks of the appropriate establishing tasks and activities for the oriented internship courses to increase the proficiency of listening and speaking skills.

4.2   ESP competence for Tourism Students

The research adopted Luka's model (2004) of ESP competence for Tourism specialists to identify the required competences that were considered to be prepared for student trainees for the roles of inbound Tour guides. The model specified that the ESP competence in relation to Tourism specialists includes three core competences; Communicative competence, Intercultural competence and Professional activity competence incorporating with action and experience.

4.2.1 Communicative competence

 In relation to the Communicative competence, the result indicated each sub competence was necessary towards being the roles of the inbound tour guides. The tour guide participants agreed that for the imperative roles of Inbound Tour Guides, all sub communicative competence need to be integrated in real practices but each sub competence played varied degrees of usages depending on the purposes and activities.

Referring to Grammatical competence, there was no requirement of using complicated sentences or advanced vocabulary for general conversations, giving information and explanations. To inform the tourists with the clear pronunciations and precise meanings were viewed as the most important components of grammatical competence. However, most of the tour guide participants proposed that this would be

effective if a person in this role could deliver the messages with the accurate English sentence structures and language rules.

For Pragmatic competence, the interview data disclosed that most of the tourists preferred listening to the smooth and clear conversations or explanations for continuity of communication. For the types of English usage, tour guides required to link the sets of vocabulary for particular topics of talks and explanations such as attractions, arts and crafts, Thai architectures, cultures, foods, lifestyles, and so forth. Thus, knowing the sets of English vocabulary, selecting the accurate sets of vocabulary and implementing to the correct context and purposes of usage were needed to be taken into account.

In terms of Discourse competence, varied nationalities of tourists became unexpected and they were amalgamated in some groups of sightseeing program tours. According to the interviews about this topic, tour guides highlighted that they communicated with the tourists in different ways but all communications and interactions must be based on politeness. As one interesting case of a tour guide from a private company, he raised an example of services for the senior British tourists; he had to express the sense of politeness and formality and they were satisfied when he attempted to select and use British English to communicate with them while other tourists disregarded about the formality. As a result, being able to apply English language to suit texts, situations and tourists, could facilitate tour guides to works effectively in various situations and tourists.

Relating to Sociolinguistic competence, explaining Thainess in English was an attractive and sophisticated ways with the general facts and information of presentation because most of tourists interested in the details of Thai cultures and how these show connections and differences from their cultural backgrounds. Also, as mentioned in the previous section about dealing with dissimilar accents of English of international tourists, tour guides needed to understand cultural differences and the cultural background among international tourists. Student trainees claimed these problems that when they could not understand or communicate with some nationalities, they requested the tourists to speak slowly or inform the tour guides to assist them. To understand other cultures and find the mediated way to interact with the tourists allowed tour guides to work without any conflict.

And Strategic competence, both verbal and nonverbal communication were regarded as parts of effective communication for tourism activities. As Interacting with international tourists, most of the tour guides offered that they had to be aware of different meanings of nonverbal communication from varied culture backgrounds. One

case of a tour guide from a governmental organization, she presented an example of using nonverbal communication that when pointing at something, the index finger should not be used but opening a palm hand instead. This allows the Tour Guides to present the awareness of being polite and sensitiv0065. Additionally, smiling presented welcoming for Thais, so before starting the tours, she introduced herself with welcoming facial expression to decrease the gaps and worries between tour guides and tourists. Most of the tour guides proposed to acknowledge student trainees about verbal and nonverbal perceptions. It is therefore being awareness of using strategic competence was considered as the crucial knowledge of tour guides.

4.2.2 Intercultural competence

With Intercultural competence, attitude, declarative knowledge of cultural aspects and ability to operate in different cultural context were vital competencies for tourism specialists. The tour guide participants recommended that being qualified for Thai tour guides, they should be able to explain and present well in English about Thai culture in different aspects, having background knowledge of the histories, attractions and destinations. Furthermore, they should be able to deal with unexpected situations as well as being able to work with others who related to the tour activities. Student trainees emphasized that these sub competences were provided in the Tourism discipline courses rather ESP courses. However, the students were possible to develop these competences and skills along the period of participating in the internships rather than they expected to gain and develop these competences in ESP classes. Then again, ESP courses could build up students' competences by setting related activities that support English usage integrating with building intercultural competence.

4.2.3 Professional activity

Relating to Professional activity competence, Cognitive competence, Personal competence and technologically professional competence were relevant sub competences that were considered as essential competences for one who worked for tourism businesses. These sub skills seemed to be the final action of the integrated usages of grammatical competence and intercultural competence. Student trainees should not expect to develop these kinds of competence in the ESP courses. But the activities for English preparation courses needed to be reviewed to enable students to build self-development awareness

and learner autonomy. Besides, students could increase these sub competences from actual experiences during the internships to gain more abilities and develop their personal performances.

Conclusions

The English preparation courses for the internships indicated insufficient focuses on the practices of Listening and speaking skills. Underlining on accuracy rather than fluency should be improved in the ESP courses. The lack of intercultural competence activities could be paying more attention when setting the tasks to link to the real situations. Furthermore, professional activity competence seemed to be disregarded in the ESP courses. Therefore, it is significant to highlight on the blind spots of English oriented courses to complement insufficient skills and competences that occurred when trainings and revise the content and activities in the ESP courses to prepare student trainees to work effectively through the internship programs in relation to inbound Tours. In addition, the English courses should be able to encourage students to develop their performances based on the realistic practices and authentic English usages for particular purposes.

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MICRO-CREDIT PROGRAM AND WOMEN ENTREPRENEURSHIP OF GRAMEEN BANK IN BANGLADESH

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Abstract

The creation and development of micro-credit programs are attributed to be an important aspect of a developing country like Bangladesh. The paper aims at examining the performance of women entrepreneurs under micro-credit program of Grameen Bank. Primary & secondary sources of data are used in conducting the study. The primary data have been collected through structured questionnaire of 85 women entrepreneurs from five branches of GB under Rajshahi Zone namely Banesher, Damkura , Naohata, Yusufpur & Basudebpur. The paper discussed on the basic characteristics of micro-credit System (MCS) and its implementation. During analysis it is clarified that there are two systems for micro-credit - Grameen Generalized System (GGS) and Grameen Classic System (GCS). GGS has positive contribution to the performance of women entrepreneurs. Persons working under the system feel proud to be associated with GB and get more importance in the family for taking decisions about income & expenditure. GGS provides opportunities for the respondents in reducing their dependency on the family income. Involvement of the respondents with GB is also considered to be an effective tool for their family survival. The present capital of the respondent's business has gradually increased due to effective business activities. The respondents try to save more money as GB declares dividend each year the inception of the GGS. Lastly the present study has outlined some modest possible suggestions for the betterment of the present system on the basis of findings derived from the study.

 Key Words: Grameen Bank, Grameen Classic System, Grameen Generalized System, Dividend, Women entrepreneurs

Introduction

The development of women entrepreneurship has become a buzz word in modern world. Women constitute around half of the total world population. Bangladesh is a developing country where about160 million people are living. Present unemployment rate is 40% and population growth rate is 2.01% posing a great threat to the economic development of the country (Rahman, 1979). Women constitute nearly 50 % of the total population in Bangladesh also. About 92% of women live in rural areas. They are illiterate, ill fed & socially repressed. Urban women comprise only 8% of the total female population (Khan, 2007). Therefore, without development of women entrepreneurship in rural areas, the real development of the country is almost impossible. Empowerment of poor women with the right tools can play a pivotal role in the economic development of Bangladesh. But women entrepreneurship development in Bangladesh is at a very preliminary stage. Developing women entrepreneurship may be the one of the motivational factors for economic development of the country. Historically, the society of Bangladesh is male dominated. Women have to abide by cultural & religious practices. They are restricted to go outside home. . A number of governmental & non-governmental organizations have taken some steps for the development of women as a precondition for sustained economic & social progress of the country. But women involved in business face financial crisis severely. The provision of security for getting credit from formal banking is considered to be a major hindrance for the women entrepreneur (Begum, 1992). So, there is a need for special program for the development of rural women entrepreneurship. Micro credit may be the motivational force for the empowerment of women in a society where women have to struggle against repression social & economic conditions. Economic growth & political democracy cannot be achieved fully unless half of the female participate in economic activities along with their male partners (Noble prize. org, 2006).

GB has already introduced two systems for encouraging women entrepreneurship in rural areas. The systems are: Grameen Classic System (GCS) and Grameen Generalized System (GGS) introduced in August 2002. GGS has some new features over GCS which have an important bearing on women empowerment in rural areas of Bangladesh.

Literature Review

Literature review is intended to find out the research gap of a study. With a view to indentifying the research gap, a number of related literatures have been reviewed. The review of literatures is shown below:

There are many studies conducted mainly on women's financial, social, economic performance, decision making ability and empowerment (Nabi,1993; Mizanur,1999; Ainon,N.M. 1992; Hasna,H.,2006; Goett, et al.,1996; Montgomery, et. Al., 1996; Ackerly, 1995; Amin & Pebly, 1994; Hasemi et. al. 1996, Naved, 1994; Zaman, 1999, Acharya,

1994).Some other studies have been conducted on GB performance & sustainability, impact of GB'S credit to women entreprenuers (Shahidur, 1995; Osmani, 1998). Besides, some researchers have also pointed out the impacts of governmental & non-governmental programs, procedural problems of bank financing for the development of women (Afrin, 2007; Saha, 1995).

From the above mentioned literature review, it is also found that there has not been any study conducted on the GGS and GCS. All the studies have been conducted on the basis of Grameen Classic System. Considering the clue from the literature review, the present study titled " Micro Credit Program and Women Entrepreneurship of Grameen Bank in Bangladesh" has been undertaken.

Objectives of the study

The objectives of the study *inter alia* are as follows:

1. To understand the basic characteristics of Grameen Generalized System.
2. To identify the basic characteristics of Grameen Classic System;
3. To point out the impact of Grameen Generalized System and Grameen Classic System for the development of women entrepreneurship;
4. To examine the differences between Grameen Generalized System and Grameen Classic System for the development of women entrepreneurship.
5. To outline the modest possible suggestions on the major findings for the development of women entrepreneurship.

Methodology of the study

Sources of data

Both primary and secondary data are used in conducting the study. Primary data are collected through survey method and interview of the concerned persons viz., GB officials and selected women entrepreneurs of the study. Two sets of questionnaire are prepared for the above two concerned groups. The secondary data are collected through research articles, journals, magazines, textbooks, newspapers, Grameen Bank Publications; official papers of the sampled branches and other various published and unpublished research materials on the issue.

Selection of the sample

In the study, the sample has been selected with great care for generalization of results. The study covers only Rajshahi Zone in Bangladesh. A total of five branches of GB namely Baneshar, Damkura , Naohata, Yusufpur and Basudebpur have been purposively selected because of easy access of the researcher to the branches.

Selection of the respondents:

There are seven sectors viz., manufacturing, trading, services, livestock & fisheries, agriculture and forestry, shop keeping and peddling etc. in GB on the basis of which women can borrow loan. The study has selected respondents from the trading sector only through systematic random sampling. A total of 257 borrowers who have been working with GB for at least five years GB have been identified for the study. Out of the borrowers, 85 respondents have been taken as a sample in conducting the study.

Grameen Generalized System (GGS) and its characteristics

As mentioned earlier that GB has introduced GGS for better empowerment of women entrepreneurship in the rural areas of Bangladesh. The main characteristics of GGS are described below:

1.	Basically, borrowers may take prime loan, which is also called "basic loan" for two years. If problem arises in case of repayment of loan, it may be extended up to 3 years.
2.	 The complexities in record keeping, maintaining an account for various types of loans have been removed by merging all the loans into a single loan like basic loan. This will help to reduce the stationary cost. The field staff has also been able to devote more time for development work & supervision in the field.
3.	The borrowers can get a loan for the duration of 3, 6, 9, or 12 months or more up to 3-year as per their need.
4.	There is a bridge loan system for borrowers where loan ceiling is fixed according to her savings deposit. If a borrower needs additional money at any time she can take a bridge loan for 3 to 6 months.
5.	There are hard & first rules for the increase & decrease of loan size. The loan size of an individual borrower depends on the repayment & attendance record. Increase of loan ceiling is treated like a reward for good performance & lowering of ceiling is like "punishment" for poor performance. This is done for the encouragement of the borrowers to go forward.
6.	Installment size is flexible. It may be of varying sizes during the loan period. It depends on the ability of the borrowers.

7.   A borrower can take a fresh loan after every six months. Under the basic loan system a borrower can borrow exactly the same amount without interest paid back during the last six months.

8.   There is loan insurance savings fund. Each family receives Taka 1500. Borrowers are not required to pay any premium for this life insurance.

9.   All GB basic rules do not apply for destitute members.

x.   There are no group funds & special savings. GB has different kinds of savings products. It encourages the borrowers to save money in these accounts. As a result of having several kinds of savings, the borrowers will save more and the bank will have reliable sources of funds.

xi.   When a borrower comes under a flexible loan, she is no longer treated as a borrower with overdue loan. She becomes a regular borrower.

Grameen Classic System (GCS) and its characteristics

1.   GCS followed several types of loan namely General, Seasonal-2, Seasonal-3, Leasing, Family loans, Cattle, & Medium. It created complexities in record keeping, maintaining an account for various types of loans. The field staff was not able to devote more time for development work and supervision in the field because of the burden of paper work.

2.   Term of loan as always of one year duration.

3.   Installment size was uniform during the loan period.

4.   There was no hard and fast rule for increase & decrease of the size of the loan. A common loan ceiling exits for a branch.

5.   There was no opportunity to make lumpy repayments or pay more than the weekly installment.

6.   A fresh loan was not allowed before full repayment of a particular type of loan.

7.   There was no bridge loan system.

8.   There was no provision of flexible loan.

9.   There was no opportunity of insurance for paying off deceased borrower's liabilities.

10.   All GB basic rules applied for all the borrowers.

11.   GCS maintained a group fund account since its inception as a joint savings account. It operated by group chairman and secretary with the consent of all members. Many time borrowers felt it as a problem.

12.   There was no pension fund like Grameen Pension Scheme (GPS).

13.   There was no encouragement for opening various savings accounts.

14.   There was no higher education loan for borrower's children, the struggling members (beggars) loan and business loan for graduate students of Grameen families.

15.   A branch staff got very discouraged if there is any defaulter in his centre.

Table-1

Profile of the respondents

Variables	Items	Number	Percentage	Averages
Age group	20-30 years 30-40 years 40-50 years 50-60 years 60-70 years	13 43 23 4 2	15.29% 50.59% 27.06% 4.71% 2.39%	25.47 years
Marital status	Staying with husband Widow	6 16	81.18% 18.82%	
Family structure	Nuclear Joint	79 6	92.94% 7.06%	
Educational level	Signing only Up to primary Up to secondary	46 21 18	54.12% 24.70% 21.18%	
Intra-family decision making ability	Independent Always consult Rarely consult	17 59 9	20% 69.47% 10.59%	

Source: Field Survey

The performance of the respondents with Grameen Generalized System:

GB plays a vital role in the development of women entrepreneurship in rural areas of Bangladesh. Women now comprise 97% of the bank's borrowers. In the sample area 100% of the respondents are women. An effort has been made to analyze the achievement by the respondents under GGS. For this purpose, five criteria have been chosen, these are as follows:

1. Income and expenditure
2. Income of the respondents as percentage of total family income
3. Increase & growth rate of the total present capital compared to initial capital

4. Position of savings by the respondents with GB.

5. Dividend

Income has a greater importance in order to understand the contribution of women entrepreneurs in the development of our country's economy. From Table 2, it is clear that out of 85 respondents, the monthly income of 9(10.59%) is Tk. 3000 to 5000, 55(64.71%) is Tk. 5000 to 11,000 and 21(24.7%) is Tk. 11,000 to above 15,000. The table shows that, the level of expenditure of the respondents is less than their level of income. Their income is greater than their expenditure. It is positive sign to understand the status of poor women in rural areas. About 70 % respondents opined that they get more importance in the family for taking income and expenditure decisions after involvement of income generating activities.

Table-2

Monthly   income & expenditure of the sample respondents

Range of income (Thousands of taka)	Number of freq.	Percentage	Range of expenditure (Thousands of taka)	Number of freq.	Percentage
3000-5000	9	10.59%	2000-4000	28	32.94%
5000-7000	23	27.06%	4000-6000	31	36.47%
7000-9000	14	16.47%	6000-8000	16	18.82%
9000-11000	18	21.18%	8000-10000	7	8.24%
11000-13000	8	9.41%	Above10000	3	3,53%
13000-15000	8	9.41%	-	-	-
Above 15000	5	5.88%	-	-	-
Total=	85	100		85	100

Source: Field Survey

.**Income of the respondents as percentage of total family income:**

GGS has a positive contribution for income generating of the borrowers due to its some opportunities in receiving & paying loan. These opportunities or incentives measures (like payment of installment as per ability of the borrowers, taking loan after every six months,

taking bridge loan, full payment at any time, flexible loan etc) has enabled the sample respondents in increasing their performance & encouraged more women's entry into entrepreneurial carrier. These opportunities or incentives measures which was lacking under GCS.

Table 3 reveals that the respondent's monthly income as percentage of respondent's total family income is between 47 to 88%. The table shows that out of 85 respondents; 9 respondents, 23 respondents, 14 respondents & 18 respondents have achieved 47%, 79%, 71% & 88% of their total family income respectively. It is found from the table that the total income of the respondents as percentage of total family income is 77%. It indicates that the income of the respondents fulfils a major portion of their total family income & increases their total family income. It also encourages in reducing the dependency of the respondents on the family. Involvement of women entrepreneurs in income earning activities can also be considered as an effective tool for their family survival.

Table 4 shows the increase and growth rate of total present capital compared to initial capital of the sample respondents. The table also clarifies that out of 85 respondents, the present capital of the 16 respondents has gone up taka 96000 & the growth rate is 300%. The present capital of 26 respondents & 22 respondents has increased taka 1807000 & taka 1650000; & their growth rate of present capital compared to initial capital are 1544% & 1000% respectively. The table reveals that the respondent's total growth rate of the total present capital as compared to initial capital is 874%. It indicates that the respondents are able to utilize their loan money effectively. As a result their present capital of the business has been gradually increased. The table also indicates that it is the result of the improvement trend in the system of GB.

Table-3

Income of the respondents as percentage of total family income

Range of respondents income(Thousands of taka)	Respondent's total Income	Respondent's total family income	Number of freq.	Percentage
3000-5000	36000	77000	9	47%
5000-7000	146000	184000	23	79%
7000-9000	114000	160000	14	71%
9000-11000	186000	214000	18	88%

11000-13000	100000	128000	8	78%
13000-15000	115000	148000	8	78%
Above 15000	92000	112500	5	82%
Total=	789000	1024100	85	77%

Source: Field Survey

Table 4

Increase & growth rate of the total present capital compared to initial capital

Range of initial capital of the respondents	Initial capital of the respondents	Present capital of the respondents	Increase of the present capital	Number	Growth rate of present capital compared to initial capital
1000-3000	32000	128000	96000	16	300%
3000-6000	117000	1924000	1807000	26	1544%
6000-9000	165000	1815000	1650000	22	1000%
9000-12000	199500	1330000	1130500	19	567%
12000-15000	27000	70000	43000	2	159%
Total=	540500	5267000	4726500	85	874%

Source: Field survey

Savings products

Grameen Bank maintained group fund account as a joint savings account & personal savings account under GCS. Many times borrowers felt the group fund as a problem. But

GGS encourages the borrowers to open various savings accounts such as loan insurance fund, personal savings & Grameen pension scheme, double benefits in 7 years etc. All the respondents opined that savings products encourage them to join with GB. GB offers 8.5% interest rate for personal savings, 12% interest rate for Grameen personal Savings (GPS). Under Loan Insurance Fund (LIF), if a borrower dies any time, her entire outstanding amount of loan is paid up by the insurance fund. In addition, her family receives back the amount she saved in the loan insurance savings account.

Table 5

Position of savings by the respondents with GB (up to 12.2.10)

Personal Savings(PS)			Loan Insurance Fund(LIF)		
Range of savings (Thousands of taka)	No. of freq.	Percentage	Range of Savings (Thousands of taka)	No. of freq.	Percentage
Up to 2000	28	32.94	Up to2000	39	45.88%
2000-4000	25	29.42	2000-4000	23	27.06%
4000-6000	16	18.82	4000-6000	17	20%
6000-8000	8	9.41	6000-8000	4	4.70%
8000-10000	2	2.35	8000-10000	1	1.18%
10000-12000	6	7.06	Above 10000	1	1.18%
Total=	85	100		85	100

Source: Field Survey

Table 5 reveals that out of 85 respondents, the personal savings position of 53(62.36%) is up to Tk.4000, 16(18.82%) is in between Tk. 4000 and 6000 & other respondents save Tk. 6000 to 12000. The table also shows the loan insurance fund of the respondents. It is observed that out of 85 respondents, the amount of fund of 62(72.94%) is up to Tk.4, 000 & 17(20%) is Tk.4000 to 6000. The amount of fund of other respondents is Tk. 6000 and above Tk. 10,000. The respondents opined that it encourages them to join with GB..

Table 6

Position of savings by the respondents with GB (up to 12.2.10)

Grameen Pension Scheme(GPS)		
Range of savings	No. of freq.	Percentage
Up to 10000	58	68.24%
10000-20000	6	7.06%
20000-30000	8	9.41%
30000-40000	2	2.35%
40000-50000	2	2.35%
50000-60000	3	3.53%
60000-70000	4	4.71%
Above 70000	2	2.35%
Total=	85	100

Source: Field

Survey

From Table 6, it is clarified that out of 85 respondents, the amount of savings of 58(68.24%) is up to Tk. 10000. So the savings amount of most of the respondents is up to Tk. 10000 which is the lowest range of savings. Other respondents save Tk. 10,000 to above Tk.70000. All the respondents appreciate these various savings products of GB. A variety of savings products encourages the borrowers for capital formation & increases their status in the society.

Dividend: The borrowers are the owner of 96.5% share of GB. So they expect a reasonably satisfactory dividend. There was lacking of dividend under GCS. GB is continually trying to meet this demand under GGS from 2006. From Table 7, it is observed that GB declared 100% divided for 2006. It declared 20% dividend for 2007 & 30% dividend from 2008 to 2009. So declaring of dividends each year greatly inspires the borrowers of GB. It indicates the symbol of better performance of women entrepreneurs.

Table 7

Year-Wise dividend declared by GB

Years	Rate of dividend
2006	100%
2007	20%
2008	30%
2009	30%

Source: Field Survey

Without better performance of the borrowers of GB, it is not possible to declare dividend on behalf of GB. GB's income and investment must be considered in case of giving dividend.

 The major constraints or problems faced by the respondents

The major constraints or problems that faced the sample respondents are as follows:

(i) Additional responsibility: Women entrepreneurs are facing additional responsibility of maintaining an acceptable balance between their family & business. It creates the problems for running business. It is sought from the study that the productivity or performance of their businesses is partly inhibited by problems associated with their family commitments.

(ii) Lack of business skill: Out of 140 respondents, 79(56.43%) respondents know signing only & 20.71% are educated up to primary level. Therefore most of therespondents are less educated and they have no business training. So, they are not aware of business

technology and market knowledge. It creates problems for women in the setting up and running of business enterprises.

(iii). Mobility: Women entrepreneurs are restricted to move one location to another. In the male dominated society, women are not treated equal to men. It creates a barrier to women entry into business.

(iv) Lack of adequate capital: 30% respondents are not able to expand their business due to lack of adequate capital. It is found from the study that they do not get sufficient capital for expanding their business from GB.

 (vi) Lack of training: Training helps to enhance a borrower business related skills and knowledge. The objectives of training are to bridge the gap between existing performance ability & desired performance. All the respondents feel the necessity of training especially vocational training for increasing their business skill & knowledge. But GB has no training facilities.

(vii)Lack of housing loan: The ownership of a house infuses borrower with a sense of confidence security and self- respect to begin dreaming for a better life for herself and her family. GB started also housing loan in 1984. But now a day, housing loan is not given in the sample area. Borrowers feel that it is a great barrier for improvement of their status.

(viii) Lack of adequate market information: The borrowers have the lack of adequate market information due to less mobility. In order to solve the marketing problem, they depend on family members & others. So, they feel that GB should provide over all supports to create close interaction between the buyers and sellers.

(ix) Illiteracy constraints: Illiteracy constraints the development of personality, skill, motivation, right to share the possibilities and advantages of economic growth, participation in decision making process of the respondents. So illiteracy affects the effective women entrepreneurship

(xi) Unavailable loan for the first time: About 70% respondents feel that receiving loan for the first time from GB is unavailable.

Conclusion

The researcher has tried to analyze the performance of women entrepreneurs involved with GB under GGS and GCS. This paper contributes both theoretical & statistical identification of the

opportunities of GGS and GCS. The results indicate that GGS has positive contribution on increasing the performance of the respondents due to its opportunities like opportunities in receiving & paying loan, opportunities for opening various savings account, opportunities for getting reasonably satisfactory dividend etc. The study reveals that monthly income of 10.59% respondents is Tk. 3000 to 5000, 64.71% is Tk. 5000 to 11000 and rest of the 24.70% is Tk. 11000 to above Tk.15000. On the other hand, monthly expenditure of 32.94% respondents is Tk. 2000 to 4000, 36.47% is Tk. 4000 to 6000, 18.82% is Tk. 6000 to 8000 & rest of the 11.77% is tk. 8000 to above 10000. The study indicates that the income of the respondents is greater than their expenditure. The study shows that the personal savings of 62.36% respondents is Tk. up to 4000, 18.82% is Tk. 4000 to 6000 and rest of the 20% is Tk. 8000 to 12000. Loan Insurance Fund of 92.94% respondents is up to Tk. 6000, rest of the 7.06% is Tk. 6000 to above Tk.10000. Amount of GPS of 68.24% respondents is Tk. up to 10000 and rest of the 31.76% is Tk. 10000 to above Tk.70, 000. The study finds that a variety of savings products encourages the borrowers for capital formation and increases their status in the society. The study finds that the borrowers are the owner of 96.5% share and they get reasonably satisfactory dividend under GGS from 2006 due to their better performance with GB. The study shows that the respondents face some difficulties such as additional responsibility, lack of business skill, mobility, lack of adequate capital, lack of training, lack of housing loan, lack of adequate market information, unavailable loan for the first time etc. The study suggests that GB should take necessary measures on priority basis for overcoming these problems. The study mentions that rural women can make a high contribution in the national development if they can get sufficient support from the government and non-government organizations.

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THE IMPACT OF DIGITAL CRISIS COMMUNICATION MESSAGES AT GREECE'S TOURISTIC REPUTATION

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ABSTRACT

The purpose of this paper is to evaluate the impact of digital communication messages about the Greek economic crisis on Greece's reputation. How much has this kind of messages impacted Greece's tourism industry? Can such messages restore Greece's reputation? Content analysis was used to evaluate publicly available social media messages posted on an international online newspaper "The Telegraph". We took into account articles that had to do with the Greek economic crises, published from January 2014 to May 2014. Additionally, we examined articles presented on international media, selected by a site referring to the Greek crisis (www.greekcrisis.net), published from March 22nd to April 24th2014. These articles came from six (6) different international sources: 'Wall Street Journal', 'Bloomberg', 'Reuters', 'Financial Times', 'Economist' and 'AEIdeas'. In total, sixteen (16) articles from the particular source were judged adequate to be taken into consideration for the purposes of this research.

The main general conclusion coming from our research is that people outside Greece have nowadays a positive attitude towards the Greek crisis problem and the efforts of the country to find a solution. Actually most of the internet users, that are also the potential country's tourist, seem to little by little appreciate that we are talking about a global economic crisis that has a greater impact on south European countries, and most

importantly Greece. Nevertheless, even if Greece's reputation is being restored, there is much to do to ameliorate the situation, a brand image might help.

Key Words: Crisis communication, Social media, Tourism industry, Interculturality

INTRODUCTION

Crisis is defined as an unpredictable event that threatens stakeholders and can generate negative outcomes that might impact an organization's performance and reputation (Coombs, 2007). Crisis communication is a rapidly developing field of research. The focus of crisis communication research is how communication is used in attempts to manage information and meaning during a crisis (Coombs, 2009; Coombs and Holladay, 2014). Crisis communication messages are mainly designed to protect and defend an individual, company, or organization facing such a challenge to its reputation. Researchers in the past have focused on the messages sent by the crisis managers (Lee, 2004), but also on people affected or interested by the crisis reactions (Coombs and Holladay, 2014, 2006, 1996; Jin and Pang, 2010; Jin and Cameron, 2007).

The attended effects of crisis communication messages are generally to minimize the reputation damage that a crisis situation might cause. Nevertheless, speaking about a global economic crisis and digital media that can include different voices, things might be different. Digital media can either damage or restore the country's reputation.

The Greek economic crisis is part of the Eurozone and the global economic crisis. It is said to have been directly caused by a combination of structural weaknesses of the Greek economy along with a decade long pre-existence of overly high structural deficits and debt-to-GDP levels on public accounts (Wikipedia, 2014). Austerity measures, privatization of government assets, implementation of outlined structural reforms, are some of the conditions for the bailout loan that was given to Greece. This no stable condition has caused great problems to Greece's reputation and less people started to visit Greece. In June 2012 and a few months before, the international press mounted a negative campaign against Greece. Tourists were actually afraid to visit a turbulent country, when the media focused on protests around the central square of Athens, Syntagma square. Greece seemed to accept quite passively that it could not solve its problems by itself at the time. More precisely, it didn't try to invest in its critical role in global politics (its location in a complex geographical zone including the Balkans, the Black Sea region, the Mediterranean and the Middle East). Tourism, as long as with other industries, suffered the bad crisis

consequences. Euro, with its high rate, was and continuous to be an additional disadvantage to persuade tourists visit the country. The question of the digital media impact on potential tourists' views was refined into two (2) research questions:

RQ1. What is the public view (positive – negative comments) about Greece nowadays, after almost 6 years of obvious crisis effects?

RQ2. Do these viewpoints have an impact on the country's reputation?

Methodology

We have chosen to study the viewpoint of people living outside Greece with the help of social media. Social media development has permitted many opportunities for every community to communicate about the crisis and other crisis-related news. Types of social media include social networking sites, discussion boards, blogs, content sharing sites, and micro-blogs. Social media allow more actors to become 'involved', which means become information-providers, critics, or supporters, in a crisis situation and take the role of a crisis communicator (Coombs and Holladay, 2014).

We have chosen to examine digital crisis communication messages expressed by people and media outside Greece. People expressing their point of view might have already visited Greece in the past or/and might visit it in the future; in either way for the purposes of this research they are considered potential future tourists. We have chosen content analysis to evaluate publicly available social media messages posted on an international online newspaper "The Telegraph" (http://www.telegraph.co.uk/news/worldnews/europe/greece/), taking into account articles published from January 2014 to May 2014 that have to do with the Greek economic crises. As we know, qualitative research is known as a justifiable and legitimate means of gathering information for additional insights and theory development (Burgess, 1984; Bryman, 1988; Hammersley 1992, and Silverman, 1993). Via this multi-vocal approach, we expected to get different perceptions and reactions about the Greek economic crisis, so to understand the nowadays perception of Greece's possible tourists (people living outside Greece).

People responding to a particular newspaper article can be recognised as blog users (those who read and respond to blog posts). We examine public published posts by blog users, as reactions to digital journals articles about the Greek crisis. These people can be a valuable

source of information to understand how people react to a crisis situation (positively or negatively) (Kent, 2005). Additionally, blog users tend to be homogenous in their interest for the blog topic and supportive. By examining their posts we can have an idea of how to create a crisis messages response strategy (Coombs & Holladay, 2014).

The postings on online news outlets can attract a more diverse set of people. Readers post their point of view to the online story and create a forum to discuss the article and the situation proposed by it. This is how we can understand peoples' reaction to different situations. Different social media channels are one method of distinguishing sub-arenas. Each social media channel establishes boundaries and can be treated as a sub-arena (Coombs and Holladay, 2014; Coombs et al., 2013). Additionally, from the perspective of the RHETORICAL ARENA*[1]* approach, publics that communicate during crises should be considered crisis communicators as well (Coombs and Holladay, 2014). As Coombs and Holladay (2014) claims, from the moment that we accept that social media comments created by people about an event have the potential to impact this event, we should consider how publics are using social media to create their own crisis messages and to respond to "official" crisis communication efforts. This is why crisis managers should use the feedback provided by social media comments to refine their crisis messages in specific sub-arenas.

Our sample included articles that had strictly to do with the Greek economic crisis. Although we found many articles about Greek neo-fascist party "Golden Dawn' and the recent story (February 2014) with a little girl that was stolen and found at a Greek Roma camp, events that had certainly a great impact to the Greek touristic market, analyzing such stories was not in the purposes of this paper. We have taken into consideration the articles date, title, subtitle, its photo comments, but most importantly the readers' comments. We have examined 164 comments in total, coming from 5 different articles, with the following dates: 10 Apr 2014, 08 Mar 2014, 03 Feb 2014, 22 Jan 2014 and 02 Jan 2014. The comments were rated in three (3) categories: favourable (positive), unfavourable (negative), or neutral. Favourable comments were in principle positive/ supportive about the Greek situation. Unfavourable comments were critical about the way Greece and Greeks have treated the economic crisis and the reactions before the actual crisis. Neutral comments are either judged out of the subject, or they are giving very general views or posing questions to other blog users. The favourable comments of the articles were 92 (56%), the unfavourable 43 (26%) and the neutral 29 (17,6%) (table 1) .

Table 7 separation of the article comments in positive, negative and neutral.

Online newspaper "The Telegraph"	Favourable comments	Unfavourable comments	Neutral comments
	92 (56%)	43 (26%)	29 (17,6%)
Total of comments	164		

It would be also interesting to take a look at the titles, subtitles of the particular articles (table 2).

Table 2 Article titles' from January 2014 to May 2014 concerning the Greek economic crises from the international online newspaper "The Telegraph".

Date	Title	Subtitle
10 Apr 2014	Greece ends exile with €3bn bond sale	Interest rate of 4.95pc shows high demand for Greek debt, despite country still being mired in mass unemployment and deflation
08 Mar 2014	Greece to miss deadline for rescue loan deal	Capitalisation of country's banks is key issue for European Union and International Monetary Fund officials
03 Feb 2014	Eurozone paves way for third Greek bail-out	Leaked German finance ministry paper estimates Greece needs a further €10-20bn to service its debts
22 Jan 2014	Greece high court reverses troika-imposed wage cuts	Council of State rules that pay cuts on police and armed forces workers were unconstitutional, ordering that they be reimbursed in full
02 Jan 2014	Can Greece repair its reputation?	Is Greece, the country that nearly brought Europe to its knees, fit to take over the EU presidency?

As we can make out, judging by the article and its title and subtitle, they refer to the country's actual condition (reputation, unemployment, deflation). Despite the fact that the situation still remains crucial, digital media 'designs' a Greece that finally makes positive efforts towards its problems solutions. This seems also positive for the country's tourism industry.

The 10th of June 2013, Dimitris Avramopoulos, Greece's foreign minister, during an interview on CNN, claimed that the crisis has helped the country as it "HAS PUT AS IN FRONT OF OUR RESPONSIBILITIES". Even if, "WE STILL HAVE A LONG WAY TO RUN, WE ARE OPTIMISTIC FOR THE FUTURE". "IT'S ON THE TRACK AGAIN" restructuring the administration, encouraging investments, tackling bureaucracy'... Event if Greek people have not really seen this kind of positive changes in their everyday lives, the outcome for tourists and investments remains positive.

Our next attempt to examine the internet users' view on the economic crisis is the observation of sixteen (16) articles presented on international media, selected by a site referring to the Greek Crisis www.greekcrisis.net. The articles were dated from March, 22 to April, 24 2014, coming from six (6) different international sources: 'Wall Street Journal', 'Bloomberg', 'Reuters', 'Financial Times', 'Economist' and 'AEIdeas'. In table 3 we can see the source, the date and the articles title.

Table 3 Article titles and dates, coming from 'Wall Street Journal', 'Bloomberg', 'Reuters', 'Financial Times', 'Economist' and 'AEIdeas'.

	Date /Journal	Title
1	April 24, 2014/ Bloomberg	Athens Lacking Only Elgin as Windows Erase Crisis
2	April 23, 2014/ Wall Street Journal	EU Confirms Greece Beat Its Budget Targets in 2013
3	April 16, 2014/ Reuters	Greece to stabilise this year, but recovery road will be long
4	April 13, 2014/ Wall Street Journal	The Tide Is Turning for Greece—and the Euro Zone
5	April 13, 2014/ Financial Times	This could be the moment for Greece to default
6	April 10, 2014/ Wall Street Journal	For Bond Investors, Greece Is The Word

7	April 14, 2014/ Economist	Greece's return to the markets: The prodigal son
8	April 11, 2014/ AEIdeas	Is Greece really out of the woods?
	April 10, 2014/ Wall Street Journal	Trouble Brews for Greece Despite Good News on Bond Sale
1	April 10, 2014/ Wall Street Journal	Greece Triumphs in Bond Odyssey
1	April 10, 2014/ Wall Street Journal	Greece Gets Strong Demand for Bond
1	April 9, 2014/Wall Street Journal	Greece to Issue First Long-Term Bond Since Bailout
1	April 8, 2014/ Reuters	Greek rebound is astonishing
1	April 4, 2014/ Wall Street Journal	Greece Nears Bond-Market Resurrection
1	March 23, 2014/ Wall Street Journal	Greece Able to Call Its Own Tune
1	March 22, 2014/ Wall Street Journal	For Greek Workers, a Dreaded Day Arrives

As we can understand only by taking a look at the articles titles, they are mostly referring to Greece's crises stabilisation - amelioration. We can then make out that as the time goes by there is a more positive climate concerning the Greek crisis that is more and more considered a global phenomenon that couldn't be avoided and that Greeks are doing their best to ameliorate the crucial situation.

Nevertheless, even if Greece's reputation is being restored, there is much to do to ameliorate it, and a brand image might help to restore Greece's reputation. As Markessinis A. (n.d.) claims, we do need to brand Greece. Before the counties Olympic Games in 2004, he wrote that the country must have a brand to communicate to the world audience Greece's characteristic values that make up its essence. The louder and clearer this message is broadcasted, the better Greece would emerge among the nations. Branding process for Greece should improve Greece's damaged image abroad and boost the National self-esteem as well.

Conclusions

The purpose of this paper was to evaluate the impact of digital communication messages about the Greek economic crisis on Greece's reputation. By the evaluation (content analysis) of publicly available social media messages posted on an international online newspaper "The Telegraph" published from March 22nd to April 24th 2014 and articles presented on international media about the Greek economic crises (published on 'Wall Street Journal', 'Bloomberg', 'Reuters', 'Financial Times', 'Economist' and 'AEIdeas'), from January 2014 to May 2014, we can make out that any kind of information proposed by the digital media has a great impact on Greece's tourism industry.

The main conclusion is that nowadays, people outside Greece have a positive attitude towards the Greek crisis problem and the efforts of the country to find a solution. Nevertheless, even if Greece's reputation is being restored, there is much to do to ameliorate it, and a brand image might help to restore it.

Some of the research limitations/Implications we have to refer to, is that there were only two communication channels were analyzed, one online journal outside Greece and an internet site containing articles of 'Wall Street Journal', 'Bloomberg', 'Reuters', 'Financial Times', 'Economist' and 'AEIdeas'.

Judging by the impact of social media on crisis situations, more research of this kind should be done in the future by crisis communicators to evaluate and respond in a crisis situation. Social media should always be taken into consideration, as each and every individual using them might be a potential crisis communicator.

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-April 10, 2014/ Wall Street Journal, For Bond Investors, Greece Is The Word

-April 14, 2014/ Economist, Greece's return to the markets: The prodigal son

-April 11, 2014/ AEIdeas, Is Greece really out of the woods?

-April 10, 2014/ Wall Street Journal, Trouble Brews for Greece Despite Good News on Bond Sale

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-April 9, 2014/Wall Street Journal, Greece to Issue First Long-Term Bond Since Bailout

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[1] The rhetorical arena is conceptualized by Coombs and Holladay (2014), as a set of sub-arenas because there are multiple places where people can discuss a crisis event. The capacity of social media to fragment media use provides a mechanism to define the boundaries of sub-arenas

THE IMPACT OF TOURISM ON CRIME IN CYPRUS

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ABSTRACT

Many are those who believe that tourism is the reason for the increase of illegal behaviour and higher rates of criminality. The research reported attempts to investigate and measure for the first time the involvement of tourists in crime in the Republic of Cyprus. Unlike previous work, the interaction of tourism and crime is examined by concentrating on tourists as perpetrators and not as victims. Data was collected by surveying a representative sample of police records, where insufficient information is usually kept. Estimation of the whole situation is made and the analysis is performed, along with the results of the passenger survey conducted by the Statistical Service of Cyprus (CYSTAT). For consistency with the passenger survey, the survey within the police is based on similar methodology and expansion techniques. The results of this study estimate the involvement of tourists in crime, verify their characteristics and identify several factors affecting criminal behaviour by tourists. Important findings, concerned with the prevention of crime and promotion of Cyprus as a safe tourist destination, are now available and are expected to raise awareness for stakeholders involved in the tourism industry, as well as in the national crime prevention strategy of the Ministry of Justice and Public Order. Additionally, the findings yielded by the research provide a new framework and ultimately the basis for further research.

Key Words: Tourism, Crime, Interaction, Offenders

INTRODUCTION

 Rationale

For many countries, tourism is a vital source of income for their economy and each year they compete with each other to attract more and more tourists. Cyprus is one of these many countries that actively promote inbound tourism. The impact of inbound tourism on a country's socio-culture may be both positive and negative. According to Witt (1991), the influence of tourism on the country's society is expected to be greater as the difference between locals and tourists increases. The fact that many products, services and parties are involved and related to tourism, makes it very difficult to measure the consequences of tourism. Thus, the challenge for decision makers still remains as there is a dilemma as to which type of tourists they should attract so that the resulting benefits from tourism are in excess of the losses (Spanou, 2006). A further reason for this dilemma is that there is no empirical data available and most of the research available has been based on estimates, therefore the resulting measures of tourism impact cannot be accurately ascertained or universally applied.

The consequences and impact of tourism is apparent in other spheres of social life on the island. The development of tourism is often associated with the increasing tendency that shows certain types of crime (Mathieson & Wall, 1982; Pizam & Mansfeld, 1996). Linking crime to tourism is an emerging field in both criminology and tourism studies (Steyn et al. 2009). However, it cannot be proven that this evolution in crime and social instability is entirely originated from the tourism development and not from the overall modernisation and globalisation processes that are in fact highly associated with the growth of tourism. Even though a number of researchers have examined the association between tourism and the development and growth of crime, conflicting findings have been reported (Lankford, 1996 in Gursoy et al., 2002: 83). The phenomenon is unexpectedly compound and multifaceted, emerging from the conduct of visitors in unknown environments and societies to the institutional activities, legal systems and measures that intend to provide security and safety to them. In recent years, growing interest by media and politicians about the issue of tourism and crime is observed in many countries (Botterill & Jones, 2010), with criminal activities against tourists being among the main concerns. To date, however, this tourism-crime nexus has received little scholarly attention.

Inbound tourism and massive arrivals of foreign visitors might affect and alter a country's or community's social values, customs and traditions (Tran et al., 2008). Since the independence of Cyprus in 1960, both tourism and crime have been increasing. This could be considered as a warning of the change of Cyprus' small, closed and traditional society to a bigger and more multicultural one. The involvement of tourists in crime is paramount and can be thought of as acting in two ways, namely (a) tourists seen as a target of criminal activities and (b) tourists committing criminal activities. Regarding tourists as criminal offenders, either against locals or other tourists, is something that little is still known about as far as Cyprus is concerned. In fact, no official quantitative data exists to measure this, apart from occasional media reports.

Tourism and Crime in Cyprus

Cyprus has only become famous among tourists since its independence in 1960. The increase in tourist arrivals has been impressive, from 24,000 in 1960 reaching the maximum of 2.696,700 in 2001, with the revenue being estimated at €2.172,7 millions, the maximum value recorded ever (CYSTAT, 2013). Cyprus tourism, like world tourism, was highly affected in the last decade of 2001, by the terrorist attack of September 11, 2001 and the "bird flu" virus which was spread all over the world mainly during 2007. Yet, unlike other destinations, Cyprus managed to keep the island safe enough and, consequently, its tourism at high levels.

Cyprus has traditionally been established as a popular tourist destination mainly for visitors from Europe. During 2012, the majority of holidaymakers (94,0%) arrived from European countries while 73,4% from countries of the European Union. The United Kingdom remains the country's most important source of tourism, making up the biggest share of the entire tourist arrivals. Specifically in 2012, tourist arrivals reached 2.464,908, with the British tourists accounting for 38,9%. Russia increases year by year reaching 19,2%, while Germany and Greece follow with 5,9% and 5,4% and Sweden with 4,8% (CYSTAT, 2013).

As indicated by Eurostat, the level of crime in Cyprus is among the lowest in Europe (Eurostat, 2013). Indeed, for a country with a population of 865,900 inhabitants, only 7,973 cases of serious crime were reported in 2012 (Cyprus Police, 2013). Most of these cases concerned thefts, burglaries and other offences against property. Whilst the average[1] crime/population ratio in the member states of the European Union was almost 5,000 serious crime cases per 100,000 people in 2010, the corresponding ratio in Cyprus

was only about 1,000. Even though comparisons between countries are not absolutely consistent since definitions of crime types and collection methods vary, the differences in these figures are big enough to suggest that on a comparative level the rate of serious crime in Cyprus can be described as very low. However, several political and social changes which have occurred in Cyprus during the last decade show an increase in various types of crime. Specifically, the opening of the crossing points in the UN-patrolled buffer zone separating the Turkish-occupied northern part of Cyprus from the free areas of the Republic of Cyprus, known as the "green line", on April 23, 2003, has contributed to increases in crime, since it has facilitated the movement of offenders from both the Greek-Cypriot and the Turkish-Cypriot communities. It should be noted in this context that there is no direct cooperation with the occupied northern part of the island, which is only recognised by Turkey. Thus, the justice system and laws of the Republic of Cyprus cannot be applied throughout the whole island. Total crime in Cyprus over the last decade, has a slow but constantly increasing trend, starting from 17,741 reported cases in 2003 and reaching 21,042 cases in 2012 (Cyprus Police, 2013).

In the next section, a brief review is provided of the international bibliography concerning the phenomenon of tourism and crime, followed by the research methodology, data analysis and findings. Finally, the conclusions that can be reached on the basis of the findings obtained and their policy implications are considered.

LITERATURE REVIEW

The terms and conditions for most tourists were and still are safety and peace in the place of destination (Holcomb & Pizam, 2006; Avraham & Ketter, 2008). The international literature is concerned with and troubled not only by the attractions that lead tourists to a destination but, also, tourists' worries regarding their personal safety (Kozak et al., 2007). Most researches conclude that the increased risk in an area spoils its reputation as a tourist destination (Dimanche & Lepetic, 1999; Ferreira & Harmse, 2000; Holcomb & Pizam, 2006; Kozak et al., 2007). They also register the behaviour of tourists, as well as how and to what extent their behaviour changes during vacations (Cohen & Felson, 1979; Ryan, 1993; Mawby, 2000; Mawby et al., 2010).

The motives for tourists' choices, as well as what prevents them from going to a destination (Crotts, 2003; Kozak, et al., 2007), have also been the subject of research. Social scientists have attempted to prove whether the common view that an increase in tourism entails an increase in crime (Fujii, & Mak, 1980; Pelfrey, 1998) is true, and if so,

what supports this entailment. Their interest is challenged by the importance of tourism in economic development and its interrelationship with crime (Cohen & Felson, 1979; Apostolopoulos et al., 1996). Even though a number of researches have been carried out to examine the association linking tourism and the development and growth of crime, contradictory results have been reported (Lankford, 1996 in Gursoy et al., 2002: 83). There are reports by researchers claiming that locals' perceptions and beliefs about tourism development is highly associated with crime (Rothman, 1978; Runyan & Wu, 1979; Sethna, 1980; Belisle & Hoy, 1980; Pizam & Pokela, 1985; Liu et al. 1987; Milman & Pizam, 1988; Long et al. 1990; Lankford, 1996). Concerning the case of Cyprus, while tourism has facilitated the country's development and economic growth, there are still concerns among the locals about the negative impact of tourism, mainly the modification of the traditional culture, change in lifestyle and influence on crime (Peristianis & Warner, 1996).

Although there is still no consensus on whether an increase of tourism increases crime in an area or whether there are other independent variables that contribute to crime rise, the approaches describing the causes that make the tourist an easier victim of criminal violence are better demarcated (Ryan, 1993; Harper, 2000). Several researchers, studying mostly the statistical data of local police authorities, have reported that tourists are a population more vulnerable to criminal assaults than local residents (de Albuquerque & McElroy, 1999; Harper, 2000). The vulnerable position of tourists is also evidenced by the fact that they experience property crimes (larceny, robbery) more often. This is shown by significant increases in crime in high tourist areas and during tourist seasons (Mawby et al., 2010).

So far, researches have focused on the causal relationship between crime and tourism but are limited by virtue of studying the causes that victimise the tourist (Ryan, 1993; Harper, 2000). The international literature is lacking in studies of the profile and the actions (wherever there are any) of the tourist as offender, whether adult or juvenile. There are no research findings that trace the profile of the tourist predator. The exception has been Ryan (1993) in the third type of his classification, namely crime as a by-product of tourism development committed not by local residents but by tourists as well. Josiam et al. (1998) in their research on young students' damaging behaviour during their vacations confirmed their inclination to excessive alcohol and drug consumption and promiscuity and also the responsibility of the tourist industry that encourages such behaviours. A comparative study (Hughes et al., 2008) based on a sample of young tourists who visited Majorca and Ibiza, indicated that a main holiday priority among young tourists travelling abroad is nightlife participation. Youth-focused resorts comprise a large number of bars and

nightclubs featuring extensive use of alcohol and drugs, which are among the key risk factors for aggression and violence.

Muehsam and Tarlow (1995), estimating that safety as guarantor of tourism development is based on police (the means, the directness and the effectiveness of police action), dealt with police's operation and training, surveyed the literature and interviewed high-ranking police officials in the USA. They found lack of cooperation between police and the tourism industry. Although police officers are called in to protect not only citizens (local residents and tourists) but the economy of a place as well, they are not well trained for the needs of local tourism development. They act spontaneously and ignorantly. In some exceptional cases (see Caribbean) the police is part of the problem (McElroy, 2006). The profile of police, more of a repressive apparatus and inefficient for the prevention and management of aggressiveness and delinquency, results in the tourism industry's refusal of police presence because tourists are scared away (Tarlow, 2006). Tourists, however, evaluate positively the effective intervention of police (Holcomb & Pizam, 2006).

Research design and methodology

This research reported in this paper has been concerned with the study of inbound tourism in Cyprus and its involvement in crime, in an effort to investigate the hypothesis of whether crime is directly related to tourist arrivals, as perceived by some locals. Multiple sources of data can be used for better understanding (Ferrance, 2000), such as interviews, focus groups, portfolios, questionnaires, journals, individual files, checklists and case studies. The present study has utilised the findings of the passenger sample survey conducted by CYSTAT that took place at the departures of the airports during the period 2009-2012. In addition, as far as offending is concerned, the analysis is based on Cyprus Police recorded crime data for the same period.

As most of the information on tourist offenders is kept in written form in police records, a sample survey within the police records was the ideal methodology for gathering the necessary data. The main use of this police data is to estimate the involvement of tourists in criminal activities during the period 2009-2012. This is achieved by expanding/projecting the cases included in the sample of police records involving a foreigner to the total population of police cases involving a foreigner, thus estimating its composition. The estimation of the entire population of foreign offenders is based on the ratio between the sample and the benchmark population (i.e. total number of cases reported to the police that involve a foreigner). This benchmark population is known from

the annual police statistics. The ratio methodology applied needs to consider other factors as well in order to represent the actual composition and characteristics of the population. Therefore, adjustments need to be made on the original sample data with the aid of projecting ratios. In particular, the projecting ratios are computed by taking into consideration the year, district and type of offence (serious and minor). Finally, since the researchers' interest is only tourist offenders, an alteration is made to extract the total estimated population of tourist offenders.

This methodology is similar to the methodology used in the passenger survey of CYSTAT, where prior to projecting the sample measures to estimate the population parameters, sample data is adjusted with ratio factors based on the year, tourist's nationality, and airport of entry. Then the sample data is expanded to map the total number of travellers, as supplied by the Civil Aviation.

Finally, it should be clarified that the study reported has been carried out under certain constraints, including the lack of detailed and accurate information about tourists' involvement in crime due to the limitations of official police criminal statistics, the complexity of the nature of criminal statistics and the identification of real tourists from those who claim to be tourists. The absence of any local estimates of the size of the dark figure of crime in general and tourists as offenders and victims in particular is another such limitation. Thus, it should be understood that the findings of this project are based on the cases reported and detected by the police. This means valuable information and data is missing and the picture yielded by the official data is thus not complete.

ANALYSIS AND FINDINGS

The primary data from the survey was coded and analysed using SPSS. Analyses employed both simple and advanced statistical methods. As well as the frequency distribution and cross-tabulations, which enabled analysis of the survey data, Chi-square tests, t-tests, Pearson Correlations, Anova, post-hoc tests and Correspondence Analysis enabled inferential statistics and verifications of the results drawn from the survey data and conclusions reached about the population under study. Inferential data analysis involves "…using quantitative data collected from a sample to draw conclusions about a complete population" (Hussey & Hussey, 1997, pp.187).

The estimation and extraction of the data concerning tourists, provides an answer to the major research question of what the participation of tourists in crime is. On average,

during the period 2009-2012, it is estimated that tourist offenders were responsible for 2,7% of the total officially-known and recorded crime. Bearing in mind that tourist arrivals during 2009-2012 were about 2.3 million per year, this result on its own could be used to state that generally tourist offenders have not significantly contributed directly to any crime increases as a total. As suggested by Spanou (2006), it cannot be proven that the 3% increase in serious crime in 2000 was the result of the increase in the volume of tourists. However, on its own this does not imply that tourism has not contributed at all to the country's crime level since tourists may indirectly tempt criminal activities committed by locals.

Comparing the ratio of tourists and foreigners (i.e. non-Cypriot nationals), we can state that the proportion of tourists as part of foreigners is kept at low levels. On average, tourists count for only 7,4% of the total crimes committed by foreigners. This result could be used to argue that any increase in crime attributable to foreigners is not caused by tourist offenders but by foreigners residing in Cyprus in other capacities such as third-country nationals on working visas, asylum seekers or European Union nationals in employment. This, together with the "adverse publicity of the press which tends to present tourism as the cause of all evils" (Spanou, 2006), explains the negative impact the occasional crime committed by tourists has on the image locals have of tourists and their status since the locals generally talk about tourists as 'foreigners'. Regardless of the pejorative media reporting of both Cypriot and foreign offenders, foreigners are described worse than the Cypriots. This is can be blamed on the perception of locals that foreigners threaten the society's culture and civilization (Tsoudis, 2001).

An unexpected finding of the data analysis is that, during the period 2009-2012 inclusive, tourists committed more serious offences than minor ones. On average it is estimated that 55% of the crimes committed by tourists are serious and 45% are minor. This result also contributes to the negative perception and reputation of tourists, since, as found, the crimes committed by tourists are usually serious and thus remain longer in people's minds.

In order to verify whether there is a significant difference between the observed crime in each district and the expected crime according to the volume of tourists in each district, the Chi-square test was used. It was found that tourists in Ammochostos/Famagusta and Limassol are more frequently involved in criminal acts than expected whereas tourists in Paphos and Nicosia are less frequently involved in crime than expected. It was also found that there is a vital difference in the seriousness and the type of the crimes committed in

different districts. Thus, the perception of tourism and crime may vary depending on the location's characteristics and association with tourism and crime levels.

Gender differences in criminality have long-ago been identified (Sporer & Salfati, 2006). In support of other studies, males were most probable to participate in anti-social behaviour (Hughes et al., 2008). Based on the passenger survey's and this study's survey results, it is estimated that even though males account for approximately 45,8% of tourist arrivals during 2009-2012, they are responsible for 81,5% of the total crime committed by tourists. In contrast, females, who comprised 54,2% of the arrivals, make up the remaining 18,5% of the total crime. Moreover, it is found that male tourists are more likely to commit serious offences than minor ones while the reverse was found to be the case with female tourists.

Based on the survey's results it was calculated that the mean age of tourist offenders is 30 years old, compared to the mean age (41 years) of the tourists in Cyprus. It is concluded that tourist offenders are younger tourists, "who tend to reach their limits once they are abroad" (Spanou, 2006). Tourists aged 20-31 years were found to be the most problematic since they are responsible for most of the crimes (57,0%) committed by tourists, while they comprise only 19,5% of the total tourist arrivals. For older age groups the situation in terms of their involvement in crime is very small. Clements and Richardson's statement that "Cyprus is still an up-market sunshine destination offering a friendly atmosphere and high quality service" is also supported by Laffeaty (1993). It is noted that Cyprus has always been an attractive destination for the age group of 45 to 60 and professionals around 30. Offending rates of juveniles under 15 years is also kept at very low levels at about 0,1%.

As expected, most of the crime committed by tourists occurs during the peak season of summer with the highest number of tourists, which is during June-August, accounting for approximately 53% of the total crime committed by tourists over the remaining nine-month period for the years in question. It has to be noted that tourist arrivals during the same period June-August amount to approximately 43% of the total tourist arrivals. As already stated, tourists' involvement in crime has not contributed directly to the crime increase. To further demonstrate this, a comparison of the total crime is made with and without tourists as shown in Figure 1. As seen, the distribution of crime supports the hypothesis that tourists do not impact significantly on the volume of crime. Even for the period June-August, the change is very slight. Similar to the case of Italy, overall results indicate that the resident population has a greater effect on crime than the tourist population (Biagi et al., 2012); in other words, most crime in Cyprus is committed by

residents and not by tourists. The latter, however, is an easy scapegoat for those residents who are prejudiced.
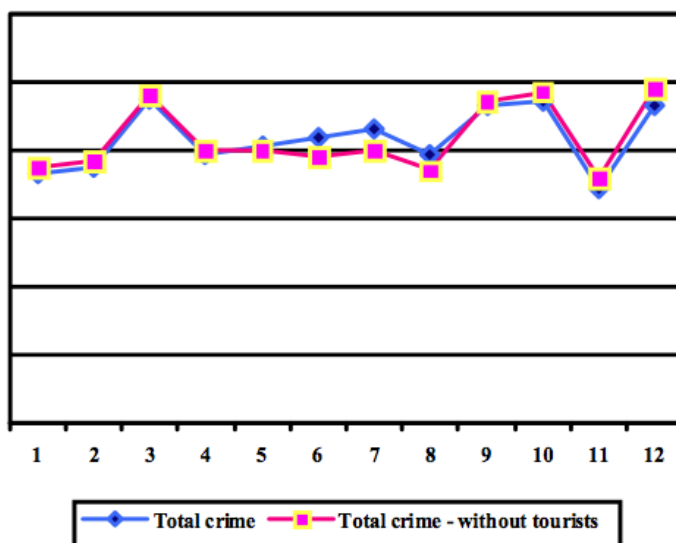
Figure 1: Total crime with and without tourists by month

It is interesting to observe that the majority of serious crimes committed by tourists, concern three specific offences, namely conspiracies (29,5%), burglaries, housebreaking and similar offences (28,1%) and forgery (22,2%). The most common minor offences committed by tourists involve mainly common nuisance, idle and disorderly persons, theft of property under €1000, indecency, offences related to the Law for aliens and immigration, common assault, malicious damage to property up to €1000, assaults causing actual (but not serious) bodily harm.

Conclusions and recommendations

Tourism is a global and fast moving industry. Since security and safety are important factors for a community's tourism development and growth, it must be ensured that Cyprus continues to be a safe country by effectively tackling known causes of crime.

The key finding of the present study is that Cyprus attracts tourists with low involvement in criminal activities, thus not contributing significantly to the country's total crime trend.

This finding should be used in promoting Cyprus as a safe and fine-quality tourism destination, thus helping to improve the country's economic status, especially at present when the country is experiencing its worst-ever financial crisis following the collapse of its banking system at the end of 2012 as a result of which the country's economy was 'bailed in' in March 2013 by the European Central Bank, the IMF and the World Bank. Even though, as indicated by other studies, locals associate tourists' behaviour with antisocial, violent and drug-related crimes, there was not enough statistical evidence to support this. However, the study revealed that tourists seem to commit more serious crimes, reinforcing a negative image.

As criminologists would have predicted, younger male tourists aged 21-30 years committed both more offences and more serious ones and, also, regional variations by administrative district in crime rates were found. Based on the study's findings a complete profile of the tourist offender in Cyprus in terms of the location and the offence is highlighted. This knowledge can be used by the agencies concerned - police, government and tourist organisations - in creating and implementing an effective tourism development plan that would reduce criminal offending by tourists and its negative consequences. Failure to do so means there would be a risk that tourist resorts suffering from bad reputation as high-crime ones, may well suffer economically with dire consequences for the country's economy which relies largely on tourism. It should be pointed out that, as the findings were obtained based on the case of Cyprus, one cannot generalise them to other countries.

It is hoped that the originality of this project as far as Cyprus is concerned will stimulate future research. In order to obtain a holistic view of the impact of tourism on crime and the involvement of tourists in crime, it is particularly recommended that crimes in which the victim is a tourist be examined. Only then will a complete picture of tourism and crime be possible, especially if such research also addresses the issue of the dark figure of criminal offending and victimization by tourists and locals alike. No single study can ask all the relevant research questions let alone answer them. Despite its limitations, the study reported has laid to rest the belief by locals that tourists contribute disproportionately to criminal offending in Cyprus.

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[1] Data provided may not be strictly comparable as different countries may choose to process their national crime statistics in a different way, depending on the severity of the offence, the relevant legislation and procedures.

THE INTERNET IMPACTS' ON THE TRAVEL HABITS OF THE HUNGARIAN TOURISTS

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ABSTRACT

When people travel anywhere these days the first place they look for information is the Internet. Due to this, a new demand has come into sight for complex, easily available and reliable information. The fast development of Information Technology has changed the tourism industry. New trends, new suppliers (on-line travel agencies, low-cost carriers, budget hotels etc.), 'new' well-informed customers appeared on the market.

Among the new technologies, internet-based booking systems can be considered most widespread. A new tool appeared in tourism marketing: the 'impersonal' on-line sale; on-line shopping.

As pointed out above, we have to realize that a new type of tourism, E-tourism, will replace traditional tourism; because it can satisfy the new virtual demand of our modern society.

In my primary research, I was curious to know if the travelling habits of the hungarian consumers were influenced by the above mentioned phenomena.

Keywords:E-tourism, On-line travel agency, Low-cost airline, E-ticket

INTRODUCTION

Tourism worldwideisone of the most dynamicallydeveloping sectors. The fast development of information and communication technologies has changed the tourism industry. New trends, new suppliers (on-line travel agencies, low-cost carriers, etc.), 'new' well-informed customers appeared on the market.

The expansion of the Internet has showed a new direction for stakeholders in tourism, e.g.: for the suppliers of commercial accommodations, catering units, additional products (e.g. insurance, rent-a-car services, money exchange, etc.) as well as transportation companies.A new tool appeared in tourism marketing: the 'impersonal' on-line sale; on-line shopping.

New notions emerged in the"dictionary of tourism" such as on-line travel agencies, low-cost airlines, E-tickets.

Since the emergence of the Internet, travel planning (e.g., travel information search and booking) has always been one of the main reasons that people use the Internet.(Buhalis 2003).When people travel anywhere these days the first place they look for information is the Internet. Due to this, a new demand has come into sight for complex, easily available and reliable information.

As a consequence of today's accelerated lifestyle, traveling habits have also changed.

Inspite of the growth of the practical importance of tourism, the scientists have started to involve with its theory just in the 1920-30, and had tried to attampt to define the definition of tourism. Since then Plog (1972), Cohen (1972, 1974), Smith (1989) made researches on the typology of tourists, Bernecker (1962), Morrison (1992), Holloway (1994), Tasnádi (2002) involved with the motivation of the tourists, Leiperhez (1981), Kaspar (1983) Lengyel (1994) focused on the system of tourism, Puczkó - Rátz (2002) examined the impacts of tourism. But not too many researchers involved with the relation between tourism and the internet, in Hungary almost noone.

The recognition of this shortage motivated me to examine the impacts of the application of the internet from the point of view of the customers.

Rationale

The goal of my empirical reserach is to give a complex picture of the different forms of internet's application during the leisure travel organization.

The relevance of the survey in 2009 was provided by the following factors:

1. More and more travel agencies (60%) operate via websites in addition to"traditional" printed travel brochures in Hungary. (source: http://www.piacesprofit.hu/?r=9387)

2.As of the beginning of January 2008 the International Air Transport Assocciation (IATA) will launch E-tickets for "traditional"airlines. The IATA (International Air Transport Association), which represents international traditional airlines, wanted to put an end to paper-based flight tickets by the end of 2007. It means that all international airlines should have launched the e-ticket from the 1st of January 2008, but due to some technical problems it happened only from the 1st of May in Hungary. (Turizmus Trend 2006/9)

3. The number of the internet users is constantly increasing. (source: http://www.nrc.hu/hirek?&news_id=403&page=details&newsprint=I)

4. The turnover of the low-cost airlines in Hungary is growing rapidly. (source: http://fapadosutazas.hu/cikk/?id=146&r=7)
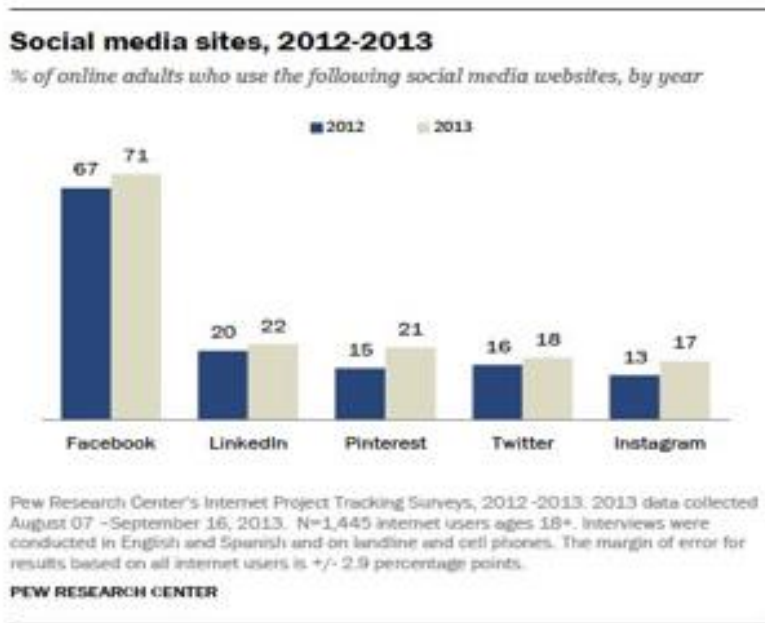
   Due to the rapid changes of the technology, the role of the new online tools like social media and mobile applications formed a very strong influencing power on the customers' decision making procedure on travelling.

   As a trend research, in 2013 I'd completed my research with the above mentioned factors.

5. The launch of **Facebook** heralded the beginning of a new concept in the online travel experience: sharing. Travellers turned to Facebook (and later Twitter, FourSquare, Pinterest, Instagram et al) as a platform to, let's face it, show off to their "friends" where they had been or were planning to go on holiday. Most consumer-facing travel companies now have a presence on at least one of these networks, allowing them to interact with customers and – still in its relative infancy – make bookings. (Kevin May 2014) (Figure 1)

Figure 2: Social media sites 2012-2013

Social media sites, 2012-2013

% of online adults who use the following social media websites, by year

■2012   2013

	Facebook	LinkedIn	Pinterest	Twitter	Instagram
2012	67	20	15	16	13
2013	71	22	21	18	17

Pew Research Center's Internet Project Tracking Surveys, 2012 -2013. 2013 data collected August 07 –September 16, 2013. N=1,445 internet users ages 18+. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on all internet users is +/- 2.9 percentage points.

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Using the web to discover and discuss other people's experiences can help you decide where next to take a holiday. It's called "Travel 2.0" by some - a twist on Web 2.0, the name given to websites that are all about social networking, online communities, slick technologies and user-powered content. (Ryan Carson 2006) 42% of online adults use multiple social networking sites, but Facebook remains the platform of choice. (Duggan & Smith 2013)

85% of the hungarians, between the age of 18-75 who are using internet, have profile on the facebook, Based on the Research of the NRC Market Research company- among 1000 hungarian internet users.
(http://www.mmonline.hu/cikk/ezeken_a_kozossegi_oldalakon_toltjuk_az_idot2014.03.0 6)

6. Though not directly responsible for the evolution of online travel the launch of the Apple IPhone- giving the users access to the web via their handsets- had a huge influence on what became the start of travel services on mobile devices. (Kevin May 2014)

In the end of the year 2013, 29% (2,4 million) of the Hungarian adults-mainly young educated men from Budapest- had smartphones, based on the research of eNET-Telekom. 60% of them use the smartphones for writing emails, searching on the internet and using social media sites, mainly Facebook. (http://www.enet.hu/hirek/mar-okostelefon-felhasznalo-a-magyar-lakossag-tobb-mint-%C2%BC-e/?lang=hu)

Research Method

Before the beginning of my researches I had defined those goals of examination along my researhes went by. To be able to fulfill my goal, with the help of secondary and primary researches I've examined: the impacts of the tools of information and communication technologies on the system of tourism, the phenomena of E-tourism in the world and Hungary, the usage of the appliances of E-marketing in tourism, and through the attitude of the customers the differences between the old and new customers, and the relations between the suppliers of the tourism industry and the new technologies.

Although the application of the internet is significant in the tourism industry, there is no relevance source (literature) in Hungary which ensure the importance of my researches.

On the demand side: the concentrated tourism market, I've chosen the quantitative research method and within that the format of the questionnaire.

In my primary research, I was curious to know if the travelling habits of the hungarian consumers were influenced by the above mentioned phenomena in the year of 2009 and whether further changes occurred in the year of 2013 compared to 2009.

Travel 2009, the 32nd Travel Expo here in Budapest, ensured the opportunity for the 40000 visitors; Travel 2013, the 36th Travel Expo ensured the opportunity for the 45000 visitors to meet numerous traditional and online travel agencies. My survey was conducted during the Travel Expo.

The questionnaire

In my research I've examined the different leisure travel organization habbits of the customers, the relations between travel information, the internet and the accessibility of

the travel services, and the attitude of the customers to the off- and online travel agencies' services.

Sample from the concentrated tourism market: Travel Expo 2009. and 2013. The survey was administered among 1500 visitors between the ages of 14-70.

The structure of the questionnaire- The questionnaire of the exploratory researches of customers

The structure of the customers' questionnare include six cascading part in the topic of the leisure travel organization from the general information about the travelling habits (like the frequency of the travels, the motivation, the type of travel organization) to the specific ones in coherence with the internet (like booking the offline and online travel agencies'services online, searching travel information on the internet, and the types of onlinepayment methods). The dempographic figures (sex, age, level of education, place of the resident) can be found in the end of the questionnare.

Focusing on the order of the questions my aspect was to start with the general travel habbits and continue with the special needs and methods of travel organization particulary the role of the internet.

At the closed type of questions I've applied the nominal level of measurement. I've measured only those variations which attributes match to the exclusion of completeness and corelation.

Because of the lack of the primary researches in my project the ratio of the open questions are higher than the closed ones. I also had to explore the possible answers, because there were no predefined answers yet (I could haved used). Cause of the open questions, for certain types of questions 100 different kind of answers arrived. To be able to process the data I've divided the answers into different codegroups, and made the data cleaning. The encoding was a very important issue because of the output of my researches, therefore I'd made it by myself posteriorly. Therefore in 2013 the questionnaire was simplified, and completed with some new aspects, like the effect of the economic crisis on the frequency of the travelling, and with the usage of new tools like social media and mobile applications.

Testing and proofing the questionnaires

Before the field work would have started, I've tested the questionnaires on those sophomore tourism students of our College who became the interviewers. My goal was to find and eliminate the possible problems of the questionnaire at the ambiguous or not clearly understand issues.

The questionnaire is a thorough lack of knowledge of adverse effects in the examination, such embarrassing situations, long lead time for questioning. Therefore, students from each participating in the survey that asked them to read aloud the survey questions and interpret them as well. Having thus 'interviewed' questionnaires, no one has reported any problems, the interviewers that the instructions were given to the questions verbatim in the questionnaire, as described on the basis of their research to the success of implementation.

Further on I asked the interviewers to be very polite with the consumers and appear to be well maintained and clean (Babbie (1998)). The well-prepared interviewers asked their question personally on the research fields.

The results of the field research

Henceforward I will evaluate the answers based on the topic of the leisure travel organization.

The survey was administered among 1500 (N=1500) visitors between the ages of 14-70. Demographical features (Table 1)

Table 1 Demographical features in 2009 and 2013

	2009 (number of visitors)	2013 (number of visitors)
Sex		
Women	825	**903** (78)!
Men	**675**	597
Age		
14-18	**46**	38

19-25	465	**471**
26-35	**346**	326
36-50	324	**366**
51-65	265	263
66-	**54**	36
Level of Education		
Primary school	**62**	38
Secondary school	562	**663** (101)!
College/University	**808**	761
Other	**62**	30
No answer	6	8
They are from		
Budapest	**1142**	952
Countryside	358	**548** (190)!

As we can see it on the table, during the past 4 years the following significal changes occurred in the demographic features. The number of the women visitors increased (78), and on the other hand the number of the men visitors decreased. Focusing on the age not too many differences happened. Among the participants, the biggest difference was showed in the secondary school category in the level of education. It is also remarkable that more and more people from the countryside had participated on the Travel Expo.

General information about the travelling habbits of the hungarian travellers

Including the questions, such as: 'How often do you travel?', 'What factors influence the frequency of your travelling?', 'What is the motivation behind your trip?'(more motivations can be ticked) 'Who organises your trip?'

In 2009, 40% of the visitors travel once a year, 32% travel twice a year, 18% three times a year and the remaining 10% twelve times a year. Those who are travelling twelve times a year, mainly those, who are visiting their friends and family, who are living in the countryside. In 2013, 33% of the visitors travel once a year, 30% travel twice a year, 18% (the same in 2009) three times a year 6% twelve times a year, and the remaining 4% not even once a year. This figure (4%) was the biggest difference between 2009 and 2013.

I was interested in about the factors, which influence the frequency of the hungarian travellers' travelling. The result was not surprising. Most of our visitors can not afford travelling quite often because of the lack of money, on the other hand because of the decreased freetime, and it seems that fashion does not play any role in their frequency of travelling. In the category of Other, some consumers have mentioned the season, the mood, the concrete programme – the supply, and the good company in 2009, but in 2013 the effect of the **economic crisis** also appeared. Due to the economic crisis the Hungarian tourists either cut down the costs of travelling with choosing lower category of accommodation, or make the length of the trip shorter.

In both years the most popular motivations were: 1.Holiday- on the first place: longer period (1-2 weeks), mainly summer time, when most of the children are free of school, 2. City tours: long-week ends, many times due to the national holidays, the employees do not need to ask for days off, therefore the Hungarian travel agencies always put together special packages for this period.3. VFR – Visiting Friends and Relatives: in Hungary everything (job opportunities, business, entertainment facilities, etc) is very much concentrated on the capital Budapest, so the result is very understandable. 4. Wellness – Hungary is very famous about her spas, thermal- and wellness treatments, and mainly during the national holidays, the tourists are very keen on these places. The other leisure motivations were: the sport, language course, and the religion, with not too many answers.

In 2009 and in 2013 as well most of the travellers organize their trips mainly themselves, secondly the travel agency follows, thirdly the family. There was no significant changes in the figures.

Specific information about the travelling habbits of the Hungarian travellers in coherence with the internet

Including the questions, such as: 'If you go to a travel agency (offline), what are the services you take?' 'Do you have a favourite travel agency?','Do you use Internet for finding travel information?','If you organize your trip on your own, which websites do you use?','Do you read the travel Forum, when you organize your trip?', 'Have you ever ordered any tourist services through an off or on-line travel agency?'

If the Hungarians using offline travel agencies for their trips they buy the following services: 1. Accommodation, 2. Insurance, 3. Programme, 4. Flight ticket, 5. Coachticket,6. Car rental,7. Money exchange, 8. Package tour, 9. Railticket

Both years 75% of the travellers do not have any favourite travel agencies. The remaining 25% (mainly the age group above 50) named the well-known Hungarian travel agencies with reasons, like: reliable, well-known, reasonable prices, good standard of services, great programmes, well-prepared tour guides, good personal experiences. Most of the travellers answered their own experiences as the most important aspect here. Then it was followed by the quality of the services and then the price, and at last but not least the opinions of their friends play important influencing factors in these decision making procedures. From the answers it turned out that most of the travellers are not able to make a difference between an on-line travel agency and an off-line travel agency with web site. Unfortunately, it also turned out that the visitors did not have enough information about the national on-line travel agencies eg.: Hurranyaralunk.hu; Go.hu.

In 2009, 83% of the travellers used the Internet for finding travel information. In 2013 was not just higher this number (92%), but in this year the visitors highlighted the role of the social media, mainly Facebook, and the mobile devices as influencing factors in their decision making process. In both years the number one website among the travellers' preferences is the Google, which is followed by the different Internet portals like thewww.startlap.hu especially the sites of lap.hu; and the Information providers like the www.dunakanyar.hu, or the websites of a concrete destination. Here below are the results in each category (Table2 the websites the travellers use for finding travel information)**.**

Table 2 The websites the travellers use for finding travel information

1. For accommodation : www.szallaskereses.hu; www.danubiushotels.hu; the websites of a concrete hotel; www.szallas.hu, the websites of a concrete city;www.hostels.com; www.hostelworld.com; www.accore.com; www.neckermann.hu; www.booking.com; www.hurranyaralunk.hu;www.expedia.hu; www.limba.com; www.hunguesthotels.hu; www.octopus.hu

2. For flight booking: www.malev.hu (2009); www.wizzair.com; www.airfrance.fr, startutazas.hu; www.skyeurope.com; www.ba.com;www.vilaglato.hu; www.easyjet.com; www.airberlin.com; www.ryanair.com; www.pelikan.hu; www.fapadosutazas.hu; www.airtours.hu

3. For sights: www.tourinform.hu; the website of a concrete country; www.itthon.hu; the website of a concrete city; www.startlap.com

**4. For time
schedules:** www.elvira.hu**;** www.volan.hu, www.menetrend.hu, www.mavstart.hu; www.bkv.hu; www.bud.hu

5. For car rental: www.hertz.com; www.avis.hu; www.foxautorent.hu

6. For other information:utazas.lap.hu;
www.vilagjaro.hu**;** www.google.hu**;** www.startlap.hu; www.travelport.com; www.msn.com; horvatorszag.lap.hu; szlovakia-
sipalya.lap.hu; www.nagyutazas.hu; www.lastminute.hu; www.utazzolcson.net; www.utazasapro.hu;www.dunakanyar.hu, www.tripadvisor.com (2013)

Focusing on the airlines' websites, we can conclude that the Hungarian consumers do know many low-cost airlines, even more than traditional ones. Unfortunately, the Hungarian National Airline: MALEV bankrupt in 2012. The Internet and e-business have re-regulated the market of air transportation as well. New competitors, the low- cost carriers appeared, such as the Easyjet, Germanwings, Ryanair, Wizzair,etc. The new companies have changed the life of traditional airlines, and gained new customers.(Grotte 2008)

It was not surprising that almost everybody wrote about the websites of MAV **(**Hungarian State Railways Private Company by Shares) and VOLÁN (National Coach Company) in the category of time schedules.

In 2009 for the question 'Have you ever ordered any touristic services through an offline travel agency's website?' The number of the answers were quite surpirising: Yes, I've already ordered: 473 visitors, No, I have not: 931 visitors, No answers: 96 visitors. In 2013, Yes, I've already ordered: 495 visitors, No, I have not: 817 visitors, No answers: 188 visitors. It seems that the Hungarians are still afraid of buying travel services online, inspite of the fact that more and more customers are using the online tools for travel organization**!** On the other hand, the Hungarians are still do not know the differences between the offline and online travel agency**.**

In 2009 52% of the travellers do read the travel Forum, 44% do not, altogether 1447 visitors answered to this question. In 2013 most of the tourists read the Tripadvisor, and some of them reading blogs as well.

Most of the travellers think that an ideal on-line travel agency has an up-to-date website, which should contain many reliable, clear information with illustrations and pictures; the work on the website should be easy to manage, eg.: to be able to pay out the services by credit card through the Internet. They believe that good price equals to good travel agency, being fast is important, and that transparency is significant.

In 2009 and 2013 for the question 'Have you ever ordered any tourist services through an on-line travel agency?(Table3)

Table 3 'Have you ever ordered any tourist services through an on-line travel agency?

Answers	2009	Visitors	2013
Yes, I have	273 – **18%!!!**		840 – **56%**
No, never	627		289
No, but I'm going to	538		N.A.

62 visitors did not answer at all in 2009. These are the services what the travellers have ordered. 1.Accommodation, 2.Flight ticket, 3.Insurance, 4. Programme, 5. Package tour,6. Skipass 7. Car rental. The following on-line travel agencies were named: www.hurranyaralunk.hu; www.invia.hu; www.vilaglato.hu; www.lastminute.hu, www.neckermann.hu; www.e-travel.hu; www.go.hu;www.octopustravel.com;www.interfocus.hu;www.accord-travel.ro/en/; www.nettravel.hu; www.booking.com; www.hotelclub.com

In 2013, 56% of the visitors have ordered and paid online, for travel services! Comparing to the year of 2009 it is a huge development. It means, that during the past 4 years, the visitors who said in 2009 (36%) "No, but I'm going to", started to buy travel services online. The difference between 2009 and 2013 in this case is about 38%! That also means that the Hungarian travellers are much more comfortable with the usage of the touristic services in the online environment. The other reason is the e-ticket. One of the most important changes is that the paper-based flight ticket will be replaced by the e-ticket. It is known that on a yearly basis 300 million paper-based tickets are issued, and they cost 10 USD each. On the other hand, e-tickets cost only one dollar.

The e-ticket is a special electronic code, which is sent by the airline when the traveller has booked and paid the flight ticket by credit card through the Internet. The use of e-tickets saves 3 billion dollars every year for international air transport. This special method of issuing tickets is not just cheaper, and faster than the traditional one, but it has a positive impact on the environment as well. (Horváth 2006, 2007)

The cost of tours can be high, consequently, good prices always play an important role in the planning and selection of a holiday destination. Nowadays on-line travel agencies with their good prices and special travel packages come before traditional, or off-line travel agencies in popularity.

Most off-line or traditional travel agencies have their own websites already. Although, not every traditional travel agencies' websites allow customers to 'buy', trend-predictions show that the number of' information provider' websites decrease, and on-line sales increase.(Grotte, Veres 2009)

Conclusions

The Internet is the most important innovation since the development of the printing press (Hoffman 2000). The expression:"Global Village" describes how the globe has been contracted into a village by electric technology.(McLuhan 1964).

Tourism is very information-intensive and information is often dubbed the "life-blood" or "cement" of the industry which holds together the different producers within the travel industry - airlines, tour operators, travel agencies, attractions, car rental, cruise lines, and other supplies.(Zhenhua Liu,2000)

It is a well-known fact that the appearance of the internet has fundamentally changed the whole tourism market. New trends, new suppliers (on-line travel agencies, low-cost carriers, etc.) have showed up in the sector. The appearance of low-cost airlines in Hungary(2003), ensured the chances for those who could not afford to use this fast and comfortable means of transportation because of their low income. In my above written primary research, I was curious whether the travelling habits of the hungarian travellers have been influenced by the Internet. Here are the conclusions:

Although the tourism market has changed lately, and new suppliers offer good prices, most of the hungarian travellers still can not afford themselves more than one trip a year, because of the lack of money on the first place or the lack of freetime.

Their main motivation for travelling is naturally the holiday to relax, but they are also interested in about the different cultures and sights of a capital city, mainly it appeared among those Hungarians who ticked semi-annual at the frequency of traveling, therefore stands the city tour on the second place. Many people have friends and relatives, who are living in another city or country apart from their own, so visiting friends and relatives became the third important motivation among those who are traveling quaterly.

Because of the lack of money, most of the travellers organize their trips on their own; and do not use the services of a travel agency, but use the internet to find the tourist information. From my primary research it is also turned out, that the Hungarian travellers can not make a difference between an online travel agency and an offline travel agency with website. Furthermore, it is even more disappointing that many of the travellers have never booked any services through the internet at all.

Although, on-line tourism is getting more and more popular among the travellers, it seems that the Hungarians are still afraid of using the services of an on-line travel agency, which can be explained with the lack of money and credit card.

 In the past 25 years many changes occured in our technological environment. The appearance of the Internet was just the beginning. Due to the new tools of the online environment, we had started to manage our travellings on a different way.

We'd learned how to book accommodations online, and travellings by the websites of the Online Travel Agencies. We'd to realized that paper based flight tickets no more exist, but e-ticket. We became good tour organisers by reading the travel blogs and reviews.

According to Carson (2006) in the future, we can expect to see more of these "mash-ups" - mixing maps with reviews, ratings, photos and services (car rental, hotels etc).

More applications will be built that take advantage of mobile phones.

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THE STRATEGIC HOSPITALITY SCORECARD: DEVELOPING AN INNOVATIVE FRAMEWORK FOR THE HOSPITALITY INDUSTRY

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ABSTRACT

Typically, a product offered by hotels is multi-dimensional. Furthermore, the value chain of hotels characteristically involves several stakeholders from and beyond the tourism industry. The object of this conceptual research project is about transferring the well-known and widely acknowledged management concept of the balanced scorecard by Kaplan and Norton to the hospitality industry. As a result, our Strategic Hospitality Scorecard comes into existence.

The key characteristic of this new framework is the presentation of a mix of financial and non-financial metrics – each compared to a specific target value usually known as Key Performance Indicators (KPIs) – within a single concise report. The introductive part of this

study is divided according to four thematic areas that compose the basis for our Strategic Hospitality Scorecard: First, the important guest dimension represents the output perspective in the original work. Second, an internal hotel perspective focuses on the input perspective by Kaplan and Norton. Third, a financial view on a corporation's return represents the financial perspective typically involved in controlling activities. Fourth and finally, an innovation-oriented perspective focuses on future processes and includes emerging business models in that specific industry. Like in the fundamental work by Kaplan and Norton, these four perspectives go along with a consequent competence-oriented hotel strategy representing a corporation's vision and overarching strategy.

In a second step, each of these perspectives will be investigated from four different stakeholders: hotel managers, tourism partners like consultants, crucial guests, and academic experts in the field. As a main result, our innovative framework of the Strategic Hospitality Scorecard covers a double 360˚ view – one in a thematic dimension, one from different stakeholders' perspectives. This framework builds the structural basis for our new book on international hotel management offering a hands-on approach for practitioners on their way from makers to winners, which will be published soon.

Keywords: Strategic Hospitality Scorecard, Balanced Scorecard, Strategy, 360° View

1   INTRODUCTION

Typically, a product offered by hotels is multi-dimensional. Furthermore, the value chain of hotels characteristically involves several stakeholders from and beyond the tourism industry. The specific challenge in the hospitality field is about creating memorable, holistic, and consumer oriented experiences (Brunner-Sperding, 2008). On delivering these new experiences, it must be kept in mind that guests will consume a set of individual goods and services that add up to the composite outcome of a visit. The overall judgement of the tourist is influenced by different interrelated products and several service providers in and outside the hotel. Therefore, the cooperation of these key stakeholders is essential. Moreover, the interfaces between them have to be organized and coordinated (Bieger & Beritelli, 2013). In practice, it looks somewhat different in the majority of destinations. The hotel product is often provided by a number of heterogeneous service providers who are made up of fiercely competitive and independent SMEs (Gnoth, 2004). Teamwork within and between the different tourism suppliers that should complement one another and use their common knowledge to enforce their core competencies, very rarely occurs. The object of this conceptual research project is about transferring the well-known and widely

acknowledged management concept of the balanced scorecard by Kaplan and Norton (1996) to the hospitality industry. As a result, our Strategic Hospitality Scorecard comes into existence.

2   The Balanced Scorecard as Core Concept

From its early use, the balanced scorecard has evolved from a simple performance measurement framework to a full strategic planning and management approach. One of its core goals is about improving internal and external communications and monitoring a corporation's performance in the light of its strategic goals. This strategic concept was developed by Robert Kaplan and David Norton as a performance measurement framework. However, the concept initially combined strategic non-financial procedures with traditional financial figures. As such, managers and executives were enabled to realize a more balanced interpretation of organizational performance (Kaplan & Norton, 1996).

The balanced scorecard transforms a corporation's strategic plan from an attractive but passive document into the marching orders on a daily basis. Therefore, it makes sense to use this concept in order to identify improvements and management actions for the hospitality industry. The concept provides feedback for both internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully implemented, the balanced scorecard transforms strategic planning from an academic exercise into the internal body (Kaplan & Norton, 2000).

As illustrated in Figure 1, we adapt the established four perspectives of the balanced scorecard to hospitality matters. First, the important guest dimension represents the output perspective in the original work and deals with the important aspects of guest reviews. Second, an internal hotel perspective focuses on the input perspective by Kaplan and Norton. Third, a financial view on a corporation's earnings represents the financial perspective typically involved in controlling activities. Fourth and finally, an innovation-oriented perspective focuses on future processes and includes emerging business models in that specific industry. Like in the fundamental work by Kaplan and Norton, these four perspectives go along with a consequent competence-oriented hotel strategy representing a corporation's vision and overarching strategy (Kaplan & Norton, 2000).

In a second step, each of these perspectives will be investigated from four different stakeholders: hotel managers, tourism partners like Online Travel Agencies (OTAs) or

consultants, crucial guests and academic experts in the field. As a main result, our framework of the Strategic Hospitality Scorecard covers a double 360˚ view – one in a thematic dimension, one from different stakeholders' perspectives.

BSC Dimension	SHS Dimension	Manager Perspective	Partner Perspective	Guest Perspective	Academic Perspective
First 360˚ view		Second 360˚ view			
Finance	**Costs**	Increasing direct bookings	Revenue management and cost saving	True cost drivers in hospitality	Cost vs. revenue and sales management
Guests	**Online Reputation**	Creating guest reviews	Professional portal management	Correlation between reviews and bookings	User generated content
Innovation	**Business Models**	New business models & new commissions	Meta portals: distribution and pricing	Changing of guest wishes	Innovation management in hospitality
Process	**Employees**	Lack of skilled employees and consequences	Recruiting 2.0 or 3.0?	Realisation of guest wishes	Study instead of on the job training?
Strategy – Competence Orientation					

Figure 1: Concept of the Strategic Hospitality Scorecard

3 The Strategic Hospitality Scorecard

3.1 The Financial Perspective on Costs

Based on a corporation's strategy and vision, the financial perspective plays a very prominent role. In fact, before Kaplan and Norton's fundamental work, management tools as utilized in the understanding of controlling and business development mainly focused on that dimension. Although the basic idea behind their balanced scorecard is about broadening a manager's horizon to non-financial goals, a strong orientation on financials

was and is still a fundamental part of a manager's toolbox. As such, our Strategic Hospitality Scorecard employs the dimension on financial goals from that important perspective.

From an aggregated point of view, a corporation's earnings depend on just two dimensions: Its revenues and its costs. Due to the still increasing role of costs in the hospitality industry, we decided to focus on that dimension. From a manager's perspective, commission fees paid to OTAs play a dominant role for hotels. As these fees tentatively rise in practice and new business models come into existence (please confer the respective paragraph), alternatives for hotels are an important and underresearched area. In a similar vein, professional consulting agencies may provide fruitful avenues for finding new revenue channels without ignoring corresponding costs. As such, a strong cost orientation seems promising for yield managers (an introduction to yield management and price optimization can be found at Phillips, 2005 in general or at Mauri, 2007 and 2013 for the hotel industry). In addition, hotel managers during the last decade typically identified cost drivers in other areas. Rising cost pressure in housekeeping and purchase are just a few observable results in practice. However, consequences of cost cuttings in these areas and their (financial) results are still underresearched. Therefore, a comprehensive scorecard needs to involve the question on REAL cost drivers from a guest's perspective to identify the right areas for potential cost cuttings.

As already mentioned in the beginning, revenues are the reversed sides of the same coin. Following the logic of the recently introduced Business Model Canvas (Osterwalder & Pigneur, 2010), costs result from the interplay of key partners, key activities and key resources. Contrary, revenues result from several customer segments and the corresponding communication channels and relationships. At its core, the Business Model Canvas focuses on a corporation's value proposition that can be interpreted as corporate strategy. Therefore, revenue management should always accomplish cost management from an academic point of view.

3.2 The Guest Perspective in Terms of Online Reputation

From a short-term oriented perspective, running a hotel by a strong focus on financial measures may increase profits. However, such a procedure completely ignores the long run. It is not uncommon to hear from hotel managers that they increase revenues and room occupancy rates for the respective year by omitting the holistic, long-term perspective. However, customer satisfaction and loyalty are very important for the

sustainable success of a hotel (Meffert, Burmann, & Kirchgeorg, 2008). During the last years customer satisfaction surveys have gone online, which means a shift from traditional opinion influencing matters (e.g., newspapers, magazines, or advertising) to online review channels. Personal recommendations and reviews have the highest influence on the booking decision (Dickinger, 2008). Guests orient themselves on the average values to make their purchasing decisions. In an investigation on behalf of the German association for Internet journeys more than a thousand Internet users were asked how much they are influenced by reviews when selecting a hotel. 96% admitted to be very or somewhat influenced while only 4% are not influenced. One third of all users change their booking decision after visiting social media pages, such as hotel review portals (VIR, 2011). One of the main tasks of hotels is collecting and communicating reviews to their guests via different touch points (Amersdorffer, Bauhuber, & Oellrich, 2010). A hotel's website plays a major role. Almost all of the interviewed people have visited the hotel's website prior to booking a hotel. Only 2% use social networks like Facebook for their research activities (Teufel, 2010). A hotel website should show current guest reviews, if possible from the biggest and well-known booking and review portals. Software service tools such as Toocan, TrustYou, or RevuePro are capable to aggregate this data automatically. If guests read about other customers' experiences they create an own opinion and price feeling. The OTA portal Expedia observed a 9% increase in the average daily rate following an increase of one point in the evaluation scale. A PhoCusWright study shows that guests of OTAs who visit the hotel sites are twice as likely to actually book. The same effect of doubling the conversation rate can be noted in hotels with ratings of over 3.0 at Expedia (scale from 1 [low] to 5 [high]) (Fritsch & Sigmund, 2013). From a hotel's perspective, it is essential to answer to guest reviews on the booking portals in time. It is recommendable to add comments from the hotel's perspective with a positive tone – in both positive and negatives reviews. In addition to an active communication strategy, the ability to be found in search engines supports such a strategy. There will be a contribution from managers' perspective how to generate more reviews because of a direct relation between bookings and the number of reviews (Gunkel, 2013). Moreover, the most famous review portal in Germany named HolidayCheck provides a comprehensive insight into guests' expectations. Finally, our Strategic Hospitality Scorecard covers an academic perspective dealing with user generated content.

3.3 The Innovation Perspective through Business Models

Looking back on hospitality development during the last years, fundamental changes became necessary throughout the industry. Hotels were forced to transform, reengineer, or rejuvenate themselves through the development, production, and marketing of new tourism experiences or through the reconfiguration of tourism product bundles. Therefore, product development has become more and more important, especially in the face of increasing worldwide competition (Bieger, 2013; Laesser, 2002). Although the relevance and necessity of new products have been recognized, innovation management in the service sector in general and in the hotel industry in particular has received less scientific and practical attention (Kelly & Storey, 2000). In fact, the tourism industry has not been a very innovative sector in the past (Pérez et al., 2003). However, changing conditions primarily driven by new technologies (e.g., e-tourism) and still increasing competition are more and more challenging the whole industry. While traditional business models focus on a large vertical span of activities, new models are distinguished by large horizontal business portfolios with a smaller vertical range typical of manufacturing (Bieger & Rüegge-Stürm, 2002). As a meaningful example, business models in the online distribution sector are changing dramatically at the moment. Traditional online business models are based on fixed fees according to received revenues with commissions between 15% and 30% of booking value (the so called cost per order or cost per acquisition models, see Figure 1). With the cost per order business model the hotel has no risk, provides the OTA with prices and availabilities, and guests book and pay directly via the booking portal (e.g., HRS). Until arrival guests are in contact with the OTA and not with the hotel.
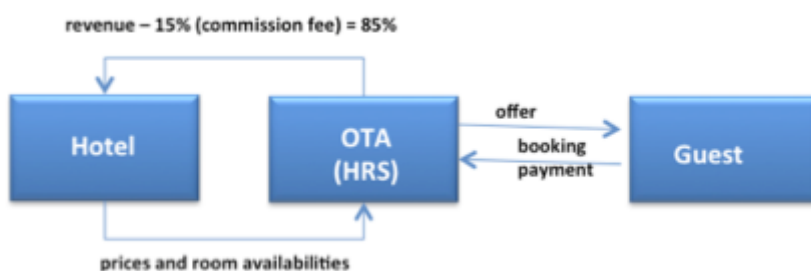

Figure 1: Structure of a Cost per Order Business Model

Today, there are even newer "pay-per-click models", which are more challenging and with a higher risk on the hotel's side. Pay-per-click suppliers are independent from booking

revenues since these companies receive money for each click – even if there is no realized booking. Hotels have to collaborate with Google licensed interface providers and have to define a cost per click (CPC) budget. In the case of Google Hotelfinder these providers send prices, availabilities and the disposition for a commission of between 0.2% and 3% to Google. Commission is then based on an auction model like Google Adwords – a variable fee depending on the demand. Google lists in maximum 4 booking possibilities – 3 OTAs and the own hotel booking website. Via the hotel's booking process, guests reserve directly and pay at the hotel. The commission is based on the auction conditions and the potential booking value. Figure 2 explains the connections and relations between hotel, service provider, Google, and guests in more detail.
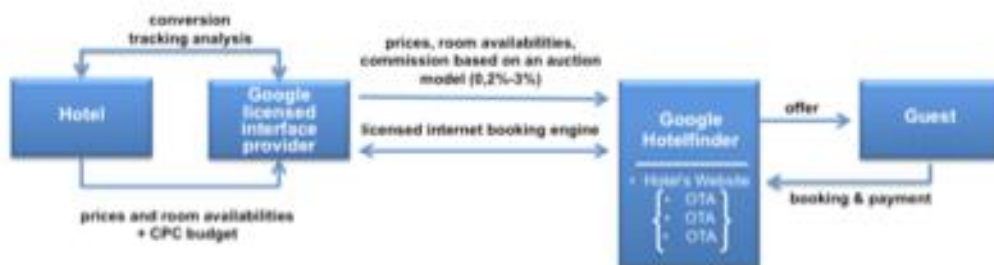

Figure 2: Structure of a Cost per Click Business Model

These new business models are already established in a similar approach at trivago, HolidayCheck, tripadvisor, and weg.de (Kastner, 2013). Deciding whether to follow this new business models, two main questions are gaining in importance: How high can a hotel auction with the CPC be and what conversion (clicks or bookings) must a hotel receive in order to pay acceptable, saying comparable commission fees similar to pay per order models? The subsequent example investigates these two questions and illustrates that the green marked commission fees achieve profitability. The orange area is still acceptable and the red columns are out of range and much too expensive.

Table 1: Cost Calculation for CPC and CPO Business Models

1. Question: How can a hotel auction with CPC (assumpted conversion of 3%), in order to achieve an acceptable comission fee?						
Booking value in Euro	250	250	250	250	250	250
CPC	0,2%	0,4%	0,5%	0,60%	1%	3%
CPC in Euro	0,5	1	1,25	1,5	2,5	7,5
Conversion (assumption)	3%	3%	3%	3%	3%	3%
After how many clicks is a booking?	33,3	33,3	33,3	33,3	33,3	33,3
Cost per booking according to conversion in Euro	16,67	33,33	41,67	50,00	83,33	250,00
Cost per booking according to conversion in %	6,67%	13,33%	16,67%	20,00%	33,33%	100,00%
2. Question: If you want to stay <= 15% comission fee what kind of conversion you need?						
Maximun comparable HRS comission fee	15%	15%	15%	15%	15%	15%
Maximum comparable HRS costs in Euro	37,5	37,5	37,5	37,5	37,5	37,5
How many clicks for EUR 37,50 ?	75	37,5	30	25	15	5
Necessary conversion in %	1,33%	2,67%	3,33%	4,00%	6,67%	20,00%

As a result, the auctioned commission should not exceed 0.6% and the necessary conversion should be at least 4%. Under these conditions a pay per click model can be advantageous. In order to know these numbers, a continuous tracking and intensive communication between hotel and service provider is mandatory. Without a detailed analysis, cost per click business models can be expensive and may result in poor realized bookings.

3.4 The Internal Process Orientation in Means of Employees

Finally, internal processes are of fundamental importance for every corporation. Talking to general managers of hotels independently of the hotel's size, they typically agree that employees play a very important role in hospitality. In fact, this finding corresponds with the nature of a hotel product. Although the experience perceived by guests is influenced by tangible assets such as the interior, intangible assets such as human capital are predominant. As the employment market in Germany is characterized by an increasing lack of qualified employees – especially in the service sector – this issue should be implemented. In fact, from both a manager's and a partner's perspective a hotel should already have started their recruiting strategy to encounter this development. From a guest's perspective, results of unsatisfied expectations are still observable (e.g., in online

review portals). In other words, identifying, recruiting, and keeping qualified employees represent one of the most pestering challenges for hotels.

Additionally, the international market for hotel employees faces another development. Based on the ongoing increasing market share for chain hotels, these large corporations focus on well educated employees. While an apprenticeship was sufficient for an international career in the past, an increasing number of large chain hotels demand additional certificates. Correspondingly, study programmes in international hotel management or in tourism with focus on hospitality on several levels – from bachelor degrees to master programmes to (executive) MBAs – occur in the German education market. Therefore, each hotel manager should be aware of this development that is covered by the academic perspective in our framework.
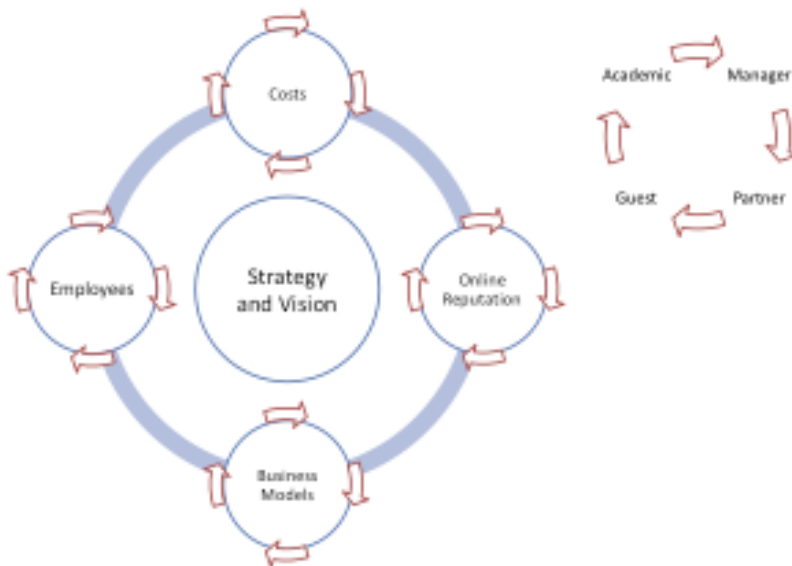

Figure 3: The Strategic Hospitality Scorecard in its Double 360° view

4 CONCLUSIONS

This paper presents a first overview of a newly introduced framework for hotel managers and tourism researchers: the Strategic Hospitality Scorecard. Based on the fundamental work of Kaplan and Norton, we implement the basic idea of their balanced scorecard to

the specific environmental conditions of the hospitality industry. As such, the paper and its corresponding framework helps categorizing the traditional dimensions financials, customers, innovation, and internal processes that are surrounding a corporation's strategy and vision from a hotel's perspective. Therefore, the resulting dimensions of cost management, online reputation, business models, and employees represent four selected important areas for practitioners and scholars in that field. Enlightening these four dimensions from a manager's, a partner's, a guest's, and an academic perspective, a holistic framework – the so called double 360° view – comes into existence. Figure 3 summarizes the basic idea of that new approach in a comprehensive way.

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VISITING MEXICAN WINERIES: CAN EDUCATION LEAD TO APPRECIATION?

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Abstract

This research examines whether educating consumers about Mexican wineries and wines through participation in organized tours of Mexican wineries may positively affect the perceptions that consumers hold of and their behavioral intentions towards Mexican wines. Using a pre-test/post-test methodology, this current research shows a significant increase in positive perceptions of and behavioral intentions toward Mexican wines among Southern California wine drinkers participating in organized tours of Mexican wineries. By further refining methods of communicating and marketing to target consumer groups, marketers can precisely craft appropriate, effective campaigns. Mexican wineries pairing with US restaurants hosting organized tours of Mexican wineries to educate Southern California wine drinkers could be an effective marketing technique.The recognition of active, organized pairing of Mexican wineries with US restaurants to educate Southern California wine drinkers as influential on perceptions of and behavioral intentions toward Mexican wines is the most important finding.

Introduction

Ten years ago interest in Mexican wines seemed to be on the upswing. (Ma del Carmen, 1999)A few years later, in 2002, Fodors.com stated "Although Mexican wines are still relatively unknown in the United States; the industry is exploding in Mexico…" and well-known Mexican food consultant Lula Bertran stated "…in the last decade, Mexican winemakers have begun to make wine of a quality that seemed unattainable before." (Sharpe, 2001) So, why aren't we sipping Monte Xanic Syrah with our haute cuisine here in California? One 2002 study examined the case ofMEXICAN WINE "introduced to consumers in a Mexican restaurant versus a more general themed contemporary restaurant" and found that this type of matched introduction may be useful, although getting consumers to buy Mexican wines for the home might be more difficult (OLSEN, NOWAK, AND CLARKE, 2002).

This current study examines the concept of educating U.S. consumers about Mexican wines on a more in-depth scale in an effort to increase awareness of and purchase intentions towards Mexican wines. A San Diego restaurant has begun organizing tours of the Valle de Guadalupe, Mexico's largest and arguably most well-known wine producing region. The Valle de Guadalupe is on its way to earning a reputation as the "Napa Valley of Mexico." Located 12 miles inland from the Pacific Ocean, the Valle de Guadalupe runs in a northeast direction toward Tecate and the area is comparable to many coastal influenced west coast wine regions, providing cool nights even during the growing season's hottest months. (Business Wire, 2014). This three day, all inclusive tour includes transportation from San Diego to the Valle de Guadalupe, two nights at a legendary local seaside hotel, all winery tours and tastings, most meals and a great deal of informative fun for all.

The question is: can these educational tours accomplish what nearly 10 years of marketing has not? A pre-test post-test design surveying U.S. consumers about their perceptions and expectations of Mexican wines was conducted among attendees of arranged tours (multiple tours of approximately 50 people each tour). Previous research "suggest(ed) that Mexican wine producers should first penetrate the market through Mexican food restaurants." (Olsen et. al., 2002). This current study supports a similar but more in-depth strategy; by pairing with an established, well respected restaurant for informative and fun tours, evidence is presented that visiting Mexican wineries may increase awareness and appreciation of Mexican wines and wineries with positive changes in the behavioral intentions of visitors..

While the pool of attendees/participants in this study was modest, the initial results are encouraging and this study will be replicated and expanded. Many of the participants in

the tours had low expectations of the Mexican wineries and wines before undertaking the tour, but those expectations were exceeded. This study also endeavored to uncover the motivation for participating in the tours and found that most participants were open minded and wanted to learn about the Mexican wineries and wines because they were prompted by the restaurant owners promoting the tours.

The results of this study show that educating consumers about Mexican wineries and wines appears to positively affect the perceptions that consumers hold of, and their behavioral intentions towards, Mexican wines.

Theoretical Framework

In a 2002 study, Olsen, Nowak and Clarke note that "a product's country of origin may affect its acceptance by consumers, either in a positive or a negative fashion." Olsen et al also point to numerous studies examining the country-of origin effect on consumers' perceptions and preferences (Olsen et al., 2002; Peterson and Jolibert, 1995). Brown and O'Cass (2006) examined consumer perceptions of foreign cultures on wine consumption in Australia noting the ethnocentrism cited by Roth and Romeo (1991) persists. Research has shown that consumers prefer to purchase domestic products over foreign unless there is some established expertise within the country of origin (Roth and Romeo, 1991).

Olsen et al. (2002) also note that wine faces country-of-origin and even region-of-origin biases (Olsen et al., 2002; Duhan, Kiecker and Guerrero, 1998). Do et al. (2009) found that in Vietnam wine-drinking motivations are affected by the historical linkage to France and that the utilitarian and symbolic aspects of consumption may be more important than experience. These studies, and others, point to the fact that wine quality evaluations are subjective and origin can serve as a cue to a wine's quality (Olsen et al, 2002; Ettenson, Wagner and Gaeth, 1999; Han and Terpstra, 1999; Wall, Liefeld and Helsop, 1991).

This current study examines the following hypotheses:

H1: Consumers who participate in educational tasting tours of Mexican wineries will have increased positive perceptions of Mexican wines/wineries/winemaking.

H2: Consumers who participate in educational tasting tours of Mexican wineries will have increased positive behavioral intentions towards Mexican wines/wineries/winemaking.

Survey participants were asked questions relating to their experience with and intentions towards Mexican wines and wineries both prior to and after participating in the tour.

Information was also collected about the survey participant's age, gender, level of education and ethnicity to be used as control variable in the regression models used to test the hypotheses.

Methodology

For this study a nonprobablility sample has been utilized. A nonprobability sample, also known as a convenience sample, (Cooper and Schindler, 1998) is appropriate for an exploratory study such as this one as the research question and findings apply only to wine consumers and not the general population.

A survey was conducted among a population of 111 attendees of organized winery tours and tastings. These tours were hosted and arranged by a San Diego restaurant and included educational tours as well as tastings at six Mexican wineries over three days. Respondents were asked questions before and after the Mexican tour.

Data Analysis & Findings

DEMOGRAPHIC DATA

The demographic information for participants was as follows. Age groups were skewed toward the 55+ group with 52.7% falling into this category (see Table 1 below). Considering the legal drinking age is 21 in the US, and that Kerr et al. (2004) found significant negative effects of age for beer and spirits consumption, but not for wine consumption the age distribution is not surprising. It would be interesting to note if tours to regions such as Napa Valley also report a higher percentage of 55+ visitors.

Table 1: Demographic Data- Age

Answer Options	Response
25-34	8.9%
35-44	11.6%
45-54	25.9%
55+	52.7%

The gender of participants was more evenly distributed with females comprising 60.3% of the respondents. This fits the pattern reported by the Wine Market Council (2009) that wine is the preferred form of beverage alcohol for more women than men. The respondents primarily identified themselves as White (91.1%). The sample includes a smaller number of respondents who identify themselves as Asian (3.6%) or Latino (3.6%) and a smaller number chose not to identify with a racial or ethnic group. The educational level of the respondents was mostly college-educated with 35 % possessing a bachelor's degree, 32% possessing graduate degrees, 21% possessing doctoral degrees and the remainder having attended some college.

Question #1 asked the level of experience the participants had with Mexican wines/wineries prior to the trip. Only 20% of the respondents had tasted Mexican wines and 18% had visited Mexican wineries prior to the trip.

Question 2 of the survey asked about the perceptions of the respondents prior to visiting the Mexican wineries and show as high as 77% of respondents having a Poor, Below Average or Average opinion of Mexican wine quality. An even greater number had similarly low opinions of the reputations of Mexican wineries, the winery staff's knowledge of wines, the accessibility of wines and availability of wine tours.

Question 3 asked about the behavioral intentions of the respondents. When asked, prior to the Mexican winery trip, respondents indicated they would not engage in behaviors such as buying Mexican wines, recommending Mexican wines to a friend or visiting

Mexican wineries, with more than three-quarters of the group responding Never, Probably not or Maybe to these survey items.

Questions 2 and 3 of the survey were repeated, but this time respondents were asked about their perceptions and opinions after the Mexican winery tours and tastings. Respondents' opinions and behavioral intentions were greatly enhanced following the tours/tastings and exposure to the Mexican wines, wineries and winemakers. The Above Average and Excellent percentages ranged from 48% to 85% for perceptions and from 34% to 84%.

Next we examined whether perceptions of quality were associated with purchase intentions, and as one might expect very strong effects are found. Even after controlling for the effects of age and gender, those wine drinkers who found the wine sampled on the tour to be of high quality return to the U. S. with a much stronger intention to purchase Mexican wines at restaurants and retail stores, justifying the efforts being made to introduce U.S. wine drinkers to Mexican wine via such tours. Models were also run controlling for ethnicity and level of education, but these variables did not materially improve the model or change the positive correlation between and perceived quality and intention to purchase. The sizes of the effects are +0.73 and +0.71 points, respectively on a 5 point scale of purchase intentions, which is quite high. This signals an upward shift of almost one category on the Likert scale.

These results have a high level of statistical significance for both the models with the coefficient measuring the post visit perception of wine quality having a p-value of less than 0.001. The first regression model has a high F score (15.19), providing evidence that the first model which predicts post visit intention to purchase Mexican wine in a restaurant explains about 22 percent of the variance. The second regression model also has a high F score (6.73), providing evidence that the second model which predicts post visit intention to purchase Mexican wine in a retail store explains about 21 percent of the variance. One should also note that the first model shows that respondents 55 years or older report a lower intention to purchase Mexican wine in restaurants compared to those under age 35, but this result is not statistically significant with respect to their intention to purchase Mexican wine in retail stores.

Also, even after controlling for the effects of age and gender, those wine drinkers who found the wine sampled on the tour to be of high quality plan to recommend Mexican wines to a friend, suggesting additional positive spillover effects of these visits for those wineries with a good quality product. However the intention to return to Mexican valley wineries was not related to the post visit perception that the wine was of high quality.

The size of the effect of wine quality on recommending Mexican wines to a friend is +0.78 on a 5 point scale of purchase intentions, which is quite high. The model in Table 9 have a high level of statistical significance for both the model and coefficient measuring the post visit perception of wine quality with p-value of less than 0.001. The first regression model has a high F score (15.19), providing evidence that the first model which predicts post visit intention to purchase Mexican wine in a restaurant explains about 32 percent of the variance. The second regression model also a lower F score (2.89), which is statistically significant at the 5 percent level. The results show females are more likely to plan a return trip to the Mexican valley wineries and those 55 and older are less likely than those 35 and younger to plan a return trip. However, the variable we were testing (post visit perception of Mexican wine quality) was not statistically significant.

Conclusion and Recommendations

While the number of participants in this study was modest, the initial results are certainly encouraging and the study will be replicated and expanded. Many of the participants in the tours had low expectations of the Mexican wineries and wines before undertaking the tour but those expectations were exceeded. This study also endeavored to uncover the motivation for participating in the tours and found that most participants were open-minded and wanted to learn about the Mexican wineries and wines because they were prompted by the restaurant owners promoting the tours.

Since we know that consumers prefer to purchase domestic products over foreign unless there is some established expertise within the country of origin (Roth and Romeo, 1991), Mexico has the need to overcome the lack of a substantial positive reputation in the wine industry. Mexico has a 500 year history of wine production (in fact, Mexico has the oldest winery in the Americas, Casa Madero, founded in 1597 (Kapnick, 2002)), but their alcohol beverage industry is dominated by the production and consumption of brandy, rum and tequila.(Ma del Carmen, 1999) The question remains then…how to enhance the Mexican wine industry's reputation. This research builds on the previous research that "suggest(ed) that Mexican wine producers should first penetrate the market through Mexican food restaurants." (Olsen et. al., 2002). If Mexican wineries partner with or at minimum collaborate with U.S. restaurants or tour companies to provide educational, fun and informative tasting tours, perceptions of and behavioral intentions towards Mexican wines and wineries can be enhanced.

The results of this study show that educating consumers about Mexican wineries and wines may positively affect the perceptions consumers hold of, and their behavioral intentions towards, Mexican wines.

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XENIA HOTELS IN GREECE: A HOLISTIC DESIGN APPROACH

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ABSTRACT

In early 50's The Greek National Tourism Organization (GNTO) made a severe nation- wide attempt to develop tourism in Greece, connecting it with economy and qualitative tourism. For a period of about two decades it developed the hotel buildings's substructure, a project known as the "Xenia project". During this period Greek architects, devoted to modernism, such as Ch. Sfaellos, A. Konstantinidis, Ph. Vokos, C. Kitsikis, C. Stamatis, D. Zivas, I. Triantafyllidis, C. Bougatsos, G. Nikoletopoulos, K. Dialisma, K. Krantonellis, and also D. Pikionis, designed and supervised, as Technical Bureau's employees, 53 hotel compounds, spread throughout Greek regions of the mainland and the islands, with archaeological, topological or other touristic interest. This project's policy was meant "*to offer tourist accommodation in high class hotels, and also to show to private investors the aspired level of the new hotel facilities, that should be constructed in order to develop tourism as the new profitable, financial field in which the state aimed for*".

Today the Xenia hotels are internationally recognized as part of our modern cultural heritage based on the simplicity, the definition of the form and the truth in materials use, besides the integration of the buildings in the natural environment, components which reveal them as a unique venture. Today most lie abandoned, time-destroyed, void and unoccupied. Some of them are still in use, having undergone dramatic interventions, which have altered their aesthetic meaning, while extensions and adjuncts that have come about due to entrepreneurs' occupancy have changed their earliest architectural inspiration.

This paper aims to reveal that despite the efforts to retain the Xenia hotels, these procedures remain incomplete. They rightly focus on architectural shells, morphological and functional standardization, proper utilization of the Greek environmental conditions, and the use of authentic local materials. However the cultural evaluation of these settlements can only be completed by their holistic design, which also comprises their interior spaces, lightening and furniture design, all these detailed aspects that form an organic entirety and are not included in these efforts. This paper suggests that this organic entity has to be treated as an unsegregated whole.

Key Words: Xenia hotels, modern cultural heritage, holistic design, architectural approach, interior design, furniture design, retaining.

1   INTRODUCTION

The Greek National Tourism Organization (GNTO) in the early 50's, within the national effort towards an economical reconstruction of the country after World War II and the Greek civil war, made a severe nation- wide attempt to develop tourism in Greece. The field of tourism was already a priority for the Greek economy since 1914, under different forms of state supervision and control[1]. The GNTO Council, which consisted of 10 members that specialized in tourism, exerted the tourism policies of the organization planned and executed within the development of Xenia Hotels project, connecting it with economy and qualitative tourism[2]. On a national level this project defines the most important attempt for mass production of public buildings, under state supervision and funding. The technical bureau of the organization, staffed by trusted architects, undertook the responsibility to organize and support the Xenia project by developing, for a period of about two decades, the hotel building substructures in different "hoteling" types[3]. The main goal for this project was the "CREATION OF STANDARDS IN HOTEL RESORTS", built in Greek regions with exceptional natural beauty and tourist interest, with insufficient or

non-existent infrastructures. This project's policy was meant "*to offer tourist accommodation in high class hotels, and also to show to private investors the aspired level of the new hotel facilities, that should be constructed in order to develop tourism as the new profitable, financial field in which the state aimed for*".

During this period, starting from 1950 to 1957, Ch. Sfaellos as head of the Organization's Technical Bureau and then A. Konstantinidis from 1957 to 1967, with a team of young Greek architects, most of them devoted to modernism[4], such as I. Triantafyllidis, Ph. Vokos, C. Bougatsos, C. Kitsikis, C. Stamatis, D. Zivas, G. Nikoletopoulos, K. Dialisma, K. Krantonellis, and also D. Pikionis, designed and supervised, as Technical Bureau's employees, 53 hotel compounds, motels and tourist pavilions[5], spread throughout Greek regions of the mainland and the islands, with archaeological, topological or other touristic interest.

The Xenia project was completed in 1974 and officially terminated in 1983. However since 1970, coming to a climax in 1980, many of these model hotel resorts started to decline, were abandoned, left void and unoccupied (Xenia of Andros island, Florina, Nafplio, etc). Some were demolished with irregular procedures (Xenia of Chania, Heraklion, Joannina), others were leased under unfavorable terms, without defining regulations for preservation, expansion and architectural interventions (Xenia of Poros island, Mykonos island, Mesologgi, Drama, Nafplio, etc), others had their use changed (Xenia of Delphi, Olympia, Volos, Rethymno, Igoumenitsa) and the rest were transferred to the Hellenic Republic Asset Development Fund (HRADF)[6] properties, and were divested for reducing the public debt burden – Xenia of Paliouri Chalkidiki and Skiathos island have already been assigned since 2013.

The decline of the Xenia Hotels has come due to the turn to mass tourism, bad management, uncontrollable and unregulated construction of new hotel compounds during the period of the military dictatorship. The fact that Xenia Hotels are recognized as "*building constructions that further the development of architecture in greece*" according to the theorist p. michelis (1962), that consist of "*the most important production of public buildings in post-war greece, achieving through the integration of the settlements in the peculiar and primeval hellenic landscape, the establishment of a contemporary, pure, and sincere architectural expression, that interpreted the origins of modernism, through a deep comprehension of the local cultural references*"***[7]***, and that they are characterized as "*cultural heritage of the greek and european architecture of the 20th century*"***[8]***, didn't stop the disregard and the

destruction of many of them, in an environment where tourism policies don't express anymore stable architectural objectives and vision.

2   ARCHITECTURAL CHARACTERISTICS OF THE XENIA SUBSTRUCTURES

Up to the 1950's major hotel compounds were very few, and situated in chosen, well known touristic sites. GNTO's Management Council, in which two important and internationally recognized architects were members, A. Orlandos and P. Sakellarios, decided within the frame of its new tourism policies, to assign the invention of new architectural standards for tourist accommodation to a selected team of architects.

The Xenia project, except for large hotel resorts included many complementary programmes for tourist pavilions, stations, motels, regeneration of Spa-towns and also for optional destinations- sites of natural beauty, with touristic interest in the mainland and the islands, in areas that hadn't yet developed their touristic substructures. The aim for building qualitative hotel compounds in these areas was to attract high class international tourists.

The Organization's orientation towards the creation of architectural standards becomes clear both from the two eminent architects mentioned above[9], as well as from the creative team of young architects staffing the Technical Bureau who were well educated, most of them devoted to modernism, and who worked under the supervision of the inspired and experienced Ch. Sfaellos and A. Konstantinidis, heads of the bureau. The architectural options became one of the most serious practices for the tourism policies of the organization. The architectural standards, which were developed through their work, were based on a solid theoretical knowledge, expressed in A. Konstantinidis writings that can be summarized as follows:

a. The importance of the location and land chosen covers many of the design aspects – from the buildings's scale, the microclimate components of the region – orientation, sun penetration, rainfalls, wind fields and natural cooling - the local materials, to the capacity of the building substructures to support the developmental potential of tourism, as well as the local life and existing culture. (Figures 1,2)

b. The sizes and standardization of the buildings as a whole, concerning their functional organization, their morphological and constructive rationality, always taking in to

consideration the local conditions, as well as individual parts of them, for example the rooms (Figure 3).

c. The holistic design, where the configuration of the surroundings, the building shells and the interior spaces, in all their details, structure a common unit, share the same minimal aesthetics and complete each other.

Figures 1, 2: Xenia of Nafplio (1958), architect: J. Triantafyllidis, Xenia of Andritsaina (1961), *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

Based on the above, the Xenia hotels that were built, despite their different characteristics and the uniqueness of each one of them, shared common design fields in their chosen locations with exceptional natural beauty thus recognized as landmarks, and also in the way they are embedded either into the natural or the urban environment. Their harmonic integration in the ground's curves with low heights (1, 2 or rarely 3 floors), reveals in most of the settlements the adaptation to the human scale. The utilization of natural local materials combined with modern ones (basically concrete without any plaster, and metals)[10], as well as the study of the local traditional architecture, and the discussion about volumes and analogies, complete this integrative procedure.

Figures 3,4: *Left*- Xenia of Samos, (1958), architect: C. Stamatis, *source Benaki Museum Photographic Archives*, *Photographer: D. Charisiadis*.
Right -Standardization in Xenia Hotels, bedroom wings, architect: A. Konstantinidis, *source: Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis*, p. 218.
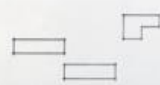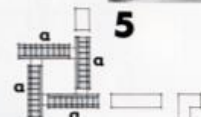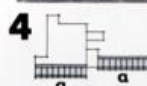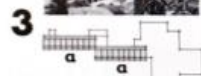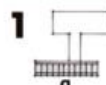
The microclimate conditions define important design decisions, concerning the evaluation of the orientation (south or east for most of the openings, north for cooling) for maximum benefit of solar penetration, wind cooling, etc., as well as the connection between the surrounding and the built environment, through transitive enclosed open spaces, which connect the inner and the outer space. As mentioned by A. Konstantinidis (17.19.1969): "*let me see the way you build and i will tell you who you are. not something entirely finished. not something closed and unreachable. a place where inner and outer space compose an organic entity. the interior space comes out to the open space. the outer space penetrates the interior space. and they become one. all of us participate in the same procedure. what is for the first is also for the other- a construction with mental content. for a common quota, for a widespread balance". and(15.4.1985): "so in the houses i have built….even in all the xenia, i have put in the right positions, one, or two or even more enclosed open spaces, which made every building pleasantly "dwellable". because these semi-enclosed spaces, these spaces that are in between, between the inner and the outer space, give the opportunity to every human being to stand better on his "dimensions", to live in*

accordance with nature, opening a dialogic conversation, which will offer them so many pleasures and beauties…"

The functional configuration is standardized with the use of a wings's system, especially for the bedrooms, with a clear flow of movement in the internal spaces, as well as in the surrounding area- closer and further (Figure 4). The functional grid, which arises out of a simple architectural structure of typical parts, is identified with the constructive grid, which is made of concrete without any plaster[11]. The public spaces are separated from the private rooms, often with the use of transitive enclosed open spaces, as mentioned above. The standardization is focused on the basic repetitive module, which is the room, from its construction to the furniture and lightening used, aiming at money saving. The projects have detailed designs, and nothing is unintended- the balconies, the windows external louvers, the corridors, the cane sun screens[12].

*"and here i am, where i have been looking for ways to have standardization for the construction, and also for the functional configuration, thus each architectural work not to be a unintended incident, but to be a work of thought, something that aims for being complete and perfect".**[13]***

These general characteristics are what built the vision of Xenia project, which led to the major production of public buildings, during the post war period. Nevertheless, this architectural treasure, which is internationaly recognized as part of our modern cultural heritage, based on the simplicity, the definition of the form and the truth in materials use, and on the integration of the buildings in the natural environment, components which reveal them as a unique venture[14], lies abandoned, time-destroyed, void and unoccupied. Some of these settlements are still in use, having undergone dramatic interventions which altered their aesthetic meaning, while extensions and adjuncts that have come about due to entrepreneurs' occupancy have changed their earliest architectural inspiration.

This paper aims to reveal that despite the efforts to retain the Xenia hotels, these procedures remain incomplete. They rightly focus on architectural shells, morphological and functional standardization, proper utilization of the Greek environmental conditions, and the use of authentic local materials. However the cultural evaluation of these settlements can only be completed by their holistic design, which also comprises their interior spaces, lightening and furniture design, all these detailed aspects that form an organic entirety and are not included in these efforts. This paper suggests that this organic entity has to be treated as an unsegregated whole.

3. THE HOLISTIC DESIGN AND THE INTERIOR SPACE OF XENIA HOTELS

The significance of the organic entirety was a widely accepted design concept, at least until the establishment of specialized areas in this procedure. This aspect prevailed in the work by many Greek architects during the post-war period, including A. Konstantinidis, D.Pikionis, C. Krantonellis, and others.

Figures 5, 6: Motel Xenia of Mesologgi (1958), architect: J. Triantafyllidis, Xenia of Parnitha: lobby, *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

D. Pikionis in his work Xenia of Delphi, which was designed with his colleague A. Papageorgiou, as well as A. Konstantinidis in Xenia of Andros, Poros and Mykonos, were not only involved in the architectural construction but were actively involved in the detailed design of the furniture pieces, the style of the interior spaces and the color combinations used.

"the smallest detail and the general, total shape and size, should come out of the same spirit, in the same sensation, through the same vein, for a minimal perfection. the walls, the ceilings, the casings (doors, windows, dormer windows), the fireplaces, the closets, with them the entire furniture, should have common characteristics. like in nature, the trees, the bushes, the flowers compose a world with the same essential core. and as everything, they taste the same and talk the same language. thus all the constructive elements coexist, so that if one of them is missing, the other one is lost".[15]The basic principles established in the general synthesis concern minimal forms, authentic local materials, colors and textures, as well as standardization, and are also the basic aspects in the interior space design of the hotel resorts (Figures 5,6).

From the photographic, archival material and the Greek movies of the 60s-70s which were shot in several Xenia hotels[16] we can notice this perception of "decoration", not as a covering or incoherent concept, but as an integral element of the architectural synthesis in accordance with the principles of the modern movement[17]. The standardization of the equipment is achieved within modernity, through functionality, the combination of traditional and modern materials (usually wood and metals) and the aesthetics of industrial standards which prevail, either these are common works (for example furniture in the lines of Scandinavian design), or well recognized pieces (such as Barcelona by L. Mies Van der Rohe 1929, LC2, 3 The grand comfort armchairs by Le Corbusier, 1929, etc). (Figures 7,8). This aesthetic inspired A. Konstantinidis to design a series of standardized pieces of furniture for the bedrooms, armchairs for the public spaces and lamps for his Xenia hotels[18]. (Figures 9,10). And this is not a separate design attitude as it is incorporated by other architects too, such as I. Triantafyllidis (1961)[19], who in the presentation of his work for Xenia of Nafplio referred to the furniture he had designed, the textiles, the lamps and the art works, which he had assigned to contemporary artists of those years.

Figures 7, 8: Xenia of Arta (1960): bar, architect: Ph. Vokos, Xenia of Volos (1960): lobby, architect: Ph. Vokos, source Benaki Museum, Photographic Archives, Photographer: D. Charisiadis.

Generally the forms of the furniture pieces are geometrical, and wood is combined with leather and textiles, which reveal their color and geometrical forms. The special constructions, which are intended for public spaces, are completely integrated in them (bars, reception desks, shelves, closets, etc). Decorative motives on the furniture generally don't exist, and in the few cases where we notice them, their presence is so small, that it

supports simplicity. Metal and wood details are used for the staircases, balconies, rails, dividing walls, etc.

The colors have a visual weight, fulfilling the buildings' form, assuring the continuance of the inner and outer spaces, suiting optically the geometry of shape. Yellow ochre, terra-cotta red, black, plaster white, sky-blue and indigo blue, these are the ancient Greek colors, which are called by A. Konstantinidis "grounds" or "Polygnotia colors"[20] and are combined with the natural color of materials such as wood and stone. "*color in architecture is not a decorative coating. color in architecture works with the constructive structure and is a valuable factor for making each built space an irreplaceable container of life. because architecture is also made by color*"*[21]*. Thus, the fabrics usedon furniture pieces have the color grade of the primary colors, usually in one color, and rarely in geometrical patterns with contrasts. The curtains were also designed using the same principles; there were usually two – an airy fabric, combined with a darker one. In rare cases, mostly in the rooms, wall papers are used, where besides geometrical patterns, a variety of other motives can be seen.
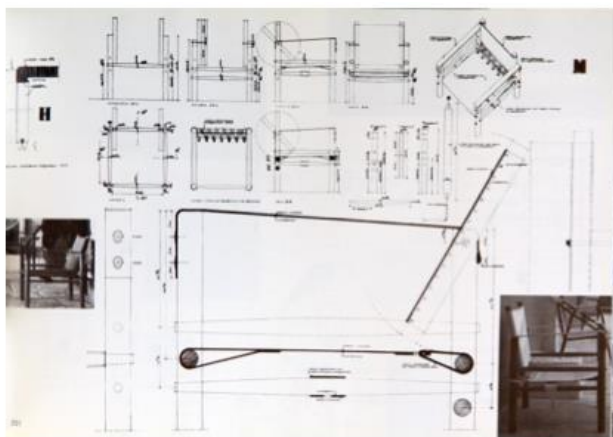

Fig. 9,10, Left - Xenia of Platamonas, (1960), architect: Ph. Vokos, source *Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*
Right –Chair Design for Xenia Hotels, architect: A. Konstantinidis, source: *Konstantinidis A (1981), Projects + buildings, A. Konstantinidis, Athens: Agra Ed. and A. Konstantinidis, p. 231.*

Lightening is a specific area of the interior architecture in Xenia hotels. The recess lightening is designed, integrated into the construction and structure of each place. In this way the specific architectural elements (colors, textures, recesses, etc) are emphasized. In

the interior space the lamps used, especially in the bedrooms, are adapted to the design perspectives, usually placed on the walls, or standardized by the architect[22]. Wherever they are the lamps, usually made by a variety of materials, are simply formed and used to reveal the design's aesthetics.

4. CASE STUDIES

The Xenia of Poros lies on a small peninsula called Neorio, facing the city of Poros and its hill, in an area surrounded by pine trees that end into the sea.

It is a work by A. Konstantinidis built at 1964 (Figure 11). The buildings have a south-east orientation, with capacity of 80 beds, and are developed in four wings of bedrooms, which are connected through the public spaces and the reception hall. The natural ground curves lead to high gradation and integrate a building height from two to four levels.

In the functional and morphological structure of the compound, with the use of grid, the enclosed and covered open spaces follow the built enclosed spaces. Thus two external balconies are created: one internal stone-built and a roof, covered occasionally with cane sun screens with a full view to the sea, are placed. This resort was the first to be assigned to the first private investor in 1981, and was renamed Poros Hotel. Today is under new management and is called Poros Image Hotel (Figure 12).

Fig. 11: Xenia of Poros, *source Konstantinidis (1992), ibid*

Fig. 12: Poros Image Hotel, *source hotel's site*

Most of the alterations of the buildings took place in an unknown time, probably during the first investor's period, while some of them were made during the recent refurbishing in 2000. A new bedrooms's wing was added on the ground floor. The organic unity of the interior and exterior spaces was ruined since the minimal natural materials used, which were optically connected to the architectural shell and the surroundings, were replaced by

others without the same aesthetic quality. The refurbishment took away the total identity of minimal and clear morphology, as well as the truth of the constructive and decorative materials, that is to say the main design perspectives. The previous colors based on a warm gray color scale, in different tones, combined with olive green hues and contrasting with small amounts of minium-red at the iron railings, added to the environmental integration. In the present situation the colors are based on a cool gray color scale, with cyan and blue green shades, lighter on the walls and darker on the window louvers, the iron railings and cover structures, combined with pink salmon hues, which are also used in the interiors.

The interior space doesn't remind A. Konstantinidis' creation, and all the floorings, ceilings, materials, textures, coatings, modern style furniture, lamps, constructions, colors have been replaced by other, neutral and unstylish elements. (Figure 13).

Fig. 13: Poros Image Hotel: lobby, *source hotel's site*

Fig. 14: Xenia of Drama: restaurant, *source hotel's site*

The Xenia of Drama is a work by A. Konstantinidis' colleague C. Stamatis, and was built in 1964. It is located in the urban center of the city and had two floors at first. In 1970 the hotel was leased to individuals. In 1979, a new floor was added, which doubled the Hotel's capacity to 88 beds. Since then the compound has been refurbished three times. This hotel is included in the Association of Greek Architects proposal for being retained as part of modern cultural heritage, which has not yet been accepted. The exterior facades remain the same as they were. Even the colors used then seem to have been maintained, with small differentiations in hues and use of bright colors in the vertical iron elements of the balconies. However the interior space is completely mistreated. The colors, the materials used, the lightening, the coatings, the textures all reveal an ugly, kitsch perception of design choices that definitely do not support the modern ideas originally expressed. (Figure 14).

In many of the Xenia Hotels that were refurbished and that are still functioning, the interior space seems to be the most susceptible part of new design choices and the easiest way to point towards aesthetic options, that are however contrary to the original vision which established them as buildings of modern cultural heritage. Their interior spaces and original furniture were destroyed, or completely replaced, disrespecting the vision of their designers, as A. Konstantinidis mentioned in one of his last interviews[23] "THE XENIA I HAVE BUILT ARE UNRECOGNIZABLE- THE COLORS, THE FURNITURE EVERYTHING HAS CHANGED. AND I BEGAN WONDERING WHY?"

Figures 15,16: Xenia of Nafplio (1958): Hotel's lobby and Entrance, architect: J. Triantafyllidis, *source Benaki Museum Photographic Archives, Photographer: D. Charisiadis.*

In the Hotel Nafplia Palace, which first opened in 1979 and is part of three hotels ensemble, we can notice the influence of aesthetic templates deriving from Xenia of Nafplio, which was designed by I. Triantafyllidis in 1958 and remains abandoned[24].(Figure 17). In this case, it should be mentioned that in the pre-existing part of the hotel buildings, morphological characteristics of the interior and exterior facades have been preserved, such as the main entrance, the fire place (Figure 19) and the works of art in the public spaces, as well as the wooden furniture of the bedrooms. (Figure 18). This process has benefited the spaces' aesthetics, as it reflects an authentic impression of modern post war interior architecture in Greece, basically through the bedrooms' interiors.

Figures 17, 18, 19: Hotel Nafplia Palace (1979): entrance, room, lobby with fireplace, *source* Hotel's site

5. CONCLUSIONS

Xenia hotels are prominent examples of post war public buildings in Greece. They represent an important part of the cultural heritage of modern Greece, reflecting the vision of a team of architects and their innovating ideas for tourism development of the country, based on the ethical model of compensating hospitality[25].

The Greek state should retain this built treasure that is the Xenia project as a part of the country's history. And this act should include all the morphological and functional options of their designers: the shells, the inner and outer spaces with all their matching components, which comprises them – stable, moveable, variable, each expressing its individual form and characteristics. Preservation cannot be conceived of without considering the surroundings, the shells, the materials, the textures, the equipments, the lightening as indelible parts of the design process. The lack of one of them disturbs the balance of the entity and distorts the holistic procedure of the design, as well as the period expressed through it.

This is a fact revealed through case studies that in their majority through reconsidering the initial modern view led to a deformed aesthetics of a new image. Modernization doesn't mean the change of the synthetic components but the conservation and retaining of these characteristics that compose the general picture. «*each material has its own voice and a low or high intonation. an architect knows how to reveal this voice and make it resound by agreeably matching materials in a construction and placing them in their proper position. composing his own music, the architect enables his creation to speak*

and sing to us and even offer us entire symphonies. Analogicallyeverynote should remain in place in this design symphony, contributing to the harmony of the sound.

The design options in the Xenia Hotels, besides others, reveal an issue of moral nature: the public architecture in contradiction to private architecture, according to A. Konstantinidis, allows for the transmission of authentic ideas and the expression of a "true architecture", which signals the moral attitude of the architect as a participant and reflector of the social needs. Within the same morality the Xenia Project has defined the policy for tourism development, as   a field for compensating hospitality, with the proper respect to the visitor. This policy includes the built environment, not only as a profitable developing area, left adrift at the hands of private investors, but also as a procedure with rules, boundaries and public control.

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[1]1914 (Tourism Bureau), 1929 (Greek National Tourism Organization in a primary form), 1936 (Sub- Ministry of Press and Tourism), 1941 (Directory of Spa- Towns and tourism), 1945 (General Secreteriat of Tourism), 1950- today (Greek National Tourism Organization), 2004 as part of the Ministry for Tourism Development, and from 2010, as part of the Ministry of Culture and Tourism.

[2] As M. Moussa mentions "*in a country ruined by wars, architects and engineers had the mission to rebuild it, during the era of reconstruction. many constructions had to be made: housing for internal migrants, public facilities (hospitals, schools etc), private commercial buildings (shops, tourism accommodations etc), industry and infrastructures (roads, ports etc). having a poor budget the greek state had to hierarchize its expenses. ..housing, leaving out a few exceptions, was left to private investors, …the infrastructures and public buildings were obviously a state affair, industry and commercial activities were private investment affairs,…. private investors hesitated to invest on tourist accommodation, because the depreciation period of capital assets was too long (over 20 years). consequently, the state had to take more radical actions. it was then that gnto started the xenia project; the one and only attend of the greek state to create accommodation infrastructure for the development of tourism". m. moussa, (2012), "xenia project 1950-1967. reapproaching the role of post- war modern architecture in greece", proceedings, 1rst international conference on architecture and urban design*, 19-21 April 2012, Epoca University, p.4.

[3] During this period, many different types of tourist facilities were built, such as hotels (Nafplio, Poros, Mykonos, Andros, etc), motels (Olympia, Kalampaka, Larissa, Vytina, etc), tourist pavilions (Delfi, Xylokastro, Chalkida, etc) high way stations with accommodation (Itea, Mornos river, Mesologgi lagoon, etc), guest houses (Epidauros), spa-towns (Ypati), hostels (Osios Loukas Monastery, Meteora) and bungalows (usually situated in hotel compounds).

[4] MODERN ARCHITECTURE was established in Greece during the post-war period, adapted mainly in public buildings, sometimes within reconstruction programmes for schools, hospitals or social houses, with the participation of many architects who had studied abroad.

[5] The total number of the buildings produced within the Xenia project, was about 70 (GNTO archives)

[6] The Hellenic Republic Asset Development Fund's was founded in 2011, with the mission to materialize a wide program for maximizing the proceeds of the Hellenic

Republic from the development and sale of assets, in order to reduce the public debt burden.

[7] From a letter by the Association of Greek Architects (30517/11-6-2003) to the Ministry of Environment, Energy and Climate Change, and the Ministry of Culture and Sports, for retaining the buildings of the Xenia project as cultural heritage.

[8] Bavarian Academy of Fine Arts (2008)

[9] "Most of the councilors were lawyers, a few members of the council were engineers, and there were always an important architect of the time such as: anastasios orlandos, an international renowned academic, and periklis sakellarios, who studied in austria and bauhaus too. Despite their conflicts, the members always respected each other. The council often took decisions on architectural issues" moussa m., (2012), ibid, p. 3.

[10] Because "all the natural materials get old beautifully, as time passes. On the contrary the artificial materials (all these that are produced by the industry) don't grow old but become dirty, especially when they are left in open air. So they become ugly as opposed to an old stone, or a piece of wood which are abraded by the sun and the rain and the wind that become beautiful and warm" konstantinidis a (1992), "the architecture of architecture- diary notes", Athens: Agra ed., p. 229.

[11] Konstantinidis A, (1981), "PROJECTS + BUILDINGS, A. KONSTANTINIDIS", Athens: Agra Editions and A. Konstantinidis, p. 218.

[12] Ibid, p. 208-227

[13] Konstantinidis A, (1992), "THE ARCHITECTURE OF ARCHITECTURE- DIARY NOTES", Athens: Agra ed., p. 229,

 (20-9-1990).

[14] From the letter by the Association of Greek Architects (30517/11-6-2003), see footnote 6.

[15] Konstantinidis A, (1992), ibid, p. 333,20-9-1990.

[16] "Young and old in action" 1962, by O. Liaskos, includes shootings in Xenia of Poros, "Right- minded madman", 1968 by K. Karagiannis, has shootings in Xenia of Lagonisi, etc, as Xenia hotels became famous places for socialization and recreation.

[17] Something that opened to international discussions, as early 1910, by a. Loos, Le Corbusier, P.Jeanneret, W. Gropius, etc, within an effort of disconnecting architecture from decoration- as a filler, and connect it with industrial production's principles to a new aesthetic perception, with standardization as the main characteristic. A. Vrychea, (2003), "Habitation and houses, investigating the boundaries of architecture", Athens: Ellinika Grammata ed., p. 317-349.

[18] Konstantinidis A, (1981), ibid, p. 228-233.

[19] http://issuu.com/sxoliastis/docs/xenia?e=0

[20] A. Konstantinidis' ideas for architecture are focused on color-use with references for Knossos in Crete, Afaia in Aegina, anonymous folk architecture, and also the ancient painter Polygnotos, who is referred by Pausanias and Plinius. He used only four colors and their hues. This characterization doesn't include indigo blue which came later to Greece, through India. A. Konstandinidis, (1975), "Elements for self-cognition for a true Architecture", Athens: Ford Institution, p. 314-315.

[21] A. Konstantinidis, (1992), ibid, 10-6-1988, p. 333.

[22] A. Konstantinidis, (1981), ibid, p. 233.

[23] K. Themelis, (2000), "The speech of the master, a conversation with A. Konstantinidis", Athens: Indiktos.

[24] "The three hotels which consist of the xenia of nafplio were leased to private investors in 2000 for a period of 30 years. as it is reported by members of the parliament, the leaseholder company functions and cashes in on the two of the three hotels, as the third one (designed by triantafyllidis) remains closed, ten years after the execution of the agreement. the refurbishment of this hotel hasn't taken place although this procedure was included as a term of the agreement. additionally, although acronafplia region is part of an archaeological area, which restricts new constructions, the hotel company has already built a new resort besides nafplia palace" Newspaper Avgi, by H. Miliou, 15/08/2010

[25] The term is suggested by Panagiotis Ilias. According to Greek Mythology Xenios Zeus was as the god protector of the laws, also protector of the visitors asking for hospitality. This institution has been continued into the Greek tradition. A premise for this is the mutual respect between the host and the visitor.

EMPLOYMENT SUPPORT POLICIES IN THE HOSPITALITY IN GREECE IN TIMES OF ECONOMIC CRISIS

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ABSTRACT

In the context of the international financial turmoil, Greece is experiencing a period of severe economic crisis with multiple effects affecting almost all sectors and sectors of the economy. Tourism, despite its positive sign in Greece long before the global economic crisis erupted, already had some pathogenic signs, with serious structural problems**.**

Such problems have gradually led to the loss of its competitive advantage in terms of value for money in relation to its main competitors, mainly those of the Central and Eastern Mediterranean, which for the corresponding mass tourist product have much lower production costs and therefore more competitive prices.

It is also important to have an impact on employment, as many professions are directly and indirectly affected by tourism development, as it mobilizes a significant number of productive units to meet the demand created.

This survey explores the real effects of tourism on employment in the light of alternative employment policies (subsidy programs and incentives for hotel businesses) implemented in the wake of the economic crisis and the degree of satisfaction of hotel businesses with employment policies

Keywords: hospitality, employment, policy evaluation, tourism development

INTRODUCTION

In Greece, tourism as a development parameter is positively appreciated, as the development of tourist figures in recent years is generally positive. At a time when the impact of the economic downturn is particularly negative in the labor market, the purpose of the study is to capture the characteristics of direct employment in the tourism sector, ie in those sectors where the main business activity is the supply of goods services that are the result of tourism demand.

Moreover, support for entrepreneurship and the creation of new jobs is part of the necessary direction of adapting the Greek economy to a new development model in which tourism should play a more active role for the country's economic development.

This study examines the size and characteristics of direct (or tourist) employment. Given that hotels and similar accommodations are a key element of the tourist product, employment statistics are used in the industry as a means of capturing the characteristics of the labor market in the tourism sector as compared to the whole of domestic economic activity.

1 LITERATURE REVIEW

The workforce or the economically active population is made up of employees and the unemployed, ie those who are actively engaged in the labor market either as workers or as jobseekers.

In developing countries, tourism's capacity to generate employment has been recognized as one of the most important benefits of this sector, taking into account both formal and informal employment (Sinclair, 1998).

Tourism is widely regarded as a diversified labor-intensive industry and therefore an efficient producer of a broad range of employment assessments (Telfer and Sharpley, 2008). In addition, tourism employs more women and young people than most industries as well as those with low educational attainment, promoting an integration and empowerment environment for vulnerable groups (UNDP, 2011). Moreover, due to low barriers to entry, tourism offers investment opportunities for entrepreneurs to create small-scale businesses and create jobs.

Despite the significant positive effects of tourism on job creation, economic growth and foreign currency receipts, this sector has not yet been added to the public policy debate (Hawkins and Mann, 2007, OECD, 2010). Thus, an important issue to be considered is to what extent the use of public intervention to promote tourism is justified. As pointed out by Winters et al. (2013), the justification for public intervention in tourism is mainly twofold.

The economic benefits of tourism are unlikely to be realized at a socially optimal level if investment is left exclusively in the private sector. Investment decisions are interconnected and the profitability of a particular investment is a function of other complementary investments. Without proper co-ordination between investors, the market will fail to reap the resources in the best possible way. For example, in a hotel, owners may not invest adequately in accommodation knowing that returning to their investment also depends on the investment decisions of restaurant owners and other local investors in leisure activities. Similarly, public investment in complementary infrastructure (such as roads, water and sanitation, public lighting) can also be hindered by a lack of co-ordination with private investment needed to create an adequate flow of visitors.

Public intervention in tourism is also justified by the prospect of poverty reduction, notably through job creation. There is currently a broad consensus on the potential of tourism to alleviate poverty, particularly in developing countries (Mitchell & Ashley, 2010). Many developing countries have truly natural, cultural and historical resources which, with proper coordination and planning, could be the core of a profitable and sustainable tourism industry, creating jobs and incomes for the local population.

The average employment rate in the European Union in 2011 was 64.3%. Between 2002 and 2008, there was a slight increase, followed by a slight downturn. The Netherlands has the highest employment rate (74.9%), while Greece is the lowest (55.6%). The difference between the highest and the lowest employment rate is 19.3 percentage points (National Institute of Labor and Human Resources NILHR, 2012). Greece has always been characterized by lower than average European employment rates for the whole and especially for women. Employment rates continued to rise until 2008 and have fallen strongly since then, especially between 2010 and 2011. Male employment rates in Greece up to 2010 were higher than the corresponding rates for men in the European Union but in 2011 they fall short of 4 percentage points (eurostat, 2012).

The impact of the economic crisis is evident in the reduction of employment rates in the Greek labor market. The downward trend in employment rates continues, reaching 51.7% in the second quarter of 2012. Prior to the crisis, the difference in total employment rates

between the European Union and Greece was about 4 percentage points and has since widened to 12.6 percentage points in the second quarter of 2012 from the Community average (NILHR, 2012).

The main effect of the economic crisis in Greece is starting from the end of 2008 and has been steadily rising since then. Indeed, in 2008 there is an increase in employment of about 34,500 people (or + 0,8%), but in 2009 the trend is reversing dramatically. In 2009, employment decreased by 76,815 (-1.7%), in 2010 by 177,763 (-4%) and by 366.252 (-8.5%) in 2011. The shrinking of employment is accelerated by a long time from year 2009 onwards, in fact more than doubled each year.

In 2013, unemployment in Greece is still high, with rates ranging from 27.9% 2 to the highest in the European Union. (With the European average unemployment rate in the 28 EU countries, it is 10.9%). Long-term unemployment has also risen rapidly (Figure 1). The unemployment rate remains particularly high among people aged up to 24 and among those in age groups 29-44, while women are the most affected (European Commission, 2013).

Figure 1
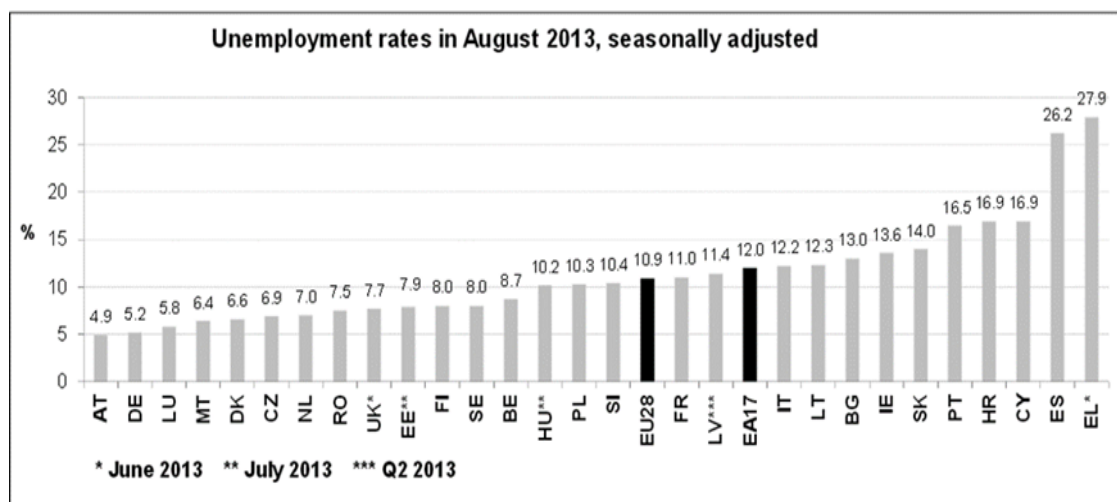
Source: EUROSTAT (1 October): Third Quarter 2013 http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/3-01102013-AP/EN/3-01102013-AP-EN.PDF

The impact of tourism on employment is clearly very high, especially in the tourist accommodation industry. The calculation of the total number of jobs (main and supplementary) is based on an estimate of the average occupancy per bed, which shows that the total number of jobs that the accommodation services sector could potentially offer during the summer period is 135.9 thousand , Respectively, the number of jobs in the rented rooms is estimated at around 729 thousand, resulting in total workstations being estimated at nearly 208 thousand.

2. METHODOLOGY

 A key Hypothesis of the research is whether the development of employment policies is considered appropriate, based on the international context of the economic crisis, and the degree to which the hotels of the Peloponnese in Greece are satisfied with the applied employment policies of hotel businesses. This is a quantitative survey using a structured questionnaire.

As a sampling method, the non-probabilistic method was used for the purpose of this research, namely the sample method. The questionnaires were or have been sent to the majority of companies that have joined OAED in the past five years, either to create or to keep jobs. Thus, out of the 150 enterprises to which a questionnaire was sent, the 123 respondents and the sample of the present investigation responded.

The assumptions made above were investigated by means of inductive statistical analysis methods. Parametric controls were performed as the results were clear and we did not need to perform non-parametric controls.

2.1 Results

Initially, it was interesting to note that the largest share of the sample (67%) from enterprises that have been included in the employment policy programs concerned small enterprises employing 1-5 employees.

It is also very interesting that the majority of tour operators consider the employment policies that are relevant and particularly important and that such programs genuinely create incentives to create new jobs or to maintain them.

Despite the fact that most of the sample tourism companies consider existing employment policies to be significant, they consider that almost all of them (89%) believe that more targeted and targeted employment policies should be developed to support all tourism companies in due to the heterogeneity observed in the diffusion of tourist activity in the country and the high seasonality.

Statistical significance was found between satisfaction of tourism enterprises from their inclusion in employment incentives policies and the type of business (hotels or rented rooms). To investigate the case, it was examined whether the average of the scale of satisfaction of the policies employment with the type of business and the One-way Anova method was used. Although the assumption of the homogeneity of fluctuations is not violated (Levene's test: Sig. = 414, 05), the case is rejected because there is no statistically significant difference in the satisfaction of the respondents depending on the type of enterprise (Sig. = 635) 05).

There is also a statistically significant difference between the satisfaction of the tourism enterprises from their inclusion in employment policy programs and the number of employed in them. In order to investigate the case, it was examined whether the average of the satisfaction level of the employment policies in tourism differs according to the number of employees and one-way Anova method was used. Although the case of homogeneity of fluctuations is not breached (Levene's test: Sig. = 431> 05), the case is rejected because there is no statistically significant difference in the satisfaction of respondents according to the number of employees of the enterprise (Sig. >, 05).

Finally, there is a statistically significant difference between the satisfaction of the tourist enterprises by their inclusion in employment policy programs and the location of the enterprise. For the purpose of investigating this case, it was also examined whether the average of the satisfaction level was different from the employment policies according to the prefecture of each enterprise and the One-way Anova method was used. Although the case of homogeneity of fluctuations (Levene's test: Sig. = 608, 05) is not violated, the case is rejected because there is no statistically significant difference in the satisfaction of the respondents according to the prefecture in which the enterprise is located . =, 720>, 05).

3. CONCLUSION

This research focuses on assessing the implementation of active employment policy programs, which is a key issue for many countries, and the results recorded can be a

useful tool for identifying and designing new actions and policies aimed at strengthening of employment through tourism and other productive sectors.

The key interest in the use of Active Employment Policies as a policy measure to combat unemployment in all sectors and sectors of the economy is mainly reflected in the money spent by EU countries and in the number or qualitative measurements of the participants - employment policies.

The study also helped to shape a picture of tourism businesses that are part of employment policy programs and to measure whether or not they are satisfied with the process, in order to draw useful conclusions about the factors that affect it.

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