CONFERENCE PROCEEDINGS

THE INC 2018

Tourism, Hospitality & Events in a Changing World

Table of Contents

Organising Committee 2

Scientific Committee 3

The Organisers 5

Keynote Speakers 6

Chairs 7

Exhibitors 8

Supporting Journals 9

Programme 10

Contributors 15

Abstracts 19

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Chair of organising committee

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The organisers

The University of Derby is a public university in the city of Derby, England. It traces its history back to the establishment of the *Derby Diocesan Institution for the Training of Schoolmistresses* in 1851.

The university was awarded Gold status in the TEF ratings, which acknowledged its teaching excellence. University of Derby Research is distinctive and it is proud of its researchers. Its research is often applied to support the sectors that drive national economic growth, to improve the lives of people locally, nationally and internationally and to support effective policy making and governance. The University of Derby often works with collaborators from partner institutions and with industry. It publishes its research so that everyone can share its knowledge. Its researchers support the creation of further knowledge through their work with its postgraduate research student community.

The University of Sunderland is a global institution. It offers life-changing opportunities to thousands of students across the world, in its partner colleges and in its four main sites at Sunderland, London and Hong Kong.

It is research active, with ten areas of 'world leading' research (Pharmacy, Engineering, Business, Education, Social Work, Sports and Exercise Sciences, Leisure and Tourism, English, History, Art and Design, and Media). The research activity of the University of provides a research informed curriculum, enhancing the academic standing of the institution as a seat of higher learning and scholarship, undertaking research which both enhances the learning experience of its students, and delivers impact. Its research is stitched into the fabric of the institution. For decades researchers at the University have challenged themselves to improve society across all its facets – from the early days of pharmacy to support for heavy industry at its height to today's new sciences and advanced technologies.

The research centre (CERTE) was established in 2017, and has already engaged in numerous activities and projects. The name CERTE stands for Centre for Research in Tourism Excellence.

CERTE is at the heart of the Department for Tourism, Hospitality, and Events (T.H.E.) of the University of Sunderland, and operates as the beacon for knowledge generation through research implementation. It is dedicated to employ both, applied and academic research in tourism, hospitality, and events. It aims to impact on the generation of knowledge as well as its application in the industry. Moreover, it operates as a platform for research led teaching and provision of better education and knowledge dissemination.

Keynote Speakers

Prof. Elena Cavagnaro
Professor Elena Cavagnaro teaches Sustainable Development and Leadership at Stenden. Her main area of interest is on the interrelationship between personal values and attitudes on one side and action taken at company level on the other side. She has have done research on youngster preferences for sustainable produced goods; on youngster attitude towards sustainable tourism; on sustainable leaders' value set; on the role of personal leadership in small enterprises in the process of change towards sustainability. Cavagnaro and George Curiel co-authored the book The Three Levels of Sustainability, which was published in 2012 and became a bestseller.

Prof. Alan Clarke
Professor Alan Clarke has been a visiting fellow at the TTRI since 2004. Alan's PhD was a semiotic analysis of post war UK images and he has continued this interest in cultural constructions throughout all of his work. He was a contributor to the UN Charter on Sustainable Tourism and worked with various UNESCO projects promoting the recognition of the importance of the cultural within tourism development. He currently lives in Hungary, working as the Professor of Tourism at the Pannon Univeristy in Hungary. He also runs a consultancy firm, Vonzeró, named after his firm in the UK Attraction Research. This has undertaken strategic development reports for local communities, as well as looking at visitor satisfaction and marketing strategies. He has written widely, contributing over 50 articles in the fields of strategy, policy and cultural tourism.

Prof. Nigel Morgan
Professor Nigel Morgan is Head of the Business Management Department in the School of Management at Swansea University, where he holds a Chair of Visitor Economy Management and has established the Hub for Innovation in Visitor Economies (HiVE). Nigel is an Associate Editor of the ABS-listed 4-star Annals of Tourism Research, and has published 100+ publications, including 19 books and 60 journal articles, almost half in 4-star journals. He has completed over 30 major research and consultancy projects funded by organisations including the EU, ESRC, UEFA, the Chinese National Tourist Office, the BBC, Visit Wales/Wales Tourist Board. Nigel's most recent project was 'Improving the Resilience of the EU Tourism Sector in Crisis Situations' for the EU DG for Internal Market, Industry, Entrepreneurship & SMEs, 2016.

Chairs

Organising Committee

Dr Elina (Eleni) Michopoulou

Dr Elina (Eleni) Michopoulou is Senior Lecturer in Business Management at the University of Derby, Buxton. She holds a PhD in Accessible Tourism Information Systems from the University of Surrey and her research interests include technological applications and information systems in tourism, online consumer behaviour and technology acceptance. She is the European Editor for the International Journal of Spa and Wellness, and she has also acted as a Guest Editor for several special issue in highly esteemed journals. Previously she was involved in the European Commission funded Project OSSATE (One-Stop-Shop for Accessible Tourism in Europe), that aimed to implement a prototype multi-platform, multi-lingual information service, providing national and regional content on accessible tourist venues, sites and accommodation in Europe.

Scientific Committee

Dr Nikolaos Pappas

Dr Nikolaos Pappas is Reader in Tourism, Hospitality & Events, and the Director of CERTE (Centre for Research in Tourism Excellence) at the University of Sunderland. He holds a doctorate (PhD) in Tourism Development and Planning, and a post-doctorate (PDoc) in Risk and Crisis Management, both from the University of Aegean, Greece. He started his career in the tourism and hospitality industry in 1990, and for 10 years (2001-2010) he was also engaged in enterprising consultancy. Since 2001, he has been an academic in higher education, gaining experience from several institutions in Greece (Technological Education Institute of Crete; Hellenic Open University; Higher School of Public Administration) and the UK (Derby; Northampton; Leeds Beckett; UWL). Since 1998, he has been involved in several research projects, also generating numerous publications in highly esteemed journals. His academic interests concern risk and crisis management communications, tourism and hospitality planning and development, and destination marketing.

Exhibitors

CABI (Centre for Agriculture and Biosciences International) is an international not-for-profit organization that improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment. Its approach involves putting information, skills and tools into people's hands.

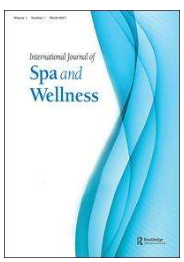
Goodfellow Publishers is a highly flexible multichannel international academic and professional publisher for Business and related areas. It publishes book and online projects with a range of authors internationally in Hospitality, Leisure, Tourism, Events and more general management.

Routledge is the world's leading academic publisher in the Humanities and Social Sciences. It publishes thousands of books and journals each year, serving scholars, instructors, and professional communities worldwide. Routledge is a member of Taylor & Francis Group, an informa business.

Supporting Journals

Event Management Journal
Event Management, an International Journal, intends to meet the research and analytic needs of a rapidly growing profession focused on events. This field has developed in size and impact globally to become a major business with numerous dedicated facilities, and a large-scale generator of tourism. The field encompasses meetings, conventions, festivals, expositions, sport and other special events. Event management is also of considerable importance to government agencies and not-for-profit organizations in a pursuit of a variety of goals, including fund-raising, the fostering of causes, and community development.

Hospitality & Society Journal
Hospitality & Society is an international multidisciplinary social sciences journal focusing upon hospitality and exploring its connections with wider social and cultural processes and structures. The double-blind peer-reviewed journal welcomes submissions from various disciplines and aims to be an interactive forum expanding frontiers of knowledge and contributing to the literature on hospitality social science. Articles that stimulate debate, discussion and exchange across disciplines are welcomed, as well as review essays or short topical pieces that are provocative and problematic in nature.



International Journal of Spa and Wellness
International Journal of Spa and Wellness is the first, peer-reviewed research journal for Spa and Wellness. The journal publishes high quality international, multi-disciplinary research. It also serves as a platform for international practitioners in the fields of spa, health and wellness to showcase industry best practice. We publish original empirical and theoretical material which is relevant to both academics and spa and wellness practitioners on a broad range of topics including: spa design and management, wellness tourism and hospitality, medical tourism, health and wellbeing, sustainable environments, advances in wellness technologies, health psychology, beauty, fitness, nutrition, holistic medicine and complementary practices, training and education.

The Service Industries Journal
The Service Industries Journal, an international journal of service management, serves to improve our knowledge of the services sector, service firms and the effective management of these firms. This multidisciplinary journal was established in 1981 as the first academic peer reviewed journal in the world devoted to the services sector and service management. Since this time it has established a first class international reputation for quality knowledge.

Programme

Tuesday 26th June 2018

18.00 pm onwards	Welcome Reception / Registration Welcome drinks at the Dome.
20.00 till late	**Recommended - SOCIAL GET TOGETHER** **Pre-conference Get Together: The Railway Pub , Address: Bridge St, Buxton SK17 6BS (at delegates' expense)**

University of Derby | University of Sunderland | CERTE EST. 2017 CENTRE FOR RESEARCH IN TOURISM EXCELLENCE

Wednesday 27th June 2018

8.30-9.30	***Registration***		
09:30-10:00	***Lecture Theatre: DOG/04*** Welcome to University of Derby , Buxton: Prof. Nick Antonopoulos, University of Derby VPC Research Welcome to THEINC 2018: Dr. Eleni Michopoulou, Chair of THEINC Organising Committee, Dr. Nikolaos Pappas, Head of the CERTE Research Centre		
10:00-11:00	***Lecture Theatre: DOG/04*** *Keynote: Professor Alan Clarke* Towards Holistic Experiences - involvement, numbers, construction		
11:00-11:20	**Coffee break**		
	1st Presentation Sessions		
	Room: DOG/16 *Chair: Andrew Martin*	**Room: DOG/17** *Chair: Sarah Rawlinson*	**Room: DOG/18** *Chair: Charalambos Gkiouspasoglou*
11:20-12:20	*Adenike D Adebayo* Tourism governance and community participation in the Nigerian tourism industry	*Armand Viljoen, Martinette Kruger and Melville Saayman* Satisfying visitors' needs: What to resort to	*Marco Scholtz and Melville Saayman* Diving into the consequences of unheard stakeholders
	Annmarie Hanlon and Carley Foster Technology mediated online service interactions in travel companies: Select software sensibly	*Armand Viljoen, Martinette Kruger and Melville Saayman* Generational differences between South African resort goers	*Patcharaporn Bunlueng, Ken Butcher and Liz Fredline* Local communities' perceptions of hotel Corporate Social Responsibility (CSR) activities: Role of community recompense
	Rudin Beka and Enila Cenko How does the way we design hotels influence consumer brand experiences	*Robert Nash, Andrew Martin and Peigi Rodan* Women's participation in leisure cycling. A Scottish perspective.	*Jessica Templeton and Rose Garton* Qualifying the use and influence of blogger and social media influencers in B2C events
12:20-13:30	**Lunch**		
13:30-14:30	***Lecture Theatre: DOG/04*** Keynote: Professor Elena Cavagnaro Stand, sun and… sustainability? Researching Millennials tourism experience		
	2nd Presentation Sessions		
	Room: DOG/16 *Chair: Evangelia Marinakou*	**Room: DOG/17** *Chair: Vladimir Antchak*	**Room: DOG/18** *Chair: Sofia Reino*

14:40-15:40	*Annemarie Piso* Who controls the clock? The regulation of workers hours in the hotel sector.	Marietta Fragkogianni The willingness to pay premium prices in accommodation establishments	*Lucia Tomassini* A study of the narrated organisational effectiveness in small value-based tourism firms
	Nicholas Wise, Lucia Aquilino and Tanja Armenski Managing the competitiveness of Matera before the 2019 European capital of culture, and recognizing considerations during and after	*David Adeloye* Assessing domestic tourists' attitude towards terrorism and destination safety using explicit and implicit measures	*Geoffrey Riungu, David White, Dandison Ukpabi and Unmesh Kanchan* Identifying tourism hot spots and estimating use levels at ecological areas in sub-Saharan Africa through Flickr
	Mohsin Altaf and Sany Sanuri Mohd Mokhtar Employee brand equity in Malaysian top ranked hotels: The role of brand role clarity and employee brand commitment	*Efstathios Velissariou, Dimitrios Belias and Lazaros Raptopoulos* Advantages & disadvantages of all-inclusive holidays for tourist and Hotels. Case study in all-inclusive Hotel-resorts in the island of Skiathos in Greece	*Gina Poncini* The growth of participatory and elite cycling events in the United Arab Emirates: Examining community engagement and the Abu Dhabi Tour
15:40-16:00	**Coffee break**		
	3rd Presentation Sessions		
	Room: DOG/16 *Chair: Gina Poncini*	**Room: DOG/17** *Chair: Nicholas Wise*	**Room: DOG/18** *Chair: Iride Azara*
16:00-17:00	*Nikolaos Pappas* Crisis management communications for popular culture events	*Nicole Mitsche, Wadim Strielkowski and Claudia Sima* The role of social media for small scale events. Customer experience versus business reality	*Chiara Orefice and Nana Nyarko* Implementing value co-creation in event design – the role of business models
	Fotios Vasileiou Awesome method: Teaching events studies in an international environment with the support of GeoPsychology	*Juan Pedro Mellinas and Sofia Reino* Neutrality in descriptions beside overall hotel scores	*Serkan Uzunogullari* Inked at work: Changing understanding of the "compliant body" in the contemporary hospitality sector.
	Kevin Meehan and Fergal Tuffy Intelligent companion application for reducing anxiety in modern tourists using automatic 'Geo-fence' information triggering	*Olivia Ramsbottom* Discussions on management: Learning, Co-dependency, and thinking/doing: An investigation into the concept of management through a hospitality management lens	*Gulsun Yildirim and Ceyhun Caglar Kilinc* A qualitative research about the pearls and pitfalls of farm tourism businesses (Tatuta farms) in eastern Black Sea region of Turkey
19.30- late	**Recommended - SOCIAL GET TOGETHER** **SOCIAL GET TOGETHER:** **(1) The Bar Brasserie, Address: 2-5, Old Court House, George St, Buxton SK17 6AY (at delegates' expense)** *(2)* **Buxton Brewery Tap House, Address: Old Court House, George St, Buxton SK17 6AY (at delegates' expense)**		

Thursday 28th June 2018

09:20-10:20	***Lecture Theatre: DOG/04*** *Keynote: Professor Nigel Morgan* An interdisciplinary research agenda for human flourishing: Where our field can lead.		
10:20-10:40	**Coffee Break**		
10:40-12:00	**4th Presentation Sessions**		
	Room: DOG/16 *Chair: Iride Azara*	**Room: DOG/17** *Chair: Faith Samkange*	**Room: DOG/18** *Chair: Nicole Mitsche*
	Charalampos Giousmpasoglou The GMs' work context: the case of luxury hotel SMEs in Greece	*Alyssa Brown and Richard Sharpley* Understanding festival-goers and their experience at UK Music Festivals	*Giulia Gervasini, Elena Marchiori and Ktimene Axetell* How Social Media can support DMOs in case of natural crises
	Marios Bakalis, Charalampos Giousmpasoglou and Evangelia Marinakou An investigation of the customer's choice of Airbnb over hotels: the case of Bournemouth	*Alyssa Brown* The influence of psychographic characteristics on the music event experience	*Ian Morton and James Johnson* Planning for hospitable public spaces and the changing city: A content analysis of the city of Sunderland Unitary Development Plan
	Emmie Deakin and David Egan The role of creative spaces within the historic built environment in the emerging independent cafe culture: A case study of Sheffield City Centre	*Nirundon Tapachai* Analyzing perceived values and their influence on satisfaction: A case of Chinese tourists to Thailand	*Alistair Palferman, Rhodri Thomas and Neil Ormerod* Innovation and Knowledge in Events: Understanding the processes of absorptive capacity in events organisations
	Petra Gyurácz-Németh and Viktória Krémer Sustainable Operation of Hotels in Hungary	*Barbara Tomasella and Alisha Ali* Hospitableness: driving Social Responsibility (SR) in hospitality businesses	*Ian Joseph Morton* The role of events in public spaces in the lives of Nicaraguan urban residents: The impact of mobility
12:00-12:50	**Lunch**		
12:50-13:50	***Lecture Theatre: DOG/04*** *Editorial Panel Discussion* Research & Publications in Tourism, Hospitality and Events		
	5th Presentation Sessions		
	Room: DOG/16 *Chair: Nirundon Tapachai*	**Room: DOG/17** *Chair: Ian Morton*	**Room: DOG/18** *Chair: James Johnson*

14:00-15:00	*Ilenia Bregoli, Andrea Caputo, Massimo M. Pellegrini and Vincenzo Zarone* The effectiveness of training In Jordan: Insight from the hotel industry	*Andrew Mcloughlin* Innovation in event marketing managerial practice: the use of story, storytelling and content	*David Lamb and Alfred Ogle* What pre-event motives drive the decision to commit to volunteering for a (local community) sporting event?
	Evangelia Marinakou Talent management and retention in events companies: evidence from four countries	*Maria Zoi Spanaki* Alternative forms of tourism: The dynamics of agrotourism in a changing era	*Anna Russell and Iride Azara* Determining temporary event workers, employment business and event organising clients best fit
	Lauren Batchelor, Louise Buxton and Antony Loynes Workplace wellness: Measuring the success.	*Emma Pope* Sustainable and Transformational Tourism: Exploring the Role of Experiences	*Yesim Tonga Uriarte, Rafael Brundo Uriarte and Maria Luisa Catoni* Festivals and the destination image: City perception(s) of the visitors during Lucca Comics & Games
15:00-15:30	***Taylor & Francis:*** **IJSW launch - Drinks reception**		
15:30-16:30	**6th Presentation Sessions**		
	Room: DOG/16 *Chair: Donna Chambers*	**Room: DOG/17** *Chair: David Lamb*	
	Wu Jun, Huang Jiajia and Han Jingke Customer experience and involvement as antecedents of co-creation Value: A case analysis of boutique hotels in Hangzhou, China	*Kevin Wallace and Eleni Michopoulou* The stakeholder sandwich - a new stakeholder analysis model for events and festivals	
	Faith Samkange and Peter Wiltshier Sustainable Development and Low Carbon Management Practices in Local Tourism and Hospitality Enterprise Partnerships	*Carlos Mario Amaya-Molinar, Yadira Guerra-Montes and Irma Magaña-Carrillo* Success factors and poverty alleviation on community-based tourism business units in Colima, Mexico	
	Adil Alshamsi and Hamed Mohammed Almuhrzi Understanding the role of in-flight services in travellers' airline selection	Claudia Melpignano and Iride Azara Conserving Italian WHSs through live music events	
16:40-17:00	***Lecture Theatre: DOG/04*** Closing session		
19.30 - late	**Gala dinner & best paper awards** **(At the Dome Floor)**		

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Presentation Abstracts

In Order of THE INC 2018 Programme

Adenike D Adebayo

Tourism governance and community participation in the Nigerian tourism industry

Even though tourism industry attracts much attention in most developing countries as one capable of generating economic and social development. Having identified tourism as a priority sector in Nigeria since the year 2006 with great potentials for economic development as an alternative to oil export, currently, the industry has not maximised its full potentials. While tourism policy is important to guide the industries activities, and attempts have been made at the national and in some cases regional and state levels to guide tourism development in Nigeria, if such policies are not implemented in destination management at the local community level it becomes a problem. The research critically assessed tourism governance in Nigeria with a specific focus on community participation. The rationale lies in the problem of tourism development in Africa as well as Nigeria as a result of the deficit in planning and expertise. The research adopted a mixed method approach, which consisted of two phases of data collection. The first phase, collected data with questionnaire using the importance-performance analysis to assess variables on tourism policy and planning from the stakeholders within the industry. The result from this stage revealed that the issue of tourism governance within the Nigerian tourism industry is problematic, with most of the variables being rated as important and in terms of performance they were performing low. The second phase then focused on community participation, a characteristic of governance which has been a trivialised issue in the literature on tourism governance in Nigeria. This stage collected data in the form of interviews to explore in more depth stakeholders' perception on participatory planning approach which involves the local community in tourism governance and to investigate how this can be improved to assist tourism policy, planning and development. From this phase, the research identified that the issues that confront tourism governance are from the wider national governance which is mainly centralised with the centre coordinating the activities of every sector as well as tourism activities, without the involvement of other stakeholders especially the local communities, which are marginalised and not empowered as an institution in tourism policy formulation. This has inhibited the successful implementation of policies in those local communities where tourism activities occur as such policies were formulated from the federal level without their involvement. However, since 2014, there has been a call for decentralisation, which will allow the states and local communities to participate in tourism decision-making. The findings reveal that an institutional structure should be set up at the local level to empower and allow the communities to participate in tourism policy formulation as it affects them the more in addition to other stakeholders, the government and private institutions to enable successful policy implementation within their communities.

Annmarie Hanlon and Carley Foster

Technology mediated online service interactions in travel companies: Select software sensibly

The rise in the use of technology means that the number and nature of interactions a customer has with an organisation has changed (Bolton et al., 2014; Lemon and Verhoef, 2016). Despite the fact that the service interaction typically involves two parties in the exchange (the customer and organisation), existing literature which explores the online service interaction has focused upon the experiences of the customer, rather than the service provider (Klaus, 2013). Furthermore, our understanding of this phenomenon in the travel industry is limited as existing studies have tended to focus on retail and service sectors.

The online service interaction is increasingly being mediated through technology and social media which has become an ‘avenue for customer engagement’ (Mills and Plangger, 2015, p. 522) and is creating a deluge of digital data for organisations, particularly for travel firms who have may have large, global and diverse customer bases (Larivière et al., 2017). Whilst this represents a marketing opportunity for travel organisations, exploration of the use of technology in this context has been considered through a computing/technological rather than tourism marketing lens (Braojos-Gomez, Benitez-Amado and Llorens-Montes, 2015).

The purpose of this research is to explore the impact of software and how the online communication is mediated through the use of symbols in language, including emoticons and hashtags, expressing humour and emotion (Hsieh and Tseng, 2017). Whilst the use of computer mediated communication to address customer queries is ubiquitous, it could reduce the depth of queries if better managed. The hypotheses are:
H1 The software used to manage the online travel service interaction impacts the online resolution of the customer issue.
H1 The software used to manage the online travel service interaction influences the use of emoticons.
H2 The software used to manage the online travel service interaction influences the use of hashtags.

Methodology
We consider case examples in a bounded area as recommended by several scholars (see for example: Stake, 1995; Yin, 2009). We chose to focus on the travel industry as this sector provides a rich source of varied cases and is a sector where online service interactions occur on a regular basis.

Our case examples represent traditional and entrepreneurial firms in the travel industry, responding to customers, using the microblogging platform Twitter as a contemporary phenomenon (Hennig-Thurau, Wiertz and Feldhaus, 2015).

Three companies within travel were selected representing traditional and entrepreneurial airlines, established across three decades: British Airways, the UK's national flag carrier airline, established in 1974; Virgin Atlantic founded a decade later; and JetBlue, founded in 1998.

This study examines a corpus of 38,321 Twitter conversations and replies from British Airways, Virgin Atlantic and JetBlue.

Results

H1 The software used to manage the online service interaction impacts the online resolution of the customer issue – supported.

The online service interaction stays online in the majority of cases as around 86% to 100% are resolved on Twitter. However, Spredfast and Sparkcentral.com were shown to have noticeable usage of Direct Messages (DMs) compared to the other software and had higher numbers of unresolved issues.

Chi-Square results show that there is a significant association between the usage of DMs and Airlines and between the usage of DMs and the software used. British Airways and JetBlue both have 85.89% and 80.72% chance respectively of not resolving issues on the first response compared to Virgin Atlantic.

H2 The software used to manage the online service interaction influences the use of emoticons – supported

Online service interactions can be personal and humorous and those using Microsoft Social Engagement have higher chances of using Emoticons. The Chi-Square results indicate a significant association between the use of Emoticons and the Software used.

H3 The software used to manage the online service interaction influences the use of hashtags – partly supported

The responses vary by service provider, not just the technology as Chi-Square results show that there is significant association between Airlines and the use of Hashtags. Those using Spredfast have the highest usage of hashtags.

Summary

Overall the study demonstrates that software plays a direct role in how travel organisations manage online customer service interactions and how they respond to the customer. The use of symbols indicating humour and emotion can reduce the length of queries. Careful selection of software can assist positive service interactions which has direct implications for managers.

Rudin Beka and Enila Cenko

How does the way we design hotels influence consumer brand experiences

The influence that product design has on commercial success is undisputable. A considerable number of companies highly invest on creativity and design by forging partnerships with contemporary artists and design studios so to create impressive commercial brands. Unusual design spaces are shaping our consumption experiences and influencing the way we evaluate and talk about brands. The main idea of this study is to approach customers' brand experience from a design prospective. How can we bring empathy to customers within the hotel industry by using impression design and how can we manipulate environmental design so to enhance positive brand experiences? In more details, the scope of this study is to identify the influence that different types of impression design have on brand experiences, using pleasant emotions as mediators.

The paper studies functional, symbolic and aesthetic design components from the human-environmental relationship perspective. The research is focused on theoretical and practical work in the field of design and marketing, approaching a design perspective within the brand experience process. A detailed analysis is conducted on hotel spatial branding and a model has been constructed using pleasant emotions as mediators. The main part of the empirical study is quantitative, using Qualtrics the online survey platform. The sample was selected on a non-probability convenience sampling, focusing on students and other participants. The empirical findings suggest that a combination of different design elements, such as functional, aesthetic and symbolic impression design influence people behavior and have a direct impact on brand image and product success.

From the regression analyses, regarding the effect that impression design has on the overall brand experience, it was figured out that Tradita hotel, which represented the symbolic type of impression design, had the highest regression weight. These findings indicate that products with a focus on symbolic design are expected to have a higher customer brand experience. It seemed that symbolic design had a great importance to customers' brand experiences due to its appearance and subjective meanings it creates. Assessing the personal and the symbolic significance of products does increase the experience customer encounter with the brand.

The proposed model can have practical and managerial application in the area of environmental psychology, hotel design, branding strategy and integrated marketing communications where the recognition of design benefits will have a direct contribution to business performance. Hotel managers and designers can use the model to properly identify the design attributes to brand experience. Understanding the design benefits will have a direct contribution to business performance as well. Effective design spaces can help the company to better differentiate its products and services, support the product to have a higher quality and last but not least a proper design space increases the possibility to improve company's image. Searching the effects that desirable or pleasurable experiences have on product success is becoming a mainstream topic in the field of ergonomics and environmental psychology. Hotels brand experience has received little attention within the design literature and this paper is the first one that develops a model by bringing the two perspectives together.

Armand Viljoen, Martinette Kruger and Melville Saayman

Satisfying visitors' needs: What to resort to

Over centuries resorts across the world have played a pivotal role in tourism, and can even be seen as the backbone of tourism as we know and comprehend it today. South Africa is no different, and the country has numerous resorts attracting thousands of visitors annually. Hence there is strong competition among the different resorts. This research, therefore, aimed to obtain an understanding of the resort travel market in South Africa by investigating if different resorts attract different types of visitors. This exploratory research is, as far as the authors know, one of the few to analyse the market of resorts in South Africa. The research was quantitative, and a structured questionnaire was used to collect the data. For this research three well-known resorts were chosen due to their proximity to South Africa's economic hub, namely Gauteng. Moreover, the resorts offer similar facilities and services, and it can, therefore, be assumed that they attract a similar market. These three resorts thus provided the ideal research opportunity to determine the market(s) attracted to the resorts and what distinguishes the resorts from each other. Over a period of four days (8 to 11 December 2016), three separate teams conducted a visitor survey at the respective resorts, and a total of 233 fully completed questionnaires were included in the analysis. The data from the three resorts was captured and pooled in Microsoft Excel© and analysed by using SPSS Version 24 (Statistical Package for the Social Sciences [IBM: SPSS], 2017). The analysis was done in two stages: two exploratory factor analyses (motives to travel to the resorts and resort amenities), and an analysis of significant differences between the different markets attracted to the respective resorts. The study contributes to the field of research in three ways. The results firstly identified motives (resort, family, corporate and nostalgia) of visitors to three separate resorts and emphasised that the combination and strength of the factors identified were determined largely by the type and nature of the resort and the market it attracted. Secondly, the research identified the resort amenities that respondents were satisfied with at the resorts (in order of importance, quality services, activity variety and accessibility, marketing and hospitality services, maintenance and value and campsite management). Again the results highlighted that the type of resort and market it attracted influenced the rating and satisfaction of the resort amenities. Finally, the results confirmed that although resorts may appear similar regarding their amenities, they attract different markets that differ regarding their socio-demographics, motives, and rating of the resort amenities. Based on the heterogeneity of the resort markets, a typology of resort visitors was created that is descriptive of the needs of the market attracted to the respective resorts. This typology ((sentimental, scrupulous and stately) should be used as the basis for the marketing strategies and branding of the resorts and is invaluable in gaining a competitive advantage. This research, therefore, greatly contributes towards the understanding of the needs of the South African resort market.

1st Presentation Session **Room: DOG/17**

Armand Viljoen, Martinette Kruger and Melville Saayman

Generational differences between South African resort goers

Generational differences have contributed to a wide body of literature in market segmentation research. Within the South African landscape, the political and social transformations have shaped, to a certain degree, the perceptions of consumers in different generational cohorts. The available literature on the needs of different cohorts within the tourism industry is scant. Analysing the profile and needs of different generational cohorts of South African resort goers, was the premise of this exploratory research. Since the 1900's resorts have been acclaimed contributors to the South African tourism industry. Within this research a distinction between the Baby Boomers and Generation X to selected resorts in the country was made. This exploratory research is, as far as the authors know, one of the few to analyse the market of resorts in South Africa. The research was quantitative, and a structured questionnaire was used to collect the data. For this research three well-known resorts were chosen due to their proximity to South Africa's economic hub, namely Gauteng. Moreover, the resorts offer similar facilities and services, and it can, therefore, be assumed that they attract a similar market. These three resorts thus provided the ideal research opportunity to determine the market(s) attracted to the resorts and what distinguishes the resorts from each other. Over a period of four days (8 to 11 December 2016), three separate teams conducted a visitor survey at the respective resorts, and a total of 233 fully completed questionnaires were included in the analysis. The data from the three resorts was captured and pooled in Microsoft Excel© and analysed by using SPSS Version 24 (Statistical Package for the Social Sciences [IBM: SPSS], 2017). The research indicates the valuable contribution that generational theory has in understanding travel behaviour, as well as, highlighted the fact that different generations should be included in the analysis of destinations to reduce the mismanagement of resources. Therefore, understanding the different generational needs and behaviour of the domestic market, due to the political and social history of the country, is a major contribution.

Robert Nash, Andrew Martin and Peigi Rodan

Women's participation in leisure cycling. A Scottish perspective.

Cycle tourism is a popular leisure time physical activity (LTPA) and is a growing niche market, with cycling breaks growing by 10-15% in the UK (Mintel 2014). A huge increase has been noted in the utilization of the National Cycle Network (NCN) that joins bike paths throughout the UK. Sustrans is a UK charity that works to get fewer people driving and more people walking and cycling. They recorded a 170% increase in the usage of the NCN between 2003 and 2010 (Zovko 2013). Growth in cycling has been driven by the National Cycle Network (NCN) (Beanland 2013; Zovko 2013; Sustrans Scotland 2014), the Olympic games (Grouse 2011) and cycling groups that provide social support (Rand 2016; Fullagar and Pavlidis 2012). Cycling takes many forms from competitive cycling to utility cycling and leisure cycling. Leisure cycling has been interpreted as both cycle tourism (Lumsdon 1996) and recreational cycling (Ritchie 1998). The economic value of this niche market in Europe is approximately 44 Billion Euros per annum (Adventure Cycling Association, 2012). Most of this is generated within countries where cycling is more popular than the UK such as Germany and the Netherlands (Beanlands 2013). British interest in cycle tourism is small in comparison with just 7% of adults taking up leisure cycling in the UK (Mintel 2013). However, this is not to say the industry is not contributing significantly to the British economy. Scotland alone generates between £106 – £108 million in direct expenditure every year (Zovko 2013). Indeed, cycling is the 4th most popular recreational activity in the UK (Fullagar 2012) and 45% of the utilization of the National Cycle Network is for leisure purposes (Sustrans 2012). Cycle sales are also booming with Halfords increasing sales by 11% in 2015 and selling one in three bikes in the UK (Smale 2016).

This paper explores reasons that prevent females from participating in leisure cycling. This is important because previous literature had concentrated on utility cycling. The paper identifies constraints that women faced. A review of the literature suggests that safety and a lack of a cycling culture appeared to be the most recurring themes that prevent female participation. In this research Constraint Theory helps segregate constraints allowing for a more straightforward research design and discussion.

The research concurs with the literature to a certain extent, in that most of the participants' main concerns were the lack of infrastructure and facilities to improve safety. Another emerging theme is women's fear of being in a minority of females that cycled, something that is more resonant in leisure cycling than utility cycling. It seems that in order to have a larger representation of women cycling, a strong culture of female cyclists would have to be built up so that women can be inspired by peers to cycle alongside one another.

Time is only really an issue for women that have children. All other participants feel they have time for leisure activities and it was merely a choice of how they wish to spend their leisure time. Although cycling is often viewed as a family leisure activity, parents find it hard to motivate their children towards cycling or feel insecure carrying their child on their bikes due to the unsafe road conditions. However, Smart et al. (2013) found that it was not necessarily children that stops women from being able to cycle. They suggest that time constraints allow women little time to participate due to a lack of maternity leave given to males, to enable a sharing of parental responsibilities. The research agrees with Shaw (1994) in that mothers cannot justify taking sufficient leisure time for themselves due to their ethic of care, overriding desires for leisure time. In terms of cost, most participants feel that bikes are an investment and does not hinder them from participation.

This paper is important in highlighting that there is a willingness amongst women to participate in leisure cycling with only one constraint being intrapersonal. Interpersonal constraints were more frequent, highlighting the importance of the influence of peers as well as females need to socialize in a non-competitive atmosphere during their leisure time. The research shows that some changes would need to be made to encourage more females from non-participants into participants. This paper provides a better understanding of why females are constrained from cycling, it allows for communities and governments to adopt policies to encourage female cyclists.

Marco Scholtz and Melville Saayman

Diving into the consequences of unheard stakeholders

Purpose of study

A marine protected area (MPA) is a popular strategy for preserving coastal marine areas (Mascia et al., 2010). The key functions of MPAs are to protect the marine wildlife, its adjacent terrestrial areas and to protect and uplift the residents who live in such areas (Fabinyi, 2008). As a result, such areas usually develop some form of marine tourism where the natural resources of the area are mostly used in a non-consumptive manner. Smaller communities might even become dependent on marine tourism. However, MPAs remain controversial management systems where the importance of the oceanic diversity is sometimes placed above the welfare of the coastal communities (Padock, 2006). Literature has revealed countless times that the sentiment of residents who live in communities where tourism activities take place strongly influence the sustainability of the tourism industry (Jurowski & Gursoy, 2004; Park et al., 2012). This situation is no different in one of Italy's well known MPAs, the Portofino MPA. This MPA has a well-established scuba diving tourism system (SDTS). Residents, however, did not form part of the initial planning and implementation of the MPA or SDTS (Salmona & Verardi, 2001), even though they are key stakeholders in these two industries (Dimmock & Musa, 2005). As a result, residents developed negative sentiment towards the SDTS and MPA – this was perceived by other stakeholders such as the dive operators and the tourists, especially the scuba divers (Salmona & Verardi, 2001). To date, no significant action has been taken to create a better understanding among the stakeholders.

The purpose of this study was to converse with the dive operators and residents of the Portofino MPA to determine to what extent these two important stakeholders communicate and interact so that possible gaps in communication can be highlighted and addressed. Furthermore, residents' social impact perceptions, as well as general perceptions of the state of the scuba diving industry, were measured to understand how residents feel about this marine activity.

Method used

To achieve the purpose of this study, a mixed-method was employed. To collect information from the dive operators, a qualitative, non-experimental approach was used using semi-structured, one-on-one interviews with the assistance of an interpreter. Eight operators were surveyed in August 2015. The data was transcribed, and five themes were revealed. This was followed by a quantitative, non-experimental, descriptive technique of data collection, using a structured questionnaire that was distributed to the residents from August to September 2015 and during August 2016. A sample of 106(n) completed questionnaires were obtained. Using descriptive statistics, the researchers managed to identify and compare the main differences in the two key stakeholders' perceptions of one another.

Findings
It was revealed that there are clear misperceptions and gaps in communication among the various stakeholders. Residents do not recognise themselves as stakeholders in the SDTS, or they do not know how they can contribute towards it. On the other hand, the dive operators perceive residents as rude and uninterested. It was suggested that a mediator such as the local tourism authority should attempt to get the representatives of the two stakeholder groups together to discuss the grievances and understandings of each side in order to educate one another, and eventually reach some form of understanding to improve the current state of the MPA and it SDTS. This study makes a practical contribution towards the management of MPAs with SDTSs by ensuring that all stakeholders are made aware of their surroundings, as well as by establishing how they should function within it. It also contributes to the statement in literature that the cooperation of stakeholders is vital for the survival of a tourism activity.

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Patcharaporn Bunlueng, Ken Butcher and Liz Fredline

Local communities' perceptions of hotel Corporate Social Responsibility (CSR) activities: Role of community recompense

This paper explores how corporate social responsibility (CSR) activities undertaken by hotels, are perceived and responded to within local communities. This is significant research because it is the first known study to examine the impact of hotels' CSR initiatives on local community members, despite increasing CSR investments by firms in the worldwide hospitality sector.

According to the World Business Council For Sustainable Development (2004), CSR can make contributions to a community's economic sustainability, provide work for community members, and their families, and generally improve the quality of life (QOL) within local communities. Indeed, the importance of CSR within the hospitality industry has risen, largely due to environmental and social issues (Sheldon & Park, 2011). In particular, hotels worldwide have reported their substantial investment CSR activities because among other things, these activities can improve the quality of life in local communities (de Grosbois, 2012), which in turn benefit the hotels (Porter & Kramer, 2006).

While hotels have claimed that their efforts in engaging in CSR activities will benefit residents in local communities (e.g., Shangri-La, 2018; Starwood, 2018), we know little about whether such activities have improved the lives of local community members or have had any impact on the way local residents perceive the hotels' CSR activities. A review of the CSR literature across different industries shows that most weight is given to primary stakeholders, such as customers, managers, and employees (e.g., Pérez & Rodríguez del Bosque, 2015). A handful of hospitality studies have indirectly investigated the relationship between local communities and firms, in terms of CSR responses (e.g., Boehm, 2002; Bohdanowicz & Zientara, 2009; Boonkaew, Polonsky, & Pearlman, 2006). For instance, Bohdanowicz and Zientara (2009) investigated quality of life issues for host communities and hotel employees from the perspective of the hotel company. They did not seek the views of the host communities. Thus, no studies could be found that addressed the issue of how local residents viewed CSR activities by hotels, especially relating to the notion of whether or not local community members viewed the hotels in a positive light and/or were willing to support the hotel. Thus, the purpose of this study is to gain insight into the perceptions of local community stakeholders regarding hotels that undertake CSR activities in Thailand.

To undertake this exploratory study, a qualitative case study design was developed focusing on four hotels and their respective communities in Thailand. These hotels and their respective communities were located in the following regional cities a) Nakhon Si Thammarat; b) Surat Thani; c) Trang; and d) Chumphon. These 3 to 4 star hotels were selected for their well-known identity in the community and their engagement with CSR activities. Using a snowballing technique to recruit respondents, semi-structured interviews were conducted with thirty participants, in total. To overcome issues of a lack of awareness of specific hotel CSR activities stimulus materials were used in each interview.

Overall, respondents were satisfied or dissatisfied with a hotel's CSR activities based on five key themes, namely perceived fairness of CSR activities, perceived quality of life, stakeholder appreciation, community orientation of hotel owners, and community recompense. The latter theme, of community recompense, refers to the idea that hotels should remunerate the local community to meet local communities' expectations. The theme can be divided into three sub-themes. The first sub-theme is that hotels should repay the community for contributing to the hotels' success. Respondents felt that the hotel has an obligation to undertake CSR activities, as the hotels had become successful because of the communities they lived in. The second sub-theme is that hotels should compensate the community for any negative effects caused by the hotels' business. The third sub-theme refers to the idea that hotels should share its resources commensurate with its ability to contribute. Thus, large hotels had a capacity to undertake CSR activities, which, in turn, creates an obligation for hotels to participate in CSR activities.

Whereas, existing studies have been focused on stakeholder perceptions from a positive perspective, this study illustrates that there is also a multifaceted negative perspective that needs to be considered.

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Jessica Templeton and Rose Garton

Qualifying the use and influence of blogger and social media influencers in B2C events

Background
In the wake of the now infamous Fyre Festival (Burrough, 2017), the use of social media influencers (SMIs) in the marketing of events, and increasingly of their incorporation into the designed event experience, has come under increasing industry but not academic scrutiny. Millennials are noteworthy for their lack of trust with traditional forms of marketing and their peer-related preference for SMIs (Sudha and Sheena, 2017); a pattern also followed by Gen Z (Williams et al., 2010; Hidvegi and Kelemen-Erdos, 2016). Research has indicated that the use of online marketing is key to consumer brand loyalty (Gummerus et al., 2012; Erdogmus & Cicek, 2012); particularly in the case of young consumers, as peers and friends help to shape the perception of brands through personal comparison (Hamilton et al., 2016). The rise of SMIs have been welcomed, in particular, by the fashion and beauty industries (Sudha and Sheena, 2017), and by extension, their B2C events. In events, SMIs mark a shift between the more traditional 'celebrity endorser', found primarily in the event sponsorship literature (Davies & Slater, 2015) and the increasing dominance of SMIs, whose self-branding is entirely crafted via social networks. The marketing value of SMIs derives from their "above average number of followers in a specific niche or market" (Sudha and Sheena, 2017, p.16), and is leverage by brands to build trust between the brand and consumers. Berryman & Kavka (2017) state that trust is built between the consumer and SMI due to the authentic nature of the SMI and the content created, unlike the traditional celebrity endorsers for brands which can be viewed as distant and uncaring.

Aim/Purpose
The aim of this research is to provide an understanding of the use of SMIs in B2C events. The research applies the theories of consumer-brand relationship marketing to assess the impact of SMIs on the designed event experience and consumer outcomes related to event brand equity. Building on the existing research into marketing event outcomes, Crowther's (2011) Marketing Space Framework is adopted to provide the basis for exploring the use of SMIs in event organisations' marketing strategy by key stages. These stages include the setting of event objectives, the design, delivery, and evaluation of the marketing event episode. Event marketing outcomes related to the use of SMIs are evaluated as measures of brand equity, including brand perception, loyalty, intention to purchase or attend, online engagement, and e-WOM.

Originality
No research currently exists which examines the use of SMIs in the live event experience, and only limited research has dealt with their inclusion in the online marketing of events (e.g. Sudha and Sheena, 2017). This research extends the literature on event marketing, particularly into the area of consumer brand relationships, with a focus on brand equity.

Methodological Approach
The research is based on a series of semi-structured interviews conducted by the researchers with UK-based brands or companies that have used SMIs in their B2C events within the last 12 months. Following transcription, the data will be analysed using a process of thematic analysis using qualitative coding techniques in NVIVO and follow an inductive approach to theory development.

Key (Expected) Findings
Initial findings suggest that the use of SMIs is encouraging consumer intension to attend and is positively affecting the consumer perception of the brand, particularly in the lead-up and during the marketing event. Brand equity does diminish after engagement between the SMIs and the brand community ceases (post-event), except where ongoing online engagement is sustained.

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Annemarie Piso

Who controls the clock? The regulation of workers hours in the hotel sector.

The purpose of this research is to explore the level of control managers and workers in the hotel sector are able to exert on the scheduling and pattern of employees' working hours and the context in which this takes place.

Literature suggests that a number of factors combine together to shape the regulation of time in the employment relationship and the ability of either employers or workers to exert an element of control; the existence and effectiveness of trade unions, the level of state intervention, the specific sectoral labour characteristic and the strategies adopted by management in each sector to determine working patterns (Arrowsmith and Sisson 1999, Berg et al. 2004, Rubery et al. 2005, Lee et al. 2007). The focus of this research therefore has been to understand the extent to which these factors exist in the hotel sector and the varying degrees by which they ascribe control to management and workers over employees' working hours.

Interviews were conducted with 20 student employees in the hotel sector. A number of these were able to report on multiple employment experiences in the sector and half had worked for prolonged periods as part of a yearlong placement. In addition senior managers and Food and Beverage managers in four city centre hotels based in the North of England were interviewed.

The findings suggest that though few of the employees worked long hours, the control they were able to exercise over the patterning and scheduling of their work was minimal to non-existent. In contrast to this employers reported a greater anticipation of demand than expected shaped primarily by the type of clientele received; business guests with relatively predictable patterns during the week and leisure guests with more unpredictable patterns of consumption during weekends. Historical patterns, local databases as well as the use of internet booking to steer guests to particular patterns of consumptions of hotel services all mediated to allow for greater efficiencies in the allocation of work. Furthermore tight budgetary control over wages meant senior managers could instruct departments to cut back on workers hours at short notice to claw back any overspend. Middle management, who were not always informed of the reasons of such cuts, reported being pulled between this and employees' resentment at having hours cut.

As anticipated no unionisation existed in any of the workplaces reported on, though in each of the hotels visited formal mechanisms existed that could have allowed workers to raise concern over the allocation of their hours, for example employee representative forums and anonymous phone lines. However management reported that their use was almost exclusively focused on operational matters with none recalling any instance where they had ever been used for matters related to the terms of workers employment or indeed working hours. . Employees themselves often reported great distress at the lack of control and input in their hours and the impact this had on their lives and physical wellbeing. In addition most were too fearful to raise concerns, highlighting money, a future reference or the temporary nature of their employment as limiting factors. On occasion workers, at times on a collective basis, did feel compelled to raise concern but the impact was often short lived. The mechanisms they used were exclusively informal involving fact to face discussions with line or more senior management. In addition the potential protection they were afforded by the Working Time Directive, which serves to regulate working hours in the UK, was minimal. For example lip service was paid by employers to the legal entitlement of a break after six hours continuous work and most employees recorded having pay deducted for breaks denied. There was also a tendency for employees to start to monitor working hours against payslips due to lack of trust in management reporting systems.

The findings of this research strongly indicate that the ability take control of employees' hours is predicated on employment status. Literature suggests that that working hours are likely to be a feature of the employment relationship that is likely to be heavily contested (Rubery et al. 2005, Noon et al. 2013). It would appear from this research that this takes place at a level which is rarely visible.

Nicholas Wise, Lucia Aquilino and Tanja Armenski

Managing the competitiveness of Matera before the 2019 European capital of culture, and recognizing considerations during and after

Events are increasingly playing an important role in regenerating cities by catalyzing culture, and aiding to social and economic development. The European Capital of Culture (ECoC) promotes urban management and economic production using culture to drive the restructuring of social legacies, job creation and civic re-positioning. It is essential that ECoC hosts have a long-term competitive strategy in place aimed at strengthening the capacity of the city to deliver diverse cultural programmes and numerous events, at present, and into the future. This study addresses Matera's preparedness ahead of the European Capital of Culture in 2019 and identifies directions for management and future research during and following the event. Peripheral regions are arguably most vulnerable, and focusing on the case of Matera ahead of 2019 is essential to understand strengths and weaknesses of how locals perceive their destination. Such work is essential so that the host community and regional tourism planners/developers can identify strengths and weaknesses based on assessed indicators. Matera, in the Basilicata Region is located in the south of Italy along the Ionian and Tyrrhenian Seas. Tourism is an increasing economic driving force in Matera and across the Basilicata Region given the mild Mediterranean climate, varied dramatic landscapes, and rich cultural heritage. Matera is now seeing increased investments in urban regeneration and infrastructure ahead of ECoC 2019—the event is expected to produce a multiplier effect of tourism opportunities in Basilicata and adjacent regions. To better understand and measure competitiveness, tourism researchers have presented various models. The Integrated Model of Destination Competitiveness was adapted. A survey questionnaire using a seven point Likert scale (1 less to 7 most competitive) was conducted divided into six main determinants:

1. Inherited Resources
2. Created Resources
3. Supporting Resources
4. Destination Management/Organization
5. Social Conditions to Improve Local Wellbeing
6. Image/Awareness Conditions.

The presentation and paper will detail and present results of indicators based on each determinant, presenting mean, standard deviation, Wilcoxon test statistic (Z) and Sig (2-tailed) results to highlight specific strengths and weaknesses across indicators. There are limitations facing Matera in that transportation connections directly connecting or traversing this part of Italy are minimal. Strengths that do come from such isolation is the nature and scenic beauty that many travelers seek creates a distinct ambiance. In terms of the social impact, it gives people in this region a chance to display their destination and culture to visitors through events. Moreover, the ECoC designation represents a chance to get people involved through volunteering and to learn new skills for developing the industry and attracting new commerce—thus creating social impacts. The quality of new facilities, infrastructures and services at the destination provides essential support; however, these created resources need managed so that residents continue to use and venues and host future events. It is argued there is too much emphasis on developing infrastructures, and that more research considering the residents who live in the actual place is necessary.

Mohsin Altaf and Sany Sanuri Mohd Mokhtar

Employee brand equity in Malaysian top ranked hotels: The role of brand role clarity and employee brand commitment

The role of employee is imperative in services in order to protect or destroy the brand. For the reason, the employees' behavior does maters in protection of brand image. Employee brand equity (EBE) is the employees' brand behavior refers to the employees' side of brand equity which contributes to external brand equity or consumer side of brand equity (King & Grace, 2009); employee brand equity is the differential impact of brand knowledge on employee responses in a work environment (King & Grace, 2009). Employee brand equity encourages employees to consistently deliver brand promises, and consequently, the success of a brand depends on employee attitude and behaviors (Burmann & Zeplin, 2005). For the reason, the current study investigate the relationship of openness and employee brand equity by checking the mediating role of employee role clarity and employee brand commitment in Malaysian top ranked hotels. The data were collected through survey method form employees working in Malaysian five star Hotels. Multistage sampling method was adopted by using proportionate stratifies random sampling by selecting the hotels and simple random sampling for the selection of employees inside hotels. Survey method was adopted by distributing the questionnaires to the employees of Malaysian five star hotels. The data were collected only from the frontline employees because, they are the actual players in delivering the services to the customers. A total number of 453 Questionnaires were distributed to the employees. Out of 453 questionnaires, 280 questionnaires were returned back. Total numbers of two Questionnaires were discarded due to incompleteness and response biasness. 278 questionnaires were considered for analysis. Hence, the effective response rate was 61.4%. For data analysis, statistical package for social sciences (SPSS) was used to check the relationships among variables. For mediation analysis, the PROCESS Macros was used to check the mediating role of employee brand commitment and brand role clarity in the relationship of opened and employee brand equity. The findings of the study demonstrate that openness has significant positive relationship with employee brand commitment and employee role clarity, meantime, employee role clarity and employee brand commitment has significant positive relationship with employee brand equity that is the employees' brand behavior. Moreover, employee brand commitment mediates the relationship of openness and employee brand equity while brand role clarity has no mediating role in between the relationship of openness and employee brand equity. In this regard, the relationship between the variables has been studied by past research, however, the mediating role of employee brand commitment and employee role clarity in the relationship has not been tested before. According to the study, employee brand commitment is very much important in Malaysian hotel industry specially in five star hotels than employee role clarity because employee brand commitment has a stronger impact on employee brand equity than employee brand role clarity, moreover, it also mediates the relationship of openness and employee brand equity but we cannot say that employee brand role clarity is not important. Employee brand role clarity is important but less than employee brand equity because high level of emotional sentiments (commitment) and high level of intellectual sentiments (Clarity) makes employee brand champion as per buy-in matrix suggested by Thomson, de Chernatony, Arganbright, & Khan (1999).

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2nd Presentation Session **Room: DOG/17**

Marietta Fragkogianni

The willingness to pay premium prices in accommodation establishments

According to Netemeyer et al. (2004) the willingness to pay a premium price is the explicit preference of a customer to pay an extra amount of money for a specific brand only and not for another. Most scholars agree that brand equity has a direct positive influence on various aspects of consumer behaviour, particularly distinguishing the willingness to pay a premium price (Keller, 2003; Keller & Lehmann, 2006). Marketing activities reinforce this attitude through the previous effect they exert on brand equity (Godey et al., 2016). Taking this aspect under consideration, hotel industry falls within its scope, since it is susceptible to the crucial role that marketing tools play in the formulation of customers' reaction (Verma et al., 2012; Naylor et al., 2012), resulting whether clients are willing to pay a premium price.

The study examines a series of factors that influence the customers' attitude to pay premium prices in hotels. In order to achieve this, the role of income and age on brand identification is examined through its effects on brand image, price and quality, need for belonging, need for uniqueness and conformity to consumption trend. Finally, the way that brand identification relates to the willingness to pay a premium price is analysed. The theoretical contribution of the study concerns the examination of the factors affecting the spending behaviour of hotels' visitors, especially, in relation to paying a premium price, which is under-researched in the literature, moreover, under recession circumstances.

The 'Theory of Planned Behaviour' (TPB) and 'Theory of Reasoned Action' (TRA) constitute the two theories on which the proposed model is based. According to Ajzen (1991) the TPB constitutes three main pillars: (i) reactions towards specifics attitudes (ii) reactions towards other people's attitude, and (iii) views on the potential drawbacks in performing an action. TRA relates to the prediction of human behaviour according to pre-existing attitudes and intentions, and it is defined by what people expect through the way they act (Fishbein & Ajzen, 1975; Untaru et al., 2016).

The research took place from June till August 2017 in the departures' wing of the Athens International Airport 'Eleytherios Venizelos'. The respondents were adult holidaymakers asked to fill in a structured questionnaire. Out of 400 holidaymakers asked to participate in the research, 328 useful questionnaires were collected, resulting to 82% response rate. The questionnaire was based on previous research and consists of 42 Likert scale statements (1=strongly disagree, 5 = strongly agree). The socio-demographics of age and income were also examined. For the influential evaluation of the examined constructs, Structural Equation Modelling (SEM) was employed.

The findings suggest that the structured linear model demonstrates a moderate to high significance. Brand identification appears to have a considerable effect on premium price. The former seems to be mainly influenced by brand image, followed by the need for uniqueness, price-quality nexus, and conformity to consumption trend. Conversely, the need for belonging does not seem to influence brand identification. Moreover, the examined socio-demographics of age and income seem to have a substantial influence to all constructs impacting on brand identification.

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David Adeloye

Assessing domestic tourists' attitude towards terrorism and destination safety using explicit and implicit measures

Previous studies on tourist attitudes have mainly focused on measuring their explicit cognition rather than their implicit cognition. This study examines attitudes of domestic tourists in Nigeria towards destinations in relation to terrorism using data for both explicit cognitions (based on semi-structured interviews) and implicit cognitions (based on the Implicit Association Test - IAT). Attitudes held by potential tourists toward destinations play an important role in identifying and predicting tourist purchase behaviour. This study advances understanding of tourist attitudes and also enhances the method of measurement of tourist attitudes.

Measurement of tourist attitudes toward destinations has conventionally relied on self-report measures (Um & Crompton 1990; Prebensen 2006), such as questionnaires and interviews, which simply measure explicit attitudes. However, recent social psychological research shows that explicit measures are restricted in that people are sometimes unwilling or unable to provide accurate reports of their feelings, opinions or attitudes (Brunel et. al. 2004; Gawronski & Houwer, 2014). The limitations of self-report measures have urged researchers to develop implicit measures that assess feelings, thoughts, and behaviours without requiring introspection.

One of the tools predominantly used for measuring implicit attitude in social psychology research is the Implicit Association Test (IAT). The IAT is a response-time computerised task based on the assumption that quicker and accurate responses are facilitated when main concepts in the task are compatible with a participant's preference (Gawronski & Houwer, 2014).

This study assesses attitudes of domestic tourists in Nigeria towards destinations in relation to terrorism via three stages; personal interviews, which explore explicit attitudes towards destinations in Nigeria, the IAT, which measures their implicit attitudes about destinations considered to be safe and unsafe due to terrorist events, and a discussion to compare and reflect on data from the interview and IAT. The sample comprises residents of Abuja, Nigeria who have intentions to travel domestically for the purpose of tourism.

The results on this paper compare and contrast data from both explicit and implicit measures and give an opportunity to reflect on the possible differences or similarities between individual's explicit and implicit cognitions and their influence on tourist behaviour or travel intentions.

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Efstathios Velissariou, Dimitrios Belias and Lazaros Raptopoulos

Advantages & disadvantages of all-inclusive holidays for tourist and Hotels. Case study in all-inclusive Hotel-resorts in the island of Skiathos in Greece

In the last decades, more and more Hotels choose to provide all-inclusive services, as a means of attracting new customers and to increase the Hotel revenues. On the other side, many tourists chose an all-inclusive package tour, for cheaper, safer and more efficient holidays.

The main scope of the paper is to highlight the advantages and disadvantages of all-inclusive package tours for the tourist and the hotel enterprises. At the same time, the primary research investigates the demographic profile and characteristics of all-inclusive package tourists, the tourist activities during the holidays and also the elements of satisfaction or dissatisfaction.

The primary research was conducted in Sommer 2016 in the Island of Skiathos in Greece. Skiathos is a small but popular tourist destination during the summer in Greece. The permanent population of the islands accounts 6.088 Inhabitants and the Hotel capacity of 6.781 beds. The majority of the foreign tourist arrives on the island by plane. Especially in the year 2017 the arrivals in the Skiathos airport accounted 182,7 thousand. The majority arrived from United Kingdom (43%), Italy (16,9%), Sweden (7,2%) Germany (5,9%), Norway (4,8%), Serbia (4%), Denmark (3.8%) and from other 20 Countries. About another 150 thousand tourists arrived by sea, but in this case, the majority was Greeks, arriving from the mainland.

The results of the study showed that the average age of the tourist was 36-55 years. To a large extent, tourists have visited this Hotel resorts again. Their average length of stay was one week. Usually, they made a holiday with their companion, their children and their friends. They are informed about the island from the internet or from travel agencies and far less than relatives and friends or tourist guides.

Tourists during their stay on the island are very busy with swimming, water sports, nightlife and excursions. Less involved in visiting archaeological sites/museums and attending cultural events. In addition to the satisfaction of tourists from the island's infrastructure, the majority seems to be satisfied with the airport, the port, the accommodation. Less satisfied are tourists from water, roads and transportation.

Overall, the results showed that the benefits of all-inclusive packages to attract new tourists, the increase in hotel revenue and that tourist know in advance the amount you spend on their vacation. The disadvantages are that tourists do not spend amounts in other local businesses and remain confined to the narrow limits of the hotel, the massive tourism and all-inclusive packages can be implemented only in major hotels.

Regarding future research, subsequent surveys should focus on designing appropriate visibility of the tourist product and implementing a program to highlight the benefits of the island.

Lucia Tomassini

A study of the narrated organisational effectiveness in small value-based tourism firms

Although small firms characterise the tourism sector, there is currently insufficient critical understanding of their heterogeneity and they remain largely under-investigated and under-theorised. They have been examined mainly on the basis of a rudimentary polarisation - commercially oriented and non-commercially oriented - or according to their lack of entrepreneurial attitude and managerial skills in comparison to firms quantitatively different or operating in other sectors. Small tourism firms not primarily committed to economic growth have been identified mostly as lifestyle-oriented, rejecting growth to pursue personal lifestyle choices. Conversely, the realm of small tourism firms defining themselves through the non-profit values they pursue, the ethical vision they are committed to, and their proactive approach to development and welfare, remains totally unexplored. These firms critically reflect part of the contemporary debate on global challenges, the development agenda and the switch from consumerism to citizenship, where civil society and companies are called to take responsibility for others and the environment. This research, therefore, explores how such firms construct and narrate their organisational effectiveness between their non- profit driving values and the market's profit rationales; the study adopts a value-driven outlook involving the understanding of the firms' identity construction process, decision- making process and management. The research examines the background and ideological outline of such firms, exploring the relationships among alternative paradigms of development and growth, non-profit values, small-scale products and tourism. Through a social constructionism perspective, the research designs a qualitative narrative approach, innovative in tourism research. The researcher organised a number of lightly guided interviews with the founders-owners/managers of small Italian tour operators committed to an ethical vision of tourism, and operating in developing countries. Purposive sampling allows the identification of small tour operators with key common pre-determined characteristics. The selected tour operators are all members of AITR – Associazione Italiana Turismo Responsabile –, an Italian consortium gathering firms committed to a responsible ethical approach to tourism. The interviews result in a dataset of first person accounts, narratives and stories that are analysed through a combination of structural narrative analysis and a linguistic approach to the structure of a narrative. The narrative analysis reveals common patterns in the way participants make sense of their identity and role, moral standards, and the construction of their organisational effectiveness, decision-making processes and management. This leads to the identification of three main narrative types: the intellectual and educational narrative, the professional and entrepreneurial narrative and the empathic 'free speech' narrative. The research proposes a new understanding of small tourism firms that do not define themselves in commercial terms, and reveals a complex realm of firms not matching the lifestyle-oriented paradigm. The three narrative types picture a realm of disruptive, parrhesiastic - 'truth- telling' -, innovative, entrepreneurial firms, committed to alternative ideological paradigms of development and growth that challenge the failures and weaknesses of the Western global economy. The research shows three liquid polycentric narrative types trying to re-define concepts like growth, development, entrepreneurship and professionalism for small value-based tourism firms.

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Geoffrey Riungu, David White, Dandison Ukpabi and Unmesh Kanchan

Identifying tourism hot spots and estimating use levels at ecological areas in sub-Saharan Africa through Flickr

Tourists often record their experiences at destinations through photography. For varied reasons, they then upload and share photographs on social media platforms like Flickr.com. Uploaded photographs often have precise geographical data. A growing body of research has used geotagged photos to better understand how tourists move through time and space. Despite African countries being key tourism destinations, there are limited studies that have applied user-generated geographic content in evaluating tourist behaviour and their consumption of space. This study used Flickr to estimate potential tourism hot spots in sub-Saharan Africa. The optimized hot spot analysis tool in ArcGIS was used to identify statistically significant spatial clusters of high Z-score values (hot spots) to be around cities and protected areas. Additionally, the distribution of Flickr points may be indicative of visitation levels at ecological areas in sub-Saharan Africa. Visitation data for specific protected areas in sub-Saharan Africa are often out of date and in some cases unavailable or restricted. Therefore, the study findings will inform planning efforts by protected area managers and destination marketing organizations.

Gina Poncini

The growth of participatory and elite cycling events in the United Arab Emirates: Examining community engagement and the Abu Dhabi Tour

Travel and tourism is one of the sectors being targeted for expansion in the United Arab Emirates, with recent government initiatives aiming to diversify the economy and decrease dependence on oil. Tourism strategies and visions have been developed at the level of individual Emirates such as Dubai, Abu Dhabi, Sharjah and Ras al Khaimah, to contribute to the goal of transitioning to a sustainable and knowledge-based economy. The Emirate of Abu Dhabi Economic Vision 2030, for example, includes tourism among those sectors identified as being able to contribute to the expansion of the Abu Dhabi Emirate and lead to sustainable economic growth (Abu Dhabi Government, 2008, p. 11).

The purpose of this research is to examine sport event tourism in the rapidly changing environment of the United Arab Emirates (UAE), and in particular cycling events, both participatory and elite, in Abu Dhabi, the capital city and the largest Emirate. The study focuses on the Abu Dhabi Tour cycling stage race, taking a case study approach to investigate the elite event, related participatory events that make up the "Abu Dhabi Tour Challenge" lead up, community engagement and the leveraging of these events (Chalip 2006) for social and health benefits (Derom & Ramshaw 2016, Derom & VanWynsberghe 2015).

The study uses qualitative methods, including ethnographic techniques such as participant observation and observation at the Abu Dhabi Tour and related events; unstructured and semi-structured interviews with organizers, athletes, volunteers, other participants and members of other stakeholder groups. It also examines event-related materials and selected examples of communication, text and images, taking a discourse analytic approach to examine explicit and implicit values related to participation and impacts while also taking into account the social and economic context.

The Abu Dhabi Tour and cycling events in the region are of interest for two main reasons. First, in less than 5 years, cycling has experienced a huge growth in the UAE, a country established in 1971 and without a long tradition of cycling. This contrasts with the context of many cycling stage races, especially in Europe (see e.g. Berridge 2011 and Berridge 2014 on the Tour de France; Derom & Ramshaw 2016 and Derom & VanWynsberghe 2015 on the Tour of Flanders). The Abu Dhabi Tour, now in its fourth edition, debuted in October 2015, with its second edition taking place a year later; it gained elite status in February 2017, becoming part of the UCI (Union Cycliste Internationale) World Tour and added to the UCI calendar. Its rise to elite status mirrors -- and is mirrored by -- the notable growth of cycling in the region, adding to its significance.

A second reason it is interesting to examine cycling events in this area, and in particular the Abu Dhabi Tour and its related initiatives, stems from the ongoing development of community participatory events and health-related initiatives sponsored by sports councils, health insurance companies, healthcare providers, and other organizations. These initiatives attract participants who include local Emirati nationals, foreign residents (representing the large majority of residents), and visitors.

The case study and findings focus on the elite event and in particular the participatory events leading up to the elite event, promotion, and organizational challenges and impacts. It discusses related initiatives, including educational and bike-handling events for children; and the involvement of partners and stakeholders.

In terms of practical benefits, the study aims to yield insights into event planning, challenges, and efforts to encourage participation, giving attention to the context of communities where members have different cultural and linguistic backgrounds while sharing some interests. It discusses some of the factors contributing to the rapid rise in the popularity of cycling with a view to the development of sports events and sports tourism in the region; community engagement; the role of stakeholders; and the leveraging of sports events for social and health benefits. The study explores ways to refine a multidisciplinary approach, taking into consideration some of the methodologies adopted to examine events (e.g. Crowther, Bostock & Perry 2015; Getz & Page 2016; Weed 2009) and how other approaches can be integrated to yield further insights, identify issues, provide ideas for innovative solutions, and suggest avenues for further research.

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Nikolaos Pappas

Crisis management communications for popular culture events

The connection of popular culture with tourism lies on the activity of individuals to travel to specific destinations mainly because of popular culture, events and themes existing in these specific areas (Miller & Washington, 2007). From a commercial perspective popular culture can be defined as mass culture for mass consumption including music, literature, sports, film, TV programs, drama, and pop-stars (Lee & Bai, 2016). In terms of tourism marketing, several studies such as Kim et al. (2008) and Lee et al. (2008) highlight the positive influence of popular culture events on the formation of destination image. Still, popular culture may trigger negative perceptions for a destination if these events are not well organised or disastrous aspects appear (Gartner & Shen, 1992), highlighting the importance not only for appropriate risk and crisis management but also the implementation of sufficient crisis communications.

Since tourism is considered as a prominent victim in crises (Vassilikopoulou et al., 2009), a destination's risk and crisis management capabilities should be of such quality that it can quickly resolve an evolving crisis and prevent it from spreading in (Racherla & Hu, 2009) and create a considerable damage to its image. As Wilson and Anderson (2004) suggest, the ability to manage a crisis successfully can mean the difference between survival and disaster. As a result the competitiveness of a destination depends on its flexibility and its ability to change and adapt to the new reality (Papanond, 2007). Crises influence private agents' behaviour, decreasing the level of investment, export compositions, and consumption, and increasing uncertainty about future gains (Furceri & Zdzienick, 2010). On the other hand, several strategies (i.e.: cost marketing reorientation; target markets' refocus; substantial use of Information Technology) have been suggested by researchers to help the destinations to survive when a crisis occurs (Papatheodorou & Pappas, 2013). However, crisis management usually varies since the managers and stakeholders are likely to have different priorities and objectives, and may not perceive a crisis in the same way (Campiranon & Scott, 2007).

In popular culture events the audience should be used as the epicentre of crisis communications (Coombs & Holladay, 2004) in an effort to minimise the negative perceptions produced from the crisis itself, and the parallel consequences to the destination and event image. According to Schwarz (2012), the crucial point is to provide an understanding of how publics cope with and interpret crises in order to develop a body of knowledge in crisis communications, from both critical and managerial/functionalist perspectives. Regardless the importance of popular culture events for destinations and their contribution to further tourism development, the literature is predominately silent concerning their risk and crisis marketing management and communications.

The aim of this study is to conceptually discuss the risk and crisis communication aspects in tourism with reference to popular culture events. It focuses on (i) the influence of potential crises in popular culture events on destination image and branding, (ii) the crisis marketing aspects that need to be considered from the event organisers and Destination Marketing Organisation (DMO) authorities, and (iii) the communications' reaction of stakeholders in respective crises. From a theoretical perspective, its contribution deals with the provision of an understanding in terms of marketing communications in popular culture events when facing crises. Managerially, this study contributes through the formulation of essential tools for crisis communications in the respective events, including both, external and internal marketing strategies.

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Kevin Wallace and Eleni Michopoulou

The stakeholder sandwich - a new stakeholder analysis model for events and festivals

The purpose of this research was to identify a model for stakeholder mapping that relates to current stakeholder understanding and could be applied to the events and festival sector. Such a model should lead to a better understanding of stakeholder dynamics, behavior and decision making, and generate increased engagement and satisfaction by a range of stakeholders. This research was exploratory in nature and sought to explore a set of variables to inform the research, discover new variables and considerations not already known. This research was undertaken in the context of Barnsley Metropolitan Borough Council (BMBC) and in relation to the 2017 Tour de Yorkshire (TdY). This high profile sporting event included a cultural programme and community engagement, part of the Council's agenda to use events to drive tourism and the visitor economy.

The absence of a definitive model or established hypothesis for stakeholders to work from required the discovery of new knowledge and the formulation of new theory. This led to an inductive approach to solely generate qualitative data rather than quantitative to capture the motivations and influences of the stakeholders as social actors. The research consisted of a multi-method approach conducted in 2 phases. An iterative process in Phase 1 comprised two separate Focus Groups from academia and peer networks to inform and develop a proposed stakeholder model. Beginning with the established definition of a stakeholder as 'any group or individual who can affect or is affected by the achievement of the organization's objectives' (Freeman 1984), they then considered the Power versus Dynamism and Power versus Interest matrix models (Gardner, Rachlin and Sweeny, 1986), the Salience Model (Mitchell, Agle and Wood, 1997) comprising Power, Legitimacy and Urgency, and a sector specific typography of major stakeholder roles in festival networks (Getz, D., Andersson, T. & Larson, M., 2007). Phase 2 was undertaken in the context of a live event – the 2017 Tour de Yorkshire in Barnsley, and used questionnaires and interviews to engage a wide range of stakeholders. This two-phase multi-method approach in a more intensive, deeper and meaningful process to generate richer data.

The findings of the Phase 1 Focus Groups indicate that Freeman's founding stakeholder definition (1984) remains true and is a workable definition. The established stakeholder models were rejected by the Focus Groups as they were not deemed applicable to the events sector and were not being put to practical use. The only sector specific alternative model was also deemed problematic, highlighting the need to explore the development of a new model. Returning to first principles led to the formulation of a test model for consideration by Focus Group 2 which was further refined to produce the Stakeholder Sandwich, a new model to be tested on this live event.

The Stakeholder Sandwich proved to be an effective tool to map stakeholders and identify key indicators of interests. This model embodies the spirit of the original stakeholder theory and offers a fresh and alternative approach to contemporary stakeholder mapping with clear potential for use by event managers and producers in the events and festival sector.

Kevin Meehan and Fergal Tuffy

Intelligent companion application for reducing anxiety in modern tourists using automatic 'Geo-fence' information triggering

The introduction of sensors to smartphones has enabled tour operators to accurately determine a user's current context. In recent years mobile applications are becoming increasingly intelligent by using divergent types of context and reducing the current over-reliance on location only as a context (Schwinger et al. 2008). One area that has been significantly improved by the increased use of context in mobile applications is tourism. Location based systems have been highly successful and this context is imperative for mobile devices. However, this can be enhanced using polygonal 'geo-fences' to determine if a user is within an exact defined area. Tour guide systems have traditionally relied heavily on location for listing tourist attractions and showing attractions in order of proximity (Liburd, 2005). This has led to problems of inappropriate suggestions and tourists experiencing information overload (Kofler et al. 2011). These problems can be alleviated if the tourist has a clear idea of exactly what they are looking at and if this information is automatically triggered using a simple mobile application interface. The 'geo-fence' based decision making that this paper proposes is an automatically triggered description that allows tourists to receive information about where they are currently situated. The novelty of this system is the automatically triggered information points, these areas are defined by a tour operator and can be updated in real-time. In order to determine if a user is within a specific point of interest, a geo-fence will be defined around each of the tourist attractions. This will only need to be completed when initially setting up the details for the various attractions. The reason for implementing this is due to the difficulty of determining the size of each of the different tourist attractions. So as a result, it is difficult to determine if a user is located within the tourist attraction or if they are merely at a restaurant/café near the attraction. A geo-fence is made up of 3 or more points that are linked together with a polygonal chain. The chains with the most points are generally the most accurate, especially for larger or abnormally shaped tourist attractions.

The mobile application was built around a local tour bus company in Derry/Londonderry, they have found that when tourists leave the bus they find it difficult to walk to some of the nearby attractions and as a result will miss a lot of the sights that aren't on the bus route. This companion app complements the bus tour as it shows the current location of the bus in relation to the map so tourists can plan which stop they would like to disembark. The mobile application also provides an extension to the bus tour as it provides both textual and audio descriptions of each attraction in five languages. This project is interdisciplinary as it involves research in the area of Computer Science for the technical element and Social Sciences in terms of assessing tourists' behaviour.

Both a qualitative and quantitative evaluation is utilised to determine if the mobile 'geo-fence' based tour guide application reduces anxiety in modern tourists. The qualitative evaluation will involve interviewing a small number of tourists visiting the city for the first time regarding their experience of using the mobile app as a companion. The quantitative evaluation will present questionnaire data to be used to support the hypothesis that the intelligent companion mobile application reduces anxiety in modern tourists using automatic 'Geo-fence' information triggering. This study has the potential to improve the design of mobile tour guide systems to put the user at the centre of the experience instead of the user following the route devised by the application.

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Nicole Mitsche, Wadim Strielkowski and Claudia Sima

The role of social media for small scale events. Customer experience versus business reality

This research links the world of the experience oriented social media savvy customer with the reality of small and medium sized tourism enterprises (SMTEs), and their ability and knowledge to manage appropriate social media event content. It aims to investigate the gap between the online experience expectations on events promotion and communication on social media and the reality understood and lived by SMTEs.

The change of consumer behaviour brought through the emergence of the experience economy and a quest for more authentic and personal experiences (Pine and Gilmore, 1999). Businesses are using small scale events as a way to create unique product experiences, providing a diverse variation related to main products such as cooking courses, celebrating Buddha's birthday or more regular children's events or craft activities. The small scale events experience provide not only a further income source for SMTE's (small and medium sized tourism enterprises), but are a different lead and distribution channel to their products and spaces.

The power shift towards the consumer facilitated to the experience economy and technology (Berthon et al., 2012) has lead to an increased communication with producers of the experiences through social media. Consumers have moved from sharing their events experiences in a more private space to a public space, making them accessible to other users and stakeholders (Munar and Jacobsen, 2014) to an actively engaged and externalised self-representation through co-creation (Mkono and Tribe, 2017) enhancing their own and others experiences (Neuhofer et al., 2012).

Because of the perishablity of the events product and the limitation of it being tested before consumption (Schmallegger and Carson, 2008), social media plays an even more important role for consumers to gauge an insight of the expected experience (ADD REFERENCE) to minimise the risk of wrong decision making (Jeng and Fesenmaier, 2002). In parallel social media has become an integral part of the consumers information and decision process journey, either intentionally (Xiang and Gretzel, 2010) or through the different ways of recommending products through shared or sponsored content. As such it is part as much a practical tool as it is part of the consumer experience. From a business perspective social media is used as an online presence, product distribution, communication and promotion, but also to build a community to enhance the product experience (Leung et al., 2013).

Social media research in the context of SMEs has an overemphasis on the factors for (Wamba and Carter, 2016) and challenges of social media adoption. Similarly events research focuses well on the areas of consumer motivations and economic impact (Getz, 2010). There is an identified research gap in investigating the specific communication of small scale events from a consumer and a business perspective.

The research presented is on a two step mixed method approach. The first step is a an online questionnaire survey which investigates consumers expectations on visual events presentation, content requirements, communication expectations and pre-, during and post-event updates based on the Facebook event tool. The results of the survey are presented and discussed through four in depth interviews with selected SMTEs (2 hospitality, 2 attractions). The SMTE's were selected based on their very active Facebook presence with a substantial number of followers, a large number of varied and reoccurring events, and their willingness to participate in the research itself. The expected results will outline the gap of between the expectations of more regular communication and visual content by the experience oriented with the resource restricted business presentation. Through the two step method of business reflecting on the survey results, resourceable recommendations should emerge.

The research is regionally limited to the North-East of England, and limitations of the online survey apply through the SMTE's customer base. Future research will investigate further opportunities for businesses to embrace social media tools in the most cost and resource effective way meeting the main customer expectations and discussing how to add value to their experience.

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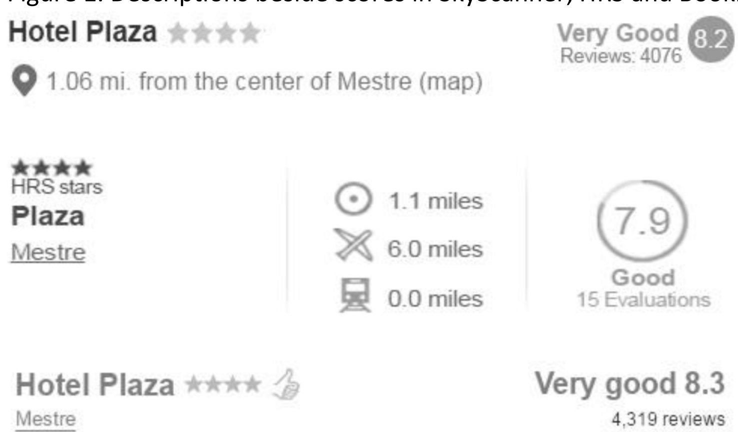
Juan Pedro Mellinas and Sofia Reino

Neutrality in descriptions beside overall hotel scores

1. INTRODUCTION

Electronic word-of-mouth (eWOM) has gained great level of importance during the last decade. The case of hotel reviews is one of particular relevance, and several studies have revealed the impact of reviews when making decisions about booking a hotel (Gretzel & Yoo, 2008; Vermeulen & Seegers, 2009).
There is extant research suggesting that both the text and ratings of online reviews affect customers' decisions (Aicher et al., 2016). Nevertheless, no previous research has examined the role played by one additional element which also features in many hotel online review sites, i.e. the one-word description of the rating received by each individual hotel that appears beside the overall rating (see Figure 1 for an example). While no research has shown the level of impact this element may have on decision-making, it is reasonable to believe that it may also play an influential factor.

Figure 1. Descriptions beside scores in SkyScanner, HRS and Booking.



Source: Self elaboration using images from websites.

The role played by online review sites is supposed to be of neutrality and transparency. However, surprisingly, no information explaining the process by which these one-word descriptions are generated is provided by any of these sites, raising the question about their trustworthiness. Therefore, built upon the theory of deception in advertising (Aaker, 1974), this study aims to address this gap.

2. METHODOLOGY

The aim of this paper is to investigate the practice of adding a one-word summary description summarizing the score received by hotels in online review sites. To achieve this, the following objectives have been set up:
- To identify the different one-word descriptions assigned to the different score ranges by hotel online review sites.

- To identify potential differences across sites in the practice of assigning one-word descriptions.
- To discuss whether the one-word descriptions are trustworthy and coherent.

The final selection was composed of 8 websites, 5 Online Travel Agencies (OTAs) with the online review functionality (i.e. Booking, Priceline, Agoda, Travel Republic and HRS) and 3 metasearch websites (i.e. Kayak, SkyScanner and Hotels Combined) that collect reviews and ratings from other websites.

3. KEY FINDINGS

Table 1. One Word Descriptions and Ratings

	1–2	2–3	3–4	4–5	5–6	6–7	7–7.5	7.5–8	8–8.5	8.5–9	9–9.5	9.5–10
TravelRep.	Very Poor	Poor	Unsatis-factory	Below Average	Average	Above Average	Good	Very Good	Great	Excellent	Magnifi-cent	Excep-tional
Kayak	Poor	Mediocre		Okay		Good			Excellent			
SkyScanner	Below average				Average	Satisfac tory	Good		Very Good		Excellent	With Honors
Agoda		Acceptable			Above Average	Good	Very Good		Excellent		Exceptional	
Booking		Poor		Disappo-inting	Pass able / O K	Plea-sant	Good		Very Good	Fabu-lous	Superb	Excep-tional
Priceline						Plea-sant	Good		Very Good	Excellent	Exceptional	
HRS							Good		Very Good		Excellent	
Hotels Combined							Good		Very good	Fabu-lous	Superb	Excep-tional

An examination of the data has allowed the identification of the different one-word descriptions used throughout the sites included in the sample (table 1). The analysis has also enabled the identification of the associated ratings and differences in practice across sites. In addition, this data analysis has allowed the identification of practices when ratings are very low.

Further analysis will allow comparisons across sites to be drawn and a discussion on the coherence of the words assigned to the different ratings will be provided. Furthermore, the practice of using words such as “average” will also be scrutinized.

The results will reveal whether there is sufficient standardization on the process of generating these descriptions across websites or whether this practice may be misleading to the consumer. While the findings will not aim to bring light into the effects that these descriptive words have on decision-making by consumers, they will aim to provide evidence of the process by which they are created.

The study aims to contribute to that body of research focused on marketing and online reviews reliability and deceptiveness.

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Olivia Ramsbottom

Discussions on management: Learning, Co-dependency, and thinking/doing: An investigation into the concept of management through a hospitality management lens

Purpose
This research paper concentrates on one discussion as part of a larger PhD study into modern hospitality management, raising the concept of the absolute co-dependency of the management role with the team (Stewart, 1967 ; Juch, 1983; Mumford, 1988; Drucker, 1999; Boddy, 2005; Witzel, 2009; Wilton, 2013) the business/organisation (Juch, 1983; Drucker, 1999; Slover, 2008; Witzel, 2009; Ratanjee, 2014) and society/culture (Mumford, 1988; Drucker, 1999; Atkinson and Foroudi, 2017; Hofstede, 1980 – 2017) as well as recognising the symbiotic relationship between the specific technical skills and the transferable management skills involved in modern management (Naylor, 2004; Cole and Kelly, 2011; Kinsella, 2012; Pollitt, 2014; Patel, 2014). The study demands that the training and development of managers be looked at in a different,more philosophical way than traditional management training and development regimes would recommend, and makes recommendations for more open-minded models of management training and development.

Design/methodology/approach
The research is critical interpretivist, with a social constructivist, phenomenological viewpoint and phenomenological strategy. The data collection and analysis is qualitative and inductive, taking the data from 32 semi-structured interviews with employees and managers in 4* and 5* hotels, split between a pilot study and a master study to create a model for training and development.

Findings
The research establishes the co-dependent relationship of the manager as individual with the guest/customer, the outside world, the business/owner, colleagues and the team and confirms the interdependence of transferable management skills and specific technical skills. Another discussion, part of the larger PhD study, regarding management as learning, is also found to be relevant to the co-dependency discussion as management results from a continuous and constant learning process: learning from and for others, learning from being/doing and learning to be able to react/respond appropriately to external factors. The findings are used to recommend an approach to open-minded, reflective and philosophical models of management training and development.

Research limitations/implications
The research follows a sound tradition of management investigations (Mintzberg, 1973; Luthans, 1988; Guerrier and Lockwood, 1989; Juch, 1983; Bielański et. al, 2011; Denzin and Lincoln, 2013; Gehrels, 2013; Nazarian, Atkinson and Foroudi, 2017) and by taking a philosophical and phenomenological approach to hospitality management, this research is in an unusual position according to Robinson, Solnet and Breakey (2014) and is in good

company, as those authors sought to challenge the ‘aparadigmatic’ nature of previous hospitality management research by taking a phenomenological approach. The validity of this research in using the phenomenological strategy in hospitality management research is strengthened by Robinson, Solnet and Breakey’s (2014) similar practice of phenomenological research in hospitality management. The research also follows the example of Aagaard (2017) in using phenomenology in modern research.

The research updates and adds to the body of management research literature, contributes to the paradigmatic discussion of hospitality management, and makes recommendations for effective hospitality management education, concentrating on the philosophical as opposed to the activist manager.

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Chiara Orefice and Nana Nyarko

Implementing value co-creation in event design – the role of business models

At a time when the event industry is becoming more and more effective in designing engaging experiences with innovative and exciting elements, and despite the acknowledgement that design contributes to event success by maximising meaningful experiences for event stakeholders (Brown, 2005), both industry and academia are still challenged in articulating what is the role of event design in delivering long term stakeholder value. This is because the relationship between design and the corresponding value creation remains largely unexplored. This paper contributes to the paradigmatic shift from event management predominant research to event design predominant research (Brown, 2014), by advancing the conceptualisation of event design as a strategic activity aimed at value co-creation in events. It focuses in particular on the role of Business Models as a tool to conceptualise the resource configuration and activities of stakeholders in event networks.

The paper starts from the premise that stakeholders benefit and co-construct value in the form of relationships and knowledge before, during and, more importantly, after an event has taken place and even in geographically dispersed locations (Richards and Colombo, 2017). Therefore events should be considered as platforms for value creating systems (Crowther and Orefice, 2015) rather than just a purposeful orchestration of experiences that are ultimately aimed at delivering specific objectives through problem solving activities (Brown, 2005; Berridge, 2012). Within this perspective, event design is strategically contributing to long-term value creation and provides support to co-design processes contributing to a value system or constellation where actors share and integrate resources through actions and interactions (Ramirez and Mannervik, 2008). The focus on value generation for and with stakeholders is based on adopting a service dominant logic (SDL) perspective where customers are a source of co-created value (Vargo et al., 2008). Recent literature in this area has shown that customers increasingly co-create value amongst themselves and also with the contribution of other external organisations that belong to a service system (Pinho et al, 2014). Organisations cannot directly provide value to customers but rather offer the opportunity to create value, and in the context of experiential services in particular the focus should be on an ongoing series of interactions that take place “repeatedly, anywhere and at any time in the system” (Zomerdijk and Voss, 2010, p.77). This shifts the focus on how different opportunities for value creation occur at different times (Richards, 2015) but also extends the range of contributors to value creation from a dyadic relationship to a many-to-many perspective where all actors collaborate to integrate resources (Pinho et al, 2014).

Frow et al. (2014) argue that value propositions are created at three different levels – micro, i.e. the interaction between organisations and their customers, meso, i.e. the interaction across firms and, macro, which refer to the market or society. This paper focuses on the meso level to explore how the concept of Business Models can shed light on the mechanisms of value co-creation in event-generated systems. The business model concept has recently attracted a lot of attention in management research when a perspective of value creation in networks is adopted (Kesting and Gunzel-Jensen, 2015; Nenonen and Storbacka, 2010). The literature includes several different definitions that all highlight some core concepts, namely how organisations should create and capture value, what are their relationships with the actors in the value network, and what are their resource and capabilities (Demil, et al., 2015; Massa et al., 2017; Nenonen and Storbacka, 2010). Traditional strategy researchers made assumptions that value creation is centred only on the producers, hence limiting competitive advantage only to them (Porter, 1980, 1985). Instead, the business model concept shows that value is created by the producer firm with other members of their value creation ecosystem (Demil et al., 2015; Zott et al., 2011; Massa et al., 2017), putting both the customer and other actors in the value creation process at centre stage. The focus is therefore on a system of activities performed by an organisation and its partners, suppliers and customers (Zott et al., 2011) and the mechanism that link them together (Zott and Amit, 2013).

Adopting a multi-disciplinary approach that brings together strategy, design and service systems, this paper offers a new perspective on value creation in events and explores how the concept of business models contributes to the notion of event design as strategy, intended as the facilitator of value creating systems. Combining current literature on business models and on the design of value networks, it aims at exploring possible conceptualisations of business models for event organisations. This is an exploratory study on a topic that has not been researched in events literature yet, and as such will be complemented by inputs from the industry in the form of semi-structured interviews to identify the components and value that business model design can offer to event professionals.

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Serkan Uzunogullari

Inked at work: Changing understanding of the "compliant body" in the contemporary hospitality sector.

In recent years, with the growing popularity of new, trendy hospitality establishments such as coffee shops, gastro pubs, cocktail bars, bistros and others, it is evident that the hospitality industry employees' dress codes, uniform standards and overall appearance and look has changed. In a broader perspective, the body is now considered as a changeable individual structure, a project (Gidden, 1991) which can be altered (Turner, 1996). Moreover, the 'display' and 'the performance' of bodily properties and styles are increasingly expected in contemporary consumer culture (Klesse, 1999). Body piercing and tattoos are losing their association with rebellion and alternative subcultures and simultaneously have become mainstream and widespread (Grogan, 2008). As a result of that, the organisations targeting younger, 'edgier' demographic of consumers started to embrace employees' body art to deliver their own brand messages (Timming, 2017).

Despite these distinctions, previous research indicates that visible body modifications and tattoos still continue to be viewed negatively (Forbes, 2001; Resenhoeft, Villa and Wiseman, 2008; Swami and Furnham, 2007, Brallier et al., 2011), less acceptable (Miller, Nicols, and Eure, 2009) and undesirable for professionalism (Ruetzler, Taylor, Reynolds, and Baker, 2012). Furthermore, Swanger (2006) states that 86.67% of the hospitality industry human resource managers and recruiters express negative feelings about the interviewees' with visible tattoos and piercings. This is also proven by recent qualitative research by Timming (2015) who also indicated that the hiring managers have predominantly negative impression about visible tattoos in recruitment and selection and the applicants with visible tattoos trigger somewhat "questionable behaviour" and the managers make judgements on the personality of the applicants based on their visible tattoos.

Regardless of what limited policy guidance and legalities state, employers in the service industries are often concerned with the physical appearance of their employees that extends beyond dress codes (Nath, Bach, and Lockwood, 2016) and enters the area of aesthetic labour (Warhurst, Nickson, Witz, and Marie Cullen, 2000; Warhurst, and Nickson, 2007; Nath, Bach, Lockwood, 2016) and appearance management in order to influence their customers positively (Tsaur, Luoh, and Syue, 2015), build rapport between customers and employees (Vilnai-Yavetz and Rafaeli, 2011) and subsequently achieve customer satisfaction (Parasuraman, Zeithaml, and Berry, 1988).

This research explores the changing understanding of the "compliant body" in the contemporary hospitality sector. While visible body modifications including tattoos and piercings was generally considered as a stigma (Goffman,1963) and source of prejudice, there are significant amount of contemporary hospitality establishments which offer a different perspective on the subject. Drawing on semi-structured interviews conducted with several different hospitality employers, the research aims to demonstrate the subjective interpretations, perceptions and sentiments of the employers on the employees with non-conventional visible body modifications including tattoos and piercings. Research also aims to shed light into the contemporary hospitality employer's visible body modification paradox between compliant body, branded labour and undesirable attributes. Expected results will include the employers' opinion about the visible body modifications which could be based on the personal judgement on the meanings of the visible body art, location and size of the modification, compatibility between employee's body art and the organisation's brand and image and finally the target customer segment. When interpreting the findings, the readers should remember that the study is based on a modest number of interviews; hence it may not adequately represent the body modification phenomena in the global contemporary hospitality sector workforce. The fashion, hospitality trends, legislation and more importantly public tolerance to nonconformity will continue to change, and further research will be needed to analyse the evolving context of the employment of individuals with visible body modifications.

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Gulsun Yildirim and Ceyhun Caglar Kilinc

A qualitative research about the pearls and pitfalls of farm tourism businesses (Tatuta farms) in eastern Black Sea region of Turkey

The usage of a farm for recreational reasons is called as farm tourism or agri-tourism (Tew & Barbieri, 2012, p. 215). Tourism is accepted as a development strategy when farms have experienced economic crisis since 1970s (Wilson at all., 2001, p. 132). Tourism could enable additional income and work force for the farmers. To get over from the economic crisis in the rural areas, different diversification methods have been used. There are economic and non-economic reasons behind applying diversification strategies. To create additional income, to cope with the fluctuations in agriculture, to use the farm sources effectively and to increase market share are some of the economic reasons. To keep the farm in the family, to increase hobbies and enjoying the rural area are some of the non-economic reasons (Barbieri & Mahoney, 2009). One of the most important thing behind the success of this diversification is the satisfaction of visitors who stayed in this farms.

The purpose of this study is to identify the pearls and pitfalls of farm tourism businesses in other words TatuTa farms in Eastern Black Sea Region inTurkey from the perspective of visitors and by this way revealing the quality of service in that Tatuta farms. Tatuta is the name of the Project on “Eco-Agro Tourism and Voluntary Knowledge and Skills Exchange on Organic Farms”, organized by Bugday Association and it is connected with WWOOF which is the worldwide movement linking volunteers with organic farmers. This study is a qualitative research and as a research design phenomenology is chosen. The reason behind choosing phenomenology is that its main focus is personal lived experiences. As the main focus of phenomenology is personal experiences, the people who have experienced these are chosen as the research sample (Akturan, 2013, p. 90). In this study, the people who have visited Tatuta Farms in Eastern Black Sea Region are chosen as a research sample.

There are six provinces in Eastern Black Sea Region and ten farm tourism businesses in those provinces. Data was collected from official website of Tatuta where only members can make comments about the Tatuta farms and read them. All the comments made by the visitors for ten Tatuta farms compose the study’s data set. The data was analysed through content analysis which is convenient for making sense of complex data. The Evaluation Coding with the amalgam of Magnitude Coding and Descriptive Coding were applied. Firstly, it was noted whether the visitors of a farm made a positive or negative comment. And then, to note the topic Descriptive Coding was applied. In accordance with the results some suggestions were made. Revealing the pearls and pitfalls of those farm businesses are important for improving the service quality and meeting the customer satisfaction.

After the experiences of the visitors of the farm tourism business in Eastern Black Sea Region are examined, it can be said that generally negative opinions gathered around Business A. This business has negative comments nearly all subcategories. However positive comments did not gather around a specific farm. Farm businesses A and D have more positive comments than other businesses. Physical environment of business A is the most appreciated thing for the guest. This results show that the only good thing about business A

is physical environment because nearly all negative comments gathered around Business A. The most dissatisfied thing is the lack of foreign language knowledge of some hosts. The second most dissatisfied thing is the unwelcoming behaviour of the some hosts.
The most satisfied thing is the welcoming behaviour of some hosts. Guests are also satisfied with the farm houses.

When the comments of the visitors of the farm business are analysed, it is revealed that except for Business A, visitors are satisfied with the farm businesses. While some hosts welcome visitors, some hosts do not welcome. What lies under this attitude is to be examined. The knowledge of foreign language is another problem for most of the farms. This can cause communication problems and the dissatisfaction of the visitors. As a solution for this problem, language courses which is on the basic level can be organized.

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Charalampos Giousmpasoglou

The GMs' work context: the case of luxury hotel SMEs in Greece

A plethora of empirical studies (i.e. Hales and Tamangani, 1996; Nebel and Ghei, 1993; Ladkin 2002) suggests that managerial work in hotels poses various challenges, especially in luxury establishments where there are tremendous pressures for service quality, customer satisfaction, effective people management and outstanding (financial) performance. Despite the importance and key role that hotel general managers (GMs) play in small and medium sized enterprises (SMEs), research has focused on managers in national or international hotel chains where high level of standardisation is expected, in terms of performance and managerial work patterns (Giousmpasoglou 2012; Nickson 1998). Our knowledge on managerial work in small and medium establishments' context that represents the majority hotels globally, is limited in a number of empirical studies that either suffer from a small sample or poor design (Kerney et al. 2014).

The purpose of this qualitative research is to explore the mediating factors affecting the GMs' work context in SME luxury hotels in Greece. Based on the qualitative nature of this study, the research tool selected was in-depth semi-structured interviews supported by field observations. The interview progressed through four parts: occupational socialisation and culture; roles and job requirements; competencies; and key challenges related to the GM's work in luxury SME hotels. A three stage approach was followed in the planning and delivering of the field work in this study. An analysis of the Greek luxury (4* and 5*) hotel sector was conducted in order to decide on the potential participant managers and ways to secure access. A purposive sample with 16 hotel unit GMs was used in this research; all hotels have as common denominators the same star rating (4* and 5*), type (city or resort), size (small / medium business with less than 250 employees) and ownership status (family; local Greek chain; national Greek Chain). The business selection process followed in this research was dictated by the structure of the luxury hotel sector in Greece: given its nature and geographical spread a decision was made to limit the field work destinations in the most representative and popular places for city and resort hotels respectively. This was made possible by comparing quantitative data retrieved from the databases of the National Statistics Agency (www.statistics.gr), the Greek National Tourism Organisation (www.gnto.gr) and the Hellenic Chamber of Hotels (www.grhotels.gr).

There are five emerging themes identified from the findings of this research regarding the managerial work context in SME luxury hotels in Greece. To start with management mobility, GMs are expected to follow certain career paths that eventually lead to the position of the hotel unit's GM. This research showed limited career path options in Greek hotels with the F&B and the Front Office departments to appear as the only options for career progression. The situation in national hotel chains is different, with career paths being available from finance, sales and marketing. Then, contact intensity poses as the most important theme that influences the managerial work in SME luxury hotels in Greece. GMs communicate daily with a broad spectrum of 'stakeholders' (owners, ownership representatives, subordinates, staff, customers, local authorities officers/public servants); the contact intensity with each stakeholder category determines to a certain degree the GMs' roles and competencies adopted. The owner-GM relationship is the following emerging theme with two contrasting situations emerging from this research. Family and local chain hotel GMs experience difficulties in identifying the limits of their status and authority; the frequent owner interventions and the appointment of family members or friends as members of staff coupled with high levels of informality, influence to a large extent managerial work in Greek hotels and result very often to political behaviour. On the other hand hierarchical demarcation in Greek hotel chains is strictly orientated and communicated throughout the organisation. Another emerging theme from this study, is the manager's integrity in relation to the high levels of corruption in the Greek public sector. Although this was considered a sensitive issue and the majority of GMs avoided to discuss this in depth, all hotel managers acknowledged the existing problems when dealing with corrupted public servants. The last emerging theme identified was the hotel GMs' reputation and networking; this was valued very high from the vast majority of participant managers.

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Marios Bakalis, Charalampos Giousmpasoglou and Evangelia Marinakou

An investigation of the customer's choice of Airbnb over hotels: the case of Bournemouth

Over the last years, according to the World Bank (2017), the hospitality and tourism industry has experienced a massive expansion due to the existence of affordable packaged holidays and leisure offerings. Admittedly, Web 2.0 has revolutionised the way people purchase goods or services (Cheung et. al 2005), not solely from the view of transactions but from the customers' and vendors' perspective as well. According to Tsotsis (2015) more than 500,000 travellers every day choose to stay in the domicile of a stranger that they have just found through Airbnb over the conventional options of a hotel, hostel etc. The rise of multi-sided platforms has allowed people to cooperatively make utilisation of under-used portfolio through fee-based sharing (Mahmoud 2016). The rapid development of peer-to-peer platforms has been supported by their capability to offer a varied selection of goods and services. Until now, customers have strongly embraced offers by companies such as Airbnb. Nowadays, Airbnb is a pillar in terms of travel accommodation and an innovator among the players of the sharing economy. Airbnb as a concept started in 2008 and more than 160 million travellers have chosen to use its services. It is also interesting to note that it has an estimated value of over £25 billion surpassing that of well-established international hotel chains like Hyatt (Gallagher 2017; Mahmoud 2016). Airbnb is one of the furthermost discussed topics in the entire tourism and hospitality industry because they manage to effectively connect people to unique travel experiences.

The purpose of this quantitative research is to explore the factors affecting people's decision to choose Airbnb over 3-star (at least) hotels. The area of Bournemouth has been selected as a case study for this research, as one of the most popular tourist destinations in the UK (NCTA 2017). A survey that employed the use of a self-completed questionnaire resulted to the collection of over 200 completed responses. The data collection took place in autumn 2017. When approached by the researchers, the participants were asked whether they have stayed in both a hotel (3 stars at least) and an Airbnb apartment over the last years in Bournemouth. Those who provided a positive answer they were asked to participate in this survey. The SPSS 24.0. software was selected in order to analyse the data collected from the survey questionnaire. In addition, descriptive statistics, cross-tabulation and chi-square test were used as statistical significance test in order to analyse the data.

According to the findings of this research, the factors affecting the customers' decision to choose or not to stay in Airbnb accommodation included the following: on-line reviews (i.e. TripAdvisor and Booking.com); price; authenticity; location; safety; and household amenities. Moreover, there was an investigation of people's common belief that Airbnb is competing directly with hotels: the majority of participants identified Airbnb as a threat towards hotels, over the market share in the hospitality sector. In addition, the responses included also concerns regarding issues such as regulation, taxation, and classification. Finally, this study revealed the influence of Airbnb on the local communities and explored customers' opinion regarding Airbnb's website. It is argued that this research provides a new insight on the consumer side of Airbnb and hotels in the accommodation sector. The authors conclude that this case demonstrates how rapidly disruptive innovations can change the status quo in the hospitality and tourism industry.

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Emmie Deakin and David Egan

The role of creative spaces within the historic built environment in the emerging independent cafe culture: A case study of Sheffield City Centre

This paper explores the significance of café culture in contemporary society. Although the café has always played a significant role in the life of cities and particular cultural groups this research demonstrates that café culture can have profound impacts on contemporary culture, consumption tribes and places. The research presented in this paper was gathered in and around Sheffield UK during early 2018, the purpose was to explore the impacts that café' culture can have on a particular location. The research adopted a multi-method orientated case study approach and for the purposes of this paper concentrated on four particular café's. Each of these cafes although being influenced by similar social and cultural movements demonstrated differing types impacts. These can be categorised into four distinct areas.

1. Urban Regeneration: It is clear from the initial research that the development of a café society can and has contributed to the regeneration of certain areas of Sheffield. Cafés act as stimulus for the economy of neglected areas of the city and leads to what can be seen as a spiral of development. It appears that consumers are willing to visit previously unappealing areas in order to engage in café society, this is also supported by levels of entrepreneurship within the café themselves (for example one of the case studies is coffee shop at the front but a hairdressing salon at the rear of the building) as well as within the surrounding area. As such, what is witnessed is a multi-faceted form of regeneration that is not just an economic one but also a cultural one.

2. Reuse of heritage buildings: Although cafes are part of the hospitality industry, often the boundaries between hospitality and creativity are transgressed. Just like other creative industries the contemporary café society, is drawn to characterful buildings, as such what we witness is the re-use of industrial buildings and the case of Sheffield marks the shift from an economy and culture of production to one of consumption. The role of café society in the regeneration of areas and the reuse of buildings forms part of an embedded value system of sustainability, ethical sourcing that permeates both hosts and guests.

3. Reinforcement of regional identities: From the case studies developed within this research it is clear that the independent café is seen as a response to the homogenisation of the hospitality experience. The cafes visited mark their differentiation to chain coffee shops by producing and stocking regionally specific products, create a servicescape that clearly represent both the regional identity and the buildings themselves.

4. Reinforcement of group identity: It was clear from the research that the contemporary café in and around Sheffield attracted a certain type of customer that could not be simply explained in terms of a demographic, rather that the café became a beacon for a number of identifiable consumption tribes. In this instance group identity is formed and reinforced through certain shared consumption patterns, value systems and certain epistemological beliefs. In a way the café becomes a liminal space in which individuals and groups can

express and explore their identities.

It was clear from the research that café society is more than just a hospitality movement but is also a cultural and social activity that is underpinned by strong links to region, place and history as well as underlying values that are informed by the contemporary debates relating to ethical and sustainable consumption practices. The tangible impact of café society is witnessed in the role it plays in both the regeneration of localities and the reuse and protection of historic and culturally significant buildings.

Petra Gyurácz-Németh and Viktória Krémer

Sustainable Operation of Hotels in Hungary

Sustainability has become a major issue in the hospitality industry. Hospitality has considerable positive and also negative social and environmental effects which have to be considered if a hotel intends to operate in a sustainable way. This is highly important as sustainable development of tourism is possible only if all the three pillars of sustainability are dealt with (Castellani – Sala, 2009). Several efforts are made worldwide aiming to reduce energy or water consumption, reducing the amount of waste, educating guests about sustainability, contributing to the well-being of the local community and preserving the natural environment surrounding the hotel. (Fennimore, 2014; Goldstein – Primlani, 2012; Budeanu, 2005)

This paper deals with the sustainable operation of hotels in Hungary. The research was highly relevant to be done in the Hungarian hotel sector, as sustainability is still a relatively new idea for the companies when it comes to applying the practices that can help them reducing their negative effects on the environment and the society. Some improvement can be seen, but exact data was needed to get a clear picture of the extent of the sustainability measures. The main aim of the research was to reveal how the various elements of sustainable operation are used in the Hungarian hotel industry and what the effects of these sustainable practices are.

Data collection was carried out primarily by using an online questionnaire consisting of 60 questions. The first part included general questions about the hotel (eg. location, size, category, target group, Hotelstars Union membership, chain membership, etc.) The second part focused on sustainable operation on the whole with questions about having a sustainability strategy, standards, and responsibilities, followed by more specific questions about the social, economic and environmental sustainability of the hotel in the third part. Sustainability-related communication was also investigated with the help of this questionnaire by asking about the ways of communicating the sustainable approach towards various stakeholder groups. Finally, a set of questions regarding the maintenance department was included.

The online questionnaire was sent to 606 Hungarian hotels. We received 61 full responses, all of which were given by general managers of the hotels. The responses came mainly from three- or four-star hotels (20 and 35 responses respectively), along with 3 responses from two-star hotels and 3 responses from five-star hotels. The majority of the hotels in this sample (44 hotels) were independent hotels.

The analysis of the responses has been partly carried out, however, the major part of the analysis is continuing at the moment. The preliminary analysis verified that the application of a sustainable approach in the operation of the hotels is indeed a new practice in the Hungarian hotel industry. Hotels that consider sustainability focus on environmental issues. The other two pillars of sustainability receive less attention: social sustainability is not measured at all, while economic sustainability is only measured in connection with environmental indicators, such as cost-reduction related to water or energy consumption or waste collection. Following a more thorough analysis, the further findings are expected to reveal the introduced measures and their effects in detail.

Alyssa Brown and Richard Sharpley

Understanding festival-goers and their experience at UK Music Festivals

The UK is recognised for its strong music and festival heritage which attracts 10.4 million music tourists who spend £3.7 billion annually (UK Music, 2016). With 24% of the UK population attending a music festival in 2017 (Fricker, 2017), such music festivals represent a major social and economic phenomenon. However, whilst festivals in general have long been considered in the academic literature (see, for example, Pieper, 1965; Vaughan, 1979; Falassi, 1987; Crompton & McKay, 1997), popular music festivals more specifically have enjoyed more limited academic scrutiny. In particular, given that music festivals in the UK are not only numerous but also enormously diverse in scope, scale and type and, hence, audience, it is surprising that few if any attempts have been made to explore critically the festival-goer; that is, who they are and what experiences they seek. Understanding festival-goers and their experience is vital for festival organisers, as their experience is a predictor of their future behaviour (Manthiou, Lee, Tang & Chiang, 2014). The purpose of this research is to address this notable gap in the literature. More specifically it aims to examine the extent to which the festival-goer's socio-demographic characteristics determine the importance of the UK music festival experience.

Quantitative data was collected through an online survey administered in September 2014. This data collection method was employed owing to the practical limitations associated with administering a paper or electronic survey in person at a music festival. Specifically, an online survey avoids issues associated with security, privacy and storage of data amongst potentially intoxicated festival-goers and adverse weather conditions. Furthermore, it may avoid any bias associated with the high-spirited nature of music festivals, allowing sufficient time for attendees to reflect upon their experience. The survey was disseminated via social media platforms owing to the ease of access, flexibility and appropriate, relevant channels to target festival goers. A cluster, snowball sampling technique was employed to facilitate the collection of data across a diverse population by asking participants to share the survey with their peers on their own social media platforms (Facebook and Twitter) alongside posting links to the survey on online festival forums. As a result, a total 792 responses were received with 586 completed surveys. The respondents were aged between 18-60 years old, slightly more males (57%) than females, and with most having grown up in the North West of England (42.5% of respondents). Exploratory Factor Analysis (EFA) was used to identify factors of the festival experience, whilst linear regression revealed the relationship between socio-demographic characteristics of festival-goers and the resulting experience constructs against the overall evaluated experience. A total of 7 hypotheses were tested using Structural Equation Modelling (SEM).

From 50 items, 8 major factors were identified using EFA; emotional experience, services, entertainment, ethics, music, added value, image and branding, and overall experience. The results showed the most important factors to overall experience were entertainment, added value and music, whilst the rest did not have a direct impact. Conversely, the socio-demographic characteristics contributed to the dependant constructs mainly in age and gender, followed by education and marital status. The location of where the festival-goers grew up and their employment status had minimal impact.

The practical implications of this study provide the opportunity for festival organisers to direct their strategic management efforts towards the elements of the festival experience that are most important to their targeted or typical festival-goers. The original contribution of this paper fills a gap in literature by evaluating the importance of specific experience attributes in the context of popular UK music festivals. Moreover, it examines the relationship between socio-demographic characteristics of festival-goers and the importance of experience attributes to the overall UK music festival experience. The study limitations include the lack of personalisation and limited standardised format of collecting quantitative data. Additionally, using the cluster, snowball method on social media may have contributed to the geographical composition of the sample reflecting the researcher's own background and their social circle. The incorporation of qualitative research in the future could provide a deeper understanding of the importance of the differing elements of the UK music festival experience. Similarly, an examination of psychographic characteristics of festival-goers may also provide further insight into the relationship between who festival-goers are, and what experiences they seek.

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Alyssa Brown

The influence of psychographic characteristics on the music event experience

As the event experience is a key predictor of future behaviour (Manthiou, Lee, Tang & Chiang, 2014), academics and professionals have strived to better understand what the overall event experience consists of, and how this is evaluated by consumers. However, due to the complexity of various factors, this is difficult to determine. The large diversity in event genres and scales brings about a wide variety of event attributes in size, occurrence, duration, location, theme, layout, program and so on. At the same time, the temporal, heterogenous and unique nature of events (O'Neill, Getz & Carlsen, 1999: 158) limits the ability to identify what contributes to the overall event experience. It is therefore difficult to establish universally recognised event characteristics or clearly defined dimensions for analysis (Wood, 2008:172). There are further issues in analysing attendee's experiences, as the range of event types produces an even wider variety of individual motivations, interests, expectations and perceptions amongst event attendees. As experiences are subjective and personal to the individual (Cutler & Carmichael, 2010), the ability to consistently and accurately evaluate the event experience is increasingly problematic. Therefore, to better understand the overall event experience, this study use's one event type; music festivals, as a case study to examine how attendees evaluate their experience. More specifically, it aims to investigate the extent to which event attendee's psychographic characteristics determine the importance of event attributes to the overall experience.

The data was collected using an online survey during September 2014. Due to the high-spirited nature and practical limitations of the festival environment, this data collection method was preferred to ensure sufficient time for event attendees to reflect upon their experience, and avoid any further issues surrounding privacy, storage and security. Using various social media platforms, the survey was disseminated using a cluster, snowball sampling technique. This approach involved posting links to the survey on online festival forums and asking participants to share the survey on their own social media platforms. There was a total of 586 completed surveys from 792 respondents from which comprised of 57% males and aged between 18-60 years old. Due to the sampling technique used, most respondents grew up in the North West of England (42.5% of respondents). Festival-goers rated the importance of music as extremely (44.5%) or very (40.6%) important and typically attended with their friends (51.5%). Frequency of attendance was high with most attendees having visited more than 10 music festivals in the UK (45.9%) and 2014 being the most recent festival attendance (68.4%). Music (33.6%) and social aspects (32.6%) were the main motivational factors and rock was the preferred music genre (75.8%). Since not all the examined statements were adopted from previous studies, Exploratory Factor Analysis (EFA) was employed. Linear regression revealed the relationship between psychographic characteristics of festival-goers and the resulting experience constructs against the overall evaluated experience. Seven hypotheses were tested using Structural Equation Modelling (SEM).

EFA revealed eight constructs; entertainment, image and branding, services, ethics, emotional experience, music, added value, and overall experience. The findings revealed that only entertainment, music and added value directly impacted on overall experience. The psychographic characteristics contributed to the dependant constructs mainly by frequency of attendance followed by preferred music genre and motivations to attend. The last year attended, importance of music and who attendee's usually attended festivals with had minimal impact.

The original contribution of this research bridges a gap in literature by examining the extent to which psychographic characteristics of event attendee's influence's the evaluation of their experience. More specifically, it provides practical implications for Event Managers, as these results may enable them to more strategically manage areas of the event experience that are most important to their targeted or typical audience. Limitations of the study include the sampling method used which is reflected in the geographical composition of the sample due to the background and social circle of the researcher. Sharing the survey on popular festival-specific online forums may have contributed to the preferred music genre, and the most recent festival attendance. Also, the use of quantitative data prevents wider interpretation of the event experience. For future research, a qualitative approach may provide a deeper understanding of attendee's experiences and allow for a more exploratory analysis.

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Nirundon Tapachai

Analyzing perceived values and their influence on satisfaction: A case of Chinese tourists to Thailand

Tourism is an important economic sector of Thailand as it contributes approximately 20 percent for Thailand GDP value (world Travel and Tourism Council, 2017). There were more than 35 million foreign tourists visit Thailand in the year 2017. Chinese tourists are the biggest contributor to Thailand tourism as there were 9.8 million Chinese tourists visited Thailand in 2017 or approximately 30 percent of all visitors (Thailand Department of Tourism, 2018). These Chinese tourists have generated about 16.3 billion US dollars to Thailand economy (Ministry of Tourism, 2018). Perceived value is one of the important topic in consumer/tourist behavior literature. Literatures indicated perceived value influence decision making to visit a particular destination and to attend tourism activities. Also perceived value is related to satisfaction of tourists and their intention to revisit a particular destination. Even the importance of Chinese tourists to Thailand and perceived value in tourism is obvious, however, little effort has been devoted to measuring perceived values from Chinese tourists who visited Thailand. This study aimed to 1) explore perceived values of Chinese tourists who visited Thailand, 2) investigate the relationship between perceived value and Chinese tourist satisfaction, and 3) compare the different perceived values of Chinese tourists with different characteristics including gender, age, education level, income level, and occupation.

An exploratory study through depth interview and literature review was conducted at the outset of the research project to generate possible ideas concerning values perceived by Chinese tourists towards Thailand as a tourist destination and then a survey was undertaken. Target population in the survey was Chinese tourists traveling with a tour group to Thailand. A sample of Chinese tourists was drawn by convenience sampling technique. There were 420 set of Self-administration questionnaires, as data collection method, were distributed to Chinese tourists and 400 set of them were usable. Data was analyzed by frequency, percentage, mean, standard deviation, and factor analysis. Hypothesis testing was conducted using t-test, F-test, and LSD.

Utilizing factor analysis, the findings revealed 3 perceived values factors: fabulous experience, gorgeous tourism attractions, and eat and shopping paradise. The results form hypothesis testing indicated that Chinese tourists with different gender, age, education level, income level, and occupation had significantly different perceived values towards Thailand. In addition, a significant relationship between perceived values and tourist satisfaction was found. The study has implications for both marketing strategy and academic research.

Barbara Tomasella and Alisha Ali

Hospitableness: driving Social Responsibility (SR) in hospitality businesses

Purpose of the research

This paper explores independent foodservice businesses' motivations for improving their SR, their implementation of socially responsible practices and the role hospitality plays in this. Investigating what motivates these foodservice businesses to adopt socially responsible practices is highly relevant for the industry (Brookes, et al., 2014; British Hospitality, 2017; Coles et al., 2013; Hawkins & Bohdanowicz, 2012; Sustainable Restaurant Association, 2013). It further supports a better understanding of what can encourage engagement with sustainability and corporate social responsibility (CSR) across the whole hospitality industry (Lashley, 2016; Jones, et al., 2016; Farrington, et al., 2017; Cavagnaro, 2017).

Interdisciplinary methodology and methods of research

This research is inspired by a pluralistic understanding of CSR, as this is a broad, contested concept, adopted by a growing number of different members of society (Carroll, 1999; Carroll & Shabana, 2010; Dahlsrud, 2008); such approach recognises that CSR should be interpreted and adapted to various institutional environments, according to the actors' sets of values and ideologies (Aguinis & Glavas, 2012; Farrington, et al., 2017). Therefore, this specific research supports the use of the terminology social responsibility (SR) for small businesses, instead of CSR, in recognition of the key role played by the owner managers' ethics and values in motivating small businesses' engagement with CSR (Tomasella and Ali, 2016). Furthermore the study focuses on a specific business context, such as independent foodservice businesses in Britain: researching such context can highlight which specific personal and business values influence the understanding of SR among these small businesses. A qualitative methodology is a suitable research strategy for studying the phenomenon of SR in small businesses: with its flexibility, it allows to explore personal values and business values concurrently, to better understand the phenomenon of small business SR (Aguinis & Glavas, 2012; Lindgreen & Swaen, 2010; Spence, 2016). The related methods involve primary data collected through documents and semi-structured interviews of small businesses' owner-managers. The sample includes twenty-five small independent foodservice businesses, all operating within the same locality in the United Kingdom.

Findings

The results revealed that the SR of these independent foodservice businesses is influenced by their hospitality business values, which are expression of the personal values of the business owner. The benevolent hospitableness of the owner is a form of self-actualisation and self-expression frequently found among small lifestyle hospitality and foodservice businesses (Lee-Ross & Lashley, 2010, p. 173; Lashley & Rowson, 2010; Ateljevic & Doorne, 2000; Lashley, et al., 2004; Carrigan, et al., 2017). The hospitality values of the owner influence the hospitableness of the business (Telfer, 2017; Wood, 2017), because the business owner of these lifestyle or family businesses prioritises personal hospitality values as motives in business, alongside profit motives. The hospitableness leads these small hospitality businesses to implement caring actions towards staff, clients and local community; in the long term, the actions that are prioritised, are those contributing to increase branding and reputation of the business. Knowledge and local embeddedness also play a role in driving the long term implementation of SR actions, as it creates awareness about local issues, of economic, social or environmental nature. This confirms the importance of the context in which the small business operates in determining the nature of its SR practice.

Originality/value

This research contributes to knowledge by identifying that the hospitableness of these businesses lifestyle and family businesses influences the implementation of SR actions. These businesses interpret hospitality as a social practice, inherently aimed at the fulfilment of human needs, therefore shaped by the values and needs of those involved in such exchange (Brotherton, 1999; Lashley, 2007; Lynch, et al., 2011; Wood, 2017). For these hospitality businesses, the hospitality SR practice is influenced by the cultural values and socio-economic factors of the people involved in the hospitality exchange. Therefore this work confirms that the nature of the corresponding small business hospitality SR practice overlaps with the concept of stakeholder theory (Freeman et al., 2010), because it is inherently oriented towards providing well-being to all the stakeholders engaged in the hospitality exchange (Lee-Ross & Lashley, 2010, p. 173; Lashley, 2016b).

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Giulia Gervasini, Elena Marchiori and Ktimene Axetell

How Social Media can support DMOs in case of natural crises

Many tourism destinations might have faced the threat of dealing with a crisis. Crisis is intended as a big event with potential negative impacts and uncertainties. Its consequences may cause massive damage on an organization and on its employees, products, services, assets and reputation. (Mingchuan, 2015). Crisis can have different origins and impacts. This study focuses on the natural disaster/crises. Natural crisis can be defined as “a sudden and terrible event in nature (such as a hurricane, tornado, or flood) that usually results in serious damage and many deaths” (Merriam-Webster Dictionary). If theatre of an extreme weather event.

In this context, tourism destinations can be affected by a natural crisis, becoming victims of such unpredictable weather-related situations. Those phenomena represent a challenge for tourism enterprises and government departments as they have to respond actively, take positive and effective measures, make information public to tourists, local residents, and the provide an overall coverage to news media. Indeed, the negative impacts of such natural crisis should be limited in order to avoid the transformation of being victim of such crisis to accidental crisis and even to preventable crisis (Coombs, Holladay, 2002), that is, the destination lacks to improve favorable conditions for locals and visitors after such crises. Scholars explores both the effects of natural crises or extreme weather-related events in tourism destinations and how to recover from them. However, there is still the need of establishing good practices for the use of Social Media in managing the different phases of a natural crisis. Tourism is a unique product; it is mainly composed by immaterial services. For this reason, it is a trust and belief product. This is why it is crucial for DMOs to avoid damages to the public’s feeling, impression and cognition of the tourist destination due to the potential negative effects and the uncertainties caused by extreme natural events. Despite this, few destinations have properly developed disaster management plans which include the role of social media to help them cope with such nature-related phenomenon. The goal of this research is to investigate whether it is possible to define a framework for the use of social media during the phases of a natural crisis (before, during and after) in a tourism destination to help Destination Management Organizations (DMOs) establishing better natural crisis management. Indeed, social media can be effective tools for the DMOs’ communication purposes in the three stages of the crisis management. Internet has dramatically changed the interaction between tourists and tourism destinations, and it has become the primary medium used by DMOs to communicate with prospective travelers (Buhalis, 2003; Inversini, Brülhart and Cantoni, 2011).

An American destination in Florida is used as a case study. The destination under study has been involved on a natural crisis due to the so-called “Hurricane Matthew”, that is a category 5 Atlantic hurricane, later downgraded to a post-tropical cyclone, which hit the Florida coast in October 2016, leaving over one million people without energy power across the state and causing 12 deaths (Caplan, Gallagher, Winsor, Thorbecke 2015). The online behaviour of the destination under study has been tracked. That is, posts on destination’ official social media accounts and the related feedback left online by followers have been

collected and content analysed. Results allowed reconstructing what aspects have been covered by the destination and which kind of reactions have been generated in the users' public feedback left on the posts. In particular, results present the different use of social media for evoking different users' engagement: usefulness, reassurance, nostalgia, recovery, etc. Responses generated by the DMO have been grouped using an ad-hoc framework including the following categories:
- Before (the crisis) – Maintenance Mode and Remote Threat, Acute/Approaching Threat;
- During (the crisis);
- Immediately After;
- After (to when DMO operations have been officially recovered).

Interviews with the DMO managers provided also insights on how the destination used social media for taking immediate decisions and countermeasures in order to limit the negative consequences, and, at the same time, to influence the positive rebuild of the image of the destination.

Implications for research in the field of eTourism and natural crisis are discussed. Practical implications for tourism stakeholders interested in best practices and current procedures regarding the role and use of social media pre-during and post such crises have been also presented and discussed.

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Ian Morton and James Johnson

Planning for hospitable public spaces and the changing city: A content analysis of the city of Sunderland Unitary Development Plan

A plethora of new public spaces have been developed in northern English cities in recent years, all seeking 'cultural urban renaissance' to some extent or another. A number of policy plans recently produced by the planning departments of many of the same English cities seek to encourage proposals for hotel development close to public spaces in central urban areas. All of them identify a 'hoped for' link between the arrival and site of a new hotel and the enlivening of the nearby public realm. Indeed, the problem of public spaces struggling to meet the aims with which they were designed, that of attracting a regular flow of visitors who ideally will stay awhile, rather than simply walk briskly through, is well recognised.

In order to gain a better understanding of how cities plan for hospitality industries in public space this paper presents a content analysis of the planning policy documentation and subsequent press coverage concerning four development zones in the city of Sunderland. Content analysis is commonly used to explore and understand policy (Richie and Spencer 2002). Studies have successfully used content analysis involving the umbrella term tourism to gauge: the function of tourism in political manifestos (Chaney, 2005), the changing dynamics of tourism planning policy over time (Heslinga, Groote and Vanclay, 2018), and how local governance and planning models (Mascardo, 2011) and sustainable development (Moyle, McLennan and Ruhanenm 2014) engage with tourism. However, none have focused specifically on the symbiosis of tourism, hospitality and public space in planning policy documents. Furthermore, whilst the public private continuum is a recognised feature of the domains of hospitality (Lashley, 2000) the spaces that constitute the public domain, which cross commercial and civic interests remain under researched (Bell, 2007; McNeil, 2008).

A content analysis of the City of Sunderland Unitary Development Plan was conducted. The content analysis was based on a keyword search limited to four key terms; hospitality, hotel, public space and tourism. It was identified that the planning policy documentation presents both a conceptual and applied understanding of the key terms tourism and public space. There is also an appreciation of the potential of new hotel developments and public space in making the city appealing to visitors and residents alike. A shift was detected in how each of the key terms is framed over the course of the document: from inspirational to functional. Notably, there is an absence of the term 'hospitality' in the document. Through the content analysis four development zones where public space and hotel development coincide are identified. Thereafter, a second content analysis using local newspaper articles was used to elaborate on and unpack how press coverage frames the development of new hotels and public space within the city of Sunderland. Prominent discourses attributed to each development zone are identified with individual zones being framed as transformational, inspirational, flagship and urban cool. The development of new hotels and new public spaces lay the foundation for the much sought after clusters of diversity which are a feature of the contemporary post-industrial city urban planning (Mommaas 2004). Importantly, the content analyses reveal that the components of the hospitality industry: visitors, hotels, bars and restaurants, will take a prominent role in giving life to the new public spaces. It is therefore argued that given the pivotal role that the hospitality industries play in both the development plans and in the creation of a hoped for lively public space and city that a deeper conceptual understanding of hospitality is required in the policy documentation from the outset.

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Alistair Palferman, Rhodri Thomas and Neil Ormerod

Innovation and Knowledge in Events: Understanding the processes of absorptive capacity in events organisations

As with many other sectors, events organisations now operate in a globalised environment. Gaining competitive advantage through the application of knowledge-based resources has been seen as critical to survival in such dynamic environments (Tseng & Lee, 2014). The ability of an organisation to recognise, absorb and deploy external knowledge is referred to as absorptive capacity. It has become one of the most important theories in organisational research (Lane, Koka, & Pathak, 2006) and is considered a dynamic capability that enables firms to create value, and to develop and sustain, competitive advantage by using their knowledge stocks to innovate (Camisón & Forés, 2010).

Although there is a substantial literature on absorptive capacity, most studies have been conducted within the context of knowledge-intensive industries, using quantitative methods. These studies have not sought to understand the underlying social processes involved in absorptive capacity (Easterby-Smith, Graça, Antonacopoulou, & Ferdinand, 2008) or recognise the implications of sectoral differences. In addition, the majority of research has focused on the competitive benefits of absorptive capacity at the expense of investigating its components and antecedents (Jansen, Van Den Bosch, & Volberda, 2005). In contrast to industries which rely on research and development, tourism and event organisations must rely on alternative sources of knowledge (Hjalager, 2010).

Attempts to understand absorptive capacity from a tourism and events perspective have looked at the hotel industry (Thomas & Wood, 2014) and meetings industry (Thomas & Wood, 2015). Yet, they have been frustrated by an inadequate mechanism for measuring the concept in a way that recognises the industry's characteristics and have suggested a different, qualitative approach (Thomas & Wood, 2015). Such an approach is seen to as vital to understand the social processes that may link absorptive capacity with innovation and ultimately performance (Thomas & Wood, 2015).

In this PhD study, the 'black box' of absorptive capacity processes was explored through a multiple case study approach. Fifty-two interviews were conducted with event professionals in five UK organisations. Data from the interviews, supported by observations and document analysis, offered insight into the way non-research intensive organisations find and use valuable new knowledge. Preliminary findings suggest that informal socialisation techniques may play a greater role in achieving valuable knowledge transfer than systemic, management–led initiatives. Respondents also pointed to cultural issues, organisational heritage and ownership structures as key determinants of efficient knowledge absorption. Understanding how events organisations learn, and which processes and mechanisms aid this learning, should of interest to academics and practitioners alike.

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Ian Joseph Morton

The role of events in public spaces in the lives of Nicaraguan urban residents: The impact of mobility

Outdoor events in public urban spaces, planned or spontaneous, have a long history and an iconic profile, regularly forming a key part of the brands with which cities around the world hope to attract visitors as well as potential new residents (Mordue 2007).

In Western countries, there is some concern (Carmona 2010, Mitchell 1995, Sennett 1978) that use of public space, and attendance at events within those spaces, do not play as central a part within the lives of urban residents as historians suggest they once did (Goodson et al 2010). As assets for Western cities, public spaces may be in danger of losing some of their potency, as residents no longer populate them at leisure in the same way. In addition, increasing amounts of time, effort and money are spent attempting to rehabilitate public spaces through physical design (Carmona et al 2010) and by attracting landmark events (Kohn 2004) – events, which can sometimes seem ‘parachuted in,’ detached from the history and identity of a space.

Often cited as key to the situation described above, are the monumental historical changes in urban residents’ experience of mobility in Western society. For the purposes of leisure, there is now, an unprecedented level of freedom to visit a great number of places and people quickly. Distance is also less of a constraint. This can entail travelling physically or virtually, enabled by the internet (Virilio 2012, Thrift 1996). This array of options can endanger the central civic role of the urban public space and the events they host.

However, much of the global population retains an experience of mobility, which is far more restricted than is common in the West. This is the case in Nicaragua, a country whose tourism branding also features prominently images of thriving outdoor events in public urban spaces. Indeed, urban life in Nicaragua is genuinely marked by vibrant use of public space and a civic calendar relying heavily on outdoor events in urban spaces.

This paper is based on research employing a qualitative case study approach. Fifty semi-structured qualitative interviews were conducted in July/August 2017, split equally between two Nicaraguan case study cities: Granada and Managua. Interviews were carried out in three public spaces in each city with users of the spaces. The spaces are venues for outdoor events, both planned and spontaneous. Participants were resident in Nicaragua and interviews were in Spanish.

The interviews explored: how the participants engage with the public spaces and events within them; the role the spaces and the events play in their lives; the participants’ experience of mobility in their leisure time and its impact on the first two points.

The research aim for this paper is to critically and empirically examine the relationship between Nicaraguan residents’ engagement with public urban spaces and the outdoor events within them and their experience of mobility during their leisure time. Data analysis using NVivo is currently on going. Its aim is not to compare the two case studies but to generate common findings.

Some initial themes have emerged from the data. For example, considerable mobility for leisure was detected within each city. Interviewees regularly travelled to events in the spaces from distant locations in the same city. There was lower than expected engagement with events and spaces very close to participants' homes and serendipitous encounters with friends in spaces were uncommon. A large proportion of people left their homes with the specific aim of going to an event in one of the spaces, rather than chancing upon the event on the way to or from another site. Many participants stated without complaint that sites outside of the city in which they live which they considered visiting for leisure were limited, due to poor marketing and a perception that it was difficult, time consuming or expensive to get there. This contributed to making events in public spaces in the cities in which they lived central to their leisure schedule. The majority of participants also reflected that the spaces and events felt safe in comparison to being in other parts of the city and gave them a sense of freedom when compared to being at home or in the immediate vicinity of home.

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Ilenia Bregoli, Andrea Caputo, Massimo M. Pellegrini and Vincenzo Zarone

The effectiveness of training In Jordan: Insight from the hotel industry

Similarly to any other service sector, the role that employees play in providing a quality service to customers is fundamental for the success in the hospitality industry. Such a critical aspect of the industry has growingly been researched, particularly with a focus on studying employees' job satisfaction as one of the main elements that could affect work performance in the hospitality industry. Indeed, it has been acknowledged that job satisfaction affects how a service is provided to consumers and the capacity of a firm to retain employees; aspects that in the end, impact the company's competitiveness (Gu & Chi Sen Siu, 2009). Among the other variables that can affect job performance, other than job satisfaction, there are the perceived organizational justice (Hon & Lu, 2013) and the training of employees (Costen & Salazar, 2011).

Scholars in hospitality have studied job satisfaction (JS) by analyzing different perspectives such as the impact that internal marketing has on JS (Gounaris, 2008); the impact that employees' positions have on JS and turnover intentions (Lu, Lu, Gursoy, & Neale, 2016); the effect that employees' perceptions towards managers' unethical behavior have on JS (Wong & Li, 2015); the impact that training has on JS, loyalty and employees' retention (Costen & Salazar, 2011); and the influence that organizational justice has on JS (Chen McCain, Tsai, & Bellino, 2010). However, this body of research seems quite fragmented and unsystematic, because research has focused on the study of the variables related to JS in isolation, and to the best of the authors' knowledge, no research has been conducted with the aim of studying how organizational justice, employees' perceptions of training and JS interplay in an hospitality sector workplace.

Furthermore, by analyzing research on these topics within hospitality literature it is possible to notice that research has focused on countries such as Korea (Jung & Yoon, 2015), China (Wong & Li, 2015), Northern Cyprus (Karatepe, Avci, & Arasli, 2004), Portugal (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho, & Vázquez-Rodríguez, 2015), and Taiwan (Yang, 2008). However, there is lack of research on hotels operating in developing countries of the Middle-East, a region of growing economic and touristic potential, making research that focus on a deep investigation of the hospitality industry in these countries necessary. In the light of this premise, this research attempts to fill this gap by analyzing the relationships between employees' perceived organizational justice, or perception of fairness in the workplace, employees' perceptions of training, and JS within hotels operating in Jordan. In order to achieve this aim, a survey containing items taken from hospitality, management and human resource management literatures was developed. Subsequently it was administered to 552 five star hotel employees working in prominent touristic locations in Jordan (the city of Amman and the seaside resort of Aqaba). Data were analyzed through factor analysis, regression and mediation analysis. Factor analysis confirmed that the three latent variables represent three distinct constructs. Regression analysis showed that organizational justice (independent variable) was significantly correlated with JS and perceptions of training. Furthermore, analysis also showed that JS mediates and positively affects the relationship between organizational justice and employees' perceptions of training.

Considering the preliminary results obtained from this research, it is possible to state that this paper contributes to the hospitality literature by analyzing in conjunction the three aforementioned dimensions, and by studying hotels located in a geographical area that so far has been neglected by hospitality research. Implications for future research and for practice can be drawn from the results of this study.

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Evangelia Marinakou

Talent management and retention in events companies: evidence from four countries

A variety of social, economic, and political factors (such as enhanced labour mobility, refugees' phenomenon, immigration and BREXIT) have led to a volatile business environment and a changing labour profile. Against this highly competitive and volatile background events management businesses must deal with the challenging task of effectively attracting, managing and retaining their talented employees contributing to their competitive advantage (Baum, 2008). In addition, structural and perceptual challenges of work in the events industry, such as low pay, seasonality, poor work-life balance, fast-paced, deadline-driven (Clark et al., 2017), intensify the events businesses task of effectively managing and retaining talent (Hejase et al., 2016). Talent management should be at the forefront of an organisation's agenda (Meyers and Woerkom, 2014), however despite its importance human resources management in the events industry has been characterised as reactive and temporary (Clark et al., 2017). Indeed, talent management is perceived as a vital and at the same a great challenge for all hospitality and events businesses (Deery and Jago, 2015; Baum, 2008). Attracting and retaining talent is fundamental for organisations that want to remain top performers, however it has been a constant source of concern for practitioners (Deery and Jago, 2015). Finding and keeping top employees is critically important as the needs of employees and employers have changed profoundly (Baker, 2014; Baum, 2008). Conventional responses and approaches to employee learning and development are no longer so relevant in this complex and competitive environment.

In light of this, the current study explored talent management and talent retention in the western events management environment from the organisation's perspective. The purpose of this study was to explore talent management strategies, with an aim to provide events management organisations with the relevant knowledge on talent management and propose tools to improve the retention of talented employees. This was done by firstly analysing existing workforce data to identify key trends in employee turnover/retention (Deery and Jago, 2015), and secondly analysing current strategies used by similar organisations for employee retention.

Using a qualitative approach, data were collected from four countries, the UK, the US, Greece and Australia. Specifically, 13 semi-structured interviews were conducted with experienced Events managers, HR Directors/Managers and Line Managers at events companies to gain the organisation's perspective on talent management and talent retention strategies, focusing on talent identification. Participants in this study recognized the strategic value of effective talent management. The findings suggested that the main strategies to retain talent in the events sector in the Western context include a friendly and open access culture, teamwork, mentoring, leadership, compensation, succession planning and training and development as the key strategies to retain talent. More importantly events companies should focus on staff engagement. Participants proposed that highly engaged employees were more aligned with the company's vision and culture. This also enabled managers to identify employees at risk, therefore they could then work to prevent their exit and hence reduce staff turnover and enhance job satisfaction.

This study aims at providing organisations in the events planning and management sector with the knowledge to not only understand the contemporary workforce environment, but also effectively manage and retain talented employees who can contribute to the success of the organisation. This study proposes a new view on talent and talent management in the events industry, which may help practitioners in staff evaluation, retention and development practices.

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Lauren Batchelor, Louise Buxton and Antony Loynes

Workplace wellness: Measuring the success.

The past decade has seen a rise in studies conducted to try and calculate the level of people's well-being, especially in a work environment (Davies, 2015). The average person spends over a third of their life at work (WHO, 1994) and in the UK alone work related sick days and injuries cost £29 billion pounds per annum (ERS Research Consultancy, 2016). These statistics give good reasoning for why businesses should invest in making the work environment more secure and a pleasant place to spend time. An increasingly popular method to help decrease these costs and increase the bottom line is Workplace Wellness Programmes (WWPs)(Purcell, 2016).

Pray's (2013) definition of workplace wellness is a business's strategy to help employees make healthy lifestyle choices. There have been various models of wellness that factor in different dimensions, for example The Wellness Paradigm by Travis (1981) and even earlier, Maslow's Hierarchy of Needs (Maslow, 1943). These include dimensions such as emotional, physical, psychological, and occupational health, with some models including up to twelve different dimensions. However, there is still clarification needed on how they are to be measured to show return on investment (Schaefer, 2015).

Purpose of the study

For WWPs to be successful adequate and sustained investment is essential (Kruger et al., 2007, Caperchione et al., 2016). Nevertheless, the vast number of employers are reluctant to implement anything that costs money, without knowing that it could be successful (Mattke et al., 2013). A challenge is therefore presented, in identifying appropriate measures of success for WWPs. Emkjer, (2013) asserts that one solution to ensure the value of programmes is maximised is in providing custom, in depth research and analytics to measure their performance.

Having identified the difficulties with measuring the return on investment of WWPs (Harter, Schmidt and Keyes, 2002, Emkjer, 2013), it is clear that current approaches are unfit for purpose (Emkjer, 2013). That said, the objectives of many schemes - reduced employee turnover, increased employee satisfaction and increased productivity (Galbreath, 2010), have long established acceptances of links to financial benefits. With this in mind, the creation of a measurement tool based on a more holistic approach, is proposed.

Methodology

The research proposed is an exploratory study to develop a conceptual framework for the management and measurement of WWP's that can be assessed within case study organisations.

Results

A persistent challenge to WWPs is the identification of appropriate measures of success, which can be presented in order to validate investment in them. Emkjer, (2013) asserts that one solution to ensure the value of programmes is maximised is in providing custom, in depth research and analytics to measure their performance. Furthermore, the measures should take into account the value both on a human and organisational scale (Emkjer, 2013). Examples of measures of success which have been used included: engagement, employee turnover, behaviour change, customer satisfaction/loyalty, productivity and profitability (Harter, Schmidt and Keyes, 2002; Emkjer, 2013). Harter, Schmidt and Keyes (2002) acknowledge that their meta-analysis reveals positive relationships between satisfaction with one's supervisor and one's work and individual performance, however, they note that causality of these relationships has not been completely resolved. Illuminating this challenge further, Emkjer (2013) found that, although sixty six percent of United States (US) employers have workplace wellness programmes, only thirty seven percent have measured specific outcomes of them.

The development of measurement framework will enable the calculation of return on investment for employers and solve the current conundrum of how much to invest and how to measure the return on that investment.

Conclusions

Having identified the difficulties with measuring the return on investment of workplace wellness schemes (Harter, Schmidt and Keyes, 2002, Emkjer, 2013), it is clear that current approaches to measuring the success of WWPs are unfit for purpose. This is particularly the case where attempts are made to make a direct link to a financial benefit (Mattke et al, 2013). That said, the objectives of many schemes - reduced employee turnover, increased employee satisfaction and increased productivity (Galbreath 2010) – have long established acceptances of links to financial benefits.

The Balanced Scorecard (BSC), developed in the early nineties by Kaplan and Norton (1992), is a model that was developed specifically to measure performance by incorporating broader, non-financial, aspects of the business. The original model is still widely accepted as a viable performance measurement tool (Bento, Mertins, & White 2017) and it is proposed that an adaptation of this is used to measure the success of WWP's.

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Andrew Mcloughlin

Innovation in event marketing managerial practice: the use of story, storytelling and content

Event marketing is an innovative, exciting and growing integrated marketing communication and experiential platform used by brands to engage audiences through brand activation at events and festivals. Despite this claim, studies in this area are scant. A growing number of academics researching in this area indicate the need to expedite more research in this area (Gupta, 2003; Raj, Walters, & Rashid, 2013; Sneath, Finney, & Close, 2005). Brown (2014) suggests:

> Given the little research in professional event management, an obvious conclusion is that there needs to be collaboration between industry and academic in developing new thinking and research, such as future use of …marketing strategies by professionals (p.20).

Meanwhile, McGuire (2003) has described events that embrace creativity and innovation, as having entrepreneurial culture, and Getz, Andersson, and Carlsen (2010) state these events are best placed to seize market opportunities and generate added value. Mcloughlin (2014) indicates ‘corporate clients and external event agencies are pushing the boundaries in creativity and innovation go beyond the brief and deliver the wow factor and the desired outcomes” (p. 237)

The research presents a critical examination into the use of innovative practices in event marketing managerial practice. The article starts with a review of pertinent literature in the area of innovation and innovative practices in event marketing and event and festival management. Interviews ensue with six senior event marketing staff and they reveal some interesting results.

The findings suggest a consensus to the use of innovation and innovative practices in event marketing expressed as story, storytelling and content development. This is an exciting development as none of these innovations appears in current event marketing or event management literature. Interviewees indicated all three innovative practices were crucial in engaging audiences and promotion of events and festivals. Furthermore, all three are inter-related and important elements in contemporary brand and event communication.
Based on the research a useful framework guides practitioners to the use of story, storytelling and content in deploying innovative and interactive tactics to engage event audiences and offers academics an insight into current practices and guidance to future research opportunities in the field.

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Maria Zoi Spanaki

Alternative forms of tourism: The dynamics of agrotourism in a changing era

The detestation in the nature as well as the occupation with the agricultural activities increased the need to be found temporal places for staying. The above gradually development drove to the creation of accommodations which would offer the necessary equipment for a comfortable staying for people who were interested in, Igoumenakis et.al.(1998). This action of investment was characterized as a touristic activity and was named Farm and Ranch Hospitality with two categories of Farm Based Tourism and Hotel/Resort Based Tourism and is dated from 1960 in Europe as well as in the other places globally, Konstantinidis (1993).

The target of this presentation is to highlight the importance of agroutourism is, the kind in which it is separated and the benefits that offer to the tourism sector. The activities that are related to this form of tourism has socio cultural content and are especially necessary for providing the authenticity, the traditions and the special traits of each place. The attractive point is the profile of the agrotourist that is special for its interest about the environment and his sense about protecting the nature. Following it is showed the reasons why it is important to be occupied in agrotourism, which are the impacts on people and who are the sectors that present the specific kind of tourism. The basic is capturing the attention of tourists, grow up their love about nature and improve a better and more creative way of touristic activity.

In order to operate an agricultural company is important the acquisition of a certification that ensures that it is appropriate to offer the security and the best quality for the tourists. According to the World Tourism (2001), there is a variety of programs that are responsible for funding the companies and as the years pass more and more initiatives are accomplished and offer financial support for the touristic activities. The results of the agrotourism are directly associated with the economic way of a country and the global GDP as it is a major sector which shows a continuous rising way, Quan and Wand (2004). In addition with the outcomes from a research program named “Europeans on Holiday” a higher amount of people are interested in trying a different kind of tourism and combine their vacation with creative activities, World Tourism (2001). However for tourists the basic steps for choosing a destination is the level of the quality that the accommodation could offer to them and the kind of activities that they could occupied with. Additionally the amount of new experiences that they could acquire from learning about the gastronomical habits and the traditions that a place has are a beneficial advertisement for attracting more people. The above should be taken into consideration as an outstanding note for the local markets and economies as the new tourists come in touch with local products and they reinforce the revenue of a place either it has been already developed or it is based clearly on tourism sector.

The study also focuses on the new perspectives that are possible to be applied. The connection with investments that would not be so much expensive is needed and the creation of services with quick results of depreciation would be attractive for the new entrepreneurs. In order to reinforce the agrotourism, people should be aware of a better quality of holiday and they should follow a higher level of education so they will be at the place to create something attractive without destroying the most valuable good that is the nature. The basic key for taking the advantage of the sector that gives an economic breath globally is the right way of providing the agrotourism and ensures the especially sensitive nature lovers that their participation is absolutely required.

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Emma Pope

Sustainable and Transformational Tourism: Exploring the Role of Experiences

The transformative potential of tourism is recognised by the perception that we are currently moving to a third stage of the experience economy, which focuses on this concept of transformation (Kirillova et al., 2017). More studies should focus on the area of transformational tourism and sustainability (Reisinger, 2013), between which there are established and growing connections (Wolf et al., 2017). Sites such as national parks create ideal conditions for transformation due to elements that can be catalysts for self-exploration, learning and reflection (Wolf et al., 2017). Seemingly, as transformation is becoming almost an expectation of experiences, these natural areas known for their transformative potential may see a new wave of tourists seeking experiences that transform them. Arguably this provides new potential for sites such as these to achieve their aims by tapping into a wider segment of visitors, as well as building upon the experience of existing visitors. Halpenny (2010) acknowledges the need for more research into places of recreation and their role in shaping attitudes towards the environment, which have potential to increase sustainability awareness and behaviour beyond the tourism site itself (Mair and Laing, 2013); reiterating this notion of transformation and a change in the tourist. This is what Lean (2009) refers to as a 'Sustainability Ambassador'.

McNicol and Rettie (2018) comment how visitor experiences can incorporate scientific understanding in a positive way, contributing to visitor satisfaction and conservation of the site through initiatives and visitor interpretation. Such touristic learning can be naturally incorporated into the overall experience, enabling depth of personal meaning, with predictions that tourist organisations will be increasingly expected to measure this notion of personal growth (Falk et al., 2012). Arguably this becomes even more pertinent as we progress to an experience economy which focuses on transformation. Herein lies the potential to explore how transformational moments occur or can be propositioned by tourism and recreation providers, encouraging transformation that benefits the tourist, the site itself, and have wider implications in terms of longevity of these behaviours.

The hopeful tourism perspective considers how these individual and momentary experiences can translate into action at a societal and global level through a focus on the positive transformative elements of tourism experiences (Pritchard and Morgan, 2013). This focus on hope and meaning is echoed by Weaver and Jin (2016), but state that compassion has been the missing motivation and enabler of sustainable tourism and behaviour. This perhaps reiterates the role of utilising meaningful tourist moments and places that transform the individual in order to instil a sense of care for it; this compassion and value acting as a catalyst for wider behaviour changes.

This paper provides a thorough review of the literature as it relates to sustainable tourism and its links to transformational tourism. Crucially, it explores the ways in which these settings can provide experiences that transform perceptions of sustainable behaviour both within and outside of the touristic environment. Methodological approaches that incorporate the hopeful tourism perspective to directly integrate such transformational and sustainable contexts into the research philosophy and methods are considered. In doing so, the demand for transformative experiences, and how the supplier of these can create impact and benefit their own organisational aims, provides a focus for the synergy between transformational and sustainable tourism.

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David Lamb and Alfred Ogle

What pre-event motives drive the decision to commit to volunteering for a (local community) sporting event?

Purpose – The purpose of this paper was to examine pre-event motivations of volunteers at the 2016 Perth International golf tournament, where the focus was on the reasons why volunteers were motivated to become involved in the event. Using Herzberg's Motivation-Hygience theoretical framework, the pre-event motives that were most persuasive to volunteers above and beyond the pre-requisite requirements of the typical golf tournament volunteer are examined. Hence, this study sought to bolster the body of knowledge on the antecedents of volunteerism behaviour and the decision-making processes of potential volunteers leading to, and participation in the event.

Method - This qualitative study utilised a paper-based survey containing open-ended questions administered to registered volunteers. The questions were designed to collect data on pre-event volunteer motives and the survey respondents' (N=97) answers were thematically analysed.

Findings – The emergent themes range from altruism (helping others) to self-interest (a complimentary round of golf). The predominant theme is the respondents' "love of the game (of golf)" which encompasses the sub-themes of self-interest and perceived personal benefits such as gaining tournament attendance privileges and being in close proximity to the action (watching professional golfers). While community benefits such as the building of community identity, recognition and pride were identified, the affiliative nature of the local golfing fraternity as the primary distinguishing factor for volunteering at the event is highlighted.

Research limitations - This study focused on a single event involving registered volunteers and, therefore, its findings cannot be generalised to all events. To build research capacity and knowledge, it is suggested that this study could be replicated across a number of similar events.

Practical implications – The identification of, and appreciation for, intrinsic and extrinsic pre-event motives can inform event organisers how to plan and design their promotion and recruitment drives using AIDA (gaining Attention/Awareness, developing Interest, arousing Desire, and eliciting Action). By targeting the primary motivators of a potential volunteer, attention can be captured and awareness converted to an interest which can be developed into a desire to commit to their involvement in an event. The next step is to ensure that the volunteer signs up for the appropriate role according to ability, and most importantly fulfils that commitment by active involvement in an event. This targeted volunteer approach could potentially underpin effective volunteer retention strategies.

Anna Russell and Iride Azara

Determining temporary event workers, employment business and event organising clients best fit

Despite the rapid expansion of the events industry and the sector's significant contribution to the UK economy (BVEP, 2015), issues relating to temporary event workforce (TWE) remain understudied especially in terms of understanding its size, skills shortages, needs' requirements and overall the person- organisation (PO) 'best-fit' (People1st, 2010 and 2015; Kim, Boo and Kim, 2013; Mair and Whitford, 2013; UKCES, 2015; BVEP, 2017 and Park and Park, 2017). These concerns are arguably common across the service sector. Research into temporary or part-time (P/T) workers in the context of industries heavily dependent on human capital such as hospitality and tourism shows that those employees that are resilient to the demands of the role; have great customer service abilities and stay loyal to the industry. Furthermore, studies show that where PO-fit exists in an organisation, employee commitment increase and employee turnover reduces (Arthur, Bell and Villado, 2006). However, research on these issues has frequently involved students and their predicted career choices rather than different sectors of the workforce. It has also focused on jobs that are part-time but have some degree of regularity and consistency (Toms, 2011; Tan and Tan, 2002; Curtis and Shani, 2002; Curtis, 2007; Richardson, Evans and Gbadamosi, 2009; Sollitto, Martin, Dusic, Gibbons, and Wagenhouser, 2016; Wells and Lower, 2016; Muzzolon, Spoto and Vidotto, 2015).

Temporary events are by definition irregular often requiring large numbers of workers to come together for a brief period of time. This creates a unique set of human resource problems and challenging employment relationships. Events are predominantly staffed by event employment businesses (EEB) that hold databases of potential employees who can be mobilised in accordance to the request of their clients. This forms a unique triangular relationship which raises many challenges including how to support and manage the remoteness, variety and size of the workforce to maximise the intended event benefits (Phelan & Mills, 2011).

This study focuses on exploring the relationship between TEW, the EEB that recruit them and the event organisers (EOC) who organise the events they work at, with an aim of determining the differing needs and expectations of these stakeholders and assess 'best fit' among them. Different measures have been designed to assess 'employee- fit' including assessment of personality (see for example Barrick and Mount 1991; Maples-Keller, Williamson, Sleep, Carter, Campbell and Miller, 2017); values (Kahle, 1983) and motivations (Mohr, Backman, Gahan and Backman, 1983; Scott, 1996; Sneider & Backman, 1996; Kim, Uysal & Chen, 2002; Smith and Costello, 2009; Kruger, Saayman and Ellis, 2012); along with measures that can determine the level of an individual's organisational commitment (OC) (see for example Mowday, Steers and Porter, 1979; Bearden, Netemeyer, and Mobley, 1983) and person organisation – fit (PO-fit) (Hamdan, 2011 and Cavanaugh, 2016). Yet these measures have not been fully tested together and specifically in the context of TWE.

An anonymous quantitative survey was designed using previously validated scales and electronically distributed to a valid sample of (N=335) TEW employees registered on the database of an EEB. TEW had to have worked at least one events in the last 12 months, at any location in the UK (England, Scotland and Wales) to participate in the survey. Concurrently, semi-structure interviews were carried out with an EEB and two event organiser clients (EOCs). Due to the exploratory nature of the study, triangulation of data was deemed necessary to understand PO-fit and supplementary congruence such as value, personality and motivation in order to produce a holistic understanding of the issues.

Findings reveal the existence of PO-fit. What TEW are seeking from events appears to mirror what the EEB and EOC are offering through the TEW roles. The common reasons identified by TWE to undertake the jobs were fun, enjoyment, togetherness, teamwork, practical approach and communication. Furthermore, findings from the EB and EOC interviews highlight the need for TEW to understand the job roles and the importance of following instructions.

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Yesim Tonga Uriarte, Rafael Brundo Uriarte and Maria Luisa Catoni

Festivals and the destination image: City perception(s) of the visitors during Lucca Comics & Games

Big scale festivals have become a powerful event type, particularly in terms of their image effects. In this regard, festivals appear as a multifaceted cultural phenomenon reflecting an active cultural process encountered in virtually all human cultures, while being considered as experience goods with significant place branding impacts. Thus, festivals evolve beyond merely periodic, cultural or historical events within communities, and become a popular means through which participants consume, produce and experience culture. Nevertheless, despite the growing body of literature on event impacts on the city image, a common methodological framework for their analysis is still lacking.

This study, therefore, aims to explore the impacts of events on the city image with an interdisciplinary approach through an exploratory case study. To this end, we focus on a big scale, unexplored type of event that is dedicated to fantasy culture with intertwined cultural and commercial characteristics. Lucca Comics & Games (LC&G) dates back to 1966 and is among the biggest festivals of this type in the world, bringing around 500.000 attendees to the historic city of Lucca in Tuscany. In this regard, the relation of LC&G with the city provides a fruitful test bed because present day Lucca combines its past with the daily life mostly by virtue of its visual legacy and urban policies – which also provides a brilliant festival setting and has synergies with LC&G.

At the end of October, LC&G disrupts the daily routine of the city and, through benefiting from the special texture of the location and building an organic relation with the urban landscape, turns this historic place into a fantasy city for five days. The festival not only incorporates the existing elements of the historic urban texture into its identity and festival experience, but also adds new, unexpected layers to the city image by modifying the usual and daily function and meaning of time and space.

To capture this complexity, we adopted an interdisciplinary methodological approach that combines statistical, big data and sentiment analysis, and used web data and surveys conducted during 2015 festival edition with a highly representative sample of festival participants as data sources. This approach allowed us to explore the impacts of the festival on the city image from different perspectives, providing an insightful understanding of the relation between the event and the city.

The contribution of the paper is twofold. The first regards the methodological inquiries, which take place in event impact studies. We devise an interdisciplinary exploratory approach incorporating different perspectives that allows us to inductively build the city image from non-resident festival participants’ perspectives before and after attendance in the fesival. Remarkably, we make a first step in the assessment of the event impact on the city image both in quantitative and qualitative terms, utilizing novel computational tools, which, to the best of our knowledge, have not been used in event studies before. Thus, our approach serves as an effective model for prospective studies, since it enables to develop a comprehensive understanding of event impact on the city image, including the analysis of big samples of surveys with qualitative data collected through open-ended questions. Secondly, we provide an empirical account of the event impact on the city image. Our evidence is based on multiple data sources including a large survey study consisting of more than 7.000 respondents, which ensures a robust base for further comparative analysis and theoretical discussions on the components of destination image. Our case study is also notable since it is an unexplored, yet drastically growing festival type dedicated to fantasy culture and strongly related to cultural and creative industries.

The results demonstrate a strong relation between the festival and the city image; the online popularity of Lucca significantly increases during the festival period on a cyclical, longitudinal basis, while the city perception of the non-resident festival participants changes positively after the event and the city becomes a more vivid place for them. Futhermore, a strong relation is built with the participants since they define the host city as the place to come back for the LC&G appointment.

Wu Jun, Huang Jiajia and Han Jingke

Customer experience and involvement as antecedents of co-creation Value: A case analysis of boutique hotels in Hangzhou, China

With the development of tourism and hospitality, an increasing number of tourists demand personalized services and unique experiences. Hence, boutique hotels, an emerging hotel format, are being sought by discerning tourists because of their exquisite design, unique style, rich cultural connotation, and distinctive service. The concept of the boutique hotel was introduced in China in the early 21st century but only began developing rapidly within the last ten years. Recently, overseas brands of luxury boutique hotels as well as resort companies' and global hotel chains' boutique hotel brands have expanded rapidly in China with the growth of the country's tourism market. The interest of domestic investors in boutique hotels has increased noticeably at the same time. The market size of boutique hotels in China is difficult to estimate because the definition of a boutique hotel is vague. However, according to incomplete statistics, there were more than 500 boutique hotels in China by the end of 2015 generating an annual revenue of more than 2 billion dollars. Moreover, it is estimated that China's boutique hotels will grow to an approximately 10-billion-dollar market by 2020 . Backed by the national boutique hotel industry standards promulgated by the China Nation Tourism Administration (CNTA) on August 15, 2017, China's boutique hotel market will enter a new stage of development calling for a deeper understanding of customer experience value. This study intends to highlight the co-creation value from the customers' perspectives and proposes strategies for the fast-growing Chinese hotel industry to facilitate outstanding customer experiences.

In recent years, there has been growing interest in the co-creation of value both in the service industry and academia. Many interdisciplinary theories have been adopted to enrich the theoretical and empirical study of value co-creation. Researchers acknowledge the imperative role customers play in value co-creation in the tourism industry (Shaw et al., 2011; Grissemann & Stokburger-Sauer, 2012; Cabiddu et al., 2013; Prebensen & Dahl, 2013; Prebensen et al., 2015; Jamilena et al., 2016). In this study, a value co-creation theory based on service-dominant logic (S-D logic) is applied as a framework to advance the understanding of the co-creation experience in hospitality. In terms of S-D logic, value is co-created with customers (Vargo & Lusch, 2006) and appraised on the basis of value-in-use, or value-in-context (Vargo & Lusch, 2008). The value of service is always perceived and determined uniquely and phenomenologically by the beneficiary (Vargo & Lusch, 2008), usually the customer. Therefore, it is important to identify the factors affecting customer assessments of co-creation value. In addition, 'customer involvement' – the degree to which personal cognition of a product is related to inherent needs, interests, and value (Zaiehkowsky, 1986) – is also included in our study to explore co-creation value.

Customers partake mentally and physically in an experience; therefore, their appraisal of experience and the degree of customer involvement may affect co-creation value. Our conceptual framework addresses the customer co-creation value with hotels in service provision and the appraisal of customer experience, including hedonism, acquirement, and collaboration, affecting co-creation value. Customer involvement moderates the role that customer experience has on co-creation value. Thus, the study hypothesizes that (1) customer experience appraisal has a positive influence on customer involvement; (2) customer involvement has a positive influence on co-creation value; and (3) customer experience has a positive influence on co-creation value.

The purpose of the study is twofold: (1) describe the current Chinese boutique hotel industry situation and (2) build a co-creation value model in the context of the Chinese hotel industry.

We use a sample drawn from customers in Hangzhou, a Chinese city famous for its tourism industry. A survey will be conducted with 300–400 participants who have stayed in a boutique hotel in Hangzhou. The questionnaire is based on those from previous studies (Katrien, 2015; James & Lenna, 2018) and two rounds of expert interviews. The collected data will be analysed using SPSS 19.0 and AMOS 21.0 software.

The goal of the study is to provide empirical findings that enrich the theory of value co-creation based on customer involvement and experience and assist Chinese boutique hotels in co-creating value with customers more efficiently.

Faith Samkange and Peter Wiltshier

Sustainable Development and Low Carbon Management Practices in Local Tourism and Hospitality Enterprise Partnerships

The counties of Nottinghamshire and Derbyshire offer an attractive proposition of holiday experiences to both local and overseas visitors. Surprisingly, the regions' amenities of both spectacle and historical significance fail to attract staying visitors on a regular basis. Even though some research projects have targeted SME hospitality management businesses in the past, a big percentage of these business enterprises are still failing. Project process trends have tended to be fragmented and linear in approach focusing on aspects of business development such as marketing in isolation at the expense of integrating all the business processes and procedures. This project is designed to pursue sustainable strategies and operational management practices for boosting entrepreneurship in hospitality by integrating business development processes as demanded by current and future SME development trends and related challenges. It also addresses the impact of business on the environment with a view towards reducing the carbon footprint of business enterprises. It proposes to facilitate not only the creation but the development of local sustainable and low carbon emission SMEs in Derbyshire and Nottinghamshire in a pragmatic manner. The creation of new and, review of existing business plans, related implementation processes towards sustainable development based on the provision of added customer value through the effective development of business partnerships and technological networks are analysed. The envisaged sustainable business development will stimulate economic activity, reduce carbon emissions, create job opportunities and generate revenue for the region.

Adil Alshamsi and Hamed Mohammed Almuhrzi

Understanding the role of in-flight services in travellers' airline selection

The aviation industry has grown rapidly over the last decades leading to the development existing and appearance of new airlines in travel market. The aviation industry serves most of the world and has become indispensable in the field of transport (Belobaba et al., 2009). In 2014, the aviation world celebrated the centenary of the first commercial flight, which took place on 1st of January 1914 and made an invaluable contribution to worldwide communication (ATAG, 2014). Subsequently, airline alliances led to changes in the market during the 1970s, until 1978, where competition in the aviation industry began in earnest (Wu, 2010).

As a consequence of growing demands within the airline market, the individual companies have raised the level of competition in seeking a larger share of the market through various methods of product development, including the introduction of new aircraft: "Commercial aircraft development is about developing new aircraft designed for the purpose of people or cargo transport operating in a primarily commercial environment whereby the development is commercially managed as well" (Altfeld, 2010:p3). Airlines dedicate their efforts to provide an aircraft that meets the needs of the majority of travellers as it is impractical to design an aircraft for each individual passenger (Townsend, 2007).

The hospitality industry is without a doubt, the core of all service-oriented companies which depend on creating a unique and memorable experience for their customers (Ariffin et al., 2011). The hospitality concept involves creating a warm and welcoming sensation for the guests through various themes. Moreover, hospitality is overseen by a host who ensures the best level of comfort for the guests (Nameghi and Ariffin, 2013). Commercially speaking, those who are working in the hospitality industry are advised to consider this fact when conducting any service. Likewise, it is of paramount importance for the airline industry to implement and adopt customer service based on the real meaning of hospitality with respect to how passengers interpret the concept, so that the rendered services will meet their expectations especially during the flight where passengers have ample free-time (Lashley and Morrison, 2001).

Therefore, the purpose of this research is to reveal the importance of the in-flight meal with respect to Middle Eastern Airlines (Emirates, Etihad Airways, Oman Air and Qatar Airways). Furthermore, this study highlights the influence of in-flight meals and customer service on how travellers select a particular airline. This will involve focusing on significant elements which contribute to an airline delivering a professional quality of meal service in order to meet travellers' expectations; with respect to Middle Eastern Airlines.

To this end, a quantitative study to explore the above issue. A survey was employed in this study to explore most influential factors that affect ones' choice of airlines. It took the form of a questionnaire designed to examine the important factors which represent travellers' needs and expectations when selecting a particular airline.

The main findings of the study suggest that airline catering should place a particular emphasis on the quality of meals served in-flight, to ensure that they meet travellers' expectations. Moreover, this study proposes that airlines should consider travellers from various cultures when developing a marketing strategy and promote this, so that customers can make choices according to their cultures and personal preferences. Implications and future research are also discussed.

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Claudia Melpignano and Iride Azara

Conserving Italian WHSs through live music events

This research presents the findings of a qualitative study aiming to explore the tensions inherent the re-use and conservation of Italian cultural and historical assets (Aas et al., 2005; Landorf, 2007; Richards, 2007; Hoffman, 2009; Timothy, 2011; Leask et al., 2013; Du Cross and McKerker, 2014; Lochrie, 2016). The research uses three WHS sites spread across the Italian territory as case studies to identify the positions of different stakeholders involved in the production of live music performances. A qualitative comparative, case study design has been deemed as the most fitting to enable an in-depth and rich analysis of the issues (Crang and Cook, 2007; Denzin and Lincoln, 2013; Yin, 2014; Silverman, 2016). Investigating the stances held by public and private sector organisations in relation to the barriers and opportunities of staging events at such venues is necessary to develop a sustainable strategy for managing national heritage assets, while meeting the consumers' demands for innovative forms of heritage consumption (Silberberg, 1994; Janiskee, 1996; Smith, 2006; Richards, 2007; Richards and Palmer, 2010; Timothy, 2011; Lochrie, 2016). The findings highlight how the entertainment industry's offer for partnership has not been exploited so far, due to the clashing ideologies, the chaotic administrative and bureaucratic context, and the limited stakeholder engagement, which characterise the landscape of Italian WHS sites. Beside suggesting a cross-sectional cooperation approach to help rejuvenate the WHS sites and to generate funding for conservation purposes, the findings indicate the need for a national decree which sets missions and regulations on the re-use of WHS sites. The study extends the body of research on the changing nature of event demand and on the role heritage sites play as venues for live music performances. The research has industry significance because of the number of UNESCO heritage sites in Italy that may benefit from the use of heritage venues as places and spaces of "festivalisation" (Bennet et al., 2014).

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Carlos Mario Amaya-Molinar, Yadira Guerra-Montes and Irma Magaña-Carrillo

Success factors and poverty alleviation on community-based tourism business units in Colima, Mexico

An investigation was conducted trying to identify success factors in the management of community-based tourism with an impact on poverty alleviation and improvement in the quality of life of the population in rural areas. The success factors were consulted from the academic literature of community-based tourism, while indicators of overcoming poverty were taken from documents of the WTO and Croes and Rivera (2015).

Five surveys were performed; collecting more than 900 questionnaires in the community-based tourism projects operated in several rural communities: La Becerrera, Carrizalillos, Suchitlán, Cofradía de Suchitlán y La Nogalera, in the of Comala; and in Acatitán, city of Colima; in addition, 25 in-depth interviews were held with leaders and workers from the aforenamed business units.

The study identifies the success factors, as well as the results of the various business units mentioned. Some of the business units present solid management procedures with very decisive effects while some of them are fractured by internal divisions, passing through others that barely survive.

The empirical study aims to find out the degree to which the tourism operation contributes to improve well-being and quality of life among the population of rural communities. Correlation and regression analysis are used to identify the tourist operation factors that positively influence the overcoming of poverty in the rural communities studied.

Fotios Vasileiou

Awesome method: Teaching events studies in an international environment with the support of GeoPsychology

This paper intents to focus in the use, impact and contribution of the new science of GeoPsychology (interdisciplinary science combining Geography and Psychology) in the implementation of a new teaching/engagement model for Events studies in Higher Education in UK (Awesome model). Awesome model was implemented since 2015 in Events studies in Greenwich School of Management. The model was listed by HEA consultant Mick Healey (2016) in his indicative list of examples on student engagement methods in worldwide cases of student engagement in Higher Education and well commented by Elizabeth Barkley (2016) in California USA, famously known as author of 'Student Engagement'. GeoPsychology as reflective tool in Events studies was analysed and discussed recently in the Royal Geographical Society Annual International Conference (Vasileiou, 2017). The method expanded and there are cultural dimensions added to reflect the international diverse environment of UK student body, the internationalisation of curriculum and the globalised nature of events studies.

The implementation used partly the science of GeoPsychology to answer psychological/ educational impacts on students stress/ anxiety related with space/ geographical aspects (i.e. classroom teaching/ learning on the events field). How do different types of fieldwork in events affect students' experiences and their learning process? The ability to cope with pressure and anxiety were discussed (Hardy, Jones, & Gould, 1996; Kessler, et al., 1994) and can have a damaging influence on people's lives. But can be emotions be assessed and are there ways to be easily implemented in events studies? The research on understanding students' affective experiences on fieldwork is less developed and there is less work done on how teaching staff can respond to the emotional geographies (Pile, 2005). The theory of GeoPsychology in events was particularly analysed by Peter Vlachos in Buxton (2016). The students in today's globalised environment come from different countries. Could we see the culture of the student as a possible cultural/ psychology filter in a geo-psychology based research approach? Our student body is very diverse. We need tools to find out the impact of every activity on their learning.

A research paper published from Birmingham University in 2015 by the Institute for Research into Superdiversity (Jones, Ram Li, Edwards , Villares) underlines a few modern era aspects in diversity of international students. On the same concept we could define that workforce diversity acknowledges the reality that people differ in many ways, visible or invisible, age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture (Kossek, Lobel ,Brown 2005; Chen, Chanda, Netto ,Monda 2009). However, in each country, diversity is differently perceived. Since the diversity is growing in the student demographics of UK universities, the feedback from activities with a reflective tool grows. In summer 2017 in the Global Internationalising the Curriculum Conference, 2nd Trent Institute of Learning and Teaching- NTU was presented the internationalisation of curriculum for events studies based on Awesome method (Vasileiou, 2017). In the case of events studies, the fieldtrips or working in the environment of the job is extremely appreciated or even compulsory.

Is the role of critical reflectivity in GeoPsychology important for the student engagement and learning? Can we see GeoPsychology and emotional geographies as a tool to develop engagement and learning in events studies? What is the role of Awesome method as application of the above ideas? Kearsley and Shneiderman (1998) explain that student engagement is essential to the learning process through realistic projects. The data for the assessment of the method Awesome included videos of students sharing their experiences (note: the presentation will include short video example of their testimonies). Does this reality include the natural place/ geography of work in events? The paper will inevitably explore the framework of the teaching model in events studies under the title Awesome and its fundamental attributes who can be found in the term itself (Application, We, Engagement, Strengths, Ownership, Motivation and Evolution).

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