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CONFERENCE AIM

The ICOT2023 conference builds on the eminent support of the international scholarly community and the success of the previous twelve International Conferences on Tourism (ICOT) held in Greece, China, Cyprus, U.K., Italy, Thailand, Portugal, but also virtually following the COVID-19 outbreak. While the tourism sector is characterized by strong resistance in various types of challenges, it is undeniable that the recent encounters, such as those of COVID-19, Russian-Ukrainian war, and energy crisis, have significantly affected related industries and the economies of many destinations. Indeed, many scholars and practitioners claim that, in this turbulent era, there is a need for re-orientation on how tourism should be developed, managed, and performed in the 21st century; this implies that placing greater emphasis on innovative products, processes and dynamics, on the one hand, and focusing on sustainable development and management principles, on the other hand, should have a much greater role in contemporary tourism and travel. In this respect, it is not only desirable to follow this direction but also imperative for the full recovery and resilience of tourism, worldwide. The scope of ICOT2023 is to examine innovative sustainable products, processes, strategies and practices to prepare a stronger and more resilient global tourism development in this new cloudy era that the world goes through. The conference will be a unique opportunity where academics, professionals, researchers, policy makers, practitioners, and post-graduate students from the fields and industries of tourism and travel will meet, discuss, exchange ideas and express their views and scientific approaches. The ultimate objective is to stimulate a dialogue on how tourism in current times should invest in innovative sustainable practices for its recovery and resilience, thereby building a more solid ground for sustainable, balanced, and holistic development. We invite submissions on all aspects of tourism development, policy, planning, growth and degrowth that will add to the current debate.

CONFERENCE THEMES

The conference will focus on a broad range of topics related to tourism, including (but not limited to):

- Tourism Development, Policy and Planning
- Sustainability, Degrowth and Overtourism
- Alternative and Special Forms of Tourism
- Community Responses to Tourists and Tourism
- Collaboration and Cooperation between Stakeholders
- Emerging Tourism Destinations
- Theoretical Perspectives on Tourism
- Economic/Social/Environmental/Cultural Impacts of Tourism
- Tourism Education and its Role in Managing Tourism Development
- World Heritage Sites
- Industry's Role in Managing Growth
- Destination/Place Marketing
- Information Technology in Tourism
- Tourism Research and Methodology
- Globalisation Effects
- Challenges and Best Practices of Hospitality and Tourism Marketing and Management
- Negotiation in Tourism
- Tourism Mobilities
- Transportation and Tourism
- Authenticity and Commodification
- The Future of Tourism
- Climate Change and Natural Disasters
- The Effects of Crime, Terrorism, Safety and Security
- Managing Human Resources in Hospitality and Tourism
- Evolution and Transformation of Booking and Distribution Channels
- Responsible Tourism for Conservation and Development
- Social Networking and New Forms of Tourism
- Innovation in Tourism.

COMMITTEES

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- Nikolaos Boukas, European University Cyprus, Cyprus
- Konstantinos Andriotis, Middlesex University London, UK

Vice-Chair

- Stella Kladou, Hellenic Mediterranean University, Greece
- Dimitrios Stylidis, University of Crete, Greece

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- Sam Kim, Hong Kong Polytechnic University, Hong Kong
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- Vassilios Ziakas, Leisure Insights Consultancy, UK

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- Dimitrios Stylidis, University of Crete, Greece

SCHEDULE AT A GLANCE

WEDNESDAY 21 JUNE 2023

19:00-20:30   Sightseeing Walking Tour
20:30-21:00   Welcome Speeches
20:30-23:00   Welcome Reception

THURSDAY 22 JUNE 2023

8:50-9:30   Registration
9:30-11:00   Keynote Speech
11:00-11:30   Coffee Break
11.30-13.00   Parallel Sessions 2 (rooms A, B)
13:00-14:30   Lunch
14:30-16:00   Parallel Sessions 3 (rooms A, B)
16:00-16:30   Coffee Break
16:30-18:00   Parallel Sessions 4 (rooms A, B)
18:00-19.00   Workshop

FRIDAY 23 JUNE 2024

8:50-9:30   Keynote Speech
9:30-11:00   Parallel Sessions 1 (rooms A, B)
11:00-11:30   Coffee Break
11.30-13.00   Parallel Sessions 2 (rooms A, B)
13:00-14:30   Lunch
14:30-16:00   Parallel Sessions 3 (rooms A, B)
16:00-16:30   Coffee Break
16:30-18:00   Parallel Sessions 4 (rooms A, B)
18:00-18:10   Awards' Ceremony
18:10-18:20   Closing Speeches
20:30-00:00   Gala Dinner

SATURDAY 24 JUNE 2023

9:00–17:00   Day Trip

KEYNOTE SPEAKERS

PROF. MIHALIS KAVARATZIS
Metropolitan University, United Kingdom

Mihalis Kavaratzis is Professor of Place Marketing (Manchester Metropolitan University). His research and advisory interests lie in the theory and practice of place branding, particularly focusing on the role of various stakeholders and on critically examining the consequences of place branding as a tool for place development. Mihalis has co-founded the International Place Branding Association and is Senior Fellow of the Institute of Place Management. He has published some of the most-cited articles on place branding and has co-edited 'Inclusive Place Branding' (with M. Giovanardi and M. Lichrou) and 'Rethinking Place Branding' (with G. Warnaby and G.J. Ashworth).

ASS. PROF. SUSAN L. SLOCUM
George Mason University, USA.

Susan L. Slocum is an Associate Professor in the Tourism and Event Management program at George Mason University, Fairfax, Virginia. Sue has worked on regional planning and development for 15 years and worked with rural communities in Tanzania, the United Kingdom, Belarus, and the United States. Her primary focus is on rural sustainable development, policy implementation, and food tourism, specifically working with small businesses and communities in less advantaged areas. Sue received her doctoral education from Clemson University and was a Fulbright Scholar in 2020. She has published 10 books and numerous academic articles.

KEYNOTE SPEECH I:

MIHALIS KAVARATZIS
Metropolitan University, United Kingdom

KEYNOTE SPEECH II:

SUSAN L. SLOCUM
George Mason University, USA

Diversity, Inclusion, Equity (DEI) and Personal Rights: The Case of Airbnb

Interest in diversity, equity, and inclusion (DEI) has gained momentum amongst academics and practitioners across the hospitality and tourism industry. Recent significant events highlight a historically capitalistic and racist social system, bringing to light some of the major inequities that still exist within the tourism realm. These issues have become politized in the United States, as in other countries, pitted as conflicting with the Western values of personal property rights and personal freedoms expressed in the US Constitution. In other words, tourism as a capitalistic endeavor is at conflict with the socialist values inherent in DEI political conversations. Using a discussion format, we will define DEI, specifically in relation to structural (or institutional) discrimination, and its relevance to tourism. We will then visit the weaponization of DEI, by examining anti-wokeism legislation in the United States, specifically Florida. Using Airbnb as a case study in private governance (where private actors can take on the roles of regulators), we show where previous research has uncovered the prevalence of discrimination in online booking sites, both against hosts and guests. We also note Airbnb's response to litigation surrounding DEI. We posit the question, "How do we balance a homeowner's personal freedoms with corporate policies to support diversity, inclusion, and equity"? We ask the audience to brainstorm a number of solutions and then present solutions brought forth in the social science academic literature. We also discuss future research directions. The goal is to help to expose and engage in difficult conversations regarding race, gender, sexual orientation, accessibility, and additional inequities intertwined within the institutions of tourism.

ADENIKE ADEBAYO AND AZAR SHAHGHOLIAN
Liverpool John Moores University, United Kingdom

SHOLA OSINAIKE
Canterbury Christ Church University, United Kingdom

ADE ORIADE
University of Wolverhampton, United Kingdom

Sustainability in Space Tourism: A Netnography Approach

American Dennis Tito was the first fee-paying tourist in space in 2001, through the Russian Soyuz programme. Since then, private firms in Russia, Europe, and the United States have been competing to become the future leaders of space tourism. Several authors have argued that as the space tourism industry expands, transportation into space will become more efficient and affordable to a wider range of customers. Space tourism has the potential to act as an economic "driver" for more frequent space flights, resulting in market competition to drive down launch costs, as well as attract more customers to the space market. However, there are concerns about the sustainability of this form of tourism. In any case, it is essential for the USA to ensure the sustainability of its efforts. This is not only a concern for the USA alone; other countries that launch into space would also need to ensure the sustainability of such activities. UK players such as Virgin are well positioned to capitalise on emerging opportunities in order to secure a significant market share and enable associated wealth creation in the UK economy. The emergence of new institutional space actors, particularly from the South, is increasing pressure on the space environment, and the South's participation in space sustainability efforts is inadequate. The research aims to explore the sustainability of space tourism based on public perception on Twitter. How is space sustainability being interpreted or portrayed on Twitter? The study takes a netnography approach and draws conclusions based on Twitter data.

HUDA ALARFAJ
Architect, Saudi Arabia

Mitigating the Negative Impacts of Mass Tourism on Cultural Heritage: A Comparative Study of Petra, Jordan and AlUla, Saudi Arabia

Mass tourism has become a significant challenge for the preservation of cultural heritage sites worldwide, as the influx of visitors can lead to physical degradation, environmental damage, and socio-cultural impacts. This study aims to explore the potential of virtual reality (VR) technology as a tool for mitigating the negative effects of mass tourism on cultural heritage sites, using Petra in Jordan and AlUla in Saudi Arabia as case studies. The objectives of this research include examining the relationship between mass tourism and cultural heritage preservation, identifying the negative impacts of mass tourism on these sites, creating a virtual reality experience for AlUla, assessing the potential benefits and limitations of VR in preservation, and providing recommendations for further research. The study offers a comparative analysis of the effects of mass tourism on Petra and AlUla, while also evaluating the potential of VR as a preservation tool. Fieldwork in AlUla involved laser scanning surveys, 3D modeling, and the creation of a VR experience. The results indicate that virtual reality can play a crucial role in minimizing the adverse impacts of mass tourism on cultural heritage sites, offering a sustainable alternative for preserving these sites for future generations. However, some limitations were identified, such as accessibility and the challenge of replicating the authentic experience of visiting these sites. The findings of this research contribute to the growing body of knowledge on the use of technology for cultural heritage preservation and provide a foundation for further exploration in this field.

ANTONIO LUIS ALCOVER CASASNOVAS
Universitat de les Illes Balears, Spain

MARTI COLOMBRAM MESTRE
Consell de Mallorca, Spain

Diversification of Tourism Products and Eesilience in Balearic Islands

No one doubts that sustainability is the fundamental axis that must currently guide tourism activity. One of the ways to measure sustainability is the concept of resilience or the adaptive and recovery capacity of an ecosystem. The quantification of the resilience is difficult, but some authors defend the use of biodiversity as a measure of resilience calculation. Following this idea, in tourist spaces the resilience capacity should be related to the economic and tourist diversity of the destinations. The study of the case of Spain and more specifically that of the Balearic Islands allows us to observe how economic specialization seems to have played against the regions with a higher level of tourism specialization during the pandemic and that during the subsequent recovery process, diversification seems to have been a good strategy. To support these statements, data have been collected on the economic evolution of the main Spanish tourist regions, taking 2019 as a starting point and observing their subsequent rate of economic recovery. Additionally, the role of tourism diversification in the tourism recovery process has been analyzed. To examine this second effect, we have focused on the case of the Balearic Islands, analyzing the evolution experienced by the various alternative products to the sun and beach product, such as rural tourism, residential tourism, vacation rental tourism or the internal or city tourism. It is observed how these alternative products have score in almost all cases a very positive behavior in terms of resilience and subsequent recovery compared to the traditional sun and beach product.

Fernando Almeida-García, Rafael Cortés-Macías, Alfredo Mena-Navarro and Josefa García-Mestanza

University of Malaga, Spain

Governance, Overtourism and Impacts in Malaga, Spain: Recommedations for Sustainability

This research aims to understand the relationships between governance, overtourism and the impacts of tourism on residents. To this end, this study proposes a novel research model in which governance and overtourism factors are related to social and environmental impacts. In view of the intensification of tourism in the most overcrowded urban destinations in Europe and the Mediterranean, it is necessary to develop sustainable management measures. We conducted a survey of the residents of the municipality of Malaga, Spain. We conducted a factor analysis and regression and proxy maps of the main variables. We created a specific questionnaire to analyse the main factors affecting tourism management and its impacts. The survey is statistically representative (n=450). The results highlight the relationship between municipal governance and overtourism, and how the latter causes the social and environmental impacts of tourism. Impacts related to environmental problems are the most negatively valued by residents and affect their quality of life. A novel investigation is carried out on the relationships between the perception of tourism governance, tourist saturation and the impacts of tourism in a crowded space such as the historic centre of the city of Malaga, Spain.

Luis Miguel Brito and Ilidia Carvalho

Mass Tourism in Sintra and its Future of Regeneration or Decay: The Role of Tourist Guides

Information is power. Tourist guides hold this power as information givers, representatives of the tourists in the sites they visit and vice versa, and they can also persuade the tourists to do what is more convenient in each situation, contributing to sustainability through their interpretation. Arguably, in a situation of mass tourism, they can be very helpful. Mass tourism is viewed negatively by various intellectual currents and some critics in the field. It is usually associated with a lack of interest in culture and is understood as harmful to nature. It is in opposition to alternative, responsible and sustainable forms of tourism. Mass tourism is defined as the movement of large numbers of organized tourists to popular holiday destinations for recreational purposes. This definition is outdated because there are new ways of traveling. In post-modernity, tourists do not typically use the services of a DMC, they prefer to use the Internet and travel with low-cost airlines using transports that are not the tourist bus, a symbol of organized travel. The village of Sintra, near Lisbon, has become an example of mass tourism, especially in 2019 and 2022, with two atypical intermediate years, due to the Covid-19 pandemic. In some cases, the situation has become unsustainable, given the overcrowding of the most visited spaces and the damage caused to natural and cultural assets, not to mention the local communities' possible identity loss. Challenged by the contamination exerted by mass tourism in Sintra, classified since 1995 as World Heritage, this study's main objective is to understand how tourist guides can help to avoid the concentration of tourists in Sintra and it proposes to point out some containment measures aiming at mitigating the problem, avoiding the decay of the town, and providing the rapid regeneration of its heritage. The methodology adopted in this investigation uses direct observation and the semi-directive interview technique, with open-ended questions. Ten interviews were carried out in April and May 2023, with stakeholders responsible for Sintra's heritage and representatives of the local community. The analysis of the

interviews consisted of the transcription, and comparison of the information through a summary table. This analysis allows us to better understand the role that guides play in solving many of the problems of mass tourism and even over-tourism.

MARIA ISABEL CRAVEIRO PEDRO

CEGIST-Instituto Superior Técnico, Spain

RODRIGO SOARES

Universidade Lusiada, Spain

An Approach to the Tourist Performance of Portuguese Municipalities, Taking into Account their Hospitality

Tourism has been one of the main drivers of development and has contributed to the economic growth of all regions of Portugal. The hospitality contribution has been fundamental to this growth by guarantying, in a certain region, the conditions for overnight. The objective of this study is to evaluate the performance of the municipalities through their tourist accommodation. The sample refers to 5,468 tourist accommodations from 263 of the 308 municipalities according to data available in National Statistics Institute in 2019. DEA methodology uses linear programming and was applied to analyse the performance of DMUs from the optimal combinations between inputs and outputs (inputs: number of rooms, beds, workers, tourist establishments per municipality and workers expenses; outputs: number of overnights, guests, rooms revenues, and other revenues). The results showed high levels of inefficiency with only 20 municipalities efficient in CRS and 46 in VRS. Given the efficiency results obtained, the sample was divided considering some characteristics of Portuguese municipalities. It was found that municipalities with high levels of urbanization needed high percentages of foreign guests to become efficient, while regions in the interior with little urbanization adapted their accommodation capacity to domestic demand, reaching high levels of efficiency even without a large number of foreign tourists. Additionally, was assessed the impact in the efficiency of three macro variables: Consumer Price Index (CPI), population density and percentage of foreign guests. The order-m methodology was used and the results showed a positive impact on the efficiency of all the variables. Population density was the variable with the highest explanatory power (51%) while the CPI was the lowest (34%). These results aim to provide policy makers with more accurate information for future strategic decisions, as tourism is a

strategic sector of the Portuguese national economy. Thus, making a municipality more efficient requires a joint effort between supply and demand in which those responsible for municipalities and private entities must create synergies. Also, that the municipality's hospitality work together and in conjunction with the rest of the tourism industry.

MIJU CHOI

Leeds Beckett University, United Kingdom

Human or Virtual Influencer: Which Drives a More Effective Responsible Tourism Campaign for Gen Z Travellers?

Influencer marketing has evolved into a potent tool within the tourism industry, exploiting the reach and credibility of high-profile individuals on social media platforms to advertise destinations, experiences, and services. Concurrently, virtual influencers, artificial intelligence-powered entities designed to emulate human influencers, are rapidly becoming integral to tourism marketing owing to their distinctive characteristics and appeal, notably to younger demographics such as Generation Z. These virtual influencers exist exclusively within the digital sphere, primarily on social media platforms, and are the creations of computer programmers and graphic designers. Although numerous studies have determined that Generation Z displays a heightened interest in sustainability and responsible behaviour compared to preceding generations, there remains a significant research gap regarding which type of influence prompts more responsible behaviour among Generation Z travellers. Therefore, it is both academically relevant and meaningful to investigate this issue from marketing and psychological standpoints. The aim of this study is to ascertain whether human or virtual influencers drive a more effective responsible tourism campaign for Generation Z travellers. This research is underpinned by the construal level theory, which elucidates how individuals perceive, comprehend, and interpret objects or events that are remote from them. The specific objectives are 1) to investigate how Generation Z travellers perceive different types of influencers (human vs. virtual) and 2) to examine the interaction effects of the type of influencer (human vs. virtual) featured in responsible tourism campaigns and the psychological distance towards the influencers on the attitude towards them, thereby influencing participation intention. Study 1 involved conducting in-depth interviews with travellers from Generation Z. Findings from Study 1 indicated that Generation Z travellers perceive influencers as 'innovators', 'game changers', and 'idols'. In Study 2, a 2 (type of influencer: human vs. virtual) x 2 (psychological distance:

high vs. low) between-subjects experiment was conducted. Study 2 discovered that a virtual influencer (vs. human) positively impacts Generation Z's attitude towards responsible tourism campaigns when they perceive low (vs. high) psychological distance towards the influencer. Conversely, a human influencer (vs. virtual) positively influences Generation Z travellers' attitude towards responsible tourism campaigns when they perceive high (vs. low) psychological distance towards the influencer. These findings expand the scope of virtual influencer studies in the context of tourism marketing. Practitioners are anticipated to gain valuable insights from these findings when crafting effective responsible marketing strategies.

ALICE CERACINI, PHILIPP WASSLER AND GEMMA ELIZABETH TULLY

University of Bergamo, Italy

Museum Visitors' Experiences: An Application of Pine and Gilmore's Experience Model

One of the most significant challenges facing museums in the 21st century is the turn to the visitor, which has seen museum professionals increasingly concerned with striving to understand visitors and their behaviour to connect with them on a deeper level and design experiences that promote greater personal fulfilment. A response to the call to become more visitor-oriented entailed expanded visitor research which, in turn, would lead to a reconceptualization of museum policies and plans. Several scholars among those who conducted museum visitor analysis based their research on the renowned experience model developed by Experience Economy theorists B. Joseph II Pine and James H. Gilmore. Most of these studies, however, have focused either on finding a connection between the visitor's sociodemographic characteristics and the model's four experiential dimensions or on examining the experience-satisfaction relationship, prescribing a priori the parameters defining each of the four realms in order to classify visitors within them and therefore preventing their perspective from emerging. Considering such shortcoming, the present research proposes to take a step back and examine whether the model in question is to be regarded as wholly representative of museum visitors' experiences by detecting the parameters to be associated with the museum experience dimensions directly from Bergamo (Italy) museum visitors' words. To achieve this goal, a qualitative approach is adopted throughout the entire duration of the research, employing strategies and tools aimed at delving into the audience's point of view, these being the semi-structured interview and content analysis techniques.

Based on the findings, the greatest change is noted on the horizontal axis of the original experience model, the one of participation. In addition, a new dimension has been introduced: curiosity. The proposed alternative model is not meant to replace the one created by the two authors of the original model; rather, it is meant in the first place to provide

a visually tangible overview of the findings of the current study and, furthermore, to show how empirical research conducted in more contemporary times could allow the latter to be expanded – rather than discarded – by the introduction of elements that could only be found decades after its initial conception.

MAURO DUJMOVIC AND ALJOSA VITASOVIC

Faculty of Economics and Tourism, Pula, Croatia

Music Festivals and Tourism in the Istrian County

Music tourism is a contemporary phenomenon and the outcome of new affluence and leisure time in the West. Music and tourism have always converged in some way. Music sounds, scenes and performance events have encouraged people to visit geographical places in person, or travel to other places in an imaginary sense. What were only recently simply the pleasures of a few, have become quickly commodified, as local and national authorities have recognised music festivals and special events as an important means of generating profits. Music festivals have also been used to represent and market places to potential visitors because of its ability to connect places with particular images and emotions. Tourism is simultaneously a social, economic and cultural phenomenon. It transfers capital between people and places, influences the social organisation of destinations, it shapes the relationship between guests and hosts, enables the revitalisation, preservation of cultural phenomena and creates new landscapes. However, due to the excessive focus on profitability and satisfying the needs of visitors, the needs and interests of the local population are often overlooked. Therefore, we conducted a research involving a total of 90 local residents, who expressed their willingness to answer our questionnaire which was carried out during the staging of the Sea Star Music Festival in 2019 and which indicated that the impact of the festival on the local community could be two-folded. Each of these themes is crucial to tourism and will be examined in the context of the Sea Star Music Festival. The overall aim of the paper is to examine the ways in which music festivals influence the local community and society as a whole and in this way contribute to the current debate on the sustainability of such events in domestic tourism.

KRISZTINA ELEFTHERIOU-HOCSAK

European University, Cyprus

Coastal and Marine Tourism SMEs' Involvement in Sustainability: The Case of Cyprus

Small and medium-sized enterprises (SMEs) constitute the backbone of the economy in the EU and worldwide; this applies also to the tourism sector. Consequently, the impact of tourism SMEs (SMTEs) involvement in sustainability is vital (Jansson et al., 2017). This can hold particularly true for SMEs operating in coastal and marine tourism (CMT) destinations, since CMT, which is one of the oldest and most significant forms of tourism, triggers not only significant economic impact but also considerable social and environmental changes in destinations (and often subsequent pressure). Apart from this, the sector also needs this type of SMEs for the satisfaction of the demand. Indeed, studies have shown the growing interest of tourists in sustainable offer of products and services. In this respect, this paper, as a preliminary work and part of a larger study, investigates the driving forces and the barriers related to coastal and marine SMTEs' sustainability actions, with focus on the case of Cyprus. Secondary research applying exploratory research method draws on peer reviewed case studies, academic publications, books, and book chapters as well as on reviews of relevant documents issued by the Cypriot government and international organizations. In addition, qualitative, in-depth interviews were conducted with three tourism professionals as part of the primary research. The main findings are that many external, internal and personal factors impact the level of involvement in sustainability of SMEs operating in CMT and that the topic lacks research. By analysing the results, the study attempts to identify some measures that - by intensifying the engagement in sustainability of this type of companies - could lead to a more sustainable form of tourism in coastal and marine destination.

LILIANA FARIA, LUÍS FLORÊNCIO AND CLÁUDIA GOUVEIA

Universidade Europeia, Portugal

Work, Decent Work, Hope and Future Work: A Qualitative Study among Tourism Students

The Portuguese tourist sector has been going through a good moment however it has been characterized by its temporality, complex working hours, or a high turnover rate. Female workers continue to endure job insecurity, traditional gender jobs, and few possibilities for professional advancement. Emerging adults in tourism are more exposed to unsatisfying jobs and barriers to accessing decent work. Future self-employment is closely related to career planning and proactive skill development and is a predictor of increased meaning in life. Future-oriented thinking inspires proactive behaviors and encourages individuals to pursue a preferred future. Thus, people with more hope and more clarity about their future work self tend to access more job opportunities, perform better at work and perceive greater satisfaction with life. The concept of decent work focuses on the opportunity to obtain productive and satisfactory work in conditions of freedom, equity, security and respect for human rights, prospects for individual development, and social integration. The aim of the research was, based on the psychology of working theory, to identify the representations of work, decent work, as well as future work and its relationship with hope, in young tourism students. Data were collected through semi-structured interviews with 6 students (3 males and 3 females). Data was processed using thematic content analysis. The results stress that these emerging adults associate "decent work" with two specific qualities: the extent to which work allows survival needs to be met and the experience of positive social relationships in the workplace. This study contributes significant knowledge of how precise interventions can be developed for high school students to assist them to cope with career challenges. The results of the study are discussed concerning career counseling that promotes decent work for tourism students, activating motivation to plan for the future, including hope.

ANA MARGARIDA FERREIRA DA SILVA, FILOMENA MARTINS, CARLOS COSTA AND CRISTINA PITA

University of Aveiro, Portugal

The influence of on-site heritage experience on destination loyalty: examining the mediating role of destination image and the moderating effect of visitors´ origin

Building upon the mere exposure theory this research aims to understand the relationship between visitors´ on-site experience intensity and destination loyalty, mediated by destination image and moderated by visitors 'origin (i.e. domestic or international). Few research has examined the influence of visitors´ on-site experience intensity on destination image formation or its effects on destination loyalty. Also, no previous study has simultaneously examined a mediation and moderation effect on these relationships. Data were collected from 486 usable questionnaire surveys from Aveiro visitors (Portugal), between August and October 2019 in the city centre using a heterogeneous purposive sampling. The questionnaire was self-administered, and visitors were approached at a random day/time. The sample integrated 305 domestic and 181 international visitors. Data were analysed with SEM and PROCESS macro and indicated that on-site experience intensity is a significant predictor of destination loyalty, and that destination image partially mediates the effect of on-site experience intensity on destination loyalty through cognitive image. Moreover, employing a moderation analysis, we observed that the direct effect of on-site experience intensity on destination loyalty is conditioned by visitor´s origin. Such relationships were stronger among international visitors. This study expands current theorization by examining the influence of the intensity of on-site experience on destination loyalty through destination image employing a mediation and moderation analysis. From a managerial perspective, these results provide guidelines to destination managers to understand these linkages and to promote more collaboration between central and peripheral coastal municipalities. It guarantees a more diverse on-site heritage experience increasing the coastal and maritime

cultural heritage experience offer and thus allowing visitors to have more experiences.

CLAIR GREENAWAY, RICHARD HARPER AND SARAH GUNNING

University of Gloucestershire, United Kingdom

"Decent work": Tourism Development as a Driver for Change in North Minahasa, Indonesia

This presentation will explore the impact of tourism-focussed local economic development on women in the Indonesian coastal communities of Budo, Marinsow, Pulisan and Tiwoho. From September 2020 – December 2022, these four villages in North Minahasa benefitted from training which focussed on supporting growth in micro-tourism businesses. The training programme, delivered by the International Labour Organization as part of the UK government funded Skills for Prosperity initiative, placed particular emphasis on creating and building opportunities for women to enhance their ability to secure "decent work" and, by extension, transform their communities. Research was undertaken after completion of the training in order to identify socio-economic impacts on beneficiary communities and highlight learning to support development of future programmes. 109 beneficiaries of the local economic development training (86% of whom were women), participated in socio-economic impact research. This represents 24% of all beneficiaries who received the training. Data was captured in each village setting through two group interviews and an individual questionnaire. In addition, a number of participants had their business growth stories recorded as a video testimony. Research findings indicate that the material wellbeing of almost all participants has improved as a result of increased income due to starting a micro-tourism business or expanding an already existing business. Similarly, research participants highlighted a range of broader, transformational social and lifestyle impacts that are felt at individual, business and community level. Economic and lifestyle changes can be directly attributed to local economic development training, for example in the acquisition of hard and soft skills as part of nurturing tourism business expertise. Other changes reflect a shift in personal attitude, such as increased confidence or becoming more ambitious as a result of the training. The research demonstrably shows that, given the opportunity,

participants will clearly seize and make good on any skills training for material and lifestyle changes for their family and village community.

CLAIR GREENAWAY, RICHARD HARPER AND SARAH GUNNING

University of Gloucestershire, United Kingdom

Greater Together: The Significance of Stakeholder Collaboration to Tourism Development in North Minahasa, Indonesia

This study explores the significance of stakeholder collaboration to the development of maritime tourism. Focus will be given to North Minahasa, a principality encompassing one of Indonesia's five Super Priority Tourist Destinations. Reflecting on outcomes and outputs from the UK government funded, International Labour Organization managed Skills for Prosperity programme, this discussion examines the importance of collaboration and cooperation between government bodies, NGOs, industry and Higher Education Institutions in nurturing and enabling growth in the informal tourism sector. From September 2020 – December 2022, local economic development training was implemented in four coastal villages in North Minahasa. A qualitative assessment of the impact of this intervention engaged villagers from across beneficiary communities and was completed in February-March 2023. Research identifies that, whilst seed funding is critical to the initiation of grassroots tourism, it is insufficient without a comprehensive supporting package of skills development. Likewise, although the financial manifestation of government support is welcomed, there is a need for responsive and flexible management of policies and bureaucratic processes to enable micro-tourism business growth in the community. The role of a broader range of stakeholders, including networks built through Higher Education support and industry collaboration, is particularly important in terms of growing confidence and expertise in emergent industry areas. Skills for Prosperity in particular highlights the significant role of NGOs, and passionate, neutral individual actors, as drivers for change.

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Cultural consumption of performing arts through the pandemic: How Opera Houses and their tourists coped

The COVID-19 pandemic presented extensive challenges to sustain the consumption of performing arts as numerous safety-keeping regulations took place throughout the world preventing users from attending staged live performances at theatres of all kinds. In the context of opera and ballet specifically, the high costs involved in staging productions of the highest quality were heavily compromised as a result and Opera Houses faced the task of keeping international audiences engaged with their contents, artists and works on an off-site basis. To this end, online technologies were used as performances of their most celebrated productions were streamed online by famous Opera Houses popular amongst the music tourism market such as the Metropolitan Opera, the Vienna State Opera and the Royal Opera House in the UK among others. This study tells the story of how, during stringent lockdown restrictions, opera and ballet tourist enthusiasts were given the opportunity to enjoy staged productions through online streaming services which transported the touristic Opera House experience to the lockdown home. Engagement with these online performances presented abundant opportunities to analyse the reasons why viewers treasured this virtual theatrical provision as a solace to cope with the lifestyle changes that the pandemic posed. Their affinity with this type of performing arts and its influence on their travel choices were approached using a qualitative framework through online questionnaires. Findings revealed the correlation between this type of cultural consumption/travel patterns and their personal backgrounds associated with family connections, cultural references and further sociodemographic profiles. This resulted in substantial evidence that consumption of opera and ballet may have deeply held emotional attachments by consumers and the availability of these productions online kept them engaged, motivated and comforted through restrictive and testing times.

CLÁUDIA GOUVEIA, LUÍS FLORÊNCIO AND LILIANA FARIA

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Linking Decent Work with Career Adaptability, Career Sustainability, and quality of Life among Tourism Industry Professionals

The 2030 Agenda for Sustainable Development and the World Tourism Organization have made the International Labour Organization's Decent Work Agenda an integral part of the vision for advancing a more sustainable future for all. As a global sustainable development goal, the decent work notion has been promoted globally at theoretical, practical, and research level to enhance people's capacity to enjoy freedom, equity, security, and human dignity at work. However, findings on the impact of decent work on people's quality of life and longer-term careers are inconclusive. This study aims, on the one hand, to investigate the connection of decent work with people's quality of life and career adaptability and sustainability and on the other to examine the differential associations according to gender in a sample of tourism industry professionals. The study involved 118 subjects between the ages of 19 and 63, with different functions in the tourism industry (e.g., Tourism Sales Manager; Hotel Manager; Reservations Manager, etc). The scales used to measure the variables were: decent work, career adaptability, career sustainability, and quality of life. Overall, the results suggested that decent perceptions can boost the quality of life of workers in the tourism industry. Career adaptability and career sustainability appear to be two malleable psychological factors that can be used as targets when working with this group of workers. The research results show there are significant differences in the levels of perception of decent work and life quality between men and women. Men's perceptions were statistically higher than women. Theoretical contributions, practice implications, and future research directions are discussed.

ICOT2023
Nicosia, Cyprus, 21-24 June

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Exploring Visitors Experience at the Kyotographie Photo Festival in Japan by Applying Auto-driving Reflexive Photo Elicitation Method

The findings of projects exploring tourists' travel motivation and experience provide important information for tourism industry management decisions. This research explores visitors' experiences of the International Photo Festival 'Kyotographie' in Kyoto, Japan, to provide visitors' feedback and recommendation to the festival's management. This phenomenological study uses the auto-driving reflexive photo elicitation method which asks study participants to use their own photographs, taken during their visit, to elaborate on their experience in interviews. This method's advantage is that visuals trigger and sharpen respondents' memory, invite longer and more comprehensive responses, and is therefore a more powerful instrument for eliciting experiences than an interview alone. To the authors' knowledge, this procedure has not been previously used in a festival context. Nine participants were asked to visit all fifteen locations during the one-month festival period and to take a minimum of 20 photographs each of whatever attracted their gaze. In addition, the following photo themes were suggested: 1: The exhibition; 2: The artist; 3: The management; 4: The visitors; 5: The event space; 6: Event information; 7: Their personal experience; 8: Pro and cons; and 9: The unexpected. Participants were then asked in two focus group sessions to talk about their life experience with photography and past photo exhibitions, followed by Kyotographie specific questions covering their opinion, feelings, and were invited to elaborate on their experience using the photographs they had taken. All participants were also invited to identify strengths and weaknesses using their photographs when applicable. The final step consisted of collecting 20 photographs per participant which they considered representative of their experience. A discussion session based on this data set reviewed the earlier themes,

added new ones and ranked them according to the number of photographs on each theme. This study provides further evidence that collecting information-rich material on experiences that identify visitors' focus during visits helps respondents to answer interview questions and recall memories, particularly where they have to remember settings with large numbers of visual stimuli (such as tours, round trips or various event locations) visited over an extended time period.

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Mapping Entrepreneurial Motivation in the Context of Small and Medium-Sized Family Businesses in Alpine Tourism

Small and medium-sized family-businesses are crucial to the alpine tourism industry. Understanding the motivations behind entrepreneurial behavior in these businesses is key to understanding innovation in the industry. The motivations to engage in entrepreneurial activities in family-owned businesses are multi-faced, differing from those in non-family-businesses and other sectors, encompassing both, economic and non-economic factors. Previous studies have focused on the motivations of touristic family businesses to a limited extent, often neglecting contextual and external factors. This study aims to fill this gap by adopting a broader economic as well as psychological perspective. In doing so, we aim to contribute to a better understanding on the role of motivation from an interdisciplinary angle. Hence, we aim to answer the research question: Which personal, external and contextual antecedents guide the motivation of entrepreneurs in small and medium-sized touristic family-businesses? The study examines entrepreneurial motivations through an explorative qualitative approach. Fifteen entrepreneurs of hotel businesses, classified as SMEs in family ownership and situated in the tourism region of the Tirol, Austria, were interviewed using semi-structured interviews. The interview guideline was based on the concept of entrepreneurial motivation, self-determination theory as well as social cognitive theory. The interviews were conducted from April to June 2021. Data was analyzed with qualitative content analysis, following an inductive approach. The analysis uncovers categories of entrepreneurial motivation, ranging from intrinsic to extrinsic, and further explores extrinsic motivations such as external, identified and integrated regulation. The study also highlights how motivations are influenced by contextual factors from the destination. Based on these findings, a typology of entrepreneurial motivations is derived, specifying four archetypes of touristic family-business entrepreneurs. In addressing the motivational

antecedents in family-businesses, this study contributes to the theme "Innovation in Tourism".

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The Disruption of 2020 as a Catalyst for Change: The Revival of the Hotel Industry in the US and European Union

Since 2021, the global hotel industry has been reviving from the economic environment and the disruption of 2020. In this paper, we explore the hotel performance in seven US and seven European Union destinations to investigate the robustness of the industry's revival. Metrics such as the revenue per available room (RevPAR), the average daily rate (ADR), and the average occupancy rate (OCC) are used to measure performance. Census property and census room metrics allowed the authors to select the study's fourteen destinations. Among comparable reporting hotels, the data illustrate that demand continues to strengthen and is on track to surpass the pre-pandemic levels in most of the study's destinations. However, Europe Union's revival lags behind that of the US. The authors compare and contrast the trends in demand for hotel rooms in the US and European Union, illustrating many similarities and some noteworthy differences. This empirical investigation gives insight into how the economic conditions of 2020 have catalyzed the transformation of the hotel industry, leading to new business opportunities in terms of who is traveling and new economic conditions under which the industry must respond. An area of concern for hotel operators continues to be group travel. The number of group rooms sold remains below pre-pandemic levels. Business travel demand will likely continue to show a much slower recovery than the leisure sector. It is becoming increasingly clear the importance of using labor efficiently, embracing technological innovations, and recognizing consumer motivations to cater to the needs of the post-pandemic traveler.

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Circular Economy Attitude and Behavior of Gen Z Residents in Three Spanish Destinations

Circular economy (CE) focuses on the relationship of human beings with their environment but requires a much wider and complete design of solutions throughout the product life-cycle since it is based on the creation of value through the 3R Principle: Reduce, Reuse and Recycle. A radical change of the actual linear production models is needed to implement CE that entails a change in the way that firms, citizens and legislators and policymakers behave. Tourism sector has not shown a clear and decisive transition towards a more circular tourism model, it is still characterized by a linear consumption-production model based on huge energy and water consumptions, biodiversity loss, large amounts of waste generation, road congestion, CO_2 emissions and noise and air pollution. To successfully carry out the transition process, it must have the support of residents and promote local participation, as well as the business sector. Citizen's attitude and awareness about what CE implies is decisive for that change. This paper focuses on the Generation Z of the resident population, digital natives, they use the internet from a very young age and are comfortable with technology and social media. The paper has two main objectives: first, to study the attitude and awareness of Gen Z residents in three different destinations: two island sun and beach destinations, Gran Canaria and Majorca, and an urban destination, Seville, about this new scenario, and second, to identify the main CE practices, related to the 3R principle,

carried out by Gen Z residents at home and when travelling. Three specific fieldworks were carried out using a structured questionnaire and 465 surveys were collected. Data were tabulated using the SPSS; Anova tests and other statistical analyses were used to test hypotheses specified. Findings show first that there are some gender differences in terms of some CE practices; second, there is a positive relationship between the educational and/or income level of household and the CE behavior; and third, there are differences on behavior depending on the different CE practices (Reduce, Reuse and Recycle). Results could be used to design educational and communication campaigns on CE for residents.

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Factors Determining the Implementation of CE by Generation Z

The circular economy (CE) promotes the optimization of resources, the reduction in the consumption of raw materials and the use of waste, recycling it or reusing it to turn it into new products. This issue has generated growing interest in recent years, and one line of research focuses on analyzing the implementation of the circular economy in different economic fields. However, few studies have analyzed the determining factors for individuals to implement it in their daily lives. The theory of planned behavior emerged in the field of psychology in the 70s and 80s and has subsequently been applied in numerous economic fields. According to this, there are three factors that explain or determine the intention to carry out an action, to engage in a behavior. These are the subjective norm, motivation, and self-efficacy. The online distribution of a questionnaire did allow obtaining 299 responses from people between the ages of 18 and 30. The methodology of Structural Equation Models and the Smart Pls 4.0 software have been used. We have used the Theory of Planned Behavior to study the factors that contribute to the implementation of CE by this sector of the population. The results show that the three factors exert a positive influence on the intention to implement CE actions, the most important being personal motivation. Within this variable, we would like to highlight the significance of two motives: feeling good about oneself and fulfilling the personal responsibility of caring for and protecting the environment. Result can be used to promote a circular or environmentally

friendly behavior of Gen Z customers in the hotel sector appealing to their responsibility and self-esteem and provides guidelines for hotel marketers to encourage behavior change in that generation.

NETTA KAHANA

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The Inward Gaze and Existential Authentication

The tourist gaze and authenticity are two of the key themes in tourism studies. In this paper, I bind the two together, introducing the term "the inward gaze" and following the practices that cultivate this gaze in the case of volunteer tourism. This inward gaze comprises multisensory experiences that occur at the toured site, which stimulate social actors to inquire into themselves and connect to their true selves. Therefore, this way of gazing is seen as a means of experiencing existential authenticity. Analyzing data from participant observations in a volunteer tourism project, I present twofold practices through which a volunteer tourism organization nurtures the inward gaze and thus creates a platform for existential authenticity. First, the organization constructs the volunteering site as significantly different from other social arenas and marks it as authentic and liminoid space. Then, against this backdrop, the organization encourages volunteers to experience the difference by turning their gaze inward while also employing systematic tools to further provoke this gaze. I argue that these practices demonstrate a deliberate process of existential authentication. The empirical findings and the theoretical conceptualization contribute to two debates within tourism literature. Introducing the inward gaze broadens our understanding of the conjunction of the gaze with other dimensions of tourism experiences (in this case, authenticity) as well as the multisensory and embodied nature of the gaze. Furthermore, providing an ethnographic account of how tourism is designed to foster existential authenticity, the paper expands current theory of authentication from the construction of tourist attractions to the construction of tourist experience.

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Stakeholder Perspectives on Cross-border Tourism Collaboration in the Western Balkans

Despite the existence of many frameworks and agreements that enable cross-border tourism in Europe, difficulties persist in the developing this aspect of tourism on Europe's peripheries where the legacies of conflicts and border disputes make inter-governmental and business collaboration difficult. These problems are particularly acute in the Western Balkans, a developing area of South-East Europe where disputes over borders, sovereignty and the attribution of blame for recent conflicts continue to exert a significant influence over the prospects for collaboration. The aim of this research was to analyse the opportunities and barriers involved in collaboration for the development of cross-border tourism between the six economies of the Western Balkans who are engaged in the process of accession to the European Union, from the perspective of tourism stakeholders in the region. To do this, a social constructivist approach was taken to the design and analysis of qualitative research with public, private and third sector stakeholders for tourism in the region. This research offers three contributions to the study of cross-border tourism development. First, the new conceptual model that is developed and applied in this study has been shown to be of value in studying stakeholder perceptions in this context and can be applied in further studies. Second, by examining cross-border tourism development issues on the fringes of the European Union, where institutional arrangements for tourism are well-established, the case study offers insights that can be helpful for future research in other areas on the peripheries of major trading blocs and partnerships, such as the Caucuses, the Middle East and Central Asia. Finally, for the region of this study which covers six economies and a population of around 20 million people, this research offers specific recommendations for

the future development of cross-border tourism that will be of benefit to public, private and third-sector organisations.

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Tourism Consumer Behaviour of Young Tourists and Environmental Sustainability: Applying the Concept of the Time Use Rebound Effect

Transport is the biggest contributor to tourism's carbon emissions – some of which may be explained by time use rebound effects (TREs). TREs occur when time savings from time-efficient technologies, e.g., faster travel technology, cause behavioural changes among consumers. Younger tourists were found to be more prone to TREs with negative environmental implications, due to the differences in perception and use of time on holiday. However, further analysis, comparing emerging tourist groups, Generation Z and Millennials, is urgently required. The growing population share and purchasing power of these groups highlight the importance of understanding their experiences, perception, and behaviour. While pro-environmental attitudes are believed to lead to pro-environmental behaviour, research into how young tourists' environmental attitudes relate to the TRE behaviours is rarely conducted. This research aims to explore the time perception and time use of young tourists and the potential environmental impact of their travel behavioural changes applying the concept of TREs; and to understand how their pro-environmental attitudes relate to this. Quantitative data was collected through an online survey, which investigated holiday experiences and preferences; the perception and use of time on holiday; TREs in scenarios; and environmental attitudes on holiday. It also included a set of socio-demographic questions. The sample comprised 671 UK-based young adults aged between 18 and 41 (40% Generation Z and 60% Millennials). Preliminary findings show similarities in time perception and use on holiday between these two demographics, but differences between how these groups respond to time savings on travel with implications for TREs. Currently a work in progress, the

research is expected to enhance understanding of the time perception and time use by young tourists and the impacts on their travel behaviour in the holiday context; and identify their travel behaviour changes and the relations with pro-environmental attitudes, comparing Generation Z and Millennials. This research serves as an opportunity to carve a sustainable path for the tourism industry by providing a deeper understanding of select target markets, which will ultimately lead to the development of sustainable, yet appealing, tourism products and services.

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Seeing the Light at the End of the Tunnel: Resilience and Crisis-Coping Strategies for Wineries

Extant literature suggests that the pandemic outbreak impacted differently on destinations, favored some tourism types and harmed others (e.g. rural vs mass tourism respectively). Still, destinations usually 'house' different forms of tourism, destination brand awareness and equity may be transferrable across diversified tourism models, with a subsequent influence on the crisis-coping strategies of tourism stakeholders. Focusing on one of the most popular destinations worldwide (for a romantic break, sea and leisure), Santorini, this study investigates the strategy and resilience of the wine tourism sector of Santorini. Findings reveal diverse tactics in terms of using pricing to cope with sales and visitation fluctuations. Furthermore, the main marketing strategy employed in order to cope with lockdowns and uncertainty reflect focus on online sales and exports, while wineries did not go as far as offering a taste of Santorini by providing virtual wine tastings and further activities supporting their wine clubs. In general, it seems that Santorini wineries, even the largest ones with more active teams and awareness abroad, are quite reluctant to think outside the box to create synergies and capitalize on strong destination image for other tourism types. Implications provided

are particularly useful to scholars investigating wine tourism businesses and help destination and winery stakeholders to develop strategies that will guide them through any crisis.

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Boutique Hotel Certification as a Survival Strategy for Small Hospitality Businesses

A growing number of official hotel classification systems have recently introduced the certification of boutique hotels as an add-on label to the typical star ratings. In those countries, a hotel in addition to obtaining a star rating – e.g. four stars – can also apply for a boutique hotel designation, thus being officially listed as a four-star boutique hotel. This certification represents an attempt by classification system operators (mostly government agencies or hotel industry associations) to regulate the widespread use of the "boutique hotel" term considering the popularity of this accommodation type both among hotel guests and hotel operators. Turning a small conventional hotel into a boutique hotel has become a survival strategy for hospitality businesses, as it allows them to charge higher room rates and, thus, improve profitability. In support of these businesses, classification system operators have intervened by introducing the aforementioned certification for preventing misuse of the boutique hotel designation. Academic research has been slow to explore this recent development despite its importance for the industry. Aimed at covering such gap, the present paper compares not only academic with industry-based definitions of boutique hotels but also the specific differentiating characteristics of such hotels as identified by academia versus the industry. Following a literature review, a qualitative content analysis has been conducted covering a total of nine national classification systems that are providing an official certification of boutique hotels. Both their definitions and detailed classification criteria were comparatively analysed for identifying the convergence and divergence of those systems. The resulting empirical evidence sheds light on the present paper's three research objectives: 1. Adoption rate of boutique hotel certification by official classification systems; 2. Ways of defining boutique hotels vis-a-vis other hotel types; 3.

Commonalities and differences of classification criteria. One of the paper's key findings is that classification system operators have a similar understanding of what boutique hotels are, however, there are also tremendous differences regarding classification criteria being employed in the certification process. Managerial implications identify ways of optimizing boutique hotel certification for the benefit of interested businesses.

YUANHANG LI AND STELIOS MARNEROS
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Rebirth: China's Tourism Industry Recovery after COVID-19, Guided by Tourism Destination Marketing

2023 is the year to promote the deep integration of culture and tourism. China pays special attention to the adjustment, recovery, and development of the tourism industry after COVID-19. Whereas the consumption preferences of tourists have changed because of COVID and few researchers have suggested how China's tourism market should recover and develop rapidly in the post-epidemic period. This paper provides an assessment of the recovery of China's tourism market and makes recommendations to promote the recovery of China's tourism industry. To this end, semi-structured interviews were conducted. The interviews have open-ended questions and close-ended questions, which are easy for the researcher to execute and also give the participants space to answer freely and express their thoughts. The target audience are professionals who specialize in tourism within higher education institutions in China. The purpose is to explore the development methods that fit the local context. These professionals can offer comprehensive development proposals to promote local tourism recovery based on location advantages and tourism market conditions. Research shows that tourism bureaus and tourist destinations must be fully prepared, understand tourists' preferences, and provide better services through targeted marketing. In addition, using big data as the foundation, strengthening digital cooperation, developing new marketing models, and restoring China's tourism through targeted destination marketing. It is worth mentioning that, cooperating with regional tourism boards and organizations to determine the target market of the specific tourism destinations in one region is of paramount importance. Instead, taking the general tourism enterprises as a single entity will promote the establishment of a correlation system

between local products and these markets, to increase the market share of destination products.

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Knowledge Management Practices and Hotel Performance: An Exploratory Evidence from Cyprus

For firms to evolve they must transform; hence evolution is a term often referred to as survival. The evolution and transformation of the hotel industry largely depend upon the relationship between the firm (i.e. hotels) and its environment. Considering the dynamics of the hotel industry, hotels must have the ability to refine existing knowledge while also creating new innovative ones. Adding to this, hotel firms must rely on their dynamic capabilities and their abilities to sense threats, seize opportunities, and reconfigure organizations' tangible and intangible assets. In return, survival and competitive advantage are within reach. Regardless of the growing interest and literature in strategic human resource management (SHRM) and knowledge management innovation practices, there's scant evidence of the impact of exploratory and exploitative practices on hotel performance. This paper which is part of a larger study contributes to the advancement of the extant literature on knowledge management innovation practices and SHRM upon the performance of three-to-five-star hotels in the context of Cyprus by collecting primary data through a self-administered questionnaire of 90 General or HR Managers (yielding a 58.8% response rate). The findings of this study which were based on bivariate statistics have revealed interesting results as to the exploratory and exploitative innovation practices employed by hoteliers and their impact on performance and in particular upon financial performance. The findings of this study suggest several implications for practitioners while opening avenues for future research.

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Predicting the Determinants of Tourists' Intention to Use UAM (Urban Air Mobility) in the Context of Urban Destinations

Advancements of transportation systems, such as automobiles, public transport, and air transport, have catapulted tourism to a larger scale. The revolutionary aerial vehicle concept for passenger transportation, so-called "urban air mobility (UAM)", is an emerging topic that is currently gaining significant attention from both industry and academia. UAM is a safe and efficient aviation transportation system that utilizes highly automated aircraft to transport passengers at lower altitudes in urban and suburban areas. The advent of UAM could be a game-changer in transportation, particularly in urban tourism, by offering tourists the most effective and rapid mode of transportation. To date, UAM is hailed as a creative disruption with broad ramifications. However, most previous studies focused on institutional and infrastructural strategies and mobility design. It is unknown to what extent and how the new mode of transportation (i.e., UAM) will disrupt the tourism industry, depending on users' intentions to use UAM. This study aims to 1) empirically unearth the determinants of tourists' intention to use UAM in the context of urban areas and 2) explore the comparative importance of the identified factors in catalyzing tourists' UAM usage. To achieve these objectives, this current study proposes to employ a mixed-method approach comprising both qualitative and quantitative methodologies and examine tourists' intentions to use UAM. Data will be collected via online consumer panel services. More specifically, Study 1, a qualitative study, will be employed to acquire an in-depth understanding of the underlying factors that influence tourists' intentions to use UAM in urban areas. In parallel. Study 2, a quantitative study, will be used to empirically

validate the conceptual framework derived from Study 1. Consequently, the empirical testing of the proposedmodel is anticipated to provide significant insights for tourism practitioners, UAM manufacturers, policymakers, and researchers in comprehending the factors that can impact tourists' use of UAM for leisure and travel purposes, as well as developing UAM adoption strategies.

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Community Residents' Perceptions of Tourists and Tourism Industry in Tourist Cities in Northern China; Taking Tianjin as an Example

Community residents, community cultural environment, and community-friendly atmosphere are all important components of tourism products and important factors in the attractiveness of destinations. Therefore, the development of tourism is influenced by community residents to a certain extent. This quantitative research used questionnaires to investigate the attitudes of the residents of the city of Tianjin in China, towards tourists. The primary data for this study were collected through a self-administered questionnaire among 390 local residents of tourist destinations (response rate 39%). A structural equation model was established to analyze the perception and satisfaction of residents of tourist destinations and their impact on tourism purposes. Based on the results of structural equation modeling, this study reveals interesting results More specifically, it was found that the perception of residents in tourist destinations has a significant impact on their attitudes towards tourism economic benefits; that the residents' satisfaction has a significant impact on their attitudes towards the construction of tourism cultural facilities; and on the mechanisms of influence of place and tourism attitudes. Overall, the study's findings have implications for theory, practitioners and policy makers. Starting with policy makers, in particular, local governments should consider the demands of residents in tourist destinations, they need to distribute effectively the economic benefits of tourism, and they need to find ways to improve residents' satisfaction. Simultaneously, local governments and practitioners together they should increase the attention of the residents to the future development of tourism and tourists' satisfaction. Turning to

theoretical implications, the results of this study are providing the theoretical basis for improving residents' awareness and attitudes towards tourism objectives while opening avenues for future research.

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Perspectives on Host Volunteering in Tourism

Host volunteering remains an overlooked topic in tourism studies, despite the fact that host volunteers comprise a subgroup of community residents. Volunteering in tourism studies is mainly related to volunteer tourism. However, while volunteer tourism is considered to be a type of international volunteering concerning individuals who travel abroad to provide assistance and services to developing communities, host volunteering is considered to belong to host community studies. In this regard, several issues concerning host volunteering still remain overlooked. Thus, this ongoing study aims to examine the various aspects of host volunteering and its relationship with tourism development. The literature review revealed that there are studies that consider volunteering to be closely related to philanthropy, while other studies perceive these concepts as being distinctly different. Likewise, there are studies which suggest that volunteering only concerns formal volunteering, (characterized by a level of formal organization), while others consider informal volunteering to belong to volunteering as well. Corporate volunteering also remains an understudied topic in tourism, and it is under question whether it is advantageous for corporations and organizations, employees or the individuals and the local communities who

receive the aid. Additionally, motivations for host volunteering mainly concern reciprocal altruism, patriotism and place attachment, besides the self-oriented motivations, such as self-development, personal skills improvement, work experience, and recognition. In order to explore host volunteers' perceptions of volunteering and tourism development, their sense of community and related experiences, qualitative research methods, such as in-depth interviews and participant observation will be employed. Expected implications concern theoretical contributions to the sense of community theory, as well as contributions to the tourism literature regarding the role of host volunteering in tourism development. Therefore, this ongoing study aims to shed light on different perspectives of the phenomenon of host volunteering taking a step beyond the past studies which focused on volunteers' motivations.

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Locals' Preferences for Tourism Development in a Protected Area: A Choice Experiment

Protected areas (PAs) such as National Reserves are often accorded the responsibility of conserving biodiversity and ecosystems that are crucial for human well-being. Many PAs have some built infrastructure within their borders and/or immediate surroundings. These structures can range from tourism buildings (e.g., visitor centres, airstrips, or lodges) to villages, towns and even cities. Man-made structures and related human activities can exert multiple pressures and sometimes conflicting objectives on protected areas. Fuelled by the need to alleviate poverty, maintaining cultural heritage, promoting sustainable use of natural resources, improve well-being, and other development aspirations, investments in infrastructure building are expected to escalate over the coming decades globally. Research shows that the successful integration of protection and development aspirations of locals remains a complex process, especially those situated in communities whose locals experience the direct impacts of management rules. The study aims to reveal locals' individual perceptions of nature-based destination development and preferences for infrastructure and tourism superstructure development in regions that rely heavily on wildlife tourism. A choice-based conjoint (CBC) survey was employed in villages and towns near the Maasai Mara National Reserve in Kenya. The attributes included type of tourism accommodation, location of tourism accommodations, types of access roads (tarmac or marram), tourist numbers, and desired land-use options (between tourism development, livestock grazing and agriculture). A CBC analysis with Hierarchical Bayes estimation was performed. It revealed that the introduction to land-use restrictions and the location of tourism accommodations were the most important attributes for the respondents, with average importance values of 30.36% and 24.02% respectively.

Significantly less important attribute was the types of access roads with the average importance of just 8.38%. Cluster analysis revealed widespread heterogeneity in preferences. The study argues that this type of information can be highly relevant for deciding the limits of acceptable and desirable use of protected areas. Hence providing invaluable in-sight to conservationists and policymakers on the key strategies that should be considered for implementation in developments in protected areas.

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A Critical Evaluation of the Factors that Influence Visitor Engagement with UK Slavery Heritage Museums: A Passive Symbolic Netnographic Study

There is a substantial body of literature in slavery heritage tourism research that is mainly supply-driven and has focused on the management, marketing, and interpretation of slavery heritage for tourism purposes. However, the demand side in slavery heritage tourism research is under-researched and ripe for further contributions. Publications concentrated on the demand side have researched visitor motivations and experiences at slavery heritage attractions, particularly at plantation museums in the US and slave castles in Ghana. To date, no study has researched the factors that influence visitors to engage with slavery heritage attractions, in particular museums. Therefore, this paper critically evaluated the factors that influence visitor engagement with UK slavery heritage museums. This paper employed a passive symbolic netnographic methodology. Data was collected through unobtrusive internet-mediated observations of TripAdvisor reviews and online-semi structured interviews with 13 managers and curators of eight (8) UK slavery heritage museums which were selected through purposeful sampling. Through thematic analysis, the findings revealed that visitor engagement with UK slavery heritage museums varies and is subjective. It is found that prior knowledge, multiple motivations, cultural capital, social capital, and the management of the visitor attraction influence visitor engagement with UK slavery heritage museums and are not mutually exclusive. Thus, this subjectivity and overlapping of factors present a challenge for museum professionals in designing these attractions for visitor consumption. This paper contributes to an understanding of visitor engagement with UK slavery heritage museums. The findings of this paper provide insights into the factors that influence visitor engagement with

UK slavery heritage museums to managers, curators, and decision-makers responsible for designing and managing those attractions. Therefore, the results of this paper enable museum professionals to better manage visitor engagement with slavery heritage museums.

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Are Friends Electric: Exploring Dark Urban and Rural Digital Places

Enduring engagement with crime media is diffuse, and public engagement with increasing and diverse crime narratives, in particular true crime is consumed via books, movies, streaming series (Amazon Prime, Discovery, Disney+, Netflix), and social media (TikTok, Instagram, Facebook, Twitter, subreddits, YouTube, vlogs, blogs, and podcasts) (Vitis 2022; Bolan and Simone-Chartreis, 2018). However, despite the wealth of such innovations there is certainly a lacking in academic studies of such communications (Zerva, 2021; Lewis, Schrier and Xu, 2022). Pessoa, Oliveira and Souza (2022) discuss the need for tourism professionals and marketeer producers and prosumers (digital influencers) to come together to facilitate the efficacy of expanding the dissemination and sharing of information and attracting consumers to dark tourism destinations and the dark digital place(s). There is clearly a diversity of representation across so-called dark tourism and a cultural fascination with a dystopian dark consumption (Podoshen, Venkatesh, Wallin, Andrzejewski and Jin, 2015). Bowman and Pezzullo (2009) refer to the commodification processes of contemporary tourism regarding the relationship between tourists and death and raises ongoing issue with the term and nomenclature of 'dark tourism' as a concerning label which needs more interrogation. Magee and Gilmore (2015) discuss the challenges for sensitive management and marketing of dark heritage sites; Zerva (2021) highlights various intermediaries, ranging from tour guides to the villain, witness or survivor, whom communicate past dark experiences; Holenhaus (2022) highlights an overlap between dark tourism and several tourism typologies, including 'murder site tourism and grief tourism';

amongst many others, all certainly considerations of the complexities of romanticising the dark, and visitations with both tangible and intangible aspects. It seems however that across the extant literature the 'digital dark place' is as such underexplored and is worthy of greater exploration as a key emergent prosumeristic intermediary of a virtual dark tourism or other tourism typology at play. The authors review the manner by which dark tourism urban and rural places are increasingly finding a home online and the manner by which such social media technologies modify, edit and circulate such content.

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SUSTAINABLE TOURISM DEVELOPMENT IN CYPRUS

Today's global trends are based on the efforts of sustainable tourism development, which is now seen as human and natural environmentally friendly. Forms of tourism, such as agricultural tourism, special tourism, cultural tourism, conference tourism, religion, and urban tourism, are the alternative forms of tourism that should prevail, making tourism sustainable and solving seasonal problems. Sustainable development of tourism is one of the most important challenges faced by stakeholders and national planners, such as public and private tourism organizations and institutions, in today's competitive environment. Special forms of tourism such as the Religious and Pilgrimage tourism provide a challenge for tourism destinations like Cyprus, rationalize their plans, reduce the negative impact of mass tourism, and attract quality tourists. The United Nations World Tourism Organization defines sustainable tourism as a tourism industry that meets current needs without compromising the ability of future generations to meet their needs. It is not a product, but a spirit that supports all tourism activities and meets the needs of tourists and host regions. In addition, maintaining the economic and social advantages of tourism development while reducing or mitigating any adverse effects on the natural, historical, cultural, or social environment remains the focus of sustainable tourism development. The increase in spiritually motivated travel in the modern era coincided with the growth of tourism in all times, especially after the 19th century, the development of tourism was generally based on people's leisure time and their movement to various places within the country or other countries. This presentation shows that residents of Cyprus have a strong understanding of the concept and prospects of religious tourism as a special form of tourism which can enrich Cyprus' tourism products while providing a way to alleviate the

adverse effects of mass tourism and support sustainability, in relation with the local traditions and culture.

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Challenges and Opportunities of Co-creation through Storytelling in Places Facing Reputational Difficulties

Co-creation in place branding is used to create brand meaning that arises through stakeholders' participation in place activities, collaborations, and idea-sharing. Often, storytelling is used as a technique to facilitate the processes of brand co-creation and enhance the place's attractiveness through positive narrations. However, most research on storytelling addressing co-creation of place brand meaning has focused on destinations and places that have a strong reputation, overlooking places that are struggling to impose a positive image. Hence this study aims to cover this gap. The paper addresses the challenges and opportunities of co-creation through storytelling in Luton, UK, a 215,000 resident town struggling with reputational issues and makes recommendations on promoting sustainable tourism practices for places struggling with their reputations. Qualitative methods including interviews with the local municipality and residents-participants in the campaign, and netnographic data from multiple social media platforms were used to reveal the benefits and risks of co-creation through storytelling in a top-down campaign - "Many Voices One Town". The findings show that storytelling can be an effective method to facilitate place brand co-creation through shared place stories, and that online interactions can increase the chances of stakeholders' participation in brand meaning creation. At the same time, the findings also highlight the risks and challenges associated with top-down campaigns, and that residents' participation in such campaigns can intensify disputes about the town if people's needs are not properly addressed, leading to negative impact on the place brand and its appeal. The paper highlights the

importance of open communication between all parties involved in the process and the need for careful coordination of top-down initiatives in line with stakeholders' needs. These insights can be valuable for practitioners in the travel and tourism industry who are interested in promoting sustainable tourism practices through co-creation and storytelling, while also avoiding the potential negative impacts of top-down campaigns on the place brand.

ASTERIOS STROUMPOULIS, IOANNIS KATSANAKIS AND EVANGELIA KOPANAKI

University of Piraeus, Greece

The Use of Digital Technologies in a Common Data Space and Sustainable Development Context: A Conceptual Framework Focus on Smart Hospitality

This paper explores the importance of data security, privacy, and sustainability in the digitalized world of Industry 4.0. The authors discuss the challenges that arise due to the generation and sharing of large amounts of data among partners in different sectors. They argue that adopting new technologies is necessary to ensure data security and privacy. Additionally, they emphasize the importance of respecting the Sustainable Development Goals set by the United Nations and behaving sustainably in order to increase customer value. The paper presents TANGO (Digital Technologies ActiNg as a Gatekeeper to information and data flOws), a project funded by the European Union, as a solution to the aforementioned issues. TANGO is a platform that tests in six different industries (Smart Hospitality is one of them) and aims to develop a universal conceptual framework based on the Resource Based View and Stakeholders' theory to better understand the issues and continue research with use cases scenarios. The authors conduct a literature review analysis and examine the relation among data sharing, digital transformation, and sustainable development to develop the conceptual framework. The paper discusses the trust issues that traditional platforms face and the ability of the above technologies to address them. In conclusion, this paper provides a comprehensive analysis of the challenges hotel companies face with digitization and data security and proposes a solution in the form of the TANGO platform. The authors' use case scenario will help hotel industry to implement the framework, and the adoption of new technologies will help ensure data security and privacy. Moreover, the authors' analysis of sustainable development shows that companies must also be environmentally and

socially conscious to maintain their reputation and attract customers.

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Female Tourism Entrepreneurs and Regional Resilience in Rural Areas in Times of Crisis: The Case of Cyprus

Entrepreneurship is an essential driver of economic growth and prosperity in society, with Small Tourism Enterprises (STEs) being critical for strengthening rural communities. By owning many STEs related to agri-food, female entrepreneurs play an increasingly significant role in tourism (Abou-Shouk, Mannaa and Elbaz, 2021). Nowadays, there is an increased emphasis on food and gastronomic experiences among travellers, and stakeholders work collaboratively to provide authentic and high-quality culinary tourism experiences, focusing on various aspects such as agri-food production, food preparation, presentation, and cultural significance (Garanti and Stylianou, 2022). Additionally, the SARS-COV-2 pandemic, economic crises, and digital revolution are recent events that have impacted the working environment in which STEs operate, and agri-food entrepreneurs are adopting increasingly resilient behaviours (Apostolopoulos et al., 2021). The methodology adopted in this exploratory study is a mixed methods approach, using a structured questionnaire and semi-structured interviews. The population for the quantitative study consists of female tourism entrepreneurs based in rural Cyprus and involved in producing and marketing local agri-food products. The qualitative study will include government officials with significant policy and tourism development decision-making power. The study aims to analyze the involvement of female entrepreneurs in founding and running agri-food STEs and their

readiness to adapt strategies to respond to crises and achieve regional resilience. Moreover, the current study aims to provide recommendations for policymakers and stakeholders on supporting female tourism entrepreneurs' resilience in rural areas during times of crisis to promote Cyprus as a gastronomic destination. The results suggest that female entrepreneurs embrace innovation and authenticity in their agri-food businesses, adapt to crises, and collaborate with other microbusiness owners to enhance the tourism product. The study also emphasizes the need for policymakers and stakeholders to support female entrepreneurship in rural areas, particularly during times of crisis, to promote sustainable tourism development and strengthen regional resilience. In addition, there is a need to investigate how digital technologies can be utilized to promote local agri-food products and create innovative tourism experiences.

ALDRIC VIVES AND MARTA JACOB

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Design of an Experiment to Measure the Effect of Circular Economy on Tourist Behavior in the Hotel Room Booking Process

The attitude and behavior of tourists towards the circular economy (CE) in terms of green, sustainable, and circular practices during their holidays represents a key factor in the transition to a CE model for both, the tourism sector and the destination. There exists limited evidence on the role and importance of the circular economy in the hotel industry, even though the application of CE actions in the sector involves all the stakeholders of the industry, while it can boost the enterprises of the industry to advance towards sustainability. Literature suggests that consumers are willing to pay higher prices for a green accommodation or to stay in hotels that incorporate green practices. The objective of the study is first, to detect what are the CE actions and the green attributes that can introduce the hotel industry to help attracting customers engaged on sustainable practices, and second, to measure their willingness to book and their willingness pay. In general, most hotel attributes and characteristics are unobservable and cannot be assessed as they are not sold individually, e.g., the cost of building larger hotel rooms is easily valuable; however, what is the importance of these hotel attributes (e.g., including biodegradable and ecological products in hotels, or having an environmental quality certification) in the clients' assessment? For this end, an online hotel room booking process experiment has been designed that incorporates both, hotels with CE actions and green attributes and other hotels without them. A mixed methodology is used combining the laboratory experiment method to measure the tourist behavior in hotels (under a true experiment research design), and a discrete choice experiment to test different booking behaviors. This will enable to detect what are the sustainable factors and attributes that are preferred by the different customer segments and how they affect their booking behavior.

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Practices Critical for Sustainable Gastronomic Destination Development

Gastro-tourism is the pursuit of memorable, authentic, food and beverage experiences while traveling locally, regionally or globally. Gastro-tourists are important stakeholders in tourism initiatives that are focused on local economic impact. Why? Gastro-tourists travel more often, stay longer, spend more money, and create more eWOM than mainstream tourists. Their high risk-tolerance means they are often the first to discover a new destination, and the first to travel after a serious disruption (such as covid); they are destination influencers. Their travel decisions are based upon their desire to learn about a place through the local food and local food experts. Hence, a longitudinal research study was initiated that includes the following research question: RQ: What elements do stakeholders identify as being critical to memorable gastro-tourism experiences. A mixed-methods grounded theory approach was followed which included over 850 discreet respondents broken down as: surveys n=249; exit surveys at gastro-destinations n=161; observations n=102+; tourist and host interviews n=348+ The objective of this paper/presentation is to introduce findings resulting from this ongoing study focused on gastro-tourism and the sub-elements critical for sustainable gastronomic destination development. Findings will be explained in the context of three primary stakeholders: 1) deliberate, incidental, domestic, and international tourists; 2) hosts of gastro-experiences, and 3) developers. First, five critical elements for sustainable gastro-initiatives were identified: 1) Health & safety; 2) Transportation; 3) Lodging; 4) Communication, and 5)Memorability. Second, a 6+ cluster model that centers around a spirit of gastronomic communitas

was generated via the synthesis of qualitative and quantitative data from the over 850 international research respondents. We define gastro-communitas as "an intense community spirit that allows everyone (locals and tourists alike) to equally share in memorable common gastronomic experiences". Practical implementation suggestions for hosts and developers of experiential gastro-initiatives and the impact gastro-initiatives have on local economies and quality of life standards will be explored.

Michał Żemła

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Overtourism in European Historical Cities

Overtourism is often reported in European cities however, more and more publications show that the reasons and consequences observed in particular cities might be well-diverse. This suggests that more research is required on groups of cities having similar backgrounds. The study aims to gather contemporary knowledge on overtourism in medium-sized historical cities in Europe derived from the available body of literature. Among 578 publications included in Scopus with the word overtourism in the title, keywords, or abstract, numerous presented results of the research conducted in European historical cities. Historical cities are understood as middle-sized cities with well-singled old cities included in the UNESCO list of world heritage. Most studies were conducted in Venice (19 papers), Krakow (12), Florence (9), and Seville (5). These cities are characterized by relatively small areas of tourist penetration and a high concentration of the most important tourist spots compared to big metropolises. Many similarities to that pattern can also be observed in a bigger city - Prague (2) and a smaller one – Dubrovnik (5). In all cases, the old cities are close to the idea of a tourist ghetto and are rarely visited by residents. Additionally, tourism gentrification or touristification processes are advanced there and the number of residents in these parts of the cities is decreasing rapidly. However, research shows that the residents of the rest of the city appreciate the fact that their places of living and work are free from the negative impact of tourism, and expectations are directed to secure this situation threatened by the development of the Airbnb network in residential districts rather than insist on regaining the old towns. This suggests that in these cities, the implementation of deconcentration strategies, which turned out to be efficient in other cities, is not only inadequate but counterproductive. Additionally, other typical challenges and solutions for cities of this type can be presented.

SPECIAL SESSION:

DESTINATION RESILIENCE FOR A TRANSFORMATIVE TOURISM FUTURE

Organized by
Martin Fontanari, International School of Management, Germany
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MARTIN FONTANARI

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The Integrative Concept of Crisis Resilience in tourism and Hospitality: First Empirical Insights from the Hotels in Germany and Austria

The purpose of this study is the empirical research on crisis-resilience applied for the case of family-owned and international hotels in Germany and Austria. The rationale of the present study is based on theoretical insights which justify the inductive hotel-to-destination process of resilience building. This approach to resilience implementation in tourism regions provides conceptual contribution to the fields of tourism policy and destination management in terms of establishing cooperative approaches among local stakeholders for resilience. The sample of the qualitative study includes the variety of business-models in hospitality to achieve diversity and complementarity of empirical data. The research instrument was designed on the basis of the integrative model of REsilience-KnOwledge application in tourism, Re-Ko-Model. The model dimensions are operationalised into an analytical framework. Practical questions of an expert interview are derived and addressed to the hotel owners and top-managers (21 expert interviews, 60-90 minutes' interview duration, conducted in March 2021 – October 2022). Empirical results of the qualitative analysis contribute to understanding of the operational impacts of Covid-19 and crisis-resilience of the hotels. New factors, processes and instruments of resilience implementation are revealed. With this regard, the second part of the empirical study (extensive online-survey, 66 hotels, May, 2021 − December, 2022) investigates the resilience consciousness, current resilience implementation and strategic resilient cooperation perspectives in tourism. The survey results are statistically interpreted into a 3d empirical model.

The study offers theoretic and practical recommendations for the implementation of resilience-knowledge for business-units in tourism. They include mindfulness and personal resilience as a leadership paradigm; resilience-oriented information access and IT-infrastructure; resilience-knowledge in shaping the immediate environment of the hotel (health-system, food- and energy supply, logistics). The study contributes to the body of knowledge of tourism literature by empirical confirmation of the Re-Ko-Model highlighting the importance of an integrative approach to implement the concept of resilience in real-business practice. The research provides conclusions on the implementation framework of the model and the methodology of resilience investigation in tourism. Industrial implications of the study include the managerial insights on the existing gaps of resilience-knowledge application in tourism.

CLAIR GREENAWAY, RICHARD HARPER AND SARAH GUNNING
University of Gloucestershire, United Kingdom

Developing Resilience to Strengthen the Quality of Life of Residents

This presentation reports on the impact of International Labour Organization, UK Government funded, training interventions designed to increase resilience in coastal communities, and improve quality of life for residents through micro-tourism development. Whilst the Indonesian government has increasingly promoted wider decentralisation and democratisation, the concept of "village autonomy" has proven elusive. The establishment of village funds to support economic resilience has proven problematic due to a lack of entrepreneurial skills and knowledge at the village level. Local economic development training in North Minahasa sought to upskill residents and support them in developing their own micro-tourism businesses, thus enabling the community to make better use of the village fund. Above and beyond this, the programme to develop tourism business skills enabled individuals and communities develop resiliency through: developing a courageous and entrepreneurial mindset; gaining independent incomes; diversifying community level economic activity of the village; and creating community and wider regional networks of best practice. Empirical research undertaken in village communities captured the socio-economic impact of the training intervention. Data was captured in village settings through two group interviews and an individual questionnaire. In addition, a number of participants had their business growth stories recorded as a video testimony. 24% of all beneficiaries who completed the local economic development training participated in the socio-economic research. Research findings highlighted strategic elements that are required to encourage sustainable tourism success: 1) training focussed on developing community resilience must include focus on developing social capital and

expertise development in strategic planning for business growth; 2) involvement of key stakeholders including important regional and national government departments, local private sector businesses and the HE sector; 3) commitment to longer term strategic management training for individual entrepreneurs; 4) capacity building and formalisation of village institutions, such as the BUMdes, is critical to the support of community level enterprise development.

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Resilience Knowledge Application in Tourism and Hospitality: A Theoretical Re-Ko-Model

The purpose of this conceptual study is to elaborate a holistic and integrative theoretical model for resilience-knowledge application in tourism and hospitality for future transformative tourism development. This study proposes further steps to move research approaches forward from basic awareness towards business implementation of the concept of resilience in tourism and hospitality. The methodology of this conceptual research adopts synthesis of diverse dimensions of resilience knowledge towards an integrative framework for resilience implementation. The following seven successive, coherent and complementary dimensions of resilience-knowledge application in tourism are integrated in the model: strategic resilience; corporate resilience; personal and community resilience; resilience capacity of technologies; resource- and infrastructure-based network resilience, socio-ecological and socio-cultural resilience; destination resilience. For these dimensions, integrative implementation framework indicates key factors of resilience-knowledge application and suggests a range of business implementation tools, instruments, and methods. Thus, the new Re-Ko-Model is synthetized and can be applied for business units in tourism and hospitality. The study further suggests the directions of empirical research application of the theoretical Re-Ko-Model. This includes methodological approaches to design expert interviews and research surveys; statistical and analytical applications to process qualitatively and quantitatively the acquired empirical data; and content-based and motivation enhancing structure of the stakeholder workshops for diverse business-units in tourism in the close context of a destination resilience and sustainability

and regional development imperatives. The contribution of this conceptual study for tourism theory and practice lies in addressing challenging issues of tourism development which were disclosed by the pandemic: structural weakness of the product portfolio (lack of identity and uniqueness); growth-oriented development concepts and standardisation strategies; vulnerability of tourism stakeholders; lack of cooperative behaviour and knowledge transfer among stakeholders. Furthermore, the study contributes to implementation of the relevant resilience imperatives for transformative tourism development: spirituality and enrichment; degrowth strategies in tourism and hospitality; new infrastructural and organisational claims; cooperative fair-trade in tourism; and the imperative for corporate resilience and resilient business model innovations for tourism stakeholders; socio-economic resilience for local communities; equal quality of life for residents and guests, creating regional welfare; smart-technologies to enhance infrastructural and engineering resilience.