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Journal of Tourism and Services is an international reviewed scientific research journal, published by the University of Business in Prague since September 17, 2010 that publishes high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development. Together with scientific part and in order to promote the exchange of current and innovative ideas, the Journal also includes Reviews of Existing Work or Short Essays, Research Notes, and Research and Industry sections to address important topics and advance theoretical knowledge or thinking about key areas of tourism and services. The papers are approved by the Editorial Board and are blind peer reviewed by 2 independent reviewers. Each issue will also seek to include shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate, research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general. The Journal is intended for international professionals, academics and students not only for reading but also as a space for publication and source of information for work. The Journal is published twice a year.

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Editorial

I am very proud to announce that The Journal of Tourism & Services is included, besides the EBSCO database called Hospitality & Tourism Complete, to the database of the Research Development and Innovation Council, advisory body to the Government of the Czech Republic called "Seznam recenzovaných neimpaktovaných periodik vydávaných v České republice”.

The present issue of the Journal of Tourism and Services contains scientific papers, research note, essay, industry news and press releases.

The contributions to this issue are authored by researchers and scholars from Czech Republic, Italy, and Poland.

Adriana Galvani and Riccardo Pirazzoli deal in their paper with junk-space and junk-time as parameters of the tourism decay. The aim of their research is to give a list of junk spaces and junk times, in order to assess tourism destination.

The aim of the paper of Antonio Giusti and Laura Grassini is to find some instruments to investigate the level of territorial similarities and/or complementarity that can be useful for the private and public policies to improve tourism and to evaluate the impacts of the interventions.

Marie Kubáňková František Drozen and Jaroslava Hyršlová in their paper demonstrate how implementation of the strategic map based on Balanced Scorecard can contribute to sustainable tourism management. They support their findings by a case study.

Adam Pawlicz in his research note attempts to identify determinants of activity in attracting EU-funds in the area of tourism. He investigates differences between communes in North-West Poland that received tourism-related EU-funds and those that did not receive it. He found that the coastal location, tourism attractiveness and number of inhabitants are the factors that make a difference between communes.

The essay of Joanna Zator-Peljan offers a theoretical investigation into the equally essential item - business etiquette that can be contemplated as very similar or completely different while taking into consideration various cultural areas.

I would also like to welcome the new members of the Editorial Board and express the belief that our collaboration will be successful and will lead to further improvement of the Journal.

Last but not least I would like to wish to all members of the Editorial board, present and future authors, supporters, colleagues, and readers a Merry Christmas and a Successful New Year!

Alžbeta Kiráľová
Chair of the Editorial Board

Scientific Papers

Junk space and Junk time in tourism destination

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Abstract

Tourism demand is strictly correlated to the economic conditions. A greater and greater tourism demand triggers a stronger and stronger natural resources consumption. Therefore, decay of tourism occurs because the more a tourism destination is exploited, the less it could be desirable. The recent economic crisis, along with the excessive exploitation of natural resources, should now prompt concern about the future of tourism.
This paper will consider junk-space and junk-time as parameters of the tourism decay. Junk-space is a shape looking for a function. Junk-time is a wasted expectation. The goal of this research is to give a list of junk spaces and junk times, in order to assess tourism destination.
In fact, high rates of junk space/time can be considered as hints of decaying.

Keywords: junk-space, junk-time, assessment, tourism destination

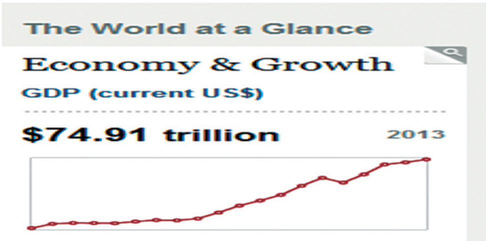
JEL Classification: M31, L830

1. Introduction

In the last years, a large part of the planet faced a stunning growth in human population and economic well-being [39], so that rising incomes (and the wealth improvement connected with it) became the main driving agent of modern society [56]. According to this view, a new consumer emerges. Improved personal prosperity creates a more informed consumer, who demands for more sophisticated solutions with intensified expectations of quality [59]; [27]. This new consumer also makes "choices of visible corporate commitment to tackling the environmental and ethical problems of the day" [55, p. 23].

The financial crisis rebalances the power within the consumer-company relationship because consumers are facing "marked declines in both spending power and in the value of key symbols of personal wealth" [55, p. 23]. However, "contended material and psychological shock of affluence interruption has paradoxically emboldened consumers further" (ibidem). In fact, consumers in emerging markets are living a rapid growth in personal spending power as their economies expand. It can be so argued that "personal prosperity in emerging markets rises, so millions more consumers will enjoy greater discretionary spending power" (ibidem*).*

Graph 1



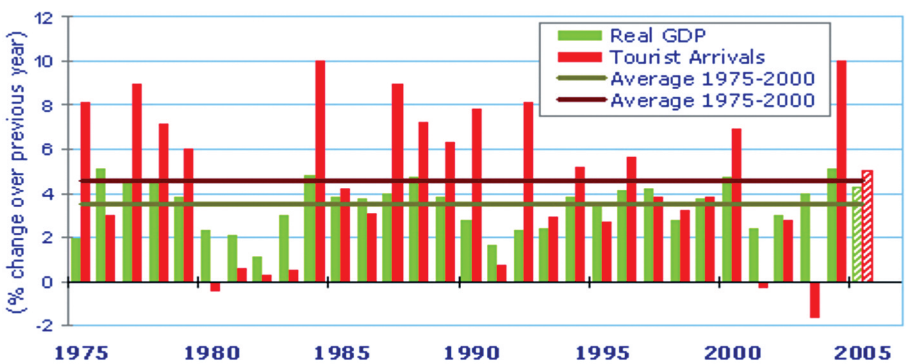
Source: World Bank- the Global Economy- Data 2014

2. Problem Formulation

This personal economic growth is triggered by unprecedented natural resources consumption which is converting parts of the natural world to human use [45]. Spaces are deeply organized in order to better exploit human activities [51].

Graph 2

Economic Growth (GDP) & International Tourist Arrivals

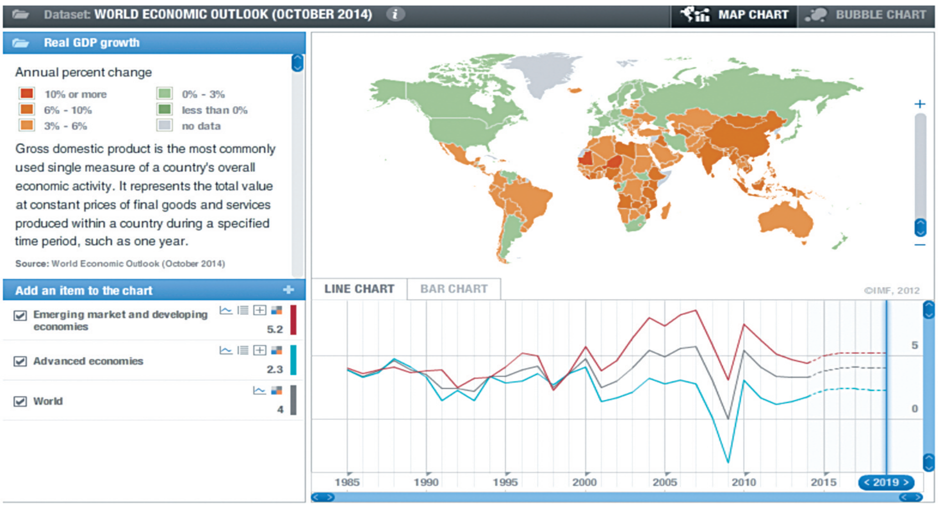


Source: World Tourism Organization; International Monetary Fund

This frame deeply affects tourism, whose demand strongly depends on the economic markets conditions. When economies grow, levels of disposable income also rise. Part of people's income "is spent on tourism. In reverse, a tightening of the economic situation will often result in a decrease or trading down of tourism spending" [55, p. 8].

This consideration is endorsed by UNWTO Report [50], according to which in 2013 tourism demand exceeded expectations, despite the financial crisis. Growth would continue in 2014 at a sustained rate of 4.0% up to 4.5% worldwide. The growth of international tourism arrivals out-paces the growth of the economic output, measured in GDP. When world economic growth exceeds 4%, the growth of tourism volume is higher [50]. With a GDP at 3.5% increase, tourism grows on average 1,3 times faster than GDP [50]. It can be so argued that travel demand tends to have an income elasticity above 1.0, which means that tourism growth tends to raise faster than GDP growth [64].

Graph 3

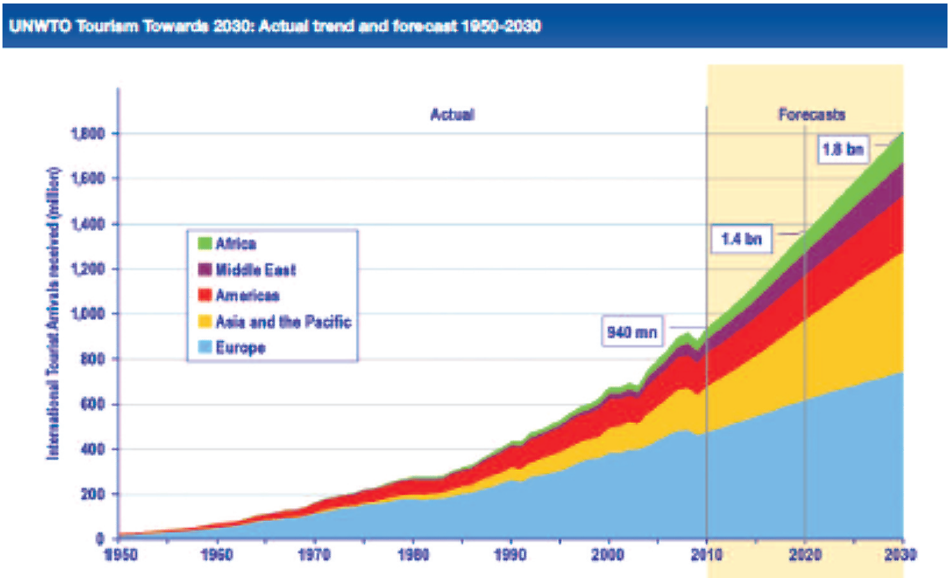


Source: IMF- World Economic Outlook (October 2014)

2.1 From Economic to Environmental issues in tourism

Tourism has therefore high income elasticity. This is a great advantage because it means that "a relatively large part of discretionary income is likely to be spent on tourism, particularly in the case of emerging economies, with burgeoning middle-class populations" [55, p. 25]. According to UNWTO [50], the number of international tourist arrivals worldwide will increase by an average of 3.3%, over the period 2010 to 2030, recovering from the financial crisis of 2007-8. This average is obtained calculating the rate of growth going from 3.8% in 2012 until 2.9% in 2030. In absolute numbers, international tourist arrivals will increase by some 43 million per year, compared with an average increase of 28 million per year during the period 1995 until 2010. Hence, possible threats for tourism should not be sought in Economics.

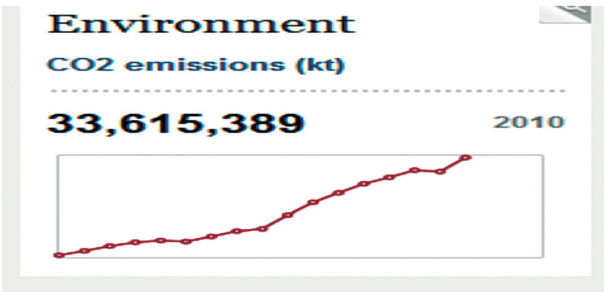
Graph 4



Source: UNWTO - Tourism Highlight 2014 Edition

Paradoxically, its great success could become the main problem to manage in the future, because it raises environmentalism issues. In fact, the more a tourism destination is sold, the more its natural resources are exploited. Great concern must be so given to natural resources

Graph 5



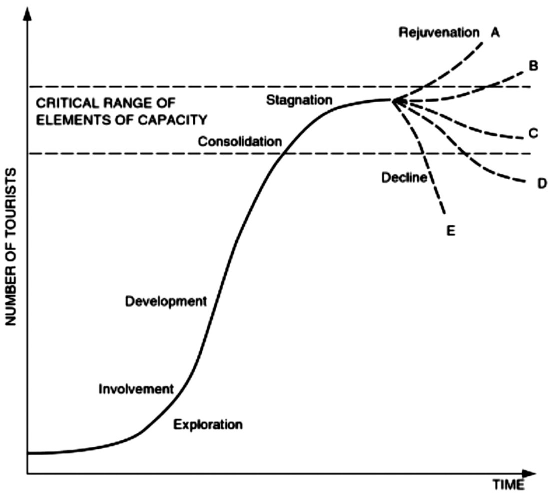
Source: World Bank Data 2014

exploitation, which transforms a natural site to an image-place just to be sold [45]. The landscape is a fundamental tourism requirement, [45, p. 59] so that governments are "increasingly paying attention as environmentalism impinges on tourism" [55, p. 9].

Since the early '80s, research has been analysing what happen to tourist destinations as they over-developed and reached their limits in terms of "carrying capacity" [9] which defines the "environment's physical, social, biological, ecological and psychological ability to cope with tourism without diminishing the quality of the environment or customer satisfaction" [18, p.18]. Once overcapacity of a destination is reached, "the quality of the area suffers, saturation point is reached and tourists desert the area" (*ibidem*) and this could mark the decay of a destination, consistently with the Tourism Area Life Cycle—TALC [9] (cfr. Graph 1).

Graph 6

Butler's TALC model



Source: Butler, R. W., The concept of a tourist area cycle model, 1980, in Current Issues in tourism, 2, 167-175

Butler points out that when the carrying capacity is reached, the most likely result is a decay of the destination in terms of decline in visitation, followed by a decline in investment, resulting in reduced attractiveness and further declines in visitation [11]. Even if this pattern is now considered obvious and often observed, few scholars [28] have examined the link between over-use and over-development of destinations [41].

Butler's model is focused on the spatial implications of the growth and development of tourist destinations. In the last years, Butler's attention shifted more to what was observed to be happening within destinations in terms of the process of development [41].

Some key elements of Butler's model can be considered still relevant at the present time. These were identified as: dynamism, carrying capacity, management, and the spatial component. Butler [10] added two more elements: exogenous forces and triggers of *change* which is strictly connected to time-issue. In fact, destinations inevitably change on the diachronic dimension, if only to bring themselves up to date, but most likely to keep abreast of market preferences and remain competitive [41]. Thus, both dynamism and the process by which changes occur should still be of interest and concern to tourism destination stakeholders. Nevertheless, destinations are still products, and, as such, subject to the laws of product cycles and malleability [9]. They are created, packaged and sold, and the demand for new products (destinations) seems to be endless. At some point in this cycle, the amount of development is likely to exceed the level of sustainability and appropriateness, or the balance point between economic efficiency and attractivity [41]. According to WTO [63], one way of measuring all these effects of tourism is "by adopting the Smith and Krannich [53] method which consists of two factors related to the locals themselves and two factors related to the *resort" [18, p. 19]:*

TIR (Tourist Intensity Rate) = number of tourists/population x 100.

TPR (Tourist Penetration Rate) = average length of stay x no. of tourists /(population x 365) x 1000.

TDR (Tourist Density Ratio) = average length of stay x no. of tourists / (365 x area

in km2).

CR (Concentration Ratio) = % of tourists from the three main sources of tourism.

According to Gills and Williams (1994), management and assessment of tourism infrastructure should include:

ROS – Recreation Opportunity Spectrum approach or land zoning system; establishes the planning and the offer;

LAC – Limits to Acceptable Change approach, establishes the desired conditions in a given area and organises the strategies necessary to achieve them;

VIM – Visitor Impact management approach, establishes a level that is deemed to be unacceptable; its causes and the strategies to cope with the effects.

Through "the use of a range of economic, social and environmental accounting methods, which provide parameters to help identify alternative projects, a range of conventions have been reached" [18, p. 20]. Among these parameters, the most important are:

CB: cost-benefit analysis, based on measuring the economic advantages and disadvantages derived from a project;

VIA: evaluation of environmental impact or assessing the effects that a project will have on the environment.

Destination managers realize that they must avoid the threshold of irreversibility or the over-load point and compete through innovation, branding-policies and new product-placement strategies. Change is so inevitable, and the curve of TALC is still the most common result. According to Butler [11], the elements of limit to growth, or carrying capacity, are evermore effective and there would be no reasons to change this approach. The TALC can be therefore exploited in a predictive manner, because it allows to identify the indicators of change and subsequent stages of development can be so anticipated.

2.2 Junk Space and Junk Time

According to UNWTO economic analysis [50], successful destinations are greedily consumed by masses of middle-class tourists. A higher demand for a tourism destination is connected to a consequent higher exploitation of that site. When exploitation is too big to be controlled and overcapacity is reached, *junk-space* arises [38] in the form of unkempt landscapes and early-damaged structures. Junk-space is a concept forged by the archi-star Rem Koolhaas and refers to the "visual disorder which suggests an absence or lessening of control, the presence of possibilities for intervention and appropriation" [17, p. 22]. Koolhaas gives a lot of tangible junk-space definitions, which are sometimes focused on the architectural elements, but in other cases are polemical:

– Junk-space is the result of the meeting between escalator and air conditioning, conceived in an incubator plasterboard (three things that do not appear in the history books) [38].
– Lift, electricity, air conditioning, steel and new infrastructures have established a set of mutations that can lead to the birth of another species of architecture [38].

In other definitions, Koolhaas considers also the context where junk-space is built:

– It is unable to establish relations with the classical city, at most it can just co-exist with it [38].

In several contentious claims, Koolhaas seems to be angrier and exposes the lack of a general project, which could put together several buildings located in the same space:

– Junk-space erases distinctions, confuses intention with realization [38].
– It replaces hierarchy with accumulation, composition with addition [38].
– More is more [38].
– There is no form, only proliferation[38].

The last definition seems to accuse many tourism spaces, which proliferated without an overall project, so that many buildings lie down, useless and quickly obsoleted. These spaces seem "shapes looking for function".

The junk-space is therefore what is left behind by modernization processes. At the end of this exploitation-activity, which goes beyond the "carrying capacity", the excessive use of space gets rid of any appeal. In fact, people overcrowd junk-space sites, so that Butler's decline stage is triggered [9] and junk-time raises as well. Junk-time is a wasted expectation, not relevant and better-to-be-avoided moment. It is a new idea, never applied to tourism research, hard to be precisely defined, which deals with: queuing, waiting, silly hanging out, traffic jam, disorganization, noise etc. All these experiences are common activities in junk-spaces.

All these considerations affect tourism industry. In fact, many tourists spend their time looking for meaningful spaces to visit.

3. Problem Solution

When junk-space is scattered everywhere, a tourism destination could loose its appeal because of the consumption of its resources and therefore less tourists could visit it [9]. The decay would be so inevitably triggered and negatively perceived by tourists.

A methodology to detect the hints of decay would be highly required to examine both space and time in order to manage this negative process *in advance*. In literature, a wide range of indicators are available for assessing spaces [4]; [53]. However, it must be admitted that the experience and perception of the space is holistic and the overall impression of a space derives from what every person observes.

Hence, this problem calls for hard, measurable parameters. Many scholars focused on parameters which derive from economic, social and environmental perspective (Gills and Williams, 1994; [53]. This research intends to analyse what happens *before* the mass of tourists has totally consumed a tourism space, inducing its decay. In order to accomplish this goal, this paper adopts anthropological and architectural perspective to forge new factors, stringently interwoven: junk-space and, as its consequence, junk-time. These could integrate the older parameters.

A list of useful and predictive indicators of junk-space/time will be provided so that stakeholders can assess a tourism space and detect the hints of the decay before the carrying capacity and all its negative consequences are reached. In fact, higher the rates of junk-space/time, more probable the impoverishment.

3.1 Elements of Junk-Space

According to Koolhaas, “tourism is today independent from the destination” [38, p. 46] because several hotels are still built to host more and more tourists while *History* is erased by new cement architecture. The disappearing of *History* doesn’t affect the huge number of tourists [58], but “maybe it is just the mob of the last moment” [38, p. 46].

If junk-space is a shape looking for a function [38], hotels and other tourism services are functional destinations for tourists. Earlier, their presence presumed other important destinations, close to them. Hotels existed because something else was nearby. Nowadays, they are bins with all-inclusive services which make the other buildings redundant, maybe useless.

This approach to tourism development can be considered as a trigger of junk-space, whose indicators are studied in the following paragraphs.

3.1.1 No Complexity

The lack of complexity is a first element to assess in order to detect junk-space. According to Kellert and Wilson [37], complexity is the "diversity and richness of space elements and features and the scattering of patterns in the space" [5, p. 92]. Three parameters can be examined to assess a tourism space and to notice *junkyness*:

1. Distribution of Space Attributes

•It focuses on the number of space features. Two elements should be considered:
•- Density [14]; [23]; [52]
•- Diversity [14]; [15]; [23]; [32]; [48]; [60]

2. Spatial Organization

•An exam of spatial organization allows to assess "if space is perceived as complex or simple" [5, p. 93]. The following factors have been studied in literature, so far:
•- Edge density [19]; [48]
•- Heterogeneity [19]
•- Aggregation [14]

3. Variation and contrast

•When there are different spatial elements, these characteristics should be studied:
•- Degree of contrast [26]; [4]
•- Shape variation [14]; [23]; [37]; [48]; [55]
•- Size variation [14]; [23]; [37]; [48]; [55]

3.1.2 No Coherence

The lack of coherence can generate junk-space. Kaplan and Kaplan [35] consider coherence as something related to the unity of a scene, the degree of repeating patterns of colour and texture but also a correspondence between land use and natural conditions. Two main parameters can be evaluated:

1. The Spatial Arrangement of Water
Two elements should be considered:
- Presence of water [34]; [52]
- Correspondence of land and location of water [34]; [52]

2. The Spatial Arrangement of Vegetation
When green areas are studied, these are the main issues to examine:
- Correspondence with expected natural conditions [52]
- No fragmentation [48]
- Repetition of pattern across the space [23]

3.1.3 Disturbance

Disturbance is the lack of contextual fit and coherence in a space [31] and can trigger junk-space. It can be assessed through two parameters:

1. Presence of Disturbing Elements
Architectural or Urbanization elements can be classified as disturbance if they are out of context [4]; [23].

2. Visual Impact of Disturbance
Areas affected by disturbance elements should be detected and mapped [23]; [33].

3.1.4 No Stewardship

Nassauer [46] considers stewardship as the sense of order and care that can be detected in the space, reflecting active and careful management by a community. Without it, junk-space can arise. Two parameters are relevant to assess the stewardship:

. Level of Management for Vegetation
It deals with the level of cultivatedness [3].
The folloving indicators are suggested in the literature:
- Level of abandonment/stage of succession [54]
- Presence of weed [46]; [52]
- Management type [46]; [52] and frequency [52]; [55]
- Destroyed Cement, rusty elements, garbage, broken glasses

. Conditions of Man-made Structures in the space
Status and maintenance of structures, such as farm buildings and fences, should be assessed [39]; [55].

3.1.5 No Imageability (Lack of Spirit of Place/Genius Loci)

Imageability [6; 47] is the ability of a space to impress a strong image in the observer's mind "and thereby making it distinguishable and memorable" [5, p. 96]. Junk-space lacks of it. Imageability derives from:

1. Spectacular, Unique and Iconic Elements.
   The following parameters should be considered:
   - Spectacular, unique or iconic built features [12]; [22]
   - Landmark [22]
   - Water [20]; [25]
   - Historical heritage [34]
   - Density of viewpoints [21]

3.1.6 No Visual scale

According to Appleton [3], visual scale defines space "rooms/perceptual units in relation to their size, shape and diversity, and the degree of openness" in the space [3, p. 98]. Without a visual scale among all the elements of a space, junk-space arises. Two aspects are here relevant:

1. Open Area
The proportion and the size of open space in the space can be be valued through these measures:
- Proportion of open land [48]; [55]
- View-shed size [14]; [23]; [48]; [61]
- Depth of view [23].

2. Obstruction of the View
Architectural elements or objects that block the view should be considered through:
- Density of obstructing objects [48]; [55]
- Degree of visual penetration of vegetation [55].

3.1.7 No Naturalness

The lack of naturalness is an important feature of junk-space. Naturalness defines "the perceived closeness to a preconceived natural state" [5, p. 100; *cfr*. also: 42; 48; 49] and it is an important aspect of restorative environments, which are environments increasing mental energies and effectiveness [30]; [23]. There are three kinds of parameters of naturalness:

1. Naturalness of Vegetation
It focuses on the quality of the present vegetation in relation to its perceived naturalness. To indicate this, two types of indicators have been suggested in the literature:
- Percentage of natural vegetation [3]; [4]; [7]; [48]; [52]
- Level of vegetation succession [48]; [52]; [60]
- Shape of vegetation [48]; [60].

2. Continuity of green areas
It deals with all the feature of vegetation areas:
- Size and shape [13]; [21]
- Spatial arrangement of vegetation [34]
- Proportion of space with long vegetation continuity [34]
- Proportion of space with traditional land use [34]; [23].

3. Patterns in the space
Patterns can be perceived as natural or not. Åsa et al. [5] suggest to estimate them through:
- Fractal indices [23]; [3]
- Fragmentation indices [23].

4. Water in the space
It is another parameter of naturalness. It can be assessed through the proportion of water area in the landscape [48]; [52].

3.1.8 No Historicity

Lowenthal [43] and Fairclough [16] focus on heritage and historic spaces. Historicity describes “the degree of historical continuity and richness” [4, p. 104] in a space. In certain cases, tourists can find identity and history embedded into a single place that condenses the whole past in itself. According to Koolhaas, tourists devour the identity and the past, so that “the more they misuse it, the less a place is meaningful” [38, p. 46]. History is therefore reduced to a mere on-site service, and tourists grind and deprive it by any meaning [38, p. 28]. Historicity can be examined through the following elements:

1. Historical continuity
   It exists when several time layers can be detected on the same space [44].

2. Historical richness
   It deals with the amount and diversity of cultural elements. It can be examined through the lens of:
   - Density of cultural elements [52]
   - Shape of line features [16]; [21].

3.1.9 No Ephemera

Ephemera refer to the fascination factor induced by season or weather [50]; [56]; [57]. This feature, according to Kaplan and Kaplan [36], enhances the ‘being away’ aspect of space experience. Indicators of ephemera describe “seasonal and weather changes per area, frequency of changes and the magnitude of change” [5, p. 106]. Junk-space is always identical to itself.

1. Season-related activities
   They can trigger fascination. These activities are:
   - Agricultural activities with seasonal patterns (harvest) [8]; [40]; [52]
   - Animals breeding [40].

2. Seasonal vegetation change
   Two kind of vegetation can be examined:
   - natural vegetation [30]; [8]; [52]
   - crops and fields [8]; [40]; [52].

Stakeholders could exploit the list above to recognize the threats in their space-scape and so they could avoid that those junk-space elements become too big to be managed. A spatial education is therefore required to prevent the decay of a tourist destination.

3.2 Elements of Junk-Time

The organization of space in itself could affect and establish the organization of time [55]. In fact, space is strictly related to time. On the other hand, time is not only cyclic and affects space and its possible use. For this reasons, "ideal, pure, utopian environments are those where the potential for ongoing change and development has been removed" [17, p. 16]. Space therefore constantly changes over time. Changes in the form, regulations and use of a given space sometimes start out temporary or unpredictable but then, over time, become regular and anticipated. Spaces that start out as desirable for tourists, become dull through use, misuse and consumption over time.

Space and time are therefore strictly interconnected, because time changes space, and every change in space can be perceived only as time goes by. In fact, it can be easily assumed that a slowly pass-through can give people the idea of space's features. However, today the aeroplane has erased any perception of displacement and movement. Modern transport has modified the journey into a time without emotion, a non-moment: junk-time, a new concept forged in this research. Junk-time defines all the wasted expectations of people in junk-space which also means static or inelastic space. It is not easy to deal with *time* which can be perceived only through its measurement (cloak, calendar, hour-glass, sundial) or through the changes that occur in the space or in the body. Junk-time should not be confused with the Latin concept of *otium*. It is annoying empty time, without meaningful activities or motivations. It is perceived as a wasted expectation: people is forced to wait for something else. A short list of junk-time features is now required; some of the junk-space's characteristics can be applied also to junk-time.

3.2.1 No Imageability

Imageability [6]; [55] is the power of a moment to impress a strong emotion "and thereby making it distinguishable and memorable" [4, p. 96]. Junk-time is meaningless, not memorable, so it cannot trigger any fantasy or imaginary. It is perceived as never-ending and boring.

3.2.2 No Historicity

Re-build, re-start, re-make, re-design, re-consider: all the verbs that begin with re- are junk-time makers. Junk-time is conceived just for consumption or for dues. In this real-time society, people are living in a never-ending present (where consume actually is located) which must be standard, measurable and always the same [1]. Historicity could be a problem, because it could be inefficient.

3.2.3 No Complexity

All the experiences in junk-time are not interesting or unforgettable because there is no diversity and richness in them: during junk-time, everything can be easily forecast.

3.2.4 No Stewardship

In junk-time people feel lost because no positive fellowship experiences are allowed. People are bored, angry or worried and these feelings undermine the sense of community.

3.2.5 Junk-time in tourism

In the tourism experience there are several elements of junk-time: queuing, baggage claim, waiting in vain the train/aeroplane in delay, traffic jam, boring time, bureaucracy dues, etc. All these elements occur in junk-space: airport, mall, hotel, highway, station, institutional building, etc.

4. Conclusion

The perception of spaces varies across time [17]. Creative and unexpected interpretation of space could raise on the diachronic dimension and so trigger positive growth [47] and avoid junk-space/time production if:

"spaces are planned for certain assigned functions but, both legally and physically, accommodate other activities as well;

spaces without assigned functions accommodate unintended and unexpected activities. These spaces have features that invite people to appropriate them for their own uses" [17, p. 24].

There are four different practices that support creativity related to space. These activities can avoid the production of junk-space and therefore the decay of a tourism destination:

1- Appropriation: it allows to pursue activities not set by a predetermined program [17, p. 29]. A designed space should avoid a single-function-space so that tourists can interpret and exploit it in several unexpected ways.
2- Tension: tourists usually have "expectations about decorum, ownership and social meanings and values that often go unspoken" (ibidem). This is the reason why people "find a way to pursue desired activities within

or around the existing order and controls” (ibidem). Tension is not necessarily bad because it makes people aware of the different ways a space that can be interpreted. Junk-space and junk-time are avoided, because “spaces are neither completely empty and without structure nor completely structured” (ibidem).

3- Resistance: through junk-space and junk-time, people’s “behaviours and meanings in social spaces are locked down” [17, p. 30]. In this cases, people must resist to achieve their goal. For example, tourists protests when queuing is lasting too much and so they enter together into a space without permission. These acts of resistance demonstrate “how inelastic space can be” (ibidem).

4- Discovery: when a space is properly designed, it should allow the discovery: “one has to find a space in order to put it to use” (ibidem). Several tourists tell that they have discovered some supposed-to-be new places where they had a great time: this means that “what is discovered is not just the space, but a new purpose for it” (ibidem).

A tourism destination should allow tourists to easily organize the timing of their different activities in order to avoid unnecessary activities (junk-time) in useless spaces (junk-space). Unfortunately, it seems that stakeholders are not aware of the importance of a spatial education, which could allow them to assess every potential threats (junk-space/time) and, consequently, to adopt innovative solutions to manage a tourism destination.

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The Dynamics of Tourist Flows: Heterogeneity and Spatial Association

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Abstract

In this paper, we analyse the evolution of tourist flows in Tuscany from 2000 to 2013, in order to detect the presence of a common trend in the arrival rate across the municipalities. In particular, two methodologies are used: the Harberger diagram to highlight the size and heterogeneity of the individual contribution to the overall change in arrivals, and the Moran correlation index, based on a queen grid, to detect the existence of different kinds of spatial dependence. The local Moran correlation index (LISA) is used to identify the presence of any territorial clusters in the period of interest. The aim of the study is to find some instruments to investigate the level of territorial similarities and/or complementarity that can be useful for the private and public policies to improve tourism and to evaluate the impacts of the interventions. The approach used in this paper seems useful, also if further assessments are needed.

Keywords: Tourism, growth process, spatial association, tourist facilities, Tuscany.

JEL Classification: L83, C21, C22

1. Introduction

The tourist industry is characterized by productive specialization patterns mainly generated by agglomeration externalities, especially in territories endowed with natural resources. Tourism activities tend to form territorial clusters, which allow for sharing large-sized infrastructures (airports, ports, conference centres, museums), but also neighbouring attractions (historical sites, museums, environmental resources, branded area, etc.) [3] [15]. This agglomeration process should produce spatial dependence at the macro level and generate spatial spillovers across the destinations. Relevant examples are the diffusion of tourism activities in contiguous sea areas (Versilia in Tuscany, the Adriatic coast in Emilia Romagna, the Emerald Coast in Sardinia).

Neighbouring areas can take advantage of the proximity to attractive locations, even if some arguments arise concerning the 'benefits from localization' thesis [6]. The main potential disadvantages include inflation, increasing labour, land and housing costs, widening of income disparities, local congestion, and environmental pressure [10] [16].

Local authorities recognize the importance of a cohesive perspective, in which stakeholders can interact and recognize themselves in a single vision. Moreover, local authorities are extremely interested in experimenting cluster models for functionally integrating the resources and productive activities of tourist destinations.

With the development of tourism, tourist "consortia" and promotion associations were founded, also at the local level (in Italy, the so called "pro loco"). But the local perspective has emerged with the development of the concept of sustainable development. The widespread interest in sustainable tourism determined the flourishing of plans, legislations, agenda and political instruments, to monitor the territory and the activities in it. Most of initiatives and literature refer to many commitments for action, defined by WTO [19] and by the European Commission, especially, with the foundation of the Tourism Sustainability Group [4] and of the NECSTouR project (www.necstour.eu), which involves a number of European regions. In all contributions, the role of the local community and government in monitoring and planning actions for a sustainable development of tourism is stated.

In order to put the principles of sustainability into practice, the Tuscany Region has recently been promoting the experimentation of the Observatories of Tourist Destinations (OTD) in more than 60 municipalities. The aim is to apply the principles indicated in the NECSTouR project relating to sustainability and competitiveness in tourism. The OTD is, on the one hand, a technical means of collection and processing of shared information on the resources, the competitive and sustainability position of the destination and, on the other hand, it is a tool to support the choices of the local government. Social dialogue, measurement of the phenomena related to tourism, the promotion of clusters among stakeholders, and municipalities sharing common attractions (or linked by a territorial brand such as Chianti for example) are the main objectives of the project.

In this respect, it become useful to develop approaches and tools to investigate the existence of common paths across destinations (in this case municipalities), also to monitor the impacts of the OTD. The idea underlying the analysis carried out in this paper is that, if more coordinated interventions are implemented, we should derive some empirical evidence in terms of common patterns of performance measures as, for example, tourist flows.

In particular, the present paper aims to investigate the existence of any spatial association of tourist flows among the municipalities of Tuscany, through an exploratory spatial analysis of areal data. Specifically, we analyse the time series of arrivals as an indicator of attractiveness and performance of the tourist destinations. Several authors do not agree that tourist flows are appropriate measures of destination performance [5], above all because of the complexity of the tourism system [7], [8]. On the other hand, the number of tourist arrivals gives an immediate picture of the results and is the most widely used indicator for identifying the evolutionary stages of a destination [14]. For this reason, arrival flows are use in this paper to detect the growth patterns of destinations. As an alternative measure of tourist flows, the number of nights spent is largely influenced by the kind of tourism (seaside, mountain, art, etc.) and, from the perspective of statistical data quality, is less accurate than arrivals.

This analysis may be useful also to assist in the definition of a more consistent level of territorial aggregation, for a proper level of intervention. As it is well known, it is not easy to define at what level of territorial aggregation we can speak of a 'destination' worthy of a planning intervention (it could be the municipality, a cluster of Municipalities, a province, a region, and so on).

This study analyses data on arrivals in the 2000-2013 period and pursues two perspectives.

1) The analysis of the evolution of tourist flows over the years, to detect the presence of a common trend (increasing or decreasing), if any, across the municipalities. We applied the Harberger diagram [9], which is redefined to analyse arrivals. This diagram highlights the size and heterogeneity of the individual contribution (in this case: areal unit) to the overall change in arrivals.

2) The spatial analysis of the variation of arrivals. We used the Moran correlation index based on a *queen* grid. The *queen* contiguities are defined by analogy with movements on a chessboard. The *queen* grid allows a multilateral analysis perspective and, therefore it is able to detect the existence of different kinds of spatial dependence. Moreover, the local Moran correlation index (LISA: local indicators of spatial association) is used to identify the presence of any territorial clusters in the period of interest [1] [2]. It is expected that a common trend might emphasize association among neighbours.

The *queen* grid and the Moran correlation index were previously applied to analyse the geographical distribution of tourist facilities not only to highlight the structural characteristics of the tourist industry in Tuscany, but also to check the effectiveness of the *queen* grid in identifying specialized tourist areas.

The spatial analysis is based on a partition of 262 areal units derived from a partial aggregation of the original 287 municipalities of Tuscany (due to the occurrence of zeros and confidentiality issues).

The paper is structured as follows: Sections 2 and 3 contain several methodology notes related to the Harberger diagram and the Moran index; Section 4 provides an outline of recent tourism trends in Tuscany; Section 5 contains the results of the analysis and Section 6, some concluding remarks.

2. A representation of the growth process: the Harberger diagram

In analysing Total Factor Productivity (TFP), Harberger [9] introduced a particular Lorenz-curve type diagram, which displays the cumulated absolute contribution of each industry to aggregate TFP growth, according to its cumulated share in the initial value added. The form and area of this Lorenz-curve type graph identify typical TFP growth patterns and highlight the variability of growth among the units analysed.

In this paper we use this graphical tool to display the cumulated absolute contribution of each municipality to the change in the total number of arrivals, according to its cumulated share in the initial number of arrivals.

The Harberger diagram is described below, where $x_{i,t}$ is the value of the variable of interest in the unit i at time t and the relative change between t-1 and t:

(1) $$d_{i.t} = \frac{x_{i.t}}{x_{i.t-1}} - 1$$

and where i=1,2,…,N. Moreover, $d_{[j],t}$ is the value of $d_{i,t}$ in decreasing order (from the maximum to the minimum) and $x_{[j],t-1}$ is the corresponding value of the variable of interest, at time t-1. The coordinates of the Harberger diagram are as follows:

– the abscissa is the cumulative sum of $x_{[j],t\text{-}1}$, in percentage of the total:

(2) $$z_k = \frac{\sum_{j=1}^{k} x_{[j],\ t-1}}{\sum_{i=1}^{N} x_{i.t,\ t-1}}\, 100$$

– the ordinate is the corresponding cumulative variation in the variable of interest:

(3) $$\Delta x_k = \sum_{j=1}^{k} d_{[j],t}\, x_{[j],t-1}$$

The curve is concave because the cumulative sum works with respect to decreasing values of $d_{i,t}$. For k=N, formula (3) reproduces the total aggregate variation of the variable of interest.

Graph 1*ab* shows two different shapes of the Harberger diagram, both with an overall positive change. S represents the share of x at time t–1, which accounts for the total variation. The complementary fraction of x contains the units with positive growth ("winners") and those with negative growth ("losers"). The sum of their overall contributions is zero [17].

Graph 1*a* describes a situation with a widespread positive trend: it is a *yeasty* pattern and represents a balanced and broad growth trend, where a large share S of x accounts for the total variation. Graph 1*b* identifies a *mushroom* type graph; in this case, a small share S of x accounts for the overall change. "The analogy with yeast and mushrooms comes from the fact that yeast causes bread to expand very evenly, like a balloon being filled with air, while mushrooms have the habit of popping up, almost overnight, in a fashion that is not easy to predict. I believe that a "yeast" process fits best with very broad and general externalities ..." [9].

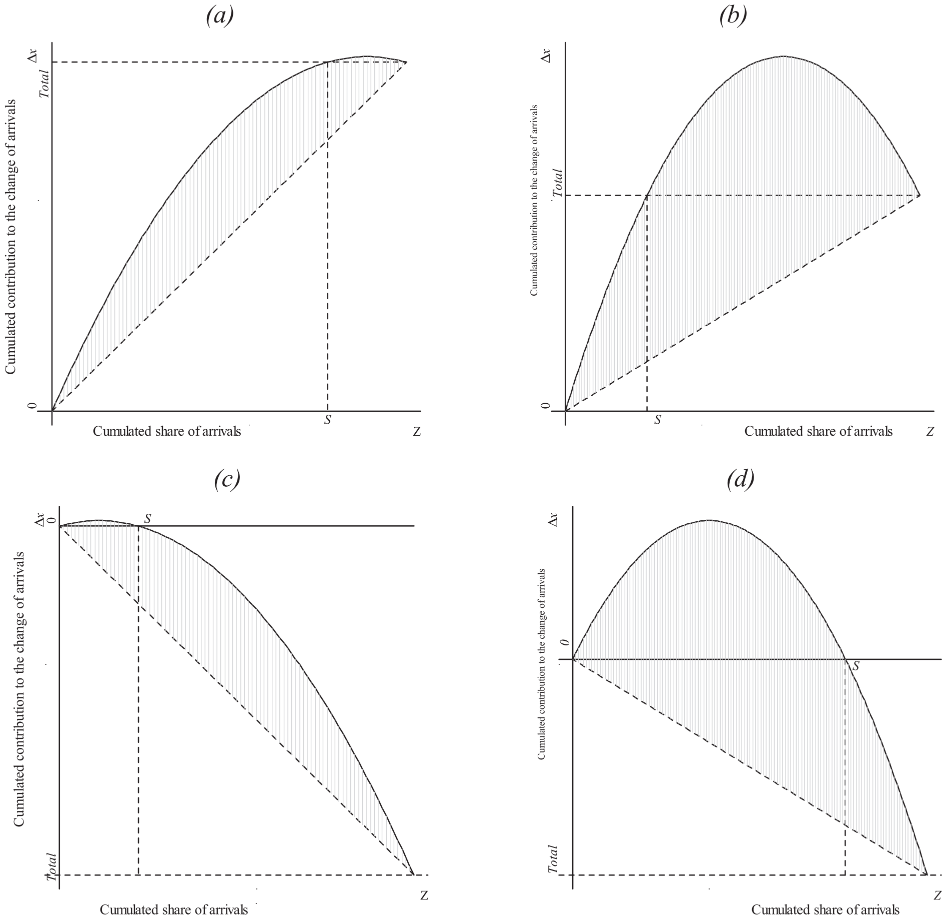
According to Harberger's view, if the share S is small, the effect of broad externalities is negligible when compared to unit-specific causes of growth and the growth process looks more like "mushrooms" than "yeast". Conversely, a yeasty shape is more consistent with the presence of broad and general externalities linked, for example, with the scale of economy as a whole, etc. When growth is mainly driven by broad externalities, then contributions to aggregate variation ought to be quite evenly distributed across sectors. However, Napoletano *et al.* [17] formally claimed that a concentration in the unit contributions to aggregate variation can occur even in the presence of a broad externality when it stems from a single sector.

The heterogeneity (or concentration) is very clear from Harberger's Lorenz-like curve and can be expressed by the area under the curve (the grey area in Graph 1*ab*) [11] [18]. In order to discriminate between yeast and mushroom, it seems effective to calculate the ratio of the area above the horizontal line indicating the overall change, and the area of the whole shaded area above the straight line (dashed in the graphs) starting from the origin.

Obviously, we have to bear in mind that the total variation may also be zero or negative (as occurs in this work); in the presence of a negative trend we have to consider negative yeasty and/or mushroom type patterns. When the total variation is negative, the corresponding Harberger diagrams and related areas are exemplified in Graph 1*cd*. In this case, the ratio between the area above the zero line and the total shaded area is computed.

Graph 1

Harberger type diagrams



3. Spatial association: methodology

In this paper, we consider a global and local index of spatial association. The global index is the Moran *I* spatial correlation index:

$$I = \frac{N}{\sum_{i=1}^{N} \sum_{j=1}^{N} w_{ij}} \; \frac{\sum_{i=1}^{N} \sum_{j=1}^{N} w_{ij}(y_i - \bar{y})(y_j - \bar{y})}{\sum_{i=1}^{N} (y_i - \bar{y})^2} \tag{4}$$

where y_i is the variable of interest and the neighbourhood for each observation is formalized by means of a spatial weight or contiguity matrix, W with elements w_{ij}. The columns with nonzero elements in a given row of this matrix *W* indicate the relevant neighbours for the observation that corresponds to the row.

The local index, called LISA index [1], is defined for each i as follows:

$$I_i = \frac{N(y_i - \bar{y}) \sum_{j=1}^{N} (y_{ij} - \bar{y}) w_{ij}}{\sum_{i=1}^{N} (y_i - \bar{y})^2} \tag{5}$$

Local spatial clusters, sometimes referred to as *hot spots* may be identified as those locations or sets of contiguous locations for which the LISA is significant. There is a second interpretation of the LISA statistics: it is similar to the use of a Moran scatterplot in identifying outliers and leverage points for Moran's I [1]. According to the first interpretation, the LISA map shows the regions having high values (values greater than the average) of the variable and also neighbours with high values (high-high). In the LL (low-low) case, an areal unit with a below average value is surrounded by neighbours below the average. By contrast, LH (low-high) or HL (high-low) occur when respectively a below or above average value is surrounded by values above or below the average. The high-high and low-low regions contribute significantly to a positive spatial association, while the low-high and high-low contribute to a negative spatial association. However, it should be noted that the values of I_i may be greater than 1.

In conclusion, a positive value for the local Moran indicates that a destination has neighbouring destinations with similarly high (high-high: HH) or low (low-low: LL) attribute values; this destination is part of a cluster. A negative value for I_i indicates that a destination has neighbouring features with dissimilar values (high-low or low-high) in which case this destination may be interpreted as an outlier.

The spatial weight matrix W is an $N \times N$ positive and symmetric matrix (where N is the number of spatial units). The element w_{ij} expresses the proximity of regions i and j. The weight matrix W is generally used in row-standardized form. Row-standardized weights increase the influence of links from observations with few neighbours, while binary weights vary the influence of observations - those with many neighbours are up-weighted compared to those with few neighbours.

Different kinds of matrix W may be specified. In this paper, we will consider a first-order contiguity matrix with the *queen* grid. The existence of different kinds of spatial dependence is consistent with a multilateral analysis perspective, which is expected to yield a more informative and comprehensive picture of the links among contiguous municipalities.

4. Recent trends of tourist flows in Tuscany

Tourism is a noteworthy source of income in Tuscany. Tuscany accounts for 11.7% of arrivals in Italy and 11.4% of nights spent (2013 data). Due to the environmental, historical, and cultural resources, different types of tourist destinations, attractions and activities are offered. A territorial classification of the various typologies of tourism has been provided by the Tuscany Region Statistical Office and is shown in Graph 2*a*. The geographical specialization in tourism is clear even though, due to the vast assets of attraction resources, the figure fails to fully represent the various facets of tourism. For example, the municipality of Pisa is assigned to the "art/business" group (white) despite the fact that some important coastal resorts are located in its territory.

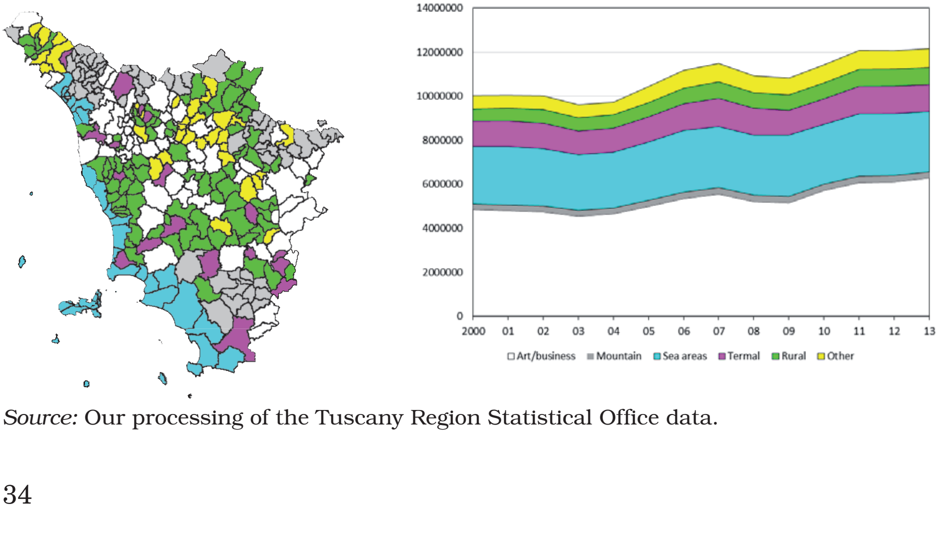
Graph 2*b* shows the annual time series of arrivals according to the prevalent typology of tourism in the 2000-2013 period. Since 2000, the pattern of the number of arrivals in Tuscany shows an overall increase (from 10,029,873 to 12,159,415 in 2013) with some periods of slowdown, especially after the 2008 crisis. A common time pattern of arrivals has characterized most of the various typologies of tourism.

Compared to Italy, Tuscany suffered most during the crisis (see the comparison in Graph 3) but with rapid improvements, also given the important presence of foreign tourists in this region (Graph 4). The percentage of foreign tourists rose from 53.6% (2000) to 55.9% (2013) in terms of arrivals and from 47.1% to 54.2% in terms of nights spent, with an increment in the average length of stay (from 3.2 to 3.4 nights). These results are influenced to a certain degree by fluctuations due to international crises (especially when they are widespread in many countries: i.e. those of 2001 and 2008). More specifically, the data show a general growth for the years 2006 and 2007 (percentage variation greater than 7%), the negative effect of the economic crisis in 2008 and 2009, a general recovery in 2010, 2011, and a general stability in 2012 and 2013. In any case, in 2013, the number of arrivals was higher than in the pre-crisis years. Furthermore, from 2000 to 2013, the number of

Graph 2

Typology of tourism (287 municipalities)

(a) Territorial specialization *(b)* Arrivals per typology of tourism

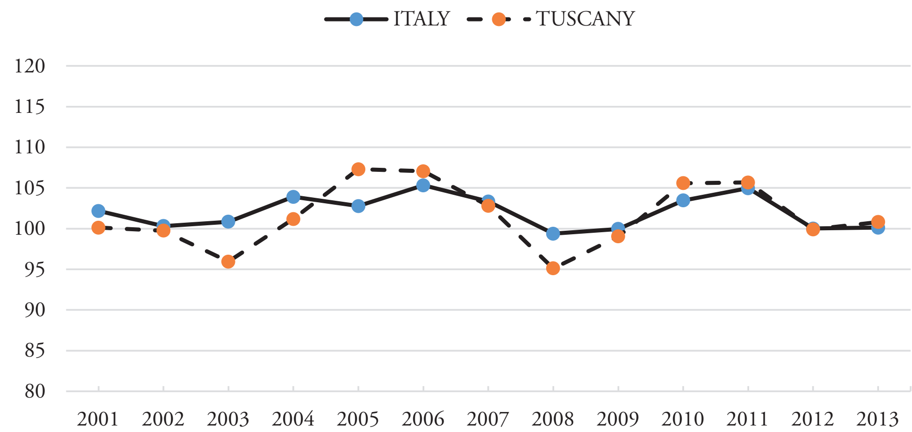


Source: Our processing of the Tuscany Region Statistical Office data.

arrivals in Tuscany rose considerably (+20%), and for some typologies, the increment was very high (i.e.: the rural with more than 40% and the art/business with about 30% in the period).

Graph 3

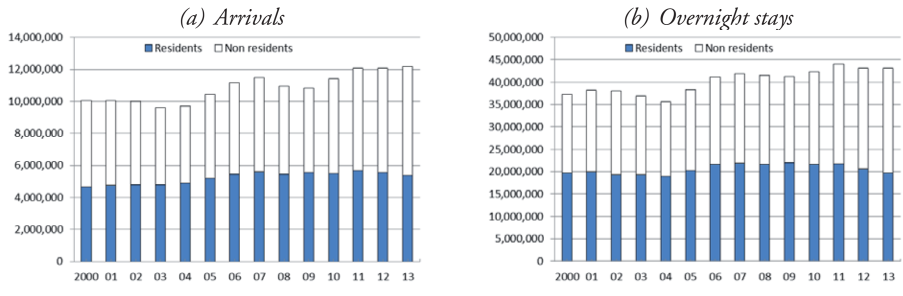
Annual arrivals in Italy and Tuscany (chain index numbers)



Source: Eurostat and Tuscany Region Statistical Office

Graph 4

Tourist flows



Source: Tuscany Region Statistical Office

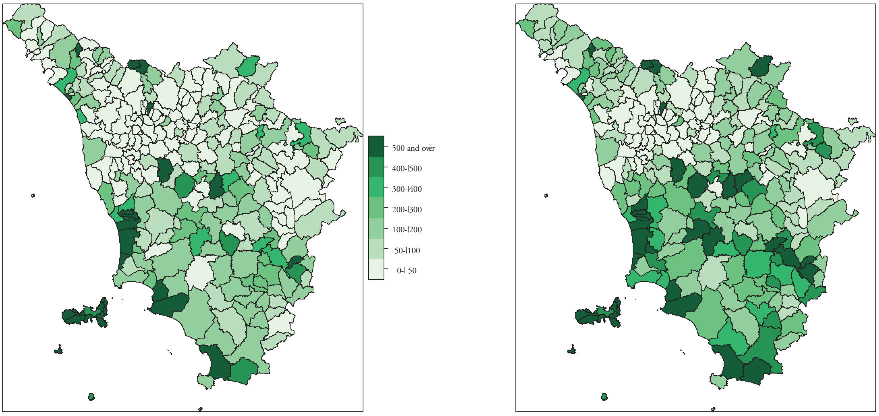
During the period of interest, the availability of tourist facilities was developing across the Tuscan municipalities, as can be seen from the comparison in Graph 5, where the index of tourist facilities is:

$$\text{(6) } \textit{Index of tourist facilities} = 1000 \times \frac{\textit{No. of beds in accommodation extablisments}}{\textit{Number of residents}}$$

Graph 5

Index of tourist facilities (no. beds per 1000 residents, 262 areal units)

2000 | 2013



Moran index I=0.267 | Moran index I=0.272

Source: Our processing of the Tuscany Region Statistical Office data

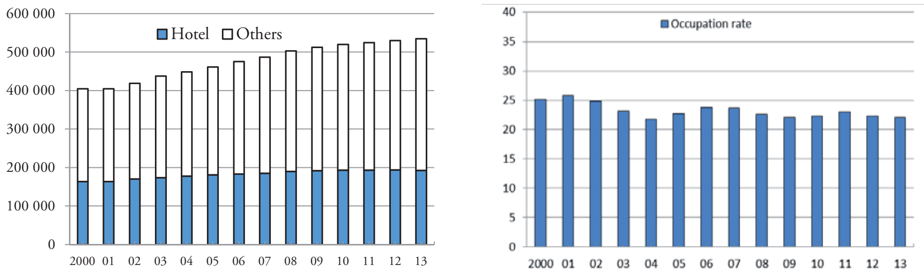
The Moran index computed using the queen grid (with first-order contiguity) shows a significant spatial correlation that confirms the presence of territorial specialization in tourism. Moreover, the values of the Moran index confirm the effectiveness of the queen grid in capturing spatial correlation among municipalities.

The total number of beds (Graph 6*a*) rose from about 405000 in 2000, to more than 534000 in 2013 (+32%). Although the number of beds in hotels increased by 17.8%, the corresponding number in other establishments increased by 41.9%. Thus, the percentage of beds in hotel facilities (with

Graph 6

Tourist facilities and gross occupancy rate (%)

(a) Beds in accommodation facilities | *(b) Gross occupancy rate (%)*



Source: Tuscany Region Statistical Office respect to the total) dropped from 44.4% to 36.0%. We can say that the ups and downs that affected the development of tourist flows did not have a negative impact on the development of tourist infrastructures in Tuscany, with particular reference to non-hotel facilities. As a result, these dynamics led to a decrease (in the long term) in the gross occupancy rate.

In conclusion, the range of accommodation in Tuscany has been transforming due to the offer of alternative incoming options (especially farm holidays), with a reduction in the number of lower category hotels, replaced (thanks also to special legislation) by B&Bs and rooms to rent, and a growth in the upper-segment hotel offer (4 and 5 stars). This structural transformation of the tourist facilities has allowed Tuscany to face up to the crisis and international competition.

5. Growth patterns and spatial performance in the years 2000-2013

In this section, we analyse the annual variation of arrivals (the variable d_{it} in section 2) of the areal units, the overall variation, and its distribution among the municipalities (262 areas) through the Harberger diagram. The yeasty and mushroom shapes can be recognized from the shape of the curve itself, but also from the percentage of area above the zero line (for negative total variation) or above the line of the overall change (for positive total change), as explained in section 2. The Harberger diagrams are shown in Graph 7; the values of the overall change and the Harberger area (in percentage) are illustrated in Table 1.

The curves of Graph 7 are plotted using the same scale in the abscissa and ordinate directions. The curves are very effective in showing the evolutionary pattern of the number of arrivals, by highlighting the periods of crisis (2003, 2008) and those with sensitive positive performance (2006, 2007, 2010, 2011). It is interesting to note how in the diagrams, it is possible to recognise the contribution of the municipality of Florence (which corresponds to the largest cumulative value identified by a segment). Other displacements worth noting are found (in decreasing order) in the municipalities of Montecatini Terme, Pisa and Siena.

In order to better discriminate between yeasty and mushroom-type patterns, we refer to Table 1 and Graph 8. In particular, Graph 8 proposes a synthesis of the results, by plotting the Harberger area (ordinate) vs. the percentage of overall change (abscissa). The diagram in Graph 8 is divided into four sections which consider the negative/positive aggregate variation, (abscissa) and the value of the Harberger area above and below 50%. More specifically, the SW sector identifies a yeasty shape and negative growth, the SE sector, a yeasty shape and positive growth, and the NW and NE sectors identify a mushroom shape with negative and positive growth respectively. The 50% value for the Harberger area broadly divides the situations of a lower and higher heterogeneity of the growth pattern, but we consider a yeasty pattern "genuine" if the Harberger area is lower than 30%, and a mushroom-type if it is higher than 70%.

From Table 1 and Graph 8, we can argue that Harberger's vision of the growth process seems to be confirmed. In fact, when the total growth rate (positive or negative) is higher and can be thought to be mainly determined by broad externalities, the contribution to aggregate variation is more evenly distributed across municipalities.

More specifically, yeasty patters are definitely recognizable for the years 2011, 2005, 2006 and 2008 with a Harberger area lower than 30%. With the exception of 2008, these years experienced the largest growth rates and a general expansion which interested almost all municipalities. Conversely, the years 2001, 2002, 2004, 2009, 2012 and 2013 show a mushroom-type shape: in the presence of modest (positive and negative) change rates, there was a high heterogeneity in the performance of the different destinations. Modest values of the change rate of arrivals are the result of different performances and high heterogeneity.

As far as the spatial analysis is concerned, the data do not show any relevant values of the global Moran index. Only in four cases (years 2001, 2003, 2007, 2011), is the Moran index statistically significant (5% level), however it reveals a weak spatial correlation, and the significant values are reported in Graph 9. As expected, when significant, the association is positive. Nevertheless, even in the years with a more homogeneous growth pattern (lower levels of the Harberger area), no relevant association emerges, except for 2011.

The large number of areal units of different sizes, not only in the number of arrivals, but also in territorial extension, resident population, and availability of tourist facilities, could account for the heteroskedasticity. Therefore, in the computation of the Moran index, we have also used weights which are inversely proportional to the number of beds in tourist establishments (as a measure of the destination size). This improvement in the analysis has not produced different results from the ones presented in the paper.

The classification of spatial association into four categories is illustrated by the LISA maps in Graph 9.

Table 1

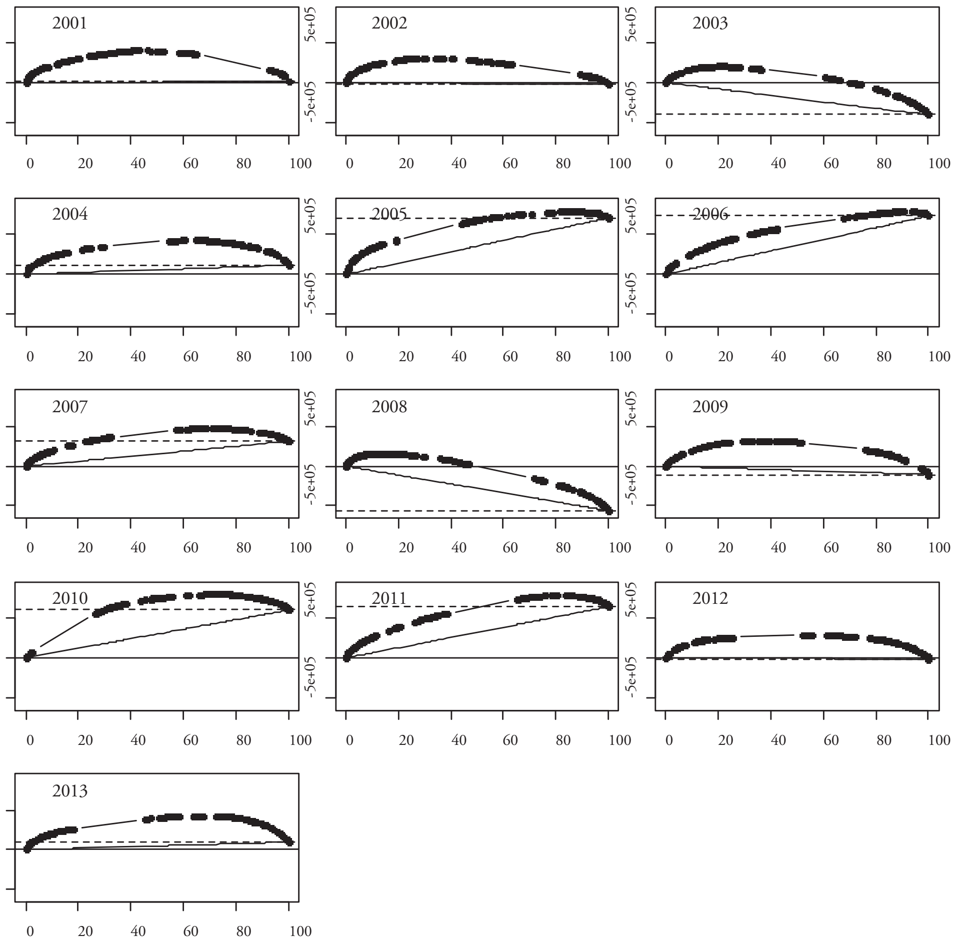
Arrivals: measurements from the Harberger diagram

Measure	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
% overall change	0.13	-0.25	-4.05	1.19	7.31	7.05	2.81	-4.88	-0.97	5.59	5.67	-0.10	0.81
Harberger area (%)	97.4	94.4	37.4	77.4	9.7	4.7	38.7	26.1	81.8	30.7	9.7	97.4	82.3

Source: Our processing of the Tuscany Region Statistical Office data.

Graph 7

Harberger diagram of annual change of arrivals



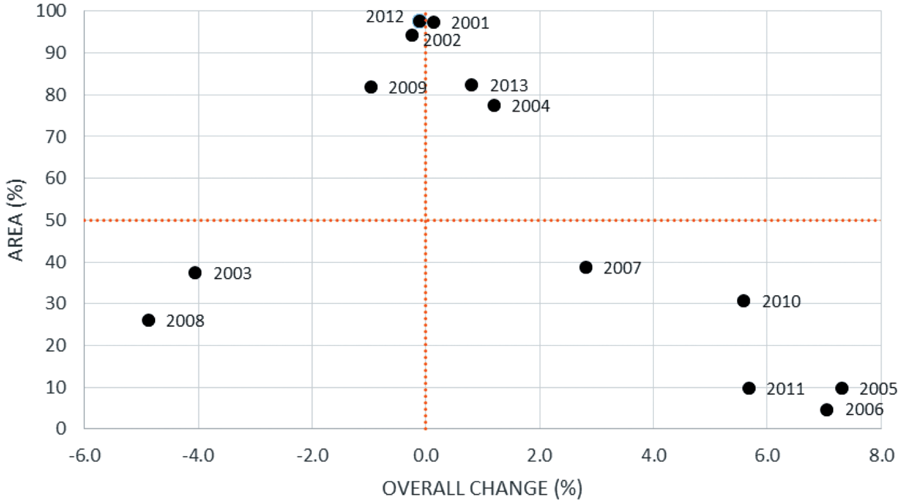
Source: Our processing of the Tuscany Region Statistical Office data.

The presence of the Island of Elba does not affect the analysis as 8 municipalities are located there and a contiguity is established with the coast. Moreover, in the LISA analysis, we did not consider the correlation values for municipalities with less than 5 neighbours.

From the LISA maps, we can see some evidence of spatial grouping, although never in correspondence with the period of expansion in arrivals. The largest clusters identified by the analysis are the HH type in the years 2002, 2010, 2011, and 2012. These HH areal units belong to rural and mountain tourism, however the empirical evidence is too weak to draw useful conclusions. As a result, the original idea that clusters are more likely in the presence of a common trend is not completely substantiated by data.

Graph 8

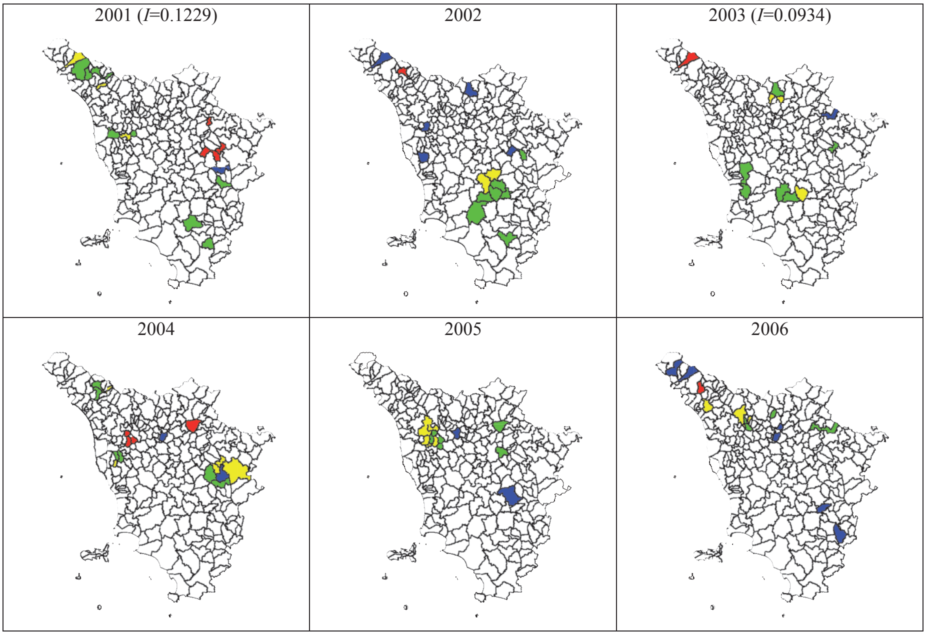
Annual change of arrivals: Percentage of Harberger area and percentage of overall change

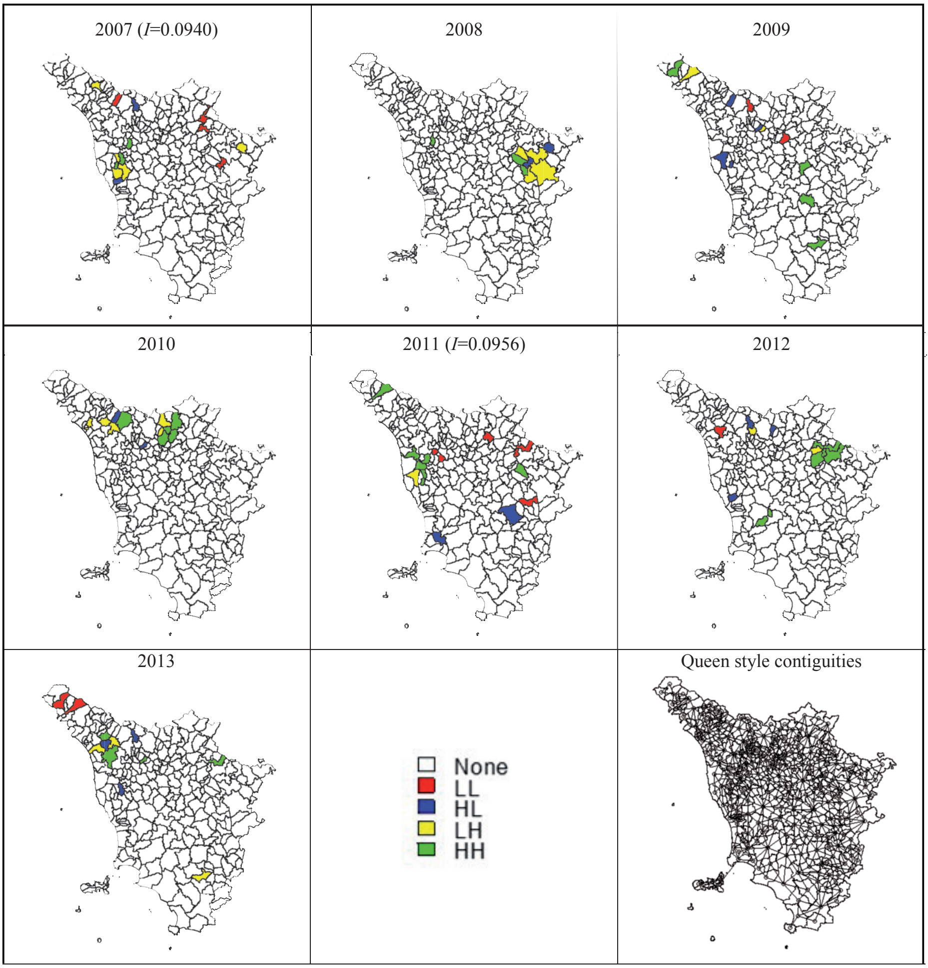


Source: Our processing of the Tuscany Region Statistical Office data.

Graph 9

Annual change of arrivals: Tuscany LISA maps 2001 - 2013 and queen style contiguities





Source: Our processing of the Tuscany Region Statistical Office data.

6. Concluding remarks

This paper provides a temporal and spatial explorative analysis of the annual change in arrivals for the Tuscan municipalities (assumed as tourist destinations).

In particular, spatial analysis is potentially useful for addressing a number of substantive issues in tourism research. In this study, areal analysis is based on data related to administrative spatial units: the municipalities. The use of such units is mainly determined by the fact that local communities are increasingly involved in the development of the territory for sustainability issues. This is particularly true in Tuscany, where a specific project has been developed to create tourist observatories in more than 60 municipalities. Therefore, these tools can provide an overview of the performance of the tourism in Tuscany, then regarded as the "destination" or, at least, the object of policies to promote tourism by the Tuscany Region. In this way we can obtain a general picture and interpretation of the effects of policies in the tourism sector.

The time series analysis was a necessary prerequisite for the spatial one because it can allow us to detect the periods with less heterogeneity of the variation rates of arrivals across Tuscan municipalities, and also highlight the different annual trends. In fact, our assumption was that the empirical evidence of spatial association of the change rate in arrivals might be a clue to the existence of clusters, where clusters are here intended as aggregation of contiguous municipalities which share common trend in arrivals. Moreover, the presence of a (positive or negative) change affecting most units (yeasty shape of the Harberger diagram) increases the possibility of detecting such a spatial association.

The spatial analysis provides complementary information: it allows the identification of the areal units sharing similar (H-H, L-L) or different (H-L, L-H) direction of growth; this tool could help in interpreting the effect of any intervention, even in specific areas of the territory.

In synthesis, these two instruments intend to detect the presence of a common path across destinations, and can shed light if this path may be determined by the effect of broad externalities, due to macroeconomic expansion or slowdown (yeasty shape and smaller Harberger area) or by a broad externality stemmed from a single units or group of areal units (for example: destinations characterized by the same typology of tourism).

An important methodological issue encountered in the use of areal data, such as in the analysis carried out in this paper, entails variability of the change rate computed for varying destination sizes in terms of territorial extension, resident population, and availability of tourist facilities. The use of the number of beds in tourist facilities as weights to account for heteroskedasticity was experimented but without improvement in the results. In this respect, future developments should explore the introduction of covariates to control the effect of the heterogeneity of areal units on the spatial association [15], and better exploit the time structure of data.

Another issue is concerned with the use of other areal units, such as the Local Labour Systems (LLS), which are aggregations of contiguous municipalities characterized by a certain level of commuting [12]. The use of LLS in detecting territorial areas specialized in tourism was discussed by Lazzeretti and Capone [13]. On the one hand, the concept of LLS (which is most theoretical) is not completely consistent with our approach that identifies the municipality as the agent for policy decisions. The use of wider areal units (like LLS) may be more suitable for conducting statistical analyses, like the ones presented in this paper.

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Sustainable Tourism Management – a Case Study Approach

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Abstract

The problematic definition of sustainable tourism brings problem with the practical implementation that has been pointed out in the current literature. Sustainable tourism is more considered as a strategic approach. As sustainable tourism needs a complex management of economic, environmental and social resources, sustainable tourism management requires a great variety of financial and non-financial metrics. The article demonstrates how implementation of the strategic map based on Balanced Scorecard can contribute to sustainable tourism management. The designed system will support management of tourism in the broader economic and culture context, a case study is also provided.

Keywords: sustainable tourism, Balanced Scorecard, sustainable tourism indicators.

JEL Classification: R11, M19

1. Introduction

Sustainable tourism has recently caught the attention of both government and industry [12], although definition of sustainable tourism is still not precisely determined [2; 12]. Godfrey [12] offers various definitions of sustainable tourism - it represents new products or market segments or guiding principle to which all tourism should aspire. Lozano-

Oyola et al. [16] define sustainable tourism as an approach that can be used to make all types of tourism more environmentally, socially and economically beneficial. Sustainable tourism can be more compared to a dynamic system rather than to a stage or goal. Moreover sustainable tourism should not be considered as an isolated activity, it is closely connected with the socio-economic development process [12]. Godfrey [11] identifies sustainable tourism as an asset management that secures the maintenance of the resources in the broader perspective (primarily cultural, physical, environmental) and providing economic viability at the same time. The problematic definition of sustainable tourism brings also problem with the practical implementation that has been pointed out in the current literature [23; 24]. Sustainable tourism is more considered as an activity, strategic approach or a as a model, therefore World Tourism Organization - WTO [31] requires an efficient management as a key tool to develop it.

Strategic planning and decision-making process is effectively integrated in performance management system, that means methods and tools used to plan, monitor and assess the programme of organisation´s functioning [32]. A great variety of frameworks to implement strategy and performance management were identified, such as strategic management accounting, value based management [10] or Balanced Scorecard [8]. Balanced Scorecard (BCS) is defined as a strategic management system [7] that helps organisations translating strategic objectives into relevant performance measures [6]; framework aligns organisation components with strategic goals [15; 20]. BSC was a response to an observed need to have a performance measurement system combining financial and non-financial metrics [3].

As sustainable tourism needs a complex management of resources in accordance with the socio – economic development, sustainable tourism management requires a great variety of financial and non-financial metrics. Therefore we decided to demonstrate how implementation of the strategic map based on BSC can contribute to sustainable tourism management.

The paper is organised as follows: Section 2 describes the reference framework underlying the research. Section 3 outlines the methodology used for the empirical analysis. Case study is provided in Section 4, whereas results and discussion in Section 5. And finally Section 6 shows the limitation also shows suggestions for the future research.

2. Reference Framework

2. 1 Tourism Planning

Tourism planning is an ordered sequence of operations and actions conceived by the public sector [17; 19]; experts accent positive environmental effects of planning. Tourism planning plays an active role in management of social, economic and environmental dimensions [30]. BSC combines various approaches to performance from financial, customer, internal processes and innovation perspectives so it helps managers to understand the interrelationships between alternative performance dimensions and leads to improved decision making and problem solving [3]. Bremser and Barsky [5] summarised crucial features of BSC: performance driver-oriented metrics, also described as leading indicators and strategy defined as a system of cause and effect relationships summarised in a strategy map.

2. 2 Sustainable Tourism Indicators

Lozano-Oyolaa et al. [16] suggest sustainable tourism indicators for practical planning, that can help with (1) the formulation of general action plans at a regional level, (2) the definition of short-term strategies for destinations and (3) the establishment of destination benchmarking practices. Lozano-Oyolaa et al. [16] present indicators based on sustainable objectives for the social, economic and environmental dimensions.

2. 3 BSC Implemented to Manage of Sustainability

Setting the right metrics is crucial for the effective management. Objectives must remain realistic and achievable and should cover the organisation contribution to wider development [32]. Banker et al. [3] conclude that inclusion of a non-financial metric together with the financial metrics in the performance evaluation system dissuades managers from taking actions solely to optimize short term profitability goals.

2. 4 Various Forms of Agro Sustainable Tourism

Angelkova et. al. [2] provided a search of various forms of sustainable tourism that are applicable equally to all villages, as follows:

- activities in nature and cultural tourism - includes recreation and leisure (riding horses, donkeys, hunting, fishing, hiking, biking etc.);
- eco and ethno-tourism;
- combined forms of rural tourism related events, festivals, outdoor recreation, manufacturing and sales of souvenirs and local agricultural products etc.

We outlined a research that integrates a strategic map based on BSC with the relevant sustainable tourism indicators that will be examined in the case of agro sustainable tourism.

3. Methodology

3. 1 Case Study Approach

We want to reflect the growing interest in practice theory approaches within management, organisation studies [1; 13; 14; 18; 22] and tourism; therefore we have decided to use a case study method. A search of case study layout and topic was carried out and several papers were examined, mainly the following – see Table 1.

Table 1

Case study in sustainable tourism

Author	Objective	Findings
Angelkova et. al. [2]	opportunities for sustainable development of rural tourism in Macedonia	new tourist attraction
Simao and Partidário [23]	practical implementation of sustainability in tourism planning in Portugal	unsatisfactory contribution of public sector
Tao and Wall [24]	sustainable livelihood strategy approach to tourism in Taiwan	adoption of sustainable livelihood strategy provides an adequate database for sustainable tourism planning
Lozano-Oyolaa et al. [16]	composite indicators of sustainable tourism	sustainable tourism indicators are key to measure the degree of sustainability

Source: Own

3. 2 NGOs and sustainable tourism management

Angelkova et al. [2] consider a role of nongovernment organisations (NGOs) in the development of sustainable tourism as rather important, because local NGOs can represent the vision and needs of local people in terms of tourism, NGOs can play an active role in promoting the region as a tourist destination, protecting and enhancing the environment, nurturing and promoting cultural values. The motivation of local administration to respect social and nature environment is crucial. Godfrey [12] concludes that further progress towards sustainability will most likely occur first in regions, which have begun to appreciate the wider costs and benefits of tourism, and the necessity of taking a more pro-active approach in its planning and management.

Therefore we decided to use one NGO – association Agro-Bio-Energy (real name disguised). The main objective of the association is to promote tourism in three villages in South Moravia region. Agro-Bio-Energy was established by three municipalities that put equally an effort to establish and run the association as they want to demonstrate an active role of the public sector in the local economy development and provide new attraction for tourist.

3. 3 Data collecting

The data for the case study were gathered in the period of three months in 2012 – 2013. Woods et al. [29] provided a case study where one of the research team served as a permanent employee of the case company. One member of our team was contracted by one of the municipality as a consultant, which was well suited to link theory and practice [9]. The researcher - consultant, as an active participant in the research topic, was able to provide a complex perspective [21] on the new management system being introduced. The risk that an internal perspective might introduce biases into the research was balanced by the remaining research team members like in Woods´ team.

The case study consists of the following steps:

1) We presented our project to the manager of the association who gives us full support and was involved in the research. The manager introduced us to majors of the villages and colleagues of the association.
2) We reviewed the documents and make a few unstructured interviews with the major, primarily on the following topics:
   a. what strategic objectives do they want to achieve;
   b. what is the regional competitive advantage for tourism;
   c. preferences in the trade-offs between economic, environmental and social performance.
3) We have compiled a list of documents that the association has provided, the association did organise for us a several guided tours in all villages and surroundings as well as meeting with local tourist service providers and some culture NGOs.
4) After reviewing the documents we designed a strategic map, which was presented to the manager of the association and all majors.

4. Case Study

4. 1 Agro-Bio-Energy Problematic Issues

South Moravian region is a very popular tourist destination as the main attraction is wine. There are a great variety of tourist attractions connected with wine feasts such as opening wine cellars, wine christening, harvest celebrating etc. There are several areas with a long tradition, established infrastructure and great reputation primarily Lednice, Valtice, Znojmo, Břeclav, Zaječí, Mikulov, Pasohlávky, Šakvice etc.

The association wants to attract more tourists in their region and thereby to improve the economic situation. They are also local wine producers, but the wine has not established goodwill yet, does not attract visitors much and nothing else is offered here. It takes a long time to establish a reputation on the wine market, the key problem that all villages face is relative high unemployment. Although there is not any strong trend observed, that young people are moving out, given the economic circumstances the risk of such situation is very high. There is a need to take an intermediate action. The strength of the region is a very beautiful nature, pond with sand, forests and meadows and wine yards. There are a few cultural NGOs, mainly run by volunteers who share a common interest, wine producing, cooking traditional meals based on wine, hand making wine – based products and organising feast connected with wine culture. Environmental friendly tourism is one of the key principles of the Agro-Bio-Energy association. All new activities must respect local nature heritage. The association employs local people, new products and services that will be launch on the market should primarily be provided by local people and local business. Interest of the locals is a strategic objective. All three villages want to take a good care of the nature, step by step renovate places, where land is not properly use – planting new parks, gardens, playgrounds. Association wants to use more efficiently public waste, they want to work together with universities and research organisations to choose technology that might be the most efficient and suits perfectly their needs (public water clearing station, composting unit or biogas station).

4. 2 Strategic Map of Sustainable Tourism Development

We did identify three key strategic objectives - increase economic benefits of the local population based on tourism, improve local population wellbeing and improve the nature ecosystem. We decided to work with two forms of sustainable tourism suggested by Angelkova et al. [2] – "activities in nature and cultural tourism" as the nature can offer a lot of sport and relaxing activities, and "combined forms of rural tourism related events" as rural tourism related activities can be developed with a support from the local NGOs. The strategic objectives correspond with baseline aspects suggested by Lozano-Oyolaa et al. [16]; we proposed relevant indicators choosing from the preview provided in their research. The final strategic map is shown in following Table 2. The table can demonstrate the discussed cause and effect relationships.

First strategic objective is improvement of economic development via tourist industry. As it said before, Angelkova et al. [2] outlined several forms of activity applicable in all villages, we worked it out and presented more detailed description of new offers for tourist (1.1. – 2.3.). We use all four economic indicators (A.1. – A. 4.) suggested by Lozano – Oyolla et al. [16] as monitoring of these indicators can show the improvement, it helps to manage capacity in the region. At the moment, there are lots of family Bed and Breakfast places, that is not fully occupied as well as restaurants and one coffee place in the three villages. Shall the number of tourists increase by more than 40%, new beds will be required.

The second strategic objective reflects the social aspect – to improve the situation for local people. Lozano – Oyolla et al. [16] work with "life expectancy" as an operative outcome of local population wellbeing. We find this indicator very difficult to be measured and managed, therefore we suggested two new indicators "business opportunity" and "social and culture activities", that can be easily monitored and managed. The direct effect of new activities designed for tourist (1. and 2.) to increase of business opportunity for local population (3.) is clear. The association can manage the capacity of tourist infrastructure, provides marketing research among visitors and supports new accommodation facilities, restaurants, coffee places, wine cellars or bars. Culture activities (2.2) will bring new entertainment to local people and support the social and culture life (4.) We consider the indicators B.1. and B.2. accurate to measure our suggested outcomes.

The current advantage of the region is a very beautiful nature. Improving the surrounding will have a positive impact both on tourism and on local people. Will new technical equipment for the waste management (5.) be provided and use for a while, local municipalities can pitch workshop and tours of the new appliances (2.3.) to other majors and municipality to share a good practice, which might bring new visitors and can support the region promotion. The outcome "improvement village surroundings" (6.) does not necessary mean huge and costly renovations. We purpose new plants, playgrounds and small gardens. Even a one tree can help to promote the region – if done by a local celebrity, famous person or on a special occasion. It can bring media and visitors. Botanicus herb gardens located in Ostrá village in Central Bohemia region is very popular tourist destination. Herbs garden (6.) can provide relaxing places for tourist as well as locals (e.g. positively influence outcomes 1.1. and 1.3.).

To summarize the cause and effect relationships – all three strategic objectives are connected. Economic development is crucial for the population wellbeing, improvement of the nature represents long term investment in the local economic advantage that positively influence the economic and social development. New offer for tourist will bring business opportunities and entertainment for local people. Technical innovation in the waste management will positively contribute on the environment and can also, in the local perspective, reduce the cost of energy by using local renewable resources (CNG, heating etc.), that inevitably support the

Table 2

Strategic map of sustainable tourism

Strategic objectives	Operative outcomes		Indicators
A. Increase economic benefits of the local population from tourism	1. activities in nature and cultural tourism	1.1. gardening (fruit grapping) and agro activities	A.1 number of tourist A. 2. average of the stay A.3. tourist expenditure A. 4. employment
		1.2. sport - nordic walking/ boat riding	
		1.3. meditation in nature	
		1.4. workshop of painting / handcrafts	
	2. rural tourism related events	2.1. tradition cooking, hand making wine – based products	
		2.2. culture activities - country ball / concert / exhibition	
		2.3. exploring the technical units - guided tour	
B. Local population wellbeing	3. business opportunity		B.1. percentage of young population B. 2. available income
	4. social and culture activities		
C. Nature ecosystem improvement	5. improvement urban waste management		C.1. new technical solution C.2. new plants, gardens (flowers, herbs, fruit) and playgrounds
	6. improvement village surroundings		

Source: Adapted by Lozano-Oyolaa et al. [16] and Angelkova et al. [2]
Legend: Black colour shows the original indicator suggested by Lozano-Oyolaa et al. [16], *grey colour shows findings of research Angelkova et al.* [2], *blue colour shows the own results.*

Table 3

Operative outcomes and activities

Operative outcomes		Activities
Activities in nature and cultural tourism	wine / fruit grapping	prepare an offer - when, how long, how much, organize staff and publish the offer (online - web pages, social media, regional newspaper) - firstly on public places and then approach private owners to discuss cooperation
	nordic walking	use public wood to prepare original equipment, plan an attractive route, organize a guide and publish the offer (online, tour agencies, etc.)
	meditation in nature	contact people who offer such activities in the region and offer them cooperation
	workshop of painting / sewing / jewelry making (other hand crafts)	discuss with local NGOs - program, cost - material, marketing, term
Rural tourism related events	old tradition recipe cooking	discuss with local NGOs - program, cost - material, marketing, term
	evening activities - country ball	use the existing events and improve the marketing, invite local celebrities, prepare a competition
	other	gather information from local archive - to find interesting stories about life in the villages - inspiration for new activities
Business opportunity		provide a competition for young people to present a business proposal and presentation, the winner´s idea will be to certain limit supported by the public budget
		later also public guarantee for micro loans can be provided
Social and culture activities		provide internet connection in all three villages, install a public cinema evening - in the summer on the central square, in gym in the winter period
Improve urban waste management		provide a competition among research teams
Improvement village surroundings		prepare a competition among local people - designs of new threes, herbs, corners with flowers – etc.; it does not need to be a huge areas

Source: Own

economic development. New technical solution can cause attention of experts and encourage conference tourism. Monitoring the number of tourists will also give a signal to provide additional waste equipment (additional plastic bins, fountains and toilets). Finally steady land cultivation will make the region better place for living and for recreation.

4. 3 Activities

The suggested strategic map was very positively received by the association and all three majors. Following discussion brought a question of concrete steps that association can immediately take. Therefore we did provide a list of following activities and suggestions – see Table 3.

5. Discussion and Conclusion

Sustainable tourism can be described as a management system that secures economical and sustainable consumption of resources [11]. Practical implementation of sustainable tourism is considered as a rather problematic issue [23; 24]. Therefore we looked at performance management systems and selected BSC to manage sustainable tourism as it combines financial and nonfinancial metrics. Similarly as Chytas et al. [8] say, the main objective of our research is to propose a methodology not a new performance measurement framework; methodology that will support decision – making process. We did provide a managerial tool - a strategic map based on BSC - where strategic objectives are cascaded down to operative outcomes and concrete measurements. The map demonstrates the complex effect of tourist development in economic, social and environmental conditions of a concrete region, while at the same time it allows the association and municipalities to monitor economic, nature development and local population wellbeing. The created strategic map is based on BSC principles that are combined with the sustainable tourism indicators. The initial indicators were modified to be more manageable and measurable. Thereby the strategic map shows clear synergy between all three strategic dimensions. The strategic map will support measuring value added of tourism on both natural and social – culture environment; that corresponds with claim outlined by Angelkova et al. [2]. The designed system will support management of tourism in the broader economic and culture context, the case study is also provided as a response of Tao et al. [24].

6. Limitation and Further Research

The presented research has obviously some limitations. Because of the adopted research methodology, the result cannot be statistically generalised. Only one case was examined; organisations are complex entities and a practice that works well in one may not produce the same results in another. However, establishing a set of “best practices” is important as they can work well in a wide variety of organisations and can be adapted to a wide range of environments. Hence the provided results cannot be generalised, but they can concede a vital example of sustainable tourism management for other municipalities, which have begun to appreciate the necessity of taking a more pro-active approach in sustainable development planning and management.

Sustainable development is an innovation in the tourist industry. There are several methods of innovation management [4; 25; 26]. The research of these methods in sustainable tourism can bring interesting results. The role of municipality, public and business sector was mentioned only briefly. Stakeholder approach is also well described in the literature [27]. The research focused on stakeholders´ approach in sustainable tourism can support sustainable development concept implementation. The examined case study forms the strategic map for newly planned activities in sustainable tourism. There are several villages and regions in the Czech Republic, especially in Zlínský region, where are already established innovative technologies such as passive building, heating system based on biomass or eco – farms. Providing a case study to examine the presented strategic map might bring interesting findings.

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Determinants of absorption of EU funding in tourism. The case of North-West Poland

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Abstract

One of main aims of European Union (EU) is convergence which is emanated in creating incentives for underdeveloped regions for its accelerated. Enhancing tourism economy seems to be an appropriate tool to achieve this goal as regions endowed with tourism attractions are usually peripheral areas with high unemployment and low level of overall economic development. EU operationalize this goal through making available of various funds which are directed to eligible actors. Still to obtain those funds certain activity is necessary, which requires substantial resources both human and financial. This study attempts to identify determinants of activity in attracting EU-funds in the area of tourism. Author investigates differences between communes in North-West Poland that received tourism-related EU-funds and those that did not receive it. Five main explanatory variables were selected: potential barriers in the application process, number of inhabitants, tourism attractiveness, coastal location and income per capita. Coastal location, tourism attractiveness and number of inhabitants have been found as factors that make a difference between communes. Investigation is proceeded basing on the quantitative and qualitative research which has been done in 2012.

Keywords: EU funds, tourism attractiveness, Poland, coastal tourism, absorption of public
funds, public policy, tourism policy

JEL Classification: H72, H89, L83

1. Introduction

Tourism is interdisciplinary in its nature. Tourism product covers transportation, hospitality, tour operators, travel services, infrastructure and tourism attractions. One needs to add positive and negative external effects caused by tourism such congestion, pollution, spatial distortions, culture exchange, acculturation, multiplier effects etc. This complexity creates major problems not only to statisticians that attempt to present tourism economy size and impact but also to policy makers that intend to introduce or boost tourism as a panacea for unemployment issues in peripheral regions. Literature covering tourism economics provides many platforms of justification of public involvement in tourism market: external effects, transaction costs, merit goods [9], public and club goods theory and others [8]. Public involvement in tourism market can be emanated by specific regulations or direct subsidies to certain actors or projects.

One of less researched areas are the actual determinants of absorption of public sources to tourism undertakings. The main aim of this research note is to fill this gap and show the absorption of public funds directed to tourism and their relation with geographical location, tourism attractiveness, income per capita and overall activity in absorption of public sources. As a research area European Union (EU) funds were chosen as to those funds there is an equal access among communes within a given region.

2. European Union tourism policy

EU considers tourism as an 'economic activity capable of generating growth and employment in the EU, while contributing to development and economic and social integration, particularly of rural and mountain areas, coastal regions and islands, outlying and outermost regions or those undergoing convergence'. This stems from the fact that tourism generates directly 9.7 million of jobs with significant share for young people which is 5,2% of total employment in the EU. If one considers also indirect effects, tourism is responsible for 12% of all jobs [2]. Moreover EU is considered certainly no. 1 tourism destination worldwide. According to UN WTO [13] among 10 counties with highest international tourism receipts four are members of EU (Spain, France, Italy and Germany) in 2012. Tourism contributes to [2,13]:

- employment and regional development
- sustainable development
- an enhanced natural and cultural heritage
- shaping of a European identity.

Although there is no single program directed to tourism (for the reasons mentioned above) tourism oriented actions are available in almost all major funds such as [2]:

- European Regional Development Fund (ERDF) – supporting more sustainable patterns of tourism to enhance cultural and natural heritage, etc. Environment and transport are also financed by the Cohesion Fund.
- European Social Fund (ESF) – co financing projects to enhance

productivity and quality of employment and services in the tourism sector through education and training. Targeted training & small start-up premiums for tourism micro-enterprises.
- European programmes for life-long learning and Erasmus for young entrepreneurs – enabling people to travel abroad to learn or train, for example in the tourism sector.
- European Agricultural Fund for Rural Development (EAFRD) – support for improving the quality of agricultural products and the rural environment, and encouraging tourism as a way to diversify the rural economy.
- European Fisheries Fund (EFF) – encouraging diversification of fishery dependent areas through alternatives such as eco tourism.
- Competitiveness and Innovation Framework Programme – supporting the competitiveness of EU businesses, especially SMEs.
- Research supported under the 7th EU framework programme for research & technological development (ICT, satellite applications, cultural heritage, land use) may help the tourism sector.

Diversification of sources where tourism organization may seek support makes it very difficult to both obtain from the tourism organizations perspective and analyse from academic perspective.

3. Methodology of research

3.1 Tourism product of North-West Poland

Research has taken place in two provinces in North-West Poland: West Pomerania (WP) and Lubuskie (LB). WP and LB are situated in the North-West of Poland and are populated by respectively 1,7m and 1,02m citizens.

WP is an exemplary peripheral region with low population density (WP 74/km^2 LB 73 /km^2 vs. 120/km^2 in Poland), relatively low GDP per capita (89% of Polish average) and high unemployment ratio (WP 13,2% LB 13,1% vs. 11% in Poland) [4]. As in other peripheral regions tourism plays an important role in poverty alleviation and reducing unemployment especially among young people.

WP is abundant in natural attractions which constitute the core of its tourism product. The main attraction is a long and sandy Baltic coast, attractions of secondary importance are lakes, rivers (including Odra river) and cultural tourism in cities.

Polish Institute for Tourism assesses that in 2012 7% of national tourism flow in Poland took place in WP. In WP there is a highest number of places in accommodation establishments (109 506), however only 43 993 (40%) is available all year round (2009) which indicates a strong seasonality of tourism.

3.2 Research design

Determinants of public funds absorption has been identified using two types of research:

1. A survey among representatives of public administration and tourism entrepreneurs in purposefully selected communes which identified potential barriers in application process for the EU grants. Its results are compared with secondary sources that base on research conducted among actors from different organizations and whose aim was also to identify potential application barriers.
2. A research that base on secondary data from Ministry of Regional Development (where it is possible to obtain information about number of tourism projects conducted by selected communes in WP) which are compared to the total number of projects conducted by communes, communes population, income per capita (those data were obtained from Main Statistical Office), and index of tourism attractiveness [7] and the coastal location.

3.3 Barriers of application process

EU budget for 2012 was 147,2 billion euro (for comparison Polish budget expenditure for whole year 2012 was ca. 78 billion euro. This huge amount of funds is aimed to support agriculture and boost convergence process. To achieve its goals EU distributes its funds through various agencies on European, national and regional level. Fair distribution is supervised by European burocracy which cost in 2012 5,6% of EU budget. One needs to add also costs of national burocracy which is also employed in distribution process. Administration is designed to assure justification of granted funds but creates also procedures that might constitute an important obstacle for a potential applicant. The aim of presented below results of research was to identify potential barriers in tourism sector and compare them to general barriers faced by applicants.

A survey conducted in 30 communes in WP and Lubuskie (Lubuskie is another province in Poland, which is situated in the West Poland – most communes from the sample were chosen form WP), Poland revealed that barriers identified among the group of tourist entrepreneurs and representatives of public administration are not consistent. The lack of consistency in the identified barriers makes it difficult to address. If national bodies wish to enhance cooperation at the EU-projects between public and private actors in tourism industry, different training and other means of support should be given to communes and firms. The most often indicated barriers are presented in table 1.

As one can detect from table 1 most important barriers of application process for representatives of communes were: assuring of own contribution to the project, the procedures of refunding (cash flow

Table 1

Identified barriers in the process of application of EU grants (ranges)

Identified barriers	Communes	Firms
Assuring own contribution	**1**	2
Refunding procedures	**2**	7,5
Preparing unnecessary documents	**3**	7,5
Procedures of buying by public bodies	4	5
Limiting the number of projects prepared by 1 applicant	5	10
Complicated procedures	6	10
Lack of partners	7	1
Rotation of staff in Marshall offices	8	10
Subjectivity of assessment	9	4
Lack of prepared stuff	10	3
Lack of cooperation between public and private actors	11	6

1 – most important barrier (a barrier which is most often indicated by respondends), 11 – least important barrier

Source: Own research

problems) and a necessity of preparing too many documents (burocracy). For representatives of entrepreneurs the main barrier was to find a partner, own contribution to the project and qualified staff. Calculating Spearman coefficient between those two data sets reveals that there is no statistical correlation.

$$rs = 1 - \frac{6 \cdot \sum_{i=1}^{n} (x_1^* - y_1^*)}{n(n^2 - 1)}$$

$$r_s = 1 \frac{6 \cdot 232{,}5}{11(11^2 - 1)} = -0{,}06$$

Despite the obvious importance of EU public funds for tourism development there is very few academic discussion about barriers of application. Exceptions were actually only reports prepared on behalf of European Commission. R. Špok [11] in his research investigate whether there is a potential risk of corruption during the implementation of EU funds. Respondents asked about shortcomings of social funds allocation system pointed most often on burocracy (table 2).

Table 2

Respondents answering the question: "According to your experience, are there any shortcomings in the SF allocation system?

Identified barrier	No. of respondents	Share
Too much bureaucracy, paper work	158	91,33%
Long and unpredictable waiting process	136	78,61%
Project implementation is difficult to manage (administratively, financially)	107	61,85%
Changing rules during the project writing period	89	51,45%
The process discriminates against small applicants	88	50,87%
Other answers	83	47,98%
Unclear communication from the administering institutions	28	16,18%
Activities for structural fund financing are mostly irrelevant	16	9,25%
Total respondents	173	

This question was answered only by successful respondents
Source: [11]

Špok in his report points that beside burocracy which was mentioned by over 90% of respondents prefinancing has been quoted as main deterrent. Therefore his report advocates reconsidering the whole burocratic system in the direction of simplification.

The other report conducted in 2012 on behalf of European Parlament [3] revealed four main areas where barriers can be traced:

1. Regulation environment
2. Financial environment
3. Administration environment
4. Transnational projects which require unique treatment

On the basis of its research following barriers has been identified:

- Payment delays
- Burdensome and time consuming administrative and financial reporting
- Lack of confidence in beneficiaries
- Lack of flexibility in renegotiating targets
- Conflicts between national and regional systems
- Beneficiaries targeted by innovation measures are reluctant to cooperate due to transparency requirements which stands against competitiveness (similar problems are faced by university-private organizations ventures)

Although methodology of each research is different, so it is the composition of respondents, it is evident that burocracy, payment delays and unflexibility are main shortcomings of any application process for EU grants. Hence, results of presented research do not permit to identify any specificity in tourism-related EU projects.

3.4 Tourism attractiveness

A success of any tourist destination depends on various factors that enable them to attract different types of visitors. A tourist destination in the traditional view is a composition of services, infrastructure and tourist attractions [1]. Contemporarily ability of a destination to attract new visitors and boost loyality depends on intangibilities which needs to be incorporated in the destination product [1]. This makes it very difficult to compare a tourism product among different regions, especially in the quantitative way. The other factor that hinders this comparisions is the lack of homogeneity of tourist product which is expressed in the specialisation of various destination in the absorption of different set of customers [10]. The characteristics of tourist attractions (which can be nature-based or men made) create further problems to compare objectively attractiveness of different regions.

In this paper I use Milewski [7] tourist attractiveness index. It is based on availability of tourist attractions, environmental protection, transportation avaiability, service and hotel infrastructure etc. To address issues mentioned above in the further analysis out of 114 communes in WP 2 biggest cities (Szczecin and Koszalin) were excluded. The tourist product of other 112 WP communes is based mostly on natural attractions. Its value varies between 0 and 1, where '1' means high attractiveness and '0' low. Similar approach can be found in the work of Iatu & Bulai [5].

The tourism related projects were identified using the data from Ministry of Regional Development. Using those database one can obtain information about projects realized within Regional Operational Program for WP priority 5 and 6. Those projects were labelled as tourism-specific. Tourism-related projects were also granted within other programms (for developming rural areas, boosting innovation etc.), but using data only from those two priorities enables consistency of research.

This first hypothesis investigates whether there is a difference of tourist attractiveness between communes that received at least one tourism-related project and those that did not receive those funds. To verify this hypothesis I used t-student test.

$$t = \frac{\bar{X}_D - \bar{X}_M}{s_{\bar{D} - \bar{M}}}$$

$$s_{\bar{D} - \bar{M}} = \sqrt{\frac{(n_M - 1)\, s_M^2 + (n_D - 1)\, s_D^2}{n_M + n_D - 2} \cdot \left(\frac{1}{n_M} + \frac{1}{n_D}\right)}$$

Graph. 1 T-test.
D – communes that receive tourism-related projects
M – communes that did not receive tourism-related projects
n – number of communes in each category
s – standard deviation

Table 3

Average index of tourism attractiveness among communes that receive tourism-related funds and those that did not receive it

Communes	**Receive tourism-related funds**	**Did not receive**	**All**
N	46	66	112
Average tourism attractiveness index	0,158	0,118	0,135
$t = 3{,}21$ **$\alpha = 0{,}01$** **$t_{CV} = 2{,}62$**			

Source: own calculation

Communes that receive tourism-related funds had an average higher tourism attractiveness index. The difference is 0,04 and is significant at $\alpha = 0{,}01$.

Table 4

Coastal location and tourism-related EU-funds in communes in West Pomerania

Communes	**Receive tourism-related funds**	**Did not receive**	**All**
Coastal communes	8	5	13
Non-coastal communes	38	61	99
Chi square = 0,11 p = 0,74			

Source: own calculation

The other hypothesis related to tourism attractiveness is connected with Baltic Sea access. As most of the tourism flow is concentrated on the coast it is to be assumed that those communes will more often apply for tourism-related projects. Out of 13 coastal communes 8 applied for tourism-related funds (table 4).Hipothesis that both groups of communes receive EU-tourism-related funds in the same share is therefore rejected. So the coastal communes conduct those projects more often than others.

3.5 Number of inhabitants and income per capita

The remaining two hypothesis relate to the number of inhabitants and income in surveyed communes as factors that determine the number of tourism-related projects.

The number of inhabitants can explain the communes activity in applying for any public funds, also those tourism-related. More inhabitants means more income, more employees in public office, more network externalities. Table 5 compares average number of inhabitants in both groups of communes.

Table 5

Average no. of inhabitants in communes that receive EU-tourism-related funds and in others

Communes	Receive tourism-related funds	Did not receive	All
N **Average no. of inhabitants**	46 16 127	66 6634	112 10 533
t = 5,24 **α = 0,01** **t_{CV} = 2,62**			

Source: own calculation

Communes that receive tourism-related funds were on average more populated (difference is 9493). The difference is significant at α= 0,01.

The last hypothesis is connected with the income per capita in selected communes. Income per capita was chosen as another potential explanatory variable of communes' activity in applying for tourism-related projects because it is not correlated with the total number of citizens. Average yearly income in communes in WP was 2733 PLN per capita (data from 2009). Income in both groups of communes is depicted in table 6.

Table 6

Average income per capita in WP communes that both received tourism-related funds and others.

Communes	Receive tourism-related funds	Did not receive	All
N	46	66	111
Average income per capita (PLN)	16 127	6634	10 533
t = 5,24 **α = 0,01** **t_{CV} = 2,62**			

Source: own calculation

An average income in communes that use tourism-related funds is higher but the difference is not statistically significant.

4. Limitations, conclusions and future research

This study is based on the WP province and its results cannot be representative to the whole Poland. However, as stated before WP is a peripheral region where tourism industry is overrepresented comparing to country average, and for that reason results presented in the paper might be referred to other peripheries.

Other limitations stem from the methodology of the study which is based on the division of all communes to those that receive tourist-related EU funds and others. However complete delimitation of tourism-related EU funds would be very difficult due to interdisciplinary character of tourism phenomenon. Hence limiting tourism-related funds to funds from two priorities of regional operational program for WP is an approximation. Further studies might address this issues. In the paper all communes that receive tourism-related EU funds are treated as one group which enable to conduct statistical comparisons, but it consists of communes where both only one project is conducted and in some more than 5, which is a difference. It is hence advisable to tackle this issue in prospect studies, especially in those where the number of projects is higher and permits further segmentation. Very interesting would be to investigate the dislocation and characteristics of projects conducted by public administration and private-owned enterprises as this study does not differentiate between those two groups.

The overall conclusion from the study is that applying for tourism-related projects does not differ much from other EU projects. Identified in qualitative part of research barriers in applying for funds are consistent with barriers identified in other non-tourism related studies. Still both index of tourism attractiveness and coastal location are of not insignificant in the process of application for tourism-related EU funds. As every project needs own contribution it is striking that income per capita have not been an important factor in discrimination between two groups of communes.

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Business Etiquette in terms of Intercultural Management

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Abstract

The globalized business world offers a variety of business cooperation possibilities: international contracts between particular concerns are being taken into consideration and then negotiated. The decisive aspects of a successful intercultural negotiations are not only the certain contract conditions – they can be perceived as one of important matters. Firstly, the paper offers a theoretical investigation into the equally essential item - business etiquette that can be contemplated as very similar or completely different while taking into consideration various cultural areas.

Keywords: business etiquette, intercultural communication, business and culture, intercultural management.

JEL Classification: Z1

1.1 Introduction

The author of this article analyses an essential aspect of successful cooperation between international companies that concerns business etiquette characteristic for chosen nations. More and more Polish enterprises are attempting to expand their commercial activity abroad. On the other hand there can be observed a great number of e.g. German or French brands within the scope of the Polish home market. According to the research conducted in May 2011 by the Polish Ministry of Economy in association with Ageron Poland Germany (26,1%) and France (7,0%) are beheld as prime Polish export partners. As reported in the above-mentioned exploration to the crucial Polish import partners count Germany (22,3%) and China (9,3%). Therefore, the business etiquette description of the named countries is going to be treated as the main issue of this investigation. Worth mentioning is the fact that the international cooperation is responsible for creating the so called *intercultures* that are defined as an interaction between members of a certain world A and the members of a world B [2, p.22]. The need of communication among different countries has created a phenomenon that is called as intercultural communication and focuses on international relations analysis - [20, p. 7] or [37, p. 56]. At this point the aspect of cultural diversity should be also inspected – conforming to G. Hofstede/G.J. Hofstede/Minkov each cultural area owns its own "mental programming" that consists of particular patterns of behavior and emotional attitudes which are being „programmed" by societies in the early childhood - a period of time which is responsible for collecting a database of future reactions within the scope of a culture that one belongs to [14, p. 4]. Goodenough claims that culture cannot be perceived as a kind of material phenomenon because it „does not consist of things, people, behavior, or emotions" [11, p.36]. The author regards culture rather as an organization of the above-quoted aspects which are thoughts and feelings of a person, interhuman relations or the way of interpreting reality by certain people: "A society s culture consists of whatever it is one has to know or believe in order to operate in a manner acceptable to its members, and to do so in any role that they accept for any one of themselves" [11, p.36]. On the other hand Heringer [13] or Markowsky/Thomas [36] concentrate on another critical aspect - culture as away of orientation in a foreign reality. Consequently, the prime similarities and differences concerning business etiquette recon as crucial when it comes to orientation in an unknown business reality of particular countries.

1.2.Desk Research as a Study Method. Business Etiquette – Definition.

Within the framework of business etiquette analysis the author of the following paper chose desk research as a study method. The goal of the afore-mentioned method is to compare the variety of the existing data aiming to introduce relevant conclusions. The data may concern different sources, such as e.g. scientific publications, analytical reports, statistical publications, the press or the Internet. Desk research can be considered as a stand-alone research technique. Furthermore, it may be also used as an initial stage of a project as well as an introduction to further exploration. The author of the presented article focuses on desk research as an investigation relating to comparison in terms of scientific publications concerning business etiquette in particular countries. First of all, the term of business etiquette will be defined. Secondly, the chosen aspects of the above-mentioned phenomenon will be analyzed.

Literature illustrates a variety of business etiquette definitions. Martin/Chaney indicate the aim of etiquette existence in the following way: "successful interactions with people of other countries involve knowledge of rules of global etiquette to avoid inadvertently offending them during intercultural encounters [21, p. ix]. As a rough estimation, business etiquette is treated as a skill of "knowing what to do and when" [28, p. 7]. A more specified explanation is presented by Moore: "Business etiquette is a set of rules that allow us to communicate and interact in a civilized manner. These arbitrary rules involve the rites and mores, forms and manners that are required in a society or profession. Successful business people usually conform to this expected behavioral code. The rules are fairly simple to keep with minimal effort required, yet the benefits may be considerable" [24, p. 1]. Gibson-Odgers regards business etiquette as a kind of a specific language spoken in the business environment: "The rules of etiquette can be compared to a common language that all successful professionals must learn to speak (…). Etiquette skills can help establish productive relationships with colleagues and clients. Successful relationships begin when you exhibit courtesy, respect and concern for the comfort of others. Better relationships mean better business" [10, p. 147]. Similar definitions can be also found by R. Cook/G. Cook/Yale [6], Post [27], Parsons [26], Guffey/Loewy [12] or Waldeck/Kearney/Plax [40]. As already mentioned, a considerable part of this paper will be devoted to business etiquette analysis in the following countries: Poland, Germany, France and China.

1.3 Problem Solution

1.3.1 Business Etiquette in Poland

Polish business etiquette manifests itself in several ways. First of all, Polish business courtesy "demands that foreign business people make contact with the highest levels of Polish companies preferably with the person actually in charge. It is considered as an insult to do otherwise" [8, p. 326]. Moreover, first impression plays an important role. For this reason all the attention should be engaged to wear elegant and decent piece of clothing: "Conservative dress and conduct prevail, as Poles are conservative in dress and demeanor that translates into a business climate where humility and respect are favored over bravado and arrogance" [8, p. 328]. The above-presented opinion is confirmed by Sabath and described in a more specific way: "Men should wear business suites with pressed white shirts and ties. (…) It is typical for Poles to wear lighter-colored suits during the day and darker ones during the evening. Women should also dress in a professional manner by wearing tailored suits or dresses that command a business presence, with heels" [30, p. 167]. The very positive good impression may be destroyed by calling meeting participants by their first names: "Don't address your Polish business associate by first name unless you're invited to do so" [8, p. 328].

Another significant issue concerns the potential meeting participants –

it is common that Polish managers may be much younger than e.g. the German ones: “The people you may be doing business with in Poland could be young, educated managers, fluent in English and with a very familiar business style. On the other hand, you may well meet with senior managers whose experience comes from running elephantine socialist state corporations” [1, p. 151].

Business cards should be exchanged with each person participating a certain meeting. At this point a useful piece of advice for foreigners is given by Sabath: “You will make a lasting impression on your Polish contacts by having the reverse side of your business card translated into Polish. The Poles also place values on titles, so make a point of having the name of your position enlarged on the Polish side of your business card. If you have earned any academic degrees, these should also be printed on your card” [30, p. 164].

Poles tend to meet in the company seat or in a restaurant to discuss a prospective international cooperation [30, p. 163]. Although there is a so called mixed attitude towards punctuality in Poland, as a foreign guest one should always arrive on time: “Many Poles are sticklers about it and place great importance on punctuality, whereas, others are more lax in their attitudes about time” [30, p. 163]. As reported by Sabath, a well-prepared Power Point presentation plays a very significant role during a meeting: “When delivering a presentation to your Polish contacts, be sure it is clear, concise, and has been translated into Polish on paper. This will allow them to follow along with you as you deliver your presentation, using graphs and charts. It will also allow them to have information to pass to the final decision-maker, who may not be present” [30, p. 163].

Foreign business people are sometimes invited to socialize at a party - Poles are “likely to ask questions that you may consider personal and would never think of asking (for example, how old you are, your income, if you’re married, or the number of children you have). Be prepared for such questions so you’ll know how to handle them when they come up” [30, p. 164].

Last but not least, good contacts and personal acceptance are contemplated as crucial while negotiating in Poland: “The personal connection is an important part of business relations in Poland” [8, p. 326]. As stated by Deck-Partyka, Polish people “insist on trust and confidence in their prospective partners before they sign any agreement. The Polish spirit is composed of self-reliance and individualism. Most Poles are blunt, do not hesitate to say what they think and enter the decision making process fearless” [8, p. 326].

Other authors such as e.g. Terterov/Reuvid [35] or Kissel [17] define a similar position when it comes to the Polish business etiquette.

1.3.2 Business Etiquette in Germany

While comparing business etiquette in the two neighboring countries it occurs that the German rules of making are very similar to the above-presented Polish ones. When it comes to the German dress code, the following aspects are regarded as essential: "In Germany you wear the following colors in business: grey, navy and brown. Black is for official occasions but not for business meetings. A lady may go for a more colorful clothing. The rule is: the more senior your position, the more conservative your style" [25, p. 30]. According to Sabath's viewpoint Germans wear much more conservative business piece of clothing than other Europeans do: "Unlike many other Europeans, Germans dress in a very conservative manner. Attire during the workday is business professional. Men should wear a complete suit, even in the summer, with a modest tie and starched white shirt (…). Women should choose modestly cut suites that mean business. Pants are not the custom for women in Germany" [30, p. 90].

Each business meeting begins with associates' and guests' introduction: "Protocol requires that the highest ranking visitor introduces himself, or is introduced, to the senior manager present, and then the senior manager is introduced to the visiting team – again by seniority – with brief descriptions of their area of responsibility. Then it's the German host's turn to do the introductions. Smiles aren't required. The senior German manager will be seated in the center, with the next senior executive on his right" [9, p. 56]. Business cards are supposed to be exchanged at the beginning of a meeting [9, p. 56]. A significant issue concerning physical distance during business meetings in Germany should also be mentioned at this point: "Germans tend to put more physical space between each other than do Asians, Americans or other Europeans when holding a conversation. Though you may feel uncomfortably far away, don't move your chair in closer. Rearranging the furniture in a German office is considered highly insulting. While an Italian businessman might put his hand on a counterpart's arm or elbow while talking, a German executive would leap away from such a gesture" [9, p. 58]. Business and private conversations are in Germany – in contrast to Poland - not interconnected: "German executives tend to separate their private and professional lives and they're not likely to volunteer information about their families. (…) they have a reputation for cross-examining people they've just met about such personal details" [9, p. 56].

German business meetings are commonly well-organized and accurately planned. Being aware of a certain meeting order may be helpful to foreign associates visiting Germany: "When the follow-up meeting takes place (…), the senior German executive will open the proceedings, and then either explain the company's negotiating position himself or introduce an expert in the field under discussion" [9, p. 60]. German business presentations are consistently supported by various empirical data: “The German arguments will be empirically based, backed by figures and detailed information. And they’ll expect their response to be studied before receiving an answer” [9, p. 60]. As reported by Flamini, German negotiating style can be viewed as “a long and pain staking process” [9, p. 61]. While negotiating contract conditions, Germans will present a unified front [9, p. 61]. Foreign business people should be also aware of the fact that they are known as “hard bargainers” [9, p. 61]. Comparable standpoints to the above-mentioned ones concerning German business etiquette are also stated by e.g. Schmidt [31], Reuvid [34] or Schroll-Machl [32].

1.3.3 Business Etiquette in France

Understanding the French work attitude plays a significant role when it comes to comprehend the French business etiquette: “A French person’s work ethic is different from the one espoused by most Americans, Britons, Germans or Hong Kong Chinese, who tend to work nonstop and see money as an end in itself. An American may strive to be the first to produce a widget or to be the top salesman for his company in a given year. A Frenchman would find such ambitions crass” [16, p. 35].

France is considered as the world center of fashion – the majority of top fashion designers come from this cultural area and influence the rest of the world with their sense of beauty [30, p. 79]. The French tend to wear top-quality designer piece of clothing not only while doing business, but also in the routine of their everyday life – the tendency of judging by appearance is common in France: “When doing business with the French, you should be sure to dress the part. The French will interpret the image you present as an indication of the level of status you’ve attained and the measure of your business success. Clothes and accessories of high quality will therefore count for a lot” [30, p. 79]. As reported by Sabath, the existence of particular men and women business dress code should be taken into consideration when concentrating on the French business etiquette: “Men should choose dark suites, white or striped oxfords, and complementary ties. Women should select modestly cut suits or dresses and elegant accessories” [30, p. 79]. In contradistinction to German female business style, French women focus on emphasizing their femininity: “It is important to note that unlike many countries, women still dress in a feminine manner and want to be seen as a feminine. Soft colors, dedicate jewelry, updated hairstyles, and makeup creating an overall chic look are all essential” [30, p. 79].

Business cards should be exchanged in France “with a new business acquaintances following your initial handshake and greeting. Be sure to present your card to the most senior person first as a gesture of respect” [30, p. 80].

French business meeting can be esteemed as disordered and continual: “While little brainstorming takes place during meetings, there are, instead, time-consuming arguments about issues that may not be central to the issue at hand – such as the rationale behind choosing system A over system B. The debate usually focuses on a priori logical arguments, rather than on spontaneous or creative solutions" [16, p. 36]. According to Joseph the French negotiation style is considered as time-consuming and very emotional: "Negotiation is treated like a verbal duel (…), and they prefer that proposals build up slowly, so that each of its building blocks can be analyzed and digested. Be prepared for long, drawn-out debates (…). Often the negotiations are like a roller coaster ride of emotions. Often, they're embellished with historical or literary allusions. And the French would often rather argue the pros and cons of an issue face to face than read a prepared summary that stated the same points. Indeed, foreigners may find it wearing, even never-ending" [16, p. 56].

It is advisable to omit issues concerning private life while meeting on a business level in France: "When conversing with the French, stay away from any topic that is deemed personal, especially in regards to their private lives or your own" [30, p. 81]. It is beheld as crucial to concentrate on other topics, e.g. politics: "Be sure to remain well-informed about what is going on in your own country, especially the political scene, because you are likely to be asked about it" (ibid.). By consulting the relevant literature concerning the French business etiquette, worth mentioning are at this point also other publications dealing with the issue - e.g. Mesnooh [22], Johnson [15] or Cassis/Crouzet/Gourvish [4].

1.3.4 Business Etiquette in China

One of the most significant aspects connected with the Chinese business etiquette is according to Verstappen the so called *Mianzi-face* that equals a good reputation in Western countries: "Having *face* means you are respected by your peers. (…) In Chinese business culture, like all business cultures, a person's career depends on his or her reputation and social standing. As a foreigner, you need not take face too seriously since Chinese do not expect foreigners to understand all the nuances of their culture (…). Simple forms of politeness will suffice to prevent serious embarrassment or cause anyone to *lose face*" [39, p. 50].

As stated by Li, over centuries the patriarchal Chinese society treated women as secondary to men creatures with no talents: "Although in recent history, many women have made significant contributions to (and even sacrificed their lives for) social change, women were almost nonexistent in civil service and business until the 1950s" [19, p. 39]. Nowadays their situation has changed: "Officially, a woman has the right to expect pay and status equal to that of a man holding the same job. It is becoming more common for women to hold executive positions in factories, companies and government offices" [19, p. 40]. Both men and women are obliged to wear conservative business piece of clothing: "Business professional attire should be worn when interacting with the

Chinese. That includes a shirt, tie, trousers and jacket for men; and for women, a suit consisting of a jacket, blouse, and skirt, or a business dress. What Westerners consider business casual attire should not be worn, because this type of dress is not common at Chinese business gatherings" [29, p. 34].

Another Chinese business etiquette attire is to hold out both hands while expecting to receive a business card [39, p. 52]. Having a card printed on one side in English and on the other side in Chinese is considered as a sign of respect [39, p. 52].. Handing no business card at all is treated as an insult that may be a reason of unsuccessful further negotiations [39, p. 52].

The Chinese are rather reluctant when it comes to cooperating with unknown business people – contacts are the matter that values the most [19, p. 42]: "The Chinese do not like to do business with strangers. They negotiate relationships rather than contracts. Attempts to establish solid connections often fail because foreigners simply don't pay enough attention to cultivating personal foundations" [19, p. 42].

Chinese business meeting etiquette consists of following a certain hierarchy: "The Chinese have a strict hierarchical system and place emphasis on rank. Thus, it would be wise to select one person, usually a senior team member, to be your spokesperson for the group. The Chinese will do the same, and they may become irritated if others attempt to speak out" [29, p. 38]. The Westerners should also pay attention to omitting particular phrases -such as *It is inconvenient, I am not sure* or *Maybe* - during business meetings because they are supposed to be interpreted by Chinese people as *No* [29, p. 38].

A Chinese small talk business attire accepts conversing about one's personal life: "Questions that Westerners consider forward and even inappropriate are considered acceptable by the Chinese. Such questions may include your salary, your material status, and the number of children you have" [29, p. 34]. There is also a variety of other topics that Chinese people find interesting, e.g. the weather, the pros and cons of one's visit to China or other international journeys [29, p. 34].

The above-presented viewpoints equal to other literature sources such as: Dahles/Wels [7], Krott/Williamsson [18], Chee/West [5], Brahm [3] or Sun [33].

1.4 Conclusion

What this all amounts to is that business etiquette is considered to have a critical influence on a successful business negotiation. Knowing the particular rules of the professional attire may enable avoiding cultural misunderstandings and becoming integrated with foreign business associates. Within the scope of this investigation the author of this paper concentrated on the business etiquette diversity of the following countries:

Poland, Germany, France and China. In all the above-mentioned cultural areas making the first impression is estimated as crucial: the Polish, German and Chinese will expect a conservative business dress code. On the other hand, the representatives of France - the fashion designer kingdom - tend to expect the high-quality piece of clothing with impact on a very feminine women business dress code. The rules concerning exchanging business cards also differ from one country into another. While Polish and German meetings strictly focus on a certain subject analysis and well-prepared presentation, the French ones are regarded as emotional, disordered, time-consuming and sometimes never-ending. On the other hand the Chinese choose a senior executive as a team spokesman and the rest of the group should remain quiet. A so called small talk topics before and after business meetings are worth mentioning at this point: it is common that Polish and Chinese people may ask a plenty of private questions about e.g. family, age, the number of children or even one's own income. In Germany and France all the attention is going to be engaged to avoid such themes as personal life. It is advisable to converse about e.g. the current affairs connected with the political scene. In summary it can be stated that the knowledge about the business etiquette of particular nations should be studied before a business meeting on an international level. Firstly, it can help to fit to an unknown foreign reality and result as a successful negotiations. Moreover, it will be treated as an open door to the further prospective international cooperation.

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Industry News

The 3rd International Conference on Strategic Innovative Marketing, Madrid, Spain

The 3rd International Conference on Strategic Innovative Marketing was held in September 1 – 4, 2014 in Madrid, Spain. Doc. Ing. Alžbeta Kiráľová, Ph.D. presented a paper “Development of Social Media Strategies in Tourism Destination”; co-author, of the paper is Ing. PhDr. Antonín Pavlíček, Ph.D., both from the University of Business in Prague, Czech Republic. The paper is published in a special volume at Elsevier’s Procedia: Social and Behavioral Science. The objective of the conference was twofold: the theoretical approach of the contemporary issues evolved in strategic marketing and the integration of theory and practice. The conference aimed to bring together scientists, researchers, practitioners and students, with a special orientation in strategic marketing, who aspire to be ahead of the curve based on the pillars of innovation.

(ak)

The International Conference IDIMT - Interdisciplinary Information and Management Talks; Information Technology – Human Values, Innovation and Economy, Poděbrady, Czech Republic

The International conference IDIMT - Interdisciplinary Information and Management Talks; Information Technology - Human Values, Innovation and Economy, was held in September 10 -12, 2014 in Poděbrady, Czech Republic. Doc. Ing. Alžbeta Kiráľová, Ph.D. from the University of Business in Prague, Czech Republic, presented a paper “Social Media as a Tool of Tourism Destinations´ Marketing Campaign“ at the conference. The paper is published in the conference proceedings. The international conference, organized by University of Economics, Prague, Czech Republic and J. Kepler University of Linz, Austria, have established itself as a truly interdisciplinary and international forum for the exchange of concepts and visions in the area of complex and/or software intensive systems, management and engineering of information and knowledge, systemic thinking, business engineering, and related topics.

(ak)

The International Conference The Integration of the Economic Education, Prague, Czech Republic

The international scientific conference „The Integration of the Economic Education“ was organized on 3rd October 2014 at the University of Economics in Prague. Doc. Ing. Pavel Krpálek, CSc. and Doc. Dr. Antonín Kulhánek, CSc. from the University of Business in Prague presented a paper „The Integration of the Finance in the Business Economics.“ The Business Economics as a university course at the University of Business in Prague is a typical cross-curricular subject with many significant relations. The contribution analyzes core financial aspects in teaching Business Economics. Integration of Finance is seen as a purposeful effort of educators to shape the attitudes of students towards finance literacy and to create abilities which would help them successfully join the business community, especially creativity, responsibility, critical thinking, willingness and ability to take reasonable risks. The acquisition and further self-responsible improving of life-long finance literacy should increase the value of all courses leading to a university degree. It is seen as one of the principles of the Quality Management in the economic education.

(pk, ak)

The 24th IBIMA Conference Crafting Global Competitive Economies: 2020 Vision Strategic Planning & Smart Implementation, Milan, Italy

The 24th IBIMA conference Crafting Global Competitive Economies: 2020 Vision Strategic Planning & Smart Implementation was held in November 6 – 7, 2014 in Milan, Italy. The International Business Information Management Association (IBIMA) is an academic association dedicated to promote the careful examination and dissemination of modern management and business solutions in today’s business environment and to bridge the gap between research and practice. The international conference addressed a range of important themes with respect to all major business fields, e. g. Economics, Management, Information Management, Innovation, Entrepreneurship, General Business, Marketing, Human Resources, and Finance. Doc. Ing. Alžbeta Kiráľová, Ph.D. from the University of Business in Prague, Czech Republic, contributed a paper „Medical Spa and Wellness Spa – Where Are They Heading? The Case of the Czech Republic“ to the conference. Doc. Kiráľová, together with Ing. Lukáš Malec, Ph.D., contributed a paper “Communication and Managerial Competencies as a Prerequisite for Employability of Graduates in Tourism“. Both papers are published in the conference proceedings.

(ak)

Lecture of the Director of Tunisian National Tourism Office Prague at the University of Business in Prague

Mr. Mohamed Oussama Ben Yedder, director of Tunisian National Tourism Office Prague, gave a lecture at the University of Business in Prague in November 14, 2014. Mr. Ben Yedder get his Master at Institut Supérieur des Langues De Tunis and has extensive experiences in the field of tourism. Before coming to Prague, he was a professor at the College of Tourism in Hammamet, Tunisia. In his lecture, Mr. Ben Yedder was focusing on presentation of Tunisia as a country and as a tourism destination and highlighted what makes Tunisia´s offer special in the tourism market. The lecture was followed by discussion.

(ih)

The 4th Annual Conference Tourism Forum 2014, Olomouc, Czech Republic

The 4th annual conference Tourism Forum 2014 was held on 30 - 31 November 2014 in Olomouc. The organizer of the event was the Tourism Institute of the Czech National Tourism Organization – CzechTourism. This year's edition had the subtitle Let's Get Digital - Everything You Ever Wanted to Know about Digital Marketing, but Were Afraid to Ask. Big players such as TripAdvisor or Facebook, but even lesser known innovators have been discussing about what subjects in tourism need and what must be taken into account to get the key areas (Social, Content, Mobile) to remain competitive and able to improve its current offer. On the second day of the conference the inaugural meeting of the Working Group on Research and Education (initiated by the Institute of Tourism) was held. Ing. Iveta Hamarneh, Ph.D., Head of the Department of Tourism Economy, from the University of Business in Prague participated at this meeting.

(ih)

The University of Business in Prague was Awarded in November 2014 a Certificate for the Successful Realization of Projects of Erasmus Mobilities in the Years 2007-2013

The National Agency for European Educational Programs (NAEP) awarded the University of Business in Prague in November 2014 a Certificate for the successful realization of projects of Erasmus mobilities in the years 2007-2013. The University of Business in Prague participates in the Erasmus program since the academic year 2003–2004.

The University gained the Extended Erasmus University Charter for the period 2013–2014 and in 2014, the Erasmus Charter for Higher Education 2014–2020. Since 2003, 111 students took a place in student mobility program in Austria (25), Germany (18), Spain (42), Belgium (5) Poland (14), Latvia (6) and Slovenia (1) with an average length of stay 4 months. Twenty-five students from Slovakia (6), Germany (17) and Poland (2) with an average length of stay four months visited the University. Seventy-four teachers and staff took a part in mobility in Austria (4), Germany (17), Spain (9), Belgium (5), Poland (13), Slovakia (19), Hungary (6) and Slovenia (1). Sixty-eight teachers and staff from universities from Spain (4), Germany (7), Great Britain (3), Slovakia (5), Poland (22), Slovenia (2), Portugal (7), Latvia (14), Turkey (3) and Finland (1) with an average length of stay 3.5 days visited the University of Business in Prague.

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New Members of the Editorial Board

Newly distinguish colleagues joined the Editorial Board of Journal of Tourism and Services from October 2014 – Dr. Ehsanul Huda Chowdhury, Dr. Erdogan H. Ekiz, Dr. Hiromi Kamata, Dr. Androniki Kavoura, Ing. Petra Koudelková, Ph.D., and Dr. Paul Williams.

Dr. Erdogan H. Ekiz is an Associate Professor at King Abdulaziz University, Tourism Institute, Department of Hotel & Hospitality Management, Jeddah, Kingdom of Saudi Arabia. Dr. Ekiz completed his Ph.D. on tourism and hospitality management to the School of Hotel and Tourism Management at Hong Kong Polytechnic University. He had B.Sc. on tourism and hotel management and a M.B.A. in services marketing from Eastern Mediterranean University in North Cyprus. He is a Certified Hospitality Educator (CHE) from American Hotel and Lodging Educational Institute and has over 13 years of teaching experience in Hong Kong, Taiwan, Cyprus, Turkey, Malaysia and Kingdom of Saudi Arabia. He is co-founder and managing editor of an international journal (International Journal of Management Perspectives) which links the academia to the tourism and hospitality industry. His expertise includes service failure, consumer complaining behavior, tourist behavior and culture. He has over 130 published journal articles, book chapters and conference papers. His papers have appeared in respected refereed journals such as: International Journal of Contemporary Hospitality Management, Managing Service Quality: An International Journal, Journal of Travel and Tourism Marketing, Scandinavian Journal Hospitality and Tourism, Journal of Hospitality Marketing and Management, Tourism Analysis, etc. He has successfully completed several consultancy projects with major companies in the industry and still working on a dozen of grants and consultation projects for both government and private sector. Dr. Ekiz has a wide range of hands-on management experience within the sector, from fast food to 5-star hotels.

Dr. Ehsanul Huda Chowdhury is an Assistant Professor at the Department of Business Studies and Economics, Faculty of Education & Business, University of Gävle, Sweden. He completed his Master in Business Administration in Marketing at the University of Dhaka, Bangladesh, and a Master in International Business at the University of Western Sydney, Australia. He completed his Ph.D. from Angeles University Foundation, Philippines. He has ten years teaching experience in universities in Bangladesh, Philippines and Sweden in undergraduate and post graduate level. He is focusing on Strategic Marketing, Brand Management, Services Marketing, Marketing Management, and Supply Chain Management. Dr. Chowdhury also has four years corporate experience in Multi-National companies in the field of marketing in Australia and Bangladesh. His main research area is Market Orientation, Brand Management, Services Marketing, and Supply Chain Management.

Dr. Hiromi Kamata is an Assistant Professor at the College of Business Administration, Shukutoku University, Saitama, Japan. She has completed her Ph.D. at Graduate School of Commerce and Management, Hitotsubashi University, Tokyo, Japan. In her study she focuses on tourism economics, tourism destination marketing, and transport economics. In her research, she focuses on segmentation analysis of tourist motivations and estimating a market area of tourist destinations using the Huff Model. She conducts these studies focusing on Japanese Spa tourists. She contributes to international academic and scientific journals, and conferences.

Dr. Androniki Kavoura is an Associate Professor and Head of the Department of Marketing at the Technological Educational Institute of Athens, Greece. She completed her Master in Media Management and her Ph.D. on Communication and Culture, University of Stirling, Scotland, UK. She has participated on research projects, and her research interests include qualitative communication research methodologies, branding, advertising, tourism and culture. She has published a monograph on place branding and communication strategies, titled Contemporary Approaches of the Scientific Theory of Place Marketing- Place Branding in Globalised Conditions and Economic Crisis by Nova Publisher, USA; she has published chapters in edited volumes and has also edited volumes in IGI Global, Oxford Publishing, Nova Publishers, Elsevier, she has written numerous papers on highly academic journals such as Current Issues in Tourism, Vacation Marketing, Tourism, Culture and Communication, Tourism - An International Interdisciplinary Journal, Tourismos - An International Multidisciplinary Referred Journal of

Tourism, International Journal of Tourism, Culture and Hospitality Research and others. She has co-chaired International Conferences, presented papers and participates in the organizing committees of many International Conferences. Her published work is associated with branding, advertising, social media, tourism marketing.

Ing. Petra Koudelková, Ph.D. is an Assistant Professor and Researcher at the Department of Marketing Communication and Public Relations at the Faculty of Social Sciences, Charles University in Prague, Czech Republic. Her main field of research is marketing activities in small and medium-sized enterprises (including corruption behaviour and corporate social responsibility). In her educational activities she focuses on Marketing Communication in SMEs, Fashion Marketing, Marketing Research, and Project Management. She contributes to the international scientific journals and international scientific conferences. She is also a member of the program and scientific committees of international conferences.

Dr. Paul Williams is Head of the Business School at Staffordshire University where he manages and leads the development of undergraduate, postgraduate and professional courses and qualifications in business, management, education, tourism and events. He is also the Head of Professional Development for the UK's Tourism Management Institute (TMI) - the destination management section of the Tourism Society. As well as advising a number of professional accreditation bodies on aspects of curriculum development, Dr. Williams has extensive experience of working with education partners in the UK and internationally in countries such as China, Malaysia, Singapore, Vietnam, India, Oman, Greece and Spain. His public and private sector consultancy and research interests include hospitality and tourism marketing, place making and destination branding, business tourism, sustainable tourism, tourism-led regeneration and special interest tourism. He is also an academic reviewer for a number of international journals.

Press Releases

Santiago de Chile, Chile / Madrid, Spain, 19 June 2014
PR No. 14043

President of Chile receives UNWTO/WTTC Open Letter on Travel and Tourism

In recognition of tourism as an important vehicle for socio-economic development, the President of Chile, Michelle Bachelet, has accepted the UNWTO/WTTC Open Letter on Travel and Tourism. The Government of Chile commits to support the sector in both the national and the international policy agenda (Santiago de Chile, Chile, 18th June 2014).

The UNWTO/WTTC Open Letter calls on heads of state and government around the world to acknowledge tourism's key role in delivering more sustained and balanced growth and prioritize the sector higher in national policies in order to maximize its potential.

In a private meeting, Ms. Bachelet received the letter from UNWTO Secretary-General, Taleb Rifai, and the President & CEO of the World Travel and Tourism Council (WTTC), David Scowsill.

On behalf of the Government of Chile, the Minister of Economy, Luis Felipe Céspedes, stated that "the Open Letter poses great challenges for Chile. I want to underscore that this government is committed to promote tourism as a strategic pillar, not just because it represents 3.48% of our GDP, but also because it is essential in building our national and territorial identity".

Tourism in Chile accounts for 280.000 direct jobs, 3.5% of all exports and 25% of service exports of the country. The recently launched economic program 'Chile de todos' (Chile belongs to all) includes tourism as one of the pillars of economic development for the country stressing the capacity of the sector to promote community development, generate multiplier effects in other economic sectors, advance cultural dialogue and protect natural resources.

"I am very happy to see the Chilean government's strong support to the tourism sector, and I am confident that Ms. Bachelet's leadership will further reinforce Chile's competitiveness and already remarkable tourism offer", said Mr Rifai, adding "I am especially glad to see the priority awarded to tourism and culture, an area identified as a key priority of UNWTO, and we remain at the disposal of Chile to support this important agenda".

Mr Scowsill said: "The Chilean Government's commitment - through this letter - to promoting Travel & Tourism to the world community as a means of sustainable development comes at a critical time. Travel & Tourism is a major contributor to economic growth, to trade, to job creation, to diversification of the economy and to social well-being in Chile. It is vital that the Travel & Tourism industry in Chile gets the right support and investment at government level and from regulatory bodies to allow the Industry to continue to thrive. Chile has already implemented progressive policies to maximize the growth of Travel & Tourism; for example, introducing open skies agreements and privatizing LAN. But there is still more that can be done. I urge the public and private sectors to work together to create jobs and drive economic growth."

The third most visited destination in South America, Chile welcomed 3.6 million international tourists in 2013. Between 2000 and 2013, the number of international tourist arrivals grew by over 100%, while international tourism receipts grew from US$ 819 million to US$ 2 billion, an increase of nearly 180%, in the same period.

The UNWTO/WTTC Open Letter outlines Travel & Tourism's value as one of the world's largest generators of jobs, a powerful driver of socio-economic growth and development and a key player in the transformation to the Green Economy. To date, the Open Letter has been received by 63 heads of state and government.

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Madrid, Spain, 24 June 2014
PR No. 14044

World Tourism Day 2014: Celebrating tourism and community development

'Tourism and Community Development' is the theme of this year's World Tourism Day (WTD). The theme underscores the potential of tourism to promote opportunities for communities around the world, as well as the role that community engagement has in advancing sustainable tourism development. The official celebrations will be hosted by Mexico in the city of Guadalajara (27 September 2014).

This year's WTD theme is ideally timed to contribute to the debate on tourism's contribution to the Sustainable Development Goals (SDGs), the UN development blueprint after 2015, which places a high priority on local participation.

"Each time we travel, use local transport at a destination or buy products from a local market, we are contributing to a long value chain that creates jobs, provides livelihoods, empowers local communities, and ultimately brings in new opportunities for a better future", says UNWTO Secretary-General, Taleb Rifai, in his official WTD message. "Tourism can only prosper if it engages the local population by contributing to social values such as participation, education and enhanced local governance. At the same time, there can be no real tourism development if such development damages in any way the values and the culture of host communities or if the socio-economic benefits generated by the tourism sector do not trickle down to the community level", he added.

The official celebrations to be held in Guadalajara, Mexico, include a high-level Think Tank bringing together Ministers, development experts and key tourism representatives to address the relevance of a community based tourism approach as conducive to sustainable development. The Think Tank will be moderated by news anchor Gabriela Frías of CNN International, the WTD 2014 global media partner.

WTD, the biggest and most widely celebrated global day for tourism, was first celebrated on 27 September 1980, a date chosen to coincide with the adoption of the UNWTO Statutes on 27 September 1970.

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Paris, France/Madrid, Spain, 11 July 2014
PR No.14047

UNWTO and France debate areas of further cooperation

UNWTO Secretary-General, Taleb Rifai, and the French Minister of State in charge of Tourism, Fleur Pellerin, met to discuss the new tourism strategy of France as well as how to further strengthen the collaboration with UNWTO. Issues on the agenda included visa facilitation, taxation and the World Committee on Tourism Ethics (Paris, 30 June 2014).

Mr. Rifai commended the decision of France to place tourism as a national 'cause' and welcomed the 30 measures recently announced by the Government to promote the competitiveness of the sector, in particular the visa facilitation measures. These include, among other, the extension of the 'visas in 48 hours' initiative, launched in China in early 2014, to several Gulf countries, South Africa and India. Ms. Pellerin explained that the measure had translated into an exponential growth in the number of visas issued in the Chinese market from 30 to 250%.

"The call by President Hollande to place tourism as a national cause clearly shows the value that is awarded to the sector in France as a means to create jobs and improve the balance of payments", said Mr Rifai. "France is a tourism leader, the most visited destination in the world, and is aware that keeping such position in today's competitive market requires strong cross-cutting policies that support the sector. At UNWTO we particularly welcome the measures adopted by France to promote visa facilitation, one of our priorities, as we trust that, as our research shows, these measures yield significant return in terms of economic growth and job creation", he added.

Further issues on the agenda included tourism taxation and the integration of tourism under the portfolio of the Ministry of Foreign Affairs and International Development, a decision welcomed by UNWTO as it provides an opportunity to advance key issues such as travel facilitation and the inclusion of tourism in the international trade agenda. On the issue of taxation, Mr Rifai recalled UNWTO position on the importance of evaluating the global impact on the economy of any changes in tourism taxation and welcomed the fact that a possible raise of tourism taxes in France currently under discussion is being seriously debated considering such impact.

On the occasion of his visit to France, Mr Rifai addressed the 3rd Parliamentarian Meeting on Tourism (3e Rencontres Parlementaires sur le Tourisme: Et si le redressement passait par le tourisme?) highlighting the role of the sector in accelerating the economic recovery in Europe.

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Madrid, Spain, 17 July 2014
PR No. 14048

UNWTO welcomes new Law on Antiquities and Heritage in Saudi Arabia

UNWTO welcomes the new Saudi legislation aimed at protecting the country's antiquities and heritage as well as to give the Saudi Commission for Tourism and Antiquities (SCTA) the mandate to ensure its preservation. Heritage conservation is today fundamental to safeguard cultural legacy but also to promote and preserve key tourism assets which are central to differentiating destinations all around the world.

UNWTO Secretary-General, Taleb Rifai, congratulated Saudi Arabia for adopting legal mechanisms for the protection of its historical sites, contributing to ensure that tourism and culture continue to develop to the benefit of both. "Cultural tourism – the movement of travellers motivated by the mosaic of art forms, heritage sites, festivals, traditions, and pilgrimages – is growing at an unprecedented rate. These are positive news as the nexus between culture and tourism translates into important income generation for destinations but also for conservation", he said. "Nonetheless, such growth needs to be managed in a responsible and sustainable manner through adequate public policies and legislation", he added.

The Saudi law on antiquities, museums and built heritage approval coincided with the recent inclusion of the Jeddah Historical Area in the UNESCO World Heritage Site list, recognizing the old city's cultural value and unique model with its distinguished urban heritage. Historic Jeddah, the Gate to Makkah, was among the 26 new inscriptions decided at the 38th session of the World Heritage Committee of the UN Educational Scientific and Cultural Organization (UNESCO), held in Qatar (15-25 June 2014).

"UNESCO's decision highlights the Kingdom's historical position and its rich heritage and shows the depth of the Kingdom's culture and interaction with human civilizations throughout the centuries," said the President of the Saudi Commission for Tourism and Antiquities (SCTA), Prince Sultan bin Salman.

The important linkages between tourism and culture are fundamental for sustainable tourism development and will be at the heart of the upcoming international UNWTO/UNESCO World Conference on Tourism to be held in February 2015 in Cambodia, the first ever to bring together Ministers of Tourism and Ministers of Culture to debate new models of partnership.

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Madrid, Spain, 2 September 2014
PR No. 14057

IRENA and UNWTO to promote renewable energies in Islands' tourism sector

The International Renewable Energy Agency (IRENA), an intergovernmental organization dedicated to supporting countries' efforts to adopt renewable energy, and the World Tourism Organization (UNWTO), the United Nations specialized agency for tourism, have joined forces to promote the use of renewable energies in Islands.

In a Joint Statement on Renewable Energy and Tourism in Islands, released at the Third UN Conference on Small Island Developing States

(SIDS) in Samoa, IRENA and UNWTO commit to encourage investment in cost-effective energy efficiency and renewable energy solutions that reduce the reliance of islands on carbon-emitting fossil fuel.

Islands are burdened by high energy costs due to their reliance on costly imported diesel fuel. In spite of efforts to improve energy efficiency, more than 90% of SIDS´ energy consumption is met through oil imports, which represent up to 20% of their annual imports. Many islands have goals to expand the use of renewable energy options and reduce this oil dependency. Since tourism is an economic mainstay for many islands, investment in such options by hotels is a key to achieving these goals. Renewable options for water heating, air conditioning and electricity generation can cut hotel operating costs, advance sustainability while making them more appeling for tourists.

The Statement also calls for hotels to document the energy savings and cost reductions from these applications and to share the information through the Global Renewable Energy Islands Network (GREIN). Finally, it recalls that greater investment in energy efficiency and renewable energy is fundamental to build a more sustainable, competitive and resilient tourism sector worldwide, and particularly, in islands.

In signing the Statement, IRENA Director General, Adnan Z. Amin, and UNWTO Secretary-General, Taleb Rifai paved the way to cooperation with hotels and tourism authorities in pursuit of these aims. "Investment by island hotels is vital to demonstrating the business case for renewable energy, which is essential to addressing the burden of costly fossil fuels that inhibits islands' economic and social development" said Mr. Amin.

"Tourism is a primary economic sector for many SIDS and a dominant force driving inclusive socio-economic growth. Yet, sustainable tourism development in small islands continues to face many challenges; one of the major ones is their high dependence on fossil fuel. The synergy of tourism and renewable energy represents a powerful force that will pave the way for win-win solutions in driving the sustainable agenda of islands forward", said Mr Rifai.

In 2013, 41 million international tourists visited the SIDS, generating US$ 61 billion in foreign earnings. Tourism accounts for over 20% of the GDP of 16 out of 48 SIDS for which data is available and 9% of total SIDS exports.

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Madrid, Spain, 15 September 2014
PR No. 14058

International tourism up by 5% in the first half of the year

International tourist arrivals grew by 4.6% in the first half of 2014 according to the latest UNWTO World Tourism Barometer. Destinations worldwide received some 517 million international tourists between January and June 2014, 22 million more than in the same period of 2013.

Growth was strongest in the Americas (+6%) followed by Asia and the Pacific and Europe (both at +5%). By subregion, South Asia and Northern Europe (both +8%) were the best performers, together with North-East Asia and Southern Mediterranean Europe (both +7%).

"These results show that tourism is consolidating the positive performance of recent years, providing development and economic opportunities worldwide", said UNWTO Secretary-General, Taleb Rifai. "Indeed, despite geopolitical and economic challenges, the number of international tourist arrivals has grown by 5% a year on average since 2010, a trend that has translated into more economic growth, more exports and more jobs", he added.

So far, results are in line with the UNWTO forecast issued at the beginning of 2014. For the full year 2014, international tourist arrivals are expected to increase by 4% to 4.5% worldwide, above UNWTO's long-term forecast of 3.8% per year for the period 2010 to 2020.

The Americas leads growth

Growth picked up significantly in the Americas (+6%). All four sub-regions benefited, with North America, boosted by Mexico, Central and South America all increasing by 6%, and the Caribbean by 5%. In South America (+6%), the hosting of the Football World Cup in Brazil contributed to the positive results in the sub-region – receipts from international tourism in Brazil grew by 10% in the first seven months of the year with a 60% increase in June and July.

Asia and the Pacific (+5%) consolidated the trend of recent years, with South Asia (+8%) and North-East Asia (+7%) in the lead and major destinations such as Japan, the Republic of Korea and Malaysia posting double-digit growth rates. The region has been benefiting from ongoing economic growth, continuous investment in infrastructure and visa facilitation measures.

Europe (+5%), the most visited region in the world, continued the strong pace of growth of 2013, driven so far this year by Northern Europe (+8%) and Southern Mediterranean Europe (+7%). These results reflect improved consumer confidence in Europe and the rebound of important traditional European source markets.

Africa's international tourist numbers grew by 3% as the recovery consolidated in North Africa (+4%). Yet the current Ebola virus disease

(EVD) outbreak might affect tourism to the region due to misperceptions about the transmission of the virus. "The main focus at the moment is on taking and supporting action to contain the virus. But we must also ensure that misperceptions do not unnecessarily harm the African economy, in particular its travel and tourism sector, which is a central activity in many countries. We would like to stress that the World Health Organization (WHO) does not recommend any ban on international travel. Putting a halt on flights or imposing unnecessary travel restrictions will not help contain the virus. On the contrary, these measures will surely dampen the economy of the region, especially its travel and tourism sector, and jeopardize millions of livelihoods", said Mr Rifai.

International tourist arrivals in the **Middle East** are estimated to be down by 4%, though this figure should be taken with caution as it is based on limited available data for the region.

Source markets: advanced economies consolidate rebound

In terms of source markets, data for the first half of 2014 shows a consolidation of the rebound in spending in travel abroad registered in 2013 in some advanced economies. Expenditure out of the Italian and Australian markets was up 8% and 7%, respectively, while the US market was up by 5%. Data for France and Canada indicates a 3% increase.

Demand generated by emerging markets also continues to be strong, though decelerating as compared to 2013. Chinese outbound expenditure was up 16% in the first half of the year as compared to 26% in the whole of 2013, while expenditure out of the Russian Federation was up by 4% as compared to 25% last year.

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Madrid, Spain, 17 September 2014
PR No. 14059

First UNWTO International Congress on Tourism and Pilgrimages explores the link between tourism and spiritual routes

In light of the growing importance of pilgrimages and spiritual routes to tourism development around the world, UNWTO, the Ministry of Industry, Energy and Tourism of Spain and the Regional Government of Galicia are organizing the First International Congress on Tourism and Pilgrimages.

With this backdrop, the First International Congress on Tourism and Pilgrimages to take place in Santiago de Compostela, Spain, on 17-20

September 2014, aims to highlight the positive contributions of pilgrimages and spiritual routes to sustainable and responsible tourism, as well as the contribution of tourism to cultural understanding and the preservation of natural and cultural heritage related to ancient trails and sacred places.

”With their unique historical, cultural and natural features, pilgrimages represent vital opportunities to further strengthen tourism’s ability to foster intercultural dialogue and contribute to the protection of religious and spiritual sites,” said UNWTO Secretary-General, Taleb Rifai.

The Secretary of State for Tourism of Spain, Isabel Borrego, recalled that “the city of Santiago de Compostela is a reference for religious tourism in Spain. To visit its historic centre, a UNESCO Heritage Site, and walk the Santiago path are unique experiences. Spain has much to offer in terms of religious tourism”: Santiago, intense pilgrimages and religious celebrations, important monasteries and cathedrals and many religious festivities of great interest.”

According to UNWTO estimates, 300 to 330 million tourists visit the world´s key religious sites every year, making spiritual tourism a significant part of both domestic and international tourism.

Bringing together experts from a diverse range of countries including Argentina, Australia, India, Indonesia, Ethiopia, Guatemala, Japan, Kazakhstan, Mexico, Paraguay, The Republic of Korea, Spain and Thailand, among others, the Congress will address issues such as the role of pilgrimages as drivers of local development, identify the motivational factors behind the demand for spiritual tourism, and analyze strategies in developing and marketing sustainable pilgrimage tourism products.

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Apia, Samoa/ Madrid, Spain, 19 September 2014
PR No. 14060

Prime Minister of Samoa receives UNWTO/WTTC Open Letter on Travel and Tourism

In recognition of tourism’s vital contribution to socio-economic development, particularly in Small Island Developing States (SIDS), the Prime Minister of Samoa, Hon. Tuilaepa Lupesoliai Dr. Sailele Malielegaoi, has received the UNWTO / World Travel & Tourism Council (WTTC) Open Letter on Travel and Tourism on the occasion of the Third International Conference on Small Island Developing States.

The UNWTO/WTTC Open Letter calls on heads of state and government around the world to acknowledge tourism's key role in delivering more sustained and balanced growth and prioritize the sector higher in national policies in order to maximize its potential.

Meeting UNWTO Secretary-General, Taleb Rifai, and WTTC Chairman, Michael Frenzel, on the sidelines of the Third International Conference on Small Island Developing States, Tuilaepa said:

"Sustainable tourism is an area that our government has placed much importance, as it holds key potential for future economic growth and social development. Great benefits from tourism are envisaged and have already been realized accounting for 20 per cent of national GDP per annum. Sustainable Tourism supports employment, provides foreign exchange and builds the economy and it is still expanding the capacities of Samoa."

"We envisage a growing tourism sector that will lead in green growth development that engages our visitors and people to a Samoa that is recognized as a leading Pacific nation for Sustainable Tourism."

"I am very happy to see such high level support afforded to tourism in Samoa, a country that has progressed significantly in recent years thanks in no small part to the benefits brought by the tourism sector", said Mr. Rifai. "Tourism is a socio-economic mainstay in many islands such as Samoa and I am confident that the political support demonstrated to the sector by the Prime Minister will allow it to be a continuous driver of sustainable development and improved livelihoods in this pristine country", he added.

Dr. Frenzel said: "WTTC is delighted that the Samoan Government is committed to the sustainable development of our industry. Travel & Tourism is a major contributor to economic growth, to trade, to job creation, to diversification of the economy and to social well-being. It is vital that the travel and tourism industry in Samoa gets the right support and investment at government level to allow the industry to continue to thrive."

In 2013, Samoa welcomed 116.000 international tourists. International tourism represents 55% of all exports in Samoa (US$ 136 million).

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Guadalajara, Mexico/ Madrid, Spain, 30 September 2014
PR No. 14061

Community Development takes center stage at World Tourism Day 2014

The tourism sector's contribution to communities' empowerment as one of the pillars of sustainable development was at the heart of this year's World Tourism Day celebrations. The President of Mexico, Enrique Peña

Nieto, opened the official celebrations of World Tourism Day held in Guadalajara, Mexico (27 September 2014).

World Tourism Day (WTD) was celebrated this year under the theme “Tourism & Community Development“, highlighting the community dimension as one of the key pillars of sustainable development. Organized by UNWTO and the Government of Mexico, the official WTD celebrations took place in the city of Guadalajara (Jalisco) with the presence of President Peña Nieto, tourism ministers and private sector representatives from around the world.

Representing more than 8% of Mexico’s GDP and employing 7% of the national workforce, “this rapidly growing sector attracts investment and drives local and regional development, while providing opportunities for growth, particularly for women and youth”, said President Peña Nieto addressing WTD participants. “Tourism is a great social tool reducing inequalities and helping our communities to progress. Due to the potential of this activity, the government has identified tourism as a sector of major relevance”, he added.

In his WTD message, UN Secretary-General, Ban Ki-moon, said “This year´s observance of World Tourism Day focuses on the ability of tourism to fully empower people. Engaging local populations in tourism development builds stronger and more resilient communities. Tourism helps people to develop a variety of skills. As a service sector with cross-cutting impact on agriculture, construction or handicrafts, tourism creates millions of jobs and business opportunities. Its capacity to lift people from poverty, promote gender empowerment and help protect the environment has made it a vital tool for achieving positive change in communities across the world”.

UNWTO Secretary-General, Taleb Rifai highlighted that “there can be no real tourism development if it damages the values and culture of host communities, or if the socio-economic benefits generated by tourism do not trickle down to the community level. I would like to invite all tourism stakeholders and host communities to come together and celebrate this day as a symbol of our common efforts in making tourism a true pillar of community development and community development the basis of a more sustainable future.”

Among several activities, WTD brought together Ministers of Tourism from nine countries and the Organization of Economic Co-operation and Development (OECD) at its high-level Think Tank.

Opening the event, the Secretary of Tourism of Mexico, Claudia Ruiz Massieu Salinas, underscored how her country’s policies support the socio-economic growth of local communities. ”Tourism is about people and we must ensure social inclusion. Governments come and go but communities don’t. Involving them in the decision process is critical for sustainability”, she said.

The Think Tank, moderated by Gabriela Frías, of UNWTO media partner CNN International, debated the key policy areas to support community participation for their empowerment and benefit from tourism, the role of the private sector, and the overall contribution to sustainable development supported by improved tourism policies, which must include communities in the decision making process.

Highlights include:

- Tourism can be a tool which allows communities to pursue development without losing their identity, while generating income and opportunities promoting local development, including in rural areas, fighting thus the migration to cities.
- A participatory approach is critical to ensure that communities, which are complex social structures, share the ownership of the tourism supply, turning tourism into a relevant tool for communities in both remote rural areas and cities.
- Participation improves local governance capacities while unlocking existing and potential tourism assets – including natural assets, tangible and intangible cultural heritage – and contributes to both protecting those assets and fostering community pride and social cohesion.
- Communities as partners in equal standing are able to ensure how to best channel private sector efforts for new tourism endeavors and necessary infrastructure investments which also benefit tourism development.
- While public tourism policy cannot pursue a one-size-fits-all approach, it must promote the importance of community development as a pillar of general development, a concept to be shared by all tourism stakeholders, including the private sector and tourists themselves.

Participants at the high-level Think Tank: Claudia Ruiz Massieu Salinas (Secretary of Tourism, Mexico), Eglantina Gjermeni (Minister of Urban Development and Tourism, Albania) Otmar E. Oduber (Minister of Tourism, Transportation and Labour, Aruba), Sandra Howard (Vice minister of Tourism, Colombia), Emilio Silvestri (Director of the Honduras Institute of Tourism, Honduras), Dato' Seri Mohamed Nazri Abdul Aziz (Minister of Tourism and Culture, Malaysia), Mayra Salinas (Minister of Tourism and Executive President of the Nicaraguan Institute of Tourism), Marcela Bacigalupo (Executive Secretary of SENATUR, Paraguay), Magali Silva Velarde-Álvarez (Minister of Foreign Trade and Tourism, Peru) and Sergio Arzeni (Director, Centre for Entrepreneurship, SMEs and Local Development, OECD).

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Samarkand, Uzbekistan, 7 October 2014
PR No. 14063

UNWTO Executive Council discusses the links between tourism and culture

The importance of building new partnership models for the sustainable development of cultural tourism gained particular relevance at the 99th session of the UNWTO Executive Council meeting in Samarkand. The Council also debated the latest international tourism trends and their impact on the Program of Work of the Organization (Samarkand, Uzbekistan, 1-4 October 2014).

The UNWTO Executive Council stressed the need to promote new governance models to foster closer cooperation between tourism and culture in order to advance the sustainable development of cultural tourism. Other issues rose during the thematic discussion on tourism and culture included congestion management, financing, public-private sector cooperation, the role of local communities in tourism development and cultural preservation, as well as the promotion of events, creative industries and contemporary culture and history in enriching the visitor experience.

The debate took place against the backdrop of the forthcoming UNWTO/UNESCO World Conference on Tourism and Culture, Building a New Partnership (Siem Reap, Cambodia, 4-5 February 2015), which will bring together, for the first time, Ministers of Tourism and Culture from around the world.

Assessing the latest international tourism trends and challenges, UNWTO Secretary-General, Taleb Rifai, highlighted the positive results of international tourism in recent years and underlined some of the challenges facing the sector. “Despite geopolitical and economic challenges, the number of international tourist arrivals has grown by 5% a year on average since 2010, a trend that has translated into more economic growth, more exports and more jobs” he said in opening the Council. “Yet, as we welcome milestones and look forward to the continued expansion of our sector, it only underlines the need for us to strengthen our Organization in raising tourism´s prominence to ensure its sustainable growth and its positive benefits for all people,” Mr. Rifai added.

In this context, participating countries recalled the need to fight misperceptions about the Ebola Virus Outbreak in Africa stressing that the World Health Organization (WHO) does not recommend any ban on international travel.

The 99th Session of the UNWTO Executive Council, chaired by Indonesia and co-chaired by Jamaica and Mozambique, was attended by 33 Members – 24 UNWTO Executive Council Members and 9 UNWTO Members attending as Observers – and a total of 120 participants.

The 100th Session of the Executive Council will take place in Croatia. Jamaica, Mozambique and Croatia will act respectively as Chair, First and Second Vice-Chairs of the Executive Council for the year 2015.

The Executive Council is UNWTO's governing board, responsible for ensuring that the Organization carries out its work and adheres to its budget. It meets at least twice a year and is composed by Members elected by the UNWTO General Assembly with a ratio of one for every five Full Members. As host country of UNWTO´s Headquarters, Spain has a permanent seat on the Executive Council. Representatives of the Associate Members and Affiliate Members participate in Executive Council meetings as observers.

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Madrid, Spain, 24 October 2014
PR No. 14065

UN Day: Celebrating the UN Charter while recalling existing challenges

Every 24 October, UN Day is an opportunity to celebrate the achievements of the United Nations United Nations while recalling the immense challenges that remain pending on the international agenda. UNWTO, the only United Nations agency with its permanent headquarters in Spain, celebrated the occasion together with the 13 other UN entities in the country in an event hosted by the Minister of Foreign Affairs and Cooperation of Spain, José Manuel García-Margallo.

In his official message on the occasion of UN Day, UN Secretary-General Ban Ki-moon underlined: "The United Nations is needed more than ever at this time of multiple crises. (…) At this critical moment, let us reaffirm our commitment to empowering the marginalized and vulnerable. On United Nations Day, I call on Governments and individuals to work in common cause for the common good."

During the celebration at the Ministry of Foreign Affairs and Cooperation of Spain, Minister José Manuel García-Margallo said: "Spain will continue to be committed to multilateralism, which means being committed to the UN."

On behalf of the UN in Spain, the Secretary-General of UNWTO, Taleb Rifai, congratulated Spain for having been elected for a fifth time to serve as a non-permanent member of the UN Security Council and recalled that UN Day, aside from being a celebration, is "also a solemn reminder of the many challenges our world continues to face". He added: "In today's interconnected world, every local or regional conflict or crisis is a global concern, a global responsibility and people around the world are increasingly looking up to the UN for leadership, for answers, and for solutions."

24 October marks the anniversary of the entry into force of the Charter of the United Nations in 1945.

Spain committed to the UN

As one of the major donors of the Organization, Spain's commitment is also embodied in the more than 130,000 Spanish troops who have participated in peacekeeping operations or the recent opening of the United Nations World Food Program humanitarian depot in the Canary Islands.

Moreover, the Millennium Development Goals Achievement Fund was created in 2007 thanks to a substantial contribution by Spain, supporting the fight against extreme poverty and promoting sustainable development worldwide.

In hosting the headquarters of UNWTO, the UN Specialized Agency for tourism, in Madrid, Spain reinforces its leadership in the fields of tourism and highlights the value of the sector as a major contributor to economic and social development and the aims of the UN.

UN entities represented in Spain:

United Nations High Commissioner for Refugees (UNHCR); United Nations Human Settlements Program (UN-Habitat), United Nations Support Base in Valencia (UNSB-V); United Nations Millennium Campaign in Spain; United Nations Children's Fund (UNICEF); United Nations University Institute; United Nations Support Office for the International Decade for Action "Water for Life" 2005-2015; United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); United Nations Food and Agriculture Organization (FAO); International Labor Organization (ILO); World Health Organization (WHO) - WHO Office for Health Systems Strengthening; World Tourism Organization (UNWTO); The United Nations Global Compact (UNGC, LN Spain), United Nations World Food Program (WFP).

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Athens, Greece/ Madrid, Spain, 27 October 2014
PR No. 14066

UNWTO commends Greece on strong tourism results and high political support to the tourism sector

Meeting with Greek Prime Minister Antonis Samaras during his official visit to Greece, UNWTO Secretary-General Taleb Rifai commended the excellent results of Greece´s tourism sector, indicating that 2014 will come to an exceptional close (Athens, Greece, 22 October 2014).

The number of international tourists visiting Greece in the first half of 2014 grew by 17%, driven by the strong demand from key European outbound markets such as Germany and the United Kingdom.

Such results, which are well above the growth registered in Southern European destinations (+7%), consolidate the very positive performance of 2013 and confirm the importance of the tourism sector as a stronghold of Greece´s economy. In 2013, international tourists in Greece reached 18 million (+16%) generating US$ 16 billion (+13%).

According to UNWTO the strength of the tourism sector in Greece is the result of a robust tourism policy, of the implementation of fundamental competitiveness measures and of the immense capacity of the private sector to adjust to a fast changing market.

Prime Minister Samaras has expressed solid support to tourism recalling that Greece´s tourism sector is "the first locomotive that started and began to pull our economy out of a painful six-year recession."

During the meeting, also attended by the Minister of Tourism Olga Kefalogianni, Mr. Rifai commended Prime Minister Samaras on taking key steps to support the tourism sector, including simplifying visa procedures to encourage travel to Greece, reducing the Value Added Tax (VAT) on hotels and tourism services, and supporting the cruise industry. "These measures enhance the competitiveness of Greece's tourism while sending a very strong political message of support to the sector" said Mr. Rifai.

On behalf of UNWTO, Mr Rifai underscored the importance of giving continuity to the current tourism policy as a means to ensure the sector continues to play a key role in the country's economic growth and stability and committed to continue supporting Greece in advancing its tourism sector.

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Madrid, Spain, 28 October 2014
PR No. 14067

First UNWTO Conference on Accessible Tourism in Europe: accessibility in heritage cities

To promote the importance of universal accessibility in tourism, UNWTO and the Government of the Republic of San Marino will jointly organize the First UNWTO Conference on Accessible Tourism in Europe. The Conference will be held in collaboration with Village for All (V4A) and the ONCE Foundation to advance the social inclusion of people with disabilities (San Marino, 19-20 November 2014).

Facilitating travel for persons with disabilities is a vital element of any responsible and sustainable tourism development policy. Universal accessibility in tourism is not only related to respect for human rights, but also to the considerable economic opportunities that Tourism for All entails.

With a focus on heritage cities, the First UNWTO Conference on Accessible Tourism in Europe will address how to maintain and develop quality, sustainability and competitiveness in accessible tourism.

The Conference will feature best practices for universal accessibility and design in a wide range of European destinations. It will pay special attention to destinations that have developed accessible quality services for all while boosting their competitiveness, without neglecting the challenges of heritage protection. Other topics to be discussed include the development of adequate policies and the role of smart technologies in fostering universal accessibility in tourism infrastructures, facilities and services.

The Conference will be inaugurated by San Marino's Minister of Foreign Affairs, Pasquale Valentini, Minister of Tourism, Teodoro Lonfernini, and the former Capitano Reggente (Chief of State) of San Marino, Mirko Tomassoni, who will be joined by the UNWTO Secretary-General, Taleb Rifai and the Chairman of the World Committee on Tourism Ethics, Pascal Lamy, as universal accessibility in tourism has been defined as one of the top priorities of the Committee.

Speakers include representatives of the DG Enterprise and Industry of the European Commission, the League of Historical and Accessible Cities (LHAC), Salzburg, winner of the European Award of Accessible City in 2012, the Spanish ACS Foundation, the Spanish Agency for International Development and Cooperation (AECID), the ONCE Foundation, the European Network for Accessible Tourism (ENAT), the Portuguese Tourism Organization (Turismo de Portugal), the Regions of Veneto and Sicily in Italy, Village for All (V4A), Scandic Hotels from Sweden and Visit England.

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Madrid, Spain, 29 October 2014
PR No. 14070

UNWTO/WTM Ministers' Summit to address the links between tourism and mega events

The eighth edition of the UNWTO/World Travel Market (WTM) Ministers' Summit will gather Tourism Ministers and leading tourism experts from all over the world to debate the key issues around tourism and mega events (London, United Kingdom, 4 November 2014).

Tourism and mega-events are closely interlinked in today's globalized society. Many of those attending mega events are tourists. In turn, these events have a direct impact on tourism destinations, affecting issues ranging from investment and employment generation to infrastructure development, accommodation and transport facilities or branding.

The 2014 edition of the Summit will bring together Tourism Ministers and experts from across the globe to discuss how mega-events can build a lasting legacy in tourism destinations. This leading gathering will look for answers to questions like how to measure the impact of mega events on destinations, how to ensure adequate infrastructure development, and how to promote sustainable events that minimize environmental impacts, foster community engagement and investment in human capital.

Speakers include the Ministers and Secretaries of State for Tourism of Brazil, Jamaica, Lebanon, Portugal, South Africa, Spain and Tunisia, as well as the Vice Chairman of the China National Tourism Administration (CNTA), the Chairman of the Qatar Tourism Authority, the Vice-President of the Saudi Commission for Tourism and Antiquities (SCTA), and the Chairman of Visit Britain.

Private sector representatives include the President and CEO of the World Travel & Tourism Council (WTTC), the Chairman of Japan Association of Travel Agents (JATA), the Head of the Rugby World Cup at the International Rugby Board (IRB), and the Project Director of the Donauinselfest in Austria. Max Foster of UNWTO media partner CNN International will moderate the debate.

In total, over 60 Tourism Ministers are expected to join the Summit, a key component of the WTM Minister's Program and an essential leadership forum on the future directions of the global tourism sector.

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Madrid, Spain, 30 October 2014
PR No. 14071

International tourism shows continued strength

International tourist arrivals worldwide grew by 5% during the first eight months of 2014 according to the latest UNWTO World Tourism Barometer. Despite geopolitical challenges and a lingering economic recovery, tourism demand was strong during the northern hemisphere high season of June to August.

International tourists (overnight visitors) travelling the world between January and August 2014 reached 781 million, 36 million more than in the same period of 2013. With a 5% increase, international tourism continued to grow well above the long-term trend projected by UNWTO for the period 2010-2020 (+3.8%). The peak months of June, July and August, which account for about one third of the total of the year, saw an increase of 4% compared to the same months of 2013.

By region, the strongest growth was registered in the Americas (+8%), followed by Asia and the Pacific (+5%) and Europe (+4%). By sub-region, North America (+9%) and South Asia (+8%) were the star performers, as well as Southern and Mediterranean Europe, Northern Europe, North-East Asia and South America (all +7%).

"International tourism continues to grow above expectations despite rising global challenges", said UNWTO Secretary-General, Taleb Rifai. "Yet, increasing geopolitical uncertainties and the fact that the global economy shows signs of weaker and uneven growth require our attention", he added.

Commenting on the possible impact of the Ebola outbreak in West Africa on tourism, Mr. Rifai said "Although it is too premature to assess the full impact of the outbreak on the tourism sector, at this point we do not expect a major effect on the sector globally."

"International tourism in countries where there is widespread transmission (Liberia, Guinea and Sierra Leone) represents less than 1% of all international arrivals to African destinations. Yet we have to be aware that misperception about the outbreak is affecting the whole of Africa. On the upside, and according to information gathered from our African Member States and key tour operators and associations in major source markets, there are no significant cancellations to report, despite a certain slowdown in bookings".

Mr. Rifai recalled that the 3rd meeting of the International Health Regulations Emergency Committee regarding the 2014 Ebola outbreak in West Africa convened by the World Health Organization (WHO) on 23 October 2014 "reiterated its recommendation that there should be no general ban on international travel or trade."

"Most importantly, we need to urgently step up international efforts to support affected countries to contain the outbreak, ensure that WHO recommendations are implemented and provide, at all moments, transparent and timely information to fight misperception and fear, and minimize the spillover effects to the whole region", he added.

The Americas: leading growth in 2014

The Americas (+8%) led growth during the first eight months of 2014, rebounding on last year's subdued results. All four sub-regions – North America, Caribbean, Central America and South America – doubled the growth rates registered in 2013.

International arrivals in **Asia and the Pacific** increased by 5%, consolidating the growth of recent years, with South Asia (+8%) and North-East Asia (+7%) in the lead, followed by Oceania (+6%). On the other hand, growth in arrivals slowed down in South-East Asia (+2%) compared to the strong results registered in 2012 and 2013.

Europe, the most visited region in the world, posted 4% growth in international tourist arrivals through August, with strong results in Northern Europe and Southern Mediterranean Europe (+7% each). By contrast, international tourism grew at a more modest pace in Western Europe (+3%) and was stagnant in Central and Eastern Europe (-1%).

Africa's international tourist numbers grew by 3% with North Africa consolidating its recovery (+4%). Sub-Saharan Africa's arrivals were up by 3%.

International tourist arrivals in the **Middle East** are estimated to be up by 3%, though this figure should be read with caution as it is based on limited available data for the region.

China reinforces its position as leading source market

Data on expenditure on travel abroad for the first six to nine months of 2014 indicates that growth among the world's top ten source markets was highest in China (+16%), while France (+10%), Italy (+8%), the United States of America (+6%), Brazil (+5%) and the Russian Federation (+4%) also reported robust growth. Among the top 25 source markets in expenditure, double-digit growth rates were registered in India (+31%), Norway (+22%), Sweden (+12%), Taiwan (pr. of China) (+11%) and the Republic of Korea (+10%).

2014 to close above expectations

For the full year 2014, international tourist arrivals are expected to increase by 4% to 4.5%, slightly above UNWTO's long-term forecast of 3.8% per year for the period 2010 to 2020.

Although the UNWTO Confidence Index shows some weaker levels due to the current geopolitical and health risks, results remain positive as 51% of respondents see prospects for the period September-December 2014 as "much better or better" as against 35% who rate it as "equal" and 14% as "much worse or worse".

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Seattle, USA/ Madrid, Spain, 4 November 2014
PR No. 14074

UNWTO and the Adventure Travel Trade Association release global report on adventure tourism

The UNWTO Global Report on Adventure Tourism, published jointly with the Adventure Travel Trade Association (ATTA), is a first approach by UNWTO on the topic of adventure tourism. The report provides insight into the close relation between adventure tourism and responsible tourism.

ATTA, a UNWTO Affiliate Member, has provided key input in this report to help increase awareness among the global tourism sector on the core values of responsible tourism. The report allows all tourism stakeholders to work from a common base of understanding in one of the most progressive forms of tourism, which both organizations believe will develop into the industry standard.

"This report provides critical insight into one of the most dynamic segments driving tourism´s growth," said UNWTO Secretary-General Taleb Rifai. "Furthermore, with careful and responsible management, adventure tourism offers effective development opportunities to countries looking for new and sustainable sources of growth."

The report, an eight chapter overview of the current adventure tourism industry, provides a history of adventure tourism as well as a discussion of current trends and timely issues. Chapters include:

– Industry introduction
– Global Trends in Adventure Tourism
– Adventure Tourism Industry Structure
– Local Economies, Communities and the Environment
– Adventure Tourism Operational Standards and Certifications
– Risk Management in Adventure Tourism
– Sector Challenges, Opportunities and Initiatives

"This report signifies UNWTO's recognition of adventure tourism's contribution to the sustainable future of tourism," said ATTA President Mr. Shannon Stowell, who provided a summary for the report. "It provides a background underlining the potential for destinations around the globe that are looking for ways to create sustainable economic tourism models protecting people and places."

Contributors to the report include industry specialists Natasha Martin and Keith Sproule, and Christina Beckmann and Nicole Petrak of ATTA. Also featured are several UNWTO partners and Affiliate Members offering topical perspectives. The report can be downloaded from the UNWTO or the ATTA website.

In addition to the initiatives mentioned above, UNWTO and the ATTA will continue their two-year partnership on regional courses on Adventure Tourism through the ATTA's Adventure EDU program in collaboration with the UNWTO.Themis Foundation.

Established in 1990, the Adventure Travel Trade Association (ATTA) serves more than 900 members in 80 countries worldwide. Members predominantly include tour operators, tourism boards, specialty agents and accommodations with a vested interest in the sustainable development of adventure tourism. The ATTA delivers solutions and connections that propel members towards their business goals and the industry toward a responsible and profitable future. Through its regional Adventure Connect events and annual Adventure Travel World Summit trade conference, the ATTA excels in professional learning, networking and partnering services. With expertise in research, education, adventure travel industry news and promotion, members of the ATTA receive competitive opportunities that help establish them as leaders in adventure tourism.

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London, United Kingdom/ Madrid, Spain, 5 November 2014
PR No. 14075

UNWTO & WTM Ministers' Summit: the legacy imperative of mega events

Participants at the UNWTO & World Travel Market (WTM) Ministers' Summit stressed that "immense synergies" between mega-events and tourism should be used to generate long-time benefits for the destination and its people (London, United Kingdom, 4 November 2014).

The impact of public exposure during international events, coupled with investments in infrastructure, represents one of the key long-term potentials of mega events. This was the key message coming out of the eighth UNWTO & WTM Ministers' Summit under the theme, "Tourism and Mega-Events: building a lasting legacy", moderated by CNN International's Max Foster.

Opening the Summit, UNWTO Secretary-General, Taleb Rifai, underscored that "Destinations need to consider infrastructure, investment and jobs, intangible benefits such as how the country is perceived and the most effective way to involve the community when looking at the legacy of mega-events".

Tangible and intangible benefits

Collaboration and partnerships are at the centre of this approach, said the vice -Minister of Tourism of Brazil, Vinícius Lemmertz, in reference to the recent FIFA World Cup 2014 and how it "set the agenda for public-private cooperation in Brazil".

The positive employment legacy of the London 2012 Olympics was mentioned by VisitBritain Chairman Christopher Rodrigues while the Vice Chairman of the China National Tourism Administration, Jiang Du, highlighted the role of volunteers at the 2008 Olympic games in Beijing: "We were able to engage students, young people, and people who had retired. Volunteer work is now routine across all our mega-events."

The Chairman of the Qatar Tourism Authority, Issa Mohammed Al Mohannadi, stressed that the infrastructure development for the forthcoming Football World Cup is being planned according to its future use.

Although intangible effects may be less visible, they are equally important. In the case of South Africa, the Minister of Tourism, Derek Hanekon recalled the benefits for country image. "When we hosted the Rugby World Cup in 1995 on the back of nothing, and it showed the world our capability", he said.

Beyond mega events: the role of events in tourism

While mega-event discussions tend to concentrate around sports, Saudi Arabia Vice President for Marketing & Programs, Saudi Commission for Tourism and Antiquities, Hamad A. Al-Sheikh, pointed out that the yearly Hajj pilgrimage, which can attract up to three million people over five days, "is the biggest and oldest event in the world."

On the other end, Tunisia is seeing the benefits from helping smaller events to become financially sustainable. "There needs to be a new definition of mega," suggested Tunisia Minister of Tourism, Amel Karboul. "Even if you have three people turn up to a festival you can still get five million people talking about it on social media." This same opinion was echoed by the Minister of Tourism and Entertainment of Jamaica, Wykeham McNeill, and by the Minister of Tourism of Lebanon, Michel Pharaon, who said "Not all countries can host mega-events yet cultural events are key to promote the country and bring different people together fostering so much needed cultural understanding and peace.

"Mega-events and tourism go hand in hand, but as we heard today, destinations can also make the most of smaller events," said World Travel Market Senior Director Simon Press.

Involving all stakeholders

Isabel Borrego, Secretary of State for Tourism of Spain stressed that when bidding to host a mega event "it is fundamental to evaluate properly its impacts and sustainability".

David Scowsill, President and CEO, World Travel & Tourism Council (WTTC), called for the engagement of the private sector in the early stages of the preparation of any mega-event bid and Adolfo Mesquita Nunes, Secretary of State for Tourism of Portugal, stressed that tourism administrations need to be "involved from the beginning in any hosting of mega-events" but cautioned that the decision of bidding to host such events must be totally "in line with the main objectives of a country".

Participating in the summit were also Hiromi Tagawa, Chairman of Japan Association of Travel Agents (JATA), Alan Gilpin, Head of the Rugby World Cup at the International Rugby Board (IRB), and Thomas Waldner from the Donauinselfest in Austria.

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Madrid, Spain, 6 November 2014
PR No. 14076

Harnessing the Power of One Billion Tourists for a Sustainable Future

Resource efficiency, conservation, and new technologies are the focus of a new international partnership on sustainable tourism (London, United Kingdom, 5 November 2014).

A new international program that aims to catalyze a shift to more sustainable tourism over the next decade was launched at the World Travel Market in London this week.

The Sustainable Tourism Program of the Ten-Year Framework of Programs on Sustainable Consumption and Production Patterns (10YFP) will be led by the World Tourism Organization (UNWTO) of the United Nations and the Governments of France, the Kingdom of Morocco and the Republic of Korea, with the support of United Nations Environment Program (UNEP), which hosts the 10YFP Secretariat.

Tourism is today one of the largest and fastest-growing economic sectors in the world. It contributes 9 per cent to global GDP, accounts for one in 11 jobs worldwide, and for 6 per cent of global exports. By 2030, UNWTO forecasts that there will be 1.8 billion international tourism arrivals annually.

If not sustainably managed however, tourism can deplete natural resources leading to water shortages, loss of biodiversity, land degradation and contribute to climate change and pollution, among other impacts. Tourism's contribution to global warming is estimated at 5 per cent of global CO_2 emissions.

UNEP's 2011 Green Economy Report reveals that under a 'business-as-usual' scenario, projected tourism growth rates to 2050 will result in increases in energy consumption by 154 per cent, greenhouse gas emissions by 131 per cent, water consumption by 152 per cent, and solid waste disposal by 251 per cent.

"As tourism continues to grow, so too will the pressures on the environment and wildlife. Without proper management and protection, as well as investments in greening the sector, ecosystems and thousands of magnificent species will suffer," said UN Under-Secretary-General and UNEP Executive Director Achim Steiner.

"Tourism has been identified by UNEP as one of the ten economic sectors best able to contribute to the transition to a sustainable and inclusive green economy. This important initiative is about steering the industry onto a truly sustainable path — one that echoes to the challenge of our time: namely the fostering of a global Green Economy that thrives on the interest, rather than the capital, of our economically important nature-based assets." he added.

UNWTO Secretary-General Taleb Rifai said, "As the leading organization for tourism, the World Tourism Organization seeks to maximize tourism's contribution to development while minimizing its negative impacts. UNWTO is pleased to be at the helm of such an important initiative and to be collaborating with governments and institutions to implement the 10YFP Sustainable Tourism Program."

For example, in the Galapagos Islands and Palau, visitors pay an entry tax to protected areas, which are sometimes referred to as 'green fees'. The revenues generated from these fees - which in Palau's case is US$1.3 million annually since 2009 - are used to support conservation and sustainable human development.

The Organization for Economic Co-operation and Development's (OECD) Tourism Trends and Policies 2012, reports that, as the importance of the tourism sector continues to grow in OECD countries, the greatest challenge to achieving sustainable tourism is horizontal and vertical policy coordination.

Addressing these challenges is the mandate of the 10YFP Sustainable Tourism Program as it strives to achieve major shifts in tourism policies and stimulate greater sustainability within the tourism supply chain. A collaborative initiative, the program aims to improve resource efficiency, management effectiveness, and the use of new technologies to promote sustainable consumption and production patterns in this key sector.

As the most visited tourism destination in the world, France highly values the preservation of its rich culture and natural heritage. This is fundamental to maintain the quality of a destination which receives 85 million tourists a year.

Building on its support to sustainable tourism, as former Chair of the International Task Force on Sustainable Tourism Development, and former Chair of the Global Partnership for Sustainable Tourism, France will pursue its commitment by co-leading this program. France's experience in this regard will be of benefit to the 10YFP and partners in this important program.

Dr Lahcen Haddad, Minister of Tourism for the Kingdom of Morocco, emphasizes that the aim of Morocco's new *Vision 2020* is to make the country one of the world's top 20 tourism destinations, making it a model of sustainable tourism development in the Mediterranean.

"This ambitious strategy aims to capitalize on and preserve our natural and cultural advantages so that their exploitation yields the most sustainable social and economic benefits for all stakeholders," said Minister Haddad.

"By taking this proactive role, Morocco seeks to establish itself as a leading sustainable tourism destination in the Mediterranean. Morocco is committed to the 10YFP and has been since our active participation in the work of the International Task Force and its successor, the 'Global Partnership for Sustainable Tourism".

Morocco served as the Chair of this Partnership since 2013 and is delighted to be a co-lead of the 10YFP Sustainable Tourism Program."

Ms. Hyeri Han, Deputy Director of the International Tourism Division of Korea's Ministry of Culture, Sports and Tourism, one of the Program's co-Leads said, "The Government of the Republic of Korea already integrates principles of sustainability into its tourism policies and is accelerating program implementation nationally, with the intention of offering best practices and lessons learned on sustainable tourism."

Korea has been committed to the promotion of global sustainable tourism and actively supported the process of the inclusion of 'sustainable tourism' in the Rio+20 outcome document.

About the 10-Year Framework of Programs on Sustainable Consumption and Production Patterns (10YFP)

The 10YFP is a global framework for action that enhances international cooperation to develop, replicate and scale up sustainable consumption and production (SCP) and resource efficiency initiatives around the world. It was established after Heads of State, meeting at the Rio+20 summit on sustainable development in 2012, agreed that SCP was a cornerstone of sustainable development, and an important contributor to poverty alleviation and the transition to low-carbon green economies. UNEP serves as the Secretariat of the 10YFP and administers its Trust Fund.

The Sustainable Tourism Program is the third program to be launched under the 10YFP. Programs on Sustainable Public Procurement and on Consumer Information have already been launched, while others on sustainable lifestyles and education and sustainable buildings and construction are expected to be launched this year.

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Madrid, Spain, 6 November 2014
PR No. 14077

Punta del Este 365 – UNWTO launches first prototype to overcome seasonality

"Punta del Este 365" is an initiative that brings together the public and the private sector of Punta del Este in Uruguay to develop and implement new tourism products aimed at overcoming seasonality. The project, developed by UNWTO together with the Ministry of Tourism and Sports of Uruguay, the Regional Government of Maldonado and Destino Punta del Este, was presented during World Travel Market (London, United Kingdom, 5 November 2014)

Seasonality is a major challenge for many tourism destinations worldwide due to the major impacts it has on their economic, environmental and socio-cultural structures. In order to support destinations to overcome seasonality, UNWTO has developed its first prototype on seasonality, a model that can be replicated worldwide.

Punta del Este 365 brings together representatives from the public and private sector along the whole tourism value chain showing how innovative public-private partnerships can successfully develop a year-round tourism destination. The project focuses on sports tourism, meetings and the link between gastronomy, agriculture and tourism.

"Punta del Este 365 embodies UNWTO's fundamental belief that interdisciplinary collaboration is key to sustainable tourism development", said UNWTO Secretary-General Taleb Rifai. "I am confident that Punta del Este 365 will be a practical tool to help destinations around the world find effective solutions to tackle seasonality, and I would like to thank the Government of Uruguay, our partners in Uruguay and the UNWTO Affiliate Members involved for their engagement in such a leading and innovative project", he added.

The Minister of Tourism and Sport of Uruguay, Liliám Kechichián, welcomed the project, stressing its important contribution to consolidate tourism as the country's main economic sectors: "Tourism revenues have quadrupled over the past years and now exceed US$2 billion. Tourism is a key economic activity for the development of Uruguay".

Developed by UNWTO's Affiliate Members Program, the UNWTO Prototyping Methodology provides a framework where public and private sectors gather to share knowledge and create tourism projects that improve competitiveness in an ethical and sustainable environment. Based on transparency, flexibility and rigor, the UNWTO Prototyping Methodology designs a "road map" based on initial research and analysis, incorporating the possibility of governance models, tourism product development, positioning and communication strategies and brand identity - all in compliance with the UNWTO Global Code of Ethics for Tourism.

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Madrid, Spain, 10 November 2014
PR No. 14078

Statement from the Travel and Transport Task Force on Ebola virus disease outbreak in West Africa

Leading international organizations and associations from the transport, trade and tourism sector stand firmly with the World Health Organization (WHO) against general bans on travel and trade, as well as restrictions that include general quarantine of travelers from Ebola-affected countries.

WHO does not recommend general bans on travel or trade

The Travel and Transport Task Force, established in August 2014, calls for international cooperation of governments and the transport sector in following the recommendations of the International Health Regulations Emergency Committee on Ebola, convened by WHO.

WHO does not recommend general bans on travel or trade, or general quarantine of travelers arriving from Ebola-affected countries, as measures to contain the outbreak.

Such measures can create a false impression of control and may have a detrimental impact on the number of health care workers volunteering to assist Ebola control or prevention efforts in the affected countries. Such measures may also adversely reduce essential trade, including supplies of food, fuel and medical equipment to the affected countries, contributing to their humanitarian and economic hardship.

Exit screening for Ebola

Current exit screening of all persons departing affected countries through international airports, seaports and major land crossings is recommended by WHO and can reduce the numbers of people with symptoms from travelling from the countries with high levels of Ebola transmission.

While screening upon entry into non-affected countries may provide an opportunity to further increase public awareness about Ebola, such screening also can require significant resources including staff, facilities and systems to care for ill travelers who might be suspected of having Ebola.

Preparedness for non-affected countries

The best protective measures for non-affected countries are adequate levels of preparedness, including heightened surveillance to detect and diagnose cases early and well prepared staff and operational planning to ensure that suspect cases of Ebola are managed safely and in ways to minimize further spread.

Communication campaigns should be conducted to inform travelers, airlines, shipping crews, staff working at points of entry, and health workers everywhere about the symptoms of Ebola virus disease and what to do if a person has symptoms. Data on the efficiency of exit screening should be made available.

Advice to travelers

People who have travelled to 1 of the 3 West African countries currently affected by Ebola virus disease (Guinea, Liberia and Sierra Leone) should take the following precautions for 21 days after returning:

- stay within reach of a good quality health care facility
- be aware of the symptoms of infection (sudden fever, intense weakness, muscle pain, headache, vomiting, diarrhea, rash, and sometimes bleeding)
- immediately report a fever of 38° C or higher to their local medical emergency service (ideally by phone) and mention their travel history.

Note

- Early treatment improves the chance of recovery.
- To catch Ebola requires direct contact with the body fluid of an Ebola-infected person.
- Asymptomatic individuals are not infectious, even if they are incubating the disease.

Attending international meetings

The IHR Emergency Committee agreed that there should not be a general ban on participation of people from countries with transmission of Ebola from attending international meetings and events. The decision of participation must be made on a case by case basis by the host country. This country may request additional health monitoring of participants.

The Travel and Transport Task Force, which includes WHO, is working together to:

- develop guidance on exit screening recommendations for affected countries
- provide a set of considerations and steps for planning entry screening at point of entry for countries that wish to introduce this as part of their preparedness plan
- inform the aviation and maritime sectors on procedures for caring safely for travelers who are suspected to be infected with Ebola on board an aircraft or ship, or at arrival points
- provide information on Ebola to travelers arriving at or leaving airports, ports or other transit points

- develop protocols for the passenger shipping sector
- collect data and work with authorities to reduce restrictions to port arrivals and ship and airplane movements.

The Task Force is concerned about reports of denial of medical care for ill seafarers on board ships that had previously called at ports in the Ebola-affected region.

About the Travel and Transport Task Force

Members of the Travel and Transport Task Force include the World Health Organization (WHO), the International Civil Aviation Organization (ICAO), the World Tourism Organization (UNWTO), Airports Council International (ACI), International Air Transport Association (IATA), World Travel and Tourism Council (WTTC) International Maritime Organization (IMO), the International Chamber of Shipping (ICS) and the Cruise Lines International Association (CLIA).

The Task Force was set up in August 2014 to support the global efforts to contain the spread of Ebola virus disease and provide a coordinated international response for the travel, trade and tourism sector.

About Ebola virus disease

The risk of transmission of Ebola virus disease during travel is low. Unlike infections such as influenza or tuberculosis, Ebola is not spread by breathing air (and the airborne particles it contains) from an infected person. Transmission requires direct contact with blood, secretions, organs or other body fluids of infected living or dead persons or animals, all unlikely exposures for the average traveler.

People are only infectious after they have started to have symptoms, which include fever, weakness, muscle pain, headache and sore throat. This is followed by vomiting, diarrhea, rash and, in some cases, bleeding. If a person, including a traveler, may have been exposed to the Ebola virus, he/she should seek medical attention at the first sign of illness. Early treatment improves chance of survival.

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Guidelines for Authors

The Journal of Tourism and Services publishes:
1. high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development;
2. shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate;
3. research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general;
4. industry news.

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Title of the Paper (14pt Times New Roman, Bold, left justified) in English Language
Leave 2 blank lines

Author´s name/names (12 pt Times New Roman)
University (12 pt Times New Roman)

Abstract *in English language Leave 1 blank line*

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