

RESERCH ARTICLE

Management Models of Tourism Industry: The Case of Greece

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Abstract:

Management has been the focus of studies in the field of tourism and hospitality and other related sectors. However, recently, investigators began examining the role of a management model in improving the competitiveness of a country both at the firm and state level. The literature reviewed in the current study has shown that management models affect the success, productivity, and effectiveness of firms in the sector. More researchers have noted that the management model should focus on the sustainability of the ecosystem and economy. The management model adopted by Greece has not been effective in improving its level of competitiveness compared to other European nations. Although various studies have examined the phenomenon, there is yet a need for more explorations to exploit how various antecedents of management models affect the tourism sector in the long-run. The current study has established that the management model supported by positive government policies affects the tourism industry and attracts more visitors, growth, and competitiveness.

Keywords: Competitiveness, Management model, Tourism, Hospitality, Management theories

Introduction

Management of the tourism sector should encompass all the principles of administration that define the morals of the community, social values, and environmental sustainability to empower visitors/travelers to enjoy their tourism undertakings. In the process, it benefits the local community both in terms of economic, social, and political development (Astawa et al, 2018). In gradually

emerging tourism businesses and markets, policymakers, and institutional players are constantly examining ways that can empower them to establish a real presence in the market based on complex tourist behavior (Reinhold et al, 1998).

Nonetheless, over the past few years, several actors in the industry along the service sector chain have witnessed their outdated ways of conducting business confronted by a mixture of dynamics (Reinhold et al, 1998). These dynamics range from unanticipated rivalry across traditional sector boundaries, the transformation of atmosphere intensified by technological development, changing tourist behavior, market aspects and practices to economic regulations and conditions, which affect the productivity of the industry. Therefore, the tourism industry stakeholders must be up to date with modern tourism practices and alter how the actors capture, create and disseminate value to end-users.

The management of people is a fundamental aspect in the industry because it has a strong influence on the behavior of both visitors, employees and helping staff to work with other resources to attain a particular goal (Zizek et al, 2015). Given that management is the crucial facet in businesses, management models offer a comprehensive illustration of how a community, institution, and network of players establish sustainability and seize values from all activities and undertakings (Casadesus-Masanell et al, 2015; Zott et al, 2011). This paper presents an extensive review of management models in the tourism industry with a focus on Greece.

Rationale

Management and market drivers are essential dynamic forces that can determine or cause an increase in the value of a business or its expansion. Management models used in Greek tourism industry offer a comprehensive understanding of the factors promoting the advancement and continued growth of firms in the tourism sector. Understanding management models from a broader perspective will offer an insight into how the hospitality industry has remained one of the most competitive industries in the world despite the global economic crisis and decline in tourism arrivals (Kapiki, 2012).

Research has demonstrated that a perfect management model should focus on Human Resource Management (HRM) practice emphasizing job attitudes and behaviors of the employees to enhance the experience of tourists (Kusluvan et al, 2010). As a result, human resource plays a considerable role in the adoption of a management approach in the service industry. Strategic HRM should focus on improving the business performance in the long-term by aligning employment practices and policies with the business strategies whose requirements must be attained for the success of the business.

Significance of the study

The proposed investigation will support the relevant investors in the hospitality and tourism sector in Greece to acknowledge the significance and effects of management models in sustaining the competition in the sector despite the various economic challenges. The hospitality and tourism industry is one of the influential sectors in Greece because it increases foreign revenues and new arrivals from other countries. The hospitality and tourism sector is the largest

and fastest-growing sector in the world; hence, it requires sophisticated management and business models to overcome the business dynamics (Walker, 2010). As a result, it has an outstanding influence on the welfare advancement and economy of a country by creating employment opportunities for locals. The present study also hopes to acknowledge the importance of management approaches in improving the success of organizations in the sector in Greece by comparing Greece with other European countries. Finally, the present research will add to the prevailing literature that examines how management models affect the success of the hospitality sector in Greece and other European states.

Research questions

- i. How does management model support operations to improve success of hospitality industry in Greece?
- ii. What are the experiences of firms in using management model from the perspective of business people?
- iii. Is management model used in Greek hospitality industry the same as those in other European nations?

Aims and objectives

Objectives

- i. To explore the administration beliefs/constructs regarding management models from Greek perspectives
- ii. To assess existing factors affecting the management models used in tourism industry
- iii. To establish whether management model used in Greek hospitality sector is different from those in other European nations

Aim

To investigate the application of management models in the tourism industry in Greece.

Methodology

In conducting this research, I followed a three-step process to determine the present body of knowledge that applies and discusses tourism management models. The search was limited to articles relating to tourism and management models to maintain the objectivity of the study and limit the coder bias, which could lead to false positives or irreproducible and subjective results.

For database and journal searches, a search was conducted across Emerald Insight, EBSCO, Science Direct, and ProQuest. Articles had to fit in the criteria of being published in English, peer-reviewed, and published anytime until 2019. In

addition, the publications had to have “tourism,” “management models,” and “tourism management” as keywords. A set of 198 journals was identified from the search. The set was cleaned for false positives by adding a reference type filter “tourism management” and “journal article” as a term in the articles’ abstracts. The process revealed misclassified articles, duplicates, and journals not relating to management or tourism, which were removed. The cleaned dataset contained 63 journals.

The journals were thoroughly reviewed to ensure they substantially provided information on tourism and management models in a non-marginal and non-trivial way (Zott et al, 2011). Thirty-seven articles that did not link to the context were eliminated. The remaining twenty-six articles met the selection criteria with most coming from the tourism domain, thus emphasizing the importance of conducting a database search.

Literature review

Greece and tourism industry development

Greece has a positive custom in hospitality and tourism, majorly owing to its history and ancient civilization. Ancient Greeks considered foreigners sacred, which considerably influenced the growth of the hospitality industry (Buhalis, 2010). Particular religious factors also affected tourism and hospitality in Greece for over a century. For instance, Zeus Xenios, the god of hospitality, motivated locals to look after their tourists/visitors. Greece is situated on the south-eastern corner of Europe on a crossroads between Asia and Africa. The geographical position of Greece is a factor that has inevitably attracted travelers since the inception of written history (Briassoulis, 1993). A tremendous increase in tourists flow to Greece was experienced in the late 1900s facilitated by numerous cultural, natural, and environmental resources available in the country (EIU, 1990). Tourism has been growing over the years due to the economic growth policies that the government has been fostering in the last decade (Conway, 1996).

Greece is one of the most peripheral, remote, insular, and poor economic regions in the European Union (Buhalis, 2010). As a result, its tourism industry needs urgent strategic management action in a bid to compete with other European countries having similar geographic attractions as well as maximizing the prosperity of the local population. The advancement and sustainability of tourism require strategic outlining and management to preserve natural landmarks in a given country for the betterment of the community and its living standard (Buhalis et al, 2013). Similarly, the government should offer protection, preservation, and improvement guidelines of quality resources, as well as supporting the development of tourism where it has been found to have positive benefits to the natural environment or accepted by social norms (Fennell et al, 2003).

Tourism in Greece is the most vibrant and extroverted economic sector contributing to approximately 16% of the GDP every year (Nantsou, 2014). Nevertheless, over the last few years, the development of holiday infrastructure has continuously led to the loss of the country’s main tourism product (the natural capital) (Nantsou, 2014). Strategic management through the ecosystem and environmental models could be the best approach towards the marketing of small and medium-sized enterprises (SMEs) in the Greek tourism industry and

improving the face of the tourism industry (Cooper et al, 1992). Tourist arrivals between 2007 and 2019 average at 1,207,016.98 persons and \$ 1.05 billion annually (Trading economics, 2020). This number reached an all-time high in 2019 July with 3,881,988 persons visiting the country within that month. The tourism sector contributed more than \$121.5 million and \$ 458 million in the worst and best months in February 2013 and July 2019, respectively. However, the trend has been on a decline since the highest count in July, dropping from 3,881,998 to 531,055 in November 2019. However, global macro models and analysis forecast 386,000 tourists by the first quarter in 2020, 465,000 within 12 months, and an average of 495,000 in 2021.

Management models

Management models are distinctive conscious choices that dictate how an organization will be run. These frameworks shape the specific behaviors and practices in an organization and are based on detailed and competitive factors. There are numerous management models available; these models are continuously evolving through model innovation (Birkinshaw et al, 2008). The general management model framework brings out four management models by separating the “end” (defining objectives and motivating employees”) from the “means” (coordinating activities and making decisions) (Boltho, 1996).

The discovery model

This model is suitable for newly established organizations operating in a highly decentralized and unregulated environment. The approach provides various ways of utilizing opportunities to move forward through trial and error. The model mainly plays the role of a transitional model, whereas organizations are bound to shift to different models in time as it becomes more successful, formalized, and organized with clearly defined objectives (Boltho, 1996).

The scientific model

This model aims at using a simple approach for defining objectives and employee motivation. The framework encourages the organization to maintain a loose definition of objectives to give employees more freedom while ensuring they deliver according to the established organizational values and mission (Boltho, 1996).

The quest model

The model aims to ease the decision-making process in the organization by giving employees free will on how to accomplish organizational goals, which are clearly defined. The method eliminates bureaucracy and hierarchy, which may hinder innovation (Boltho, 1996).

The planning model

According to this model, numerous large organizations operate on narrow and short-term objectives with clearly established processes and strict decision making based on hierarchy. This strategy is largely conservative but viable for organizations with large benefits of scale and scope (Boltho, 1996).

Tourism management models

There are five tourism management models, which are 1) outsourcing to private, profit-making companies, 2) outsourcing to a community, 3) outsourcing to a nongovernment organization, 4) outsourcing to a joint venture company, and, 5) insourcing to the Protected area authority (Spenseley et al, 2019). The 7Es environmental management model developed by Catibog-Sinha and Bushell in 2004 (Catibog-Sinha et al, 2008). All these frameworks are equally useful in tourism management, as can be seen from the discussion below.

Outsourcing to private and profit-making companies

In this model, the management of core activities for tourist attraction sites is handed over to private and profit-making companies. These firms are tasked with protection, development, and advertisement of tourist sites to potential tourists.

Outsourcing to a community

In this management model, all core activities are run by the host community. The model may use its leaders or cultural systems to determine how the site will be run and the revenue sharing ratios. This model is most effective since the community is already experienced in managing the tourism sites while it also empowers them economically.

Outsourcing to a non-governmental organization

In this model, a non-profit organization is tasked with tourism management. These entities are mostly affiliated with religious groups or human and animal activist groups. The non-governmental organizations are well funded with a vast network of resources, ensuring efficiency in management.

Outsourcing to a joint venture company

In this model, tourism management is handed to a company formed by a consortium of organizations and individuals whose best interests are in protecting and promoting tourism. These entities may be composed of both private and public institutions that pool their resources and expertise for a common goal.

Outsourcing to a protected area authority

Protected area authorities are established by legislative resolution and tasked with the role of promoting biodiversity conservation, manage wildlife, provide for related matters, and sell ecosystems services in the protected areas. These authorities may be handed the overall tourism management roles in an entire country or specific region.

The 7Es environmental management model

This model proposes tourism management through a series of seven interrelated elements. These components are the environment, economy, enforcement, experience, engagement, inquiry, and education. The first element in this model is the management of natural and physical resources as well as human interactions. In addition, the second aspect ensures the promotion of the economic well-being of the host community while preserving its culture. The third element ensures legislative, regulatory, and voluntary measures to guide tourism.

Furthermore, the fourth component ensures that tourists receive a holistic and fulfilling satisfaction from the tourism activity. Moreover, the fifth element engages all stakeholders in decision making and implementation, while the sixth aspect ensures research to preserve cultural heritage. Finally, the seventh point improves knowledge on the cultural and natural environment, its use, and its impact (Catibog-Sinha et al, 2008).

Management models of tourism industry in Greece

The transformations in production and financial management, as well as the liberalization of venture potentials has led to a highly incorporated global economy hurting the country (Harris, 2001). The changes have also been witnessed in the cities located near industrial production and points of production such as education and tourism (Winsted et al, 1998; Harris, 2001; Asprogerakas, 2006). The foundation of success for an internationally prosperous sector in the world lies within the local people and other resources. The Greek government, at both regional and nationwide levels, can influence or shape the institutional structure that surrounds an industry, as demonstrated by (Asprogerakas, 2006). The political reactions to both domestic and intercontinental changes by a state determines the policies that the local authorities adopt (Oatley, 1998). The author further records that the connections between government guidelines on local and urban development, as well as regional government powers and resources, affect the stability of the tourism sector.

Greek resorts offer various market profiles and products, which has enabled them to satisfy the diverse tourist demands (Buhalis, 1991; Wickers, 1993). The industry of tourism in Greece grew quickly, particularly on island regions and destinations having historical monuments (Harris, 2001; VisitGreece, 2014). The existence of quality natural resources and unique landscapes is the major cause of seasonality of foreign traveling in various countries (Donatos et al, 1991). The government's effort provides a better strategy of implementing management models to improve the tourism industry in the country (Asprogerakas, 2006). The government's strategy concerning the Tourism Ministry has nurtured a model

that supports the unique landscape as well as treasuring the ecology to attract more tourists in the country. The parliament enacted a law in June 2013, where the ministry was to focus on large holiday combinations with the country to promote ecologically sensitive regions protected under the national and EU legislation (Nantsou, 2014).

The government's implemented policies on destinations and other tourist attraction places enhance their competitiveness, especially in the developing economies (Kubickova, 2016a). The authors believe the concept has supported various firms in the industry to adopt management models to augment arrivals and receipts in the country. The government's strategy has continuously emphasized safeguarding the unique landscapes and ecology to restore Greek's "lost glory" in the field of tourism and hospitality in the European continent. The government's involvement in the management of destination and development improves the needed competitiveness aspects to make Greece a world tourism destination (Kubickova, 2016b). The government's management model/policy has helped it to manage the complexity associated with value creation for every tourist.

The use of management models (ecological) to meet the vision of the tourism industry has been effective in most developing countries such as Greece (Bramwell, 2003). One of the reasons reinforcing the positive outcomes of the approach in the country is attributable to the support of the government and people to support the development of the economy. The model may encompass various incentives and constructive terms within the laws and policies to encourage citizens to care for the unique landscape. Such policies are effective in providing economic freedom, reducing inequality, and increasing economic growth in the tourism sector (Scully, 2002). The Greek government has also implemented the "A living economy in Greece" roadmap to help it become one of the largest destinations in Europe with a unique tourist environment (Nantsou, 2014). The policy is meant to restructure the horizontal levels of economic and social policies, and governance for a sustainable reorganization in various sectors, affecting the tourism economy.

The policies of the Greek government are intended to enable its tourism sector to attain the highest possible economic benefit combined with the highest level of natural capital conservation and sustainable administration (Chitiris, 1991). Developing a sustainable strategy for hospitality to attract tourists was effective in building the tourism industry (Apostolopoulos, 1990). The approach emphasizes the development of the sector by preserving the ecosystem by having sustainable waste management schemes and access to sufficient freshwater assets. Greece is rich in abandoned villages in regions of spectacular beauty (Euromonitor, 1992). Therefore, the management model/policies should also focus on utilizing currently constructed lands and abandoned structures as a top priority. Management strategies of tourism industry should focus on various principles including building a tourism industry that is based on local understanding and logic that deliberates the uniqueness of cultural heritage and environment (Gilbert, 1984).

Management models of tourism in France

France (77.9 million in 2006) remains Europe's top inbound tourism destination (Euromonitor International, 2006). Europe has the highest number of tourist arrivals, with 36% of international tourists arriving in the region with France (84.5 million in 2015) (UNWTO, 2006).

France has a well-developed infrastructure combined with the advantage of political stability. Some of the main attractions in France include landmarks, museums, cathedrals, nightlife, wine, and architectural buildings.

France has 39 cultural attraction sites (France, 2020). Tourism and tourism-related activities brought in an average of \$ 266 billion, which represented 4.1% of the country's GDP in 2018 (World Travel & Tourism Council, 2018). The government is the main agency concerned with protecting and maintaining tourist sites in France. The authorities own most, if not all, of the tourist attraction sites and cultural heritages. However, since most of these sites are located within residential areas, local communities play a major part in their maintenance.

Management models of tourism in Spain

Spain is the second most inbound tourist destination in Europe (58.7 million in 2006). However, Spain has a greater annual growth figure when compared to France because it does not rely on arrivals from the US. Spain's tourism sector yielded 68.2 million in 2015, taking the second greatest share of the market (Porter, 1998). Tourism and tourism-related activities in Spain contributed \$ 211 billion representing 2.4% of the GDP in the country in 2018 (World Travel & Tourism Council, 2018).

Some of the attraction sites include monumental, historical, and cultural sites. Europe is recorded as having the highest number of tourist arrivals, with 36% of international tourist arriving in the region with France (84.5 million in 2015) (Porter, 1998). Most of the tourism sites are run by local communities where they are situated with the government playing an oversight role.

Management models of tourism in Germany

Germany earned \$345 billion from the tourism industry in 2018, which represents 1.2 % of the country's GDP (World Travel & Tourism Council, 2018). The main attractions in Germany are outdoor activities, landmarks, culture, and German cities, with most of these sites attracting more than 1million tourists annually (Germany, 2020). The German national tourist board manages tourism in the country. This board serves as the primary body for managing and developing the tourism sector in Germany. The body works with the federal government to promote and market Germany as a destination for business travel, family vacations, and holiday destination.

An overview of tourism management in France, Spain and Germany

The sample countries, which are France, Spain, and Germany, were selected from the list of best-performing states in the tourism industry in Europe. These three nations have the most income from tourism annually while posting the most visitors on an annual basis. In addition, these countries have the most aggressive management and promotion strategies to position themselves as top tourist destinations globally. At the same time, these nations were selected since their tourism sectors bear some resemblance to that of Greece, especially being home to ancient religion, philosophy, leadership, architecture, culture, and art.

The figure of international inbound visitors in the New Member States of the European Union (NMS-23) region augmented by nearly three times (Porter, 1998). The development was attributable to the community's compliance program and the market-centered dogma in the NMS (Enterprise and Industry Directorate-General of the European Commission, 2007). Nevertheless, the inferior reputation of most NMS has continued to negatively influence the tourism sector in the region.

Management models used in European countries such as France, Germany, and Spain enhanced their national competitiveness in the tourism sector (World Travel & Tourism Council, 2016; Ana, 2017). The author considers competitiveness a product of the country's capacity to innovatively attain an advantageous position over their neighbors in major industrial sectors (Porter, 1990). As a result, the three countries have focused on various dynamics that determine national competitiveness through individual firms in the sector (Porter, 1990). However, a perfect and competitive model should ensure both short-and long-run competitiveness of a nation's tourism industry.

Short-run global competitiveness is the level of actual exchange degree, which ensures the external and internal aspects balance with suitable domestic policies (Boltho, 1996). Nevertheless, long-run global competitiveness is attributable to the highest possible growth of productivity that is attuned to outside equilibrium (Boltho, 1996). National competitiveness is driven by firms and not the countries competing in the global market (Porter, 1998). Competitiveness relies on the organizations/agencies in a country both in international and domestic markets (Ana, 2017). Factors such as the accumulation of competitive institutions/businesses functioning within a country's border and strengths of the firms are essential in determining national competitiveness (Tsai et al, 2009). The enhancement of the national competitiveness includes national policies, the attitude of citizens on infrastructural investment, and the capability to manufacture (Newman et al, 2005).

A concept of destination competitiveness was developed to compare how firms compete in the tourism sector in various countries (Dwyer et al, 2003). The concept explicitly acknowledges demand conditions as an important factor influencing the management model in any country. Similarly, the competitiveness of Turkey against other countries by comparing various perspectives from both services providers and users (Bahar et al, 2007). The authors established that Turkey's management model focused on improving the natural and cultural attractiveness, infrastructural quality, tourist service quality, and availability of tourist activities and facilities. The management model is similar to that of Greece, which has emphasized on improving the services and amenities to attract more visitors.

The European Foundation for Quality Management Model (EFQM) has been utilized to evaluate destination competitiveness in Europe (Go et al, 2000). The

management model expects dynamics such as employee satisfaction, customer satisfaction, and impact on society to be attained using leadership-driving strategy and policy, resources, and processes, resulting in ultimate excellence in business outcomes. Various countries have focused on this management model used in the European continent where the governments emphasize planning, leadership, human resources, measured performance, and customer satisfaction to attain quality improvement and implementation (Go et al, 1999). Additionally, the findings demonstrated that underdeveloped incorporated quality management in tourism destinations could lead to diminished competitiveness of firms in the industry. The study findings were similar to those which illustrated that improving the quality of services and amenities in a country positively affects its competitive edge in the tourism sector (Tsai et al, 2009).

Competitiveness is not possible without the sustainability of the economy (Ritchie et al, 2000). As a result, true destination competitiveness should be economically, ecologically, politically, socially, and culturally sustainable (Ritchie et al, 2000). Countries such as the UK, Spain, and France, which have experienced a high number of visitors have emphasized a sustainable model of management that improves the ecosystem and the living standard of its citizens (EPRS, 2014). The management model adopted by these nations has witnessed them become the largest tourist destinations in the world despite the economic difficulties distressing arrivals globally (Ana, 2017). Accordingly, as Greece struggles to become a great tourist destination, there is a need for the government to focus on the five mainstays of sustainability and not just improving the environment and ecosystem (Nantsou, 2014).

Gaps in the existing literature

Some gaps exist in the studies reviewed that the current exploration hopes to answer. Firstly, the prevailing literature under-explored the influence of technology in the evolution of management models used in the hospitality industry. Technology can offer a platform that would improve the creativity, innovativeness and competitiveness of firms in the industry in satisfying the demands of the tourists in Greece and the world in general. In doing so, it will be helping leaders and stakeholders to understand whether technology has more benefits than shortcomings in the design and improvement of competitive management model in firms. Secondly, the existing literature review did not assess how individual firm's operations and administration approaches affect the entire productivity of the industry. The success and effectiveness of organizations have a considerable influence on the development of an industry and other related industries. Finally, most of the studies did not evaluate the relevance of resource inequality and the most suitable tourism strategy that could enhance the advancement of the industry. Acknowledging the significance would support the relevant stakeholders to appreciate the best management model and practices of managing the industry by the government.

Discussion

Differences and similarities in management models between Greece, France, Germany and Spain

When compared to the tourism management models of France, Germany, and Spain, it is clear that the models used in Greece focus on protecting the culture, environment, and maintaining the sites. On the other hand, France, Spain, and Germany's focus lie in increasing tourism by developing infrastructure and placing themselves as superior destinations with more to offer tourists besides the experience. In addition, the tourism industry in Greece heavily depends on historical sites where the other countries apply models to maximize their appeal by offering a combination of ancient and modern attractions. However, there is a similarity among these countries in how local culture and communities are utilized in promoting tourism.

Management models

In understanding the multi-dimensionality of the tourism concept perceived in Greece, at a sector, or firm level, the obstacles managers/stakeholders should confront in the future depends on having a deeper knowledge of the factors influencing management models. These dynamics encompass internal commercial resource assets (both intangible and tangible) in the atmosphere of a firm's immediate setting and its association to the sustainable destination competitiveness. The national competitiveness of a country depends on the firms operating within the tourism industry.

The literature reviewed has demonstrated that management models used by firms in the sector affect national competitiveness. Evidence has shown that management models affect the growth and progress of all firms in the tourism industry. However, the relevant stakeholders need to utilize various management models such as those focusing on preserving the unique landscape besides incorporating existing or new processes for speedy scale-up of attractiveness/effectiveness (Tsai et al, 2009). Countries such as Greece, which were hard hit by the economic recession of 2008, have been forced to implement more strategic management models of resources in the community to ensure they become an attractive tourist destination.

Implementing these processes will also help tackle the issue of Greek's national competitiveness like other countries in Europe such as France, Germany, and Spain. Additionally, researchers need to investigate how existing approaches and models of administration used could be modified to determine appropriate interventions in various development stages of the sector. The course will offer a better understanding of the association between functional processes and competitiveness for developing new approaches to raising a firm's competitive advantage (Clark et al, 1998). As a result, models adopted for administration in the tourism industry must emphasize on improving the effectiveness of companies/firms in delivering tourist services and facilities to facilitate national competitiveness (Boltho, 1996).

At the country level, some studies have strongly established that there is a need for institutional governance combined with transparency and incentives to attain effectiveness in operations to achieve the ultimate goal of improving the

hospitality industry (Nantsou, 2014). However, some research has endeavored to establish the optimal balance between external and internal aspects of the domestic policies (Boltho, 1996). There is also a need for government and other relevant stakeholders in the sector to understand how fostering enterprise stimulates innovation and growth in the sector. Therefore, there exists the need and continuing challenge for investigators to undertake more rigorous, future exhaustive investigation into the altering market structures in the competitive course.

Competitiveness of firms in tourism sector

A major issue in recognizing, nurturing, and supporting competitiveness (in the long-term) at the sector, organization, and destination level is the number of available resources, its productivity, and effective use. For the tourism and hospitality sector, the measurement issues regarding the management model's success in the business world are more demanding compared to other sectors (Zott et al, 2011). The major resources that range from the physiography of a destination to its history and culture, tourism superstructure, in-house and enterprise input, facilitating resources, and capabilities of the institution have to be acknowledged with their effectiveness and productivity correctly evaluated. The development may highlight the crucial need for future researches to establish how different management models adopted by the government influence the productivity and efficiency of firms in the hospitality industry.

The productivity issues of hospitality firms involve concerns of effective management models, service productivity, capital productivity, and labor productivity. The transformations in prominence and focus on measures of productivity have been raised to address the need for more suitable channels to influence national competitiveness in the sector (Porter, 1990). However, government strategies or economic policies are greatly connected to the arrivals in a given country. Organizations tend to establish approaches and plans that support them to attract and offer service of high standards. In turn, it increases the value of tourism as a product. Capital productivity will address how the government can enhance its support on the protection of the natural resources and unique landscape.

Antecedents of management models

Prevailing work on the management model in the hospitality sector is majorly taxonomical and emphasizes on variants of existing structures and patterns. Accordingly, there is a need for future studies to assess the configuration, antecedents, and implications of new and rising management model patterns in the sector. Understanding the antecedents of tourism management models can help various stakeholders of the economy to appreciate and acknowledge the factors promoting and inhibiting tourism in other countries that seem to have a huge figure of arrivals.

In encouraging more studies on management models' antecedents in the tourism sector, the current study suggests four major tourism-specific paths of analysis. Firstly, producing various types of value required by destination management system and destinations bears the question of how particular players

can obtain legitimacy of certain management models. Secondly, the rival of tourism firms and destinations in established destinations to preserve their appeals is a possibility of an exploration of how players maintain and update their schema of leadership model and destination. Thirdly, having a collaborative innovation effort across organizational boundaries: by an inquiry about the unique challenges of revolutionizing management models given the existence of the different groups of actors and resilience of public resources. Finally, the research considers it appropriate to explore how actors balance the need to create various kinds of non-monetary and monetary value within a single business model (Reinhold et al, 1998; Kapiki, 2012).

Conclusion

In complex sectors such as hospitality and tourism, various recognized attributes contributing to the competitiveness of destination will considerably vary in their significance across localities depending on target market fragment and product mix. Management models have a strong relationship with the level of a firm's competitiveness in the tourism industry because they either increase or reduce arrivals through service productivity. The models applied in management may boost the tourism sector for a country by increasing the value that tourists will enjoy when visiting. Various studies have tried to allocate appropriate attributes such as government policies, administration, and economic power to assess the appropriateness of management models. The current study has established that implementing policies that support the preservation of the ecosystem influences the number of tourist arrivals in a given country. Even though it is a good approach towards addressing the issue of declining tourists in a country, the system is expensive and needs investment in the safeguarding of unique landscapes.

In other European nations, the management models adopted by both stakeholders and government have focused on the pillars of sustainability. Accordingly, the industry must be economically, ecologically, politically, socially, and culturally sustainable to ensure the firms operating in it are competitive; thus, increasing national competitiveness. Additionally, the competitiveness of a country's tourism industry necessitates the stakeholders to focus on improving the natural and cultural attractiveness, infrastructural quality, tourist service quality, and availability of tourist activities and facilities. Such management models have helped nations such as France and Spain to become the top ten largest tourist destinations in Europe despite the economic downturn that hardly hit the continent in 2008. While the tourism sector for Greece has not particularly thrived, it shows great potential in attracting more tourists once effective management models are utilized. Accordingly, it is evidenced that management models have a significant role in the operation, delivery of services, capital productivity, service productivity, and the overall success and effectiveness of firms in the hospitality industry.

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