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THE INC
Tourism, Hospitality & Events
INTERNATIONAL CONFERENCE

CONFERENCE PROCEEDINGS

THE INC 2020

Revisiting Value Co-creation and Co-destruction in Tourism, Hospitality & Events

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The organisers

NHL Stenden University is a multi-campus university of applied sciences and is firmly rooted in the northern part of the Netherlands where it is based, while at the same time maintaining a strong international focus with campuses in the Netherlands, Qatar, Bali, Thailand and South Africa.

At all its Dutch and international branches, they are always looking for new ways to successfully integrate education, research and the latest developments in the professional world. NHL Stenden University students, lecturers and researchers work together in small teams on real-life assignments and share their innovative ideas in practice. Its courses incorporate all the latest trends and developments in the relevant sectors and industries, both at a national as well as an international level.

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

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

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

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

The Academy of International Hospitality Research (AIHR) is the research unit of the Stenden Hotel Management School (SHMS) at Stenden University of Applied Sciences.

With campuses in the Netherlands, Qatar, South-Africa, Bali and Thailand, the Stenden Hotel management School is probably the largest and most cosmopolitan hotel school in the world. This profile and position of Stenden HMS offers AIHR a truly international platform for doing research. The AIHR synthesizes the activities of the three Professorships (lectorates) of the Stenden Hotel Management School in order to make them stronger than they independently could be.

The research findings of the AIHR are intended to have an impact on the hospitality industry and to contribute to improving education in hospitality. Therefore, the AIHR is closely connected to the industry to ensure that its research addresses industry needs. Staff and students are involved and encouraged to do research that is relevant to the designated fields. This ensures the research lines are embedded in the curriculum. We refer to this approach as Professional Research.

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

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

Sjoerd Bootsma

I am a programme developer of Leeuwarden European Capital of Culture 2018. I firmly believe that everyone has a responsibility to work together with their neighbours to create the best possible neighbourhood to live in. In my work I try to help communities to open up and criss-cross with other communities near and far. In my opinion, all the different relations between all these communities and cooperations is 'Europe'.

Prof. Marina Novelli

Marina is a geographer with a background in economics. She is an internationally renowned tourism policy, planning and development expert and Professor of Tourism and International Development at the School of Sport and Service Management, which is an Affiliate Member of the UN World Tourism Organisation (UNWTO). She is Academic Lead for the University's Responsible Futures' Research and Enterprise Agenda, which is aimed at fostering internal and external interdisciplinary research and consultancy collaborations.

She has advised on numerous international cooperation and research assignments funded by International Development Organisations (IDOs) such as: The World Bank, the European Union, The UN (UNESCO, UNIDO, UNWTO), the Commonwealth Secretariat, National Ministries and Tourism Boards, Regional Development Agencies and NGOs.

She is known globally for her excellence in leading and collaborating with multi-disciplinary, multi-stakeholder and multi-cultural teams and for her commitment to generating new knowledge on ways in which tourism can play a key role in sustainable development by stimulating local economies, conserving the environment, developing peoples and changing lives.

Dr Judith Mair

Associate Professor Judith Mair is Leader of the Tourism Discipline Group of the UQ Business School, University of Queensland, Australia. Her research interests include the impacts of tourism and events on community and society; consumer behaviour in tourism and events; the relationship between events and climate change; and business and major events. Judith is working on a number of projects including researching the links between events and social capital; understanding the benefits for attendees of attending conferences and conventions; and assessing the potential impacts of climate change on the tourism and events sector. She is the author and/or editor of four books, 'The Routledge Handbook of Events', 'Conferences and Conventions: A Research Perspective'; 'Events and Sustainability'; and 'Festival Encounters', all published by Routledge as well as over 40 academic papers in internationally recognised journals.

Prof. Fevzi Okumus

Dr. Fevzi Okumus is the CFHLA Preeminent Chair Professor within the Hospitality Services Department at the University of Central Florida's Rosen College of Hospitality Management. He joined the Rosen College in 2005. He was the founding Chair of the Hospitality Services Department from 2007-2013.

He received his PhD in Strategic Hotel Management from Oxford Brookes University, UK. He has a Master of Science degree in International Hotel Management from Oxford Brookes University, UK and a Bachelor of Science degree in hospitality and tourism from Cukurova University, Turkey. He worked in the hotel industry in various functional areas and roles before becoming an educator.

He is the Editor-in-Chief of the International Journal of Contemporary Hospitality Management (IJCHM), which has an Impact Factor of 2.874 and is considered one of the top hospitality and tourism journal in the field. He is also the Co-Founding Editor of the Journal of Hospitality and Tourism Insights. He serves on the editorial boards of 26 international journals. He is a frequent speaker at international conferences. He is a Visiting Professor at San Yet Sen University's Business School in Guangzhou, China, and Visiting Chair Professor at the National Kaohsiung University of Hospitality and Tourism.

Dr Tomas Pernecky

Tomas Pernecky is Associate Professor in the School of Hospitality and Tourism, Faculty of Culture and Society at the Auckland University of Technology (AUT), New Zealand. He is passionate about investigating the ways in which social realities are constructed, and the implication and possibilities this denotes for different peoples and communities. His research interests are broad and multifaceted, ranging from the philosophy of science to specific areas of phenomenology, social constructionism, social ontology, post-existentialism, sustainable leadership and a host of conceptual, theoretical and methodological issues examined in the context of events, tourism, hospitality and leisure. Tomas's teaching has been officially recognised by receiving the 2014 Vice Chancellor's Award for Excellence in Teaching at the Auckland University of Technology. In 2019, he was appointment as a member of the AUT ACADEMY – established to promote exemplary learning and teaching practice at AUT, and to work in strategic partnership with existing senior leadership, learning and teaching governing bodies. Tomas is the author of Epistemology and Metaphysics for Qualitative Research, published by SAGE, and the editor of Postdisciplinary Knowledge, Routledge; Approaches and methods in event studies, Routledge; Ideological, social and cultural aspects of events, CABI; and Events, society and sustainability: Critical and contemporary approaches, Routledge.

Chairs

Organising Committee

Prof. Erwin Losekoot

Erwin Losekoot was born in Purmerend just north of Amsterdam, but has since then lived overseas.
He travelled widely with his parents before completing a BA in Hotel and Catering Management at Strathclyde University's Scottish Hotel School in Glasgow, Scotland. As a student he completed an industrial placement at the Amstel InterContinental Hotel in Amsterdam. On graduation he worked in the Purser's Office onboard P&O Cruises sailing to Alaska, Mexico and the Caribbean before returning to the UK to work for Sheraton Hotels in Edinburgh, Cameron House Hotel on Loch Lomond, and then Holiday Inn Crowne Plaza Hotel at London Heathrow airport. He completed an MBA at Edinburgh University and took up the position of the Sir Hugh Wontner Lectureship in Hospitality Management at Strathclyde University in 1999, during which time he also taught on programmes delivered in Iran and Hong Kong. Ten years later he moved to Auckland University of Technology in New Zealand as Senior Lecturer. He taught hospitality management and also completed his PhD in the area of the customer experience of airports. He left AUT to become Academic Head of Programmes at Auckland Institute of Studies. Most recently he was teaching and researching at RMIT University in Saigon, Vietnam. During his academic career he has published 24 refereed journal papers, presented over 30 refereed conference papers and published three book chapters. Most of these have been about the nature of hospitality and how we can make places and people more hospitable. He is on the editorial board of one academic journal and reviewed papers for many others. He is a Fellow of the Institute of Hospitality, a Fellow of the Royal Geographical Society and a Fellow of the Higher Education Academy. When he was a young academic he witnessed the publication of Professor Conrad Lashley's early work on the meaning of hospitality, and is therefore excited to be following in his footsteps now.

Scientific Committee

Dr Elina (Eleni) Michopoulou

Eleni (Elina) Michopoulou is an Associate Professor in Business Management at University of Derby, UK. Her research interests include information systems in tourism, online consumer behaviour and technology acceptance. She is particularly interested in the field of accessible and wellness tourism, which she has actively been researching for over fifteen years. Eleni has published over 60 academic journal articles, book chapters and conference papers. She is the co-founder of THEINC International Conference, sits on the editorial board of over 10 high impact academic journals and is the European Editor for the *International Journal of Spa and Wellness*.

Dr Nikolaos Pappas

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

Exhibitors

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

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

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

Supporting Organisations

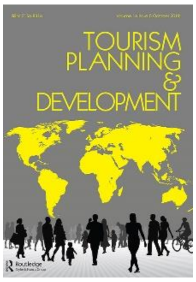
The Institute of Hospitality (IoH) is the professional body for managers and aspiring managers working and studying in the hospitality, leisure and tourism industry. It has members working in every sector of the industry and in over 100 countries around the world. Its primary purpose is to promote professionalism through lifelong learning. This is achieved through engagement with hospitality educators around the world, through its knowledge library resources and through a programme of professional development events. It aims to support all its members at every stage of their career and help them reach their full potential. Every part of its broad industry is supported; Managers, students, educators and suppliers. Established in 1938, it is managed as an educational charity and its resources include publications, management guides and research, covering both its industry and other management disciplines.

The Association for Events Management Education (AEME) was established on April 21st 2004 with the aim to advance events education within the UK and overseas. Its objectives are: (i) To provide a voice for events education (ii) to support and raise the profile of the events discipline through the sharing of education and best practice (iii) to provide a discussion forum for issues effecting events education and industry (iv) to establish communication opportunities between events stakeholders (v) to encourage the development and dissemination of the events management body of knowledge (vi) to support, undertake and disseminate events research, and (vii) to encourage international exchange of ideas and best practice in events.

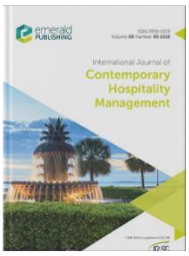
The Tourism Management Institute (TMI) is a network of professionals who promote and develop destinations across the UK, Europe and throughout the world. They support their members throughout their careers by providing opportunities for sharing knowledge and expertise in destination management and being a voice for destination management. TMI is a company limited by guarantee and operates for the benefit of its members. It is managed by its Executive Board, who are elected from the membership. All surplus generated by TMI's events and activities is reinvested to improve and enhance the services and benefits they offer to members.

Supporting Journals

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



Tourism Planning and Development Journal
Tourism Planning and Development (TPD) aims to explore and advance our theoretical and practical understandings of the intersections between tourism, planning and development studies. Each of these fields of study is characterised by rich scholarly and interdisciplinary traditions. TPD seeks to leverage these and other complementary scholarly traditions to build new interdisciplinary understandings in tourism planing and development. In a rapidly changing and uncertain world, tourism planning and development processed are being shaped by globalisation, public, private and third sector management and governance. In some cases, communities, societies, governments, and non-government organisations. In doing so, the Journal seeks to engage and challenge readers by asking What can/should we do about tourism planning and development? Who can/should be taking responsibility for tourism planning and development?



International Journal of Contemporary Hospitality Management
The International Journal of Contemporary Hospitality Management (IJCHM) communicates the latest developments and thinking on the management of hospitality and tourism businesses worldwide. IJCHM publishes peer reviewed papers covering issues relevant to strategic management, operations, marketing, finance and HR management. IJCHM encourages an interchange between researchers and managers. Contributors are encouraged to identify clear theoretical and practical implications of their work for hospitality management from single unit concerns to large organizations.

THE INC 2020: Programme

Wednesday 10th June 2020

9:00-9:30	Welcome to NHL Stenden University of Applied Sciences: *Dr Tjeerd Zandberg, Academic Dean, Stenden Hotel Management School, NHLStenden University of Applied Sciences* Welcome to THE INC 2020 (Co-chairs of THE-INC Scientific Committee): *Dr. Eleni Michopoulou and Dr. Nikolaos Pappas* Housekeeping announcements: *Prof. Erwin Losekoot*, Chair of the Organising Committee		
9:30-10:30	***Keynote: Sjoerd Bootsma,*** CitizensLab - Programme Developer of Leeuwarden European Capital of Culture		
10:30-10:45	**Coffee break**		
10:45-12:05	**1st Presentation Session**		
	Paper session 1 *Chair: John Hornby*	**Paper session 2** *Chair: Dr Radu Mihailescu*	**Paper session 3** *Chair: Prof Elena Cavagnaro*
	Alicia Orea-Giner, Carmen De-Pablos-Heredero and Trinidad Vacas-Guerrero Co-creation and museum attributes detected by eWOM analysis: a round-table discussion about Thyssen-Bornemisza National Museum (Madrid, Spain) *Erwin Losekoot and Geesje Duursma* Hospitable behaviour and museum volunteers *Kiran Shinde* Co-creation of Buddhist cultural heritage for international tourism in India and Nepal *Kamila Bezova and Iride Azara* Value co-creation at heritage tourist attractions	*Shenghan Zhou* A Hermeneutic Understanding of Chinese Tourists Experiencing A European Destination by Photographs *Jason M. S. Lam and Ling Suan Choo* Co-creation of experience value, travel destination images and satisfaction: A view from the user-generated content *Georgios Katsogridakis* The potential of Site-Specific Artwork for Enabling Alternative Human-Non-Human Relations *Pavlos Arvanitis* Dancing to enhance the destination image; Co-Creating a Guinness World Record	*Olugbenga Kehinde Sonubi and Motunrayo Oladele Ajao* Value co-creation in Ojude-Oba festival, stakeholders perspectives: An Assessment *Johannes Hogg, Kim Werner and Kai-Michael Griese* Conceptualising value co-destruction and developing a future agenda for events research *Sonja Bakic, Macarena Cuenca-Amigo and Jaime Cuenca* Measuring the Audience Experience at the Heineken Jazzaldia Festival *Katrin Stefansdottir and Emma Abson* Conference Design and Conference Attendance – A Co-Creation Opportunity
12:05-13:00	**Lunch**		
13:00-14:00	**Keynote:** ***Dr Tomas Pernecky:*** "Events after COVID-19: leaping forward into a new era of co-creation"		

14:00-15:00	**2nd Presentation Session**		
	Paper session 1 *Chair: Georges el Hajal*	**Paper session 2** *Chair: Dr Marte-Rinck de Boer*	**Paper session 3** *Chair: Dr Bill Rowson*
	Nikolaos Pappas and Alyssa Eve Brown The Impact of Recession upon Entrepreneurial Tourism Decision-making *Claudia Seabra* Millennials and Terrorism: How terrorism threat influences their leisure and travel behaviors *Pavlos Arvanitis* Domestic Tourism at Mountain Destinations; evidence from Central Greece	*Kitti Hiezl and Petra Gyurácz-Németh* Personalisation as co-creation, luxury hotel case studies *Charalampos Giousmpasoglou and Thi Thuy Hua* An investigation on the use of Self-Service Technologies in Budget Hotels: the case of Bournemouth *Monique Medema, Michel Altan and Elena Cavagnaro* Hospitality employees' attitudes towards healthy food for people and planet: a qualitative study	*Barbara Neuhofer, Krzysztof Celuch and Bianca Magnus* The future of artificial intelligence in events: A value co-creation and co-destruction perspective *Kyriaki Glyptou* On the verge between co-creation and co-destruction: the interesting case of a Greek traditional event *Erose Sthapit and Peter Björk* Three value outcomes perspective: Value co-creation, value co-destruction and value no creation
15:00-15:20	**Coffee break**		
15.20–16.40	**3rd Presentation Session**		
	Paper session 1 *Chair: Prof. Erwin Losekoot*	**Paper session 2** *Chair: David Proctor*	**Paper session 3** *Chair: Dr Lucia Tomassini*
	Lucia Rubio Escuderos and Hugo García Andreu Analysis of the impulses and brakes to accessible tourism from the stakeholders *Sumit Saxena and Amritesh* Conceptualizing Value Co-Creation in Medical Tourism and Proposing Antecedents using Psycho-social Perspective *Klaes Eringa and Bill Rowson* Elephant trails in healthcare – deviant procurement behaviour in hospitals *Claudia Seabra, Odete Paiva, Carla Silva and José Luís Abrantes*The Impact of Health Risk Perception on Tourists' Behavior – the case of Coronavirus	*Lassi Tuominen* Online performance implications of management responses to customer feedback in hotels *Evangelia Marinakou and Stergiani Karypi* Female managers in the food and beverage department in luxury hotels: gender issues and success factors *Shlomit Hon Snir, Sharon Teitler Regev and Anabel Lifszyc Friedlander* FIT Tourist in Israel: Behavior and Travel Experience *Murtala Alamai, Abubakar Siddiq Ango and Alessandro Inversini* Co-Creation of Nigeria's Personality brand by Local Travellers	*Anastasija Timofejeva and Vladimir Antchak* The impact of business events on a city brand: Exploring cases of Manchester and Derby, UK *Ana Gabriela Ramirez Gutierrez and Oswaldo Morales Matamoros* Event tourism in the Anthropocene: The System approach to cover the complexity of the phenomenon *Christina Karadimitriou and Pavlos Arvanitis* Event co-creation in street events: Evidence from Athens Pride

Thursday 11th of June 2020

9:30-10:30	**Keynote:** ***Dr Judith Mair:*** "You don't know what you've got until it's gone – the vital role of events in society"		
10:30-10:45	**Coffee Break**		
10:45-12:05	**4th Presentation Session**		
	Paper session 1 *Chair: Tjeerd Zandberg*	**Paper session 2** *Chair: Dr Radu Mihailescu*	**Paper session 3** *Chair: Prof. Elena Cavagnaro*
	David Lamb Innovative practice within the events and festivals sector: What does the literature tell us and what are the realities? *Alyssa Brown* Co-creation and engagement: What festivalgoers want in the UK rock festival experience *Kevin Wallace and Eleni (Elina) Michopoulou* Stakeholder requirements and value co-creation in events *Shirley Nieuwland* Placemaking in Valencia, Spain, a co-creative process?	*Bobbie Chan and Ka-Shing Woo* Hunting vs. Farming in the Tourism and Hospitality Industry: In Search of Salesforce Ambidexterity Using Tai Chi as Intervention *Louise Buxton* The spa service encounter: an opportunity to explore co-creation and co-destruction *Kyriaki Glyptou* Destination image co-creation in times of sustained crisis *Lucia Tomassini and Elena Cavagnaro* Circular hospitality in Friesland: how small hospitality firms understand circular economy and its co-creative dimension	*James Malitoni Chilembwe, John Lennon and John Harris* Contribution of Corporate Social Responsibility (CSR) Practices to Socially Responsible Tourism Development in Malawis's Tourism Firms *Dominic Lapointe, David Guimont, Alexis Guillemard and Jean-François Jasmin* Framing the issue, scaling the action: a tale of two tourism living lab on climate change *Ben Wielenga* Merging architecture and nature into build objects in natural environments: potential for tourism destination development and management *Maria Zoi Spanaki* To what extent does the All-inclusive system affect the industry of tourism? The case of hotels in Crete
12:05-13:00	**Lunch**		
13:00-14:00	***Keynote: Prof. Fevzi Okumus:*** 'Challenges of Co-Creation in Hospitality Education'		
14.00-14.15	***Coffee Break***		

14:15-15:15	**5th Presentation Session**		
	Paper session 1 *Chair: Dr Marte Rinck de Boer*	**Paper session 2** *Chair: Prof. Erwin Losekoot*	**Paper session 3** *Chair: Dr Anne Keizer*
	Shenghan Zhou and Klaes Eringa What makes a place attractive? cultural differences in destination image formulation *Demos Parapanos and Eleni (Elina) Michopoulou* Value co-creation in Hospitality through Gamification *Elena Cavagnaro, Simona Staffieri and Alessandra Fermani* A web of relations: Modelling the relations among value orientations, travel motivation, accommodation choice, satisfaction and perceived change in a case study among young travellers in Italy	*Ann-Sofie Jonsson, Maria Nyberg, Inger M Jonsson and Åsa Öström* Hospitality and mealtime approaches in hospitals – perspectives from nursing- and meal-staff *Sophia Pandi, Maria Zoi Spanaki and Derek Watson* Assessing food safety culture in the UK Food and Beverages sector in the Hotel Industry *Ariadna Gabarda-Mallorquí, Rosa M. Fraguell and Anna Ribas* Closing the water-saving cycle in hotel sector. Guests' profile in explaining water conservation habits	*Klaes Eringa, Marte Rinck De Boer, Anne Keizer-Remmers, Edwin Tarus and Wichard Zwaal* Evaluation of bachelor thesis research at Stenden Hotel Management School *Klaes Eringa and Ran Zhang* Attractiveness of working in the Hospitality Industry – a comparison of Secondary and Higher Education for TheINC2020 conference *Adenike Adebayo* Tourism governance structure and interaction among stakeholders in Nigeria
15:15-15:30	***Coffee break***		
15:30-16:30	***Keynote: Prof. Marina Novelli:*** 'Value Co-creation and 'CoVID19-destruction' in Tourism, Hospitality and Events – what now, what next?'		
16:30-17:00	**Closing session & best paper awards**		

Presentation of Abstracts

In Order of THE INC 2020 Programme

Alicia Orea-Giner, Carmen De-Pablos-Heredero and Trinidad Vacas-Guerrero

Co-creation and museum attributes detected by eWOM analysis: a round-table discussion about Thyssen-Bornemisza National Museum (Madrid, Spain)

The importance of identifying museum attributes is related to the concept of co-creation in tourism. Most of the research on destination choice and attributes suggests that different attributes of the destination influence on the choice of tourists (Wu et al., 2011; Oppewal et al., 2015; Mikulić et al., 2017). Falk & Dierking (2016) highlight that 'museums need to be concerned not only with the "literal" sense of what they are, as defined by their buildings, collections, exhibitions, programs, and websites, but equally with the "imagined" or "perceived" sense of what they are, which resides in the minds of individuals living within their communities who may not regularly use museums' (p.80).

This paper presents an overview of current research on museum attributes perceived by the tourist. This research presents a new approach to museum attributes analysis. The aim of this study is twofold. The first objective is to validate a method for identifying museum attributes through a round-table discussion. The second objective is to use the method for analyzing a case of study: Thyssen-Bornemisza National Museum (Madrid, Spain). Qualitative research presents some advantages over quantitative one in some circumstances [6]. The use of qualitative methods is recommended for developing hypotheses about behaviour and attitudes. Another important use is connected with deciding how to develop surveys and improving the face-to-face knowledge characteristics of tourism (Peterson, 1994; Jackson et al., 1996). Netnography provides methods for detecting attributes perceived by tourists in order to improve their experience and, also, applying the concept of co-creation in sustainable tourism experiences. The opinion and perception of tourists is a crucial factor derived from Electronic Word-of-Mouth (eWOM). The analysis of eWOM is connected with the term co-creation MIkalef et al, 2018; Xie et al., 2019). Previous studies have demonstrated the importance of co-creation in tourism (Prebensen et al., 2011; Sfadnla & Björk, 2013; Buhalis & Sinarta, 2019). Sugathan & Ranjan (2019) stressed the critical role of customers' co-creation in tourism experiences. Buhalis & Inversini (2014) found out parallels between co-creation and eWOM.

This paper presents an overview of current research on museum attributes perceived by the tourist. This research presents a new approach to museum attributes analysis. The aim of this study is twofold. The first objective is to validate a method for identifying museum attributes through a Text Mining analysis and a round-table discussion with museum experts. The second objective is to use the method for analyzing a case of study: Thyssen-Bornemisza National Museum (Madrid, Spain). By reaching these objectives, it could be possible to propose a method to identify and confirm museum attributes perceived by tourists in order to introduce the concept of co-creation.

Erwin Losekoot and Geesje Duursma

Hospitable behaviour and museum volunteers

This paper arose out of the opportunity to conduct hospitableness training with volunteer and permanent staff in a museum in a regional town in The Netherlands. The management team were aware that it was relying on a large number of volunteer staff (mainly in the areas of reception, guiding and catering but also for some curatorial work) who were in front-line customer-facing roles and therefore represented the organisation to its visitors (local, national and international). They felt it was important that these staff had an enhanced awareness of hospitableness as a concept as well as an understanding of the processes and regulations required for the smooth running of the museum (Golubskaya, Robinson & Solnet, 2017). A workshop was created on the basis of a series of interviews with the museum management team, a visit to the museum, and a review of social media postings from visitors to the museum. The literature review addresses the concepts of hospitality (Brotherton, 1999; King, 1995; Kelly, Losekoot & Wright-StClair, 2016; Lashley, 2008; Nailon, 1982; O'Gorman, 2005; 2007; 2009) and also the challenges and opportunities that volunteering provides in the heritage and other sectors of tourism (Broady-Preston, 2014; Howlett, 2002; Lockstone, Smith & Baum, 2010; Lynch & Smith, 2010; Poll, 2018; Smithson, Rowley & Fullwood, 2018). The literature discusses the situation of using volunteers for front-of-house (social skills) but not for back-of-house curatorial (technical skills) roles which are often salaried. This case study (Stake, 1995; Woodside, 2010; Yin, 2009) reports on the results of the workshop and the learning by both participants and facilitators about the concepts of hospitality, hospitableness and hostmanship and uses an interpretivist approach (Andrade, 2009; Bryman & Bell, 2011) to identify themes (Braun & Clarke, 2006) from the literature, from the contributions of volunteers in the workshop, and from the learning of the facilitators. Poll (2018) suggests that museums must increasingly be able to demonstrate their commitment to and connection with the community, and the respondents in this study were clearly aware of not only the opportunity but also the responsibility and duty of a museum to contribute to the community they serve. Findings indicate that volunteers are mostly very aware of the challenges of providing hospitality in a commercial setting, that they appreciate training and support to develop skills in creating a hospitable environment, that being a volunteer creates opportunities (they are seen as more authentic, passionate and knowledgeable by some visitors precisely because they are volunteering their services), but also challenges (they often feel left out of decision-making or communication; their irregular shift patterns mean they miss out on meetings and training; they feel their opinions and suggestions are not taken seriously by management and visitors). There was some disagreement as to whether being clearly identified as 'volunteers' was a positive or negative thing and how this influenced their commitment to the organisation (Smithson, Rowley & Fullwood, 2018). Finally, some volunteers and managers raised the challenging issue of what to do when volunteers and managers disagreed on the scope of their duties (Broady-Preston, 2014).

Further research is recommended. This could include large-scale surveys of volunteers in hospitality to obtain quantitative and generalisable data (as done by Howlett, 2002), as well as in-depth interviews with individual volunteers to better understand people's motivation to volunteer in the heritage sector (Lockstone, Smith & Baum, 2010). Other work could be interviews with museum management to investigate the challenges of recruiting, training and managing volunteers (Lynch & Smith, 2010), or research with museum visitors to develop an understanding of their impressions of museum volunteers and what they add to the museum experience.

In conclusion, this paper has taken the opportunity to develop a better understanding of the importance of hospitable behaviour among museum volunteers. It found that most volunteers already bring with them a clear understanding of the concepts of domestic and commercial hospitality as well as an awareness of the importance of such behaviour in creating positive and memorable museum experiences. There is more that museum management can do to support volunteer staff in providing excellent and memorable experiences to museum visitors and this paper contributes to that discussion.

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Kiran Shinde

Co-creation of Buddhist cultural heritage for international tourism in India and Nepal

There is a growing interest across practice and academic research in tourism around Buddhist heritage. The rich heritage of Buddhism – tangible and intangible – from archaeological ruins to contemporary offerings such as meditation, chanting, walking that have become mainstays of “spiritual wellbeing,” is continuously being co-created as a valuable resource for tourism. However, there is a contextual challenge. Buddhism originated and flourished in India two millennia ago making India the largest repository of Buddhist heritage in terms of sites related to Buddha and historical spread of Buddhism. But now less than 2% of its population follows Buddhism which means the scale of active religious practice of Buddhism is limited. And yet Buddhist tourism is growing and the main reason for is the way Buddhist heritage is articulated, presented and marketed to international tourists seeking Buddhist teachings, philosophy and in general looking for active religious practice in Buddha’s land. The purpose of this paper is to examine ways in which Buddhist heritage is co-created: who are the main stakeholders; what are the key aspects of co-creation, how is it positioned; and how does it influence tourism flows. This paper adopts a qualitative research approach as the purpose is to explore the phenomenon of co-creation which involves multiple stakeholders. This paper is based on case-study of four key places of Buddhist heritage and tourism: Lumbini where the Buddha was born; Bodhgaya where he attained the Supreme Enlightenment under the Bodhi tree; Sarnath where he delivered his first sermon (and set in motion the Wheel of Dhamma); and Kushinagar, the place of his Parinirvana. Fieldwork was conducted in December 2019 and involved in-depth interviews with key stakeholders including managers of Buddhist monasteries, monks, government officials, hoteliers, NGOs, and local community leaders in each site. It is found that at the government level, several regional cooperation agreements via SAARC, ASEAN and bilateral agreements have been promoting the idea of circuits of Buddhist sites across India and Nepal and other neighboring countries in Asia. Some pilot projects were partially implemented but much remains to be done in terms of integrating sub-regional and national products. However, the real co-creation has come from international monasteries that have been established in these four places through mechanisms involving soft and cultural diplomacy. For example, in Lumbini, the master plan supported by UNESCO has a special “monastic zone” where 13 plots are allotted for construction of Viharas belonging to the Theravada (Hinayana) school whereas 29 plots are dedicated to Mahayana monasteries that will be constructed by different countries. Almost 1/3rd of the monastic zone is occupied by international monasteries that are representative of the architecture of the native country and follow their own localised unique cultural traditions. The rituals that are performed on daily basis and occasional or annual festivals and events in these monasteries attract visitors from their native countries as well as other parts of the world. Similar process of spatial and cultural co-creation is also found in other sites but to varying degrees. It is pronounced in Bodhgaya due to the presence of strong Thai, Tibetan, Sri Lankan, and Burmese monasteries that have existed for more than half a century owing to sustained patronage from their governments and religious authorities. At present Bodhgaya has more than 150 international Buddhist monasteries that have been promoting their activities, chanting ceremonies, celebrations, festivals, etc to attract

Buddhist followers. However, there are also challenges with such co-creation if it goes unchecked as this “imported Buddhism” is likely to threaten what was native and contributed to the ‘spirit of the place’ that made for its heritage and tourism.

Kamila Bezova and Iride Azara

Value co-creation at heritage tourist attractions

The relation between tourism experiences and value co-creation has been studied by researchers for some time now (Pine and Gilmore, 1998; Haahti, 2006; Vargo and Lusch, 2008; Azevedo, 2009; Binkhorst and Den Dekker, 2009; Grönroos, 2011; Grönroos and Voima, 2012; Prebensen et al., 2013; Tan et al., 2013, Andrades and Dimanche, 2014; Campos et al., 2018; Chen, 2018).

Co-creation as a process of designing and delivering an experience in collaboration with the consumer to generate value has been amply discussed. Researchers highlight the benefits are wide-ranging for both consumers and tourism operators. Allowing tourists to shape their experiences according to their interests often results in higher customer satisfaction (Arnould et al., 2002; Prebensen and Foss, 2011). Furthermore, co-created experiences allow tourism operators to improve service quality and customer satisfaction (Kim et al., 2012). Value in this context is defined as "value – in – experience" (Ramaswamy and Gouillart, 2010) meaning that value is a result of a co-created experience between the provider and the tourist (Carù and Cova, 2007; Lusch, Vargo and Wessels, 2008; Minkiewicz et al., 2013; Prebensen et al., 2013).

Heritage tourism is a fundamental sector and a key component of the overall UK tourism brand (Historic England, 2018). More importantly, it is a significant source of local and national economic growth generating almost 17 billion £ in spending by domestic and international visitors (CEBR, 2018) and employing almost 450,000 people (CEBR, 2018). Despite these considerations, research on co-creation as a process to generate and sustain value at heritage tourist attractions has received little attention (Jonasson and Scherle, 2012; Puczkó, 2013; Ferrari, 2013; Light, 2015; Potter, 2016). Furthermore, research on the challenges heritage attractions providers face in "creating value through engaging and connecting with the customers in a personal and memorable way" remains lacking (Fitzsimmons and Fitzsimmons, 2000, p.1).

Building on the discussions presented above, this study aimed to investigate the extent to which UK heritage providers jointly co-create experience value with the visitor; and the barriers (if any) preventing UK heritage attractions from investing in value co-creation.
A qualitative research design was deployed in order to achieve the aim of the study. This approach was considered the most fitting to explore an area to date little investigated (Silverman, 2016). A criterion sampling strategy was used to identify participants to the study (Patton, 1990). Specifically, 40 UK heritage attractions providers were initially contacted on the basis that they featured in the list of most popular UK heritage attractions as identified by Visit Britain (2017); and they offered tour guiding experiences. Guided tours are considered a key component of the heritage tourism experience in the UK (Visit Britain, 2017); capable of bringing audiences in contact with the setting and other visitors and to enhance the visitor satisfaction and service quality perception (Carù and Cova, 2007; Prebensen et al., 2013; Weiler and Black, 2015). Ultimately 11 interviews were conducted due to participants' constraints beyond the control of the investigators. Interviews were analysed and findings subsequently coded for interpretation and identification of key themes (Patton, 2001; Braun and Clarke, 2012).

All providers recognise that audiences are changing seeking more participatory experiences and that there is a need to devise new strategies which generate experience value for both consumer and providers. However, findings show that there is an inconsistent understanding of the benefits of value co-creation among attractions providers; with most providers engaging in co-production rather than co-creation of tourism experiences. Whilst some heritage providers are proposing more engaging and co-created guided tours; most providers struggle to offer tour guiding experiences that facilitate deeper interactions between tour guides and visitors. These challenges, however, do not solely rest on the limited understanding of co-creation as a process to generate and sustain value. They are further compounded by the nature of the setting; financial; time and human resource constraints and the types of visitors.

This study has important academic and industry implications. Drawing conclusions on the findings from this study, the process of value co-creation in the heritage tourism academic literature should be further explored from the providers and consumers' perspective. From the industry point of view, better access to information about co-creation and its implementation into heritage property programmes is seen as crucial for the future.

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Shenghan Zhou

A Hermeneutic Understanding of Chinese Tourists Experiencing A European Destination by Photographs

As one of the world's leading tourists exporters, China attracts more and more European destinations' attentions. Because of the language barriers, Chinese tourists more rely on visual cues like photographs to experience destinations. Thus, to investigate Chinese tourist photographs is a way to understand Chinese outbound tourism phenomenon better. Earlier studies state the tourist photograph's significance in the visual culture of tourism. But a Western perspective is more adopted and the Chinese tourists' cultural uniqueness is less considered. Moreover, photograph's impact, especially the iconic power, requires more investigations. Therefore, this research aims to provide understandings of how tourist photographs reflect Chinese tourists perceive a place, attach meaning to what they gaze, and make sense of their visit.

Urry's (1990) hermeneutic circle of tourism production/reproduction points photographic images frame tourists' moving path. Jenkins (2003) interprets Urry's theory as a part of the concept of 'circles of representation'. Based on those theories, the research adopted an interpretive social sciences paradigm and a participatory paradigm to collectively construct the realities. The research subject is to describe a hermeneutic circle of the Chinese tourist photograph creation.

The fieldwork was conducted in Leeuwarden, The Netherlands from January to August of 2017. In total 158 photographs taken by 32 Chinese tourists were collected. Content analysis, semiotics, studium and punctum analysis were used to interpret photographs. The researcher was considered as an 'insider' socially and culturally and the participants were considered as co-researchers. The photograph creation and interpretation were researched in order to understand tourist photography as a whole visual practice. The 'material form', 'objective form' and 'subjective form' of tourist photographs were discussed. Ultimately how Chinese tourists perceive a place and attach meaning to what they gaze by creating photographs could be expounded.

The research found that by capturing iconic visual objects in a particular way, photographers materialized their images of a European destination subjectively. The editing apps provide a more creative way of visual expression. But once a photo is created, it is on its own creation to be admired.

For Chinese tourists, to understand a destination is to experience a kind of hermeneutic circle. First individuals perceive images of a destination from all possible channels. When they are motivated by a set of perceived images to visit a destination, their previous knowledge towards this place will help to frame an imaginary image of the destination. When they searched enough information and arranged all necessary issues, they will pay a visit to gain real-time experience. The previous perceptions of the destination will be modified by both experience in the place, and, their understanding of the experience. Afterward, they will create photographs in order to express their understanding of the destination. Here cultural background has essential effects on such understanding, and, the way of expression. Ultimately the photographic image will be perceived by other potential tourists of the destination.

Because of the cultural uniqueness of Chinese, there are many hidden characteristics within this circle. For instance, the imaginary image will lead tourists to find a place more like their imagination. It means that there might be a pre-framed idea of a destination in the mind of a Chinese tourist, and s/he will expect that place should match her/his imagination. If not, by the edition techniques, s/he could 'create' a photograph to make the photographic image of a destination to have more commons with the imaginary images. In this way photographs taken by Chinese tourists will be more like a subjective creation than an object reflection of the realities. This might due to the aesthetic tastes of the traditional Chinese painting which allow its creator to express more imaginary concepts than to sketch real scenery. In addition, because Chinese usually have stronger social-emotional bonds, they may take photographs to pleasure their family or friends who cannot be companied in the trip. Therefore, when using a hermeneutic circle to interpret the Chinese tourists' understanding of a destination, the cultural background should be considered as a significant factor.

Jason M. S. Lam and Ling Suan Choo

Co-creation of experience value, travel destination images and satisfaction: A view from the user-generated content

The two major online marketing sources of destination marketing organizations (DMOs) namely focusing on their official websites and online social media, are no longer considered as the main source of information for potential travelers. Times have changed and potential travelers prefer to get their travel information from other travelers who already have visited the destinations. They study other travelers' reviews or comments on the travel forums, travel blogs, and independent third-party or social media platforms (Zhang, Gordon, Buhalis& Ding, 2018). Filieri (2015) reported that 80% of online users planned their holiday online, visited more than 20 websites and spent more than two hours researching travel information on online channels in which they have high confidence (Hansen, Arvidsson, Nielsen, Colleoni & Etter, 2011).

We claim that the reviews generated by other travelers can be considered a co-creation experience: a unique 'value-in-use' experience derived from sharing reviews and tips on social media which create value for other potential travelers. The value may be advice on travel plans or acting as a reliable source of travel information. In some contexts this might be known as customer-to-customer co-creation of value (Zhang, 2019). Regardless of the context, Neuhofer, Buhalis and Ladkin (2014) identified technology to be key enabler of co-creation experiences, allowing travelers to upload reviews to travel forums, personal blogs or other travel-related web pages that can be read by other online users to inform their travel decision making. This user-generated content, or UGC, (Ayer, 2015) is accessible on popular travel websites or forums, such as Trip Advisor, Expedia, Yelp.com, AirBnB.com, Thorn Tree (by Lonely Planet) and many others.

UGC is considered a co-creation experience because it is "dynamic, interactive, non-linear and often unconscious processes" between the groups of online users, the creators and consumers (Payne, Storbacka & Frow, 2008, p. 86). Reviews uploaded by travelers could become part of the customer engagement in a tourism service encounter, which itself becomes viewed as the micro-foundation for value co-creation (Storbacka et al., 2016). Zhang et al. (2018) explained that destination value co-creation can be looked at from the perspectives of online platform engagement and destination engagement. They also claimed that although scholars have recognized the importance of experience and value co-creation, limited empirical research has investigated this value. Moreover, only few scholars have considered UGC as a function of the online platform experience value co-creation process.

The aims of this conceptual paper are threefold. First, it investigates the influence of online destination platform experience, namely perceived usefulness, perceived ease of use, aesthetics, trust and interactivity towards co-creation of value in the UCG experience. Second, it investigates the possibility that co-creation of value in the UCG experience could influence positive images of the tourism destination. A theoretically driven research model, developed together with a series of testable hypotheses, examines the proposed relationships. The theoretical underpinnings are grounded from the information systems and travel image literature. Third, this study explores the impact of co-creation of online experience value from the pre-travel level to the on-site travel experience by linking travel destination satisfaction. The significance of this study is in its exploration of the theoretical, methodological and managerial implications, and its attempts to close the current gaps in the co-creation of value literature concerned with the online travel destination platform and travel destination. It also provides a blueprint for a more definitive understanding of constructive co-creation of value, which is invaluable for managers, advertisers and social policy makers of destination marketing organizations.

Georgios Katsogridakis

The potential of Site-Specific Artwork for Enabling Alternative Human-Non-Human Relations

Tourism is an element of human life heavily based on consumption. The same is true for tourism focused on experiencing “nature” and what is commonly perceived as the pureness of the outdoors, which brings to mind notions such as that of the tourist gaze (Urry, 1990). Such understandings that emphasises consumption (physical, visual, or sensate) also seem to reflect the current condition of humanity regarding its relationship to the environment, which has led to issues such as climate change, pollution of the oceans and air, and more. Despite this, tourism also has the potential for transforming attitudes and perspectives. Situating this statement in the context of my research, for my Masters dissertation I had the opportunity to explore the mechanisms and stimuli that contributed to the formation of visitors’ sense of place in an art exhibition. This particular exhibition, however, was one located in the middle of a forest in Rhodes, Greece where the artwork was exhibited in ways that intimately related it to the environment (e.g. hanging from the trees, placed on a rock, etc.). Adopting the Social Photo Matrix method (Sievers, 2008) I gathered data from 15 visitors during two in-depth group discussions elicited by photographs of the premise that they themselves had taken earlier. The data was transcribed and coded, and the findings revealed that, despite the cultural differences that the participants embodied – which did affect most parts of their ‘relating to the space around them’ – they seemed to agree on the seemingly inseparable nature of the human and non-human elements perceived in the location. The lack of spatial separation had over time rendered them indistinguishable both aesthetically but also materially (e.g. ants had made colonies inside sculptures and weeds had grown to cover parts of paintings which depicted weeds in the first place). During the discussions this interestingly encouraged participants to question what is meant by human-made and if there was a difference between what was placed there, and what had “grown” on it.

Inspired by these findings, I began exploring contemporary discussions in posthumanism that question the divide between nature and culture - the human and non-human as understood in every day discourse and came to the realization that – in considering the wider problem stated in the beginning – tourism as an industry and its relevant academic disciplines could benefit by adopting novel understandings of the human in their respective contexts. As such, I am now writing a PhD proposal, for which I aim to investigate the potential of site-specific artwork in protected nature areas (PNA) for enabling alternative relationships between visitor and environment. Artwork can act as an agent with expressive and affective dimensions, which offer an alternative type of stimulus when encountered as part of an environment; one that engages humans in a way which evokes multiple senses and affords a process of learning with one’s body (Rakic & Chambers, 2011). When placed at a site of environmental significance, artwork becomes a part of the environment and vice versa, creating a more complex range of relationships. It is possible that, in the context of tourism, this has the capacity to disrupt the common power-based relation of human over nature and presumably enable relationships founded to some extend on a sense of interdependence. In order to investigate this issue, I aim to adopt a range of qualitative methods which aim to answer three main questions: How does site-specific artwork in PNA interact with its environment?; How do visitors perform their encounter with the artwork and surrounding environment?; How do visitors understand their relationship to the environment and situated artwork in a PNA? In doing so, I aim to draw from the academic fields of posthumanism, anthropology and cultural geography in an attempt to better understand how complicating the social fields in “natural” spaces through evocative and engaging pieces of art, may have a substantial effect on environmental perspectives of humans.

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Pavlos Arvanitis

Dancing to enhance the destination image; Co-Creating a Guinness World Record

Destinations try to become creative in order to enhance, rejuvenate or change their destination image. It is vital to engage local communities in this task and take them on board since the actions of the planners are going to be welcomed and the local community engagement and co creation will be more effective (Black and Veloutsou, 2017).

A Guinness world record is a prestigious and effective method to create noise about an event, let alone if the event involves the cooperation of thousands of participants who attempt to break a world record. The local authorities of a city decided that a means to create that was to attempt to break the previous Guinness World Record held by another city when 1650 people danced coordinated and simultaneously. In August 2012 the attempt was made under the strict surveillance of Guinness World Record Officials who validated the attempt of 6514 volunteers who danced syrtaki for their city.

The aim of this paper is to address how volunteering and cocreation can enhance a destination's resilience, use creative marketing strategies and promotional activities to enhance a destination's image. The paper follows a qualitative approach discussing the preparation and build up to the event considering the challenges of co-creating such an event by volunteer groups and local authorities.

The application of choreography in order to enhance the destination image and the co creation of the sense of belonging in conjunction with the cooperation of volunteers organisations and local authorities is explored in this paper (Haanpää, 2017; Wesley et al, 2011).

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Olugbenga Kehinde Sonubi and Motunrayo Oladele Ajao

Value co-creation in Ojude-Oba festival, stakeholders perspectives: An Assessment

Ojude Oba festival is a cultural event that is over hundred years old. It started as a social visit to a benevolent Awujale (king) by the Muslim faithful two days after the most important Muslim festival Eid-el-Kabir. Ojude-Oba is a yearly festival that take place in Ijebu-Ode, Ogun state, Nigeria. The objective of the study is to assess the co-creation values in the development and sustainability of Ojude-Oba festival by its major stakeholders and identify co-destruction values and offer suggestions on how to mitigate against its negative consequences. Questionnaire and Interview methods were used to collect data for the study, this is to allow interactive sessions on deeper reflections on issues with aged and low-level literate persons. Efforts were made to interpret both the objectives and motives of the study. Approval were sought and given to record conversations which were later transcribed for analysis. The questionnaire was structured and closed ended to give precise responses using the purposive random method of sampling since issues being studied concerned mainly the major stakeholders. The warlords' families were randomly selected. The study was able to identify the following as major stakeholders: Awujale in council; the ancient warlords' families; the regberegbes (age grade groups); service providers-accommodation, food and drinks vendors, entertainers, musicians, souvenir producers and marketers; sponsors- corporate -Glo, FCMB, and minors- Television houses, magazine houses, and appreciable support from governments-Federal, state and local. Data collected were analysed using T-tail statistical tool, and graphs. The study was able to identify some issues that supported the value co-creation that might become its co-destruction particularly the ancient warlords families as the costs of the yearly participation is high and only few well to do members of these families can really afford the costs of horse and handlers maintenance even if on rental for a week on the average, costs of dressing the horse, family uniform wears, feeding and so on. The benefits accruing to the family were analysed; mainly emotional, social and reunion. The study identified the necessity of family inclusive program embracing the adults as well as the children as a sustainable factor for the festival. A deliberate program addressing the recreational needs of all the members of the family should be put in place. Nature trail, game viewing, bird viewing, beach games, boat cruising are all recreational activities within Ijebu that add value to tourists experience of Ojude-Oba festival. Live streaming of activities on the main day of the festival in strategic places in the town can reduce overcrowding problems as well as extending the socio-economic spiral benefit coverage of the events. Polo club can be established in the town to add to the recreational opportunities as well as provide horses in reserve for the festival. Horse riding families can be branded for increased corporate sponsorship attraction. The study recommends a global and sustainable management strategy by the major stakeholders of Ojude-Oba festival for continuity in the foreseeable future to avoid the very co-creators of tourism values to become the elements of co-destruction.

Johannes Hogg, Kim Werner and Kai-Michael Griese

Conceptualising value co-destruction and developing a future agenda for events research

Research purpose:

At least three research streams contribute to the prospering field of research about co-creation of value: Customer experience (Prahalad & Ramaswamy, 2004), Service-dominant logic (S-D logic) and service logic (Grönroos, 2006). The understanding of value co-creation has been enhanced by the work on S-D logic (Vargo & Lusch, 2004, 2008, 2011, 2016) and the subsequent academic discourse. Part of this discourse included the criticism of S-D logic's construction of value co-creation as "strongly metaphorical" (Grönroos, 2008) and with reference to its optimistic view of value processes (Plé & Chumpitaz Cáceres, 2010) as well as the relative lack of negative accounts of interactive value formation (Echeverri &Skålén, 2011) which ultimately resulted in burgeoning research on value co-destruction. However, in the events context, value co-destruction has received very little attention – with only few exceptions (e.g. Crowther & Donlan, 2011; Köhler & Schneider, 2014; Stieler et al., 2014). This appears surprising given that, for example, event participants are not just passive customers but can be regarded as actors and co-creators of value or, conversely, co-destructors of value (Stieler et al., 2014). As such, the interactions among actors at an event may also reduce the value for other participants, stakeholders and that of the entire event or the event's service ecosystem.

The purpose of this conceptual paper is two-fold: It first aims to provide an overview on related research streams in order to then generally conceptualise value co-destruction. Second, and given the relative dearth of research, a future research agenda for value co-destruction processes in the events context will be developed.

Research design/Methodology/approach:

First, all relevant journals of the "Scimago Journal & Country Rank" related to value co-creation and S-D logic were identified and reviewed for the keywords "value co-destruction", "value destruction" and "negative value co-creation". All articles treating value destruction in the light of other value constructs than co-destructed value (e.g. shareholder value, firm value, brand value) were excluded from further analysis. The resulting 99 articles were analysed both quantitatively and qualitatively. Second, a literature review specifically aimed at the events context was carried out in both Scimago and non-Scimago journals using the same keywords and applying the same analysis.

Findings:

Comparing the concept of value co-creation in S-D logic and the findings of the literature review on value co-destruction, a high match in model, scope, reasoning and implications and a low match in terms and language is found. Therefore, we question the concept of "value co-destruction" and propose a concept of value co-creation with different styles – positive, neutral and negative. Our literature review also found that value co-destruction is linked to conflict, dependency, imbalance and power issues – themes that highlight a conceptual gap in today's S-D logic literature. We transfer these findings to the events context and develop a future event research agenda for value co-creation, which includes these three different styles.

Research implications:
The paper contributes to a more holistic concept of value co-creation that includes different styles. The paper highlights the need for further research into these different styles of value co-creation in an events context. For example, a better understanding of the many interactions at an event setting that potentially reduce the value of the entire event may significantly assist to better organise valuable events for all stakeholders involved.

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Sonja Bakic, Macarena Cuenca-Amigo and Jaime Cuenca

Measuring the Audience Experience at the Heineken Jazzaldia Festival

Audience research in the cultural sector has been growingly gaining researchers' and practitioners' attention. Several European projects such as Connect and Adeste+, that gather academics and professionals around audience development theory and practice, testify to this emerging trend. The audience research here presented centres its attention in the context of jazz festivals. Different aspects of jazz audiences have been explored in both concert/gig and festival surroundings (Burland & Pitts, 2012; Williams & Saayman, 2011, Kruger & Saayman 2017; Denson, 2014; Linko & Silvanto, 2011; Kemp & White, 2013; Kemp & Poole, 2016; Scholber & Spiro, 2016; Henchoz & Crank, 2018), however, the audience experience is still a research field that has a long way to go. This paper focuses precisely on the audience experience, an interactive co-created process between the audience and the organisational proposal in the jazz festival context. As a result of this interaction, each experience is unique and the perceived value differs from one to the other.

Inspired by the research on the audience experience conducted in the context of the performing arts, the Art Audience Experience Index (Radbourne et al., 2009) has been applied to the context of jazz festivals, selecting the case of a well-established and successful Basque festival: Heineken Jazzaldia, San Sebastián (Spain). The Index measures four dimensions (Knowledge; Risk; Authenticity and Collective Engagement) through three groups of questions: (1) the audiences' familiarity with the festival or performance venue; (2) the importance of the four dimensions regarding the audience experience in live music events in general, and (3) the satisfaction of the festival's visitors after the concert. The tool has been adapted to the context of jazz festivals and was administered onsite between from the 24th until the 28th of July, 2019, during the 54th edition of Heineken Jazzaldia. 406 completed questionnaires form the sample, the findings of which are discussed in this paper.

The analysis of the data concentrates on the results of the Audience Experience Index and how these vary depending on the type of concert (free vs paid admission / outdoor vs. indoor venue) and the characteristics of the audience (level of education /music education or professional/amateur music experience). The hypothesis states that the relationship between the type of concert and the audience experience is significant as well as the relationship between the characteristics of the audience and the audience experience. Besides, former research related to this case study (Díez Mintegui & Hernández García, 2010) has highlighted the sociability aspect of the Heineken Jazzaldia Festival. To further explore this statement, the analysis of the Collective Engagement dimension of the Index could give some light to this issue.

The value provided is twofold. First, it contributes to the body of knowledge of the audience experience in jazz festivals proposing a validated methodological tool. Second, it is meant to be an inspiration for cultural managers helping them to get to know their audience to a greater extent and hopefully making them reflect on what kind of lines of interventions might enhance the experience of their audiences.

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Katrin Stefansdottir and Emma Abson

Conference Design and Conference Attendance – A Co-Creation Opportunity

This paper provides a critical overview of the conference creators' influence on attendees' holistic conference journey and value creation. Studies into the role of the conference creator have typically concentrated on their involvement in the pre-conference stage of the process, such as choices of destination and venue to influence attendees' conference attendance decision-making process (Baloglu & Love, 2005; Crouch & Ritchie, 1998; Del Chiappa, 2012; Elston & Draper, 2012; Lee & Back, 2007; Rompf, Breiter, & Severt, 2008; Yoo & Chon, 2008). More recently, however, scholars have begun to recognise the potential for the conference creator to be influential in the design and delivery of the intended outcomes of the events they create. The qualitative interpretivist research presented in this paper deepens this emerging understanding - it recognises and identifies the interactions and implications on value creation when conference creators' engage with the conference attendees throughout the entire conference experience journey and achieve the co-creation of a community.

This research, based on 18 semi-structured interviews with professionals who attended conferences for career purposes, indicates that the conference creators' design of their event has a significant influence on the attendee's conference journey. The conference creators' influence begins with the management of expectations, as set by the marketing material, and the identification and targeting of the most relevant attendee segments. Getting this right results in the relevant delegates attending the event - but this is not the end of the conference creators' role. Rather, they must now in their design approach to the conference experience recognise the multiple identities that will be in attendance and their motivations for attending. Greater outcomes are achieved when the conference creator has identified and considered these different identity layers along with the motivations for attending. The findings have identified that attendee's motivations for attending a conference can either be shallow – they have the time, can get the funding and they like the conference programme; or they can be deep – relating to the audience's own desired outcomes for the event, such as contribution, networking, learning or career enhancement. By recognising the 'shallow' and 'deep' motivations throughout the design process and understanding the attendees' needs the conference creators are taking a major step towards managing the future attendees' expectations before the detailed organisation begins. This paper notes the importance of this strategic approach to event design and creation, and the research has found that the greatest influence on the successful development of meaningful outcomes was when attendees felt they were part of the conference community. This was more likely to occur when they felt a connection to other attendees. Importantly, the creation of the community is not confined to the duration of the conference, the conference creators have opportunities pre and post conference for the community development.

The sense of community (Hahm, Breiter, Severt, Wang, & Fjelstul, 2016) and the self-congruity attendees feel within the conference (Ryu & Lee, 2013; Wei, Lu, Miao, Cai, & Wang, 2017) highly influence positive networking experiences. Conference networking is about attendees creating value for each other (Mitchell, Schlegelmilch, & Mone, 2016) and when the conference creator has succeeded with their design there are multiple opportunities for the attendees to engage with this co-creation of value. This paper explores the co-creation of a community of practice (Wiessner, Hatcher, Chapman, & Storberg-Walker, 2008) and evaluates whether the conference community is an integral part of the experience which, in turn, shapes the value by co-creating learning, social, emotional and hedonic value (Mitchell et al., 2016). The paper is among the first empirical study that explores the influence from the conference creator throughout the entire, holistic, delegate conference journey and, in particular, in relation to the conference attendees' intended outcomes.

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Nikolaos Pappas and Alyssa Eve Brown

The Impact of Recession upon Entrepreneurial Tourism Decision-making

In the social sphere the activity of entrepreneurs depends on the context in which it operates (Granovetter, 1985). Moreover, the intentions of the entrepreneurs and their decisions are considered as the first step towards entrepreneurship (Arshad et al., 2019). The literature in entrepreneurship extensively explores the factors that formulate new business creation and provides explanations concerning the disparities among different periods and countries (Simon-Moya et al., 2014). Despite its extensiveness, it fails to offer a unanimous concerning the environment that influences the dominant entrepreneurial profile and as a result its respective dynamics (Devece et al., 2016).

The periods of recession are considered as powerful push factors (Amit & Muller, 1995), as the dramatic unemployment increase during such periods encourages self-employment because of the absence of other opportunities (Dawson & Henley, 2012). On the other hand, pull factors lead to the creation of new businesses and the further development of entrepreneurial activities aiming to seize market opportunities (Devece et al., 2016). This also means that entrepreneurship is substantially affected by the economic conditions since the latter substantially influences the ability to recognise business opportunities (Gomezel & Rangus, 2018). Thus, the current economic crisis and its generated downturn in macroeconomic level creates several implications for both, companies and entrepreneurs (Beltrame et al., 2019). Furthermore, high complexity levels exist concerning the effect of recession and the entrepreneurial performance (Peris-Ortiz et al., 2014), thus the examination of the activities of entrepreneurs involves complex criteria to evaluate these relationships (Tsai & Kuo, 2011).

In tourism and hospitality the majority of businesses are Small and Medium Enterprises (SMEs), whilst a considerable amount of people are self-employed. Furthermore, tourism is characterised by countless interacting entities and activities that are heavily vulnerable and susceptible to crises (Cole, 2009), because its products and services are considered as luxurious and - consumption wise – they are characterised by high elasticity (Pappas, 2019). Despite the importance of the entrepreneurial decision making in tourism and hospitality, the literature remains silent in terms of entrepreneurial decision-making during recession.

The primary research of this study was held in Greece from May till July 2019, and concerns a nationwide survey including the responses of 503 entrepreneurs engaged in travel, tourism and hospitality sector. It focuses on the complexity of tourism related entrepreneurial decisions, and uses the Greek recession as a case study. It focuses on the implications of the enterprising negotiation power, trust, the decision-making considerations in tourism, and the effects of the recession. Using fsQCA (fuzzy-set Qualitative Comparative Analysis), the findings have revealed three different pathways for tourism related entrepreneurial decisions during recession: (i) crisis conditions (ii) enterprising operations and focus, and (iii) enterprising capabilities. The study contributes in the theoretical domain by the provision of an understanding concerning the decision-making of the tourism related entrepreneurs during recession, and its respective implications to the industry. Methodologically wise its contribution concerns the use of fsQCA, which has only recently been adopted in the tourism and hospitality domain, and offers multiple pathways and alternatives able to lead to the same outcome.

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Claudia Seabra

Millennials and Terrorism: How terrorism threat influences their leisure and travel behaviors

Millennials are part of a generation that is changing the world paradigm. The Millennial generation is playing an increasingly important role in the development of all economic sectors, namely the tourism one. This group of young people borne in 80s and 90s is composed of individuals with specific sociological, motivations and behavior features. They are technologically innovative, globally conscious and much more available to try new products and eager to acquire new cultural experiences (Gen C Travel, 2018). Also, they are susceptible to accept the higher risks, however in controlled environments. In fact, this is the generation that witnessed more traumatic events (Debevec, Schewe, Madden, & Diamond, 2013). Recent studies showed that terrorism and political tensions are on the top concerns of all generations, however Millennials ranked “war, terrorism and political tension” as a top concern above healthcare, hunger, unemployment or the environment, to mention some of the highest ranked categories. In addition, the same study showed that this sentiment was more dominant among young people in mature economies, particularly in Europe (Deloitte, 2017).

Safety is one of the most fundamental conditions granted to human beings, it is an anthropological need and a vital part of the human condition (Maslow, 1943). So, it is important to understand the real effects of terrorism on the individuals’ life, to address both the material and the psychological cost of terrorism in the people’s behavior. This requires a full analysis and the extension and improvement of our knowledge on the terrorist intrinsic nature (Llussá & Tavares, 2007). Besides the importance and impact of the phenomenon, to our knowledge no studies were done regarding the impacts of terrorism on people’s life in Europe, especially in what regards to the young generations. This study tries to fill that gap.

The subject of our study is to evaluate the impact of terrorism in Millennials’ travel and leisure behaviors. Using a survey approach, with a sample of more than 1000 Millennials living and studying in the EU28, it was possible to evaluate their perceptions of risk when travelling and consuming leisure activities in their own countries, in Europe and worldwide. Results indicate that Millennials are mostly fearless but alert: i) only organizational and terrorism risk are significant, also they fear crime and violence and being lost, ii) they feel that is safe travelling in Europe and outside the continent, but agree that safety measures are very important. Also, findings prove that terrorism is part of Millennials’ lives: i) Millennials are interested in information about terrorism in media, but they don’t actively search for that information; ii) they feel that is possible the occurrence of terrorist attacks in Europe and in their own country in the near future, however they don’t think of changing any aspect of their life because of that; iii) Millennials feel safe doing most of their daily activities, exception for activities with big crowds: concerts and festivals, discos, sport events and religious events.

Results allowed drawing important insights for policymaking and marketing strategies in tourism.

Pavlos Arvanitis

Domestic Tourism at Mountain Destinations; evidence from Central Greece

Domestic Tourism is an area that has not been extensively researched in comparison to international tourism. Moreover, mountain tourism is highly linked to skiing and other snow related activities. This area becomes even less researched when the country is considered a popular sea and sun summer destination where international and domestic tourist arrivals peak during the summer months.

The purpose of this paper is to highlight the value of domestic mountain tourism at a popular domestic destination which is not accessible by plane, therefore international tourists find it harder to reach since there are not nearby flights available. From a regional perspective, the paper addresses the impact the financial crisis had on domestic tourism length of stay and spending based on official reports and studies. Domestic tourism in Greece since the financial crisis was severely affected resulting to a decrease of over 65%. Destinations that have been predominantly popular amongst the domestic market have been the ones affected the most and they had to show resilience to adapt to the challenges that occurred.

The empirical part of the study consists of primary data randomly selected by questionnaire during the holiday period between Christmas and New Year, a period where the destination is experiencing high occupancy rates and visitor numbers. The analysis of the data indicates that there are some dominant source markets followed by a high proportion of day visitors who could potentially convert to tourists.

The findings of this paper contribute to the literature regarding domestic and mountain destinations, not necessarily linked to snow activities. Conclusions can be applied to other popular domestic destinations not only in Greece but other countries too and applied accordingly for their benefit.

Kitti Hiezl and Petra Gyurácz-Németh

Personalisation as co-creation, luxury hotel case studies

Personalization is a wildly used technique to create a higher quality of guest experience, and with the technological innovations collecting big data became easier and more common. However, it is not enough only to collect the data. Still, it is also important to tighten the relationship with the guest and create revenue opportunities by giving the guests experiences that they want, which can be more personalized and columnized. Personalization is a tailor-made service for an individual customer through the adaptive behavior of the service provider and the participation of the customer. Even though big data collection becomes easily available, personalization only works if the customer participates in the process. Therefore, the customer and the service provider create a personalized service together.

On the other hand, as each individual has a different level of unwillingness to share personal information with companies, a personalized service created from big data-based information can have a negative effect on the customer. Other then that, because of miscommunication or misinformation, even if the customer partakes in the service process, the tailor-made service can have a negative effect on customer satisfaction. In this research, we want to introduce the problems of co-creation and co-destruction of personalized services in the case of two five-star hotels in Hungary. We wanted to see what kind of personalized service they co-create in the Hungarian capital, Budapest, for business clientele and how this process works and how it is different in case of a rural destination five-star resort focusing on leisure guests. Through case studies in these two hotels, we are identifying what the most commonly occurring needs of customers are, how the service providers handle co-creation, how much they involve the customer in this process, and if there are any similar characteristics when co-creation and personalization turn into co-destruction.

Charalampos Giousmpasoglou and Thi Thuy Hua

An investigation on the use of Self-Service Technologies in Budget Hotels: the case of Bournemouth

Self Service Technologies (SSTs) have been implemented across all the service industries, including financial, transportation, retail and hospitality settings (Rosenbaum and Wong 2015). This type of smart technology can deliver services through a digital network in technological objects as well as engage real-time data collection, receive customer feedbacks and offer corrective calculation to customers (Wuenderlich et al. 2015). The hotel business in UK including budget hotels has been increasingly adopting self-service technologies both to enhance customer service and to create operational efficiencies (Gursoy 2018). Budget hotels offer lower price than traditional lodging properties as they typically provide basic needs in the room (Walker 2012). Besides providing guests with accommodation and basic services, budget hotels now are taking up SSTs with a view to increasing operational efficiencies, controlling human resources management and engaging guests in more intelligent service design (Davis et al. 2011). The adoption is believed to enhance guest service experience as well as improve competitive advantage among hotel industry. Previous studies mainly focused on users' perspectives in retail, airport and luxury segments and there is still a lack of research on the use of SSTs in the view of both hotel managers and guests in the budget hotel market.

The purpose of this study is to explore the implications of SSTs in budget hotels. The area of Bournemouth has been selected as a case study for this research, as one of the most popular resorts in the UK (Coffey 2019). This qualitative study employed 14 semi-structured interviews with budget hotel managers (6) and guests (8) who have used SSTs while staying in budget hotels in Bournemouth. The data collected in November and December 2019. Thematic analysis (TA) was employed in order to identify, organise, describe and report themes from the collected data in this study. TA was also considered as a flexible and effective method to present the various perspectives identified, particularly to distinguish the participants' differences and similarities regarding the use of SSTs (Braun et al. 2019).

The research findings suggest that there is positive feedback on the usage of SSTs in budget hotels in Bournemouth. The functionality of SSTs has provided operational flexibility and increased productivity for hotel managers and efficiency for guests. The findings also demonstrate the managers' preference on the use of SSTs over staff in budget hotels due to the fast and error-free services provided. SSTs location, design and offer packages, are prominent features recommended by guests. Guests expressed minimal interest regarding the need for personalisation in the budget hotel services. They also suggested that the substitution of SSTs for human interaction would not affect the choice of using budget hotels. On the other hand, although guests favoured the implementation of SSTs, there are remaining concerns about the overuse of technology, leading to the degradation of human interactions in hospitality settings. It is argued that this research provides a new insight in the use of SSTs in the budget accommodation sector. The authors conclude that advanced technologies such as Artificial Intelligence (AI) and Internet of Things (IoT) in conjunction with SSTs, will transform the hospitality industry in the near future.

Monique Medema, Michel Altan and Elena Cavagnaro

Hospitality employees' attitudes towards healthy food for people and planet: a qualitative study

Food production, distribution, and consumption impact the natural environment. A diet low in animal proteins requires less land use, water consumption, and greenhouse gasses emission than a diet high in animal proteins (Muller et al., 2017; Rosi et al., 2017). Moreover, a high intake of vegetables is associated with better health and lower incidence of diet-related diseases (Sofi et al., 2008). Despite this evidence, people consume less than the recommended amount of vegetables in most Western countries (Guenther et al., 2006), especially when eating out of home (Lin & Guthrie, 2012).

Although restaurants can play a major role in the transition towards sustainability (Higgins-Desbiolles & Wijesinghe, 2019), the food offer in commercial hospitality is guided by a profit motive and not by the wish to contribute to people's and planet's health (Glanz, 2007). Moreover, cooks and other hospitality professionals have been socialized in thinking that meat or fish represent the essence of a hospitable food offer (A. Kooy, executive chef Restaurant Wannee, Leeuwarden, The Netherlands, personal communication, August 30th, 2019). While there are studies on guests' awareness of dietary patterns' impact on their health and on nature (Hu, Parsa & Self, 2010), studies about hospitality employees' awareness are lacking. From here the importance to look more closely at hospitality employees.

The study hereby presented is part of a major program led by the Wageningen University and Research Centre (WURC), to which alongside the authors' institutions also the Louis Bolk Institute (LBI) contributed. The overarching aim of the program is to support healthy and sustainable food choices among both employees and customers in health care and hospitality settings. The present study's aim is to evaluate employees' awareness of the healthiness of their food choice both at home and out of home, and the reasons behind these choices.

After getting permission by the hotel management, data has been gathered in June and July 2019 at two Dutch hotels of a major international hotel chain (from here on IH). IH is committed to sustainability and lowering the environmental impact of its food offer. Both participating hotels are located in Amsterdam. Data collection instruments were developed in cooperation with WURC and LBI. During interviews, the following subjects were discussed with the employees: interest and engagement with healthy and sustainable food, food preferences at home and at work, preferences when visiting a restaurant, and their view on the food offer of the hotel/restaurant of their employment.

17 out of the 48 F&B employees of the participating IH hotels were interviewed. A first screening of the data suggests that although eating habits are pretty diverse, respondents tend to consider self-prepared food as healthier than convenience food. However, healthy or sustainable food is not leading employees' lifestyle unless they feel less well than usual. Data also suggests that the social component of eating influences healthy food choices: when others are invited at home, respondents tend to prepare food themselves; while when

eating alone they often choose for convenience food. Moreover, when going out for dinner, hedonic motivations and not a healthy lifestyle are guiding the food choice. Availability clearly influences how meals are composed at work. Most employees are satisfied with the menu offered; however, some employees prefer to bring their own food. Gain motives at least partially explain this choice. During the conference, the complete data analysis will be presented, and implications of the results for academia and the hospitality industry will be discussed.

This research program under which the presented research was conducted, entitled ‘Implementing food intervention in health care institutions and hospitality businesses ‘(in Dutch: 'Implementatie van voedingsinterventies in intramurale zorginstellingen en horeca, KV 18012), has been financed by the ‘Topsector Tuinbouw & Uitgangsmaterialen’.

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Barbara Neuhofer, Krzysztof Celuch and Bianca Magnus

The future of artificial intelligence in events: A value co-creation and co-destruction perspective

Emerging technologies are transforming human relations, interactions and experiences in the tourism, events and wider service sector (Neuhofer, Buhalis, & Ladkin, 2014; Huang & Rust, 2018). In recent years, a wide range of technological solutions, including big data, wearable technology, smart technology and artificial intelligence (AI) have emerged (Canton, 2016; Tussyadiah and Miller, 2019). Much potential has been ascribed to AI for how customer interactions, experiences and personalisation may are shaped in the near future. We can already see glimpses of AI in our everyday lives (Canton, 2016), although we may not always be aware of it. For example, the use of smartphones, voice-activated assistants, including Apple's Siri and Google's Allo find application in a wide range of contexts (Tussyadiah and Miller, 2019).

For tourism, hospitality and events, the potential of AI is estimated high. AI can assist in recognising voices, faces and sounds, in facilitating tailored services, and in making predictions of purchase actions (Ancolio, 2016). These capabilities render AI a promising resource for customer experiences to use data in real-time, make suggestions and enhance experiences in-context and in real-time. Yet, we have a limited understanding of the concrete effect that AI has on experiences, interactions, customer journeys, touchpoints and ultimately, value creation.

When it comes to value creation, the service-dominant logic (Vargo and Lusch, 2017), literature predominantly focuses on positive value formation, namely value co-creation. Only more recently, scholars suggested that it is unrealistic to expect the interaction of actors and applications of resources, e.g. AI, to be only positive. In fact, we have a spectrum of value outcomes, including value co-creation (positive), no-creation (neutral) and value co-destruction (negative) (Makkonen and Olkkonen, 2017; Camilleri and Neuhofer, 2017; Järvi et al., 2018). This insight is of particular relevance to develop holistic understanding of AI on experiences.

Based on this rationale, this study aimed to explore how AI will shape events of the future, by enquiring a) what customer experiences may look like and b) what value customers may create when AI comes into play. Grounded in the service-dominant logic (Vargo and Lusch, 2017), this research takes a futures study approach and maps out three distinct scenarios of how AI leads to value co-creation and co-destruction in events in the year 2026.
This study employed a scenario technique. A series of six focus groups workshops was conducted in 2019 with a sample consisting of individuals from the fields of technology, customer experience and events. A scenario technique is particularly useful when the goal is to explore the realms of a novel technology (e.g. Rincon et al., 2017). The scenario development followed Fink and Schlake (2000) of five phases, including scenario preparation, scenario field analysis, scenario prognostics, scenario development and scenario transfer.

The results show three distinct scenarios, labelled 1) ‘A Personalised Event Experience’ (value co-created), 2) ‘A Suspicious Event experience’ (value no-created/co-destructed) and 3) ‘Some Badly Developed Systems’ (value co-destructed). Storytelling was employed to describe the future of a fictional event called “dot.com”, in which Nelly (a virtual personal assistant) guides Eva (participant) through the event. An exemplary excerpt of these scenarios is shown next.

In Scenario 1, value is co-created as AI is seamlessly integrated. Nelly basically “guides her (Eva) through life”, and so Nelly find the dot.com event for Eva, and upon confirmation, Nelly books the event and plans the trip. At the event, AI technologies create a highly personalised experience for Eva, from getting access when “the system automatically recognised (Eva)” or when AI “recommends a tailored schedule”, based on keynotes, contacts and acts that Eva might enjoy. Overall, AI is trusted, personalised information is shared and Eva perceives a positive value co-creation, stating “wow, the thing knows what you want”.

In Scenario 2, value is no-created, as AI remains a rather suspicious technology and Eva “gets terrified when she recognises how transparent she is”. While Nelly assists with automated suggestions, Eva still perceives AI as a rather “scary” technology, and she is afraid that AI might become too dominant during the event: “What is going on? It is my decision, not yours!”. Overall, Eva has an ambivalent relationship with AI, recognising its benefits, while at the same time, value is destroyed when she feels she loses control of decision-making.
In Scenario 3, value is co-destructed, as Eva is not ready to attend an event that is fully AI-mediated. While Eva is familiar with AI, she avoids its usage in daily life. In this event, she had no choice and had to download an app for the dot.com event. At the event, Eva feels reluctant to follow AI’s suggestions as it seems it “tries to guide her in a certain direction” and in fact at one point “sent her to another room, according to a minor preference”. Overall, Eva uses the technology but admits: “This is too much for me, I feel overwhelmed” and she feels “totally restricted in her free will”. Eva decides to leave five hours before the event ends since the “technology destroyed her experience”.

The implementation of AI will have a major impact on the nature of the experience and value formation at future events. AI will serve as a game changer in that it becomes a key autonomous resource creating a new level of human-to-non-human interactions (Gidhagen et al., 2017). This study contributes to the AI research agenda in that it researched value formation outcomes on customer experiences in the context of events. For practice, this study hopes that the anticipated development of future scenarios serves as a valuable guidance for events organisers to implement AI for more personalised experience and value creation.

Kyriaki Glyptou

On the verge between co-creation and co-destruction: the interesting case of a Greek traditional event

The recognition of traditional cultural events as strong pull factors for authentic experiences is well documented in the international literature. Consumers value uniqueness and authenticity and engage actively (consciously) or passively (unconsciously) in value and experience co-creation (Dimanche and Andrades, 2014). The level of participation varies depending on the cognitive and perceptual values of the consumer yet, motivation and benefits rely both on the expected knowledge and emotions of affinity ascribed to the actual event (Campos, Mendes, Oom do Valle and Scott, 2016; Chen and Chen, 2010).

Traditional cultural and spiritual events constitute curious cases for study since the role of institutions and official organisations is not always dominant nor leading. Even if facilitating the service provision ecosystem, it is often the local community which adopts both the roles of event producer and consumer (Jepson, Clarke and Ragsdell, 2014). Nonwithstanding the key acting role of visitors in the value and experience co-creation of events, this paper aims to shed light on the verge of their carrying capacity as experienced by the various types of consumers, including local community itself. This participation of multiple consumers is essential in the process of multi-dimensional capacity-building leading to the co-creation of value and experience (Prebensen, Vittersø, and Dahl, 2013).

In exploring the dynamics of multiple traditional event consumers, the paper aims to identify those variables influencing the development of an event as a co-created or a co-destroyed experience. To achieve so, the research builds on the service-dominant approach which allows for the recognition of all social and economic actors towards service provision, value co-creation and resource management (Della Corte, Sepe, Storlazzi and Savastano, 2018Ple). In the same time, it explores the caveat introduced by Plé and Cáceres (2010) recognising both co-creation and co-destruction as legitimate outcomes of exchange in events which are inherently characterised by both high risk and opportunity. The latest consideration only becomes more prominent in light of the conceptualisation of ethical and socially responsible products and events that consider simultaneously both the benefits to the consumer but also the ethical and social implications associated with it (Smit and Melissen, 2018).

In adopting Payne et al. (2008) definition of co-creation as the process of integrating all stakeholders' perspectives and efforts towards the development of new products and services, this paper will employ a mixed method approach to explore the perceptions of the multiple consumers (visitors and locals) in the co-creation of a traditional cultural event in Greece. The research aims to identify those variables that may potentially trigger conflicts on interests and perceptions hindering the co-creation process and potentially resulting to the co-destruction of an event and its subsequent experience for all consumers. Findings could contribute towards the better understanding of multiple consumer co-creation and support planning and management initiatives that ensure the sustainability of events and the maximisation of all value components attributed from each participant.

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Erose Sthapit and Peter Björk

Three value outcomes perspective: Value co-creation, value co-destruction and value no creation

Many studies have contributed to the empirical literature on value co-creation. In fact, studies on co-creation have proliferated in service research and have been increasingly applied in the field of tourism and hospitality (Chathoth, Ungson, Harrington, & Chan, 2016). However, such a trend is not evident in the case of negative accounts of interactive value formation (IVF) – co-destruction of value. Thus, previous research falls short in terms of theoretically explaining and practically guiding IVF, a neutral and integrative term, that includes both positive and negative value outcomes (Echeverri & Skålen, 2011). A recent study by Makkonen and Olkkonen (2017) in an inter-organizational setting offers evidence of a third outcome, value no-creation, in which the expectations of resource integration and the respective value-in-context remain unrealized. They explain that three value outcomes together guide 'toward clarified terminology and an integrative perspective to bridge the research on value co-creation and co-destruction' (p.518). This poses hitherto unexplored question(s), such as do different hotel customers experience value no-creation to the same given offering (value dimension) during their interaction with the hotel's services?

The present study utilized netnography to explore specific value dimension(s) that generate three types of value outcome as a result of IVF: value co -creation, value co- destruction and value no-creation in tourism accommodation services context. Customer generated content on TripAdvisor was analysed. The keywords "good", "positive", "excellent", "great", and "nice" were used to gather visitors' online narratives linked to the positive outcome of IVF. Negative emotional words "bad", "negative", "worst", "terrible", and "poor" corresponded to the destructive outcome of IVF. The keywords "ok", "average", "standard", "decent", and "not good not bad" was linked to value no-creation. The data in the study include 1,138 online reviews of tourists' experiences with 6 different hotels in Vaasa, Finland. A grounded theory approach was used to analyse the data. The findings reveal only one value dimension that resulted in all three types of value outcome: hotel breakfast. Out of the total 1138 narratives, 263 (23.1%) were related to guests multiple perception of the served breakfast during their stay at a hotel in Vaasa. More specifically, 198 of these were positive (75.3%), 9 were negative (3.4%) and 56 were neutral (21.3%). The findings indicate that hotel guests perceived the value of the same offering, hotel breakfast, differently, that is − positively and negatively, but there was also no value co-creating processes. As a consequence, for guests who experienced the breakfast as bad (value co-destruction) and satisfactory (no-creation), for them the service provider's value proposition of a good breakfast did not hold true. The findings generate deeper and more realistic knowledge on IVF research domain by shedding lights on the three outcomes, in particular, value no-creation that oscillates between the poles of co-creation and co-destruction. Future studies should incorporate the value no-creation dimension to gain a holistic and realistic understanding of the value concept.

Lucia Rubio Escuderos and Hugo García Andreu

Analysis of the impulses and brakes to accessible tourism from the stakeholders

1. INTRODUCTION.

Accessible tourism (AT) has gained great importance with the recognition of the rights of people with disabilities to social inclusion and, therefore, to participation in leisure and tourism (Buhalis & Darcy, 2011). AT not only means a social advantage, but it is also considered an important tourism market segment (Buhalis & Michopoulou, 2010). According to World Health Organization (WHO), around 15% of the world's population has some form of disability, percentage that continues to grow, mainly due to population aging and the increasing number of people with chronic diseases (WHO, 2019).
Nevertheless, great deficiencies are still detected in the tourism sector (Capitaine, 2016; Devile & Kastenholtz, 2018; Nyanjom, et al., 2018) that generate the need to delve the reasons why there are still resistances towards AT, as well as its driving factors.

2. MEHODOLOGY.

Stakeholder Analysis could be defined as an approximation to the understanding of a system through the identification of key stakeholders, evaluating their respective interests in such a system (Grimble & Wellard, 1996). A stakeholder analysis on AT will be carried out in a specific tourist space (Costa Blanca) to determine and understand the impulses and brakes of the phenomenon, having identified the collaboration among stakeholders important for the development of AT (Nyanjom, et al., 2018). We have determined the main Stakeholders following specialised literature: tourist companies (AT offer), public administration (offer), tourists with special needs and associations of disabled (AT demand).
From the main objective, the following research questions arise as secondary objectives:

- Which are the sub-stakeholders of AT?
- What is the experience of the stakeholders with AT?
- What are their interests in relation to AT?
- What resistances do they present to AT? Why?
- Which are the compromises that stakeholders take regarding to AT?
- How they have been informed about AT?
- To what extent do they push for AT?
- What resources do they use to defend their AT interests?
- To which other stakeholders do they attribute responsibilities for impulses and brakes to AT?
- How do the AT stakeholders relate to each other? how do they influence each other?
- How have stakeholders pressed each other to defend their AT position?

This analysis will be fed from qualitative in-depth interviews to stakeholders. We detected the interests and stakeholder relationships from the perspective of tourists with disabilities and associations (demand) through 25 in-depth interviews to them. During the fieldwork process a great variety of characteristics and discourse within the offer stakeholders has been detected. For this reason, it has been decided to focus the interviews on them. We conducted 45 interviews to people responsible for:

Public Administration (17): departments of tourism, heritage, town planning and mobility from local and supra-local governments.
Tourist companies (28): accommodation (family-owned hotels and from business chains, camping, hotel associations, tourist apartments…), restaurants, transport (train station, airport, shuttle bus, vehicle rental), tourist attractions and travel agencies.
The results are being analyzed qualitatively by content analysis with Atlas.ti.

3. EXPECTED FINDINGS.
We could extract some provisional results from the conducted interviews. AT demand stakeholders have an intrinsic interest towards the promotion of accessibility. They push companies through explicit demands and complaints to tourist companies and public administration, valuing the role of associations in this endeavour.
For offer, after becoming accessible, some have noticed an increase in visitors. Others do not, but ensure that the overall image of their organization has improved. These AT interests have been detected: real business value, corporate image, feeling of solidarity. Interests against AT: resignation to accessibility, accessibility as unnecessary investment and lose customers and opportunities because of the obligation to be accessible.
In this regard, AT commitments are divided into: a continuous investment to attract people with all kinds of capabilities or not to make more investment, either because interviewees consider themselves as sufficiently accessible or because they do not consider AT beneficial.
Relationships also depends on the company or public administration department. We can highlight that offer stakeholders usually turn to associations to learn about accessibility. However, companies affirmed that neither the associations of disabled nor the public administration exert a clear pressure on them, but that it is other companies, mainly distributors that most push towards accessibility. Local public administration departments also state that there is no active pressure work on companies, since they consider that it is not their task. Instead, supranational agents do work to promote accessibility.
With regard to tourists with disabilities, surprisingly, it is claimed that they do not employ an active role in the demand for accessibility, and even that there are customers who reject products adapted to their own needs.

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Sumit Saxena and Amritesh

Conceptualizing Value Co-Creation in Medical Tourism and Proposing Antecedents using Psycho-social Perspective

Value co-creation has not received much attention in medical tourism research. Earlier research suggests that co-creation is the key element for the sustainable development of medical tourism. The present study attempts to conceptualize value co-creation in medical tourism and explore its key antecedents from a social and psychological perspective. Medical tourism presents a unique context of its kind as compared to other tourism contexts where the anticipated health outcomes play a major role in facilitating the co-creation process and determining customer value. Medical tourists start participating in co-creation process right from the time when they make decisions about the destination country & the service providers. Healthcare services are rated high on credence characteristics where customers are likely to engage in the high level of information search from multiple sources (e.g. online reviews, friends/relatives, hospital websites, etc.) to get knowledge about the process, potential outcomes, and social proofs to build trust on the service providers. At the same time, the experiential elements such as interaction with the service providers, the service setting, and the local culture play an important role in facilitating co-creation. We conceptualize the phenomena of value co-creation within medical tourism by integrating two different kinds of customer values, functional value, and hedonic value, which are rooted in credence and experiential perspectives respectively.

The study adopts an in-depth systematic review approach to explore the antecedents of value co-creation in medical tourism. Firstly, the antecedents of value co-creation are explored both within healthcare and tourism literature. Then, the antecedents which are highly relevant in context to medical tourism are extracted using the lens directed review approach. Our analysis is based on the final set of 42 articles reduced using relevant exclusion & inclusion criteria from the initial pool of 1100 articles, which is obtained by using prefix 'co-crea', 'co crea', 'cocrea' in Management and Social-Science journals within Scopus database.

Further, using the extant synthesis and critical analysis of the generated knowledge base, important psychological and social antecedents unique to the context of medical tourism are proposed. These are briefly described below in table 1 (attached separately as .pdf file).
This study leads the way towards conceiving value co-creation in medical tourism by integrating the credence perspective in ongoing tourism research. A micro-foundation of ‘co-created value’ is constructed by integrating the two different paradigms of service consumption i.e. utilitarianism and hedonism. The study proposes theoretically grounded unique antecedents of value co-creation which is critical to the context of medical tourism from credence perspective. This research is a step towards enriching the ongoing tourism research and provides insights into the sustainable development of Medical Tourism industry. It will help the industry practitioners to understand the nature of value expected by medical tourists and to design co-creation spaces for strategically engaging the stakeholders.

Klaes Eringa and Bill Rowson

Elephant trails in healthcare – deviant procurement behaviour in hospitals

Our paper asks whether emotionally driven decisions to take alternate procurement routes are an escape for authoritarian control? This form of informal procurement is known as Maverick buying (Karjalainen, Kemppainen & Van Raaij, 2009; Karjalainen & Van Raaij, 2011) and can often be seen in service sector organisations, particularly in healthcare. More and more forms of e-procurement are used in hospitals and hospitality businesses, chain hotels, where centralised procurement systems produce economy of scale for the organisation. However, often these are complex E-Systems that can be difficult to use by employees and which can cause delivery delays, resulting in informal approaches being used. Normann (2002) asks if (internal) “clients sometimes try to ‘get past’ the contact personnel and do things themselves? Could that interest and knowledge be better utilized?” (p. 124). Maverick buying is an example of employees or other stakeholders in an organisation who bypass the formal structures. In many cases merchandise can be procured locally quicker and easier, but this informal route does not fit with corporate strategy and is often not cost effective for the organisation. This disruption may cause conflicts in the organisation (Van Poucke, van Weele & Matthyssens, 2014). In hospitals, where safety procedures are a top priority and subject to government regulation, this behaviour may even be illegal.

Does this disobedient approach to procurement suggest a connection with the unconscious, or is it about flouting leadership or authority and does this suggest that purchasing outside of the procurement system is a little bit ‘risky’ e.g. showing disobedience towards management (authority) or railing against leadership (control). In other words, is this type of behaviour more intuitive or deliberate (Kahneman, 2011), or sometimes plain wilful? Does such behaviour reflect individual freedom? Maybe it is motivated decision or maybe an urge to do things in a different way? Mans (2016) uses the term “elephant trails” as a metaphor for this type of deviant behaviour or alternative routes. Where examples may be fairly visible and high profile, the cause and underlying conditions for such events and processes are often a mystery that this research intends to explore.

Our research studies the reasons for these elephant trails in the procurement department at a large Hospital in the Netherlands. Following Normann we ask how much freedom could be given to internal stakeholders, or if they should be nudged into the proper channels (Thaler & Sunstein, 2008).

The findings show that depending on level and department there are differences. Maverick buying occurs most often in the Pharmacy and Support departments (facility), whereas it occurs the least in the Medical Imaging and Radiation Oncology (MIRO) departments, clinics and wards. Results also show that respondents who score lower on knowledge of procedures tend to participate more in maverick buying. This would indicate that more training and better communication is indicative, especially where health and safety are concerned.
Key words: deviant behaviour; elephant trails; maverick buying; procurement

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Claudia Seabra, Odete Paiva, Carla Silva and José Luís Abrantes

The Impact of Health Risk Perception on Tourists' Behavior – the case of Coronavirus

The spread of infectious diseases is naturally connected to travel. There are substantial risks associated with infections and complications as a result of international tourism. Tourism is not only affected by pandemics and epidemics but also contributes to their spread (Hall, 2005a, 2006; Tatem, 2009; Tatem et al., 2006).

As a response to risk, many countries cancelled flights, closed land boarders and impose severe travel restrictions. As past research concluded, the perceived risk of travel is one of the most important determinants of tourists' behavior (Seabra et al., 2013).

The current increase mortality rate by the new coronavirus (formally known as 2019-nCoV) and the potential of a global flu pandemic, affect destinations' image, and tourists' risk perceptions and consequently tourists' behavior.

Therefore, this research intent to analyze the impact of perceived risk of coronavirus on tourists' behavior concerning to the safety and security measures in the hospitality and tourism industry and at their travel destination choice.
A quantitative research methodology through an online questionnaire was implemented and samples were collected from both the domestic as well as international tourists to analyze the impacts of the menace of Coronavirus in several aspects: i) (un)safety travelling in their own country and abroad, ii) (un)safety practicing leisure activities, iii) plans to travel, iv) and finally which kind of measures tourists are willing to take to feel safer.

The findings of the study can help tourism destinations managers, transportation and travel services to improve destinations and travel safety images. Study limitations and directions for future research are also discussed.

Lassi Tuominen

Online performance implications of management responses to customer feedback in hotels

The application of the internet in the tourism and hospitality industry has revolutionized the entire sector for the creation and distribution of products and information. Companies are now moving online to reap the benefits of an increased online presence. Similarly, customers are following suit and increasingly go online to search for travel-related information, to compare alternatives, and to book tourism products. Indeed, this move to online platforms has fundamentally changed the way information and products are disseminated amongst companies, from companies to consumers and between consumers. Consequently, electronic word-of-mouth (eWOM) has replaced traditional word-of-mouth as the more influential form of information and companies are forced to deal with this shift. The importance of having a strong online presence, monitoring eWOM and responding to customer reviews and comments made on online platforms is tremendous and companies have to manage these online discussions carefully to maximize the benefits.

Answering the call for more studies on online review management, this study looks at a fundamental dilemma that has emerged from the shift to online spheres: how can hospitality operators best respond to consumer feedback on online platforms to enhance their online performance? The study adopts a 10-move framework of conversational moves and analyses management responses of 14 hotels in a British seaside town to investigate how the moves impact the TripAdvisor score of a hotel. Moreover, the study utilizes netnography and adopts a mixed-methods approach to analyse a total of 1,503 reviews on TripAdvisor and the consequent 1,080 management responses. The results indicate that some communicative moves, indeed, have a positive impact on the online performance of a hotel, whereas others have a negative impact. The greatest positive impact is achieved when the managerial response has a conversationalist voice, addresses the review in detail and offers future discounts. On the other hand, the greatest negative impact is achieved with assuring that corrective actions have been taken, referring to the customer review on a superficial level and by using opening pleasantries. The results of the study and their implications are discussed further and academic as well as managerial recommendations are provided to improve the usability of the results of this study.

Evangelia Marinakou and Stergiani Karypi

Female managers in the food and beverage department in luxury hotels: gender issues and success factors

The purpose of this study is to offer a unique perspective into the experiences of female hotel employees and especially into career development, in the male-dominated context of Food and Beverage management. Gender discrimination and the glass ceiling have restricted women's career progression in this sector. According to ILO (2018b), gender gaps in labour force participation remain wide. Gender diversity has been a major issue over the years. On the one hand, there is progress when it comes to closing the gender gap in managerial roles in the hospitality industry as studies show that the hospitality industry consists of nearly 50% of female managers and the percentage of women being trained to become managers is over 75% nowadays. On the other hand, women are more likely to suffer financially because women's professions pay less than men's professions. Indeed, gender differences in professional choice contribute to low wages for women, even if we account for differences in skills and credentials related to the work of men and women (Powell, 2010). The so-called "patterns of employment ghettos" do exist, and certain departments of the hotels are filled by men, while in other departments mostly women are employed and this implies that gender diversity and occupational segregation is prevalent in the hospitality industry with less opportunities available for female managers (Pinar et al., 2011; García-Pozo et al., 2012; Lacher & Oh, 2012). Academic literature has shifted the focus of the researches into women in general management, keeping in mind their opinions and views on and aspirations to develop their personal careers in the food and beverage department. The experience of individual employees in the hotel industry remains very much to be understood and this study seeks to fill a knowledge gap in the perception of female food and beverage managers in luxury hotels.

A qualitative approach was taken in order to meet the purpose of this research and semi-structured interviews were selected as the best way of achieving detailed and rich profiles for the women in the food and beverage department. There have been 8 in-depth interviews of women who have worked in the food and beverage departments in Greece. 8 female managers of various ages and experience were participants in the study to maximize the data gathered.

The key findings suggest that female food and beverage managers in this study appear to be hopeful for the future confirming Torns and Recio (2012) who support that there have been attempts to decrease the gender inequality. Hard work appeared to be the main reason for the low participation, followed by the discrimination and work-life balance. The participants' opinions on the glass ceiling differ from each other and none of the women seemed to agree fully with Santero-Sanchez et al. (2015) about the glass ceiling being thoroughly evident in the workplace. There were those women that have not encountered obstacles, whilst others faced age discrimination. Female leadership was found to be effective, as they were found to be multitaskers and more capable of handling situations. All of the participants supported that the stereotypes in Greece still persist, agreeing completely with the existing literature (Petraki-Kottis & Ventoura-Neokosmidi, 2011). According to the participants the pay gap is also in place in Greece and they all agree that hospitality is a very low paid sector considering the long working hours, work without coverage in some establishments and the unpaid labour. This study proposes that in Greece, the HR department is either non effective, non-existent or conducting basic HR operations, without giving much detail to what the employees really need, and even though there is legislation that supports women, there is no implementation at all, which confirms the study by Paraskevas (2000) and sadly this situation proves that hospitality establishments have not still realised the importance of the human capital now that the competition in Greece has increased that much (Belias et al., 2017).

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Shlomit Hon Snir, Sharon Teitler Regev and Anabel Lifszyc Friedlander

FIT Tourist in Israel: Behavior and Travel Experience

The number of international tourist is experiencing continues growth and reached 1.4 billion in 2018 while the expanses of international tourists reached 1.6 trillion dollars. A large portion of the international tourist are independent tourists.
In Israel, the number of international tourists is increasing and independent tourists account for two third of the total number of tourists. Therefore, the importance of understanding the behavior of the independent tourists visiting Israel is crucial. The purpose of the current research is to focus on the independent tourist visiting Israel and to characterize him and his experience in Israel. The uniqueness of this research is that it combines questionnaires and interviews to het a whole picture of the tourists' preferences.

The results shows that:
• Almost all the tourist that arrive to Israel visit Tel Aviv and over 60 percent visit Jerusalem. The next popular destinations are the Dead Sea and Haifa. The percentage of visitors among first time tourist is higher than these of return tourist.
• The main source of information that the independent tourist to Israel uses is the internet (62.5 percent), and around 50 percent of the tourist use social media. Using social media in advance helps in planning the trip especially regarding flight, accommodation and sited to visit. While during the trip, the social media helps in choosing sites and sharing experiences.
• Most of the tourists that purchase accommodation did it using general sites like Booking or Hotels and do so a week to two month prior to the trip. About 21.7 percent of the tourists do not purchase accommodation (8 percent of them are tourists that purchased the accommodation as part of a package to Israel). The satisfaction of the tourists form purchasing accommodation services is similar in all purchasing channels regardless the time of purchase.
• Most of the tourists are very satisfy with their trip, show interest in visiting Israel again and will recommend visits to Israel

Murtala Alamai, Abubakar Siddiq Ango and Alessandro Inversini

Co-Creation of Nigeria's Personality brand by Local Travellers

Travelers especially the one of the so called millennial generation often base their travel choice also on emotional desires such as inspiration, acceptability, value, and feelings of being in a collective society. Destination personality is also reflected on social media where both the destination and travellers do create content reflecting the projected and experienced personality respectively. Research shows that about 90% of customers read social media online reviews through which incorporate elements of destinations brand image/reputation but also personality. Therefore, riding on the erstwhile principle, destinations and countries are now fashioning a niche brand or personality status to themselves to boost tourist patronage while also stimulating the marketing process of branding products and places round set values, experiences and emotional triggers through consumers mind. Given this background, the aim of this research thus is to investigate personality traits of Nigeria as a tourism destination through the perception of domestic travellers moving from the study of social media reviews. This will offer a strategic outlook towards the development of branding and marketing techniques leveraging distinct personality to be used in promoting the regions under study as well as the country as a destination of choice in Africa. Moving from a theoretical landscape, the study reviewed literatures of branding and personality constructs and destination personality, while also looking at the use of e WOM to shape, co-create and negotiate the personality of the destinations. An exploratory review of a total of 5'513 reviews from three of the five clusters of Nigeria under study were collected from tripadvisor.com. Reviews were then filtered according to profile of people explicitly from Nigeria (domestic travellers) these were then filtered based on the ones presenting rich experiences (defined as at least 300 characters) because personality traits may emerge from complex description of experiences. The final corpus consisting of (159) reviews from the three clusters (Abuja conference cluster 90; Kano Sahara cluster 53 and Bauchi/Plateau Ecotourism /Scenic Cluster 16) collected reviews were analysed based on two categorization models: a priori based on pre-established categories discerned from the text itself (Stepchen-kova, 2012) where Aakers model was used and secondly by adding the e personality constructs of Podder et al (2009) and on preliminary frequency analysis, nine broad categories related to personality factors were developed to analyse the cognitive component of destination personality of Nigeria.With a finding that the results of this research have some inferences for placing the brand name fascinating Nigeria which can influence visitor's perception towards its personality and products as a destination in this age of digital media because domestic tourists co-created and attributed personality characteristics to destinations, and that destination image is the main antecedent of destination personality. The findings also provide a few useful insights into the application of brand personality to clusters of geographical tourism destinations within Nigeria. Another implication surfacing shows that it's through the medium of social media content and picture that a positive image and personality was communicated. Implying that social media plays a significant role in shaping personality of Nigeria.

Anastasija Timofejeva and Vladimir Antchak

The impact of business events on a city brand: Exploring cases of Manchester and Derby, UK

City branding is the process of defining and communicating competitive advantages of a place. From the resident and visitor perspectives, it refers to the associations and perceptions that people have about a city. The purpose of any marketing campaign is to create and communicate a unique, sterilised and consumer-oriented version of a place. Business events have been widely recognised as important contributors to a city brand development. Almost all major cities have been investing extensively into convention and exhibition centres and facilities, as well as bidding for the large-scale national and international conferences. The major value of business events is seen in their economic and image contribution to the host cities. Corporate delegates are considered to be higher-yield tourists. Statistically, they tend to spend more at a destination than leisure tourists. From the image perspective, business events improve the international image of a host destination and attract attention to its business and investment sectors.

The incorporation of business events into destination marketing requires strategic programming and mobilisation of the key city stakeholders. A 'fit' between a destination and hosted events is required to realise the full potential of a city marketing campaign. It is also critical to understand how a city image is influenced by an event in short-, medium- and long-term perspectives. Although the use of events as a catalyst for destination brand development is a rather established area in event and tourism studies, there is still a lack of empirical evidence on how to design and orchestrate national and international marketing campaigns to promote cities as vibrant business events' hubs. The purpose of this research is to fill in this empirical gap.

The research will be conducted in two cities in the UK, Manchester and Derby. Manchester is an industrial hub located in the northern part of England. Manchester have been ranked as the 3rd most visited city in the country, as well as the Top 10 of most intriguing places to choose. The destination is seeking to promote itself as a leading place for business events. Corporate and business events have become one of the main pillars of the city's economic prosperity. In 2017, for example, Manchester welcomed over 15,000 delegates including the 38 major international business events. Derby is another industrial centre, located in the East Midlands. The city is about to launch a new destination development plan. One of the objectives of this strategy is to increase awareness of the city as a conference destination on the international and national levels.

A multi-method qualitative approach will be employed in this research. The primary data will be collected by interviewing key stakeholders in both destinations, including Manchester Convention Bureau, Marketing Manchester and Marketing Derby. The secondary data will include city marketing and promotional strategies, local development plans and other relevant documentation.

The contribution of this research is twofold. Theoretically, the results will contribute to a further understanding of the value of business events in destination development and marketing. Practically, the findings can provide useful insights and explain how to compose and realise sustainable destination marketing strategies focused on corporate and business events.

Ana Gabriela Ramirez Gutierrez and Oswaldo Morales Matamoros

Event tourism in the Anthropocene: The System approach to cover the complexity of the phenomenon

The study of event tourism in the Anthropocene involves the study of the human being as the center of the object of study, within a society. As part of its activity, it has contact with other communities, and traditions in which it creates impacts with positive and negative repercussions.

Globally, event tourism has grown in recent decades due to its contribution to economic and social progress for countries, especially in emerging economies. That is the case of Mexico.

Several authors have studied the tourism of events from different approaches for a few decades due to the importance of the phenomenon. However, the majority of studies were developed from a reductionist approach, which allows to see only part of the problem presented by this activity and therefore the solutions are partial.

The System Approach is a transdisciplinary science that allows the study of phenomena as a whole, providing an integrative and holistic vision. It contains the science of description, the science of design, the science of complexity and the science of action or praxeology. That is, it includes the description of the problem situation, the design of a model that helps us solve it, including the complexity it contains and the action to seek its validation.

This work has three objectives as purposes. First, present the advantages of use the System Approach to study event tourism. Second, characterize and model the dynamic of event tourism in Mexico as a complex system. The vision of event tourism as a system allows the identification of inputs, the process of transformation, and the desired outputs, identifying all those internal and external elements involved in the operation of the system as part of it. Any change or alteration in any of its elements will mean a change in the total system, which can lead it to its collapse. Lastly, based in the obtained diagnosis, and using a mix of System Approach methodologies an organizational model of event tourism in Mexico is proposed. This model characterize the ideal in the organizational structure of event tourism in Mexico, in order to achieve the viability of the activity in the country. The next step of the study is the application of the model in a Mexican destination.

Christina Karadimitriou and Pavlos Arvanitis

Event co-creation in street events: Evidence from Athens Pride

Street events usually provide a unique experience closely related to co-creation, since there is a high potential for peoples' participation that travel in order to attend the street event and interact with the other participants. (Binkhorst & Dekker, 2009). The main character of a street event is that all the individuals act together to create a specific value, which is a structural element of the event co-creation (Prahalad & Ramaswamy, 2004; Vargo & Lusch, 2004). This reciprocal relationship between all the involved parts is vital for co-creation (Friedman et al., 2004). The main characteristics of event co-creation fit in with the stakeholder theory, where event organizers tend to create suitable conditions in order to utilize the capabilities of all the participants (Freeman, 1984).

The study was conducted during 2019 Athens Pride, which was held on 8th June 2019. Through structured questionnaires 400 adult attendees were asked to participate on the research, whilst 312 useful questionnaires were collected. The aim of the study was to examine Athens Pride co-creation aspects by evaluating emotional closeness, community commitment, community support, participation incentives, emotional impact, and the brand image of the event. The research also included the examination of three socio-demographics (age; level of education; sexual orientation). Data analysis was based on the use of Structural Equation Modeling, whilst Confirmatory Factor Analysis (CFA) was used since all items were adopted from previous studies. Reliability and Validity were examined through Cronbach A, Average Variance Expplained (AVE) and Composite Reliability (CR).

The results indicate that all the examined socio-demographics have an effect upon the independent constructs, whilst age and the level of education appear to be the most important ones. Moreover, all the examined constructs appear to influence event co-creation. Participation incentives seem to have the highest effect upon event co-creation, followed by the emotional closeness, and the community commitment. The theoretical contribution of the research lies on the provision of a better understanding in terms of street events' co- creation, with special reference to Athens Pride.

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David Lamb

Innovative practice within the events and festivals sector: What does the literature tell us and what are the realities?

The study of innovation has become an increasingly large and diverse field that has a number of applications across a wide range of management disciplines (Hjalager, 2010). Typically, technology is seen as a vehicle to promote and develop innovative practice, but it is just one way in which innovation is made possible (Devine, 2012). Within the events and festivals sector there have been few comprehensive studies of innovation and consequently little has been published on the subject (Križaj & Horvat, 2015). The existing research is piecemeal and sporadic, reflecting the nature of innovation in this industry (Clarkson et al., 2010). Nevertheless, the events industry has grown exponentially in size and profile during the last two decades and continues to grow, new areas of knowledge and capacity for innovation continue to emerge as important facets (Getz & Page, 2016). This is particularly so in a climate of rapid technological and social change and in the light of new dynamics of consumer led demand, which requires events and festival managers to address an increasing range of internal needs and external influences.

Firstly, this paper will examine the literature on innovation in the events and festivals sector and aim to provide a typology of innovation based on categorisation by form and function, whilst also taking into account the influence of the external environment which has also shaped this field of study. Firstly an examination of what constitutes innovation is given and then an analysis of research into innovation in both the events industry (sporting, corporate, community) and festivals industry (arts, music, community) is provided. Secondly, the key findings of an interview study conducted with a number of event managers from a range of public and private organisations based in the Perth Metropolitan area (Western Australia) will be presented in relation to innovative practices they utilised as part of their role. All the interviewees were involved with creating, planning and executing a range of events for different outcomes. During the interviewees, it became evident that event managers are continually being challenged to adopt more innovative approaches, which in many cases is being driven by the adoption of technology to better connect with their event audience and enhance the experience of event patrons.

Innovative practices using technology in events, has the capacity to make events more personal and provide memorable and positive experiences for event patrons, increasing the legacy and footprint of an event (Petrović, 2015). Also, the increasing use of technology has the potential to enable event managers to more effectively engage, interact and communicate with their event audience (Yeoman, 2013). Nevertheless, within the events literature, there is a lack of evidence to substantiate these claims. This research study will help fill a gap in the research literature in providing a state of the art review of the relevant literature and provide some evidence to support the view that innovative practice is bringing about positive change and opportunity in the event management sector, but also creating a number of challenges and issues (Larson, 2011), yet to be fully resolved.

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Alyssa Brown

Co-creation and engagement: What festivalgoers want in the UK rock festival experience

Arguably one of the most popular staples to the British summertime calendar are music festivals, with 26% of UK adults attending a music festival (Mintel, 2019). The most preferred music genre of festivalgoers in Europe is rock (Statista, 2019), with the largest rock festivals in the UK attracting over 100,000 festivalgoers each year (Consultancy.uk, 2017). However, the popularity of music festivals in the UK has led to concerns of a saturated market (Stewart, 2016) where festivalgoers are both spoiled for choice and bored of seeing the same thing and are consequently searching for alternative memorable festival experiences. Despite its popularity, there has been minimal examination of rock music festivals in academia, let alone in understanding what is important to festivalgoers in their experience, yet this is vital information for festival organisers so that they can ensure they deliver experiences that encourage future attendance and preferred consumer behaviour. Thus, the purpose of this research is to address this gap in the literature. Specifically, it aims to determine the most important attributes of the UK rock music festival experience. Qualitative data was obtained through semi-structured group interviews, on site at three different UK Rock Festivals; HRH (Hard Rock Hell) United at Haven Hafan y Mor Holiday Park, Wales; Download Festival at Donnington Park, England; and Leeds Festival at Bramham Park, England. In total, 43 interviews were conducted with 124 festivalgoers. The festivals were selected through convenience sampling as permission and access was provided by the festival organisers. Interviewees were also selected using a convenience basis, as they were approached when relaxing away from the main stages to avoid disrupting their enjoyment of the music and enabling dialogue to be heard and recorded. Respondents were asked to discuss various aspects of their entire music festival experience, including pre- and post-experiences.

The interviews were transcribed verbatim and thematically coded and analysed using the data analysis software 'NVIVO'. Open and predetermined codes were used, specifically emerging and axial coding and content analysis. Trustworthiness of the data was established as credibility and transferability of the research was revealed through the consistency of findings at each festival, and also in acknowledging similarities in other UK rock music festivals that participants had previously attended.

The research sample included festivalgoers that were between 18-59 years old, with the majority between the ages of 18-29 (58.1%) and marginally more male participants (55.6%) than females. The findings reveal the importance of virtual and physical engagement and co-creation to festivalgoers, throughout the entire festival experience. This includes the pre-festival phase of their journey, conducted online when researching, booking and organising event attendance. This follows through to co-creation and engagement on-site during the festival. These attributes of the peri-festival experience are characterised into the musixscape, socialscape and aspects of enjoyment, which combined creates the most important attribute of the festival experience; the festival atmosphere. Finally, engagement and co-creation also plays a key role in the post-festival phase where festivalgoers re-live their festival memories and further enhance their festival experience online through the festival communitas.

The contribution of this research fills a gap in literature by determining the most important experiential attributes of the UK rock music festival. More specifically it indicates the importance of co-creation and engagement throughout the pre-, peri-, and post- phases of the experience journey. This study also provides practical implications for festival organisers as it identifies areas of the festival experience that can be more strategically managed to optimise experiences, promoting future re-attendance and positive word of mouth. General limitations of this study include the intrinsic bias of personal motivations, social norms and clarity in articulating and interpreting individual meanings in qualitative research. However, whilst the research is limited to three rock festivals in the UK, the majority of festivalgoers drew upon various previous festival experiences to better explain what they desired in their experience. To confirm the reliability of this study, it is recommended that future researchers adopt different research approaches and methodological designs such as social media content analysis or ethnography. The research could also be applied in different countries for international socio-cultural comparisons, or in different contexts looking at different genres of music festivals, or festival types such as film, art and other cultural events.

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Kevin Wallace and Eleni (Elina) Michopoulou

Stakeholder requirements and value co-creation in events

The festival and events sector is considered stakeholder rich (Getz & Andersson, 2016) with a number of actors and entities such as private, public and not-for-profit organizations. In order to achieve stakeholder satisfaction it is necessary to understand what is important to stakeholders, what they consider constitutes project success and what the factors and measures of that success may be. Once identified and effectively managed, meaningful evaluation can then be undertaken to assess success on stakeholder's terms. This approach also provides an opportunity to consider value creation for stakeholders in relation to their measures of success.

The purpose of this research is to therefore to determine such factors which influence stakeholder affects and interests, establish measures and indicators specific to the stakeholder characteristics and attributes identified, and provide a framework that enables effective measurement of success, provides holistic evaluation, and contributes to the identification of stakeholder value.
Whilst research is regularly undertaken to assess impacts of festivals and their benefits to stakeholders, there can be competing agendas (Larson, 2000), project success can be interpreted in different ways (Mir & Pinnington, 2014) with tensions and disagreements in relation to expected outcomes (Yolal, Gursoy, Uysal, Kim, & Karacaoğlu, 2016). It is therefore necessary to clearly understand stakeholder expectations, community dynamics and visitors and residents perceptions of impacts of festivals (Kim & Uysal, 2003; Sinclair-Maragh & Gursoy, 2015).

A multi-method inductive approach was used to capture the motivations and influences of the stakeholders as social actors during the Tour de Yorkshire (TdY) event. Using this event as a longitudinal case study over an 18 month period, the methodology comprised of surveys and interviews to engage a wide range of stakeholders, and used the conceptual Stakeholder Sandwich as the core model to produce a framework and methodology to generate richer data.
Results indicated that this model, framework and methodology proved to be effective for the understanding of stakeholder success factors and contributes towards the understanding of value co-creation for stakeholders in events and festivals and has clear potential for use by event managers and producers in the events and festival sector.

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Shirley Nieuwland

Placemaking in Valencia, Spain, a co-creative process?

In the past, urban and tourism development projects in Valencia mostly happened from a top-down and neo-liberal approach. The strategy was largely based on the development of spaces for mega-events such as Formula 1 and America's Cup and the development of The City of Arts and Sciences (Nácher & Simó Tomás, 2016; del Romero Renau & Valera Lozano, 2016). Since 2015 Valencia has a left-wing coalition that increasingly aims to address social problems such as house evictions, urban poverty and touristification that partially happened as a result of these developments (del Romero Renau, 2018). Regarding the strategy for urban and tourism development, a new strategy has been adopted that seems to be based on principles about collaborative placemaking, a strategy in which a destination is primarily developed for the local residents (Colomb & Kalandides, 2010; Markusen & Gadwa, 2010b; Marques & Borba, 2017; Richards, 2017).

By combining literature from both the field of tourism and geography (urban and economic), this research investigates those collaborative placemaking processes in Valencia to see how this process could potentially lead to more sustainable urban tourism development. The involvement of multiple stakeholders is something that is considered important in placemaking processes and sustainable urban tourism development as collaboration is thought to lead to effective policy making (Della Lucia, Trunfio, & Go, 2017; Kavaratzis, 2017; Koens, Melissen, Mayer, & Aall, 2019). Therefore, in this study, urban tourism will be considered as a networked destination in which tourism is treated as a network of organisations that together function as an ecosystem (Baggio & Cooper, 2010). When the destination is organised in such a way, it is believed to enhance the competitive advantage, lead to innovation, value for the firms and destination and in some cases sustainability (Klidas & Papageorgiou, 2018; Rodríguez-Díaz & Espino-Rodríguez, 2008; Tham, Ogulin, Selen, & Sharma, 2015; van der Zee & Vanneste, 2015). The sustainability aspect however is not central to most destinations yet (Rodríguez-Díaz & Espino-Rodríguez, 2008) and actual effects have not always been empirically proven (van der Zee & Vanneste, 2015). It is important to note that results in practice can be different as different stakeholders have diverging opinions and interests which makes collaborative planning and placemaking complicated (Kasabov, 2015; Koens et al., 2019).

The aim of this paper is thus to shed light on those processes and the potential effects on the city. To achieve this, the research project looks at the involvement of, and collaboration between multiple stakeholders in Valencia in relation to achieving placemaking and sustainability goals in a collaborative process. In total 16 interviews with those stakeholders have been conducted and the study was complemented with an additional 6 policy documents, as well as online communication from 4 neighbourhood associations. Combined, those data provide insights in the process of collaborative placemaking and sustainable urban tourism development in the city.

Some preliminary results show that such collaborative processes are complicated to achieve in reality, as indeed the interest and opinions of the different stakeholders varies greatly. It seems that despite what are most likely the best efforts of governments and private initiatives working on placemaking, they are still subject to a lot of scrutiny. Many people believe investments that are done in the city, in the end will only result in spaces that become even more attractive for a rich middle-class and tourists, while no efforts are being made to protect current residents from being evicted from their houses during this process of gentrification. It thus seems that placemaking processes have a high risk of gentrifying spaces and without proper intervention and inclusion of all residents, many people feel they are not represented in the process. We should thus only be cautiously optimistic about the effects of collaborative placemaking in practice and local governments seeking alternative development strategies based on placemaking principles should be aware of the risk of gentrification and what they can do to prevent this from happening.

Bobbie Chan and Ka-Shing Woo

Hunting vs. Farming in the Tourism and Hospitality Industry: In Search of Salesforce Ambidexterity Using Tai Chi as Intervention

The idea of dual and conflicting capabilities of employees falls into the concept of employee ambidexterity which is defined as the simultaneous exploration of new competence areas and exploitation of existing competencies in individuals' work roles (Mom, van den Bosch, & Volberda, 2009). Though the concept of employee ambidexterity has paramount importance to business organizations, related studies are geared mostly towards organizational ambidexterity (Fan, Lee, & Schilling, 2010). Given the importance of tourism and hospitality industry around the globe, this is the objective of our study to (1) develop new theoretical links that connect individual factors to employee ambidexterity and work outcomes, and (2) propose an intervention to promote employee ambidexterity.

Louise Buxton

The spa service encounter: an opportunity to explore co-creation and co-destruction

Purpose of the Research

A decade ago, Tabacchi (2010) noted that the spa industry had entered a phase of consolidation and partial maturity. Furthermore, between 2015 and 2017 the spa industry grew by 9.9% and is now worth $119 billion, therefore, its market value is high (Global Wellness Institute, 2018). However, concepts within the spa industry remain largely unexplored and the identified maturity and growth provide impetus to respond to calls from authors to better understand unexplored concepts such as the spa service encounter and co-creation (Lourieiro, Almeida & Rita, 2013; Reitsamer, 2015; Guillet & Kucukusta, 2016; Lin & Mattila, 2018).

This paper posits that spas are ideal settings in which to explore value co-creation and co-destruction. Spa service encounters take place in sensory rich environments, and involve extended human interactions, which effect consumers emotionally and intellectually (Bushell & Sheldon, 2009; Reitsamer, 2015; Lin & Mattila, 2018). This research aims to develop a conceptual framework which can be applied to extend the current body of knowledge of spa consumer behaviour. Furthermore, it aims to address the lack of theoretical understanding of factors within the spa service encounter that can foster value co-creation and co-destruction and play an influential role in creating memorable experiences.

Theoretical Background

Consumers no longer buy service delivery and quality, today they buy experiences and memories (Hemmington, 2007; Walls et al., 2011). The progression to an experience economy was identified by Pine and Gilmore (1998) who noted that experiences had emerged as the fourth step in the progression of economic value following on from commodities, goods and services. Corresponding with the economic progression, the way consumers interact with the offerings changed. Whilst commodities, goods and services are external to the consumer, experiences are internal, created in the mind of the consumer, as they are engaged on an emotional, intellectual and often spiritual level (Pine & Gilmore, 1998; Pullman & Gross, 2004, Oh, Fiore & Jeoung, 2007; Smith & Colgate, 2007; Bastiaansen et al., 2018). Bastiaansen et al. (2018) assert that emotions are the core building blocks of experiences, thus, experiences are only memorable when they evoke emotions. Consequently, it is no longer enough to offer a functional level of service, consumer demand for unique and memorable experiences requires organisations to develop value-added experiential provision (Oh, Fiore & Jeoung, 2007; Walls et al, 2011). The added value could be achieved via providing entertainment, education or escapist and esthetic experiences (Pine & Gilmore, 1998; Oh, Fiore & Jeoung, 2007; Mehmetoglu & Engen, 2011). Examples of added value include shopping centres offering concerts, a hotel cooking demonstration or themed guestroom or restaurants with singing waiters (Oh, Fiore & Jeoung, 2007; Mehmetoglu & Engen, 2011). Examples of experiential value in a spa setting could include learning how to use skincare products through watching a demonstration, other educational programmes geared towards improving health or wellbeing or in the form of themed spa treatments (Lin & Mattila, 2018).

The theory of service-dominant logic evolved to shift thinking about value from an organisation perspective to a customer centric view (Vargo & Lusch, 2004). The customer centric view progressed beyond simply being customer oriented, it required organisations to collaborate with customers, learn from them and adapt to their individual and dynamic needs (Vargo & Lusch, 2004; Bolton et al., 2014). The term value co-creation represents an evolution in marketing thought, as it positions consumers as active players in their experience, rather than passive audiences, thus, value is co-created for consumers, through their interactions to customise their experiences (Bolton et al., 2014; Zatori, Smith & Puczko, 2018).

Servicescapes are the physical environments in which a service process takes place and comprise many factors which affect the consumer experience, including ambient conditions, functionality, and signs, symbols and artefacts, service staff (Bitner, 1992) and other consumers (Tombs & McColl-Kennedy, 2003). Many factors within the spa servicescape provide opportunities for value co-creation, for example customised choices of massage oil, music, room scent and lighting colours or through the development of trusted relationships with service staff. It is known that consumers consider the social relationships built with focal employees as a relational benefit (Rosenbaum & Massiah, 2011) and consumers spend an extensive amount of time with spa service staff during their service encounter. Likewise, in a spa setting, value co-destruction could occur if there is an absence of information, insufficient levels of trust or through misbehavior of other consumers (Corsaro, 2020).

There is consensus that situational, environmental and human factors contribute to the customer experience (Bitner, 1992; Tombs & McColl-Kennedy, 2003; Rosenbaum & Massiah, 2011; Walls et al., 2011; Corsaro, 2018; Lin & Mattila, 2018). Spas provide ideal settings in which to explore value co-creation and experiential value, as they are multidimensional, providing sensory rich, bodily and effective experiences (Bushell & Sheldon, 2009; Reitsamer, 2015; Lin & Mattila, 2018). Despite the important conceptual works on the experience economy and value co-creation, empirical examination of the subjects in tourism, hospitality and in particular spa, are limited, with several authors calling for further empirical research (Mehmetoglu & Engen, 2011; Walls et al., 2011; Lin & Mattila, 2018; Corsaro, 2018;). This study, in responding to these calls, aims to address this gap in knowledge by investigating the factors in the spa service encounter that can foster value co-creation and co-destruction and play an influential role in creating memorable experiences.

Methods

The research proposed is an exploratory study to create a conceptual framework, which can be utilised to gain theoretical understanding of factors within the spa service encounter that foster value co-creation and co-destruction and play an influential role in creating memorable guest experiences.

Key Expected Findings

The development of a conceptual framework will provide a structure to enable empirical investigation of the spa service encounter, the results of which can be shared with spa operators for practical application to inform the design of spa experiences and development of opportunities for co-creation.

Kyriaki Glyptou

Destination image co-creation in times of sustained crisis

Destination management and branding literature defines a destination's image along the set of beliefs, expectations and emotional thoughts tourists create of a place (Assaker and Hallak, 2013; Kotler, Bowen, Makens and Baloglu, 2017; Zhang, Fu, Cai and Lu, 2014). Destination images are inherently perceptual subject to the personality attributes (psychographics) of the tourist but are also strongly affected by the underlying circumstances of the visiting destination as well. Soenmez and Graefe's (1998) travel framework suggests that regardless of the personality characteristics, perceptions of destination risk and safety are amongst the key antecedents of travel intentions. The latest acquires particular interest for destinations in crisis, with an increasing research body exploring the image recovery implications after short-term crisis events such as natural disasters or terrorist attacks (e.g. Atwell Seate and Mastro, 2015; Croucher, 2013; Kozak, Crotts and Law, 2007; Nasir and Yilmaz, 2017). However, little is written on the creation of image and brand perceptions for destinations in sustained crisis like the one experienced by the long-lasting mobility of refugees and immigrants though tourist destinations in the Mediterranean region.

Perceptions over the refugee and immigrant mobility carries inherently a strong personal bias. In times of anthropogenic crises, such as those related to populations mobility, the international community engages directly or indirectly both in the generation and/or circulation of opinion statements and news. Information sharing platforms on the internet and social media facilitate the speed and volume of self-generated content which serves as an opinion sharing channel and an information intelligence medium simultaneously (Wang, Xiang and Fesenmaier, 2016; Williams, Inversini, Ferdinand and Buhalis, 2017), with both triggering consciously and unconsciously potential tourists' image perceptions and hence, visiting intentions for an undefined period of time.

The aim of the current research is to explore the impact of tourists' self-generated content on the image co-creation of a destination in sustained crisis. The research develops in the island of Lesvos, North Aegean region in Greece, an island which has been affected by refugee and immigrant mobility since 2012, yet with inconsistent media and exposure attention. For the purposes of this research the concept of destination image is conceptualised along Gartner's (1994) cognitive, affective, and conative attribute typologies, which are appropriated in the context of destinations in crisis. The proposed model builds on a sample of domestic and international tourists who visited the island in August and September 2019 to explore their predispositions and perceptions prior and after their visit in the affected destination and to identify attitudinal patterns and triggers of destination image-related content generation. The research aims to contribute to the existing body of literature on destination management and branding through the exploration of the conscious and unconscious tourist contribution to the image repair and restoration in destinations in crisis.

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Lucia Tomassini and Elena Cavagnaro

Circular hospitality in Friesland: how small hospitality firms understand circular economy and its co-creative dimension

This study explores how small hospitality firms of Friesland, a rural province of Northern Netherlands, understand the paradigm of circular economy and its implementation in their facilities. Circular Economy is broadly understood as a paradigm prompting the shift from a linear economic model to a circular one. Since the industrial revolution, market-oriented economies have been characterized by a make – use - dispose linear approach. On the contrary, the circular economy proposes the creation of make – use - up-cycle loops in which products and processes are constantly regenerated, entering in a 'cradle-to-cradle' eco-effective process. Circular economy is a liminal paradigm aiming at eliminating the negative impacts of production and consumption at the environmental level together with setting upcycling processes at zero waste. In doing so, circularity appears like a paradigm pursuing the creation of 'smaller' (with less passages) loops of materials and processes regeneration and requiring the active involvement of different actors and stakeholders. The design of circular 'cradle-to-cradle' loops is a compelling driver for a fast-growing and impactful industry like hospitality. While circularity has been originally conceived and developed with a focus on products design, how circularity applies to a service industry like tourism and hospitality remains still under theorised and under investigated. This is the literature gap addressed by this research in which we pay a specific attention to the understanding of the co-creational dimension of circularity in a complex, multi-stakeholder and service-oriented industry like hospitality.

Circular economy is at the center of a growing debate and legislative initiatives both at European level, at national level and, more specifically, in Northern Netherland and Friesland. In 2015 the European Commission adopted the "Circular Economy Action Plan" to help and stimulate Europe's transition towards a circular economy (https://ec.europa.eu/environment/circular-economy). In 2016 the Dutch Social and Economic Council (SER) published the report "Werken aan een circulaire economie: geen tijd te verliezen" to support the transition of The Netherlands towards the circular economy to become a global leader country in the implementation of circularity (https://www.ser.nl/nl/publicaties/werken-aan-een-circulaire-economie). In 2016 the association "Circulair Friesland" was founded with the aim to make the Friesland province the most circular region within 2025 and a paradigmatic example and leading region for next generation (https://circulairfriesland.frl/). Despite the increasing interest in circularity, current academic literature on tourism and hospitality seem not be involved in the discussion and the implications of Circular Economy in tourism and hospitality have remained largely unexplored and undertheorized. Moreover, current initiatives aiming at integrating circularity in hospitality largely focus on the urban context and big hotels. Therefore, this research aims at investigating how circular economy is understood by representatives of the hospitality industry in a rural territory like Friesland. In doing so, the study explores how owner-managers of small hospitality firms understand circularity, how they envision its implementation in their facilities and to which extent they make sense of circularity in terms of value co-creation.

The study draws on the existing literature on Circular Economy with a specific focus on tourism and hospitality studies and on the relationship between Circularity and Sustainability. In doing so, we explore to which extent the paradigm of circularity can be understood and interpreted in terms of co-creation. The investigation is organized as a case study. Data are collected via semi-structured interviews and focus groups were the informants are small hoteliers and restaurateurs operating in Friesland. The research informants have been purposively selected as hoteliers and restaurateurs already proactively committed to pro-sustainability good practices. The resulting qualitative data set will be analysed, combining techniques of narrative analysis like structural narrative analysis and content analysis. As part of the research findings, we expect setting a first understanding of how circularity is conceived by small hospitality firms and identifying a set of crosscutting main discourses on circularity. Moreover, we envisage to explore to which extent the research informants interwove their understanding of circularity with a co-creative approach.

James Malitoni Chilembwe, John Lennon and John Harris

Contribution of Corporate Social Responsibility (CSR) Practices to Socially Responsible Tourism Development in Malawis's Tourism Firms

The objective of the study was to understand the contribution of CSR to socially tourism development in the context of Malawi's tourism industry. Corporate Social Responsibility (CSR) is an essential area of interest in both developing and developed countries, as well as in the field of business and society in general. The concept has increased in importance because the business environment keeps on changing. There is a growing global demand for socially responsible businesses from a wide range of stakeholders, including employees, customers, suppliers, governments, investors, social activists and communities, which means that CSR adoption and application can assist in the economic growth of countries. There is evidence that countries which have incorporated CSR in tourism have gained more economic benefits than those which have completely ignored CSR. Several areas of excellence are considered for the recognition for the best practices, for example; the economic impact on businesses, business empowerment, social involvement, human resource development, and environmental management. Several factors drive the tourism economy, among them are business investments, excellent tourism infrastructure development, robust tourism product offerings, and accessible tourism products.

The adoption of CSR does not only expose firms to new economic knowledge, but also to a new social interaction through which to interpret the knowledge. CSR works in conjunction with tourism firms to identify new opportunities to monetise CSR activity positively and sustainably. It also helps to put real revenue streams behind social activities, thus increasing CSR's sustainability along with that of the firm. The firms are improving social responsibility strategies when becoming more interested in exploring new business approaches to create and capture the value that can address economic, social and environmental challenges while pursuing CSR. Therefore, CSR can help in creating economic, social, and shared value with stakeholders through tourism business activities.

Moreover, it is becoming more critical for both business owners and scholars to find ways to address CSR challenges together to support economic growth. Twenty-seven in-depth interviews were carried out with the managers, regulators and related stakeholders in the tourism industry in Malawi. The study revealed that profitability is the key to contribute significantly to CSR initiatives. However, it was not without challenges like corruption, knowledge gap and coordinated efforts hinder the active contribution of CSR to socially responsible tourism development. It, therefore, suggests for the coordinated effort by all the stakeholders to make the tourism industry vibrant for economic growth. If CSR is well utilised, it can help in creating economic, social and shared values with stakeholders through tourism business activities.

Dominic Lapointe, David Guimont, Alexis Guillemard and Jean-François Jasmin

Framing the issue, scaling the action: a tale of two tourism living lab on climate change

The tourism industry is vulnerable to climate change, as many of its resources will be heavily affected by it (Becken & Hay, 2012; Nicholls, 2014). Coastal destinations and winter sports resorts are likely to be the most affected by climate change, calling for innovative adaptation initiative. However, Adaptation is a complex issue, full of wicked problems and builds through representations of space, place, environment, climate and tourism. All those representations are the product of history, dense social interactions, power relationships, political arrangements and individual stakeholder life story. Some tourism areas took the path of social innovation and co-creation through living lab processes to face the challenges of climate change adaptation. Henceforth the need to go further than current research on adaptation to climate change of the tourism industry that has paid little attention to the social dimensions of adaptation and its non-climatic factors. The issue of innovation in adaptation to climate change has mainly focused on the administrative and technological aspects (Rodima-Taylor et al., 2012), leaving aside the issue of adaptation as a social innovation justifying to work within a living lab process to foster social innovation for adaptation.

A Living Lb (LL) is built on an open innovation ecosystem bringing together public and private stakeholders, knowledge institutions (academia) and users. The ecosystem of open innovation created must maximize the diversity of stakeholders and multiply and combine projects (Guimont, Lapointe 2017). LLiving Lab focuses on territorial or thematic issues (Janin et Pecqueur, 2016), technological innovation, but also, and increasingly, social innovation (Franz, 2015, Dezuanni et al., 2017). The dimensions of dialogue, co-creation and participation inherent to the territory and to social innovation are consistent with the opening of the innovation process at the heart of the LL approach, an approach considered by many to be part of the new processes of socio-territorial innovation (Guimont and Lapointe 2016, Rochman et al., 2017).
The two cases studied involve tourist areas in Quebec: the coastal region of Rivière-du-Loup, in eastern Quebec in Canada, and the Laurentians region north of Montreal, in western Quebec. These two cases were concerned with the adaptation of destinations and tourism stakeholders to climate change. In the case of LL des Laurentides, the Living Lab was set up by combining LL projects determined by call for interest from tourism businesses. In this case, socio-territorial anchors, types of organizations and innovation cultures influenced the ability of businesses to mobilize and collaborate at similar intensity and implication in this LL. However, the combination of different levels openness and contributions at various territorial scales revealed both challenges and benefits. In the case of the LL in the Rivière-du-Loup region, the approach was more collective, bringing together stakeholders in territorial development, tourism and environmental associations. In this case, governance was more diffuse and the actors worked collectively in order to co-create avenues of collective action with regard to adaptation to climate changes. In the other case, the action was centered on the private organizations, creating a less open field for innovation but generating more results in term of practical iniatives.

Those two living labs had different structures around similar goals, but ended up having quite different results. The presentation will analyze through issue framing, how the climate change issue is understood and conceptualized by the participant of the living lab, and action scaling, at which scale the action are aimed to, how the co-creation processes of the living labs were conceptualized and put in action. On the one hand the LL Laurentides was less open in its possibilities being framed by a previous strategic plan, and involved more private stakeholders with short term issues. This LL created more projects that went all the way to experimentation phase and it is now in its second wave of co-construction allowing the possibility to evolve with a wider spectrum of actors to contribute and set new conditions for innovation in a slightly more territorial, less thematic LL. While, on the other hand, the LL de Rivière-du-Loup was more open in its framing of the issue and involves mostly civil society stakeholders, didn't succeed in fostering collective climate change adaptation initiatives. There was a gain in the understanding the process of climate change in the area and how the stakeholders construct their understanding of it. In the end, two organisations did an exploration process to co create awareness building strategies around tourism and climate change adaptation. This results call for attention on the setting up of living lab as social innovation process in tourism where scales of actions (governance, initiatives, resources set in motion) and the framing of the issue (in space, time and resources needed) might be more important than the initial intentions to foster co-creation and the emerging of an open innovation culture.

Ben Wielenga

Merging architecture and nature into build objects in natural environments: potential for tourism destination development and management

An ever increasing number of nature areas are disclosed for tourism purposes. With disclosing such areas, nature organisations wish to capture the attention of a variety of visitors that hold different motives and try to offer unique experiences, raise nature and landscape awareness, (re)connect people with nature and potentially stimulate public support and funding. In this, the implementation of architectural objects in nature areas can be seen as a helpful tool. However, the approach is still considered a niche. Globally, only a few projects are, or planned to be, implemented. Usually, these objects are using the principles of nature and landscape in design, which is made visible in their form, shapes and use of materials. Bird Observatory Tij, a so-called bird hide or blind situated in the world-famous Dutch delta, is one of these architectural facilities.

By using a qualitative case study, more specifically semi-structured interviews, Tij was studied in-depth in order to notice what criteria have been taken into consideration in the construction phases of the object and what this meant for both tourism development and management as well as for nature development and protection. The results showed that Tij can play a significant role in both local and regional responsible tourism development and management.

Firstly, it was found that by creating Bird Observatory Tij, a 'forgotten' piece of fallow land was transformed into an area with purpose by exhibiting the area's demonstrable qualities such as a variety of sub-ecosystems, bird richness, water/river dynamics as well as cultural (Haringvliet sluice complex) and historical qualities (specific elements in the object refer to the Dutch flood disaster of 1953). Secondly, the object is used as a landmark with the aim to pull a variety of target groups to the area. These are found in birdwatching (tourism), nature and landscape enthusiasts and visitors that are interested in architecture, culture and history. In that sense, Tij originally being a Bird Observatory, is not limited to fulfilling the (basic) needs of birdwatchers only. Instead, the object inspires various visitor groups, those as well that originally were not interested in nature and landscape, which ensures that a range of visitor groups become aware of, astonished by, and appreciate, the range of area qualities. This might eventually develop a sense of place, local pride and may help to increase public support for nature and landscape protection and development among a wider community.

Every aspect of Tij, including the object and the belonging footpath and tunnel, is created in a nature responsible and experiential way. For example, (potential) disturbance to birds and the environment is limited by creating the footpath in a dense and narrow area of shrubs, trees and partly wetland. As a result, visitors are consciously limited to follow the beaten path, but they get in touch with the area's natural values immediately from the beginning also. Moreover, the final stage of the route towards Tij is situated in a tunnel construction, including elements for nature development and protection (e.g. sand martin nestling holes). To enhance the visitor experience, listening holes have been implemented. Furthermore, the tunnel hides visitors from the birds so that disturbance is limited. In essence, visitors to Tij are taken on a mental journey and awareness trip. Furthermore, such a distinct object as Tij encourages visitors to make use of other, very localized, facilities in the leisure industry, thereby stimulating local spin-off effects for SME's.

From a broader perspective, Tij is meant to function as a first touchpoint in visitors' physical customer journey to the delta. The distinct character of Tij should pull visitors from the nearby Biesbosch National Park, which is a stable tourism destination already, to the delta area by using storytelling and offering visitors a complete tourism product, since nature and landscape dynamics in the delta impact the Biesbosch.

To conclude, implementing architectural objects in nature could stimulate a range of visitors to become aware of, and get in touch with, natural values and eventually (re)connect with nature. Nature organisations could consider implementing such facilities as they can act as a catalyst for gaining increasing public support for preserving nature.

Maria Zoi Spanaki

To what extent does the All-inclusive system affect the industry of tourism? The case of hotels in Crete

Nowadays, one of the fastest growing markets around the world is considered to be the tourism and hospitality sector. In order to understand the actual meaning of tourism, it would be helpful to have a look in the past years and into the way that this sector managed to be established as a strong business and an attractive job for many people.

There is a range of definitions that provides the meaning of what tourism is, however the most essential has to do with people's decision to organize holidays, doing related to the destinations activities and gaining experience more than 24hours far away from their home in a foreign place. The mentioned activities could be either for leisure time and pleasure or for business, so the description of tourism is directly associating with the reason of visiting a destination.

As an established sector for the global economy, the tourism experts do an endless try for innovational steps with the hope of getting a bigger segment in the competitive market. The All inclusive system is one of them and the main idea is the purchase of a holiday package of holiday that includes transfer fees, accommodation, Food and Beverage supplies and in some cases organized activities. It started from British people and its operation achieved to be established in most of the hotels, giving them a new identity for their recognition in the market and contributed in their capacity to be over the 100%.

Greece which is the examined era of the research is well known as one of the most visited destinations. Its location, its endless sun shines during the summer period, the blue crystal seas and its traditions created a beneficial reality for offering a unique hospitality and a rapid tourism development. The continues upgrade of the facilities contributes to the creation of luxurious hotels with extended number of beds and that is a financial breath for the country as tourism is the first sector among the other that has a significant contribution to the national GDP.

The biggest island of Greece and one the biggest in the Mediterranean Sea is the island of Crete that plays a dominant role for the national tourism level for Greece. The visitors showed an upcoming way the last years and it is worth mentioned that at the end of 2018 Crete had 125.800 rooms in hotels rated between 3*** and 5*****. The innovative steps consists an idea which is essential to be activated in order to enable the attractiveness of the destination as the ideal holiday destination.

The subject of the research is studying the positives points of tourism industry in Greece and the weaknesses that the sector is facing up due to external factors, due to the education of the workforce. A primary research is conducted in hotels independently of the star rating in Crete and the answers try to give instructions for a smoother operation of the sector by taking into consideration the endless demands under an All inclusive established system.

Shenghan Zhou and Klaes Eringa

What makes a place attractive? cultural differences in destination image formulation

The aim of this paper is to contribute understanding of a destination's images that are formed by people from different cultural, social and ideological backgrounds; what the differences and/or similarities among different cultural groups are when they represent a destination; and whether different expressions that are used by different cultural groups reflect the cultural differences. A better understanding of the new Chinese tourist market is provided in order to enable a relatively unknown town that was selected as the European Capital of Culture to promote itself to a wider range of visitors.

Destination image is one of the most important factors influencing a tourist's decision-making process and the satisfactory degree in respect to the actual tourist experience (Chon, 1992). A destination's image can be considered to evolve in three sequential stages (Baker, 2007), the pre-departure or organic image, the marketing induced image, and the experiential phase where the image is enhanced by the person's first-hand encounters. Tourism images and ideas easily travel together with tourists. These images and ideas might change as tourists will present them with their own understanding, thoughts, and feelings that they hold about a place. Just as the influence brought by the tour operator, potential tourists may hold different expectations after they gain information from former tourists. Besides the physical environment of a particular place, emotional feelings are more likely to be influenced (Cordeiro, 2011). Destination image formulation is a process of sense-making towards a place. Mendoza and Morén-Alegret (2013) define the sense of a place as "an open, complex notion that is derived from multiple influences. Among these are our sensuous experiences of place, the meanings and emotions that we associate with it and our feelings of attachment and belonging to it" (768).

People from different cultural backgrounds may perceive destinations differently. Dede (2013) shows that "cultural values are rather powerful because they affect all aspects of life, including the motivation of travellers" (p.6). And visual images such as photographs are commonly used for materializing a destination's image. The present study aims at examining what the differences and/or similarities among different cultural groups are when they represent a destination; and whether different expressions that used by different cultural groups reflect the cultural differences.

The study, which was conducted in the city of Leeuwarden, the Netherlands, is part of a longitudinal project that monitors changes in the destination from the time before the town became European Capital of Culture until two years after that event. A growing number of Chinese visitors is a specific target group in this research (Eringa & Zhou, 2015). Tourists, local residents and students in the city Leeuwarden have been invited to submit photographs that they believe represents the city image well. Two sets of photographs taken by Chinese natives and Dutch natives were collected and analysed through content analysis. The exact locations where the photographs were taken were analysed using ARC GIS software; the location for capturing photographs also determined the effects of the different cultural backgrounds. The image contents the two sample sets presented differences on a number of dimensions: ACTIVITY, SPACE, NATURE, ARCHITECTURE, ICONIC IMAGE and ENHANCING TECHNIQUE. Cultural differences between the two sub-samples are distinct on dimensions of ACTIVITY, NATURE, ARCHITECTURE, ICONIC IMAGE and ENHANCING TECHNIQUE.

The image of a place is co-created by a complex interaction of cultural discourses between destination, mediators and visitors. Firstly, destination managements contribute to producing destination image as they represent destinations with promotion purpose, for both visitors as well as locals. Similarly, tour operators and other tourism-related service providers in tourists' home places are co-producers as they represent destinations with their own manners. Secondly, local residents, to some degree as a part of tourist destinations, identify their home place with their inherited understanding and represent the place with their own expression. At the same time, they also consume the images that they produced as they are also the observers for their home place. Thirdly, tourists themselves are both producer and consumer of destination image because they are the physical 'body' to formulate particular imaginaries. Meanwhile, current tourists represent destinations with their feedbacks to potential tourists as well. On the one hand, visitors contribute to images formulation with their own participation in the touristic consumption during their real-time visit. On the other hand, with the emotional attachment towards their home place, local residents present the place which might be different from the 'official' image, will adjust the tourists' expectations and preliminary impression towards the destination. Also, local residents could learn more about their own culture by re-think the image of their home place. Therefore, tourist image formulation should be understood through the communication and negotiation between different co-creators that enable the creation of shared meanings and interpretations towards a particular destination.

Keywords: Destination image, Cultural difference, Visual research, Chinese tourist study, Leeuwarden Capital of Culture 2018

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Demos Parapanos and Eleni (Elina) Michopoulou

Value co-creation in Hospitality through Gamification

Hospitality industry is becoming more and more competitive, and therefore marketing a destination has become a challenge (Han, Jung and Gibson, 2014). Consequently, the use of modern technology is crucial for many destination-marketing organizations in order to gain competitive advantage. The most successful companies know exactly what their customers are looking for. It can be difficult, however, to know exactly what consumers want from a product, down to the smallest detail. Thus, tourism organizations need to use ICT to develop strategies that are customer-centric, which will assist them to focus on their customers (Buhalis and O'Connor, 2005). It is therefore interesting to investigate the value of co-creation in the hospitality industry through the concept of gamified applications' by identifying the motives of individuals' when they use an innovative customer-centric platform. Gamification can be applied in technology-mediated and non-technology-mediated contexts. Within technology-mediated contexts, gamification is more applicable due to the favourable environment that such context offers. Recent evolutions indicate that mobile devices are becoming travel buddies and their use is profoundly influencing the different phases of a travellers' journey. Hence, it could be assumed, that a mobile hotel gamified application is now easier than ever to develop.

The phenomenon of gamification has been applied with several objectives, ranging from increasing brand awareness to encouraging consumer engagement (Garcia et al, 2016). Even though the hospitality industry has already used game elements (Garcia et al, 2016), limited research has been focused on individuals' motives to use them, assisting a hospitality operation strategy focusing on customer experience and interactive relationships. One of the biggest challenges that businesses face is how to stay relevant within ever-changing markets. As a relatively new phenomenon in the industry, factors affecting its value co-creation have yet to be researched. Today, where instant customer feedback is the norm, and competition can be tracked in real time, organisations from all sectors must find ways to stay ahead of the curve. Hence, this research aims to identify individuals' motives when they use a gamified application, with significant attention to the element of fun as a major motive.

Fun as a perception of experience from the users' and consumers' point of view may be particularly instrumental in the consumption of products or services (Tasci and Ko, 2016). Identifying these outcomes could offer several advantages to hotels by providing relationship marketing and engagement, increasing revenue and strengthening customer loyalty. The co-creation strategy is useful in understanding the customers mind state with regards to their decision-making process for purchasing goods. Since fun has become the requirement to ensure continuous demands for many products or services, companies and organizations feel the need to involve fun in their offerings to secure continuity in consumption and use. Therefore, it is important to understand the meaning of fun for individuals when they will use a customer-centric platform.

Elena Cavagnaro, Simona Staffieri and Alessandra Fermani

A web of relations: Modelling the relations among value orientations, travel motivation, accommodation choice, satisfaction and perceived change in a case study among young travellers in Italy

Being a booming and influential phenomenon, youth tourism has attracted the interest of both policymakers and academia. However, most studies are either concerned with a particular form of tourism, such as a gap year, or with a specific component of the tourism experience, such as satisfaction. Moreover, when antecedents of a tourism choice are considered, scholars tend either to focus on remote causes of behaviour, such as values or on more immediate ones, such as motivations. Consequently, an overview of the web of relations existing between (remote and immediate) antecedents and the whole range of components of a tourism experience is still lacking. The present study aims at closing this gap by identifying the relations between value orientations and the main travel’s experience components, i.e. motivation, accommodation’s characteristics, satisfaction, and perceived change. This study is part of a larger project aimed at evaluating young travellers’ openness to sustainable tourism offers. The whole project is theoretically grounded on pro-environmental psychology and on the premise that self-transcendence value orientations (such as a biospheric one) increase while self-enhancement value orientations (such as a hedonic one) weaken the chance of sustainable tourism choices. Previous studies in this research line have examined the influence of values on specific components of the travel experience, such as the travel motivation, or have attempted to look at relations among a more limited sets of variables than the present one. The present study aims at closing the circle by considering the impact of opposing value orientations on all main components of the tourism experience simultaneously.

University students - a proxy for young tourists - who travelled independently in the year previous to the survey constitute the research’s sample. Considering remote antecedents of behaviour, the biospheric and hedonic value orientations are chosen because of their opposite impact on sustainable choices. Regarding immediate antecedents of behaviour, the focus is set on two out of the motivations emerging from previous studies by the authors, i.e. ‘Eco-sustainability’ and ‘Fun and Escaping’. Regarding the consumption of the experience itself, accommodation is singled out because of its major (and mostly negative) environmental impact. Satisfaction is considered because of its strategic importance in destination marketing. Finally, perceived change trough travel is also considered. Following previous studies by the authors, change is conceptualized as personal, interpersonal, and transpersonal change.

In a quantitative research design, previously validated scales were used to measure value orientations, motivations, satisfaction and change. Unfortunately, for the accommodation choice, no validated scale existed at the time of data collection (August 2015). Therefore, a scale was developed by the authors. Data was collected at an Italian University using a Computer Assisted Web Interview (c.a.w.i.). The self-selected sample meeting the condition of independent travel consists of 510 respondents aged between 16 and 30 years. Out of the 510 independent travellers, 38 did not answer all relevant questions leaving 472

questionnaires for further analysis. Data analysis has been performed using a structural equations model combining the logic of factor analysis with multiple regressions.
Results confirm that the value orientations influence travel motivations and that travellers experience alongside personal and interpersonal change also change in relation to nature (transpersonal). As expected, a biospheric value orientation influences positively the 'eco-sustainable motivation' while a hedonic value orientation influences positively the 'fun and escaping motivation' that, interestingly, also positively influences satisfaction. Most interestingly, results indicate the motivation and the degree of satisfaction with the tourism experience influence the type of change perceived. More specifically, personal ad interpersonal change are influenced positively by the 'eco-sustainable' motivation and satisfaction. Interpersonal change, moreover, is negatively affected by the 'fun and escaping motivation'. Transpersonal change is influenced positively only by the 'eco-sustainable motivation'. In other words, in evaluating the transformational power of travelling one should consider the traveller's motivation and satisfaction. Finally, values and motivations also influence the accommodation's choice. 'Fun and escaping' motivated respondents rate location and feedback higher than other respondents; while respondents with high biospheric values are attracted by the structure's sustainability policy. The main implication is that accommodations should cater for both type of motivations, by highlighting hedonic experiences at the location for one group and their sustainability stance for the other.

Ann-Sofie Jonsson, Maria Nyberg, Inger M Jonsson and Åsa Öström

Hospitality and mealtime approaches in hospitals – perspectives from nursing- and meal-staff

In order to understand the provision of meals to older patients in hospitals, the notion of hospitality is interesting. Previous research has found that even if adequate nutrition is provided the food served to the patients is not always consumed (Agarwal et al. 2013). Therefore, it is essential to also highlight aspects related to how and where the meals are served, as well as the interaction between the staff and the patients.

The overall aim of this study was to explore how nursing staff and meal-hosts approached the mealtime for older patients and what aspects impacted on how the meals were served to the patients.

Method: Twenty mealtimes was observed across four wards within two hospitals in Sweden that had nursing staff serving meals on wards with a dayroom (2 wards) and meal-host serving meals on the wards with a dining room (2 wards). The objectives of the observations was to observe how the staff served the meals to the patients with as special focus on the hospitality approaches provided and the overall dining area. The Five Aspect Meal Model (Gustafsson, Öström, Johansson & Mossberg, 2006; Edwards & Gustafsson, 2008) and the notion of hospitality (Lashley, 2000; Telfer, 2000) serves as main frameworks. Moreover, Goffman's dramaturgical theory (Goffman, 2014) is used to understand the scenery observed during the mealtimes.

Preliminary findings: Two overall themes were identified in the initial analyses, 1) atmosphere in the dining area; 2) and serving style and hospitality approaches.

The overall atmosphere differed between the two dining areas which impacted on how the patients were approached during mealtimes. The observations disclosed several encounters were the atmosphere in the dining area in the wards with meal-hosts serving were perceived as a regular restaurant with patients approached and asked what they would like to eat and drink in relation to the menu that was available. It was also observed in several occasions that the meal-host sat down next to the patients and helped the patients to choose a dish from the menu, asking if they were satisfied with the meal or if they needed anything else. The meal-host constant presence in the dining room contributed to a positive atmosphere as well as opportunities for the patients to get direct assistance. In the wards with nursing staff serving the food in the dayroom the patients were not as frequently out for lunch or dinner and several observations disclosed that no patients were taken to dine outside the own room. However, when the patients were out the hospitality approaches differed. Most often the patients were nicely talked and attended to in the moment of providing the meal tray and when the tray was taken away. However, the time between service and closing of the meal the patients was most often left unattended for. The atmosphere was most often sensed as "heavy" and silent. It was observed that the nursing staff not always thought of turning the lights on in the dayroom contributing to a less positive atmosphere. The staff was observed to just passing by the dayroom without visiting the dayroom to ask if the meal was of satisfaction or overall seeing the patients.

The serving style and hospitality approaches differed in some aspects between meal-hosts and nursing staff at the observed wards. The nursing staff was observed on all wards, including the wards with meal-host serving the meals, to be more hands-on and talking closer with the patients, which also disclosed different caring roles during mealtimes. If patients wanted anything else, a hand was often seen to be touched upon the patient or confirmed the wish by talking near and close to the patient. The meal-host was observed to both display a near service style with taking orders by sitting next to the patient or squatting to be on the same level as the patient, and, in some occasions, take orders as in restaurants with the help of a note pad standing next to the table.

Conclusion: The preliminary findings of this study indicate that a constant presence of a meal-host or nursing staff would be beneficial for both the overall atmosphere in the dining area as well as for patients getting timely assistance. However, further analyses are needed to fully understand and report the findings of this study.

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Sophia Pandi, Maria Zoi Spanaki and Derek Watson

Assessing food safety culture in the UK Food and Beverages sector in the Hotel Industry

Unfortunately, 2020 is challenging to reflect enhanced food safety cultural performance in terms of greater employee compliance and reduced levels of food and drink contamination. This paper looks at the key factors affecting the food & beverage sector in hotels run by a worldwide hotel chain and it is based on a food culture model adopted by authors. Following the combination of theoretical and practical approaches that applied in the hotel industry and reviewing the academic literature focuses on food safety culture and risk management, the target is the indication of daily risks and the application of the most beneficial way to avoid them. A set of qualitative and quantitative methods will be implemented; designing an online anonymous survey will be taken by a representative number of employees (60 participants) who work in management positions and the food and beverages departments of the hotel or the kitchen and supporting in-depth with semi-structured interviews (10 participants from each hotel). Employees' perceptions of food safety culture will be evaluated on factors of management support, control, commitment, communication, competence, environment, and risk awareness. Finally, areas of strength and potential improvement will be identified, for the smoother way of operation in the food and beverage department of the hotels.

Ariadna Gabarda-Mallorquí, Rosa M. Fraguell and Anna Ribas

Closing the water-saving cycle in hotel sector. Guests' profile in explaining water conservation habits

Water availability in quantity and quality enough lay out important challenges for tourism sector, especially in those destinations located in areas where water is already a scarce and disputed resource, such as the Mediterranean basin. Aware to this fact, recently tourist industry, especially the accommodation sector, has started an adaptation process of its own infrastructures and services in order to reduce water consumption. Although the existence of multiple obstacles and barriers in carrying it out, there are several hotel companies that have implemented proper well-known tools and actions to save water significantly. However, without the commitment and involvement of guests, a significant reduction in water consumption cannot be achieved, since the maximum efficiency in water-saving cycle needs undoubtedly a proactive environmental behaviour of all guests staying in a specific accommodation establishment.

This study aims to analyse and explore the level of the environmental proactivity of guests staying in hotels that excel thanks to their good environmental practices regarding water saving, and located in Ter basin (northeast of Spain), a region especially exposed to climate change effects in terms of reduction of water availability. In that sense, and thanks to 494 surveys to guests staying between January and August 2019, the authors want to explore the contribution to water-saving cycle of hotel guests through best environmental practices. Each hotel belongs to one of the following five tourist typologies: snow tourism, rural tourism, urban tourism, nature tourism, and sun and sand tourism. The analysis of guests environmental behaviour through several closed questions with Likert scale answers, allows approaching to the contribution in the water-saving cycle of each surveyed guest during its stay.

The exploration of these variables and their correlation with other guests' characteristics (such as sociodemographic profile, the willing-to-pay an Eco tax, knowledge regarding water scarcity in Mediterranean coast tourist destinations, and/or the motivation to stay in a hotel that excels in water-saving issues) allow to know those who are contributing the most in achieving water-saving cycle maximum efficiency. To sum up, factors regarding guests' origin, age, educational level, professional profile and environmental awareness, among others, tend to determine environmental behaviour, although the existence of differences among tourist typologies of each analysed hotel. These differences need to be taken into account in order to design strategies and measures in closing water-saving cycle in hotel sector.

Klaes Eringa, Marte Rinck De Boer, Anne Keizer-Remmers, Edwin Tarus and Wichard Zwaal

Evaluation of bachelor thesis research at Stenden Hotel Management School

Institutes for Hospitality Management educate students and prepare thm for a position in the hospitality industry (HI). Most of these schools require students to write a thesis at the end of, or near the end of their studies. These bachelor (BA) or master (MA) theses are the crown of the students' work, and for both the institutes and the industry they are the proof of the pudding: are the students able to conduct research and write a coherent report that reflects their thinking.

As important as the thesis is, there is limited meta-research on the topic at BA or MA level. Some examples are I'Anson and Smith (2004); Mendoza (2017); and Kirillova and Au (2020). The present study investigates 200 BA theses of the bachelor program at Stenden Hotel Management School (SHMS).

In the third year of the SHMS program students work on a research project in groups of 4. The module is aptly named "Understanding Research" and has two learning objectives:
- Recognise and understand the different steps in the research process appropriate to Bachelor level and how these steps are linked.

- Apply theoretical research knowledge in the research proposal, final report and defence. The research project typically lasts one semester of 20 weeks and students each work one day per week on the project during the semester. They have lectures, workshops and tutorials, on reviewing literature, research design, qualitative and quantitative methods. For this they make use of books on research such as Brotherton (2015), Bryman and Bell (2015), Flick (2014), Robson (2002), Saunders, Lewis and Thornhill (2015), and Verhoeven (2015). They may also receive group coaching and supervision, depending on the nature of the project.

Groups of students may be assigned projects in line with topics that their supervising teachers are working on, or they may chose their own topics. Also, in some cases students are free to chose their own research approach, and in other cases their supervisor tells them how to set up their research. A final variation is that in some cases the request for research comes from the industry, and the students need to liaise with external stakeholders.
The present study provides a systematic analysis – both qualitative and quantitative - of the research projects that took place in the past two academic years, 2017-2018 and 2018-2019. A sample of 200 projects is scrutinised. Elements that are part of the analysis are: topics chosen, methods, final grades, student evaluations, etc. Results will show how much the present research projects of Understanding Research reflect the research focus of Stenden Hotel Management School and also the wider interest of hospitality researchers (Kandampully, Keating, Kim, Mattila & Solnet, 2014).

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Klaes Eringa and Ran Zhang

Attractiveness of working in the Hospitality Industry – a comparison of Secondary and Higher Education for TheINC2020 conference

Introduction

The hospitality and tourism industry is the fastest growing sector world-wide. This leads to a high demand for employees who are increasingly difficult to find. Hermes et al. (2018), quoting SVH and KHN research for 2017 report that in the Netherlands alone there are 37,000 vacancies, of which 21,000 are difficult to fulfil. An obvious source for new employees can be found in students and graduates from hospitality programs, but those students, who have originally chosen a career in hospitality, leave the industry in alarming numbers.

In a series of studies among hospitality students in the Netherlands we try to find reasons for this defection, or, more positive elements that make hospitality attractive for young students. The present study compares an earlier study on the views of secondary level hospitality students in the Netherlands with those enrolled in higher education.

Background

Many studies (Cho, 2006; Blomme, Van Rheede & Tromp, 2009; Richardson, 2008; Richardson, 2009) report on the lack of attractiveness of the hospitality industry. Long and unsociable hours make work-life balance an issue; repetitive tasks, few opportunities for advancement and low pay are other limiting factors and cause high and rapid staff turnover. Richardson (2009) claims that 46% of hospitality and tourism students who have work experience state that they would not work in the hospitality industry after graduation, due to their work experience in the industry whilst studying.

However, more recent studies show a more nuanced picture. Brown, Arendt and Bosselman (2014), reporting on recent graduates, write that it is not so much their current or starting salary, but expected earnings over time that distinguish people who stay in the industry from those who leave. Also the use of their degree shows a significant difference between the two groups. Schoffstall and Arendt (2016) report that both students and graduates perceive their work experiences positively. Lor and Kall (2018) show that where interest in the traditional hotel sector may be declining, there are many other sectors in the industry, such as the events business and online travel agencies that open promising new pathways. An element that is not always considered is the level of employment. In a comparative analysis of job vacancies posted by various hotel chains Eringa (2019) found that both the content of the vacancies and the language used in the advertisements can differ substantially depending on the level of the position that was posted. Many secondary hotel school (MHS) students continue their studies in higher education. Berkhout (2019) reports that 62% of students from secondary vocational schools (MBO) continue the same study in higher education. Asma and van der Wal (2016) found that this choice is largely determined by parental advice. The interesting studies by Dagsland, Mykletun, and Einarsen (2011; 2017) follow young students in their thoughts about the hospitality industry. The results of those studies might lead to capturing the interest of students at an early stage.

Research Design
In 2018, 2019 and early 2020 data were collected from Stenden Hotel Management School (SHMS, N = 548) and six secondary hotel schools (MHS, N= 460). The surveys were typically distributed in classroom settings and students were given around ten minutes to fill out the surveys after which they were collected again. Data were collected from SHMS year one, two and three, and MHS year one, two, three and four.

The instrument is largely based on the survey developed by Blomme et al. (2009). Some items were items from Richardson (2008) and we added items on the five dimensions of the Job Characteristics Scale from Oldham and Hackman, as quoted by Casey, Hilton and Robbins (2012).

First results
Besides basic descriptive statistics of all the items, exploratory factor analyses (EFA) were performed, followed by reliability tests. The most striking outcome is that the attractiveness of working in hospitality shows a significant decline as students progress in their studies. Both MHS students and SHMS show this pattern. Also, there is no significant difference between SHMS students with an MHS background and those students who entered SHMS from highschool (HAVO or Athenaeum). It may well be that MHS students have not been informed correctly about working conditions before they started their studies, and that their actual work experience gives them a harsh wake-up call. This is line with Blomme et al. (2009), Hamm and Angliss (2009) and Richardson (2008; 2009).

Implications
A first implication for MHS institutes would be that they need to provide a more realistic picture of working in the hospitality industry. An implication for SHMS and other higher education institutes for hospitality management could be that entry in the hospitality industry is not normally at management level. Here the name of SHMS might be misleading. An implication for the industry is that the employers should take the opinions and values of the employees into consideration. An appreciated workplace and a healthy work-life-balance is important for the employees. It seems that there is room for improvement there in the hospitality industry.

Keywords: attractiveness; vocational education; hospitality management school

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Tourism governance structure and interaction among stakeholders in Nigeria

This research aims to examine the stakeholders' perception of the national decision-making structure that shapes the tourism governance processes in Nigeria. Governance is regarded as crucial to managing a country's affairs at all levels: national, regional, state and local (UNDP, 1997; De Bruyn and Alonso, 2012). It is an essential concept in tourism policy and planning process (Dredge, 2006; Hall, 2008; Beaumont and Dredge, 2010; Hall, 2011).

Governance is "bringing together a multitude of actors of different types toward some collective goal" (Peters and Pierre, 2016:3). It also refers to the way policies tie together the different tiers of the state at different spatial levels (Bramwell, 2006). More recently, there have been changes in the way the government perform their role and activities to begin to involve non-governmental organisations, hence the shift towards governance (Dredge, 2006; Bramwell, 2011). Non-state actors that may be involved in the governance process include the community, businesses and voluntary sectors (Bramwell and Lane, 2011; Dredge, Jenkins and Whitford, 2011). These definitions suggest that governance involves a collection of different actors who come together to achieve a specific purpose.

De Bruyn and Alonso (2012) indicate that the reason actors come together is to serve the following functions. First, policy-making, which entails establishing specific strategies and objectives, prioritising them and setting out mechanisms through the formation of tourism regulations and laws, strategizing how to implement them, and identifying the functions that different institutions will serve within the process, as well as how they will go about performing these functions. Second, collectively planning for development and competitiveness by defining guidelines for the development of destinations' products, governing institutions, planning facilities, infrastructures and services within a region or country and improving its competitiveness (De Bruyn and Alonso, 2012).
This research uses a qualitative approach to gather empirical data. A total of 23 semi-structured interviews was conducted with key stakeholders in the Nigerian tourism industry. The stakeholder group consisted of the public sector (federal and state), the private sector (hoteliers, event manager, and tour operator), local community members, and federal training institution for professionals in tourism and hospitality industry and academics in higher institutions of learning.

The findings indicate that tourism governance in Nigeria is mainly centralised and dominated by the public sector at the federal and state levels with little or no participation from the other stakeholders. As in most cases, their opinion is not incorporated into tourism policy even when they are sought. The research highlighted that these issues identified emanates

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