



Centre for International Research in Consumers,  
Locations and their Environments

10th CIRCLE International Conference for  
Consumer Behaviour and Retailing  
Research

# **Book of Abstracts**

Organised by:



Instituto Politécnico  
de Viana do Castelo

3rd - 6th April 2013



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Real options and strategy in Finance  
*Tomasz Wiśniewski*

# Conference Programme for the 10th CIRCLE Conference

## Conference Programme

**Wednesday, 3rd of April 2013 (Venue: Castle Santiago da Barra)**

14.00-16:00 Registration

16:00-17:00 Welcome session

- Opening by CIRCLE President Razaq Raj
- Professor Claudio Vignali (CIRCLE International) and Professor Carlos Fernandes (IPVC)
- Director of the School of Technology and Management, Prof. Manuela Vaz Velho
- President of Polytechnic of Viana do Castelo, Prof. Rui Teixeira
- President of the Tourism Board of Porto and the North of Portugal, Dr. Melchior Moreira
- President of the Municipality of Viana do Castelo, Eng. José Maria Costa

17:00-18:45 Plenary session

- Keynote speaker: Praveen Gupta, IIT School of Applied Technology, Illinois Institute of Technology (USA)
- Keynote speaker: Greg Richards, University of Tilburg (The Netherlands)
- Keynote Launch of the Virtual College, University of Vitez, Professor Claudio Vignali and Professor Nikola Grabovac, Rector of the University of Vitez

19h00-21:00 Taste the local culture. Local producers bring their products for us to taste from delicious food specialties and the uniqueness of the vinho verde to show-cooking. An experience you do not want to miss!

(No dinner has been organised for tonight, there are a wide selection of restaurants in Viana do Castelo. Please ask the organizing team if you would like any information. However, you may not be hungry after tasting the local culture!)

21:30 CIRCLE Management Meeting (Committee members only)

CIRCLE Board Meeting (Board members only)

**Thursday, 4th of April 2013 [Venue : School of Technology and Management]**

9:00-10:50 Parallel sessions I (Library-1st floor)

(if you rather not walk, a transfer will be available between 8H30 and 8h45 from the official hotels of the conference—you should be outside the hotel by 8h30)

10:50-11:10 Local culture break. The tasting continues.

11:15-12:45 Parallel sessions II (Library-1st floor)

13:00-14:00 Buffet lunch. Bacalhau is Portugal's favourite food. The Portuguese say there are 1001 ways of cooking bacalhau. Today, it will also be your favourite!

- 14:00-14:30 Plenary session (auditorium)
- Keynote speaker: Alan Clarke, University of Pannonia, Hungary
- 14:40-16:20 Parallel sessions III (Library-1st floor)
- 16:30-19:00 Walking tour of Viana do Castelo
- 20:30-22:30 Dinner (Grilled Extravaganza and live entertainment!)
- (For the transfer to the restaurant, a bus will meet you at the entrance of the official hotels of the conference between 20h00 and 20h15)

**Friday, 5th of April 2013 [Venue : School of Technology and Management]**

Stroll along the traditional outdoor market, just past the castle walls and the fishing docks, on the way to the School of Technology and Management (the venue for this day).

- 9:00-10:20 Parallel sessions IV (Library-1<sup>st</sup> floor)
- (if you rather not walk, a transfer will be available between 8h30 and 8h45 from the official hotels of the conference—you should be outside the hotel by 8h30)
- 10:30-11:00 Local culture break. The tasting continues.
- 11:15-11:45 Plenary session (auditorium)
- Keynote speaker: Sofia Almeida, Marketing Director, ARTEH – Hotels and Resorts



- 12:00-13:00 Round Robin plenary session and conference feedback
- 13:00-14:00 Buffet lunch. Another Portuguese traditional dish.
- 14:15-19:00 Trip to Porto Wine Cellars  
  
(arrival in Viana do Castelo at approximately 20h00)
- 21:00-23:00 Conference Dinner ... with cultural entertainment and other surprises. Remember..... it is CIRCLE's 10th Anniversary.  
  
(For the transfer to the restaurant, a bus will meet you at entrance of the official hotels of the conference between 20h30 and 20h45)

**Saturday, 6th of April 2013**

- 8:00-18:00 Trip to Santiago de Compostela in Galícia, Spain  
(meals not included)  
  
(A bus will meet you at the entrance of the official hotels of the conference between 7h30 and 7h45)

## Call for Papers

### Topics & Tracks

As the focus of the Conference is intended to foster interdisciplinary work, we seek research from various academic disciplines and approaches of contemporary political, economic, social and technological environment for international business practice(s) and their target market(s) with special emphasis on culture, management, retailing, hospitality, tourism and events. Empirical and theoretical papers are equally welcome. The subject range is broad. We invite papers, including but not limited to the following topics:

- Marketing
- Quality Assurance, Management and Economics Issues
- Retailing Strategy
- Tourism, Hospitality and Events
- Accounting and Finance
- Consumer Behaviour
- Culture and Consumption Innovation
- Fashion
- Technology and innovation

### Track Conveners\*

Fashion, Marketing & Retailing Strategy

Claudio Vignali, Circle International and Vitez University

Tourism, Hospitality, Events & Leisure

Razaq Raj, Leeds Metropolitan University, UK, CIRCLE member

Consumer Behaviour

Vitor Ambrosio, ESHTe, Portugal, CIRCLE member

Quality Assurance, Management and Economics Issues

Tahir Rashid, University of Salford, UK, CIRCLE member

Accounting and Finance

Bernd Britzelmaier, Hochschule CIRCLE member

Culture and Consumption Innovation

Antonio Feraco, Nanyang University, Singapore, CIRCLE member

Technology and Innovation

Gianpaolo Vignali, University of Manchester, UK, CIRCLE member

\*Other tracks will open if abstracts received warrant it.

## **Submission**

Please send an abstract of no more than 200 words by 15th December 2012 to [gianpaolo.vignali@manchester.ac.uk](mailto:gianpaolo.vignali@manchester.ac.uk)

All abstracts and final papers should be submitted in English, checked for correct grammar and spelling and e-mailed to [gianpaolo.vignali@manchester.ac.uk](mailto:gianpaolo.vignali@manchester.ac.uk) in Microsoft Word format.

Abstracts should clearly state the purpose, results and conclusions of the work to be described in the final paper. Key words (3-5) should be enclosed to abstract. Please, provide full names, affiliations and up-to-date contact details (postal address, university/business address, e-mail, and telephone and fax numbers).

Abstracts and final papers should be in Arial font, size 12. All images need to be provided as 300dpi.

For a detailed style guide please refer to: [http://www.ijmc.org/IJMC/Notes\\_to\\_Contributors.html](http://www.ijmc.org/IJMC/Notes_to_Contributors.html)

Both abstracts and final papers will be double blind reviewed. Authors will receive abstract acceptance notice by 15th January 2013 – at the latest. Full papers should be submitted by 15th February 2013. Author registration is due to 1st of March 2013.

All accepted papers will be published in Access Press Journals (details to be given at the conference.)

## **Presentation Instructions**

English is the official language of the 10th International Circle Conference.

Presentation should last approximately 15-20 minutes. After the last presentation of each workshop, the remaining time will be used for questions/discussion. Presentations will need to be in PowerPoint format, and can be forwarded in advance to the organizing team at [10thcircleconference@ipvc.pt](mailto:10thcircleconference@ipvc.pt).

Please remember to bring your presentation with you on a memory stick when you arrive.

# Culture

## **A Competition analysis of the producers of small fruits in Sicily**

**Maria Crescimanno**  
University of Palermo, Italy

**Antonio Galati**  
University of Palermo, Italy

**Dario Siggia**  
University of Palermo, Italy

### *Abstract*

*The effects of the global crisis have shown themselves through a slowdown in the economic growth that has involved all sectors. Also the agriculture, which has always stood out for a strong resilience ability compared with other sectors, has shown a significant slowdown. On the one hand, the reduction in the purchasing power of households has determined a decrease in the demand for food and agricultural products, on the other hand, there has been a reduction in the income of the farmer. In this highly unstable context, a common agricultural policy (CAP) increasingly market-oriented, has triggered a process of increasing competition by increasing the risks from individual strategic choices (Frisio et al. 2012). This has inevitably led to implement business strategies to counter the exponential reduction in profitability required to survive in an increasingly competitive environment. The literature on corporate strategies is particularly large, however, the majority of authors identify the competition and cooperation, "the driving forces" for economic and social progress (Hurta and Hilda, 2007). A new model was born, in recent years that is expressed by the simultaneous presence of both types of cooperative and competitive behaviours, introduced for the first time by Raymond Noorda (1980), and defined with the term coopetition (Luo, 2007) which could lead to an advantage for those involved (Brandenburg and Nalebuff, 1995). The literature describes several coopetition approaches mainly related to the intrinsic characteristics of the product, to the market and to the different cooperative and competitive attitudes (Bengtsson and Kock, 2000), particularly in the*

*agro-food sector, behavior cooperation affecting both Horizontal and vertical level reports of organizational structures of companies over business (Walley, 2007; Walley and Custance, 2010).*

*The purpose of this paper is to analyze the sector of the cultivation of small fruits in Sicily in order to verify the presence of strategies cooperation among the entrepreneurial facts. The interest in the fund is linked to the wide margins of profitability that can be achieved in the process of production, and the economic importance of the confectionery industry and the chain transformation.*

*Keywords - Sicily, management, culture, economics, small fruit producer*

## **The perfect position: How and for what to identify central individuals in online food-related social networks**

**César Sahelices Pinto**  
Universidad de León

**Carmen Rodríguez Santos**  
Universidad de León

### *Abstract*

*The potential of social media is huge. Millions of individuals interact on these platforms conforming networks where electronic ‘word-of-mouth’ flows. To analyze these social networks and to keep in contact with them allow researchers to know the diffusion of innovations pattern along the network and to obtain valuable and useful feedback to develop new ideas. This working paper presents an analysis of a food-related social network on the Internet, identifies the most prominent actors, and provides some managerial implications.*

*Keywords - eWoM, centrality, user-driven innovation, weak ties, food.*

## **Eco-attitudes and eco-behaviors in Albania and Macedonia as a ex- communist countries**

**Zhanina Dapi**

Part time professor on Marketing

**Jovan Stojanoski**

Faculty of Tourism and Hospitality, Ohrid, Macedonia

**Klime Poposki**

President of Insurance Supervising Agency in Macedonia

**Liljana Elmazi**

Faculty of Economics, Tirana University, Albania

### *Abstract*

*The environment has recently become a critical issue that is influencing how products are developed, promoted and disposed of consumers.*

*The focus of our research is to delineate empirically eco- attitudes and eco- behaviours of consumers in Albania and Macedonia. As such, the research sheds light on a general topic of growing concern from the unique perspective of former communist countries.*

### *Methodology*

*The survey instrument was developed to tap consumer attitudes and behaviours towards the environment. The scale measuring eco-behaviors was also adapted from West, Feiock and Lee (1992). A total of 200 questionnaires were distributed in our countries. Out of the 200 distributed, 184 questionnaires were returned for a response rate of 92 %. Of 184 returned, 39 were not included in the sample primarily because they were incomplete. Consequently, the usable sample was 145.*

### *Statistical analysis*

*The first statistical procedure was an examination of the means and standard deviations of the items in each of the scales in order to become more familiar with the general nature of the responses. Next,*



*correlation coefficients for the scales were examined to determine whether or not factor analysis would be appropriate since the data indicated that some underlying dimensions might exist, factor analytic procedures were completed. Following these tests, individual respondents were separated into groups using cluster analysis, and consumer profiles based on eco- attitudes were examined.. Finally, mean values of demographic variables were computed for each the clusters and discriminant analysis was performed to determine significant differences in the demographic composition of each cluster.*

*The research presented suggests the existence of numerous identifiable consumer groupings that represent particular eco-attitudes and eco-behaviour dimensions. One must also remember that terms such as “environmentally friendly” or “ecologically aware” may vary from culture to culture.*

## **Entrepreneurial culture as a prerequisite for the formation of innovation driven organization**

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### *Abstract*

*Corporate entrepreneurship refers to the explanation of entrepreneurial activity in the medium and large enterprises, and includes the creation, development and implementation of new ideas, while innovation may represent new products and services, administrative procedures and production processes. Literature shows that corporate entrepreneurship and successful entrepreneurial orientation can significantly increase the company's competitive position and value added, and that the innovation is a crucial aspect of the entrepreneurial process. Creativity and innovation are critical for the success and survival of the company. In modern economic conditions it is evident that the economy is becoming primarily based on intangible sources of value and those concepts such as reputation, trust and loyalty have a concrete impact on competitive advantage, financial performance and businesses survival. Company's culture is an example of an intangible element. The culture of an organization consists of the basic assumptions and beliefs upon which companies are formed, how its members behave and how it defines itself in relation to the external environment. In forming a system for promoting entrepreneurial activities various factors should be taken into considerations, such as: fostering the entrepreneurial and risk-*

*taking spirit in the organization, attracting and retaining the best talent, and promoting venture success. Since the organizational culture is necessary for the realization of business excellence and stakeholders' value, in its essence it has to be entrepreneurially inclined, therefore a certain contradiction between individual autonomy and collective cooperative culture remains the problem of a new entrepreneurial culture model. The paper analyzes entrepreneurial culture as a factor that influences realization of business excellence. In modern times this distinct competitive advantage is extremely difficult to achieve if a company is not entrepreneurially oriented. That means meeting prerequisites necessary for continuous innovation as the source of competitive advantage. Support and development of innovation presupposes favorable work environment, adequate human resources management, entrepreneurially oriented organizational culture and a balance between individual initiative and cooperative behavior.*

*Keywords - organizational culture, corporate entrepreneurship, business excellence, stakeholder approach*

## **Using the Cultural Capitals Programs as a Leverage for Cities in Crises**

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### *Abstract*

*The study paper shows by two case studies (Liverpool and Sibiu) how the Cultural Capitals Programs can play the role of an economic leverage. A literature research and the direct observation of local performances are the base of the methodological approach. The Cultural Capitals Program is used as an aide force in EU but in Asia and America two. In EU, our case might be an enforcement of the local cultural life with economical complimentary effect. The goal is to conserve and expand the results of the event on a long time perspective. The main area with excellent results is tourism activity by growing the tourism flows and the modernization o the infrastructure. A surprising outcome is the transformation of local community mainly by pride and cohesion increasing. Liverpool and Sibiu organizers have reach the goals and the effects are lasting for long period, at least as researched. The two towns were in at limit economic position and they arrived to overcome the risks and might be proven that the Cultural Capitals Program was used as a leverage to overcome their potential misfortune. The paper address to academic researchers but mainly to those implicated in the organization of such programs, from Mayor Houses, local actor to regional funders.*

# Fashion

## **Brand Protection and Counterfeiting in the United Kingdom and China**

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**Liyun Yu**

Manchester Metropolitan University, UK

**Richard Murray**

Manchester Metropolitan University, UK

### *Abstract*

*The purpose of this paper is to explore the relationship between consumer purchasing behaviour of counterfeit luxury products and the approaches used by retailers to protect themselves from counterfeits. Most of the previous literature explored counterfeiting in the context of a single country with some taking the consumer's perspective (e.g. Nia and Zaichowsky, 2000) whilst others have focused on the retailer's perspective (e.g. Hasselmann, 2004). It has been suggested that anti-counterfeiting efforts would not be effective without a clear identification of consumer purchase intentions (Marcketti and Shelley, 2009). Otherwise, no evidence has been found of prior research focusing on the interrelationship between consumer attitudes towards counterfeit products and the brand protection strategies adopted in different markets even though counterfeit phenomena may develop differently in various countries and market environments. To begin to fill the perceived gap in the literature, this study provides estimates of the scope and magnitude of counterfeit activity together with both the outcomes of surveys of consumer purchasing behaviour and discussion, informed by interviews with retail managers focused on the effectiveness of anti-counterfeiting strategies in locations in two countries, namely the UK and China.*

## **Fashion accessories: features and consumer preferences**

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**José Lucas**

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### *Abstract*

*Nowadays accessories are considered true icons in the definition of particular fashion styles. An accessory can be seen only as an item which complements a look, however in the contemporary society an extreme level of importance is evident with new trends every season.*

*In the market of fashion accessories, brands are following with more frequency a strategy of mono-brands stores and investing in visual merchandising and innovative design. For this purpose is essential to understand the preferences and desires of the consumer of fashion accessories. In this study the main objective was to identify the preferences and more relevant features of a specific type of accessories, bags, for the young/women consumers; differences according to age and profession were also objects of study. With these objectives was developed a web-based survey in September of 2012. The 101 valid answers considered were analyzed using descriptive statistics and multivariate techniques.*

*The results indicate that the female consumer consider the bag as an essential accessory and use with more frequency shoulder bags,*

*followed by handbags, backpacks and clutch's. Considering the specifications, the consumer gives more importance to the size, the possibility to associate the accessory to a specific occasion, the possibility to coordinate with clothing, the design, price and brand. The importance given to a certain features, change with age and profession.*

*Keywords - Fashion accessories, features, consumer preferences*



## **Design of Fashion Accessories: fabrics, modularity and technology**

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University of Beira Interior , Portugal

**Isabel Trindade**

University of Beira Interior , Portugal

**José Lucas**

University of Beira Interior , Portugal

### *Abstract*

*This article results from an applied research project in collaboration with a textile firm located in Beira Interior.*

*During this project the main objective has been the development of new patterns for wool fabric products for the company Fitecom. However, other objectives have been pursued, mainly the development of accessories with those fabrics, promoting differentiated applications beyond clothing products. Moreover, concerns about sustainability also support the work carried out until this stage.*

*Concerning the raw materials, fabrics of natural fibers, 100% wool, were selected and for the design of the accessories, specifically bags, options of modularity were tested to extend the lifetime of the products, in a slow fashion perspective. The integration of technology, to increase the products value and consequently improve their lifetime, is also another solution proposed in this route to more sustainable products.*



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# **Corporate Social Responsibility Disclosure – The Three Concentric Circles Model - a proposed framework for classifying sustainability initiatives in the fashion supply- chain**

**Heather F. Ross**

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## *Abstract*

*There is increasing focus on sustainability in the design, production and distribution of garments. However, as the number of mandatory laws, regulations, standards, codes and stakeholder publics increases, a business must determine the extent of its sustainability focus and decide on its level of public disclosure of related policies, which increasingly involves the medium of the internet. To enable comparative analysis of sustainability focus, a framework is needed to identify and grade a company's initiatives.*

*This research involved a longitudinal study to develop a suitable model. An initial questionnaire, completed by 200 respondents aged 18-26, identified five appropriate fashion brands for analysis. These brands were active on the United Kingdom (UK) high street and had a website presence. Subsequently, content analysis of the brands' website disclosure of sustainability related information was undertaken over a period of three years.*

*The results showed that, whilst all the five brands surveyed published information by the final stage in the research, the extent of the disclosure was highly variable. There was an increase in employee and supplier facing information by three of the brands, as well as the identification of collaborations with multiple stakeholders. The final two brands restricted their level of disclosure by limiting the information published. However, assessing, measuring and comparing this information quickly is difficult for the average consumer.*

*This paper proposes a framework based on dividing a company's disclosed information into three concentric circles, which encompass mandatory obligations, current social awareness and emerging trends. A visual representation of the scope of a company's sustainability focus is achieved by populating the concentric circles with their published information, thus allowing for comparative analysis between fashion providers.*

*Keywords – Fashion, consumer, sustainability disclosure, web-based information*

## **Strategic groups definition in the fashion industry**

**Enrico Bonetti**

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### *Abstract*

*This paper analyzes the composition of a successful regional fashion system, in order to understand the existing differences among the strategies adopted by companies operating in this system.*

*The research question of the paper is: how does the strategy of firms shape the composition of a fashion regional system in terms of strategic groups?*

### *Contribution to Literature*

*Literature about strategic groups within fashion industry is not extensive. Many papers within industrial district literature often stress the relevance of focal firms and third firms. However, the notion of strategic groups is never applied to this unit of analysis. The paper fills in this gap by testing this notion into a specific regional system, drawing inductively a classification from the empirical analysis and evaluating to what extent it is suitable for other regional systems.*

### *Results*

*A three dimensional model of analysis is developed by extracting from the traditional Porter's model of the "value chain" the most important activities for the fashion industry (production, distribution, branding). Each strategic group is defined through this model by considering the firms different choices in terms of production (make, in partnership, buy), distribution (direct, in partnership, indirect) and branding (own brand, third's brand, unbranded). The final taxonomy proposed in the paper is drawn inductively from an empirical analysis about the strategic choices of a sample of fashion companies within Campania region in Italy.*

### *Conclusions*

*Eleven strategic groups emerge from the empirical analysis on Campania region and each group shows different behavior and degree of success.*

*The proposed model can be used for different aims; on the one hand, the comparison of the strategic groups, in terms of dimensions and trends, could give useful hints to understand what the most successful strategies are. On the other hand, the analysis of each strategic group and of the features (in terms of dimension, products, competences, innovation, etc.) of its companies, helps to find the most suitable strategy for a given company.*

*Keywords - Strategic groups, fashion industry, value chain*

# Finance

## **Capital Movement in Portugal**

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### *Abstract*

*The economic and financial globalization, which began with the construction of the European Union (EU) due to the liberalization of capital movements and the resulting dynamization of the financial markets, led, in turn, to a movement of concentration in some European exchanges in 2000, with the creation of Euronext, and, subsequently, spread worldwide.*

*However, the consequences of this movement of stock markets concentrations all over the world, either on the exchanges that were subjected to it or on the global financial system, are still unknown in finance research.*

*To clarify these issues, we studied the effects that the operations of concentration (acquisitions, mergers and integrations) had on the subsequent behaviour of the stock markets and if it contributed to an increase in their efficiency in performing economic duties.*

*For such, we analyzed the most relevant acquisition or merger operations of exchanges in the recent years: the creation of Euronext - resulting from the merger of Amsterdam, Brussels, Lisbon and Paris stock markets - the OMX - integrating the nordic exchanges of Copenhagen, Stockholm, Helsinki and Reykjavik - and the mergers of NYSE with Euronext and of NASDAQ with OMX, during the period of 1990 to 2010.*

*Three methodologies were chosen for the empirical study – the O.L.S. regression analysis, the A.R. models and the G.A.R.C.H. models – and two hundred and twenty eight regression models were built.*

*The results of this investigation indicate that there can only be a significant statistical relationship among the turnover of a stock market and an acquisition or merger operation.*





*Keywords: Financial globalization; Stock markets concentrations; O.L.S. regression analysis, A.R. and G.A.R.C.H. models*

## **Analysis of SRI funds performance: Does screening type matter?**

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**Lucian Belascu**

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**Roxana Olaru**

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### *Abstract*

*The last decades have seen an unprecedented growth of socially responsible investments (SRI), as an acknowledgement of investors' concern regarding the companies' social involvement. Based on the assumption that the performance of SRI funds should capture the outcome of companies' socially responsible actions, our paper aims at uncovering the relevance of screening criteria applied by social funds for the performance of their investment portfolios, which reflects the underlying performance of included assets. We use a number of 85 social funds that apply various inclusive and exclusive screening criteria to form their portfolios and comparatively explore the relationship between the returns they provided to investors between 2007 and 2012 and total and systematic risk, respectively. Also, we investigate the performance of these funds using risk-adjusted measures of performance, such as Jensen's alpha and Sharpe ratio. We find that the type of screening applied is relevant for the risk-return profile of these funds and that funds that use an exclusive screening have displayed a better performance comparative to funds that apply inclusive screening. At the same time, our results show that the time frame of the analysis is highly critical for the risk-return relationship for all funds.*



*Keywords - socially responsible investments, portfolio investments, screening, risk-return profile*

## **Applications of psychological constructs in empirical consumer acceptance research - meta-study**

**Patrick Planning**

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### *Abstract*

*The overall aim of this study is to reveal the most frequently used psychological constructs in contemporary empirical research on consumer acceptance. Next to the relative popularity, this study also considers how successful psychological constructs were in explaining individual acceptance behaviour.*

*Over the past years an increasing rate of empirical innovation acceptance studies has been published in notable journals, making this research field one of the most popular areas of consumer research. Out of the multitude of available studies, ranging from health innovations to pre-school education methods, forty-nine studies with a focus on technological product innovations were selected in order to increase the comparability of the results. Each reviewed study used between three and fourteen predictors to explain acceptance behaviour. It is particularly interesting that most studies relied on either the Theory of Planned Behaviour (TPB) Model or the Technology Acceptance Model (TAM) as a basis, which was often extended with several novel predictors that were suspected to be important in the relevant research subject. Consequently, Attitudes and Subjective norms, which are at the core of the TPB model, as well as Perceived Ease of Use and Perceived Usability, which are at the core of the TAM model, were consistently found to be the main determinants of product acceptance. A closer look at the research findings, however, revealed that below the surface of these core factors, a variety of further motives were found to be involved in the innovation acceptance decision, strongly dependent on the respective research context.*

*Keywords - Innovation Acceptance, Psychological Factors, Structured Literature Review, Meta-Study*

## **Previous empirical results on company cost-of-capital practices**

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**Aftab Dean**

Leeds Metropolitan University, UK

**Bernd Britzelmaier**

Pforzheim University, Germany

### **Abstract**

*Company cost-of-capital is the required return on the capital invested in a business. Cost-of-capital rates are applied in different fields of Finance & Accounting, for instance value-based management or investment appraisal.*

*The purpose of this paper is to discuss and compare previous quantitative empirical results on cost-of-capital practices of companies. The focus is laid on the use of the Weighted Average Cost-of-Capital (WACC) and the Capital Asset Pricing Model (CAPM). In this paper, an overview on traditional and contemporary cost-of-capital models and their application in Managerial Finance is given first. Next, an overview on previous quantitative empirical studies is given. Finally, the previous empirical results are compared. It is concluded that there is a large variance in the previous results. Therefore, further research on the determinants of cost-of-capital practices is necessary.*

**Keywords - Cost-of-capital, WACC, CAPM**

## **Chinese Direct Investments in Germany – Status Quo, Perspectives, Threats and Opportunities for Chinese Investors**

**Britzelmaier, Bernd**

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*Abstract*

*Through the change of the Chinese strategy not only focusing on foreign direct investments but considering outward direct investments, perspectives, threats and opportunities arise for Chinese investors. After illustrating various aims and strategies and crucial location factors for direct investments, the attractiveness of the German market is displayed and key success factors for Chinese investors are discussed based on existing obstacles.*

*Keywords - foreign direct investment (FDI), outward direct investment (ODI), China, Germany*

## **Management of liquidity and liquid assets in small and medium-sized companies**

**Eleonora Kontus**

**Abstract**

*Management of liquidity and liquid assets focuses on cash inflows and outflows along with a trade-off between liquidity versus investment of surplus cash in order to improve profitability. Firstly, the purpose of the empirical part of the study is to analyze liquidity of small and medium-sized companies and, secondly, to explore the dependence between liquidity and profitability expressed in terms of return on assets.*

*Thirdly, the aim of the theoretical research is to explore liquidity and liquid assets as well as their determinants. In this part we focus on developing a model for calculating net savings (earnings) through decreasing the amount of liquid assets and their sources of financing. With this model, small and medium-sized companies can consider net profitability in managing and decreasing liquid assets in order to improve profitability and solvency.*

*Keywords - liquidity, liquid assets, net savings, profitability*

## **Managing cash and liquidity of the budget: A case or regional and local budget**

**Eleonora Kontus**

*Abstract*

*The main objectives of cash and liquidity management are control of government spending and effective implementation of the budget. As there is an ongoing drop in budget revenue in the Republic of Croatia coupled with increasing problems of non-liquidity and servicing obligations, sound management of financial assets and liquidity is required.*

*Firstly, the purpose of this study is to explore assets and liabilities of local and regional public sector in order to develop appropriate financial ratios for measuring liquidity of the budget, thus helping to manage liquidity effectively.*

*Secondly, to analyze possibilities for implementation of a cash budget as a useful technique in managing liquidity of the local and regional budget on the daily, weekly and monthly basis.*

*Thirdly, the aim of this study is to explore inflows and outflows of the local and regional budget in order to develop a simple model for calculating surplus or lack of cash available during any observed budget period, which can help optimally in managing cash and liquidity of the budget.*

*Keywords - liquidity, budget, financial ratios, cash budget*



# Management

## **Income situation and living conditions of Czech households according to statistics EU**

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### *Abstract*

*The paper deals with the income situation and living conditions of households in the Czech Republic. The monitoring covers a period from 2005–2011. The period has been chosen based on the available dataset from a survey of the project EU-SILC (European Union Statistics on Income and Living Conditions) - using a unified EU methodology. The basic characteristic of this is the average monthly income equivalised member of households. In the file used for analysis the individuals are divided into different social groups (i.e. employees, self-employed, pensioners and unemployed). According to widely used methodology within the European Union, households are considered to be at risk of poverty. Income differentiation is expressed in terms of the Gini coefficient and for the depth of poverty Sen coefficient is used. Another important indicator of the standard of living is material deprivation. The paper will also deal with the expenditure side of household. In more detail, structure of consumption expenditures will be analyzed by socio-economic classes. For quantitative observations were used on household expenditure data for individual items according to the COICOP (Classification Of Individual Consumption would Purpose) database of the European Commission's statistical office Eurostat.*

*Key words - income situation of households, living conditions, income disparities, risk of poverty*

## **Diversification strategy as a determinant to combat the economic crises: the case of ornamental citrus plant in Sicily**

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**Dario Siggia**

University of Palermo, Italy

**Emanuele Schimmenti**

University of Palermo, Italy

### *Abstract*

*The global economic crisis of the last few years, leading to a deep imbalance in the financial markets, changes in the production systems scenario and in the goods and services consumption, widely affected all the economic sectors.*

*Although agriculture has always been considered an anti-cyclical sector, able to absorb and mitigate the effects of the macro-economic shocks (De Filippis, Romano, 2010), nevertheless it has not been cut off from the adverse economic changes occurring in the macro-economic system. The consequences led by the above mentioned changes have been so meaningful because of an already unstable system, characterized by chronic structural weaknesses and the instability in the prices of agricultural commodities.*

*The impact of the current global crisis rather than affecting specific market segments, can take on different shades depending on the structural and production characteristics of the different types of agriculture. In such contexts, the past experiences can play an important role in paving the way to the overcome tools aimed at affording the economic crisis, or even eliding the negative effects on the farm incomes. This is the case of the Sicilian ornamental citrus nurseries whose development occurred during the citrus market national crisis of the 80s, which affected such a sector especially in Sicily.*

*The nurseries in Sicily and in particular in the province of Messina, traditionally specialized in serving the citrus nursery sector, had to cope with the downsizing of the application of citrus plant, which would have had evident repercussions on the economy of the territory, by identifying new resources' exploitations, amongst which arose the potted ornamental citrus production.*

*Afterwards an increasing demand of such a product, mainly coming from Northern Europe countries, in Sicily led to an exponential boost of the interested areas and of the consequent trade products. Figures related to the mentioned trade productions are hereby showed: average in the last few years, 270 hectares were farmed by more than 400 companies located almost entirely in the province of Messina, while 2.5 million plants have been sold (value of gross marketable production was over 20 million euros). These figures shows that just to marginal activity on traditional nursery citrus has been relegated.*

*Therefore, in the field under study, the diversification of the farm activities and/or of the productions has played a key role during the crisis in the citrus market, thus contributing to the development of a new regional manufacturing segment, that is the ornamental citrus in pots. Currently, it has been considered as an important production sector both in socio- economic and in employment terms as it ensures an increasing profitability rate not only for the sector employees but also for each of the several activities involved.*

*From this point of view, it has been widely acknowledged that the implementation of a strategy of related diversification – which exploiting strategic material and immaterial resources, deeply set out along the history of a firm, changes processes, products and markets (Penrose, 1966) – represents an appropriate choice in a declining market. In fact, Heyek (1948) also maintains that “the best defense from a declining market is rather than being the choice of a new market, but it is given by a new product that is functionally related to the reasons which led to lower sales and profitability of the old one”.*

*Based on the mentioned considerations, the present research aims at demonstrating how the adoption of strategies of related diversification can be a useful tool to enhance the competitive advantage for the firms even in periods of recession (even taking into account the non-food aspect of the products under analysis). More specifically, the present work, through some face- to-face interviews with a representative sample of Sicilian firms, focuses on the main changes occurred in the industry in the last few decades. Such changes have been analyzed in terms of new technologies, new products and new target markets but also by applying the diversification and implementation strategy both into the companies traditionally oriented to the production of citrus fruit and into the new ones mainly gearing toward the ornamental industry.*

*Keywords - diversification strategy, ornamental citrus, competitiveness, firms*

## **The Country of Origin Effect a condition to reach the Territory Systemic Viable Survival: a research in Southern Italy area**

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**Gianpaolo Basile**

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**Valentina Catino**

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### *Abstract*

*In the last decade the studies about the management of the territory have been focused on the basis of a scientific approach that considers the territory, in an holistic view, as a viable system that survives thanks the capabilities of the government to create dyadic relationships (structural coherence or consonance) with the supra-systems of reference.*

*On the basis of this methodological approach the present study proposes a research about the perception that some people/ stakeholder said about territory and product place.*

### *Methodology*

*The research was tested in two events, organized in a little area of Southern Italy. Research goals were to discover and analyze those factors that may influence country perception, Country of Origin effect level, related to the consumption of local products. The method is a research explorative quantitative performed by mean of a semi-structured questionnaire, analyzed through multidimensional approach useful to design the users profile of the territory.*

### *Practical implications*

*The paper provides some implications about both the theoretical studies on the management of the territory and the practical considerations on the constant role of the perception analysis to*

*adequate the territorial behaviour at the supra-systems needs to reach the consonance and to survive.*

*Keywords - Viable Systems Approach, Positioning, Country of Origin Effect, Consonance*

## **The effects of capital investment appraisal methods in automotive companies**

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**Razaq Raj**

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**Bernd Britzelmaier**

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### **Abstract**

*Nowadays the increasingly competitive nature of the corporate environment is driving companies to explore avenues of the existence of corporate organization especially the actualization of its corporate objectives. Corporate objectives in this sense may include according Drury (2004): maximization of profit through investments, maximization of sales, survival of the firm, satisfactory level of profits, obtaining the largest share of the market and satisfying social needs. Although, the two most important goals appear to be profitability and survival of the firm, the critical problem faced by managers is availability of numerous of investment opportunities.*

*An important question which has to be answered is: Which of the investment opportunities should the manager select. One of the crucial decisions that an investor/ manager takes is the selection of the best investment that will benefit the actualization of his organization corporate objectives. The study of capital investment appraisal techniques becomes very relevant in today's business environment. Various appraisal techniques could be adopted. According Remer and Nieto (1995) they could be classified as follows:*

- *The traditional method: Accounting Rate of Return (ARR) and Payback method (PBP).*
- *The Discounted Cash Flow (DCF) Techniques: Net Present Value (NPV) - first applied to Corporate Finance by Joel Dean in 1951 - and Internal Rate of Rate of Return (IRR).*



*Several studies on the impact of such variables on management systems can be found in the literature (Abernethy and Lillis (1995); Langfield-Smith (1997); Weber et al (2006)). Nevertheless, there is little empirical evidence on the factors that explain the use of capital investment appraisal methods (CIAM) by firms. The purpose of this study is to understand the current state of literature on capital investment appraisal methods and the application of them in German automotive companies.*

*Keywords - capital investment appraisal technique; discounted cash flow; German automotive companies*

## **e-Delphi Pilot Experiment of Quality of Equity Predictions in Online Groups**

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**Tony Gear**

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### *Abstract*

*This paper presents the results of a pilot experiment of groups online group stock price predictions, including the research process and a summary of the results. The overall objectives of the planned research study are three-fold: to assess the effect of individual and remote group decision-making approaches to stock price predictions; to assess whether a learning effect exists through the feedback loop of an e-Delphi process; and to identify the underlying key mechanisms of the individual and of the group that influence the decision-making process. The pilot run was performed with a small group (11 participants) and three financial analysts to benchmark the group over five e-Delphi cycles (five weeks). Each participant in the pilot was asked to provide an estimation of the movement (up or down) over a one-week and three-month period of every share as well as enter a stock price prediction for a three-month period. The pilot run has provided some indications that, in certain situations and with careful group design, stock price predictions can be superior to predictions of experts.*

*Keywords - e-Delphi, Online community, group decision-making, collective intelligence, equity predictions, stock-trading*

## **The cultural consumption behavior profile of the graduates of Professional Schools of Music (North of Portugal)**

**Carla Soares Barbosa**

### *Abstract*

*Cultural capital is one of the main factors to influence the demand of individual's consumption of cultural goods. The empirical literature (Bourdieu, 1980, DiMaggio & Useem, 1980) demonstrates that the habits of cultural consumption depend on the past consumption and accumulation of cultural capital of the individual, and highlights the existence of variables over which we can act directly, through teaching and learning, affecting the consumer's behavior during lifetime. Professional schools of music, created in Portugal since 1989, gave a great contribution to the creation of a stock of musical capital, enriching the process of appreciation of symbolic goods. The main purpose of this paper is to describe consumer's behavior of cultural goods of the graduates of the professional schools of music and to compare their habits of cultural consumption in childhood and in adulthood. The data are the result of a survey collected from an inquire applied to graduates over 25 years, among the four professional music schools existing in the North of Portugal (Famalicão, Mirandela, Espinho, Viana do Castelo). It allows us to analyze the cultural behavior profile through sociographic and psycho-sociologic matrixes, and observe the role of professional schools of music in developing musical consumptions habits.*

*Key words: cultural capital, consumption, cultural goods*

## **Brief reflections about the use of Creative Economy: the Vale Encantado in Alto da Boa Vista – RJ case**

**Ana Paula Cunha de Oliveira**

**Claudia Soares**

### *Abstract*

*The creative industry is characterized by having its production based in creativity, in the partnership and in individual talent, and with wealth and employment through intellectual property generation and exploitation. The creative businesses generation is a fact, though its characterization implies deeper study. This paper makes a theoretical reflection about creative economy in the market perspective and advances acquired in recent years. Lastly, it presents a parallel between the creative business and the activity developed with Vale Encantado community- Rio de Janeiro, approaching the sustainable tourism initiatives and the development of the local gastronomy. The methodology used in this paper was the Case Study for having a qualitative approach, being used for data collecting in the organizational studies area, leading the reflection between theory and practice and having as goal experience comprehension and extension. In its final remarks, the comments raised about the characteristics of the business developed in Vale Encantado showed that there is generated a creative business based in economic initiatives that promote environmental sustainability and social inclusion through creative and innovative achievements. To do so, they make use of the appeal of offering tours in differentiated itineraries which promote local creative economy fortification.*

*Keywords - creative economy, creative industry, creative businesses, sustainable tourism, Vale Encantado*

## **Croatian Perspective(s) on the lecturer-student interaction through social media**

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**Martina Caic**

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**Ana Kustrak**

Zagreb School of Economics and Management, Croatia

### **Abstract**

*The application of the concept of social media in the context of higher education emerged from an informal tool of communication to the strategic interactive platform. Social media offers the possibility to create and share content through web applications. This qualitative study provides a limited insight into the usage of social media in formal and informal learning and teaching in the context of Croatian higher education. The study also focuses on the interaction between a student and a lecturer through social media. Through a series of in-depth interviews with both undergraduate students and lecturers, a current practice and behaviour related with the use of social media is being investigated. As it was expected, various types of social media are generally more popular among students, while among certain proportion of lecturers social media is usually considered as an informal media whose role in higher education has yet to be defined. This study also revealed certain disproportion in the usage and attitudes towards social media among students and lecturers. Students highly appreciate social media as a communicational and content sharing tool. While the most popular social media platforms for students seem to be Facebook and Wikipedia, lecturers prefer more formal interaction.*

*Keywords - social media, higher education, communication, student motivation, Croatia*

## **How can knowledge management and the “learning organisation” approach contribute to organisational resilience and health**

**Katalin Padar**

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**Piroska Harazin**

Budapest University of Technology and Economics, Hungary

### *Abstract*

*The article examines findings of secondary literature sources about the links between the concepts of the strategic role of human resources management (HRM) and that of information technology (IT) management, knowledge management, organisational learning as well as their potential contributions to organisational resilience, and health.*

*Challenges imposed by globalization (e.g. continuous change(s) of technologies in use); questions related to the sufficient degree of centralization as well as adaptation (global vs. local); increasing cultural diversity) have highlighted the needs of organisations to look at both HRM and IT as (rather) strategic functions. Lengnick-Hall, Beck, and Lengnick-Hall (2011, p. 243) argue that “an organization's capacity for resilience is developed through strategically managing human resources”; an approach which is assumed to be also true regarding IT, one which also makes the importance of and need for knowledge management and organisational learning promptly clear.*

*As a result, the article strengthens the idea that these areas (such as human resources management, knowledge management, organisational learning) should be given increased and deliberate attention, especially in today's highly competitive environment as they have the potential to contribute to organisational resilience, health, and competitiveness.*



*Keywords - knowledge management, organizational learning, human resources management, organisational resilience, organisational health*

## **Managers and employers impact in the implementation of the concept of marketing in the healthcare sector in the Republic of Macedonia**

**Avni Ismaili**

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### *Abstract*

*According to World Health Organization, management in healthcare sector means optimal use of resources. This, mainly implies to the work with people, who are the most important resource for achieving best results. Beside this, the management also includes management with finances, materials, as well as successful implementation of the marketing concept in one healthcare organization. There are three types of management in a healthcare organization: management according to the level, to the type and specialization.*

*The very important thing is the autonomy as well as in what kind of activities the manager spends more energy and time; in finding finances, communication with clients, patients, organizational issues. While in present days, the biggest part of their time, managers spend in implementation of marketing strategy inside healthcare institutions.*

*Anytime, the manager's priority is issuance of the right decision in the right time. The implementation of the marketing strategy means communication, analyzing information, reallocation of the resources and solution of problems. After this, follows the Evaluation, which in the same time represents a controlling function in the management. It represents measuring results of the undertaken actions for making changes, in order to increase the efficiency. The Evolution means assessment of value and indicate what has been achieved, compared with what was planned before. The healthcare is a complex area, which significantly impact to life quality of the people, and demands a team work by the personnel that offer medical and healthcare services.*



*During the past few years, researches made by the World Health Organization testify the fact that implementation of the marketing concept in healthcare sector brings positive results, as in the aspect of increasing the satisfaction of final consumers, respectively the patients, as well as in the aspect of improving the financial situation, respectively realization of higher benefits of healthcare organizations.*

*In the Republic of Macedonia, no detailed studies have been conducted in this area, and for this reason this study was undertaken.*

*The study has to do with the examination of the implementation of the marketing strategy in healthcare institutions in the country. For these reasons, I fulfilled a survey through e-mail and telephone, in the time period from September 1<sup>st</sup>, 2011 till December 31<sup>th</sup>, 2011. I questioned 25 managers employed in healthcare institutions from ten different cities in R.Macedonia, and the achieved results are evaluated as representative data, which realistically reflect the general healthcare situation.*

## **Measuring and evaluating the added value of human resources management, knowledge management and organisational learning**

**Piroska Harazin**

Budapest University of Technology and Economics, Hungary

### *Abstract*

*The strategic importance of certain areas (such as human resources management, knowledge management, organisational learning) are given increasing attention nowadays. Their importance should be recognized and taken into account, furthermore sufficient measurement and evaluation in reference to these areas are also essential for an organisation, which wants to survive in today's (global) competition. However there is a difficulty in case of these areas: these are in connection with intangible, immaterial resources of the organisation, which makes the measurement and evaluation complex.*

*Evaluation of the certain areas in connection with intangible, immaterial resources is in the centre and the paper concentrates on exact measuring and evaluating methods, which help define the added value of human resources management, knowledge management, organisational learning. Authors examine national and international literatures in the field of performance evaluation, statistics and economics (evolutionary economics), in connection with the measures and by a comparative analysis they examine the main peculiarities of these. The examination is based on previous researches (by one of the authors), and (new) measuring solutions from the mentioned fields will be analysed as well. Main results of the paper are conclusions in connection with the suitable measurement and evaluation techniques of intangibles in organisational level.*

*Keywords - knowledge management, organizational learning, evaluation, intangibles, immaterial resources, intellectual capital*

## **Corporate governance in south east europe - facts, problems and challenges**

**Darko Tipurić**

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### *Abstract*

*Focus of this paper is insight to state of corporate governance practice in countries in South East Europe (SEE). In order to determine course of development of corporate governance institutions in SEE countries we have identified specific corporate governance facts, problems and other issues, as indicators of development of corporate governance practice in region.*

*SEE countries, as an integral part of continental Europe, have a closed system of corporate governance, but with a number of special features. It has been passing through a difficult transitional period in the past twenty years, burdened with myriads of different post-socialist problems and slow adaptation to the modern economic system. Economies that we observe in this paper vary in political and security contexts, stages of development, and financial maturity. But they have elements in common that suggest a potential for cross-country learning. They have been progressing towards a common goal of EU accession, they share legacies of transition and they have been experiencing a rapid opening to capital markets.*

*The closed system of corporate governance in SEE countries is characterized by a significant ownership concentration and less management power. There are several conclusions about state of corporate governance in SEE. First, large shareholders have a central position in corporate governance in SEE countries and an active role in making crucial decisions. Thus a smaller number of shareholders own large blocks of stocks, which enables them to actively be involved in corporate development activities by participating in the activities of supervisory board. The control is concentrated in the hands of a few investors with different interests, and with the banks and employees having a significant role in the administrative*

*processes. Next, in several studies we identified poor efficiency of supervisory boards in SEE companies in taking three crucial roles: control, strategic and connecting.*

*Besides, regarding the composition of the supervisory board, which should consist mostly of independent members, in reality is actually totally different. Most supervisory board members are representatives of significant shareholders or shareholder groups and only slightly higher number of independent members. The share of women in the management and supervisory boards is still very low, although the situation is similar in some much more developed countries.*

*One of biggest drawback of the culture of corporate governance is the overall lack of transparency; for instance, it is rare situation that information about the fixed and variable remuneration of management and supervisory board members is publicly disclosed at the stock exchange and in the annual reports. In addition, a significant number of the companies has not yet established a system of internal audit and control which may contributes to increased risk, and emergence and strengthening of opportunistic behavior of crucial corporate governance actors.*

*Furthermore, there is evident problem with protection of minority shareholders' interest in SEE companies. Poor enforcement of legal measures and the general weakness of the institutions have proved to be crucial. Minority shareholders in SEE are faced with problems of lack of control, illiquidity, squeezing out of the shareholder structure and the realization of equality with the majority shareholders.*

*The credibility of SEE corporate governance practices, the development of financial markets and the improvement of the investment climate will depend on further reforms of the corporate governance institutional framework, the reinforcement of implementation and enforcement by the regulatory authorities and eventually, improvements in private sector practices. Substantial efforts are required to improve corporate governance practices and even though noticeable improvements are seen in recent years, there is still much work ahead.*



## **Social Media and Social Capital: A Literature Review in the field of knowledge management**

**Patric Finkbeiner**

**Aftab Dean**

Leeds Metropolitan University, UK

### *Abstract*

*Among trust and norms social capital theory incorporates the concept of relationships. Interaction between community members bears the value of the creation of new social capital using the intelligence of the collective. Hence benefits of social relations are innumerable in terms of sharing, combining and coordination of information and knowledge in a trusted network.*

*So far social media tools for knowledge sharing (KS) have been widely discussed in the intra-organisational context. This article aims on the creation of an acceptance model of social media for KS on a general basis focusing on a non-organisational audience in the field of automotive repair.*

*To create this model an extensive literature review had been conducted bringing together the notions of social capital, knowledge management and social media to propose hypothesis to predict virtual knowledge sharing in communities of practice.*

# Marketing

## **The mix map modelling approach. Research application - a thought for the service industry**

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The University of Zagreb Croatia

The University of Szczecin Poland

The University of applied science Vorarlberg Austria

**Gianpaolo Vignali**

University of Manchester, UK

### *Abstract*

*As Sun Tzu says: "Judge advantages when accepting advices, and then, in accordance with that, arrange your forces supplementing them with extraordinary tactics. Forces should be arranged strategically, based on that what gives the advantage." This though directly points that strategy and tactics need to be developed in the same direction to gain success.*

*This is the application of the research on building the new model which will combine strategy and tactics in marketing. The model will have to satisfy three conditions. It will have to be applicable, simple and interactive. The research will consist of three parts. The first part will be the literature review aimed at making the historical overview on research subject and developing the first instance of the model. The second part of the research will be the main research in the form of interviews with managers responsible for the implementation of strategy and tactics in companies. The result of the main research will be the final version of the model which will be tested in the third part of the research, an experiment on the real company which is present on the real market. Results of the experiment will be evaluated through business results of the company before the implementation of the model and results after the implementation.*

*The Stratics model will follow the line of modelling presented by Vranešević, Vignali and Vrontis which includes the combination of various strategy and tactics models like Life Cycle of the Company,*



*Boston Consulting Group Matrix, Ansoff Matrix and Marketing Mix. Resulting model will give the company's management a chance to see whether company's real position lies where management thinks it does. The other purpose of the model will be initial propositions on what should be done on tactical level in order to achieve company's targeted strategy position.*

*Keywords - Marketing, Strategy, Tactics, BCG, Life Cycle, Ansoff, Marketing Mix, 4P, PhD*

## **Strategic Advantages of adopting e-CRM in Indian SME's**

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**Varun Kurhade**

University of Salford, UK

### **Abstract**

*Previous empirical research has indicated that utilizing software solutions for Customer Relationship Management (CRM) plays an important role in creating and maintaining customer relationships. In addition, CRM is of strategic importance to SME's however majority of them do not employ dedicated technological solutions. CRM principles have rarely been applied to SMEs. The purpose of this paper is to investigate the role of internet technologies in the customer relationship management activities of Indian SME's. This study has resulted in producing a comparative study between international and domestic SME's in India concerning the relationship of e-CRM in organisations. The nature and role of e-CRM is assessed, the strategies behind e-CRM delineated and the ensuing benefits and challenges revealed.*

*The paper employs a quantitative approach to data collection. A self-completion cross sectional questionnaire was distributed to a sample of 800 SMEs. A response rate of 35.5 per cent was obtained, providing 284 usable responses. Statistical analyses including descriptive and correlative analysis were performed using SPSS. The findings of this research confirm that SME's in India are utilizing e-CRM solution to manage customer relations however the firms which also have international operations were found to integrating e-CRM at a strategic level and as result are reaping more benefits. Benefits range from enhanced customer service, reduced business costs, increased sales, and improved profitability. There are a few challenges which centre around lack of government support and customer preference of CRM.*



*Key Words: Customer Relationship Management, Customer Service, e-CRM, SMEs, Strategic Advantages*

## **The Social Media Presence of Non-profit Organizations in Cyprus**

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**Avros Morphitis**  
Leeds Metropolitan University, UK

### **Abstract**

*Purpose: The rapid developments and the increasing use of information and communication technologies (ICT) that has shifted market power from suppliers to consumers did not leave the nonprofit sector unaffected. This paper analyzes the e-marketing situational environment in nonprofit organizations in Cyprus such as Europa Dona and Anti-Cancer Society. An in depth analysis will originally take place in an effort to understand and develop a language of the nonprofit organizations' main marketing issues.*

*Design/methodology/approach: Both quantitative and qualitative methodologies are employed in this investigation. In the quantitative study, an e-market survey is carried among the stakeholders in order to identify the level of awareness and usage of the e-marketing tools among members, the general public and the board members of the nonprofit organization whereas in the qualitative study a structured focus group discussion with key players of the organizations' board members is carried out in order to identify the level of awareness and usage of the e-marketing tools.*

*Findings: Member recruitment is investigated through the use of ICT from the e-marketing point of view and considers institutional factors that may affect it. The different forms of marketing challenges faced in the nonprofit sector are discussed as well as the design and the role of e-marketing strategies in fostering the members' and potential members' familiarity with and use of ICT are reflected. Please note that this is still a "work in progress" paper that we intend to finish within the next 6 months (October 2012).*

*Research limitations/implications: No real research limitations can be foreseen at this stage besides the fact that board members may not be willing to participate in the focus groups due to time constraints (summer time). Initial contacts with them, however, show that this will not be a real limitation.*

*Practical implications: The results of this research could be used to formulate an e-marketing plan for the above organizations. The E-marketing plan proposed may be considered to be as part of the whole e-strategy that any organization may be developing and integrated within the rest of its ICT infrastructure and strategies. The strategy developed for e-marketing is proven to be feasible and illustrates a pragmatic approach to the implementation as well as in terms of the human and the physical resources available. Originality/value: E-marketing recruitment strategies are still a new and innovative area for non profit organizations. Such a study/ investigation will be useful to the entire sector.*

*Keywords - e-marketing, member recruitment, promotion, services*

## **Augmented Reality in Marketing: a tool to enhance consumer involvement and loyalty**

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### *Abstract*

*As we move more and more into the smart era, the technologies enables real-time communication and this changes are being made throughout society. The word 'smart' is now used in a broad range of digital topics and it is activated when the computer and or the 'smart device' such as a tablet, or a mobile phone, actively exchange information with its source. To be at the step with time 'Smart localized platforms' are needed to respond to these changes, also in design and marketing. In the field of Digital Marketing, Augmented Reality (AR) is receiving the most attention in this situation, and it is considered as an increasing digital tool worth to be used in MNCs and in SMEs communication and branding strategies towards end-users.*

*The present paper aims to provide a state of the art about how AR has been used in Digital Marketing and how it can lead to a more deep engagement of targeted customers improving their brand perception. End-users have the opportunity of enhancing their experience in receiving and in living in a different way the information that through AR comes alive and allows the final customers to interact with it.. Such interaction and way of living the information positively affect customers' perception and behaviour and drives the company towards long-term brand benefits.*

*Keywords - Digital Marketing, Marketing Innovative Tools, Augmented Reality, Technology Innovation*

## **The Italian competitiveness in the international market of the small fruits sector**

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University of Palermo, Italy

**Antonino Galati,**  
University of Palermo, Italy

**Dario Siggia,**  
University of Palermo, Italy

### *Abstract*

*Recently, the markets globalization process has become increasingly intense leading to markets' changes and a growth competition between companies operating on the international market. The agri-food sector among others has undergone several transformation characterized by the diffusion of modern New Technology, Information and Communication, the harmonization of regulations, and the reduction of technical barriers (Banterle and Olper, 2007). These last two changes were made due to the commercial bilateral signature or multilateral agreements. These changes have forced companies to rethink their strategies and organizational management.*

*The Italian international agribusiness scenario plays an importance role. Many Italian agro-food products, such as wine, olive oil, bakery and confectionery industry, are nowadays well known and appreciated all over the world creating a business of considerable interest.*

*The last years, there has been a growth interest in Italy for the small fruits cultivation because of their nutraceutical importance, the wide margins of income and the social-plane-employment. The small fruits cultivation, mainly prevalent in northern Italy, has shown a growth in recent years both in terms of area and production. This was encouraged by a growing demand of products designed to meet the*

*needs of the confectionery industry. In fact, according to the ISTAT (2013) analysis of trade, the growth rate of imports is more sustained than the exports one.*

*The purpose of this paper is to analyze the Italy competitive position in the small fruits international market based on the recent growth of the sector and the opportunities it's able to offer. In particular, we will study the competitiveness of Italy and other countries that have an important place at the international level in terms of production and trade using indicators widely used in the international trade literature analysis. The analysis will be based on the Food and Agriculture Organization (FAO) statistics concerning the small fruits production.*

*The results of the research show the role of Italy competitiveness in the international market in one hand; and the main supply markets by type of product in another hand. Finally, the future scenarios on agricultural policies implemented recently to support the Small fruits sector in the different Italian regions are formulated.*



## **The destination marketing development of pilgrimage based on the sufi interests**

**Zebiniso Navruz-zoda**

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### *Abstract*

*Destination marketing development of pilgrimage, based on the Sufi is an innovative direction for the organization of religious tourism. In the paper, it is revealed the dual nature of this kind of religious tourism.*

*In the paper, applying the concept of destination marketing into religious tourism along with the traditional concept of “holy places”, the “religious destination” concept is introduced and creation of new, Sufi-pilgrimage and religious-cognitive destination “Homeland of Sufi Sultan – Baha-ud-Din Naqshband” (shortly called: SP&RCD “Sufi Hajj”) is recommended.*

*The marketing tools of this destination are being developed. Depending on the purpose of travel to Sufi shrines, special program of the tour is recommended. As well, market segmentation of SP&RCD “Sufi Hajj” is implemented according to travel purposes, conviction, geographical basis and the sex. In the report, the organizational structure of new intermediary-marketing company “Sufipilgrimdestination, which is designed to control the flow of foreign pilgrims to Uzbekistan is substantiated. As a brand of this destination, an image which includes the picture of Baha-ud-Din Naqshband Ensemble in the center, which is located in the suburb of Bukhara; with the inscription: “Travel to the Holy Bukhara – Motherland of Sufi Sultan Baha-ud-Din Naqshband”.*

*Keywords - Pilgrimage based on the Sufi interests, Baha-ud-Din Naqshband, Destination marketing, SP&RCD “Sufi Hajj”, Intermediary-Marketing Company “Sufipilgrimdestination”.*

## **Brand parity perception on the German automotive market - a comparative analysis of brand clusters**

**Dorothee Bialdyga**

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### *Abstract*

*Purpose-* This paper serves a dual purpose: firstly, to validate particular brand clusters of the German automotive market, which were already identified within a qualitative research approach. Secondly, to compare the different brand clusters with regards to the consumers' brand parity perceptions.

*Design/methodology/approach-* The results are based on two quantitative online surveys. The first survey was carried out in the period of 4<sup>th</sup> of May 2012 to 12<sup>th</sup> of May 2012 with a sample of  $n=111$ . With hierarchical, agglomerative clustering procedures seven brand clusters were validated. The second survey was carried out in the period of 2<sup>nd</sup> October 2012 to 12<sup>th</sup> October 2012. In order to control the data collection process as best as possible, the service of a panel provider was used and a quota-sample of  $n=320$  was achieved. Four main brand clusters were analysed applying several uni-, bi-, and multivariate analyses with regard to brand awareness, brand parity perceptions and brand relevance perceptions.

*Contribution to the body of knowledge-* Due to its dual purpose the paper provides two contributions: from a methodological point of view it quantitatively validates the brand clusters, which have been identified within prior qualitative research. Furthermore, the results shed light on the consumers' parity perceptions for particular brand clusters on the German automotive market, which may support brand managers in their task of positioning their brand uniquely.

*Research limitations/implications-* A limitation is of course the constricted application to online samples. Therefore the sample of the first survey does not fulfill the need for representativeness. Despite dedicated efforts in the second survey not all quotas were reached.



*Keywords - perceived brand parity, German automotive market, quantitative research, cluster analysis*

## **Testing a holistic model of place marketing to unfold the state of the art**

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**Barbara Masiello**

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### *Abstract*

*In the last two decades, the multiplicity of perspectives adopted in the analysis of place marketing has led to a fragmented body of literature that presents gaps both in content and methodology (Kotler, Gertner, 2002; Zenker, Martin, 2011; Gertner, 2011).*

*Therefore, acknowledging the recommendations of recent studies, our purpose consists in defining a holistic model of place marketing management, which gives more complete and useful suggestions for practitioners, and in testing it with an empirical research carried out through the submission of a questionnaire to the population of Italian municipalities (nearly 8100 unities).*

*Drawing on a cross-disciplinary literature review, we propose a model that recognizes the existence of three different (although interrelated) levels of analysis of place marketing: (i) the place, a platform of resources with different “functions”; (ii) the place identity, a bundle of different “vocations”; (iii) the products of the place, a combination of specific resources and functions that satisfy a selected target. With reference to three levels, our model highlights the need for different strategic management processes (resource-centred versus market-driven) and suggests a number of implications both theoretical and operational for place marketing management (i.e. as to range of planning, governance issues or involvement of local actors).*

*[200]*



*Keywords - Place marketing; model; empirical research; municipalities; Italy.*

# **Marketing's Role in Strategic Marketing / Corporate Governance in the Cypriot Banking Sector**

**Avros Morphitis**

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## *Abstract*

*After the test of both shareholder and stakeholder theories in practice, it is visible that none of these perspectives brought any ground-breaking solutions and none of them seems to be the most appropriate corporate strategy to follow. Additionally, strategic marketing has rarely been examined as a fundamental factor for an organization's success but strictly examining financial performance. The overall aim of this study is to develop a new conceptual framework, based on financial organizations, showing the relationship between strategic marketing and corporate governance administered by the board of directors since there is very limited literature review on this topic. In particular, the research objectives are framed in order to identify the role of both marketing and corporate governance in financial organizations in Cyprus, pinpoint the connection between marketing strategies and corporate governance values and most of all develop a conceptual model creating a framework between the values of strategic planning and corporate governance, showing their relationship.*

*The purpose of the research is the extensive investigation of the theoretical and practical aspects of the role of strategic marketing planning and the enlightened shareholder value and will contribute to a newer and most suitable theory for companies to follow globally.*

## *Methodology*

*The first stage of the research will examine literature on strategic planning and marketing, while literature regarding corporate governance will be examined accordingly. This will help in the development of the initial hypotheses and will look to assist on the creation of a first framework (nonetheless the hypotheses will not be pre-judging the outcome), which will introduce the primary data*

*collection methods. The second stage of the research will be dealing with primary data based on a phenomenology approach.*

*Keywords - corporate strategy, corporate governance, strategic marketing*

## **Brand Battles: Are Store Brands Acting more like National Brands?**

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**Neal Hooker**  
Ohio State University, USA

**John L. Stanton**  
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### *Abstract*

*The purpose of this research is to quantify the actual presence of FOP claims on PL, to compare the frequency of specific FOP claims to the NB over the same time period and to determine the dynamic, improvement of PL over the time period 2009 to 2011.*

*Methodology: Information for this study came from Mintel's Global New Product Database 2009, 2010 and 2011. There were 10,791 products launched in 2011 in the US database, 8,120 NB and 2,671 PL food and drink products. For 2010: 8,025 NB and 2,784 PL that totally gives 10,809 launched products. For 2009: 5,838 NB and 2118 PL that gives 7,956 food and beverages products launched in US.*

*Two research questions along with two hypothesizes were investigated using descriptive and inferential (Z test) statistics. First is "Are PL companies increasing the number of attributes and benefits displayed on the FOP of the food and beverages products labels?" And the second research question is "Have PL companies reached the NB level of focusing more on attributes and benefits of the food and beverages products other than price?"*

*Findings: PL companies have increased the total number of FOP they make across all products in the three years from 76% of all food and beverage products with FOP claims in 2009 to 84% in 2011, while not every claim shows the same constant growth.*



*About 80% of analyzed claims were found to be significantly different with the confidence level of 95% and  $P$  value  $< 0.05$  for the US data in 2011, that allows to claim that percentage of products labeled by nutritional, health or processed claims is not equal for both NB and PL products in US.*

*So PL companies for the most part are including important consumer attribute and benefit information on the FOP of their products. However while making progress PL companies still lag behind NB in both of number and types of claims they make on the in front of their package.*

*Management implication: PL companies have evidence that just promoting low price may not be the sole benefit consumers are looking for in PL products. PL marketers must continue to focus on added benefits while not losing sight of their need to be a lower price choice. While NB must now see PL as a real competitor on all competitive positions and focus attention not just on other NB but have strategies to deal with the ever more sophisticated and desirable PL.*

# **Insurance product development: Managing the changes and marketing adoption. The case of Albania and Macedonia**

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**Klime Poposki**

President of Insurance Supervising Agency in Macedonia

**Liljana Elmazi**

Faculty of Economics, Tirana University, Albania

## **Abstract**

*Both life and general insurers in Albania and Macedonia are today under pressure to strengthen their market offerings. Product innovation is also being stimulated by heightened customer expectations, advances in enabling technology and by new forms of competition. Traditional players now poach each other's customers. Not only this, but they themselves are vulnerable to new styles of competition from entrants like banks. In many insurance markets, old-style combative marketing is being supplemented by new-style competitive marketing in which companies fight for business in radically changed ways. These competitive changes have powerful implications for established insurance companies which now face urgent decisions as far as the management of product development is concerned. Product development being concerned with updating existing products and new product development being concerned with quite new offerings. The market based approach provides an effective method for assessing product development success. Measuring success in target markets is, of course, quite different from supply-based approach which uses internal measures. Adoption of marketing in Albanian and Macedonian – based insurance companies appears to be following a similar pattern with our banking .*

*Methodology*

*For our study we have chose a convenience sample of 8 general insurance and 4 life companies based in Tirana and Skopje. Both large and small companies were included. The main data were obtained through face – to- face interviews conducted at the relevant operating site. All respondents were however directly involved in product development decision taking. Each face- to- face interview lasted, on average, one- and-a- half hours.*

*Data were collected in 2010 and 2011. all companies co-operating in our investigation have now recognized the need to become more market oriented.*

## **Strategic Choices in (post) crisis times: challenges for glass packaging industry in Croatia**

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**Jurica Pavicic**

University of Zagreb, Croatia

**Kresimir Znidar**

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### *Abstract*

*Global crisis which started in 2008 is relatively exhausted topic regarding assessment and diagnostic part of strategic decision-making in companies worldwide. However, due to a fact that crisis and its implications are far from final resolving, the authors decided to present the insight in strategic challenges for glass packaging industry in Croatia. In order to make the case adequately anchored in relevant management and marketing theory, the concept of well-known Miles and Snows' adaptive strategies, as well as Porter's competitive forces model were used. The chosen industry and regional context could be interesting benchmarks for all industries that are supposed to operate in limited markets with high cost-efficiency pressure and limited range of sustainable competitive advantages. By emphasizing differentiation instead of standard cost-leadership as a "standard path" to generating sustainable competitive advantage, Croatian glass packaging industry could provide valuable theoretical and practical inputs in reinterpreting Porter's generic strategies. In the paper, authors emphasize and analyze impact of several interwoven elements: productivity, competitors' actions, legislative challenges, financial risk management, market (re)segmentation and cost reductions. They are considered as crucial components of every company's or SBU's strategy in the context of (post)crisis market turmoil.*

*Keywords - crisis, glass-packaging industry, Croatia, strategy*

## **Destination image of Girona (Spain): An online text-mining approach**

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### *Abstract*

*Girona's image as a tourism destination from different agents' (official websites, travel guides, travel agents, blogs and Tripadvisor) perspective is evaluated in this study. Three components of Girona's destination image are addressed: the attribute-based, the holistic, and the affective component. This study is based on textual online data and it follows text-mining methodology. The study is innovative in the sense that it combines a relatively little studied destination like Girona and a new methodology combining textual content analysis and statistical analyses.*

*An online free software, Project Jaguar, is used to analyse the textual content. The procedure followed is: First, to get a general list and a list of common attributes when evaluating Girona as a tourism destination from each of the image formation agents (Gartner, 1994) and later compare them; Second, to get a list of stable word combinations on stereotypical holistic images; and third, to get "favourability" values for each of the agents.*

*Multivariate statistical analyses are then used to find the main clusters for each of the agents. This research approach will contribute to know more about a tourism destination, Girona in this case, and become a useful tool for promoting agents in the destination optimal development.*

*Keywords - Girona, Destination image, text-mining, Jaguar software.*

# **Influence of knowledge sharing between intermediaries and IT leaders on developing offers for customers and its consequences for customers' behavior- example of Media Market operating in Poland**

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**Katarzyna Bilińska**

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## **Abstract**

*The idea of knowledge management and knowledge transfer/sharing occurred as a consequence of the process of transformation of traditional business relations into collaboration of industry, services and their partners, due to the fact that information has become a production's resources, especially in net-product sectors (for example IT sector). The intellectual value (information, knowledge, innovation) is created by enterprises, their co-competitors (co-operators, competitors) and customers to satisfy target markets. The global, innovative firms have been using new tools to create relations based on knowledge-changing, because global customers are more exacting and they take decisions more knowingly. That is why the knowledge sharing between producers and intermediaries is a crucial point for developing offers for customers. In the paper the following assumption has been made: knowledge sharing between IT leaders and intermediaries enables creating competitive offer for target market. The costumers satisfaction reflects the level of knowledge sharing between IT leaders and intermediaries. Observing activity of chain retailers selling IT product we can state, that the level isn't very high. Also the opinions of the customers buying in that retail chains show that the offer don't enhance them for future purchasing. In the paper the factors that discourage customers for buying in retail chains will be indentified (basing on Internet's users comments on different www). The paper will contain the example of the practices in*

*knowledge management of IT-leader and Media Markt in the polish market.*

*Keywords - knowledge management, knowledge transfer, business relations, intellectual value, customers, retail chains, costumer behavior*

## **Insurance product development: Managing the changes and marketing adoption. The case of Albania and Macedonia**

**Zhanina Dapi**

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**Klime Poposki**

President of Insurance Supervising Agency in Macedonia

**Liljana Elmazi**

Tirana University, Albania

### **Abstract**

*Both life and general insurers in Albania and Macedonia are today under pressure to strengthen their market offerings. Product innovation is also being stimulated by heightened customer expectations, advances in enabling technology and by new forms of competition. Traditional players now poach each other's customers. Not only this, but they themselves are vulnerable to new styles of competition from entrants like banks. In many insurance markets, old-style combative marketing is being supplemented by new-style competitive marketing in which companies fight for business in radically changed ways. These competitive changes have powerful implications for established insurance companies which now face urgent decisions as far as the management of product development is concerned. Product development being concerned with updating existing products and new product development being concerned with quite new offerings. The market based approach provides an effective method for assessing product development success. Measuring success in target markets is, of course, quite different from supply-based approach which uses internal measures. Adoption of marketing in Albanian and Macedonian – based insurance companies appears to be following a similar pattern with our banking .*



## **Understanding customers in creative industries**

**Jolanta Tkaczyk**

Kozminski University, Poland

**Magdalena Krzyżanowska**

Kozminski University, Poland

### **Abstract**

*The purpose of this study is to examine how entrepreneurs in creative industries perceive the needs and preferences of their prospect customers and how this perception changes over time. It deals with a substantial problem inherently facing creative industries: how do entrepreneurs in this field overcome their tendency to impose artistic visions without taking into account their customers' expectations? The main research questions are as following: (1) how do start-up entrepreneurs perceive their customers just before they start operating their business and just after they enter the market?; (2) how do market experience affects how customers are seen?; (3) do earlier market experience of entrepreneurs and their business education foster customer orientation development? The authors answer these questions on the basis of research conducted among young start-up entrepreneurs taking part in the Entrepreneurship in Creative Industries project going on in Warsaw (Poland) in 2012. The analysis is based on three sources of data: application forms submitted by entrepreneurs during the selection of the project participants, evaluation forms filled in during the course of the project by the selected entrepreneurs, in-depth interviews with the project participants. The qualitative analysis is conducted with the use of Atlas.ti. This study is an attempt to provide useful insights into the barriers to the development of creative industries coming from misperceptions of customers needs, and to discuss implications for start-ups' customer orientation successful implementation.*

*Keywords - customer needs, start-up firms, creative industries, customer orientation*

## **The influence of religion to consumer behaviour and further implications to international marketing**

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**Ana Kuštrak**

Zagreb School of Economics and Management, Croatia

### **Abstract**

*Due to the political particularism in national policies, national differences prevail over religious differences in international trade. However, this characteristic of international trade does not lessen the importance of religious differences effects and their research. The producers and providers of services communicate with the market by virtues of their products and services and their added value. However, every national market is also determined by various social factors. Even though all consumers in the national market are not necessarily religious, religion is an universal social phenomenon of a single domestic market. This paper analyses the influence that religion has to the cognitive structure of consumer behaviour, eventually affecting consumer's purchase choice. Every religion imposes the rules of desirable and undesirable, prohibited behaviour. These rules are also relevant and applicable to the consumer's choice of purchase and the manner in which he consumes specific products and services. The most important cause to this kind of behaviour is a strong emotional charge of religious oriented behaviour, which therefore might be taken advantage of in terms of creating and producing the so called „religious brands, products and services“ that eventually could form a specific market segment. This paper focuses on researching the effects of islam and judaism to consumer behaviour. Furthermore, the authors of the paper also review a research on how the corporate management utilizes religious brands with respect to halal and kosher certificates.*

*Keywords - consumer behaviour, religion, religious brands, halal and kosher certificates.*

## **Impact of Training on Sales Results: A Croatian Perspective**

**Petar Majstrović.**

Sales Consultant, Best Practice Education management, Croatia

**Mirko Palić**

University of Zagreb, Croatia

### **Abstract**

*Main objective of the research was to investigate the link between sales training and sales results. Sales educations and trainings are the basic elements for developing sales skills in enterprises. They are essential for achieving sales results, and thus for the survival and development of the organization. The goal of this paper is to analyze modern methods of education, methodology of developing and performing sales trainings as well as to measure the impact of sales training on sales volume and quality of salesperson work. The research was conducted on random sample of companies operating in Croatian market. The method of data collection was through highly structured electronic questionnaire. The Kirkpatrick's training effectiveness evaluation methodology was used. This is the most recognized and most commonly used method in the field of training effectiveness measurement. The questionnaire was structured through four groups of questions (four levels) and it was particularly adopted for the purpose of sales training. Main empirical findings showed that there is a positive correlation between sales trainings and sales performance as well as between sales trainings and sales competences and skills. According to the research results there needs to be certain degree of sales training intensity and frequency applied in order to produce visible increase in salesforce's results.*

*Keywords - sales training, sales, marketing, Croatia*

## **Analysis of image research in Croatia**

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**Diana Plantic Tadic**  
University of Applied Sciences Vern, Croatia

**Mirjana Bautovic**  
University of Applied Sciences Vern, Croatia

### *Abstract*

*The subject of this paper is to analyse the research results on the corporate image of Croatian companies. Image research is an important tool in marketing and business decision making but the performance of the mentioned activities is still insufficient in practice. This paper sets the following objectives: the importance and usage of market research in image analysis, frequency, type and methods of image research, the underlying reasons, and areas for improvement.*

*The primary data collection method were interviews conducted by established persons in research profession (20 respondents) from market research agencies that have more than 80% of the market share in Croatia, while the data analysis was performed through methods of analysis and synthesis, supported by content analysis.*

*The main findings state that the brand is more researched than the overall corporate image and, mostly, it is not done systematically. The paper defines ways of improving the processes behind the image perception.*

*Keywords - market research, image, image research*

## **The analysis of the psychological factors on consumer behaviour when consuming coffee in Croatia**

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**Dijana Vuković**

Veleučilište Vern, Croatia

**Martina Lavić**

Veleučilište Vern, Croatia

### *Abstract*

*In Croatia, when we wish to take a break, we commonly say Let's have a cup of coffee. The topic of our paper is the motivation, the perception, the process of learning as well as the beliefs and attitudes which influence the consumers. We explain what the motivating factors for coffee consumption are and how it affects coffee consumers and their interaction. We described the consumer perceptions and their role in the consumer lifestyle. We also raised questions such as how beliefs and attitudes influence the consumer behavior and how learning affects it.*

*We did research on what the global and domestic trends are, i.e. what the consumer habits are, how the rituals are different from nation to nation, to what extent the consumption is different from country to country and how much money an average Croat spends on coffee. We also calculated statistically the amounts consumed in particular regions.*

*After that, we carried out the market research on the sample of 200 respondents, in which coffee as a drink was as important as the factors that influence the behavior and the attitude formation among the consumers. We found out how much coffee is well-liked, what the consumers find is most important in coffee, what their habits are and generally, what their perception of the ritual of having coffee is.*

*The conclusion of the paper is: coffee is the most famous international drink which will never be „out“, because it as much an enjoyment as it is a strong need for everyone.*

*Keywords - Consumer behaviour; Phsycology, domestic trends, research*

# **The effect of Portuguese Nation Brand on Cognitive Brand Image: Portuguese and Canadian comparison**

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Management

**Ângela Veríssimo**

University of Aveiro (DEGEI), Portugal

**Ricardo Cayolla**

University of Aveiro (DEGEI), Portugal

## *Abstract*

*The Anholt et al.'s (2008) model proposes six dimensions to measure a national brand: Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. This study intends to analyze the effect of each of those dimensions associated to Portugal on cognitive brand image perceived by Portuguese and foreign (Canadian) people. The survey, based on literature review, was gathered in Portugal and Canada.*

*In the Portuguese sample, findings demonstrate favourable classifications for the willingness to use Portuguese products and the country's contribution to innovation in science. However, the Portuguese do not perceive the country as cutting-edge. The Canadian respondents see Portugal as a creative country. On a less favourable note, Canadian respondents have a lower classification of Portugal's contribution to innovation in science, which sharply contrasts Portuguese results. Furthermore, Portugal is also less favourable seen as an innovative and cutting-edge country. Regarding the causal path analysis, for Portuguese respondents Investment and Immigration, Tourism, and People contribute significantly to a favourable cognitive image. For the Canadian sample population, Tourism and People have a significant impact on cognitive image. Globally, Portugal tends to be positively associated to tourism, culture, heritage, and people.*

*Keywords - nation brand, cognitive image, tourism, heritage, Portugal, Canada*

## **Identifying competitors: the challenges for start-up firms**

**Jolanta Tkaczyk**

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**Magdalena Krzyżanowska**

Kozminski University, Poland

### **Abstract**

*This article addresses a problem of identifying competitors by start-up firms. It explores how entrepreneurs in creative industries become conscious of the existence of competitors and how they change their mode of operation impacted by competition. The main research questions are: (1) what phases does the process of identifying competitors by entrepreneurs in creative industries consist of?, (2) what is the characteristics of marketing myopia in creative industries? (3) will creative entrepreneurs be able to build competitive advantage? The authors answer these questions on the basis of research conducted among young start-up entrepreneurs taking part in the Entrepreneurship in Creative Industries project going on in Warsaw (Poland) in 2012. The analysis is based on three sources of data: application forms submitted by entrepreneurs during the selection of the project participants, evaluation forms filled in during the course of the project by the selected entrepreneurs, in-depth interviews with the project participants. The qualitative analysis is conducted with the use of Atlas.ti. This study provides clear implications how to avoid underdevelopment of competitor orientation for managers of start-ups. Being complementary to the authors' research on understanding customers in creative industries, it allows to delineate conclusions on the determinants of market orientation implementation in these sectors.*

*Keywords - competitors, start-up firms, creative industries, competitors orientation*



# **Research on Internationalization of the German Packaging Industry: A Systematic Literature Review**

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**Hans Ruediger Kaufmann**

University of Nicosia, Cyprus

## **Abstract**

*The German packaging industry is made up of many small and medium-sized enterprises (SMEs). Existing surveys in SME related as well as in internationalization theory frequently refer to SMEs respectively multinational enterprises (MNEs) in more general terms. Whereas empirical research on internationalization differentiated by industries such as the textiles or machinery industry does already exist, empirical research referring to the effects of globalization on the packaging sector, however, is missing. This industry sector is regarded to be characterized by idiosyncratic factors, and, hence, internationalization strategies are suggested to be conceptualized in a differentiated way. This study aims to develop industry-specific internationalization strategies and to define the prerequisites for their effective implementation. After a short description of the German packaging industry (GPI), this paper addresses the main differences of a narrative and a systematic literature review and discusses the relevancy of a systematic literature review for this work. From the systematic literature review an initial conceptualization is derived considering industry-specific requirements.*

*The findings of this ongoing research are intended to accomplish a contribution to knowledge as well as to management and policy makers.*

## **Online communities in Poland: are e-commerce companies involved in creating and managing online social networks?**

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**Ewa Frackiewicz**

The Szczecin University, Szczecin, Poland

### *Abstract*

*The challenges in the life styles, social, economical and political conversions, technological developments lead the marketers to use modern marketing techniques effectively in the search of new medium.*

*The way people used to communicate has completely been changed over the last decade. Nowadays online social networks are one of the most powerful communication and information sharing systems worldwide. It became easier for consumers to share their experiences about products, brands and services through the Internet.*

*This challenge is both advantage and disadvantage for business. Those companies who develop new skills and implement e-marketing techniques, specially designed for managing online communities could implement new methods of communicating with customers. Using online communities marketers can reach their consumers by using their imaginations, creativity and interactivity. Moreover it is a useful tool for market research.*

*For those companies that remain outside the network (the Internet) or use the Internet only to a very limited extent, the mentioned challenges may pose a threat.*

*The Authors put a thesis that the top e-commerce companies in Poland create and develop online communities with the intention of using them in marketing strategies.*

*The paper presents the results of pilot study conducted on the basis of top e-commerce companies in Poland. The research sample was designed on the basis of "Internet Standard" Report 2012. The Report covers a broad and multi-dimensional presentation of top e-commerce companies in Poland. The Authors implement observation and data analysis as methods for verification research hypothesis.*

*The main purpose of this study is to contribute to the concept of online social networks as an alternative marketing technique, both in theoretical and practical aspects. Within the practical aspects, the aim is to examine the scope and character of online communities' involvement. Are online communities involved in promotion, marketing research, product creation, price testing etc? Although the main advantages of Internet is being "global", the paper focuses on Polish market.*

*The following hypothesis will be tested:*

*Hypothesis 1: Top e-commerce companies in Poland involve online communities in their business.*

*Hypothesis 2: The degree of e-commerce companies involvement in relations with online communities is not related with the business sector.*

*The presented research is quite unique while the topic of online communities in Poland is under researched.*

*Despite the phenomenal increase in social media use by consumers and corporations, academic research is limited on the commercial use and value of social media. There is a unsatisfied level of knowledge about the scope of relations between business sector and online communities on Polish market therefore the paper will have a significant contribution to the development of knowledge.*

*The findings present new insights for marketing strategists wishing to use the communication potential of online social networks and for marketers willing to explore the potential of online networking as a low-cost, efficient alternative to traditional communication approaches.*



*Keywords: on-line communities, on-line social networks, e-commerce, Poland*

# Services

## **The Food Explorer: Discovery, Authenticity and Sustainability**

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**Warwick Frost**

La Trobe University, Australia

### *Abstract*

*This paper examines the emergence of the food explorer, as a niche market segment. They generally bypass mass tourist experiences, in favour of independent travel, and enjoy seeking out different traditions, heritage and styles associated with food and wine. We examine three hallmarks of the food explorer, illustrated by relevant international examples. They eschew tourist menus and tours, preferring to eat like the locals and discover for themselves what the destination has to offer. These travellers display a strong interest in experiencing food and wine that is authentic to a destination; particularly involving local produce and regional specialities. They are also concerned with sustainability issues related to food and wine, such as minimising food miles, patronising establishments with philanthropic or 'green' goals and embracing organic and slow food offerings. The paper concludes by discussing the implications of this phenomenon for destination marketing.*

*Keywords - food; wine; tourist experience; authenticity; heritage*

## **The Restaurant Trade in Hungary**

**Zsombor Bóka**

Budapest Business College, Hungary

**Ilona Székely Kovács**

Budapest Business College, Hungary

### *Abstract*

*At the end of the 1980s great political, social and economic changes took place in Hungary. The socialist economy transformed into a capitalist system and the exchange of ideas with the western world was enabled. In this way, many trends and innovations reached Hungary, and so did gastronomic development: as a result, two restaurants in Budapest have been recently awarded a Michelin star. This paper aims to track down consumers' awareness of such changes. The paper explores the nature of Hungarian cuisine: its ingredients, philosophy and the modes of preparation that have traditionally characterised it. An extract of an interview with Katalin Pintér, the owner of the Michelin-star restaurant Onyx in Budapest, is also published in the paper. The research is based on a questionnaire analysis which investigates consumers' attitudes towards the new Hungarian gastronomic trends. The results clearly indicate that there is little interest among students of Hungarian higher education in the recent gastro-revolution and haute-cuisine. On the basis of the research the paper concludes that the legacy of the socialist era still persists. Its influence can be observed in our taste and preferences regarding gastronomy.*

*Keywords - Hungarian cuisine; Michelin star; consumers' attitude; questionnaire analysis*

## **Beverage Consumption and Drinking Style in Latvia in the European Context**

**Aija Eglīte**

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### *Abstract*

*Europe may be regarded as the world's region having similar characteristics of beverage consumption behaviour and consumption culture. However, a joint project of 30 European countries on consumer behaviour, Consumer Behaviour Erasmus Network (COBEREN), implemented in 2009-2012, found that there were differences among the countries. The research aim is to identify similarities and differences in beverage consumption behaviour between Latvian consumers and the average European consumer. Qualitative and quantitative data obtained during the project in 30 countries from 5258 respondents aged 18-78 were used in the research.*

*In Latvia, consumers associate the meaning of the word to drink with water consumption. To slake one's thirst, mostly tap water, bottled water and mineral water are preferred. The consumption of bottled mineral water is comparatively low. In general, wine is preferred slightly more than beer in all the 30 countries. Women definitely more prefer wine in all the countries. It is characteristic of Latvia that consumers having higher education prefer wine than beer. The traditional beverage of southerners – wine – is popular in the whole Europe and in the North European countries as well.*

*Keywords - beverage, consumption, behaviour*



## **Football fans and their clubs: exploring the passion and the extreme connection**

**Ricardo Cayolla**

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**Sandra Maria Correia Loureiro**

Professor at Department of Marketing, Operations and General Management

### *Abstract*

*Football fans are consumers with a special behaviour with their football club brand. Football is the most popular sport in the world (Nicolau, 2011). Demographically, organizations worldwide are becoming increasingly homogeneous (Lauring & Selmer, 2010).*

*The main aim of this study is to explore why football fans are willing to do some kind of sacrifices in order to continue their relationship with their preferred club brand.*

*Therefore, 97 telephone interviews (from a list of 123 potential respondents) were conducted with. Entrepreneurs, managers, students, lawyers, retired, employee (public and private), professors, athletes, coach.*

*Participants were contacted in accordance with the procedures of snowball sampling type (Ford, 1975) starting with finding the perpetrators of personal contacts that fit the profile request for the study: the main criterion of the integral elements of this first study is to be people who really like football, people who have the willingness to make sacrifices for the sake of their relationship with the football club brand and team.*

*The findings of the first study reveal four major facets: passion/soul, be different, leave all behind, personal risk. The study contributes to knowledge in marketing field, as well as, provides insights to brand managers*

*Keywords - football sport, passion/soul, passive sacrifice, active sacrifice*

## **Quality and Sustainability in Higher Education Institutions: Key Factors**

**Harley Dos Santos Martins**

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**Sandra Maria Correia Loureiro**

SCTE - University Institute of Lisbon – Portugal

**Marlene Paula Castro Amorim**

University of Aveiro (DEGEI) – Portugal

### **Abstract**

*The main purpose of this paper is to go further in understanding the key factors for quality (e.g., Rusinko, 2005; Yeo, 2009) and sustainability (e.g., Carew and Mitchell, 2008; Clarke and Kouri, 2009) for industrial engineering and management education in Higher Education Institutions (HEI). Therefore, a systematic literature review was conducted to conceptualize quality and sustainability followed by qualitative research with a group of professors from the selected HEI for the validation and refinement of previous studies.*

*The interview protocol included firstly detailed specifications for the selection of professors and the process of contact and invitation for the interview, the request of permission to record the conversation and a brief explanation about the interviewing process. In the interview we used a set of guiding questions regarding quality and sustainability in HEI. The transcribed interviews were analyzed using the WebQDA software.*

*The main key factors identified are: (1) the employability of students and (2) the quality of academic staff and of the facilities. The results also lead to conclude that university professors are not yet truly aware of the importance of marketing tools for a more in-depth dissemination of the work and projects developed in the courses.*

*Keywords - higher education, quality, sustainability, qualitative approach*

## **Value creation or value destruction in the shopping centre industry? The Rise and Fall of Shopping Centres in Romania**

**Melinda Reikli**

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### *Abstract*

*Shopping Centres have been expansively developed in the economic booming period before September 2008, they were. Due to the financial and economic crisis the real estate industry has been gravely affected. The shopping centre industry is also not an exemption from this, especially not in emerging markets like Romania. Several shopping centres has been closed or executed through bankruptcy procedure. The present article tackles the question of value creation and value destruction throughout the rise and fall of some shopping centres in Romania. The theoretical view on value creation follows Hakansson & Snehota (1995) ARA (Actions-Resources-Actors) value creation model adapted to the shopping centre industry, define the respective components for value creation and asserts problems leading to value destruction. These theoretical guidelines are used to describe 6 case studies of shopping centres from Romania, of which 2 show signs of value creation from the booming period, 2 represent clear value destruction cases after the economic crisis appeared and finally 2 cases show both signs of value creation and value destruction throughout a longer timeline. The conclusions drawn from the cases suggest that the financial crisis only emphasises the problems leading to value destruction, and that these are underlying within the misapplied value creation procedure.*

*Keywords - value creation, shopping centres, financial crisis*

## **The impact of bureaucracy / red tape on the employees of multinational enterprises**

**Sabine Scheffknecht-Sinz**

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### *Abstract*

*Large multinational enterprises are key pillars of the global economy. Their success or failure may impact whole regions or industries and with this not only their own employees but also a broader group of people. Reason enough to focus exactly on this kind of organisation within this research.*

*Although the size of a business is per definition no criteria to identify a multinational enterprise, the focus of the actual research lies on large multinational enterprises as the degree of bureaucracy / red tape seems to be higher the bigger the organisation.*

*This bureaucracy / red tape and its impact on the employees is the core theme of the research. Many studies confirm a correlation between the employee satisfaction / motivation and the success of a business. It is clear that this satisfaction / motivation depends on various different criteria. However, bureaucracy / red tape might be one of them but has not yet been evaluated within literature at all.*

*Furthermore, this topic implies a special challenge as a certain amount of bureaucracy seems to be inevitable to be able to manage a large organisation. The results of this research will show how multinational enterprises could overcome this challenge and even could take advantage of an optimised bureaucratic framework.*

*Keywords - Bureaucracy / Red tape, Multinational Enterprises, Employee motivation / satisfaction, Business Success*

# Tourism

## Assessment on Service Quality in the Route of the Romanesque of the Sousa Valley's Visit

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University: ESTG, IPVC, Viana do Castelo, Portugal

**Olga Maria Pinto de Matos**

Escola Superior de Tecnologia e Gestão, IPVC, Portugal

### *Abstract*

*Scientific research becomes increasingly an important tool in tourism to solve problems, to answer questions or to find opportunities. Once the research can show the way forward, it is essential to initiate an investigation before making any decision.*

*By having the need for further data on their quality of service, the Romanesque Route commissioned a study whose purpose would be to understand the perceptions of its visitors about the quality of the tour provided, so as to conclude whether this was the last agree or disagree with the expectations created by the visitors.*

*Moreover, we used primary data through surveys - based on SERVQUAL model - which were filled by visitors from Rota and used also direct observation, as a methodology, for guided tours.*

*With the results obtained from the primary data, it was concluded, first, that the SERVQUAL model was not suitable for this type of research and type of visitors, moreover, that the results not coincide with the overall opinion of the respondents. The SERVQUAL model is more adapted to compare the service of an organization with a service excellence, than to assess customer perceptions.*

*In order to improve the Route tours, this study proposes a set of recommendations.*

*Keywords - Tourist study; Service Quality; SERVQUAL; Romanesque Route; Guided Visit.*

## **An alternative and original tourism route for Póvoa de Varzim (Portugal)**

**Chantal Pires Costa**

ESTG, IPVC, Viana do Castelo, Portugal

**Olga Maria Pinto de Matos**

ESTG, IPVC, Viana do Castelo, Portugal

### *Abstract*

*This paper's main objective is to create a tourism route for the county of Póvoa de Varzim, focusing on unique and unexplored tourism resources and the concept of alternative tourism. Alternative tourism consists in following originality instead of present and commercial tourism and can be more expensive and elitist.*

*Allied to this, the study also aims to show that Póvoa de Varzim has other tourism products with great potential besides the Sun and Sea one and to explain all of the steps that are taken to create a tourism route. Therefore, the created tourism route is important, however, great emphasis will be given to all of the phases passed until obtaining the final tourism route.*

*In this paper, a detailed research of literature on the concepts of alternative tourism, innovation, circuit, itinerary, route, guided tours and finally tour guide is done. Then, the county is characterized considering its geographical position, tourism supply and tourism statistics. The next step is to present the steps that were undertaken to create the tourism route and thus, the tourism route is presented. In the end, a list of recommendations will be given, which explain some methods that will help with creating new tourism routes.*

*Keywords - alternative tourism; innovation; tourism route.*

## **A tale of two villages: A comparison of neighbouring communities in southern France and the impact of tourism**

**Leo Paul Dana**

GSCM Montpellier, France

**Frank Lasch**

GSCM Montpellier, France

### *Abstract*

*Based on a comparison of two villages of similar size, about 12 km from each other in the former French province of Languedoc in southern France, we highlight the impact of tourism. Saint-Guilhem-le-Désert is visited every summer by 800,000 tourists; our control group is Jonquières, with virtually no visitors. Tourism has transformed Saint-Guilhem-le-Désert as this massive activity brings noise and pollution, along with rising house prices, resentment of visitors by locals and a clash between residents and attitudes of disrespectful tourists. While entrepreneurs have arrived to prosper from tourism, local people move away. Whereas the population of Jonquières is constant throughout the year, Saint-Guilhem-le-Désert becomes a ghost town in the winter.*

*Keywords - Tourism, misleading marketing, France*



## **How destination image is changing through the use of new technology**

**Razaq Raj**

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UK

**Lo Presti Olga**

Consiglio Nazionale delle Ricerche, Italy

### **Abstract**

*The analysis of destination image is relatively recent. However, the topic has become one of the most popular in the tourism research literature. The destination image is formed by a complex process, in which tourists develop a mental construct based upon a few selected impressions recollected from a flood of impressions (Echtner & Ritchie, 2003). These impressions have their origin in information assimilated from non-tourist, non-commercial sources which contribute to the formation of the organic image, such as - media (news reports, magazines, books, movies), education (school courses) and the opinion of family or friends (Gunn, 1988).*

*ICTs play a critical role for the competitiveness of tourism organizations and destinations as well as for the entire industry as a whole. The development of ICTs and particularly the Internet empowered the “new” tourist who is becoming knowledgeable and is seeking exceptional value for money and time. Tourists are less interested in following the crowds and in packaged tours and much more keen to pursue their own preferences and schedules. Package tours are losing market share in favour of independently organised tourism facilitated by dynamic packaging. For information search, to destination/product consumption and post experience engagement, ICTs offer a range of tools to facilitate and improve the process. Customers search for travel-related information, make online air-ticket bookings, online room reservations, and other online purchases themselves instead of relying on travel agencies to undertake this process for them (Morrison, Jing, O’Leary, and Lipping, 2001). Thus,*

*Internet is a crucial source information which influences the image that potential tourists will have of a tourist destination.*

*This paper considers the changing nature of destination image formation and the opportunities given by new technology. The paper will also provide theoretical backgrounds on destination image evolution consider the gaps in the research in this sector, particular focus will be development of relationship between destination and use of technology deepening the role of social media and user generated content for destination promotion.*

*Keywords - Destination image, new technology, social media, user-generated content*

## **The changing environment at the tourism social media**

**Lo Presti Olga**

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**Razaq Raj**

UK Centre for Events Management, Leeds Metropolitan University,  
UK

### *Abstract*

*The evolution of the internet, as well as the constant evolution of society has lead to conceive new forms of communication, thus, new consumer behaviour. The new consumer is more sophisticated and thus he/she needs and requires more specialised media where he/she can take information from. This new type of media is called social media, which in spite of the fact that its nature is in the very essence of the Internet communication. User-consumer content (UCC) and social media platforms have suppose a real revolution on the Internet. Nowadays, users can create content, uploaded it to the Internet and share their own experiences, opinions, thoughts and so on. This UCC and social media platforms form a new and more interactive source of information, essential and of highlight importance to the tourism sector which as Sheldon (1997) pointed out tourism is information intense industry due to the tourism product features.*

*Focusing on the tourism field and concentrating on the tourism product, it has to be considered social media complexity in order to understand consumer behaviour in tourism. The tourism product is not a simple item, good or service of consumption; the tourism product is “a bundle of activities, services and benefits that constitute experiences” (Medlick and Middleton 1973). It constitutes a mix of the characteristics of the services and the singular features of the tourism industry, what really differentiate the product from any physical good (Yilmaz and Bitizti, 2005).*

*This paper considers the evolution of social media in tourism to explain benefits for managing destination promotion and especially influences on destination image formation. The study try to delineate the profile, the behaviour and the changing role of travellers 2.0 to understand how tourism destinations must constantly work to catch up and stay update.*

*Keywords - Social media, tourist 2.0, destination image, user-consumer content*

## **E- and blearning in Tourism courses in European Higher Education Institutions: benefits, barriers and challenges**

**Sandra Vieira Vasconcelos**

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### *Abstract*

*Having changed the nature of services and work within the Hospitality Industry, technological developments and the use of ICT are also having an effect on Tourism education and training.*

*This paper presents a literature review focusing on recent research as to how European Higher Education Institutions are incorporating the Internet, and more specifically e- and blearning, into their Tourism courses and programmes. Using a variety of sources, it outlines the wide range of courses currently available and how they are being delivered and discusses the overall perceptions of faculty and students involved, listing benefits, challenges and barriers.*

*In addition to this more general outline, special attention will be given to the Portuguese case, concluding that, even though it is a growing trend, most institutions are still adjusting to these new realities and pedagogical models.*

*Keywords - Tourism Education, elearning, blearning, ICT*

## **Wine Tourism, Heritage and Identities in New World Wine Regions**

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### **Abstract**

*Generally, Old World winemaking and regions are characterised by tradition, whereas the New World is identified with innovation. However, there is an ongoing trend towards the blurring of these lines, which has implications for Wine Tourism, heritage and regional identities. Two main issues are examined in this paper. First, there are New World wine regions which were developed by European immigrants in the nineteenth century, for example the Barossa Valley, Rutherglen (both Australia) and the Napa Valley (California). These are increasingly using that heritage to gain a comparative advantage, marketing their ethnic and historic distinctiveness. Second, there is a trend towards the more imaginative construction of European identities for New World wineries. Strategies range from the use of fantasy architecture (castles and French chateaux), to Old World brands commencing operations elsewhere (eg Chandon wineries in Australia and California), to a greater use of European heritage grape varieties. The paper concludes with a call for more research into the intersection of Wine Tourism and heritage.*

*Keywords - Wine Tourism, winemaking, heritage, ethnicity, identity*

## **Opportunities and constraints to tourism led development**

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### **Abstract**

*The Centre region of Portugal is, similarly to other rural areas around the world, suffering from the abandonment of agriculture, and in need of economic diversification. In addition, the aging of the population and the rural exodus are reducing drastically the number of persons that live in these areas.*

*Tourism has proved to be an alternative to traditional economic activities, contributing to the creation of jobs, complementing families income and in general bringing a new life to these depopulated areas. Tourism development leads to the improvement of infrastructures and services for visitors, from which the local communities will also benefit gaining quality of life. Tourism also contributes to the valorisation of the local resources, products and traditions, providing means to its preservation and protection. However, these effects are not evident in Serra da Estrela, a region associated to the idea of a mountain with snow, but only during a few months, therefore tourism suffers from a strong seasonality.*

*The objective of this paper is to identify the difficulties that affect tourism development in the Serra da Estrela, from the perspective of local entrepreneurs. Data presented is based on the results of a survey, through questionnaire, carried out during the summer of 2012. Information with regard to the difficulties that entrepreneurs felt when starting their companies, the incentives and assistance that they had and also the difficulties that are being felt in the present to keep business operation, will be summarized. Recommendations to help future entrepreneurs in their investments in Serra da Estrela (and other rural/remote regions) will be discussed.*



*Keywords - tourism, development, SMTE's and Serra da Estrela*



## **The impact of CSR on tourism destinations in times of the "new capitalism"**

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### **Abstract**

*In the new global economy we live in a precarious world. This "new capitalism" is the result of the mobility of multinational capital, the privatization of welfare state, technological change, outsourcing, jobs migration, etc. Markets have eliminated morality and social awareness from public life and society. The most recent financial and economic crisis has taught us that markets and governments can both make disastrous mistakes; for this reason, it is necessary to demand improvements and reform in both politics and previously unquestioned markets. CSR can offer an appropriate remedy to the unsustainability and moral emptiness of capitalism. CSR is viewed as a way of assisting consumers to accomplish self-realization, which has become, according to Kotler and Lee (2005), an important concern of consumer behavior.*

*Using these considerations as a starting point, this paper deals with the impact of CSR, as a catalyst for change, on tourism destination in times of the "new capitalism." The paper will present some options for changing the organization and management of the destination based on CSR principles: the extension of traditional corporate activities to new domains (environmental and social issues); a strong engagement with stakeholders in order to fill the gap between businesses and society; and the integration of new dimensions into corporate management (poverty alleviation (Prahalad, 2005); international development (Hopkins, 2007), sustainability, (Elkington, 1997); the corporate citizenship policy (McIntosh et al, 2003)). Adopting new*

*CSR business models leads to “doing well by doing good” (Roddick, 2001, Hancock, 2004, Jonker and de Vitte, 2006, Hawkins, 2006, Jackson and Nelson, 2004)*

*The managerial texts analyzed in this paper emphasize the need for destinations to re-embed themselves within society and to comply with the duties they have within society. Destination leaders, industry, labor and community should come together to support a policy that addresses these key areas*

*Keywords - CSR, destination, new capitalism, tourism*

## **Gender trends in tourism destination**

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### *Abstract*

*The tourism experience was perceived traditionally in terms of products, destinations and consumption patterns. The “new mobility turn” sees the holiday experience as “performance”, “surveillance”, “play”, relationships “at-a-distance”, the impermanence of “sandcastles”, “place making, etc.*

*Gale (2007) stated five principles of this turn in tourism: it studies the mobility of individuals; it acknowledges material and immaterial structures; it deals with immobility and power relations; it recognizes virtual and imaginative forms of mobility; and it is concerned with environmental and global consequences. Destinations are not perceived now as fixed unities but as „sandcastles” made of objects, mobility and proximities (Bærenholdt et al. 2004).*

*In the context mentioned above the holiday experience can be evaluated as a process, wherein gender relations are “constructed, legitimated, reproduced and reworked” (Aitchison 2003). These experiences can affect the identities of tourists, locals and employers positively and negatively (Crouch 2002) and also affect gender identities slightly differently.*

*The Global Gender Gap Report for 2010 found that while 93% of the global education gap and 96% of the global health gap has been closed, only 60% of the economic participation and 16% of the political gender gap has been closed and this gender differences in social and economic roles and responsibilities exacerbate vulnerability.*

*Through this paper we intend to investigate the most important gender trends affecting tourist destination and tourism in general,*

*based on the premise that destination is actually a perceptual concept, interpreted subjectively by consumers and also a result of the moment, the people and artifacts present. The aim of the paper is to get an assessment of future destination in terms of the influence of gender and offer solutions to adapt to trends investigated and to shape a tourism industry more welcoming for women.*

*Keywords - gender, destination, tourism, trends*

## **From mass & fast to small & slow: the development of ecogastronomic tourism**

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**Wil Munsters**

Zuyd University of Applied Sciences, Heerlen, The Netherlands

### **Abstract**

*The traditional food service industry (restaurants, cafes, catering companies) is confronted with big losses because consumers buy less and pay less. The modern consumer and tourist want payable gastronomic concepts. Current consumer research reveals that new gastronomic crossovers driven by the blurring of food and retail concepts have to be created. This paper shows that these new gastronomic concepts should be founded on four important values: Mood, Money, Meal, and Moment. Therefore, first of all the local people have to be convinced that local food communities give content to the regional culture, and that small-scale terroirs are needed to conserve regional biodiversity and to guarantee employment. The entrepreneurs have to understand that the blurring of innovative ecogastronomic and retail concepts in conjunction with smart logistic and distribution systems will change increasingly the old world of food service.*

*A step forward to what we call ecogastronomic tourism is made within the framework of the bachelor programme Foodservice at the Hotel Management School of Maastricht (the Netherlands). Scripts and Scenes in Foodservice is a new didactic model that challenges students as future entrepreneurs and managers to realize the necessary changes in the traditional concepts. Starting from the blurring of small scale food and retail concepts, this new approach is based both on values instead of volumes and on authentic forms of hospitality.*



*Keywords - food service, blurring of food and retail concepts, ecogastronomic tourism, education*

## **Tourism in Armenia**

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### *Abstract*

*In the last two decades sustainability has become a central matter in tourism, giving rise to more proactive development strategies from destination management organizations to more responsible attitudes from the tourism industry, and increased awareness and concerns from consumers, particularly in developed countries. However in developing countries, sustainability with regard to tourism is still an emerging issue. This paper addresses the process of tourism development in developing countries, namely which strategies can be put into practice in order to help tourism organizations and tourism businesses to meet sustainability requirements and to gain the confidence of tourism markets. Results of the research will be summarized which identifies the set of indicators to measure and monitor tourism sustainable development that can be applied to developing countries, with a special reference to Armenia.*

*Keywords - Sustainable tourism, sustainability metric, Armenia*

## **The role of small community events in increasing visitor numbers: A bright n' sandy case study**

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**Judith Mair**

Monash University, Australia

### *Abstract*

*The benefits of holding small community events in metropolitan areas remains an underexplored area of research, despite the preponderance of these types of events and the money spent on them by local councils, often with the stated aim to increase visitor numbers and potentially to boost tourism. This paper explores the benefits of holding a community event in a local municipality in Victoria, Australia. It is based on a qualitative study, involving 173 structured interviews with attendees, together with an analysis of secondary data pertaining to the event. Findings suggest that while the event is seen by the organisers as a vehicle for celebrating the community, boosting the local economy and increasing visitor numbers, it is failing its third aim. A high proportion of attendees are from the local area and are using the event as a form of social leisure.*

*Keywords - events, event attendees, visitor numbers*



## **Interpretation Plan of the Jacobean routes in the Barcelos medieval down town (Portugal)**

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**Olga Maria Pinto de Matos**  
ESTG – IPVC – Viana do Castelo - Portugal

### *Abstract*

*This paper aims to present an interpretation plan for the historical routes of the Camino de Santiago in the Historic Center of Barcelos. Interpretation is an educational activity, which aims to reveal meanings and relationships through the use of original objects, by firsthand experience and by illustrative media, rather than simply to communicate factual information. This plan aims to identify and interpret these historical Jacobean routes in Barcelos and their contribution to its birth, its heritage and traditions.*

*Barcelos was a cross of several roads, before the Jacobean pilgrimage started, in the 9<sup>th</sup> Century. However, in the Middle Ages, it got to be a key waypoint for all Jacobean pilgrims, specially after the construction of the Gothic bridge, in the 14<sup>th</sup> Century.*

*To this paper, was carried out a detailed reading of the existing literature on Interpretation, the Jacobean routes and the city of Barcelos. A survey was undertaken, focused on its visitors profile and their motivations to visiting this town. It presents an overview of this research and describes its main goal and specific objectives. Results suggest that its visitors' profile and motivations belong to the cultural tourism segment, justifying the opportunity of implementing this interpretation plan.*

*Keywords - religious tourism, visitors profile; interpretation; Jacobean routes; cultural tourism.*

## Tourism in Croatia between the Two World Wars: the Dubrovnik District Case

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### *Abstract*

*By exploring the archive records and the relevant literature from a historical perspective, this paper perceives the development of tourism in Croatia in the Interbellum. With the loss of the emissive Austro-Hungarian market after 1918 and within the frame of the smaller and poorer market of the newly formed Kingdom of Serbs, Croats and Slovenes, service industries in the Dubrovnik district register a substantial progress. Even though it is, in terms of traffic, rather detached from its mainland, Dubrovnik reached second place in tourist accommodation with the structure of its tourists in the analysed period consisting predominantly of foreigners. As opposed to previous, mostly health-related motives for organised groups of visitors to the southernmost part of the underdeveloped Austro-Hungarian county of Dalmatia, in the monarchy of Yugoslavia Dubrovnik established an elite travel status. The touristic achievements of Dubrovnik today – as one of the leading tourist destinations – emerge from its wise management in the Interbellum and the tradition of investing in the service sector has continued from the times of the Republic of Dubrovnik. Because service industries were the driving force in the economic development of the traffic isolated Croatian South, it proved to be an advantage in the times of the world economic crises which didn't particularly hit the Dubrovnik district while at the same time striking the economy of Croatia tremendously. Systematic and scientific approach to tourism enabled the founding of Dubrovnik's archive on tourism (1938), the only one in the Kingdom of Yugoslavia and among leading similar European institutions, what, among other things, proved that long-term tourism pondering was beneficial.*

*Keywords - tourism, Dubrovnik district, Croatia, economy.*

## **An Investigation of Food Tourism in Chongqing**

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### *Abstract*

*Food has been playing an important role in tourism. It is suggested that food is regarded as one of the most important factors in deciding a destination and adding extra value to the image of destination. Food has pleasant memories for the tourists, providing enjoyment and opportunities. This paper tries to specifically investigate the tourists' experience of food in Chongqing, China and try to explore the importance of food in Chongqing. A questionnaire survey of investigating the food experience of the tourists to Chongqing was carried out, resulting in a total of 565 respondents contributing their opinions. The result shows that in the different three stages of travel, food is of importance to different extent in the travel of Chongqing. However, the importance in the pre-travel stage is still not highly rated by the tourists, which suggests that there is still a lot need to be done to promote the food tourism in Chongqing.*

*Keywords - Food tourism, Chongqing, China*

# **Measure the Perceived Value, Satisfaction and Loyalty of tourists in a cross – border area. A proposal for a conceptual model**

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## **Abstract**

*When Tourism and Border concepts are combined, many interests and unique relationships become evident, although the intersection has many facets: borders as barriers, as destinations, as modifiers of the tourism landscape, as attractions, impediments to travel, motivation for travel, (Timothy, 2001; 2006). Hence, the considerable importance of studying borders and tourism.*

*In fact, research in cross-border areas has placed a greater emphasis on aspects such as governance (Anderson & O’Dowd, 1999, Anderson et al., 2003, Perkmann, 2003) cooperation (Strüver, 2004, Heddebaut, 2004, Hartmann, 2006, Ionannides et al., 2006, Prokkola, 2007, Lögfren, 2008), perception of the border (Timothy & Tosun, 2003) and the products purchased by day-trippers and tourists (DiMateo & DiMateo, 1995, Spiering & Van der Velde, 2008) rather than studies of consumer behaviour. Although, several authors had researched on consumer behaviour, and more specifically in the loyalty regarding tourism destinations (Chen & Tsai, 2007; Chi & Qu, 2008; Yoon & Uysal, 2005, Forgas 2011), but little evidence in studies of loyalty in cross-border destinations has been found. Works such as Lee et al., (2007) in the demilitarised zone between North and South*

*Korea highlight the lack of studies into consumer behaviour in border areas.*

*In this study we propose a Conceptual Model to measure the perceived value, satisfaction and loyalty of tourists that are visiting a cross-border area in order to measure their willingness to recommend and their intention to revisit the cross – border area.*

*Results will provide tools for managers in both sides of the border in order to improve satisfaction and behavioural intentions of those tourists that are visiting the cross – border destination.*

*Keywords - cross-border area, perceived value, satisfaction, loyalty.*

# **The perceived factors influencing the decision to whether cooperate or not, from a tourism micro and small businesses' perspective in the Douro Valley, Portugal**

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**Roger Vaughan**

Bournemouth University, UK

**Alan Fyall**

Bournemouth University, UK

**Philip Alford**

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## *Abstract*

*In light of the increasingly recognised importance of inter-business cooperation for micro, small and medium-sized enterprises (SMEs), this paper investigates whether owners/managers of tourism businesses operating in a mainly rural area cooperate, or not, with other businesses in the same and in a different industry (wine) and which factors influence their decisions in relation to cooperation. Data was collected in the Douro Valley in the north of Portugal through structured face-to-face interviews. The results have firstly enabled the identification of the cooperation behaviour, types and forms of cooperation (when the decision is to cooperate). Secondly, the results revealed the influencing factors and their importance on the decision of owners/managers of tourism businesses to whether cooperate, or not, with other businesses. Expectations of positive outcomes in terms of the achievement of businesses' objectives, prior knowledge, personal relationships, and trust have are crucial for cooperation to occur. In turn, the decision to not cooperate is mainly due to the attitude and behaviour of potential partners and to owners/managers' lack of interest in cooperation. Results are discussed in terms of its*



*implications for governmental (regional), trade organisations, and for businesses.*

*Keywords - Tourism, Inter-business cooperation, SMEs*

## **Wine tourism as an opportunity for tourism development: Examples of good practice in Slovenia**

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**Kerma Simon**

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### *Abstract*

*A paper deals with wine tourism activities in the context of general tourism development in Slovenia. The country's wine growing areas have developed traditionally important viticulture, a relatively intensive production of typical grape varieties and in some cases also a distinct entrepreneurial spirit, which consequently reflects in tourism and regional development, based on diverse cultural heritage and natural values. Three Slovene wine regions are divided into nine wine districts with their own identities and more or less distinct terroirs. In spite of tradition several centuries long, and rich wine culture, it is evident that in national tourism strategies and development plans wine tourism (still) does not occupy the position that it probably deserves, although most of the documents stress its potential for local or regional development. On the other hand we can recognise a significant interest among winemakers and tourism professionals for strategic cooperation and systematic approach in order to develop wine tourism in the selected destinations. In the paper we therefore focus on and emphasize examples of good practice and critical success factors on the personal, local, regional and national level.*

*Keywords - Wine tourism, wine culture, tourism development, critical success factors, Slovenia.*



## **The recipe for an idea: Developing a gastro-tourism destination**

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### **Abstract**

*The latest trends suggest that tourism planning and development requires that destinations differentiate the tourism product in an increasingly competitive market. Destinations are increasingly facing a challenge to develop new place/product combinations which are strongly competitive, unique and attractive for special interest or niche markets that want specific products and experiences. The market is now more diversified, experienced, more quality-conscious and wants a higher activity level.*

*Food patterns and customs develop deep cultural meanings evidenced by the particular cuisine of gastro-regions. Either by the influx of tourists searching for unique and diverse experiences that are authentic to the place they are visiting, including local gastronomy, in an engaging and memorable way, or by inspired and energetic chefs exploring and creating a new cuisine drawing on modern and classic methods, gastro-regions can contribute to the destination delivering the most memorable experiences to today's experiential tourists.*

*The Minho region of Portugal is the case study for planning the transformation of a gastro-region into a gastro-tourism destination. The objective of this paper is to analyse the specific methodology of new ideas and ways by the Confraternity of the Gastronomers of Minho for preserving regional gastronomy and experiences with tradition in which tourism can flourish and create awareness and share best practices with destinations facing similar challenges.*

*Keywords - gastronomy, experiences, gastro-regions, gastro-tourism destination*



## **Reinventing tourism at a traditional cultural tourism destination: A case study of Viana do Castelo (Portugal)**

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**Carlos Fernandes**

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### *Abstract*

*Tourism creates an interest in cultural products, from visiting monuments, historical sites and traditional arts and crafts centres, to participating in historical events and discovering unique lifestyles, often encouraging the preservation of cultural and historical traditions. Because culture's role in tourism is key and usually the primary reason for visiting certain tourist destinations, the development of cultural tourism as a component of cultural economic development is important in that it requires a destination to sell its culture and creativity to the intended market. In doing so, cultural activities become inextricably linked to innovation and creativity (Landry, 2005), requiring effective planning by local/regional authorities. Furthermore, Richards (2008) argues that tourists are engaging more actively with the culture and creativity of places and increasingly turning their backs on products which reduce them to mere observers of culture. To satisfy such expectations, destinations increasingly need to offer consumer driven, individualized products based upon detailed knowledge about attitudinal studies and behaviors of tourists.*

*This paper seeks to explore the attitudes, expectations and motivations of visitors to Viana do Castelo, in Northern Portugal, that may contribute to reinventing a tourism product strategy based on the destination's heritage. A total of 205 usable questionnaires were collected using a randomly selected sample of visitors. The results of this study indicate that visitors are essentially independent travelers, seeking to explore the natural and cultural heritage of the region, use own car for getting around, create their own itineraries by drawing on the internet and other resources and search for closeness to former*

*times (traditions). Finally, a series of observations and recommendations are proposed that support a new form of cultural tourism based on the valuation of local know-how and creative skills in the form of creative tourism.*

*Keywords - culture, creativity, experiences, reinventing and tourism planning*

## **Adjustment of the Interpretation and Marketing Strategies to the Visitors' profiles. Case Study: Alcobaça Monastery**

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**Olga Maria Pinto de Matos**

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### *Abstract*

*Cultural tourism is becoming more and more popular nowadays. Visitors are interested in getting to know the historic and cultural sites and they are ready to appreciate their value. Moreover, they expect memorable experiences and entertaining visits for the money they spend. In order to let them fully enjoy their visits to the Cultural Heritage Sites, good interpretation plan is needed. However, any plan should be correctly adjusted to the visitors' profiles at a given site. Adults or teenagers are probably going to respond differently than children or elders.*

*It is important then to correctly identify the segments of visitors to the Heritage Sites and then create interpretation plans that are going to educate, inspire and entertain at the same time. This paper analyses theoretical aspects related to the World Heritage Sites and creation of an interpretation plan and then focuses on the study case: the Monastery of Alcobaça in Portugal. Visitors' profiles are analyzed and the main segments are defined. Then the improvements proposal of the existent interpretation plan is being made adjusted to those defined segments.*

*Keywords - cultural tourism, visitors profile; interpretation; World Heritage Sites*

## **Exploring the attitudes of bottle wine distributors toward the wine producers in the Portuguese wine sector**

**Namercio Cunha**

**Sandra Maria Correia Loureiro**

**Armenio Rego**

### *Abstract*

*The wine sector has unique features which have not as yet been deeply studied and could explain management specificities. In wine sector, the distributor is an important player with high influence in retailing the bottle wine to the consumer. Therefore, this study aims to explore the attitudes of bottle wine distributors toward the wine producers, in the Portuguese wine sector. We consider that such attitudes influence the distributors' behaviors intentions (Ajzen & Fishbein, 1975, 1980), thus having consequences both upon producers and customers. Eleven interviews (60 minutes) were carried out with all major wine distributor managers. The transcribed interviews were analyzed using qualitative software.*

*Content analysis shows that distributors develop six main attitudes toward producers: (1) Long-term Relationship; (2) Cooperation; (3) Interdependence; (4) Product Quality; (5) Trust; (6) Brand Image.*

*This research is an innovative approach and we expect that it will provide new knowledge for the managers of the wine sector so as to provide value to the brand company and promote sustainable relationships with the distributing customers.*

*Keywords - wine sector; distributors' attitudes toward producers; long-term relationship; cooperation; interdependence*

## **Co-creating quality rural tourism experiences – the case of a Schist Village in Portugal**

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**Joana Lima**  
University of Aveiro, Portugal

### *Abstract*

*All over Europe, rural territories are gradually losing their traditional productive function and try to find new ways of stimulating their development, with tourism becoming an increasingly important alternative activity. Additionally, the tourists' continuous quest for new and diverse experiences in distinct natural and cultural contexts increases these territories' potential as tourism destinations.*

*The present paper tries to contribute to a better understanding of the rural tourism experience as lived and co-created by tourists, residents and agents of supply and local development in a village in Central Portugal – Janeiro de Cima. Specific elements of the tourism experience in the village are identified, as well as the way this experience is perceived and conditioned by diverse destination stakeholders. Conceptually relevant issues of tourist experience marketing and the particularity of the experience context emerged from the literature review, helping to structure a case study approach, which involved, apart from documentary analysis and field observation, interviews with planning agents (N=5), agents of supply (N=7), residents (N=11) and visitors (N=12). Results reveal common themes of the idealised rural tourism experience, but also distinct perspectives, raising issues that might help improve the overall experience for all involved, simultaneously enhancing sustainable rural tourism development.*

*Keywords - rural tourism, experience co-creation, sustainable tourism development, case study, Portugal*

## **New Marketing Approaches and Emerging Tourism Products**

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### **Abstract**

The paper is based on a research project conducted by students of Sofia University for the purpose of developing a new marketing strategy of a Bulgarian travel agency specialised in exotic travel and destinations. It deals with problems faced by the intermediary sector in finding relatively new tourism segments and providing new tourism products. The assumption is that in the ever growing competitiveness in the tourism market environment it is very important to find new opportunities and target new customers.

The process of targeting a new market segment and the formation of a product suitable for it is described. The segments chosen are: 1) people who like to collect, view, wear and in general enjoy various gemstones; 2) newlyweds. E-questionnaires are developed, sent and processed. Both tourist segments are defined, analysed and described.

The relevant products are defined and chosen destinations offering them across the world, including Bulgaria, are characterised. The attractions, accommodation, services, facilities and activities offered in them are described and analysed.

In conclusion the paper stresses upon the necessity of continuous research and penetration of new tourism market segments and of the need in diversification of travel agencies' portfolios with new products satisfying emerging specific tourism demand.



# **Repositioning the hospitality industry in Etsako west local government area for profit maximisation through information and communication technology**

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**Iredia, C**

Michael Okpara University of Agriculture, Nigeria

## *Abstract*

*This work evaluated repositioning the hospitality industry in Etsako West Local government area for profit maximization through information and communication technology. The role of information and communication technology in the actualization of various organizational objectives is undeniable in the hospitality industry operating in a complex and competitive atmosphere. The objectives of the research were to examine the extent of information and communication technology application among hotels and to ascertain its effect in profit maximization in the hospitality industry. The hypothesis of the study was; information and communication technology application does not contribute to profit maximization in the hospitality establishment and information and communication technology does not enhance quality service delivery to increase profit in the hospitality industry. Data for this research was generated using qualitative and quantitative techniques. Simple frequency percentages, mean and analysis of variance (ANOVA) derived from regression analysis were used to analyze the data generated for the study. The findings of the analysis proved that information and communication technology contributes to profit maximization in hospitality establishment ( $F_{cal} 3.724 > F_{tab} 1.74$ ) and that information and communication technology enhances quality service delivery to increase profit in the hospitality industry ( $F_{cal} 5.253 > F_{tab} 1.74$ ) at 5% level of significance. The empirical survey revealed that the null hypothesis was not true. This implies that information and*

*communication technology application has significant effect on profit maximization and quality service delivery in the hospitality industry. Thus, the greater the availability and accessibility of information and communication technology resources in the hospitality industry coupled with efficient and effective utilization of these resources, the greater the operational efficiency and effectiveness, the higher the quality and quantity of productivity levels and the more rewarding the profit margins.*

*Keywords - Repositioning, hospitality industry, profit maximisation, information and communication technology*

## **What about the tourism crisis? An analysis of non-travel reasons by Slovenian residents**

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**Nataša Slak Valek**  
I-Shou University

### **Abstract**

*Many researchers analyzed travel reasons and motivations, but the academic literature about reasons for not-travelling is still sparse. Since, the global tourism has been severely affected by the current financial downturn the present paper presents the main reasons for non-traveling of Slovenian residents. Only private travels made in Slovenia and abroad were taken into consideration. Using the analysis of variance in total 24,627,795 trips made by Slovenians between the years 2005 and 2010 were deeply researched. The importance of financial factors for non-travelling longer than 4 nights became more important in the last period due to the world economic crisis, was our hypothesis. The results show a statistically significant difference; 6.0 % to 6.4 % of Slovenians aged 15 and above stated that financial reasons were the cause for non-travelling between 2005 and 2007, while the percentages of that is rising in the next period. In 2008 7.8 % (in 2009 7,6 % and in 2010 7 %) of Slovenians aged 15 and above were not made because of financial reasons. Departing from this discussion, this study aims to evaluate the effects of the financial crisis on outgoing Slovenian tourism since the economic, political and value crisis is becoming stronger in the last period.*

*Keywords - economic crisis, non-travelling, financial crisis in Slovenia, outgoing tourism*

## **Touristic and Cultural Recovery proposal of the classified Area as World Heritage in Oporto City**

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**Olga Maria Pinto de Matos**

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### *Abstract*

*This paper aims to describe the importance of communication between the local community and key organizations involved in the management of the city of Porto, UNESCO World Heritage and how its built advert has special relevance and cultural tourism in order to evaluate the image city. We performed a detailed analysis of the existing literature on rules of interpretation and management of World Heritage by UNESCO, followed by analysis, focused on the local community and fund managers, conducted through surveys and interviews. The results suggest some communication problems between those involved, but affirm a positive image of the World Heritage city, manifesting a set of motives, justifying the opportunity to implement ideas and projects for the development of the image of Porto, World Heritage*

*Keywords - World Heritage; cultural tourism; Local Community.*

## **‘From Desert to Destination’: Conceptual Insights into the Growth of Events Tourism in the United Arab Emirates**

**John Sutton**

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### *Abstract*

*This paper presents findings of a case study research on the growth of Event Tourism in the United Arab Emirates. Ertmer & Russell, (1996) suggest case studies bridge the theory and real life gap, whilst Woodside and Wilson (2003) note they focus on “description, conveyance, prediction and control of processes, people, groups, organizations, cultures and governments”.*

*The UAE targeted tourism as a growth industry in the 1990’s with the aim of developing a strong service sector to diversify its oil based economy. Today the UAE is emerging as world-class Event Destination and currently hosts countless international sporting, cultural and MICE events. Stephenson & Baddar (2012) propose the regions’ approach to tourism development is “a destination building an image based on hyper-reality, iconographic grandeur, monumental innovation and super-modernism”, all of which encompasses Event Management within the region. According to WTTC (2012) by 2020 tourism will contribute 15% of UAE’s GDP valued at US\$75.62bn. Much of this growth will be through the promotion of major events. These events attract large numbers of visitors from around the globe, and create strong influences on local culture, business, entertainment, leisure and society.*

*This research provides a narrative of the growth of Events Tourism in the UAE with the aim of developing a conceptual framework to guide related research.*

*Keywords - United Arab Emirates: Events Tourism; Case Study*

## **Tourism competitive environment and small business strategies to create competitive advantages. Case of Albania and Macedonia**

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**Zhanina Dapi**

Consumer Consultant

**Liliana Elmazi**

University of Tirana, Albania

### **Abstract**

*During the last years of market economy the Albanian and Macedonian tourism business among the success have also faced failure which are the result of some factors. One of the most important one is the lack of main concept about the capitalism rules. The opportunities that raised entering in the capitalism system made that lot of the tourism business in the lack of information they concentrated in same main activities. Some of them looked profitable but they were not. There are a lot of tourism enterprises in Albania and Macedonia. In this process some of them could not resist against the competition and so some of them failed , some of them change their activity or another one are going to be created. This inevitable process of the competition made the tourism businesses to know better the distinctive character of their business with their single purpose to achieve higher result and to survive in the tourism market. Their survive in the market was particularly depended from the differentiation in their features and the competitive advantages that their will create in their business. The purpose of this study has a double result.*

*First is focus in the concept of distinguishing features and the ways by which the small tourism business in Albania and Macedonia may profit from adapting those theories and to give recommendation in different kind of strategies that in order to create competitive advantages. The concept of the distinguishing feature has been*

*discussed as a strategy that takes in consideration the businesses that compete in high competitive market. The distinguishing feature is the way how we can develop a specific ability in a connection with a product or a service that is easily distinguishing from the customers. The application of this theory we will see in a service industry and will take in consideration restaurant service as one that has had a important growth during those years. The advantage of the economy of scale that have the major restaurant and their professional image has settled the small one in difficult position. The strong competition is meaningful especially in the service industry where the product served the channel distribution are the same although if they are big or small. When the customers are not sure for a service package, those businesses tends to be neglected.*

## **Tourist Motivation in Cemetery Tourism – first approaches to a case study**

**José Augusto Maia Marques**  
Instituto Superior da Maia, Portugal

### **Abstract**

Humanity has been interested in death and dying at least since the romans or even earlier. In the 20th century death was considered taboo, frightening and uncontrolled issue. But nowadays something is changing.

People begins to look as tourist attractions sites which are connected directly or indirectly with death, such as war memorials, war museums, battle fields, prison camps, cemeteries.

In Portugal, more precisely in Northern Portugal, Cemetery Tourism is beginning to attract people. Historic Cemeteries are classified as National Heritage. Municipalities and other institutions are taking good care of their cemeteries, endowing them with minimal infrastructure to be visited

This is the subject of a research I'm conducting for academic purposes, and I wanted to bring here an overview of this research mainly a point of situation and a set of questions raised and of several possible approaches such as: Why do people visit cemeteries? What are tourists looking for? What types of experiences you should offer in order to respond to visitors' motivations and satisfy them? How is Cemetery Tourism in Northern Portugal developing?

**Keywords** - Dark Tourism, Cemetery Tourism, Tourist Motivation, Northern Portugal



## **Sexual harassment in the hotel housekeeping department**

**Irina Oliveira**

**Vitor Ambrosio**  
ESTHE, Portugal

### *Abstract*

*One of the purposes of this paper is to do a research on the daily problematic and victimization which hotel maids come upon in their daily work chores. Many in the media have focused on how sexual assault allegations will affect the career of many politicians for instance the French politician “Dominique Strauss-Khan”, but the affair underscores the tough challenges hotel maids face working in isolation, and for often unsympathetic bosses. People who work in this industry do face a lot of forms of abuse and exploitation, and sexual abuse and harassment are certainly one of those form.*

*This paper aims to analyze the phenomenon of sexual harassment in five hotels in Portugal, one being an International hotel chain (that is, a foreign brand) and the other four being national hotel chains (that is, Portuguese brands). We interviewed 60 housekeepers, with the participants being identified only by age. The results show that more than 50% of the respondents have experience some kind of sexual harassment, and that the fundamental issues housekeepers are related to isolation, lack of security, abusive guests and fear of confrontation. Based on our findings, we propose several policy recommendations that help prevent sexual harassment, and suggest directions for future research.*

*Keywords - Sexual Harassment, Housekeeping; Hotels; Sexual Discrimination*

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