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Editors

Cultural and Tourism Innovation in the Digital Era

Sixth International IACuDiT Conference,
Athens 2019

 Springer

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Preface

This book of proceedings is the outcome of the effort of a number of people who participated at the *6th International Conference organized by the International Association of Cultural and Digital Tourism (IACuDiT)* in Athens and Aegina Island, Greece, on June 12–15, 2019 (<https://iacudit.org/Conference2019/>). The chair of the Conference, i.e., IACuDiT, is a global network of people, who bear on a wide range of issues of concern and interest in cultural and digital tourism, in an era of major global changes. IACuDiT is a nonprofit international association, which values creative, ethical, and progressive action, aimed at the improvement of global hospitality and tourism research on cultural and digital issues. IACuDiT brings together a wide range of academics and industry practitioners from cultural, heritage, communication, and innovational tourism backgrounds and interests. It mainly promotes and sponsors discussion, knowledge sharing, and close cooperation among scholars, researchers, policy makers, and tourism professionals. It is based on the notion that “Technological changes do not influence the missions of cultural tourism actors in the areas of promotion and product development, but rather the manner of carrying them out.” It provides its members with a timely, interactive, and international platform to meet, discuss, and debate cultural, heritage, and other tourism issues that will affect the future direction of hospitality and tourism research and practice in a digital and innovational era.

The *theme* of the 6th IACuDiT Conference was on the “Cultural and Tourism Innovation: Integration and Digital Transition.” The *scope* of the conference was to shed light on the latest developments in the tourism sector, a sector considered as a key driver for many national and regional economies, cross-cutting cultural, environmental, political, economic, social, and technological aspects of contemporary societies. Based on the nature of the tourism sector and its interaction with many different dimensions of tourist destinations, an interdisciplinary audience of academic researchers and scholars, industry professionals, and governmental officials and other key industry practitioners have contributed to the 6th IACuDiT Conference. Their valuable contributions have formed the content of this book, enriching through the perspectives, the context, the approaches, and tools that can be used for a

thorough understanding, planning, and promoting local assets along the lines of sustainability in environmental, economic, and social terms.

To all these people who have helped and supported the realization of this international conference and have brought to an end the current editorial effort, we would like to express our gratitude. Special thanks to all our keynote speakers: *Dr. Andreas Georgopoulos*, Professor of Photogrammetry and Director of the Lab of Photogrammetry of the School of Rural and Surveying Engineering of NTUA, had delivered a speech on “Digital Cultural Heritage at the Service of Responsible Tourism”; *Dr. Andreas Papatheodorou*, academic researcher and industry advisor in air transport and tourism economics and management, Professor at the University of the Aegean, introduced us to “Aviation and Tourism: Implications for Cultural Promotion and Digital Destination Branding”; *Dr. Nikos Zampoukas*, from the Directorate General of the European Commission for Research and Innovation—Marine Resources Unit, informed us about the “EU support on fishing and maritime tourism”; and last but not least, *Dr. Damiannah Kieti*, Dean of the School of Tourism, Hospitality and Events Management at Moi University in Kenya, had her speech on “Trends and innovative developments in the tourism industry in Kenya.” To all of them, our sincere appreciation is due for providing valuable input that has enriched discussions and argumentation of the conference.

Quoting Mark Twain: “Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one’s lifetime.” We cherish every minute we work and contribute in such a rewarding and intriguing industry and we hope we shed some light on its complex nature.



Athens, Greece
August 2019

Vicky Katsoni

Editorial

Both academia and practitioners seem to acknowledge the important role of innovation in tourism. The UNWTO (2017) notes that innovation is a critical element of tourism, relevant to public policy and governance, enterprises, NGOs, research and technology, and ethical tourism practices. Indeed, innovation, together with technology, sustainability, and accessibility, has been shaping the tourism model in the twenty-first century (UNWTO 2017). In this contemporary tourism context, academia and practice face several important opportunities and challenges. The composite industrial environment of tourism seems to be a fertile ground for research on the inter- and intra-sectoral interdependencies that can generate innovation. Therefore, there is a need to explore how our understanding of innovation in tourism might be enhanced by examining local, regional, and international perspectives and practices.

Based on the complex nature of the tourism sector and its interaction with many different dimensions of tourist destinations, an interdisciplinary audience of academic researchers and scholars, industry professionals, governmental officials, and other key industry practitioners have contributed to the 6th IACuDiT Conference with the theme “Cultural and Tourism Innovation: Integration and Digital Transition” in Athens and Aegina Island, Greece, on June 12–15, 2019.

The aim of this conference was to promote constructive, critical, and interdisciplinary conversations on the challenges emerging in tourism from the digital transformation of the industry by bringing together all tourism stakeholders. In line with the values embedded in the UNWTO goals, the conference addressed digital advances and innovation as part of the solution to the challenge of marrying continued growth with a more inclusive, sustainable, and responsible tourism sector.

In the context of cultural tourism, radical innovation is driven by social capital and can lead to enhanced competitiveness (Martinez-Perez et al. 2018). Inevitably, several crucial questions remain ill-defined or unanswered, for example, how can innovation support inclusive sustainable development (Stratigea and Katsoni 2015). Ultimately, the discourse on innovation theory and practice is more relevant than ever. Both academia and practice need to maintain the dialogue on these important

issues, especially since innovation can be stimulated by connecting public–private initiatives and sharing best practices.

This book of proceedings draws upon the contributions of a large number of people who have participated in the 2019 International IACuDiT Conference and have presented different views and dimensions of the core theme of the conference. A crop of 50 *contributions* was collected by this chance, which are further classified into *four distinct parts*, which are as follows:

- Part I—Cultural Tourism
- Part II—Digital Innovation
- Part III—Destinations
- Part IV—Business Performance

Papers falling into each specific part of the book have as follows:

Part I: Cultural Tourism

Part I consists of *10 chapters*. Papers incorporated in this part reflect the new challenges and opportunities for marketing cultural destinations, heritage, and related products. The authors also discuss challenges and implications that can be addressed in light of the new needs of cultural tourism in the digital era.

Along these lines, in chapter “*Revisiting Authenticity in the Age of the Digital Transformation of Cultural Tourism*,” Maria Shehade and Theopisti Stylianou-Lambert explore the digital transformation of the cultural tourism sector and the interpretation of cultural heritage, through the use of emerging and immersive technologies, such as virtual reality (VR) and augmented reality (AR). Although this transformation has brought important advantages, it may also challenge the authenticity of the offered experience. This chapter aims to explore the different and conflicting scholarly debates on authenticity and technology, which lie at the intersection of three fields, namely tourism studies, heritage studies, and ICT, and which may also have consequences on the actual applicability of such technologies in cultural tourism. An examination of the concept of authenticity in the aforementioned disciplines is provided, through an analysis of how the concept has evolved in each of the three disciplines. The chapter also highlights their differences and points of convergence and discusses the challenges and implications created by the identified discrepancies between the different stakeholders involved in cultural tourism. Finally, suggestions will be offered on how the discussed challenges and implications can be addressed in light of the new needs of cultural tourism in the digital era.

In chapter “*Heritage Information System to Promote Cultural Tourism and the Use of Digital Mapping in Primary and Secondary Schools*,” Yamilé Pérez Guilarte, Rubén Camilo Lois González, Francisco Xosé Armas Quintá, and Xosé Carlos Macía Arce explore the Galicia-North of Portugal Euroregion, which has a rich tangible and intangible cultural heritage with great potential as driver of local development and tourist attraction. However, in many cases this heritage is not

sufficiently well known or appreciated by local communities and visitors. This situation may be due to the absence of appropriate digital initiatives to promote a better knowledge of the history, features, and location of the heritage sites. In this context, and taking advantage of the possibilities offered by digitalization, the GEOARPAD project has been developed as a joint action between Galician and Portuguese institutions. As part of the INTERREG V-A Spain-Portugal 2014–2020 program, its objective is to promote the identification, classification, protection, and dissemination of the Euroregion’s cultural heritage.

In chapter “*Cultural Tourism Policies and Digital Transition of Ancient Village Heritage Conservation in China*,” the work of Shiqi Liu aims at analyzing the cultural tourism industry in China, with the rising consumers’ demands for cultural experience and cultural creativity. The cultural tourism policies in China advocate the accelerating integration among cultural tourism, design, digital technology, and cultural innovation. Digital technologies, such as the Internet, 3D digitization, AR (augmented reality), and VR (virtual reality), are increasingly applied to the conservation of cultural heritage and cultural tourism. Digital technology can systematically record the knowledge and technical skills of cultural heritage through three-dimensional digitization, digital data processing and storage, and archival management and then convert them into shareable and reproducible digital forms. In China, the digital transition of ancient village heritage conservation is still in the stage of data compilation and theoretical exploration. This study is based on a digital conservation project that aims to establish the big data and cloud service platform for the conservation of Chinese ancient village heritage. After a critical analysis of successful cases on digital conservation, this chapter will present and discuss the theoretical framework of the digital transition of ancient village heritage conservation, as well as more adequate strategies to better utilize the data for tourists’ experience and heritage knowledge dissemination.

Chapter “*Storytelling as a Value Co-creation Instrument for Matera European Capital of Culture 2019*,” written by Nicolaia Iaffaldano and Sonia Ferrari, aims to study the key factors and co-narrative practices in the destination management processes of Matera. It is the Italian town that has been recognized as an UNESCO World Heritage Site in 1993 and European Capital of Culture (ECC) 2019. It constitutes an exceptional testimony of an ancient cave civilization. In our study, a qualitative approach was adopted. Twenty-five in-depth interviews with stakeholders were conducted and five main themes were identified in the content analysis of the results: image and storytelling, branding and communication, value co-creation through networks, digital communication, and sustainability and the effects of tourism development and ECC event. The research findings reveal important information. They could be useful for the Matera DMO to face with success the post-ECC event phase and consolidate the gains in the medium-long term.

Chapter “*Exploring “Sense of Community” in the Festival Tourism Experience: Review of the Relative Literature*,” prepared by Sofoklis Skoultzos, Vasiliki Georgoula, and Eleni Temponera, elaborates on the sense of *communitas* sentiment or as referred to in the international literature the sense of community (SOC) as it is directly linked to the development and building of resilient social ties or describes

the perception of belonging that makes the participants feel positive and safe. Their research paper aims to present relative literature regarding SOC and its significance to the festival tourism experience. Specifically, it seeks to explore the theoretical background based on the thorough exploration of international literature on issues such as (a) the factors that influence the sense of inclusion in the festivals society (SOFC) and (b) the importance of SOFC to the festival success and visitor loyalty. It can be considered as the first part of an ongoing research on the SOC and SOFC issues that can expand the relative knowledge of festival managers and organizers in order to support actions and policies that strengthen community building through festivals and events.

In chapter “*The Impact of European Capital of Culture on Tourism and Local Involvement: Matera 2019 Case Study*,” Colangelo Delio and Pepe Angela present the start of the empirical study on the case “Matera European Capital of Culture 2019”: it focuses on the impact on tourism, on local people involvement and the value created by the big event, and on the perception and the culture of welcome. For this analysis, a qualitative and quantitative methodology was applied through the use of survey tools as face-to-face questionnaires that involved tourists, citizens, and tour operators of Matera.

In chapter “*Small Towns, Cultural Heritage, . . . Good and Evil Queens*,” Angela Besana, Anna Maria Esposito, and Maria Cristina Vannini attempt to classify a sample of Italian small towns for their governance of heritage and creativity (contemporary arts here included), with a focus on tourists’ flows, community engagement, public and private efforts (and spending) for culture and creativity, and marketing and branding as regards both heritage and creativity. By using a metaphor of “Good and Evil Queens,” they support that “Half-good Queens” can play the Prima Donna Role.

In chapter “*Exploring the Essence of Gastronomic Tourism and Its Distribution Channels in Greece*,” Vicky Katsoni elaborates on the role of culinary culture, as it has always been the longest surviving part of a culture and tradition. Gastronomy tourism has become a major and rapidly growing component of the attractiveness of tourism destination in recent years, as it is another treasure of cultural heritage. This paper explores the basic principles of gastronomic tourism and investigates the way Greek gastronomic tourism should be managed, in cooperation and coordination with both public and private tourism stakeholders, through carefully designed promotional activities in a variety of distribution channels.

Chapter “*Olympic Gigantism and the Multifaceted Concept of Sports Venues*,” prepared by Melina Giannakopoulou, elaborates on the Olympic ideals which have led, among others, to an increase in all aspects of Games participation, organization, complexity, and cost. Increases in the number of sports, disciplines, and events, as well as competing nations, athletes, and attending media, have led to a quadrupling in numbers and requirements in all Games-related areas. These increases have affected not only the number of technical officials, workforce, security, volunteers, accommodation, and transport, but most notably the number and size of venues and their standards. Through literature review, this chapter discusses the key factors in connection with the increasing scale and scope of the Olympics and outlines the underlying problems while simultaneously shedding light on the diverse and

controversial attributes ascribed to sports venues, which impede their post-Games management.

In chapter “*The Impact of Cultural Routes on Traditional Settlements: The Case of Greece*,” Dimitrios Belias, Labros Vasiliadis, and Evangelos Zaftis argue that cultural routes are a trigger for visitors to follow a humane path in the way and time of visit that links and highlights the interrelated elements of the region within a central theme that invites simultaneously the successive discovery of historical and modern life and culture. In this context, monuments and cultural sites promote the perception of a living social space by approaching the visitor as a person with a fervent interest in an environment of encounter and conflict of various ideologies and identities that concern the past and present. The aim of their chapter is to examine the impact that the cultural routes have on the sustainability and development of traditional settlements. This has occurred through an extensive cover of the existing literature review. The outcome is that cultural routes have a particular impact on the preservation of cultural heritage. For this reason, there is a need to focus on the creation and development of such routes but also to conduct a case study research so as to examine the effects on some of the existing routes.

Part II: Digital Innovation

The second part of the book consists of 15 chapters that aim to explore the role of information and communication technologies (ICTs) in tourism innovation.

In chapter “*Data Analysis from the Printed to Digital Advertising of Hotels and Travel Agencies in Greece of the Twenty-First Century*,” Constantinos Halkiopoulou, Aris Koumparelis, and Agis Konidaris examine the transition of the promotion of hotels and travel agencies in Greece from the printed to the digital age. To this end, a significant number of printed publications and, respectively, a significant number of sites are being examined in the period from 2000 to 2019. The collected advertising data are analyzed and transformed to assume suitable form for the execution of the respective machine-learning algorithms provided by the Weka Project. This inquiry seeks to compare the versatility of print and digital communication and, indirectly, to draw conclusions, at a practical level, from the effectiveness of these two means of communication. However, the comparison of these two instruments is not only limited to the wording of the differences and possibilities observed between them but also to the conspicuousness of these differences in relation to marketing theory, the transition, and, ultimately, its evolution from the conventional to its digital speech. Thus, in spite of the use of logical “polygraphism” expressed by complex image and text reading (in advertisements and webpages) or even logic of “visual sociology” for the scientist, the theoretical framework of the study is based on “hotel marketing” whose content is constantly enriched by “digital marketing.”

Chapter “*Sharing Tourism and Its Impact on Hospitality Management in Essaouira: Analysis of the Evolution of Booking.com and Airbnb*,” written by Mohamed

Boukherouk, Rachid Ed-dali, and Youness Dbibirha, carries out an analysis of the hospitality offer and its evolution in the last 10 years in a disruptive environment. The study reveals the strategies of hospitality management in Essaouira using data from the online platforms of Booking.com and Airbnb and shows the evolution of the management to include the collaborative and sharing aggregators.

In chapter “*Could the Adoption of Quick Response (QR) Code in Lectures Enhance University Students’ Satisfaction? A Case Study of Hospitality and Tourism Programs in Macau,*” Ting Liu and Iok Teng Kou examine students’ satisfaction with QR code usage in university classroom lectures. University students of tourism program in Macau were invited to complete a self-administrated questionnaire. Among them, 162 valid samples were chosen. Students’ attitude toward QR code usage and their satisfaction level were measured. The results of students with different demographic characteristics were evaluated. The result provides insights for academia and teachers in higher education institutes for interactive and innovative teaching plan which would enhance student’s satisfaction.

Chapter “*Data Analysis Evaluation of Web Technologies Enhancing Communication in Tourism Industry: Case Study in Kefalonia Island,*” prepared by Panas Gerasimos, Vasiliadou Stefania, and Constantinos Halkiopoulos, examines how hotels use new technology trends and the Internet in order to interact with their customers. Kefalonia Island was selected as the case study for the current research project. Hospitality industry is analyzed, by presenting the digital functions, as well as the necessary tools for the proper operation of a hotel. The entire research process, including all stages of research, both the questionnaire and the web data retrieval from hotels’ websites, as well as the observation of the websites and social networks of hotel businesses, contributed to form a comprehensive view of the Internet’s penetration and new technologies, in the hotel industry of Kefalonia Island.

In chapter “*Social Media Marketing in Hospitality Industry of Crete,*” Pavlos Spyrtantis, Dafni-Maria Nerantzaki, Maria Tsourela, and Dimitris Paschaloudis analyze the way hotels communicate themselves through social networking tools, their use in the tourism industry, and their role as a strategic tool. The first part of the study focuses on the concept and the definition of tourism, the various types of tourism, tourism worldwide, and more specifically tourism in Greece. The second part analyzes the concept of marketing in the tourism industry, online marketing and advertising, the importance and use of social networking tools in the tourism industry, and different social networking tools and their advantages. In the last section, methodology and results are analyzed. The respondents of the research were hotel managers, from various departments of 4* and 5* hotels from Crete.

In chapter “*Enhancing the Usability of European Digital Cultural Library Using Web Architectures and Deep Learning,*” Octavian Machidon, Dragoş Stoica, and Aleš Tavčar address the challenges provided by Europeana’s APIs (Application Programming Interfaces) for both end users and content providers, in an effort to enable stakeholders (institutions and private developers) to build their own applications, leading to an increasing number of projects that are built around the Europeana API and are run by various cultural/touristic institutions and companies. Furthermore, the authors propose the use of automated, intelligent techniques that allow the

interpretation and classification of digital cultural artifacts and the refinement/ranking of search results. They apply a mixed approach using Web architectures for implementing a user-friendly search engine and a deep learning model that performs image classification in order to achieve an improvement in the relevance of the search results from Europeana.

Chapter “*Historical Advertisements of Hotels, Tour Agencies and Involved Services of Tourism Industry in Greece: A Data Mining Analysis via Image Processing*,” by Constantinos Halkiopoulos and Aris Koumparelis, examines the development of printed hotel and agency advertisements in Greece. The aim of this study is, first, to record the key points in which the visibility and promotion of hotels and agencies is focused; second, to map out their shifts in time; and, third, to link the observable (textual and visual elements of point of view) with the historical context in which they are referred in order to relate the projected material and reality. The theoretical framework (i.e., logging) moves on one hand to that of “polygraphism,” as expressed by the complex reading of image and text and, on the other, to that of “visual sociology.” The empirical material of the study consists of 117 hotel advertisements, covering the period from 1883 to 2019, as well as 59 agency advertisements covering the period from 1907 to 2019. The collected data are analyzed and transformed to assume suitable form for the execution of the respective machine-learning algorithms provided by the Google Vision API that detect objects and faces, read printed and handwritten text, and build valuable metadata. To conclude, the combination of hotel and agency advertisements is intended to give to this study the sense of “market,” in which different forms of service interweave to reveal the breadth of an “industry.”

In chapter “*The Integration of Technology into the Sport Tourism Experience: From Real Competition to Surreal Experiences*,” Ourania Vrontdou argues that there seems to be an effort from sport event owners and protagonists to engage visitors to an enriched spectating response based on technology and sport-specific infrastructure that takes competition to a new leisure dimension. Her study focuses on the dimensions of this development as met throughout the corporate sport events suppliers, venues, and organizers to produce understanding on the role of technology in the event visiting enrichment. The analysis engaging industry’s technological expressions as well as sport venue cases where technology becomes the most competitive element highlights and forecasts alterations to be met in the passive sport tourism experience overall. Sport events and venues are accepting a new role as an extended technological and commercial stage where business, sport, tourism, technology, and marketing partners meet to upgrade the spectating experience, though raising questions over the intrinsic value of sport competition.

In chapter “*Is the Museum Going Digital? Experiences from the Websites of Greek Museums*,” the work of Sofia Boutsiouki and Eleana Polydora attempts to shed light on the efforts of archaeological museums in Northern Greece to adapt to the digital era by deploying the appropriate means and practices, which help them to increase their web presence and to enhance their attractiveness at national or international level. The chapter discusses the concept of museums’ digitalization and the interaction between tourism and the particular cultural organizations; it also

analyzes the content of selected museums' websites along particular axes and attempts to provide insights into the ways through which the particular cultural organizations address the public and try to maintain or to reinforce their relationship with their audiences. The chapter concludes by considering the implications of the findings of the investigation into the museums' websites and by designating the need for their quality improvement.

In chapter "*Organizational Impact About Adoption of New Technologies in Tourism*," Valeri Marco, De Angelis Cinzia, and Fondacaro Rosario investigate whether the adoption of a blockchain technology can facilitate improvements in the governance and management of tourism businesses and what are the opportunities, risks, and benefits by adopting this technology to create new marketplaces. Innovation adoption has been widely debated among scholars in order to identify variables and models that boost adoption processes within touristic firms. Even though blockchain technology is at the initial stage of development, tools such as cryptocurrencies, smart contracts, and decentralized applications have begun to influence tourism transactions. Given the importance of intermediaries in tourism sector, systems that will maintain these figures facilitating the transactions between the parties are being developed. This conceptual chapter intends to propose a discussion on the potential of application of blockchain in the tourism sector. They also suggest a number of research directions that have not been adequately investigated yet. In particular, scholars do not seem to have caught all the implications of innovation adoption, especially for SMEs in tourism.

In chapter "*Current Trends in Air Services Distribution Channel Strategy: Evolution Through Digital Transformation*," Ioulia Poulaki and Vicky Katsoni elaborate on the benefits from the digitalization of air services, focusing on the airline distribution channels. Literature review and some business-oriented perspective are developed to define the context of the digital transformation process and the potentials that arise for the company itself, for its passengers, and for its partners, in order to depict the evolution in air services distribution channel strategy, through the rapid digital transformation (DX) that airlines experienced during the last decade. A digital transformation maturity concept is developed as a practice to define the level of a company's digital completion and integration, emphasizing its application in the airline environment. Additionally, the chapter underlines in detail the potentials for the airlines upon digital transformation distribution channels evolution, when it comes to revenue maximization, cost reduction, additional revenue opportunities, branding, and loyalty issues. These multiplier benefits appear in the context of an integrated organizational environment of a company with concrete commercial strategy and financial planning, focusing on consumer-oriented digital tools to offer its customized products.

In chapter "*The Sharing Economy Phenomenon: Challenges and Legislation*," Giourgali Artemis analyzes the sharing economy industry, where users, providers, governments, sites, and established businesses have all found themselves wondering about the present and future shape of the sector. This research is conducted to ascertain the factors that affect a business on the sharing economy sector. The aim is to get insights of the sector, analyze the situation, and give applicable solutions.

In chapter “*GoFit Erasmus Project: A Transdisciplinary Approach for Exercise, Health and Tourism*,” Tilemachos Koliopoulos and Vicky Katsoni deal with the development and implementation of proper utilities in a sustainable tourism environment, as it poses significant challenges on many fields and involves issues such as stakeholders interested in community ecological tourism; public health protection of tourists; environmental protection and construction infrastructures; research and practice in a sustainable development design; effective construction designs; integrated project management; geoinformatics utilities for public health protection; and efficient construction materials in the sector of community ecological tourism. In this chapter, specific actions for public health protection in ecological tourism facilities, project management, monitoring schemes, and innovative construction infrastructures are investigated, in order to minimize associated pollution threats. An integrated framework is presented based on a comprehensive analysis of the community ecological tourism centers and sustainable design facilities in sustainable ecological tourism-related facilities. Important principles that should underlie any approach to sustainable ecological tourism with useful activities for the tourists are also examined. Useful conclusions related to how sustainable ecological tourism might be achieved are also made and implications on operational management of tourism facilities and sustainable designs in Greece and the surrounded Mediterranean region are discussed.

In chapter “*Evaluating Quality in Tourism Destination Websites of Peloponnese*,” Kourtesopoulou Anna, Nikolakakou Christina, Moustakarias Nikos, and Grapsa Theodoula argue that tourism destination websites contribute significantly to the competitiveness of a tourism destination. Websites and mobile technology are their main digital marketing contributors by providing tailored and up-to-date information. Since limited research has been done about non-commercial travel websites, their study aims to identify whether selected Peloponnese destination websites apply integrated quality as a means to raise their brand competitiveness.

Part III: Destinations

The third part of the book, consisting of 15 chapters, aims at offering valuable insight and steering policy decisions regarding tourism destinations, by presenting recent developments on methodologies, tools, and approaches.

In chapter “*Cultural and Tourist Components in Mathematical Model of High-Speed Passenger Main-Line on the South of Russia*,” Irina Egorova, Viktor Bogachev, and Taras Bogachev develop an innovative project for the development of the Russian part of the Black Sea coast of the Caucasus which will expand and lift to a higher level range the resort and the overall health and tourist services in the specified region. Planned with taking into account the aspects of green logistics, a high-speed passenger railway line will be the transport basis of the project. Connecting the resort cities of Anapa and Sochi, it will take over the bulk of passenger traffic directed along the considered part of the coast. The intermodal

transport-technological system will coordinate long-distance rail and air transportation to the region with local sightseeing and tourist transportations made by the motor transport. By means of water transport, sea walks and excursions to picturesque objects of the nature at the coast will be carried out. Further development will be gained by all forms of tourism in the considered region: cultural, historical, spiritual, medical, sports, gastronomic, and wine.

In chapter “*Tourism Mapping Based on Sub Destination and Special Events*,” Tsogas Markos, Chatzopoulou Evi, and Markou Maria provide an empirical examination of tourist’s general incentives for participating in special events and their motives in the sub-destinations they choose. In order to accomplish the objectives of the study, a questionnaire was used to obtain data from travelers in Spetses, a well-known islanding sub-destination of Athens. The tourist behavior of the proposed relationships is tested using ANOVA–MANOVA and cluster analysis. The findings indicate that tourists have various motives for visiting a sub-destination and those motives are not only related to entertainment aspects of the visit but also akin to the participation in a special event and driven by social motives and needs. It seems that special events play a significant role in distinguishing tourists based on their motives and should be used as a segmentation criterion in sub-destinations. Once identified, these segments are able to be targeted by particular tailored marketing strategies.

In chapter “*Investigating the Key Factors Influencing the International Tourists’ Decision-Making on Choosing a Destination*,” Anna Kyriakaki, Theodoros Stavrinoudis, and Georgia Daskalopoulou investigate the push and pull factors that influence the tourists’ decision to travel to specific destinations and to identify their connection with the individual organizational characteristics of the trip and with the tourists’ demographic profile. A primary quantitative survey was conducted by means of a structured questionnaire filled in by tourists who arrived at the Athens International Airport “Eleftherios Venizelos.” The data analysis was conducted with the use of SPSS24, and its statistical processing yielded intriguing results as to the push and pull factors affecting the decision-making process of modern tourists undertaking a trip with specific characteristics. The findings contribute to the understanding of the decision-making process of the modern tourist and partially confirm earlier as well as recent theoretical approaches and relevant researches regarding the motivation of tourists.

In chapter “*Porto as a Literary Touristic Destination Based on Camilo Castelo Branco’s Literary Work*,” Ana Ferreira, Elisa Alén, Dália Liberato, and Pedro Liberato show the importance of the work of Camilo Castelo Branco in the promotion of literary tourism in Porto. Literary tourism focuses on the lifestyle and identity of local communities, whereas local tourism will be a tourism that proposes activities based on local identity and memory and takes into account the preservation of available resources. The authors intend to clarify the importance of this interdisciplinary research—literary tourism, and Camilo Castelo Branco’s work and focus on a wider value of competitive bids is a valuable asset for tourism development, since the tourist value of a destination depends largely on its ability to affirm itself as a national and international brand. The methodology to follow is based on the analysis of the available bibliography leading to the consolidation of the idea that Camilo

Castelo Branco is an author of the nineteenth century whose work remains current and may constitute an indispensable tool for the promotion of literary tourism in Porto.

In chapter “*Shopping Tourism: Comparative Analysis of the Cities of Oporto and Lisbon as Shopping Destinations*,” Dália Liberato, Pedro Liberato, and Melanie Silva compare data between the two largest and important Portuguese tourist cities, Lisbon and Oporto, in the context of shopping tourism. The specific objectives are to interpret the factors that influence the intention of spending in the destination and to investigate the role of the attributes of purchases in the behavioral intention in the context of the destination. In both samples, total expenditures and purchases increase for those who perform more purchases due to the tax-free system. Total spending and purchases increase for those who agree more with the fact that the tax-free system allows us to spend less money on purchases, what happens in both samples, and that Lisbon is a competitive shopping destination due to the tax-free system, which evidently happens only in the Lisbon sample. In the two samples, the “service side” positively influences the “reliability of the products” and “credibility.”

In chapter “*Networking of Small Tourist Destinations: Evidence from Russia*,” Alexander M. Pakhalov determines (a) whether the organizational culture (OC) is implemented in a luxury tourist resort and (b) the relationship between the OC factors and the business performance [managers’ satisfaction regarding certain key performance indicators (KPIs)] of the luxury tourist resort. To examine the purpose of this quantitative study design, descriptive statistics and Spearman correlation were used. A sample of 166 full-time staff of the luxury tourist resort were surveyed using 39 items in a questionnaire. The results suggested that the OC is implemented to a great extent by the luxury tourist resort while there was a strong and positive relationship between OC and business performance of the luxury tourist resort (managers’ satisfaction regarding certain KPIs). This study may help tourism managers to further understand OC.

Chapter “*Semiotic Analysis of the Greek Tourism Organization’s Spot “Greece: A 365-Day Destination”*,” prepared by Sofia Tsiftelidou and Anastasia/Charikleia Christodoulou, focuses on the semiotic analysis of Greece’s spot, Greece 365-day destination, which is on the official website of the Greek National Tourism Organization (www.visitgreece.gr). The semiotic analysis of the spot briefly presents the theoretical, methodological tool of the research, as well as the context of the research (goal, corpus of analysis, case study). The originality of the research is because it studies with semiotic analysis the structures of significance of the strategic planning of the Greek Tourism Organization and the spot of Greece on the official website of the Greek National Tourism Organization. The question that arises in the context of a semiotic analysis is a why analysis. It is known that language is not socially innocent, as the words are invested with associative charges. The language translates numerous information and ideological messages and the two kinds of texts have a relationship not only conceptual but also ideological, which is expressed in linguistic terms with conscious or non-legislative choices.

In chapter “*Spectators’ Satisfaction of a Small-Scale Sport Event and Intention to Re-visit the Sport Event’s Destination*,” Konstantinos Mouratidis, Maria Doumi, and

Vassilios Thanopoulos elaborate on the issues of the Skyros Half-Marathon in 2018, which is a small-scale sport event, taking into consideration that there has been little previous empirical evidence for spectators' attending small-scale sport events in Greece. Hence, this survey aims to contribute by presenting further empirical evidence and develop an overarching framework in order to (a) recognize the satisfaction factors of small-scale sport event spectators and (b) explore the factors that influence spectators' attitudes to revisit the sport event's destination and attend the same small-scale sport event. The results of this work provide practitioners with valuable information to assist them understand the heterogeneity of sport crowds' attitudes and behaviors and its patterns become important for the implementation of a strategic plan, which can be considered by the organizing committee of such sport events, individuals, and local authorization organizations, in order to increase the number of potential sport tourists, both participants-athletes and spectators-visitors.

In chapter "*Using Cultural Elements for a Successful City Branding: The Case Study of Hydra Island*," Stamatina Dilaveri, Nikoletta Karitsioti, and Antonios Kargas elaborate on the importance of "culture" when city branding is developed, taking into consideration both city's viability and touristic promotion. Literature review on city's branding and cultural branding is conducted, while Hydra is used as a "destination case study." Hydra has a long and rich cultural history, while it was one of the first Greek islands having mass tourism. Following Hydra's modern culture, a new "city branding" will be proposed targeting on promoting the island to the global, touristic environment but moreover to the development of a unique "identity" capable of differentiating the island in the Mediterranean era.

In chapter "*The Contribution of Alternative Forms of Tourism in Sustainable Tourism Development: The Case of the Island of Kalymnos*," Stavroula Georgakopoulou and Vasiliki Delitheou study the contribution of tourism to economic, social, and cultural issues as well as the environment of the island Kalymnos. On the island climbing tourism and diving tourism are developing. The island of Kalymnos is an important attraction for climbers because it is considered to be the best destination due to the existence of steep rocks in many parts of the island. Climbing tourism has contributed significantly to the prolongation of the tourist season during the autumn months. Kalymnos ranks first in climbing destinations worldwide with 80 climbing fields and 2500 climbing routes. Along with climbing, an attempt is made to develop diving, since the island of Kalymnos has four diving routes, but so far it is at an early stage. Kalymnos has the ability to create a diving park. The diving park is directly linked to tourism development, but also to the protection of marine biodiversity. The authors try to explain how alternative forms of tourism could help improve tourism and local economy—identifying relevant problems—and, finally, some conclusions are drawn.

In chapter "*Importance of Tourism Equinox for Sustainable City Tourism*," Irfan Arikan and Ilker Ünsever investigate the influence of tourism paradox on cities in relation to tourism activities and the protection of natural and cultural resources for sustainable city tourism with the help of tourism equinox. It primarily relies on qualitative research to understand the main features of tourism paradox and tourism equinox taking the physical and environmental aspects of urban environments into

consideration. The findings indicate that tourism equinox encourages the development of city tourism to sustain local cultures, traditional lifestyles, and industries and seeks to utilize the resources and the environment in a sustainable way. In addition, it demands an awareness of the needs of local people and respect and appreciation for culture and the environment and achieves a balance between development and conservation. Cities have suffered from uncontrolled tourist development and tourism paradox during the last few decades. The results of this study will help avoid tourism paradox in urban destinations, where the travelers consume the natural and cultural resources that are necessary for tourism activities. Therefore, the shaping of cities today is important especially to the tourists of tomorrow. New approaches to solve this problem and to establish healthy sustainable urban destinations with the help of tourism equinox are becoming more important than ever.

Chapter “*Greece as a Dreamy Destination Through the Creation of e-Branded Content: The Case of the Greek National Tourism Organization*,” by Elli Vazou, uses Maslow’s pyramid-shaped methodological tool to introduce the brand building methodology into the creation of the e-branded content. Social media posts and e-newsletter teasers promote Greece all over the world and help build the country’s identity. By using pyramids for every type of tourism, she analyzes Greece’s assets in concert with each sector, till the top where the brand essence is formed. She ends up showing that images and texts work together in order to lure the potential visitors and to make them feel that what is being shown as a tangible asset, and then described as a quality, now starts to be woven into an experience, a feeling, or a wish. From this point upward, all the promotional material used serves the sole purpose of helping visitors reach the top of the pyramid and conquer the destination’s brand essence.

In chapter “*Tourism Objectives in the Czech Republic and Slovakia Facing European Competition in the Digital Era*,” Andrej Malachovský and Mária Spišiaková highlight the interconnection of goals in tourism and examine the reasons of the slow tourism growth and the structural problems of growth connected with specific position of the capital cities in the Czech Republic and Slovakia. In their analysis of the domestic and foreign source markets, they use time series of Czech and Slovak tourism statistics.

In chapter “*Olympic Facilities and Authoritarian Regimes: A Case Study of Sochi 2014*,” Melina Giannakopoulou explores the 2014 Sochi Games to critically examine how an authoritarian regime deals with its Olympic facilities pre- and post-Games and provides useful insights regarding the interrelationship between motivation for hosting, architectural philosophy, costs, and post-use. Data have been collected through literature review; published academic studies were the principal source and official reports and releases, conference minutes and proceedings, directives and guidelines of official bodies, and relevant news coverage were additionally used. According to the analysis, mega-events in non-democratic settings are predominantly used as landmarks of strategic importance, offering legitimatization for megalomaniac developmental agendas, which result in the creation of large-scale facilities with more symbolic than functional qualities. Furthermore, since in non-democratic states the mechanisms of accountability and the institutional constraints are weaker (or absent), instances of corruption and extensive cost overruns are bound to occur.

In chapter “*Focusing on Resort Sport Tourism Development: The Case of Costa Navarino*,” Leonidas Gaitanakis and Stella Leivadi examine the development and practices of sport tourism within a resort environment especially examining the “elite” sport tourist as suggested by Weed’s sport tourism participation model. The case study approach has been applied focusing on this enormous sport tourism development in need to deeply examine the uniqueness of the case. The results highlighted that the new development largely based the core product on the “elite” side of the sport tourism spectrum through the creation of luxury facilities and the provision of high-quality sport infrastructure such as golf and specific profile events. Focusing on developing quality active sport participation in the resort setting, Costa Navarino aims to establish the site as a destination for elite sports tourism.

Part IV: Business Performance

The fourth part of the book consists of ten chapters and aims at presenting recent developments on methodologies, tools, and approaches that are capable of dealing with issues regarding the tourism and hospitality business environment.

In chapter “*How Do New Ventures Operating in Tourism Industry Relate to Their Financial Goals?*,” Alina Badulescu, Daniel Badulescu, and Elena Stiubea try to address how financial and business growth objectives are associated with the entrepreneurial lifestyle expectations, especially in the early-stage development of the firm, in the so-called new venture. In their research, which analyzed a significant number of tourism businesses included in the Entrepreneurship Database Program, they tried to answer some questions regarding the main financial targets of the entrepreneurs, the average profit margins considered satisfactory by the new entrepreneurs, or if there is a specificity of tourism enterprises compared to the other areas.

In chapter “*Organizational Culture and Business Performance in Tourism and Hospitality Industry: The Case of a Luxury Tourist Resort*,” Georgia Robaki, Alkistis Papaioannou, Georgia Yfantidou, Anna Kourtesopoulou, and Antonios Dalakis try to determine (a) whether the organizational culture (OC) is implemented in a luxury tourist resort and (b) the relationship between the OC factors and the business performance [managers’ satisfaction regarding certain key performance indicators (KPIs)] of the luxury tourist resort. To examine the purpose of this quantitative study design, descriptive statistics and Spearman correlation were used. A sample of 166 full-time staff of the luxury tourist resort were surveyed using 39 items in a questionnaire. The results suggested that the OC is implemented to a great extent by the luxury tourist resort while there was a strong and positive relationship between OC and business performance of the luxury tourist resort (managers’ satisfaction regarding certain KPIs). This study may help tourism managers to further understand OC.

In chapter “*Weighting the ReSCulture Questionnaire: The Impact of Rewards Systems in Hotels’ Cultural Change Processes*,” the work of Christos Kakarougas,

Theodoros Stavrinoudis, and Leonidas Maroudas, through a pilot field research in Athenian hotels, seeks to weigh the novel ReSCulture (Rewards Systems Culture) questionnaire, which measures the impact of specific elements of employee rewards systems on cultural change processes in hotels. This chapter contributes to the development and the improvement of the novel ReSCulture questionnaire suitable for exploratory and confirmatory factor analysis. The main near future research is expected to provide useful measurement scales that can be adopted in other scientific research and equip hotel executives with a detailed guide of specific and specialized elements/variables of a rewards system that can strengthen or obstruct organizational culture change.

Chapter “*Internal Marketing in Tourism: The Case of Human Resource Empowerment on Greek Hotels*,” by Dimitrios Belias, Labros Vasiliadis, and Efstathios Velissariou analyzes the case of internal marketing practices and how it can be used so as to leverage the quality of the services provided from a hotel. The final outcome is that there is a need to pay more attention on the personnel of Greek hotels and to have some well-established policies on this issue. Furthermore, the chapter makes a recommendation for future quantitative research so as to examine the views of the employees on the internal marketing practices and policies.

Chapter “*Optimization of the Working Time System in the Company*,” prepared by Leszek Koziół and Wojciech Koziół, presents the concept of the analysis determinants of the work time system in the enterprise and the display of tools in this analysis, as well as empirical research results. Work time analysis still remains a poorly recognized issue of economic analysis. The basic research problem is the identification of the organizational gap, which can be described as the difference between the working method used in the company and the employed working time system, as well as indication of the possible ways of the gap elimination. A thesis, assuming the correspondence between the working time system and the working method, was adopted. In support of the thesis, the empirical part of the chapter presents the results of research in the form of a case study. It describes and assesses work time systems together with identified methods of work in the cooking and hotel industry enterprises. The economic analysis results were supplemented with opinions of the management staff and employees, being used to improve the existing working time system.

In chapter “*Cash Holding Determinants in the Greek Hotel Industry: SMEs Versus Large Firms*,” Panagiotis Dimitropoulos examines the firm-specific determinants of cash holdings in the Greek hotel industry and whether firm size is a crucial factor that impacts cash holding decisions. For this reason, he selected a large sample of hotel firms (1201 firm-year observations) and separated them between SMEs and large firms over the period 2003–2016. Empirical evidence documented that SMEs with higher leverage, net working capital, lower total assets, tangible assets, and distress risk tend to keep higher cash on their balance sheet in order to sustain their viability and finance daily operations. On the contrary, larger hotel firms which are more profitable and have more tangible assets tend to hold more cash. In total, evidence supports the precautionary motive of cash holdings to a higher extent for SMEs rather than large hotel corporations.

In chapter “*Tourists Satisfaction with All-Inclusive Packages: The Moderating Impact of Income and Family Size*,” Konstantinos Koronios, Panagiotis Dimitropoulos, Athanasios Kriemadis, Douvis Ioannis, Andreas Papadopoulos, and Genovefa Manousaridou elaborate on the motivations of travelers in all-inclusive hotels. The study utilizes a large survey of “all-inclusive” visitors summing up to 1600 questionnaires for the exploration of the factors determining tourists’ satisfaction. Their results provide useful policy implications for hotel managers which offer all-inclusive packages, in order to improve their services and adjust their tactic strategically based on customer characteristics.

In chapter “*Exploring E-CRM Implementation in Sport Tourism Hotels in Peloponnese*,” Kourtesopoulou Anna and Parasxos Lazaros explore issues that integrate both technological and marketing elements, by electronic customer relationship management (eCRM) that covers all aspects of the customer’s online experience throughout the entire transaction cycle. The study aims to explore eCRM implementation in sport tourism hotels in the Peloponnese region by evaluating hotel website performance.

In chapter “*Price Versus Service Assessment in Glamping*,” Pedro Liberato, José Coelho, and Dália Liberato intend to assess whether the importance of the attribute “service” increases according to the value that the camper is willing to pay in a glamping unit in Oporto Metropolitan Area. The concept of glamping reduces the negative effects identified by some camping users by keeping all the positive charge that coats it. Innovation and differentiation are the main strategies for this “product” to escape from the declining phase where it is located. Data were collected through an original questionnaire, obtaining a convenient sample of 201 campers. The results obtained confirm that the importance attributed to the service of a glamping unit increases according to the value that the camper is willing to pay.

In chapter “*The Human Resource Training and Development of Employees Working on Luxurious Hotels in Greece*,” Dimitrios Belias, Labros Vasiliadis, and Christos Mantas argue that increasing competition requires the development of the “internal” potential of each organization, with the result that human resources and their management are now regarded as one—a new sector of strategy that is considered vital to achieve a sustainable competitive advantage in the tourism industry. The training and development of staff and executives in the tourism sector, through which employees acquire skills and knowledge, are recognized by the most important and main functions of human resource management in the tourism industry. They conclude that although there are some training and development programs on Greek luxurious hotels, there exists still the need to develop formal programs on training and development since most of the hotels have informal approaches on such policies. The companies which will formalize this process are expected to gain from the leverage of their service quality and from higher customer and employee loyalty.

Last but not least, in chapter “*The Innovative Geoinformatics Public Health Utilities for Sustainable Ecological Tourism Facilities*,” Evangelia Baralou, Katerina Daskalaki, Emmanouil Georgiadis, Vicky Katsoni, Panagiota Malliou, and George Panagioutou present the GoFit (Go Functional Improvement and Tourism) program, which was conceived as an educational tool for experts in sport and

exercise science. Its goal is to teach experts important skills to support tourists on the development of *healthy habits when they are less busy and more open to suggestions over adapting new healthier habits*. The GO Functional Improvement and Tourism (GO FIT) project addresses the gap in learning programs between HEI's exercise and health experts with both educational and clinical expertise in collaboration with tourism manager's specialists. The authors discuss the way the GO FIT project is conceived and designed so as to develop a new learning program, by using information and communication technologies (ICTs) through the development of a web platform and a multimedia application. This transdisciplinary approach for exercise, health, and tourism experts aims to achieve relevant and high-quality skills and competences in designing the appropriate program for tourists and helping them to adopt a new healthy lifestyle.

We would like to express our deepest gratitude to all the authors, whose valuable contributions have formed the content of the current book, enriching through the perspectives, the context, the approaches, and tools that can be used for a thorough understanding, planning, and promoting local assets along the lines of sustainability in environmental, economic, and social terms.

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